

**Sanja
Pavlova****ANALIZA ODNOSA MEĐU
ORGANIZACIJSKOM
KULTUROM, MENTALNIM
ZDRAVLJEM I
ZADOVOLJSTVOM
POSLOM KOD ZAPOSLENIKA
U VISOKOŠKOLSKIM
USTANOVAMA TIJEKOM
PANDEMIJE COVID-19:
DOKAZI IZ REPUBLIKE
SJEVERNE MAKEDONIJE****ANALYSIS OF THE
RELATIONSHIP BETWEEN
ORGANIZATIONAL CULTURE,
MENTAL HEALTH AND
JOB SATISFACTION OF
EMPLOYEES AT HIGHER
EDUCATION INSTITUTIONS
DURING COVID-19
PANDEMIC: EVIDENCE FROM
THE REPUBLIC OF NORTH
MACEDONIA**

SAŽETAK: Ovaj rad istražuje odnos među organizacijskom kulturom, mentalnim zdravljem i zadovoljstvom poslom zaposlenika makedonskih visokoškolskih ustanova tijekom pandemije COVID-19. Uzimajući u obzir okolnosti uzrokovane pandemijom COVID-19, može se zaključiti da različite kulture mogu generirati različita ponašanja u istim situacijama, što se odražava na različita stanja mentalnog zdravlja, a posljedično i na stupanj zadovoljstva poslom zaposlenika u visokoškolskim ustanovama. Činjenica je da do sada nisu provedena istraživanja koja povezuju organizacijsku kulturu, mentalno zdravlje i zadovoljstvo poslom u visokoškolskim ustanovama u Republici Sjevernoj Makedoniji tijekom pandemije COVID-19. Teorijska osnova za mjerenje organizacijske kulture bio je instrument VOX Organizationis, sindrom izgaranja na poslu mjerio se pomoću upitnika Maslach Burnout Inventory (MBI), a mentalna i emocionalna dobrobit pomoću dvodijelne Procjene mentalnih poremećaja u primarnoj zdravstvenoj zaštiti te instrumenta za mjerenje promjena u radnim praksama. Istraživanje pokazuje da postoji povezanost među organizacijskom kulturom, mentalnim zdravljem i zadovoljstvom poslom zaposlenika makedonskih visokoškolskih ustanova tijekom pandemije COVID-19.

KLJUČNE RIJEČI: istraživanje, mjerenje, Vox Organizationis, sindrom izgaranja na poslu, promjene u radnim zadacima

ABSTRACT: This paper examines the relationship between organizational culture, mental health, and job satisfaction of employees of Macedonian higher education institutions during the COVID-19 pandemic. Considering the situation caused by the COVID-19 pandemic, it can be concluded that different cultures can determine different behavior for the same event, and hence obtain certain states of mental health, thereby measuring the degree of job satisfaction of employees of higher education institutions. The fact is that until now there is no data on research that connect the organizational culture, mental health, and satisfaction with the work of higher education institutions in the Republic of North Macedonia, when it comes to the period of the COVID-19 pandemic. The theoretical basis for measuring organizational culture was the VOX Organizationis instrument, workplace burnout was measured by the Maslach Burnout Inventory (MBI) instrument, and mental and emotional well-being through the 2-item Assessment of Mental Disorders in Primary Care, as well as instrument for measuring the task performance changes in workplace practices. The research shows that there is a relationship between organizational culture, mental health and job satisfaction of employees of Macedonian higher education institutions during the COVID-19 pandemic.

KEY WORDS: Research, Measuring, Vox Organizationis, Workplace Burnout, Task Performance Changes



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UVOD

U ovom se radu istražuje odnos među organizacijskom kulturom, mentalnim zdravljem i zadovoljstvom poslom zaposlenika visokoškolskih ustanova tijekom pandemije COVID-19.

Ovo je prvo istraživanje u Sjevernoj Makedoniji koje ispituje povezanost među organizacijskom kulturom, mentalnim zdravljem i zadovoljstvom poslom zaposlenika makedonskih visokoškolskih ustanova tijekom pandemije COVID-19. Ovo je istraživanje obogatilo cjelokupnu literaturu koja analizira različite sfere života na koje je utjecala zdravstvena kriza COVID-19.

Visoko obrazovanje ozbiljno je pogođeno posljedicama pandemije COVID-19 (Mathew et al., 2024).

Pandemija COVID-19 bila je aktualno pitanje na globalnoj razini diljem svijeta. No unatoč tomu, u Republici Sjevernoj Makedoniji nema mnogo istraživanja koja povezuju ovu zdravstvenu krizu s odnosom među organizacijskom kulturom, mentalnim zdravljem i zadovoljstvom poslom u visokom obrazovanju.

Upravo je iz tog razloga svrha ovog rada istražiti odnos među ovim trima aspektima koja su od velike važnosti za cjelokupan ljudski život.

Stoga se najprije prikazuje organizacijska kultura da bi se poslije moglo razmotriti učinke pandemije na mentalno zdravlje zaposlenika u visokom obrazovanju, a time i na njihovo povećano ili smanjeno zadovoljstvo poslom.

Da bi se dobilo konkretnije razumijevanje cjelokupnog istraživanja, izdvojena su dva cilja:

- Analizirati odnos među organizacijskom kulturom, mentalnim zdravljem i zadovoljstvom poslom zaposlenika visokoškolskih ustanova tijekom pandemije COVID-19.
- Ispitati utjecaj koji je pandemija COVID-19 imala na percepciju zaposlenika o njihovu radu.

INTRODUCTION

The purpose is to introduce what will be discussed in this paper. This paper investigates the relationship between organizational culture, mental health, and job satisfaction of employees of higher education institutions during COVID-19 pandemic.

This study is the first in North Macedonia to investigate the relationship between organizational culture, mental health and job satisfaction of employees of Macedonian higher education institutions during the COVID-19 pandemic. Thanks to this research, the overall literature that investigates the various spheres of existence that have been affected by the health crisis COVID-19 is enriched.

Higher education has been severely impacted by the impacts of the COVID-19 pandemic (Mathew et al., 2024).

The COVID-19 pandemic was a topical issue at the global level, all over the world. But despite that in the Republic of North Macedonia, there is not much research that connects this health crisis with the connections between organizational culture, mental health, and job satisfaction in higher education.

Precisely for that reason, the purpose of this paper is to explore the relationship between these three aspects that are very important for overall human living.

Therefore, initially organizational culture is shown, in order to later follow up on the impacts of the pandemic on the mental health of employees in higher education, and thus the increased or decreased satisfaction with the work they do.

In order to have a more concrete understanding of the overall research, two goals have been singled out:

- To analyze the relationship between organizational culture, mental health and job satisfaction of employees of higher education institutions during the COVID-19 pandemic.
- To investigate the impact that the COVID-19 pandemic has on employees' perception of their work.

PREGLED LITERATURE

Organizacijska kultura u visokoškolskim ustanovama tijekom pandemije COVID-19

Organizacijska kultura u visokom obrazovanju tijekom pandemije COVID-19 relativno je nov i nedovoljno istražen pojam. Ova je pandemija pridonijela prijelazu visokoškolskih ustanova na oblik virtualnih učionica, što jasno ilustrira posljedice tzv. „novog normalnog” u kojem tradicionalni način učenja uz fizičku prisutnost gubi svoju ulogu, a primat preuzima učenje na daljinu (Pavlova, 2023a).

Međutim, unatoč negativnim implikacijama neke visokoškolske ustanove pozitivno su odgovorile na promjene na koje su bile prisiljene. Takav se primjer može vidjeti u istraživanju koje je proveo Müller i sur. (2023) na njemačkim sveučilištima na kojima su se zahvaljujući digitalizaciji procesa implementirali pojednostavljeni radni postupci, ušteda vremena i veća transparentnost u radu.

Rezultati istraživanja koje je proveo Haffar i sur. (2023) pokazuju da je, da bi novi model učenja na daljinu bio uspješan, nužno u sustavu visokog obrazovanje analizirati vezu između predanosti novim nastavnim načelima i spremnosti nastavnog osoblja na prilagodbu.

