

MANAGEMENT OF OCCUPATIONAL STRESS IN LEADERSHIP. CASE STUDY IN AGRICULTURAL ENTREPRENEURSHIP IN CĂLĂRAȘI COUNTY, ROMANIA

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Abstract

The role of leadership in managing occupational stress is particularly important because leaders have a significant influence on how their team perceives and manages stress. Managing occupational stress is a necessary skill for leaders in all fields, including agricultural entrepreneurship. In Călărași county, where agriculture plays a significant role in the economy, agricultural entrepreneurs face numerous challenges that can generate stress. Through this case study, we will identify the stress factors and the employees behavior, the self-assessment of their physical condition, the sources of tension at work, the moral values of employees and the strategies for managing occupational stress in the context of agricultural entrepreneurship in Călărași county. In this sense, we initiated a survey based on a questionnaire and unstructured interview, on a number of 200 respondents from the agricultural entrepreneurship of Călărași county, who work in commercial companies located in different areas of the county. The questions were structured on 2 levels, respectively, 4 filter questions and 6 sentence templates with 3 predetermined answers, in order to simplify the process of completing and analyzing the answers but also so that the respondents could choose the one that best reflects their perception regarding that item. By identifying and acknowledging the stress factors, using time effectively, open communication, and self-care, these entrepreneurs can promote a healthy work area and maximize their business performance. As a general conclusion, occupational stress in agricultural entrepreneurship in Călărași county is manifested through a complex set of factors, linked both to the specificities of agricultural activities and to the socio-economic context. Faced with these challenges, agricultural entrepreneurs must adopt stress management strategies, be flexible and innovative to adapt to climate, economic, legislative, social and political changes to ensure the sustainability of their businesses in this dynamic and demanding area.

Key words: entrepreneurship, management, leadership, stress, tension

INTRODUCTION

In the contemporary world, the professional activity becomes an inherent aspect of human life, generating numerous stressful situations in modern society. The individual involved in the world of work is often obliged to adapt to specific organizational and occupational circumstances [4]. When organizations operate in areas characterized by risks and intense demands, stressful situations can arise that can lead to professional stress or occupational stress [2,17].

Currently, stress occupies a predominant place in the sphere of organizational behavior. It is perceived as a set of circumstances in which the individual cannot react adequately to environmental stimuli or can respond with an excessive cost to the body, manifesting itself

through phenomena such as chronic fatigue, tension, anxiety, loss of self-esteem, depressive states and physical damage [1, 17]. Occupational stress is characterized as a complex and multidimensional phenomenon, reflected in the individual's psychophysiological reactions in a specific work area, manifested by the imbalance between work requirements and the individual's objective or subjective ability to manage them [18, 12].

The causes and effects of stress are varied and identification of the factors can be a difficult task. In the European Union, work stress represents the second health problem related to professional activity, after back disorders, being among the most frequent health problems encountered in the work place,

affecting about 28% among EU employees [8, 11].

The framework directive 89/391 of the European Commission establishes fundamental regulations in the field of safety and health at work, clearly stating the obligation of employers to ensure safety and health at workplaces, including regarding the effects of stress. All member states of the European Union transposed this directive into their national legislation, and some of them developed additional guidelines for the prevention of stress at work [3, 1, 7].

The role of leadership in managing occupational stress is particularly important because leaders have a significant influence on how their team perceives and manages stress. An effective leader understands that occupational stress can negatively affect the performance, morale and health of employees and directly impact organizational results [5, 10]. Therefore, a responsible leader is committed to creating a work area that promotes the mental health and well-being of the employees [6].

Also, leaders can play an active role in identifying and managing stress factors within the organization. By constantly monitoring the work area and work demands, leaders can identify the main sources of stress and develop strategies to proactively address them. This may include adjusting tasks and responsibilities, providing training and resources to strengthen employees' stress management skills [1, 9].

Managing occupational stress in agricultural entrepreneurship leadership in Călărași county represents a constant challenge, especially in the current context of rapid changes and uncertainty. Through adaptability, agricultural entrepreneurs can more effectively manage stress and promote healthy and resilient work areas for themselves and their team [1, 21].

