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THE IMPACT OF THE ORGANIZATIONAL CULTURE OF UNIVERSITIES ON THE PSYCHOLOGICAL WELL-BEING OF STUDENTS AND STAFF

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Abstract. This study examines the impact of the organizational culture of universities on the psychological well-being of students and staff, which, in turn, affects the quality of the educational process. The study was conducted using a questionnaire that included questions about the perception of inclusivity, transparency of university processes, support from the administration, as well as about the subjective levels of stress and emotional burnout of respondents. The results show that the majority of participants rate the university environment as inclusive and friendly, but at the same time indicate moderate stress levels and frequent emotional burnout associated with high academic or professional workload. An important conclusion of the study is a moderate positive correlation between stress levels and burnout, indicating the relationship between these factors: increased stress can exacerbate burnout, which reduces overall satisfaction. A weak negative correlation was also found between academic/work satisfaction and burnout, indicating that satisfaction partially compensates for the negative effects of stress. A comparison with previous studies confirms that a supportive organizational culture helps reduce stress and increase satisfaction. Based on the data obtained, recommendations are formulated for universities: to strengthen transparency in decision-making, expand access to psychological resources and develop inclusive initiatives. These steps will allow universities to create a healthier cultural environment that promotes psychological well-being, productivity and involvement of all participants in the educational process.

Key words: organizational culture, psychological well-being, stress, emotional burnout, support, satisfaction, inclusivity, productivity.

The relevance of studying organizational culture in universities is due to its significant impact on the psychological well-being of students and staff, which, in turn, determines the quality of the educational process. Due to the growing demands on academic and administrative tasks, universities face difficulties in ensuring the well-being of all participants in the educational process. As the study by Brewster and co-authors (2022) shows, student support requires not only significant resources [1, 551], but also the creation of an appropriate organizational culture to prevent staff overload and improve the overall climate at the university. Similar findings are confirmed in the work of Yiming and colleagues (2024), who emphasize the importance of a supportive and equitable organizational culture for employee satisfaction and motivation, especially given the impact of technology on the educational environment [2, 4].

Organizational culture is a set of values, attitudes, behaviors, and expectations that shape the work environment and influence professional interaction and job satisfaction. In the academic environment, organizational culture determines how much the university supports staff and students, whether this contributes to their professional and personal development and creates conditions for harmonious interaction between all participants in the educational process [3, 520]. Brewster and co-authors (2022) note that maintaining sustainable well-being at universities requires an integrated approach that includes not only individual staff and students, but also organizational structures and policy initiatives aimed at creating a unified academic community [1, 550].

Based on previous research, this article hypothesizes that a supportive and inclusive organizational culture can significantly improve the psychological state of both students and teachers. We believe that a universal academic environment focused on support and inclusivity not only reduces stress and emotional burnout, but also increases overall engagement and productivity at the university.

Method and material

For this study, a survey was conducted aimed at studying the impact of the university's organizational culture on the psychological well-being of students.

Research materials. The questionnaire included 10 questions related to key aspects of organizational culture and the level of psychological well-being of students. The questions were compiled using the Likert scale so that participants could express the degree of agreement or disagreement with the statements. The questionnaire allowed us to collect data on students' perception of inclusivity, support, and transparency of university processes, as well as on their level of stress and emotional burnout.

Research methods. The survey was conducted online using the Google Forms platform, which provided ease and convenience of access for participants. The sample consisted of 100 university students representing different faculties and courses to consider to take into account different perceptions and experiences in the academic environment. The survey was conducted over two weeks, giving students enough time to participate without distraction which gave students enough time to participate without being distracted from their academic activities.

Data analysis. Statistical methods of descriptive analysis were used to process the collected data. The answers were grouped into categories, which allowed us to get an overall picture of the perception of organizational culture and the level of well-being among students.

Discussion of the results

Perception of organizational culture: According to the survey results, the majority of respondents rate the university environment as inclusive and friendly. However, the degree of satisfaction with the support from the administration varies: some respondents feel it only occasionally, and for some support is rare. Transparency in decision-making also received an average rating, which indicates that improvements in this direction can be made to increase trust and participation of staff and students.

