

# Chapter 9

## One Brain, One Heart, One Body: Technological Stress and Health in Organizations of the Digital Era

**Evgeny Rudnev**

*Moscow Economic Institute, Russia*

### **ABSTRACT**

*The chapter reveals the problem of health in the context of digitalization and building an organizational culture based on hybrid communication, workplace practices, and burnout prevention. Health is the main human resource, which is becoming a predictor of organization success in the 21<sup>st</sup> century; and it is the responsibility of business to create conditions conducive to the health of employees. The problem of technological stress and understanding of health based on medical and psychological approaches are considered. It is concluded that the psychological approach allows a broader consideration of health in relation to conditions of digitalization - social context and role of emotions. An overview of health research results in various countries is presented, taking into account the factors of education, gender, age, and culture. Recommendations are given for building an organizational culture based on hybrid communication, behavior in the workplace, and prevention of emotional burnout.*

### **HEALTH OF WORKERS AS A PREDICTOR OF ORGANIZATION SUCCESS IN 21 CENTURY**

*Health is the main resource of human. In recent decades, the problem of safety becomes relevant (Zinchenko, 2011), and a new scientific direction “psychology of health” is developing. (Health Psychology, 2006). 85% of the managers professional activity consists communication and correlated with intellectual loads. The solution of various problems, increased responsibility and stress attract risks for leaders that depend on health. together with that business plays a significant role in creating a healthy environment, meaningful work and well-being of people. (Pitts at el, 2022)*

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Modern leaders work in an environment of uncertainty, which increases the health risks associated with the strategic development of organization. And in the era of information technologies intensive development in organizations, the impact of which on human health has not been fully studied.

Traditionally, at the household level and among professionals, there is an opinion “health is the absence of disease”. This is due to the fact that the medical approach dominated in science for a long time. Research by psychologists at the early stages of ontogenesis - preschool children showed such an idea of health in Russia is formed from an early age (Fedorenko, 2009). The children were asked to describe their health. An analysis of the children’s stories included descriptions of a medical nature dominated in their content: to be healthy - not to take pills, not to go to doctor. Less often - eat fruit, wash hands, play sports. Thus, the medical approach to health is quite common in Russia. However, back in 1948, the World Health Organization determined a definition of health, indicated its the social nature, human well-being - “health is a state of complete physical, mental and social well-being, and not just the absence of diseases and physical defects.” (<http://www.who.int>)

*The issue of stress is described in detail in the psychological literature. (Bodrov, 2012) Nevertheless, there is a new type of stress in 21 century - technological. Technological stress is a stress that occurs in a person from exposure to special devices (laptop, smartphone and others used in the workplace and in everyday life), the impact of which on a person has not been fully studied.*

At present, the only way to deal with technological stress is to establish norms of behavior, to increase the importance of a person using technical devices. No one, except the owners of technical means, can set these standards and control them.

Some norms that reduce the level of technological stress:

- turn off all devices that emit signals before going to bed;
- warn acquaintances, relatives, colleagues that after 22.00 technical means of communication and devices, including e-mail, are not used;
- warn colleagues that on weekends technical means of communication are not used;
- establish norms for response time to messages and introduce them to acquaintances, relatives, colleagues;
- do not use communication devices while playing sports.

The task of leadership and top management of organizations is to support these rules and develop health behavior of workers.

In the 21st century, the psychological approach to understanding health is becoming increasingly popular. Obviously, a person is arranged in such a way that with age he ages. However, often a person enters the profession healthy, and leaves it - sick. A child born in Brazil or Burma (Myanmar) today can expect to live 20 years longer than one born only 50 years ago. In Iran, only around one in ten of the population is currently older than 60 years. In only 35 years’ time, this proportion will have increased to around one in three. And the pace of change is much faster than was the case in the past, but little evidence exists that older people today are experiencing better health than their parents (Beard *et al*, 2017) The psychological understanding of health lies in the fact that it largely depends on our attitude and perception of life. The task of modern organizations is for a person to come to the workplace healthy, and after leaving the organization, to go on a well-deserved rest also healthy. In many respects, it also

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