Mentalno zdravlje u visokoškolskim ustanovama tijekom pandemije COVID-19

Pogoršanje kvalitete mentalnog zdravlja u visokoškolskim ustanovama uvelike je uzrokovano dugim trajanjem pandemije COVID-19 (Zarowski et al., 2024).

Vrlo je važno očuvati mentalno zdravlje tijekom zdravstvenih kriza poput pandemije COVID-19. Visokoškolske ustanove trebaju zauzeti sustavan pristup i osigurati svojim zaposlenicima i studentima psihološku podršku u takvim razdobljima.

Postoje brojni načini na koje visoko obrazovanje može pružiti psihološku pomoć. To uključuje savjetnike i mentore za mentalno zdravlje (Lisiecka et al., 2023).

LITERATURE REVIEW

Organizational culture of higher education institutions during COVID-19 pandemic

Organizational culture in higher education during COVID-19 pandemic is a relatively new and unresearched term. This pandemic has contributed to higher education institutions transitioning to a kind of virtual classrooms, which perfectly illustrates the consequences of the “new normal”, where the traditional way of learning with physical presence is losing its role, and distance learning is taking over (Pavlova, 2023).

However, despite the negative implications, some higher education institutions responded positively to the changes they were forced to make. Such an example, could be seen, through the research from the study by Müller et al., (2023) conducted at German universities, where simplification of work processes, time savings, and greater transparency in work began to be implemented thanks to the digitalization of processes.

The results of the study by Haffar et al., (2023) show that for the new model of distance learning to be successful, it is necessary for higher education to analyze the connection between commitment to changes in new teaching principles and the determination of teaching staff to adapt.

Mental health in higher education institutions during the COVID-19 pandemic

The deterioration in the quality of mental health in higher education institutions was largely caused by the long duration of COVID-19 (Zarowski et al., 2024).

It is very important to preserve mental health during health crises such as COVID-19 pandemic. It is necessary for higher education institutions to take a systemic approach, offering their staff and students psychological support during such times.

There are numerous ways in which higher education can provide psychological support. These include mental health advisors and mental health mentors (Lisiecka et al., 2023).

Prema Pavlovoj (2023b), percepcija i način promatranja važnosti mentalnog zdravlja osobito su se promijenili zahvaljujući promjenama koje je donijela ova pandemija.

Zadovoljstvo poslom u visokoškolskim ustanovama tijekom pandemije COVID-19

Kako pojašnjava Pavlova (2022), ako čelnici institucija žele da radni procesi rezultiraju visokom produktivnošću, potrebno je osigurati zaposlenicima radne uvjete koji će potaknuti osjećaj zadovoljstva poslom. Istraživačka literatura o akademskom osoblju i njihovu zadovoljstvu poslom dostupnija je u odnosu na literaturu o zadovoljstvu poslom administrativnog osoblja u visokom obrazovanju (Küskü, 2003).

Akademsko osoblje svjesno je vlastita doprinosa i vrijednosti, stoga su zadovoljni kada je njihov rad prepoznat i adekvatno nagrađen, a posebno su zadovoljni kada kolege poštuju njihov znanstveno-istraživački rad (Fessehatsion & Bahta, 2016).

Bhatia i Williams (2023) u svom istraživanju ističu da je, kada je riječ o visokom obrazovanju, porast zadovoljstva poslom povezan s visinom akademske pozicije koju pojedinac zauzima. Nisu sve visokoškolske ustanove jednake u pogledu radnih uvjeta, pa zaposlenici različitih sveučilišta i fakulteta nemaju jednake percepcije i kriterije onoga što ih čini zadovoljima poslom (Schulze, 2007).

Budući da je pandemija COVID-19 relativno nov fenomen u svijetu, u početku je bilo vrlo malo dostupnih istraživanja o njezinu utjecaju na zadovoljstvo poslom (Iwuagwu et al. 2021). Zaposlenici trebaju biti svjesni svojih nezadovoljstava, kao i njihovih uzroka, da bi se s njima mogli lakše nositi i dati svoj maksimum na poslu (Ardi et al., 2021). Psihološki poremećaji posebno dolaze do izražaja tijekom zdravstvenih kriza poput COVID-19, pa su za njezina trajanja česti bili akutni stres, depresija, strah od bolesti i smrti te stalna anksioznost (Cheng & Kao, 2022).

Kao što ističu Rastogi i Dhingra (2020), zadovoljstvo poslom tijekom pandemije COVID-19 usko je

According to Pavlova (2023), the perception and way of looking at the importance of mental health has changed especially thanks to the changes brought about by this pandemic.

Job satisfaction in the higher education institutions during COVID-19 pandemic

As Pavlova (2022) clarifies, if company leaders want work processes to result in high productivity, it is necessary to ensure that they provide employees with working conditions that will stimulate a sense of job satisfaction. Unlike administrative staff in higher education, a much more accessible literature review can be found related to academic staff and their job satisfaction (Kusku, 2003). The academic staff is aware of their contribution and value therefore they are satisfied when their work is recognized and properly paid, and they are especially pleased when the scientific research work, they do is respected by their colleagues (Fessehatsion & Bahta, 2016). Bhatia & Williams (2023) in their research, point out that, when it comes to higher education, the increase in job satisfaction comes with the height of the academic position that an individual can hold. Not all higher education institutions have the same working conditions, and hence the fact that the employees of different universities and faculties do not have the same perception and criteria for what makes them satisfied with their work (Schulze, 2007).

Since the COVID-19 pandemic is a relatively new phenomenon in the world, there was initially very little research available related to the impact of this pandemic on job satisfaction (Iwuagwu et al., 2021). It is necessary for employees to be aware of their dissatisfactions, as well as their causes, in order to be able to deal with them as easily as possible and to give their best during work (Ardi et al., 2021). Psychological disorders are especially pronounced during health crises, such as COVID-19, and hence during its duration, acute stress, depression, fear of illness and death, as well as constant anxiety were common (Cheng & Kao, 2022).

As Rastogi & Dhingra (2020) point out, job satisfaction during COVID-19 pandemic is closely related

povezano sa stupnjem sigurnosti posla koju svaka institucija pruža svojim zaposlenicima, a zbog toga je nužno imati kvalitetno organizacijsko upravljanje krizama. Pandemija COVID-19 donijela je brojne promjene u vezi s radnom uspješnošću zaposlenika, kao i s načinom obavljanja određenih radnih zadataka (Thu et al., 2022).

Zaposlenici nastoje dobiti odgovarajuću organizacijsku podršku koju će doživjeti kao temelj za postizanje daljnjih dobrih rezultata rada, a uz pomoć kojih će izraziti svoju zahvalnost organizaciji u kojoj rade (Han et al., 2023). Kako piše Mohammed i sur. (2022), fleksibilno radno vrijeme nije bilo široko zastupljeno, no s početkom pandemije COVID-19 brojne su organizacije, kako u svijetu, tako i u našoj zemlji, prihvatile ovaj oblik rada – rad od kuće – kao najučinkovitije rješenje za održivost poslovanja, a time i za zaštitu i očuvanje zdravlja zaposlenika.

Politike zapošljavanja i njihov utjecaj na zadovoljstvo poslom, kao i vrijednosti koje iz njih proizlaze, mogu se posebno istražiti putem zdravstvene krize koja je potresla svijet i ostala zabilježena u povijesti kao pandemija COVID-19 (Shan & Tang, 2023).

Govoreći o zadovoljstvu poslom tijekom pandemije, posebno je važno istaknuti **model zahtjev – kontrola** prema kojemu je, ako zaposlenici žele upravljati radnim stresom, potrebno uspostaviti ravnotežu između radnih zadataka i kontrole koju imaju nad radnim procesom (Fereshteh et al., 2022). Martin i sur. (2022) zaključuju da je rad od kuće koji je bio snažno uvjetovan karantenom rezultirao negativnim implikacijama na radnu produktivnost i njezin razvoj. U svom istraživanju Bocean i sur. (2023) navode da je pandemija COVID-19 smanjila slobodno vrijeme zaposlenika jer su radni sati kod kuće trajali dulje nego inače, u usporedbi s razdobljem prije pandemije.