The motivation for the study of occupational stress management in agricultural entrepreneurship leadership in Călărași county is supported by many considerations which reflect the importance of this subject in the current context. First of all, agriculture represents one of the pillars of the economy in Călărași county, and agricultural entrepreneurs

play a vital role in the development and prosperity of the region. Facing constant pressures and challenges in their business sector, these leaders are exposed to a high level of occupational stress, which can affect not only their personal well-being but also the performance of their businesses.

Secondly, agricultural entrepreneurs face new and unpredictable challenges, which can intensify stress and uncertainty. Climate change generated extreme and unpredictable weather conditions, affecting agricultural production and adding another dimension of stress for entrepreneurs.

In this context, understanding the effective ways of managing occupational stress among the leaders of agricultural entrepreneurship in Călărași county become essential for promoting resilience and success in this field. Understanding the specific stress factors that agricultural entrepreneurs face, and identifying the strategies and resources available to manage them, can help improve personal well-being and increase business performance.

MATERIALS AND METHODS

The purpose of this study is to identify the stress factors, the sources of tension at the workplace, the way they manage the stress and the satisfaction of the organization staff with regard to the work performed, correlated with the evaluation of the organizational culture in agricultural entrepreneurship in Călărași county as an essential aspect in shaping the work area and the impact on occupational stress.

Managing occupational stress is a necessary skill for leaders in all fields, including agricultural entrepreneurship. In Călărași county, where agriculture plays a significant role in the economy, agricultural entrepreneurs face numerous challenges that can generate stress. Through this case study, we aimed to identify stress factors and employees' behavior, self-assessment of their physical condition, sources of tension at work, employees' moral values and occupational stress management strategies in the context of agricultural entrepreneurship in Călărași county.

In this sense, we initiated a survey based on a questionnaire and unstructured interview, on a number of 200 respondents from the agricultural entrepreneurship of Călărași county, who work in commercial companies located in different areas of the county. Data collection was carried out physically, within commercial companies with an agricultural profile, during 4 calendar months, by four teams of data operators, under the authors coordination.

The questions were structured on 2 levels, respectively 4 filter questions and 6 templates of statements with 3 pre-set answers, to simplify the process of completing and analyzing the answers, but also so that the

respondents can choose the one that best reflects their perception of the respective item. The age groups were structured in five steps, as follows: up to 30 years, between 31-40 years, between 41-50 years, between 51-60 years, over 60 years.

With regard to the criterion regarding the level of studies, we structured it as follows: secondary, high school studies, higher studies, postgraduate studies; by gender: man and women; according to the occupational status, we structured the respondents by work departments: management staff; economic, technical and technological; administrative, other categories, as presented in Table 1.

Table 1. Sample structure and features features

Category	No. of respondents	%
Age		
Up to 30 years old	37	18.5
31-40 years old	56	28.0
41-50 years old	47	23.5
51-60 years old	39	19.5
Over 60 years old	21	10.5
Total persons depending on: age	200	100
Study level		
Secondary	16	8.0
High school	87	43.5
University	76	38.0
Postuniversity	21	10.5
Total persons depending on: studies	200	100
Residence area		
Urban	111	55.5
Rural	89	44.5
Total persons depending on: residence area	200	100
Gender		
Masculine	126	63.0
Feminine	74	37.0
Total persons, depending on gender	200	100
Field/Occupational status		
Management	31	15,5
Economic	42	21,0
Technical and technological	73	36,5
Administrative	38	19,0
Other categories	16	8,0
Total persons depending on post field	200	100

Source: Centralization of information obtained based on questionnaire [15].

From the centralized information following the application of the questionnaire, it is found that most of the persons included in the sample have university/post-graduate studies in

percentage of 48.5%, followed by the category of persons with high school education, in percentage of 43.5%. By residence place, 55.5% live in the urban area, by gender, 63%

are men, by occupational status, 36.5% are from the technical and technological field, followed by those from the economic field and 19% from the administrative staff.

RESULTS AND DISCUSSIONS

The abundant natural resources of Călărași county are a major advantage for local agricultural entrepreneurs. The fertile soils and favorable climate allow for a remarkable diversity of crops and the raising of a wide range of animals. These favorable natural conditions are the solid base of operations for agricultural entrepreneurs in the area [14].