100 responses

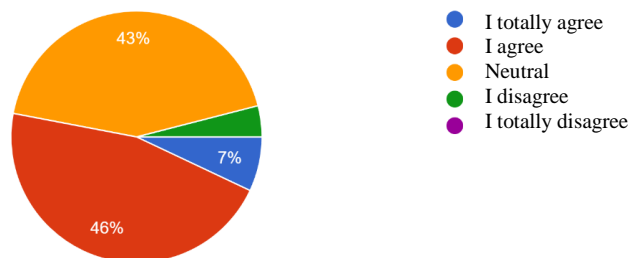


Figure 1. How much do you agree with the statement that the university fosters an inclusive and friendly atmosphere?

The level of psychological well-being: High stress levels are a common problem among respondents, which may be a consequence of high academic or professional pressure. The results show that a significant proportion of participants sometimes or often experience emotional burnout, which underscores the need for resources for support. The correlation between satisfaction and stress levels is -0.21 , which indicates a weak but noticeable relationship: as stress increases, job or study satisfaction tends to decrease. Consequently, measures aimed at reducing stress can have a positive effect on overall satisfaction.

100 responses

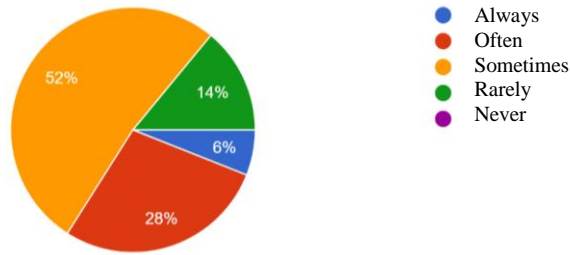


Figure 2. How often do you experience high levels of stress at work/school?

100 responses

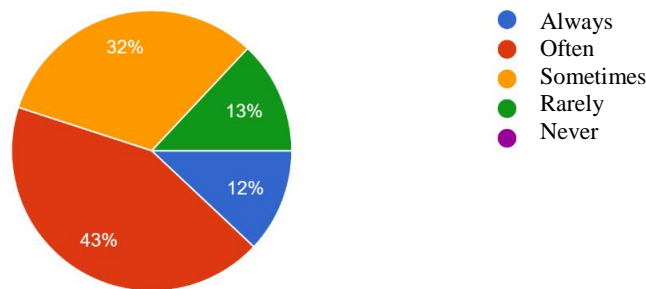


Figure 3. Do you feel emotional burnout while fulfilling your responsibilities?

Availability of support resources: The availability of psychological support is assessed relatively positively, however, to some respondents they seem insufficiently accessible. This may indicate a need for increased accessibility and awareness of existing resources, such as stress management training and counseling. Providing convenient access to these resources can help reduce stress and burnout.

100 responses

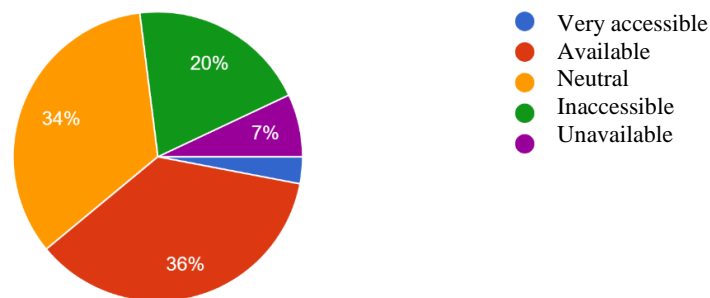


Figure 4. How accessible are psychological support services at the university for you?

Relationships and communication: The majority of respondents positively assess their relationships with colleagues or classmates, which is an important factor supporting psychological well-being. Good relationships at work or at school contribute to the creation of a favorable atmosphere, which can compensate for stressful factors and increase satisfaction.