Karantena je bila raširena pojava tijekom COVID-19, pa je prema Frutos-Benczeu i sur. (2022) uzrokovala niži stupanj zadovoljstva poslom i općenito nižu radnu produktivnost kod žena nego kod muškaraca. Mnoge su se tvrtke prebacile na

to the degree of job security offered by each company to its employees, and for that reason it is necessary to have quality organizational crisis management. COVID-19 brought numerous changes when it comes to the work performance of employees, as well as the way of performing some work tasks (Thu et al., 2022).

Employees strive to receive adequate organizational support, which they will perceive as a basis for achieving further good work results through which they will express their gratitude to the organization where they work (Han et al., 2023). According to Mohammed et al., (2022), flexible working hours were not widely represented, but with the onset of the COVID-19 pandemic, numerous organizations, both in the world and in our country, have accepted this type of work, called working from home, as the most effective solution in the direction of business sustainability, and thus the protection and preservation of the health of employees.

Employment policies and their impact on employee job satisfaction, as well as the value derived from them, can be explored precisely through the health crisis that shook the world and remained recorded in history as the COVID-19 pandemic (Shan & Tang, 2023).

Speaking about job satisfaction during pandemic, it is especially important to highlight the demand-control model, according to which, if employees want to manage work stress, it is necessary to establish a balance between work tasks and the control they have over the work process (Fereshteh et al., 2022). Martin et al., (2022) conclude that working from home, which was strongly conditioned by the quarantine, resulted in negative implications on work productivity and its development. In their study, Bocean et al., (2023), indicate that the COVID-19 pandemic reduced the free time of employees since working hours at home lasted longer than usual, compared to the pre-pandemic period.

Quarantine was a widespread phenomenon during COVID-19, so according to Frutos-Bencze et al., (2022), it caused a lower degree of job satisfaction and lower work productivity in general, in women than in men. Many companies have moved to remote

rad na daljinu, ali dobro je radno okruženje moguće stvoriti organiziranjem i ažuriranjem softvera i sustava datoteka tvrtke. Tehnički problemi bili su čest izvor frustracije zaposlenika kada je riječ o radu od kuće.

Promatrajući sektor visokog obrazovanja, koji je predmet istraživanja ovog rada, može se uočiti da je, kada je riječ o zaposlenicima visokoškolskih ustanova u svijetu, osobito važno naglasiti da se zadovoljstvo poslom pozitivno ili negativno mijenjalo među različitim dobnim skupinama i spolovima. Prema istraživanju Chanane (2021), porast depresije primijećen je među mlađim nastavnim osobljem koje je zbog pandemije bilo prisiljeno održavati nastavu *online*. Prema anketi koju je proveo Course Hero u rujnu 2020., 40 % ispitanika zaposlenih na sveučilištima razmišljalo je o napuštanju radnog mjesta zbog smanjenog stupnja zadovoljstva poslom uvjetovanog negativnim implikacijama pandemije COVID-19. Istraživanje koje su proveli Goncharuk i Vinot (2023) pokazuje da su neizvjesnost i strah uzrokovani pandemijskim ograničenjima imali pozitivan učinak na motivaciju i zadovoljstvo poslom kod mlađih istraživača muškaraca, dok su starije žene uključene u znanstveno-istraživački rad teže podnosile manjak zadovoljstva i motivacije na poslu.

Vrijedi spomenuti da je pandemija donijela nove zahtjeve vezane za digitalnu pismenost, povećan angažman u radu i potrebu za odstupanjem od tradicionalnog modela učenja koje su zaposlenici visokoškolskih ustanova morali poštovati, a što je rezultiralo promjenama u smjeru njihova zadovoljstva poslom (Glaveli et al., 2023).

Odnos među organizacijskom kulturom, mentalnim zdravljem i zadovoljstvom poslom zaposlenika u visokoškolskim ustanovama tijekom pandemije COVID-19

Istraživanje Müllera i sur. (2023), provedeno na administrativnom osoblju jedne njemačke visokoškolske ustanove, pokazalo je da su posljedice izazvane pandemijom potaknule organizacijske

work, but a good work environment can still be created by ensuring that a company's software and file systems are organized and up to date. Technical issues are becoming a common source of frustration for employees when it comes to working from home.

After making an observation on the higher educational sector, which is subject of research in this study, it could be seen that, when it comes to employees of higher education institutions in the world, it is of particular importance to emphasize that job satisfaction has changed positively or negatively among different ages and genders. According to the study of Chanana (2021), an increase in depression was noticed, among the younger academic staff who were forced to realize their lectures online due to the pandemic. According to a survey conducted by Course Hero, specifically in September 2020, 40% of respondents who were employed at a university had in mind to leave their workplace, due to a reduced degree of job satisfaction conditioned by the negative implications caused by the COVID-19 pandemic. A study by Goncharuk & Vinot (2023) shows that uncertainty and fear caused by pandemic restrictions had a positive effect on motivation and job satisfaction among younger male researchers, while older women engaged in science and research work had a harder time coping with the lack of satisfaction and motivation at work.

It would be great to mention that the pandemic brought with it new requirements related to digital literacy, increased work engagement and the need to deviate from the traditional learning model, which the employees of higher education institutions had to respect and resulted in changes in the direction of their job satisfaction (Glaveli et al., 2023).

Relationship between organizational culture, mental health and job satisfaction of employees in higher education institutions during COVID-19 pandemic

The study by Müller et al., (2023) and the research they did specifically on the administrative staff of a German higher education institution, showed that the impacts caused by the pandemic prompted

promjene u smislu promjene stavova i gledišta zaposlenika prema radu. Takve su promjene bile osobito uočljive kod digitalizacije radnih procesa. U tom smislu, autori predlažu da se ne prati samo organizacijski duh nego da se promjene uzrokovane katastrofama poput pandemije COVID-19 promatraju kroz prizmu tima i individualne prirode zaposlenika.

Učinkovitost i ostvarenje institucionalnih ciljeva ključni su za svaku visokoškolsku ustanovu. Mentalno zdravlje, koje uvelike utječe na zadovoljstvo poslom zaposlenika, mora biti aspekt koji se njeguje u svakoj visokoškolskoj ustanovi. Zbog toga Silda i Cunanan (2024), na temelju provedenog istraživanja, potvrđuju da je odnos između mentalnog zdravlja i zadovoljstva poslom ispitanog osoblja vrlo snažan, a stupanj predanosti zaposlenika ima velik utjecaj na taj odnos.

Rezultati istraživanja koje su proveli Rahman i sur. (2024) pružaju kritički pregled kada je riječ o stupnju relevantnosti politika povezanih s blagostanjem zaposlenika visokoškolskih ustanova.

Istraživanje Van Trana i sur. (2023) potvrđuje da postoji povezanost između organizacijske kulture i zadovoljstva poslom akademskog osoblja u Vijetnamu. Konkretno, ovo istraživanje pokazalo je da radno okruženje, stil vodstva, prihodi i sam posao imaju značajan utjecaj.

S druge strane, jedno istraživanje pokazuje da je tijekom pandemije COVID-19 među akademskim osobljem u Vijetnamu i Maleziji zadovoljstvo poslom bilo preduvjet motivacije, a motivacija je snažno utjecala na organizacijsko ponašanje, dok je utjecaj zadovoljstva poslom na organizacijsko ponašanje bio uvjetovan motivacijom (Ghasemy & Elwood, 2022).

Zaključno, važno je napomenuti da još uvijek nema mnogo istraživanja koja obrađuju odnos među organizacijskom kulturom, mentalnim zdravljem i zadovoljstvom poslom u visokom obrazovanju u doba pandemije COVID-19, kako u svijetu, tako i u Sjevernoj Makedoniji.

organizational changes that entail changing the attitudes and viewpoints of employees towards work. Such changes were particularly noticeable when it comes to digitalization of work processes. To this end, they suggest that not only the organizational spirit should be followed, but the changes caused by disasters such as the COVID-19 pandemic should be seen through the prism of the team and the individual nature of the employees.

Effectiveness and realization of institutional goals are crucial for every higher education institution. Mental health, which largely derives job satisfaction of employees, must be aspect that is nurtured in every higher education institution. That's why Silda & Cunanan (2024), based on the research done, confirm that the relationship between mental health and job satisfaction of the examined staff is very strong, and the degree of commitment of employees has a great impact on this relationship.