However, the sector faces significant challenges, among which climate change stands out as one of the most pressing. Their impact on crops and pressure on water resources can seriously affect agricultural activity. In addition, the technological upgrading required in this area requires significant investment, and access to adequate finance and infrastructure can often be limited [15,16].

Legislative and political changes represent another influencing factor on agricultural entrepreneurs in Călărași county. Agricultural subsidy regulations, environmental policies and international trade agreements can determine the direction and viability of businesses in the local agricultural sector.

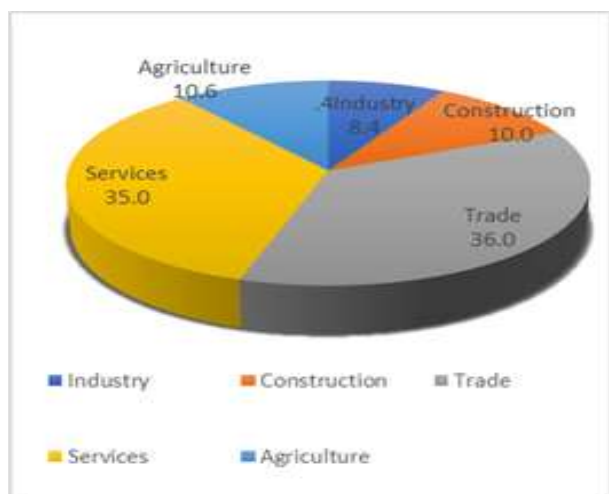


Fig. 1. Percentage structure of active enterprises depending on activities, in year 2023
 Source: Statistical Yearbook, Călărași County [19].

Regarding the business sector at the level of Călărași county it is remarked a significant difference regarding the agricultural sector, that represents 10.6 % of the number of active enterprises at county level, compared to 36% in trade field and 35% in market services field, as it is shown in Figure 1. Thus in 2023 a decrease is recorded compared to year 2020 by 0.6% regarding active enterprises [20].

Regarding the turnover structure, 20% of the agricultural sector is noted, as shown in Figure 2.

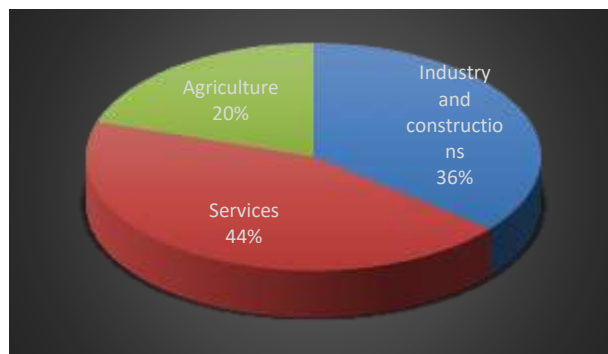


Fig. 2. Structure of business sector in Călărași from the point of view of turnover in the year 2023
 Source: Statistical Yearbook, Călărași County [19].

Occupational stress in agricultural entrepreneurship in Călărași county reflects a complex and distinct reality, characterized by particularities specific to this sector. In an agricultural business sector, entrepreneurs face unique challenges, deriving from the specific characteristics of agricultural activities, environmental conditions, as well as the socio-economic context specific to the region. Analyzing these particularities, a detailed picture of the impact of occupational stress on agricultural entrepreneurs in Călărași county is outlined (Table 2).

Leaders can also shape their behavior, by adopting a balanced and resilient approach to workplace challenges and pressures, they can inspire and motivate their team to do the same. It is important for leaders to be aware of their own limits and take responsibility for managing their own stress, as their behavior can impact organizational culture. By addressing and analyzing these aspects, we can gain a deeper understanding of the context and challenges faced by agricultural entrepreneurship in Călărași county, and we

can identify strategies and solutions for the effective management of occupational stress and for promoting the sustainable development of the sector.