100 responses

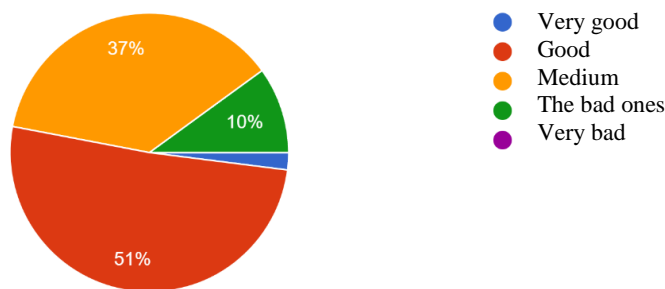


Figure 5. How would you rate your relationships with colleagues/classmates?

The results of our study confirm well-known trends in the literature indicating the importance of a supportive organizational culture for the well-being and productivity of employees and students. Our work shows that an inclusive and friendly atmosphere contributes to a higher level of satisfaction, as well as improves the psychological state of participants. At the same time, the high level of stress, which is significantly associated with emotional burnout, underscores the need to improve support approaches [4, 21] [2, 5].

A comparison with previous studies, such as the work of Brewster and co-authors (2022), shows that a supportive organizational culture helps reduce stress and increase satisfaction [1, 552]. This conclusion echoes our results, which show that respondents who perceive the university's culture as inclusive and transparent rate their well-being and satisfaction higher. It is important to note that support from the administration also plays a significant role: both in our study and in the literature, it helps to reduce stress and prevent burnout [5, 251] [6, 85].

The limitations of the study include the possible limited number of participants and the subjectivity of their responses. This may affect the overall representativeness of the data. In the future, it may be useful to expand the sample and supplement the survey with more objective indicators of stress and well-being to minimize subjectivity.

The influence of culture on productivity and psychological state: An organizational culture that supports inclusivity and transparency can have a positive impact not only on psychological well-being, but also on productivity. Staff and students who feel they belong to the academic community and receive support from the administration tend to have a higher level of engagement and motivation. On the contrary, high workload and insufficient support are associated with burnout and reduced productivity, which underscores the importance of creating an environment where everyone feels part of the overall process and receives support [7, 453] [8, 85].

Recommendations for universities

This research highlights that universities can improve their culture to support the mental health and well-being of all participants in the educational process. It is recommended to do this:

- Strengthening transparency and support: Developing initiatives to increase transparency in decision-making and strengthen support from the administration can help reduce stress and burnout among students and staff [7, 457].

- Expanding access to psychological care resources: Many respondents pointed to the lack of availability of psychological resources. Improving access to these resources, including counseling and stress management training, could help reduce burnout and increase satisfaction [9, 164]

- Fostering a culture of inclusivity and support: Maintaining an inclusive environment and positive relationships with colleagues and classmates promotes a sense of belonging, which is important for productivity and overall psychological comfort [10, 2970]

Ultimately, creating a supportive organizational culture will help universities maintain the mental health, satisfaction, and productivity of students and staff, contributing to the achievement of the overall goals of the educational process and improving the quality of learning.

Conclusion

The main conclusions of this study emphasize the importance of organizational culture at the university for the psychological well-being of its students and staff. The most important aspects, such as support from the administration, transparency of processes, access to psychological resources and an inclusive atmosphere, have a noticeable impact on stress levels, emotional burnout and satisfaction of respondents. Observed that the more supportive and transparent respondents rate the culture of their university, the higher their satisfaction and sense of belonging to the academic community.

Creating a healthy organizational culture is not just a desirable practice, but also a necessity. A supportive culture helps reduce stress, prevent burnout, and create an environment conducive to personal and professional growth. In the context of education, this means improving the quality of learning, student and staff engagement, as well as their productivity and overall satisfaction.