The findings of the study by Rahman et.al., (2024) provide a critical review when it comes to the degree of relevance of policies related to the well-being of the staff of higher education institutions.

The research of Van Tran et al., (2023) confirms that there is a relationship between organizational culture and job satisfaction of academic staff in Vietnam. Specifically, this research showed that the work environment, the style of leadership, income, as well as the work itself.

On the other hand, a study shows that during the COVID-19 pandemic among academic staff in Vietnam and Malaysia, job satisfaction was a prerequisite for motivation, and motivation strongly influenced organizational behavior, while the influence of job satisfaction on organizational behavior was conditioned by motivation (Ghasemy & Elwood, 2022).

As conclusion, it is important to note that there are still not many studies that elaborate the relationship between organizational culture, mental health and job satisfaction in higher education in the era of the COVID-19 pandemic, both in the world and in North Macedonia.

METODOLOGIJA ISTRAŽIVANJA I REZULTATI ISTRAŽIVANJA

Metodologija istraživanja

Rezultati ovog rada dobiveni su primarnim istraživanjem koje je provela autorica. Podatci su prikupljeni kvantitativnim putem. Autorica se koristila anketnim upitnikom koji se sastojao od više skupina pitanja proizašlih iz nekoliko validiranih istraživačkih instrumenata.

Upitnik sadrži pitanja zatvorenog tipa vezana za organizacijsku kulturu, mentalno zdravlje i zadovoljstvo poslom, kao i demografske podatke radi lakšeg mjerenja rezultata među ispitanicima. Istraživanje obuhvaća muškarce i žene zaposlene u privatnim i javnim visokoškolskim ustanovama, uključujući nastavno, suradničko i administrativno osoblje.

Upitnik se odnosio na odnos među organizacijskom kulturom, mentalnim zdravljem i zadovoljstva poslom, a distribuiran je elektronički putem Google obrasca na 1700 adresa ispitanika, u travnju 2023. Ciljna skupina bili su svi zaposlenici javnih i privatnih visokoškolskih ustanova u Republici Sjevernoj Makedoniji. Na upitnik je odgovorilo 170 ispitanika.

Da bi se olakšalo mjerenje rezultata istraživanja u ovom radu, korišteno je nekoliko istraživačkih instrumenata. Podatci o organizacijskoj kulturi prikupljeni su pomoću instrumenta Vox Organizationis kojeg su razvili Bojadjiev i sur. (2011).

Instrument Vox Organizationis sastoji se od dvaju dijelova koji omogućuju detaljnu analizu organizacija u odnosu na to imaju li autokratski ili demokratski stil upravljanja, tj. kako se definira proces donošenja odluka – neovisno o tome stavlja li se naglasak na ljudske resurse ili na zadatke – kao i otvorenost ili zatvorenost sustava unutar organizacijske strukture. Također, ovaj instrument identificira poduzetničku orijentaciju, odnosno sklonost inovativnosti i preuzimanju rizika.

RESEARCH METHODOLOGY AND RESEARCH RESULTS

Research methodology

The results of this paper were obtained through primary research by the author. The data were obtained quantitatively. The author used a questionnaire consisting of multiple groups of questions derived from several validated research instruments.

The questionnaire contains closed-ended questions related to organizational culture, mental health and job satisfaction, as well as demographic data to facilitate measurement of results between respondents. The author is talking about men and women employed in private and public higher education institutions, namely teaching, cooperative and administrative staff.

The questionnaire refers to the relationship between organizational culture, mental health and job satisfaction, and it was distributed electronically through Google Forms to 1700 respondents, in April 2023. The target group were all employees from public and private higher education institutions in the Republic of North Macedonia. This questionnaire was answered by 170 of them.

To facilitate the measurement of the research results in this paper, several research instruments are used. Data on organizational culture was collected against the Vox Organizationis instrument developed by Bojadjiev et al., (2011).

Two parts of the Vox Organizationis instrument consist of an in-depth analysis of organizations in terms of whether they have an autocratic or democratic style of management, i.e. defining the behavior of the decision-making process itself, regardless of whether the emphasis is on human resources or tasks, as well as open versus closed system within the organizational structure. Also, everything identifies the entrepreneurial orientation, more precisely, it could be seen if the organization is prone to innovativeness and risk taking.

Glavna značajka ovog instrumenta jest da mjeri organizacijsku kulturu putem dviju dimenzija i dviju poddimenzija:

- I. Proces donošenja odluka i ponašanja povezan s politikama organizacije
 1. orijentacija na zaposlenike naspram orijentacije na zadatke fokusira se na socijalni tretman i međuljudske odnose u organizacijama
 2. otvoreni naspram zatvorenog sustava reflektira razinu timskog rada zaposlenika te suradnje organizacije s okruženjem u kojem djeluje
- II. Stupanj spremnosti na preuzimanje rizika mjeri se putem inovativnosti i sklonosti riziku

Vox Organizationis temelji se na trima instrumentima: protokolu za intervju te dvama anketnim upitnicima.

Prvi upitnik, namijenjen zaposlenicima koji nisu na rukovodećim pozicijama, mjeri organizacijsku kulturu uz pomoć 21 pitanja u obliku Likertove ljestvice od 5 stupnjeva. Sadrži i dodatna pitanja koja pružaju podatke o demografskim karakteristikama ispitanika (spol, dob, stupanj obrazovanja, bračni status, radno iskustvo itd.) koje izravno utječu na organizacijsku kulturu.

Drugi upitnik namijenjen je rukovoditeljima. Sa-
stoji se od dvaju dijelova:

Prvi dio odgovara upitniku namijenjenom nerukovodećem osoblju (21 pitanje koje ispituje organizacijsku kulturu), ali uključuje i procjenu idealne organizacijske kulture koju bi institucija trebala njegovati, također pomoću Likertove ljestvice od 5 stupnjeva i dodatnih demografskih pitanja. Drugi dio odnosi se na formalne aspekte organizacije koji se najbolje mogu izmjeriti intervjuom s čelnikom institucije.

Pitanja su raspoređena tako da svaka skupina daje jasnu sliku određenog aspekta organizacijske kulture:

The main feature of this instrument is that it measures organizational culture through two dimensions and two sub-dimensions.

- I. The decision-making process and behavior that are related to the organization's decision-making and behavior policies.
 1. Employees versus task orientation, which focuses on social treatment, as well as interpersonal relations in organizations.
 2. Open versus closed system, which reflects the level of teamwork of the employees, as well as the collaboration of the organization with the environment in which it operates.
- II. The degree of risk-taking readiness of companies is measured by innovativeness and risk-taking.

Vox Organizationis is based on three instruments, consisting of an interview protocol as well as two questionnaires.

First, the questionnaire that refers to employees who are not part of managerial positions, but measures the organizational culture, is composed of 21 questions in the form of a 5-point Likert scale. Here, there are additional questions that provide data on the demographic characteristics of the respondents (gender, age, level of education, marital status, work experience, etc.) that directly affect the organizational culture.

On the other hand, the second type of questionnaire refers to the managerial part of an organization. It is composed of two parts.

The first part of the questionnaire corresponds to the questionnaire intended for the non-managerial part of the staff, with 21 questions to examine the organizational culture, while at the same time giving an answer on what should be the perfect culture that an organization should cultivate, on a 5-point Likert scale and additional demographic questions. The second part refers to the formal organizational part. Formal organizational aspects can best be measured by conducting an interview with the company's leader.

The questions are divided so that each section provides a clear picture of a particular aspect of organizational culture.

- pitanja 1 – 7: donošenje odluka i ponašanje (viši rezultat znači demokratski i participativni stil vodstva)
- pitanja 8 – 12: fokus na zaposlenike naspram fokusa na zadatke (viši rezultat znači veći fokus na zaposlenike)
- pitanja 13 – 15: mjere inovativnost i spremnost na preuzimanje rizika (viši rezultat označava veću sklonost poduzetništvu)
- pitanja 16 – 21: mjere stupanj otvorenosti / zatvorenosti organizacije (što je viši rezultat, to je organizacija otvorenija).

S vremenom je ovaj model sažet na dvije dimenzije: organizacijsku kulturu i vrijednosti vodstva.