Table 2. Aspects followed in the particularization of occupational stress specific to agricultural entrepreneurship in Călărași county

Aspects followed	Features
Agricultural entrepreneurship structure	-We analyse if agricultural entrepreneurship in Călărași county is dominated by small individual farmers or larger associative forms, such as agricultural cooperatives, producers groups, stock companies. -We analyze the distribution of farms depending on dimension, type of property (individual, associative) and production profile.
Turnover and financial performance	We evaluate the impact of turnover level and financial performance on occupational stress level and agricultural entrepreneurs in the region.
Concrete conditions of area and work	We analyze how weather conditions, soil characteristics and other environment variables influence the occupational stress of agricultural entrepreneurs.
Demographic tendencies and labor force	We evaluate the impact of demographic tendencies on availability and qualifications of labor force in the agricultural sector, as well as the migration degree and active population ageing.
Infrastructure and access to technology	We analyze the level of rural infrastructure, access to technology and internet, that can influence efficiency and competitiveness of agricultural entrepreneurs.
Effects of climate changes	We investigate the impact of climate changes on agricultural production, related risks (such as drought, floods) and adaptation strategies adopted by entrepreneurs.
Institutional support and agricultural policies	We evaluate the way in which the national and local agricultural policy, including support and financing programs influence the agricultural business sector and entrepreneurs stress level.
Conditions of market and competitiveness	We analyze the dynamic of agricultural market, including prices of agricultural products, competition with important products and export opportunities, that can affect the entrepreneurs stress level.
Resilience and innovation	We investigate the capacity of agricultural entrepreneurs to adapt to changes and innovate in production, management and trade processes, in order to face challenges and to maximize success potential.

Source: carried out by authors.

In addition, leaders can promote an organizational culture that recognizes and values the importance of mental health and work-life balance.

By creating a work area that encourages openness, mutual support and collaboration, leaders can help reduce the stigma associated with discussing mental health and promote a climate where employees feel comfortable asking for help when they need it.

The organizational culture in agricultural entrepreneurship in Călărași county represents an essential aspect in modeling the work area and its impact on occupational stress. This organizational culture is defined by the values, norms, behaviors and relationships between the members of the organization, and in the context of agricultural entrepreneurship, it can

substantially influence the levels of stress felt within the business, as presented in Table 3.

Organizational culture can also influence the degree of team support and collaboration. An area where employees feel part of a community, encouraged to share knowledge and collaborate in solving problems, can reduce isolation and pressure on individuals. Professional development and recognition of efforts are also key aspects in defining organizational culture.

When there is a concern for skill development and recognition of contributions, agricultural entrepreneurship can become more attractive and motivating for employees.

However, certain characteristics of organizational culture can also contribute to increased occupational stress.

A culture that promotes excessive competition or does not encourage work-life balance can increase the pressures on employees. Also, work conditions and workplace safety are

essential components of organizational culture, and their lack can contribute to increased levels of stress.

Table 3. Correlation of organizational culture elements with occupational stress

Elements of organizational culture	Stress factors
Leader communication	-Lack of communication or inefficient communication of expectations or directions can generate confusion and uncertainty among employees, that can lead to stress. -Inconsistent communication or lack of transparency from leader can nourish rumors and speculations among the team, that can affect trust and moral.
Leader values	-Differences between values and individual principles of leader and employees can create conflicts in the team, generating stress. -Lack of coherence between values expressed by leader and his real behavior can undermine trust and respect of employees, contributing to feeling of frustration and stress.
Leader behavior	-Authoritative or inappropriate behavior from the leader can create a tense and unpleasant work area, contributing to employee stress. -Lack of support from leader in difficult situations can amplify feeling of uncertainty and frustration, increasing the stress level.
Work conditions	-Lack of some safe and healthy work conditions, such as adequate protection equipment or ergonomic work conditions, can expose employees to risks and can generate stress related to health and security. -An inappropriate work area, such as overcrowd, excessive noise or lack of intimacy can affect psychological well-being of employees and can contribute to general stress.
Personal development	-Lack of development opportunities and professional perspective can generate frustration and dissatisfaction among employees, that can lead to stress and demotivation. -Pressure to improve or stay updated to technological and industrial changes can generate anxiety and stress among employees, especially in a evolving sector chs as agricultural sector.

Source: carried out by authors.

I. Organizational background

Job satisfaction is an important aspect in organizations, influencing not only the well-

being and motivation of employees, but also the efficiency and productivity of the organization as a whole.