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УНИВЕРСИТЕТТЕРДІҢ ҰЙЫМДЫҚ МӘДЕНИЕТІНІҢ СТУДЕНТТЕР МЕН ҚЫЗМЕТКЕРЛЕРДІҢ ПСИХОЛОГИЯЛЫҚ ӘЛ-АУҚАТЫНА ӘСЕРІ

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Аңдатпа. Бұл зерттеу университеттердің ұйымдық мәдениетінің студенттер мен қызметкерлердің психологиялық әл-ауқатына әсерін қарастырады, бұл өз кезегінде оқу процесінің сапасына әсер етеді. Зерттеу сауалнама арқылы жүргізілді, онда университет процестерінің инклюзивтілігін қабылдау, ашықтығы, әкімшіліктен қолдау алу, сондай-ақ респонденттердің субъективті стресс деңгейлері мен эмоционалдық күйзелісі туралы сұрақтар қамтылды. Нәтижелер көрсеткендей, қатысушылардың басым бөлігі университет ортасын инклюзивті және достық орта ретінде бағалайды, бірақ сонымен бірге жоғары академиялық немесе кәсіби жүктемемен байланысты орташа деңгейдегі стрессті және жиі эмоционалдық күйзелісті көрсетеді. Зерттеудің маңызды қорытындысы – стресс деңгейі мен күйзеліс арасындағы орташа оң корреляция, бұл факторлардың арасындағы байланысты көрсетеді: стресстің жоғарылауы күйзелісті күшейтіп, жалпы қанағаттанушылықты төмендетеді. Сондай-ақ, академиялық немесе жұмысқа қанағаттанушылық пен күйзеліс арасында әлсіз теріс корреляция анықталды, бұл қанағаттанушылық стресстің теріс әсерін ішінара өтейтінін көрсетеді. Алдыңғы зерттеулермен салыстыру қолдаушы ұйымдық мәдениет стрессті төмендетуге және қанағаттанушылықты арттыруға көмектесетінін растайды. Алынған деректер негізінде университеттерге шешім қабылдаудағы ашықтықты арттыру, психологиялық ресурстарға қолжетімділікті кеңейту және инклюзивті бастамаларды дамыту бойынша ұсыныстар жасалды. Бұл қадамдар университеттерге барлық білім беру процесіне қатысушылардың психологиялық әл-ауқатын, өнімділігін және қатысуын ынталандыратын сау мәдени ортаны құруға мүмкіндік береді.

Түйін сөздер: ұйымдық мәдениет, психологиялық әл-ауқат, стресс, эмоционалдық күйзеліс, қолдау, қанағаттанушылық, инклюзивтілік, өнімділік.

ВЛИЯНИЕ ОРГАНИЗАЦИОННОЙ КУЛЬТУРЫ УНИВЕРСИТЕТОВ НА ПСИХОЛОГИЧЕСКОЕ БЛАГОПОЛУЧИЕ СТУДЕНТОВ И СОТРУДНИКОВ

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Аннотация. В данном исследовании рассматривается влияние организационной культуры университетов на психологическое благополучие студентов и сотрудников, что, в свою очередь, влияет на качество образовательного процесса. Исследование было проведено с использованием анкеты, включавшей вопросы о восприятии инклюзивности, прозрачности процессов в университете, поддержке со стороны администрации, а также о субъективных уровнях стресса и эмоционального выгорания респондентов. Результаты показывают, что большинство участников оценивают среду в университете как инклюзивную и дружелюбную, но при этом отмечают умеренные уровни стресса и частое эмоциональное выгорание, связанное с высокой академической или профессиональной нагрузкой. Важный вывод исследования — умеренная положительная корреляция между уровнем стресса и выгорания, что указывает на связь между этими факторами: повышенный стресс может усиливать выгорание, что снижает общую удовлетворенность. Также была выявлена слабая отрицательная корреляция между удовлетворенностью учебной/рабочей деятельностью и выгоранием, что указывает на то, что удовлетворенность частично компенсирует негативные эффекты стресса. Сравнение с предыдущими исследованиями подтверждает, что поддерживающая организационная культура помогает снизить стресс и повысить удовлетворенность. На основе полученных данных сформулированы рекомендации для университетов: усилить прозрачность в принятии решений, расширить доступ к психологическим ресурсам и развивать инклюзивные инициативы. Эти шаги позволят университетам создать более здоровую культурную среду, способствующую психологическому благополучию, продуктивности и вовлеченности всех участников образовательного процесса.

Ключевые слова: организационная культура, психологическое благополучие, стресс, эмоциональное выгорание, поддержка, удовлетворенность, инклюзивность, продуктивность.