- **Menadžerska autokracija** označava organizaciju ili vodstvo koje ostvaruje loše rezultate u obje dimenzije.
- **Menadžerska demokracija** označava organizaciju ili vodstvo koje ostvaruje visoke rezultate u demokraciji, a niske u inovativnosti i riziku.
- **Poduzetnička autokracija** označava organizaciju ili vodstvo koje ostvaruje niske rezultate u demokraciji, a visoke u inovativnosti i riziku.
- **Poduzetnička demokracija** – označava organizaciju ili vodstvo koje ostvaruje visoke rezultate u obje dimenzije.

Jedan od najčešćih instrumenata za mjerenje sindroma izgaranja jest Maslach Burnout Inventory (MBI) (Maslach & Jackson, 1981). Izgaranje među zaposlenicima visokoškolskih ustanova mjerilo se ovim validiranim upitnikom s 22 pitanja, a smatra se zlatnim standardom za mjerenje sindroma izgaranja (Shanafelt et al., 2012).

Simptomi depresije i suicidalne ideje u ovom su istraživanju procijenjeni pomoću dvodijelne Procjene mentalnih poremećaja u primarnoj zdravstvenoj zaštiti, standardiziranog i validiranog instrumenta za probir depresije, a s obzirom na to da i kraći instrumenti mogu biti prikladni za mjerenje takvih varijabli (Kroenke et al., 2003).

- 1-7 question – decision-making and behavior (a higher score means a democratic and participative leadership style).
- 8-12 question – focus on employees versus focus on work (higher score, greater focus on employees).
- 13-15 question – measures the degree of innovativeness and readiness of organizations to take risks (higher score, greater probability of entrepreneurial ventures).
- 16-21 question – measure the degree of openness and closedness that an organization can have (the higher the score, the more open the organization is).

Over time, this model was reduced to two dimensions, organizational culture, and leadership values.

- Managerial autocracy refers to an organization or leader that performs poorly on both dimensions.
- Managerial democracy refers to an organization or leader that shows high results from a democratic aspect, as opposed to a low degree of innovation and risk-taking.
- Entrepreneurial autocracy refers to an organization or leader that scores poorly when it comes to democracy, while innovation and risk-taking are strengths.
- Entrepreneurial democracy is characterized by an organization and a leader that excel in both dimensions.

One of the best ways to measure hypothesized aspects of burnout syndrome is the Maslach Burnout Inventory (MBI) (Maslach & Jackson, 1981). Burnout among employees of higher education institutions was measured using the Maslach Burnout Inventory (MBI), a validated 22-item questionnaire that is considered the gold standard tool for measuring burnout (Shanafelt et al., 2012).

Regarding depressive symptoms and suicidal ideation, in this paper depressive symptoms were assessed by the 2-Item Primary Care Evaluation of Mental Disorders, a standardized and validated depression screening assessment, because even the shorter instruments can be a good way to measure such variables (Kroenke et al., 2003).

Za mjerenje promjena u radnom učinku uslijed pandemije korišteno je pet pitanja prilagođenih iz velikog europskog istraživanja o posljedicama pandemije COVID-19 na rad (Jordanova Pesevska et al., 2021).

Istraživačka pitanja i hipoteze

Ovaj rad odgovara na sljedeća istraživačka pitanja:

- Kako pandemija COVID-19 utječe na organizacijsku kulturu visokoškolskih ustanova?
- Kakav utjecaj pandemija COVID-19 ima na mentalno zdravlje zaposlenika visokoškolskih ustanova?
- Kakav utjecaj pandemija COVID-19 ima na zadovoljstvo poslom zaposlenika visokoškolskih ustanova?

Ovaj se rad temelji na dvjema istraživačkim hipotezama:

H1: Postoji veza između organizacijske kulture visokoškolskih ustanova i mentalnog zdravlja njihovih zaposlenika tijekom pandemije COVID-19.

H2: Postoji veza između organizacijske kulture visokoškolskih ustanova i zadovoljstva poslom njihovih zaposlenika tijekom pandemije COVID-19.

Rezultati istraživanja

Deskriptivna statistika uzorka

Deskriptivna analiza uzorka daje pregled obilježja ispitanika, uključujući raspodjelu prema spolu, bračnom statusu, roditeljstvu, dobnim skupinama, obrazovanju i duljini zaposlenja. Žene čine 53 % uzorka, a muškarci 47 %. Kada je riječ o bračnom statusu, 83 % ispitanika ima partnera, dok je 17 % samaca. Većina ispitanika (84 %) ima djecu.

As for the Instrument for measuring the task performance changes in workplace practices, five questions have been implemented from it, which are aligned according to the questions from the large study on the consequences of the COVID-19 pandemic on work across Europe (Jordanova Pesevska et al., 2021).

Research questions and research hypotheses

The paper answers the following research questions:

- How does the COVID-19 pandemic affect the organizational culture of higher education institutions?
- What impact does the COVID-19 pandemic have on the mental health of employees of higher education institutions?
- What impact does the COVID-19 pandemic have on the job satisfaction of employees of higher education institutions?

This paper is based on two research hypotheses:

H1: There is a relationship between the organizational culture of higher education institutions and the mental health of its employees during the COVID-19 pandemic

H2: There is a relationship between the organizational culture of higher education institutions and job satisfaction of their employees during COVID-19 pandemic

Research results

Descriptive statistics of the sample

The descriptive analysis of the sample provides an overview of the characteristics of the sample, including gender distribution, marital status, presence of children, age groups, educational background, and length of employment. Females make up 53% of the sample, while males account for 47%. Regarding marital status, 83% of the respondents have a partner, while 17% are single. Majority of the respondents (84%) have children.

TABLICA 1. DESKRIPTIVNA STATISTIKA DEMOGRAFSKIH OBILJEŽJA
TABLE 1. DESCRIPTIVE STATISTICS OF DEMOGRAPHIC CHARACTERISTICS

	Deskriptivna statistika Descriptive Statistics				
	N	Minimum Minimum	Maksimum Maximum	Srednja vrijednost Mean	Standardno odstupanje Std. Deviation
Spol / Gender	170	,0	1,0	,529	,5006
Bračni status / Marital status	170	,0	1,0	,829	,3773
Djeca / Children	170	,0	1,0	,841	,3666
18-29 god. / 18-29 years	170	,00	1,00	,0341	,18198
30-39 god. / 30-39 years	170	,00	1,00	,2045	,40452
40-49 god. / 40-49 years	170	,00	1,00	,3352	,47342
50-59 god. / 50-59 years	170	,00	1,00	,3068	,46249
60 + god. / 60+ years	170	,00	1,00	,0852	,28002
Završeno osnovnoškolsko obrazovanje Primary School	170	,00	,00	,0000	,00000
Završeno srednjoškolsko obrazovanje High School	170	,00	1,00	,0114	,10630
Prvostupnik Bachelors' degree	170	,00	1,00	,0682	,25278
Magistar struke MSc	170	,00	1,00	,1761	,38202
Doktor PhD	170	,00	1,00	,7102	,45495
Zaposlen manje od 1 god Less than 1 year work experience	170	,00	1,00	,0455	,20889
Zaposlen od 1-3 god. 1-3 years work experience	170	,00	1,00	,0739	,26230
Zaposlen od 4-6 god. 4-6 years work experience	170	,00	1,00	,1080	,31121
Zaposlen od 7-10 godina 7-10 years work experience	170	,00	1,00	,0682	,25278
Zaposlen više od 10 god. 10+ years work experience	170	,00	1,00	,6534	,47724
Valjan N (potpuna analiza) Valid N (listwise)	170				

Izvor: autorovo istraživanje / Source: Authors' research

Analiza dobnih skupina pokazuje da najmanji udio čini skupina od 18 do 29 godina. Nešto veći udio ima skupina od 40 do 49 godina, dok skupine od 30 do 39, 50 do 59 i 60 + godina čine 21

Analyzing the age groups of the respondent in the sample reveals that the lowest share has the age group from 18 to 29 years old. Marginally higher share has the age group 40-49, while the shares of the age

%, 32 % i 9 % ispitanika. Kada je riječ o obrazovnoj strukturi, nema ispitanika sa završenom samo osnovnom školom. Najniži je udio onih sa završenom srednjom školom (1 %). Udio osoba s diplomom sveučilišta jest 7 %, s magistarskim studijem 18 %, dok čak 74 % ispitanika posjeduje doktorat. U odnosu na duljinu zaposlenja, 5 % ispitanika radi manje od godinu dana, 9 % od 1 do 3 godine, 10 % od 4 do 6 godina, 7 % od 7 do 10 godina, dok 69 % radi u visokom obrazovanju dulje od 10 godina.