Table 4. Organizational background

	Items	Dissatisfaction	Relative satisfaction	Satisfaction
1	Communication and way in which information circulate between departments/employees.	30%	20%	50%
2	Work you currently perform.	15%	10%	75%
3	Style of management used by superiors.	10%	10%	80%
4	Way in which changes and suggestions are put into application.	5%	15%	80%
5	The extent to which you feel you can develop or fulfil yourself within this organisation	0%	30%	70%
6	The way in which conflicts within organization are solved	0%	20%	80%
7	The degree to which your job requires the professional training and experience you believe you possess.	5%	5%	90%
8	The psychological atmosphere or climate existing in the organization	0%	30%	70%

Source: Centralization of information obtained based on questionnaire [13].

In this context, identifying the factors that contribute to job satisfaction or dissatisfaction

is essential for improving the work area and organizational performance.

The first category of questions addressed in this study aims precisely at this dimension of satisfaction within the organization.

Subjects were asked to rate their perception of the work carried out, communication within the organization, the leadership style practiced by superiors, as well as the general atmosphere within the organization, with a value scale with levels: *satisfaction, relative satisfaction, dissatisfaction.*

Analyzing the percentage distribution of these answers, it results that most of interviewees appreciated items on organizational background generating complete satisfaction, as it is shown in Table 4.

II. Employees perception regarding tension they feel on the work place

The feelings and behavior of employees at work are topics of major interest in organizational psychology studies, as these aspects can significantly influence the

performance and well-being of employees, but also the success of the organization as a whole. One of the factors that can deeply affect the emotional and behavioral state of employees is the tension felt at work. Stress can be caused by various reasons, such as overloading with tasks, lack of clarity about role and responsibilities, or strained organizational background.

In this context, it is important to understand how employees' feelings and behaviors manifest in relation to workplace stress, and the subjects were asked to rate their perception of the stress they feel at work, based on four items, evaluated with a scale of values with 3 levels: *high extent, relative extent, small extent*, according to the information in Table 5. Most of the interviewees appreciated that they feel the items regarding the tension at work in a relative extent.

Table 5. Employees perception on tension they feel at workplace

	Items	High extent	Relative extent	Small extent
1	During an usual working day you feel disturbed, although the reasons of this state are not always clear, obvious	17%	53%	30%
2	You notice sometimes a decrease of trust you have in your own strength	19%	41%	40%
3	You live long period of sadness or melancholy for reasons you cannot simply explain	12%	28%	60%
4	It happens at work that the things you have to do become too much and you feel overworked (overwhelmed)	30%	55%	15%

Source: Centralization of information obtained based on questionnaire [13].

III. Self-evaluation of physical health

For the self-assessment of the physical health of the respondents, we proposed the analysis of specific signs and symptoms that may indicate

a state of well-being or stress for the individual, based on five items, evaluated with a 3-level value scale: *never, sometimes, frequently*, according to information from Table 6.

Table 6. Self-evaluation of physical health of interviewees

	Items	Never	Sometimes	Frequent
1	Unexplained fatigue or exhaustion.	2%	62%	36%
2	Tendency to eat, drink or smoke more than usual.	4%	56%	40%
3	Feeling of suffocation or dizziness.	4%	70%	26%
4	Tingling or stabling in some parts of the body	8%	72%	20%
5	You struggle to go out of bed in the morning	8%	72%	20%

Source: Centralization of information obtained based n questionnaire [13].

In a range between 56-72% of the respondents, they mentioned that they *sometimes* feel the stated symptoms, and in a range of 20-40% they mentioned that they feel them *frequently*.

IV. Sources of tension at the workplace

The sources of workplace stress are diverse and can significantly affect employee well-being and performance. These can range from excessive tasks and responsibilities to lack of recognition and poor working conditions.

Following the analysis of a number of 13 items, which capture aspects such as the level of guidance and support from superiors, discrimination or favoritism, the impact of changes in work requirements on employees, etc., evaluated with a 3-level value scale: *it is*

not source of tension, it is sometimes, it is frequent, according to the information in Table 7. Most of the interviewees appreciated the mentioned items as *frequently* or *sometimes* sources of tension at the workplace.