Općenito, deskriptivna statistika pokazuje gotovo jednak omjer muškaraca i žena, visoki udio ispitanika s djecom i partnerom, najveći broj ispitanika u dobi između 30 i 59 godina te visoku razinu obrazovanja – većina posjeduje doktorat. Također, većina ima veliko radno iskustvo, pri čemu 69 % radi u sustavu više od 10 godina.

Rezultati su prikazani u Tablici 1 pomoću deskriptivne statistike iz SPSS-a.

Utjecaj pandemije COVID-19 na obujam posla, zadovoljstvo poslom i buduće namjere zaposlenika u makedonskim visokoškolskim ustanovama

Ovaj dio donosi deskriptivnu analizu odgovora iz ankete koji se odnose na utjecaj pandemije COVID-19 na obujam posla zaposlenika, percipirane poteškoće, zadovoljstvo poslom, buduće namjere i promjene u radnom učinku.

Prema Tablici 2, ispitanici su trebali ocijeniti kako je pandemija utjecala na njihov obujam posla na ljestvici od 0 (znatno smanjen obujam) do 10 (znatno povećan obujam).

groups 30-39, 50-59 years old and above 60 years old are 21%, 32%, and 9% respectively. Regarding the educational level there are no respondents with finished only primary school. The share if the respondent with finished secondary school finished is lowest, only 1%. The share of individuals with a university degree is 7%, with a master's degree 18% while 74% of the respondents hold a PhD degree. Regarding the level of employment, 5% of respondents have been employed for less than a year, 9% have 1 to 3 years of experience in the educational institution, 10 % have 4 to 6 years of experience, 7% have 7 to 10 years of experience while 69% have been employed for more than 10 years

Overall, descriptive statistics reveal almost equal share of males and females in the sample with a high proportion of respondents having children and a partner. Most participants are aged between 30 and 59 years and are highly educated, with the majority holding a PhD degree. Most respondents have extensive experience, with over 69% have been employed for more than 10 years.

These results are shown in Table 1 through descriptive statistics in SPSS.

Impact of the COVID-19 pandemic on workload, job satisfaction, and future intentions of employees from Macedonian higher education institutions

This section provides a descriptive analysis of the survey responses related to the impact of the COVID-19 pandemic on employees' work volume, perceived difficulties, job satisfaction, future job intentions, and changes in work performance.

According to Table 2, respondents were asked to indicate how the pandemic influenced their workload on a scale from 0 (significantly reduced workload) to 10 (significantly increased workload).

TABLICA 2. KAKO JE PANDEMIJA UTJEČALA NA OBUJAM VAŠEG POSLA?
TABLE 2. HOW THE PANDEMIC INFLUENCED YOUR WORKLOAD?

		Frekvencija Frequency	Postotak Percent	Važeći postotak Valid Percent	Kumulativni postotak Cumulative Percent
Važeće Valid	0 – Imam manji opseg posla 0 – I have a smaller workload	2	1,1	1,1	4,5
	1	3	1,7	1,7	6,3
	2	8	4,5	4,5	29,0
	3	11	6,3	6,3	35,2
	4	16	9,1	9,1	44,3
	5 – Nije bilo nikakve promjene 5 – It didn't cause any changes at all	47	26,7	26,7	71,0
	6	8	4,5	4,5	75,6
	7	13	7,4	7,4	83,0
	8	23	13,1	13,1	96,0
	9	7	4,0	4,0	100,0
	10 – Imam veći opseg posla 10 – I have an increased workload	32	18,2	18,2	24,4
	Ukupno Total	170	100,0	100,0	

Izvor: autorovo istraživanje / Source: Authors' research

Rezultati ukazuju na raznolika iskustva:

- najveći postotak ispitanika (26,7 %) izvijestio je da pandemija uopće nije promijenila njihov obujam posla
- 18,2 % doživjelo je znatno povećanje obujma posla
- 13,1 % primijetilo je umjereno povećanje, dok je 9,1 % uočilo manju promjenu
- samo mali udio (1,1 %) prijavio je znatno smanjenje radnog opterećenja.

The results indicate a diverse range of experiences:

- The highest percentage of respondents (26.7%) reported that the pandemic did not change their workload at all.
- 18.2% experienced a significantly increased volume of work.
- 13.1% noted a moderate increase while 9.1% observed a slight change
- Only a small share (1.1%) reported a significantly reduced workload (score of 0).

TABLICA 3. U KOJOJ JE MJERI PANDEMIJA OTEŽALA VAŠ POSAO? (NPR. NOŠENJE ZAŠTITNE OPREME, POJAČANE HIGIJENSKJE MJERE, KOMUNIKACIJA ONLINE)
TABLE 3. TO WHAT EXTENT HAS THE PANDEMIC MADE YOUR WORK MORE DIFFICULT? (E.G. DUE TO THE NEED TO WEAR PROTECTIVE EQUIPMENT, DUE TO INCREASED HYGIENE MEASURES, DUE TO THE NEED TO COMMUNICATE ONLINE)

	Frekvencija Frequency	Postotak Percent	Važeći postotak Valid Percent	Kumulat. postotak Cumulative Percent
0 – Nimalo 0 – Not at all	23	13,1	13,1	16,5
1	5	2,8	2,8	19,3
2	13	7,4	7,4	42,0
3	10	5,7	5,7	47,7
4	9	5,1	5,1	52,8
5	26	14,8	14,8	67,6
6	14	8,0	8,0	75,6
7	22	12,5	12,5	88,1
8	15	8,5	8,5	96,6
9	6	3,4	3,4	100,0
10 – Vrlo 10 – Very much	27	15,3	15,3	34,7
Ukupno Total	170	100,0	100,0	

Izvor: autorovo istraživanje / Source: Authors' research

Prema Tablici 3, ispitanici su ocjenjivali koliko je pandemija otežala njihov posao na ljestvici od 0 (nimalo) do 10 (maksimalno). Distribucija odgovora pokazuje sljedeće:

- 15,3 % ispitanika prijavilo je maksimalne poteškoće, dok je 13,1 % navelo da nije bilo dodatnih poteškoća
- 14,8 % ocijenilo je razinu poteškoća kao umjerenu, a 12,5 % smatralo je da je posao donekle otežan
- preostali odgovori raspoređeni su između nižih i srednjih razina percipiranih poteškoća, uz male udjele u svakom intervalu.

Ispitanici su također odgovarali na pitanje o svom zadovoljstvu trenutnim poslom na ljestvici od 0

According to Table 3 respondents rated how much the pandemic complicated their work on a scale from 0 (not at all) to 10 (maximum difficulty). The distribution of responses is as follows:

- 15.3% reported maximum difficulty, while 13.1% experienced no additional difficulty.
- 14.8% indicated moderate difficulty, and 12.5% felt that their work became somewhat harder
- The remaining responses are spread across lower to medium levels of perceived difficulty, with small shares at each interval.

Respondents were also asked about their satisfaction with their current job on a scale from 0 (not satisfied at all) to 10 (highly satisfied). The

(uopće nisam zadovoljan) do 10 (vrlo zadovoljan). Rezultati prikazani u Tablici 4 pokazuju visoku razinu zadovoljstva poslom:

- 30,7 % prijavilo je maksimalno zadovoljstvo
- 19,9 % i 16,5 % ocijenilo je svoje zadovoljstvo ocjenama 8 i 9
- samo mali postotak (1,1 %) uopće nije bio zadovoljan.

responses shown In Table 4 show a high level of job satisfaction:

- 30.7% reported maximum satisfaction.
- 19.9% and 16.5% rated their satisfaction levels as 8 and 9, respectively.
- Only a small percentage of respondents (1.1%) were not satisfied at all (score of 0).

TABLICA 4. JESTE LI OPĆENITO ZADOVOLJNI SVOJIM TRENUTNIM POSLOM?
TABLE 4. ARE YOU GENERALLY SATISFIED WITH YOUR CURRENT JOB?

		Frekvencija Frequency	Postotak Percent	Važeći postotak Valid Percent	Kumulat. postotak Cumulative Percent
Važeće Valid	0 – Nimalo 0 – Not at all	2	1,1	1,1	4,5
	1	1	0	0	5,1
	2	3	1,7	1,7	37,5
	3	1	0	0	38,1
	4	2	1,1	1,1	39,2
	5	16	9,1	9,1	48,3
	6	12	6,8	6,8	55,1
	7	15	8,5	8,5	63,6
	8	35	19,9	19,9	83,5
	9	29	16,5	16,5	100,0
	10 – Vrlo 10 – Very much	54	30,7	30,7	35,8
	Ukupno Total	170	100,0	100,0	

Izvor: autorovo istraživanje / Source: Authors’ research

Ispitanici su zatim ocjenjivali svoje namjere o odlasku s visokoškolske ustanove u sljedeće tri godine na ljestvici od 0 (nemam namjeru otići) do 10 (sigurno ću otići). Rezultati u Tablici 5 ukazuju na snažnu namjeru ostanka:

- 62,5 % navelo je da nemaju nikakvu namjeru napustiti posao

Respondents rated their intentions to leave the higher education institution in the next three years on a scale from 0 (no plans to leave) to 10 (certain to leave). The results From Table 5 indicate a strong intention to stay:

- 62.5% reported no intention to leave.
- 9.1% gave a neutral response.

- 9,1 % dalo je neutralan odgovor
- samo 6,3 % izrazilo je sigurnu namjeru odlaska.
- Only 6.3% expressed certainty that they will leave'

TABLICA 5. PLANIRATE LI NAPUSTITI SVOJ POSAO I ORGANIZACIJU U SLJEDEĆE 3 GODINE?
TABLE 5. ARE YOU PLANNING TO LEAVE YOUR JOB AND YOUR ORGANIZATION IN THE NEXT 3 YEARS?

	Frekvencija Frequency	Postotak Percent	Važeći postotak Valid Percent	Kumulat. postotak Cumulative Percent
0 – Ne planiram otići 0 – no plans to leave	110	62,5	62,5	65,9
1	11	6,3	6,3	72,2
2	6	3,4	3,4	81,8
3	3	1,7	1,7	83,5
4	2	1,1	1,1	84,7
5	16	9,1	9,1	93,8
6	2	1,1	1,1	94,9
7	5	2,8	2,8	97,7
8	3	1,7	1,7	99,4
9	1	0	0	100,0
10 – Sigurno ću otići 10 – certain to leave	11	6,3	6,3	78,4
Ukupno Total	170	100,0	100,0	

Izvor: autorovo istraživanje / Source: Authors' research

Na kraju su ispitanici procjenjivali promjene u svom radnom učinku zbog pandemije, birajući među opcijama: „znatno češće”, „vrlo rijetko”, „rijetko”, „ne prečesto” i „često”. Rezultati u Tablici 6 pokazuju:

- 34,7 % promjene svog radnog učinka doživljava rijetko, a 15,9 % vrlo rijetko
- 22,7 % prijavilo je česte promjene u radu
- 19,3 % navelo je da promjene nisu bile vrlo česte
- samo 4 % osjećalo je da su promjene bile znatne.

Finally, respondents were asked to evaluate changes in their work performance due to the pandemic, selecting from five options: Significantly More Often, Very Rarely, Rarely, Not Very Often, and Often. The results In Table 6 indicate:

- 34.7% experienced performance changes rarely and 15.9% very rarely
- 22.7% reported frequent changes in performance.
- 19.3% stated that changes in their performance were not very often.
- Only 4.0% felt they experienced significant changes in performance.

TABLICA 6. U KOJOJ MJERI PRIMJEĆUJETE PROMJENE U SVOM RADNOM UČINKU?
TABLE 6. TO WHAT EXTENT DO YOU NOTICE A CHANGE IN YOUR WORK PERFORMANCE?

		Frekvencija Frequency	Postotak Percent	Važeći postotak Valid Percent	Kumulat. postotak Cumulative Percent
Važeće	Puno češće Significantly More Often	7	4,0	4,0	7,4
	Vrlo rijetko Very Rarely	28	15,9	15,9	23,3
	Ne često Not Very Often	34	19,3	19,3	42,6
	Rijetko Rarely	61	34,7	34,7	77,3
	Često Often	40	22,7	22,7	100,0
	Ukupno Total	170	100,0	100,0	

Izvor: autorovo istraživanje / Source: Authors' research

Međusobni odnosi stilova vodstva, poduzetničkih namjera, zadovoljstva poslom i mentalnog zdravlja zaposlenika u makedonskim visokoškolskim ustanovama tijekom pandemije COVID-19

Organizacijska kultura ima ključnu ulogu u oblikovanju radnog okruženja, osobito u visokoškolskim ustanovama u kojima stilovi vodstva i poduzetničke namjere značajno utječu na mentalno zdravlje zaposlenika i njihovo zadovoljstvo poslom. Ovo istraživanje razlikuje dvije ključne dimenzije organizacijske kulture: autokratski naspram demokratskog stila vodstva te spektar poduzetničkih namjera među menadžerima. Analizom tih dimenzija može se bolje razumjeti kako različiti pristupi vodstvu i poduzetnički stavovi koreliraju s mentalnim blagostanjem zaposlenika i njihovim ukupnim zadovoljstvom u radu, pružajući vrijedne uvide u unaprjeđenje organizacijske kulture u visokom obrazovanju.

Analiza korelacija pomoću Pearsonovih koeficijenta pokazuje odnos među zadovoljstvom poslom, mentalnim zdravljem, stilom vodstva (autokratski vs. demokratski) i poduzetničkim namjerama zaposlenika u visokoškolskim ustanovama.

Interrelationships among leadership style, entrepreneurial intentions, job satisfaction and mental health of employees in Macedonian higher education institutions during COVID-19

Organizational culture plays an essential role in shaping the workplace environment, particularly within higher education institutions, where leadership styles and entrepreneurial intentions significantly impact employees' mental health and job satisfaction. This study distinguishes between two critical dimensions of organizational culture: the autocratic versus democratic leadership style and the spectrum of entrepreneurial intentions among managers. By analyzing these dimensions, it can be better understood how varying leadership approaches and entrepreneurial mindsets correlate with employees' mental well-being and overall satisfaction in their roles, ultimately providing valuable insights into enhancing organizational culture in higher education settings.

The correlation analysis using Pearson's correlation coefficients illustrates the relationship between job satisfaction, mental health, leadership style (autocratic vs. democratic), and entrepreneurial intentions among employees in higher education institutions.

TABLICA 7. PEARSONOVE KORELACIJE MEĐU ZADOVOLJSTVOM POSLOM, MENTALNIM ZDRAVLJEM, STILOM VODSTVA (AUTOKRATSKI VS. DEMOKRATSKI) I PODUZETNIČKIM NAMJERAMA ZAPOSLENIKA U VISOKOŠKOLSKIM USTANOVAMA

TABLE 7. PEARSON'S CORRELATION FOR RELATIONSHIP BETWEEN JOB SATISFACTION, MENTAL HEALTH, LEADERSHIP STYLE (AUTOCRATIC VS. DEMOCRATIC), AND ENTREPRENEURIAL INTENTIONS AMONG EMPLOYEES IN HIGHER EDUCATION INSTITUTIONS

		Korelacije Correlations	
		Zadovoljstvo poslom Job satisfaction	Mentalno zdravlje Mental health
Autokratska naspram demokratske organizacije Autocratic vs democratic organization	Pearsonova korelacija Pearson Correlation	,657*	,357*
	Sig. (2-tailed)	,000	,000
	N	170	170
Poduzetničke namjere Entrepreneurial intentions	Pearsonova korelacija Pearson Correlation	,596*	,365*
	Sig. (2-tailed)	,000	,000
	N	170	170

* Korelacija je značajna u vrijednosti 0,01 (dvostruka).