Table 7. Sources of tension at workplace

	Items	It is not a source of tension	Sometimes, it is a source of tension	It is frequently a source of tension
1	To manage or supervise others work.	20%	30%	50%
2	To have work also at home.	0%	30%	70%
3	To work at inferior level of your capacities.	30%	20%	50%
4	Guidance and insufficient support from superiors.	10%	20%	70%
5	Lack of consulting and communication.	20%	30%	50%
6	To keep up with technique, innovations, ideas and new technologies.	10%	10%	80%
7	To participate in meetings	50%	40%	10%
8	To work late	10%	30%	60%
9	Discrimination and favoritism	10%	70%	20%
10	To be underestimated	0%	10%	90%
11	To be obliged to take risks	10%	20%	70%
12	The requirements how to do your work	40%	40%	20%
13	Bad work conditions (heat, ventilation, light, noise etc.)	30%	40%	30%

Source: Centralization of information obtained based on questionnaire [13].

V. Ways for stress management

Based on the data presented in Table 8, we remark that the employees go through various

modalities to manage stress and tension at the workplace.

Table 8. Modalities of stress management

	Items	Never	Sometimes	Frequent
1	I refer to hobbies and fun.	10%	38%	52%
2	I try to look at the situation objectively, I do not let myself influenced by my emotional states.	10%	20%	70%
3	I smoke, drink coffee, energy drinks	8%	32%	60%
4	I talk to friends, family	20%	40%	40%
5	I broaden interests and activities outside work.	10%	40%	50%
6	I solve problems in order of importance and emergencies.	0%	30%	70%
7	I refer to specialized assistance	99%	1%	0%

Source: Centralization of information obtained based on questionnaire [13].

Among these modalities they go through hobbies and fun, discussions with friends and family, prioritizing solving problems depending on importance and emergency, trying to look at situations objectively, that are evaluated with a scale of value *sometimes* or *frequent* related to the 8 items mentioned as modalities to reduce stress, by which

employees maintain a balance between professional and personal life and face professional challenges.

VI. Values valued by the respondents.

Based on the data presented in Table 9, it is obvious that the respondents value certain values that they want to have at their workplace. Among them it is the possibility of

a salary according to the work performed, suitable working conditions, positive relations with chiefs and colleagues, job security,

promotion of opportunities and incentives leading to their personal development, which they rate as *very important* on value scale.

Table 9. Values valued by respondents related to workplace workplace

	Items	Very important	Relatively important	Not at all important
1	Salary corresponding to work performed	90%	10%	0%
2	Good work conditions.	80%	20%	0%
3	Good work relations with colleagues and chiefs.	80%	20%	0%
4	Job safety.	100%	0%	0%
5	Compliance with work schedule	60%	20%	20%
6	Possibility to be promoted.	100%	0%	0%
7	Existence of some incentives that lead to personal development	100%	0%	0%

Source: Centralization of information obtained based on questionnaire [13].

VII. Factors generating stress, outside organization.

Based on the data presented in Table 10., it is obvious that the factors specific to the conditions in which entrepreneurship in the

agricultural field carries out its activity, leave their mark on the stress level of those who are part of this economic-social process, all the stated items being appreciated as *frequently* generators of stress, with percentages between 70-100% on the value scale.

Table 10. Evaluation of stress generating factors, outside organization

	Items	Never	Sometimes	Frequent
1	Seasonality of the agricultural works	0%	22%	78%
2	Climate incertitude	0%	0%	100%
3	Financial resource management/Access to financing	0%	20%	80%
4	Availability of qualified work force	0%	30%	70%
5	Integration of modern technologies in agricultural practice	0%	30%	70%
6	Legal aspects and specific regulations in the field of agriculture	0%	10%	90%

Source: Centralization of information obtained based on questionnaire [13].

Regarding the organizational climate, the results indicate a significant level of satisfaction in terms of internal communication, the work currently carried out and the leadership style of superiors. Also, the psychological atmosphere and the way conflicts are resolved were perceived as very satisfactory by the majority of respondents. However, there is a significant percentage of dissatisfaction with how changes and suggestions are implemented, which may indicate the need for improvements in the process of implementing organizational changes.

It is obvious that an environment where information flows efficiently and employees feel encouraged and motivated to carry out their activities contributes to greater satisfaction. However, there is a need to

improve the processes for implementing changes and suggestions to ensure proper adaptation to organizational changes.