* Correlation is significant at the 0.01 level (2-tailed).

Izvor: autorovo istraživanje / Source: Authors' research

Rezultati prikazani u Tablici 7 ukazuju na slabu pozitivnu povezanost između zadovoljstva poslom i mentalnog zdravlja ($r = 0,391$, $p < 0,01$).

Također, postoji umjerena pozitivna povezanost između zadovoljstva poslom i autokratskog naspram demokratskog stila vodstva ($r = 0,657$, $p < 0,01$). Ovo može upućivati na to da su zaposlenici zadovoljniji kada svoj stil vodstva percipiraju kao demokratski. Slično tomu, zadovoljstvo poslom umjereno je pozitivno povezano s poduzetničkim namjerama ($r = 0,596$, $p < 0,01$).

Mentalno zdravlje također je pozitivno povezano sa stilom vodstva ($r = 0,357$, $p < 0,01$) i poduzetničkim namjerama ($r = 0,365$, $p < 0,01$). Iako su te veze slabije, sugeriraju da podržavajuće vodstvo i poduzetnička kultura mogu poboljšati mentalno blagostanje zaposlenika.

Na temelju provedenog istraživanja može se zaključiti da su obje hipoteze (H1 i H2) potvrđene, odnosno da postoji povezanost među organizacijskom kulturom, mentalnim zdravljem i zadovoljstvom

The results presented In Table 7 indicate a weak positive relationship between job satisfaction and mental health ($r = 0.391$, $p < 0.01$).

Furthermore, there is a moderate positive relationship between job satisfaction and the autocratic versus democratic leadership style ($r = 0.657$, $p < 0.01$). This might indicate that employees are more satisfied with their jobs when they perceive their leadership style as more democratic. Similarly, job satisfaction is moderately positively correlated with entrepreneurial intentions ($r = 0.596$, $p < 0.01$).

Mental health is also positively correlated with the leadership style ($r = 0.357$, $p < 0.01$) and entrepreneurial intentions ($r = 0.365$, $p < 0.01$). These relationships are perceived as weak but suggesting that supportive leadership and an entrepreneurial culture may enhance employees' mental well-being.

Something that could be resumed as a fact obtained through the research from this paper is that the two hypotheses (H1 and H2) are confirmed, i.e. there is relationship between organizational culture, mental health and job satisfaction of employees at

poslom zaposlenika u makedonskim visokoškolskim ustanovama tijekom pandemije COVID-19.

ZAKLJUČAK

Posljednje, ali ne i manje važno, odnosi se na sažimanje i donošenje zaključaka temeljenih na cjelokupnom istraživanju. Zaključci do kojih se došlo u ovom radu jednako se oslanjaju na valjanost teorijskog okvira prikazanog u pregledu literature, kao i na empirijsko istraživanje provedeno u državnim i privatnim visokoškolskim ustanovama u Makedoniji.

Ne može se isključiti važnost i izniman doprinos instrumenta Vox Organizationis koji su razvili Bojadjev i sur. (2011), a koji je omogućio ispravno mjerenje organizacijske kulture visokoškolskih ustanova tijekom pandemije COVID-19, kao i razumijevanje odnosa između organizacijske kulture i dviju drugih varijabli koje su bile predmet istraživanja u ovom radu – mentalnog zdravlja i zadovoljstva poslom zaposlenika u makedonskim visokoškolskim ustanovama u doba pandemije.

Dobiveni rezultati primjer su transparentnosti i objektivnosti jer su ispitanici dali jasne odgovore na sva postavljena pitanja u anketi.

Može se zaključiti da je pandemija COVID-19 donijela promjene u funkcioniranju visokoškolskih ustanova u Republici Sjevernoj Makedoniji. Kvaliteta organizacijske kulture bila je ključna u suočavanju s teškoćama i izazovima pandemije. Kada je riječ o mentalnom zdravlju zaposlenika, rezultati istraživanja pokazuju da je pandemija izazvala promjene u emocionalnom i mentalnom blagostanju. Visokoškolske ustanove uspjele su pružiti adekvatnu podršku zaposlenicima u nepredvidivim vremenima, održavajući time razinu zadovoljstva poslom i predanosti zaposlenika. Prema rezultatima istraživanja potvrđeno je da postoji povezanost među organizacijskom kulturom, mentalnim zdravljem i zadovoljstvom poslom zaposlenika makedonskih visokoškolskih ustanova tijekom pandemije COVID-19.

Macedonian higher education at time of COVID-19 pandemic.

CONCLUSION

The last but not the least is about summarizing and giving the final conclusions based on the overall research. The conclusions reached in this paper are based equally on the validity of the theoretical framework made in the review of academic literature, as well as on the research conducted at Macedonian state and private higher education institutions.

Here, could not be excluded the importance and enormous contribution of the instrument developed by Bojadjev et al., (2011), Vox Organizationis, which helped to correctly measure the organizational culture of higher education institutions during the COVID-19 pandemic, as well as to facilitate the understanding of the relationship of the organizational culture and the other two variables that were the subject of research in this paper, namely the mental health and job satisfaction of the employees of the Macedonian higher education institutions in the era of the pandemic.

The results obtained within the framework of this research are an example of transparency and objectivity since all the respondents give a clear answer to all the questions asked in the questionnaire.

It can be concluded that the COVID-19 pandemic has brought changes in the operation of higher education institutions in the Republic of North Macedonia. The quality of the organizational culture was the protagonist in dealing with the pandemic difficulties and challenges. As for the mental health of the employees of Macedonian higher education institutions, the results of the research show that the pandemic has caused changes in the emotional and mental wellbeing. Higher education institutions have managed to provide adequate support to their employees during unpredictable times such as this pandemic, thereby maintaining the level of job satisfaction and commitment of employees. According to the research it is confirmed that there is a relationship between organizational culture, mental health and job satis-

Rezultati i zaključci ovog rada pridonose lakšem razumijevanju utjecaja zdravstvenih kriza na rad organizacija te mogućih mjera koje se trebaju poduzeti da bi se smanjile štete od takvih situacija ako ih se već ne može spriječiti.

Kao i kod svakog istraživanja potrebno je naglasiti da postoje određena ograničenja, pa se svi rezultati trebaju promatrati uzimajući u obzir potencijalne slabosti koje proizlaze iz samog istraživanja. Ta se ograničenja ne bi trebala smatrati nedostacima jer ne postoji istraživanje koje ne pokazuje određeni stupanj ograničenja.

1. Ovo je istraživanje usredotočeno isključivo na visokoškolske ustanove u Republici Sjevernoj Makedoniji.
2. Republika Sjeverna Makedonija mala je zemlja s malim brojem visokoškolskih ustanova u usporedbi s većim državama.
3. Ograničenje proizlazi iz malog broja ispitanika, što smanjuje širinu perspektive autorice.
4. Nedostatak kvalitativnih podataka, s obzirom na to da je problem relativno nov, daje autorici jednostranu sliku.
5. Upitnik je distribuiran elektroničkim putem, što može ograničiti autentičnost dobivenih odgovora.
6. Iako je anonimnost odgovora zajamčena, ne treba zanemariti ni pitanje razine povjerljivosti dobivenih podataka.

faction of the employees from Macedonian higher education institutions during COVID-19.

The findings of this study contribute to an easier understanding of the impact that health crises can have on the work of organizations, as well as the ways that need to be taken to minimize the damage from such accidents, if they cannot be prevented.

It is necessary to note that, as with any research, certain limitations are possible, so all the results obtained should be considered together with the potential limitations that come with the research itself. These limitations should not be considered weaknesses and shortcomings, because there is no research that does not show some degree of limitations.

1. This research focuses exclusively on higher education institutions in the Republic of North Macedonia.
2. The Republic of North Macedonia is small country, with small number of higher education institutions, compared to some larger countries.
3. A limitation exists in relation to a small number of respondents, which reduces the overall perspective that the author gets.
4. The absence of qualitative data, given that the problem is relatively new, gives the author a one-sided picture.
5. The questionnaire was distributed electronically, which limits the authenticity of the answers received.
6. Anonymity of answering is inviolable, but the degree of confidentiality of the answers given should not be overlooked.

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