Self-assessment of physical health shows that unexplained fatigue or exhaustion sometimes occurs, as does the tendency to eat, drink, or smoke excessively. However, feeling suffocated or dizzy is less common, indicating that the physical aspects of stress can vary by individual.

Promoting a healthy lifestyle and providing resources to deal with fatigue and daily pressures can help improve employee health.

The sources of stress in the workplace are diverse, and the results indicate multiple tasks, changes in work demands, overtime, and their recognition is essential for the implementation of corrective measures. Issues such as leadership, overwork, lack of support and

working conditions must be addressed through proper human resource management and the adoption of policies and practices that support employee balance and well-being.

The stress management strategies adopted by employees reflect the diversity of personal approaches. Regarding stress management, respondents adopt different ways, such as go to hobbies and fun, trying to look at the situation objectively, and talking to friends and family. However, smoking, drinking coffee and energy drinks seem to be quite common, suggesting that some stress management behaviors may be less healthy.

Values, such as the balance between professional and personal life, through the possibility of promotion and personal development supported by employers, salary corresponding to the volume and complexity of the work performed, good working conditions, service safety and positive relations with the direct chief are important for employees. Understanding these values can guide organizational strategies for creating a work area that meets the needs and aspirations of employees.

The evaluation of the information obtained through the questionnaire and free discussions with the respondents offers a comprehensive perspective on the complexity of the working area in agricultural entrepreneurship in Călărași county, highlighting important aspect related to satisfaction in the work job, emotional state and perceived stress. This information provides an useful background for developing some efficient strategies of improving working condition and promoting employees welfare.

This analysis provides a general image of employees perceptions and experiences among the agricultural entrepreneurship in Călărași county, thus providing the base for identification and implementation of efficient strategies for stress management an improve organizational climate.

CONCLUSIONS

In the current context, the management of occupational stress in agricultural entrepreneurial leadership in Călărași county

becomes urgent, considering the rapid and unpredictable changes in the economic sector in general.

One of the defining factors of stress in agricultural entrepreneurship is the seasonal nature of agricultural activities. Production cycles and agricultural work are often dictated by weather conditions and natural phenomena, imposing intense pressures at certain times of the year. This seasonality can generate a significant workload in a limited amount of time, increasing stress levels for contractors and workers

Climate uncertainty is also a significant source of stress in agricultural entrepreneurship. Unforeseen changes in the weather, such as droughts or floods, can affect harvests and create difficulties in the efficient management of resources. Agricultural entrepreneurs face permanent risks related to climate variability, which can generate considerable stress and financial pressure.

The stress related to the management of financial resources represents another particularity in agricultural entrepreneurship in Călărași. Production cycles and market fluctuations can create uncertainties regarding revenues and costs. Access to finance and effective management of agricultural budgets are significant challenges, contributing to increased levels of stress for entrepreneurs.

Labor-related aspects are also an important component in generating occupational stress. The availability of skilled labour, managing teams during busy periods and dealing with human resource issues can bring significant pressures on agricultural entrepreneurs in the region.

Another distinctive aspect of stress in agricultural entrepreneurship is related to technological aspects. Integrating modern technologies into farming practices, while it can bring efficiency and innovation, can also be a source of stress. Learning and adapting to new technologies, as well as initial investments in advanced equipment, can create additional pressures for entrepreneurs.

Also, legislation and regulations specific to the agricultural field add complexity and stress to business management. Changes in agricultural policies, compliance requirements, and

bureaucracy can demand additional resources from agricultural entrepreneurs and contribute to increased levels of stress and uncertainty.

Occupational stress in agricultural entrepreneurship in Călărași county is manifested by a complex set of factors, linked both to the specificities of agricultural activities and to the socio-economic context. Faced with these challenges, agricultural entrepreneurs must adopt stress management strategies, be flexible and innovative to adapt to changes and ensure the sustainability of their businesses in this dynamic and demanding area.

In conclusion, a well-defined organizational culture that promotes open communication, work-life balance, professional development and workplace safety can create a healthier and more sustainable work area for entrepreneurs and employees in agricultural entrepreneurship. In contrast, a culture that emphasizes excessive competition, isolation or ignoring welfare issues can contribute to increased levels of stress and pressure in this sector.

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