ISSN 2331-950X

Volume 11 Number 3 2023

Universal Journal of Management

http://www.hrpub.org

Horizon Research Publishing, USA

Universal Journal of Management

Universal Journal of Management is an international peer-reviewed journal that publishes original and high-quality research papers in all areas of management. As an important academic exchange platform, scientists and researchers can know the most up-to-date academic trends and seek valuable primary sources for reference. The subject areas include, but are not limited to the following fields: Critical Management Studies, Data Management, Educational Management, Environmental Management, Financial Management, Foodservice Management, Hospital Science and Management, Hospitality Management, Human Resource Management, Information Technology Management, Knowledge Management, Management of Enterprises, Marketing Management, Operations Management, Port Management, Public Administration, Risk Management and Insurance, Scientific Management, Sport Management, Strategic Management.

General Inquires

Publish with HRPUB, learn about our policies, submission guidelines etc.
Email: editor@hrpub.org
Tel: +1-626-626-7940

Subscriptions (Electronic Version Only)

Journal Title: Universal Journal of Management
Journal's Homepage: http://www.hrpub.org/journals/jour_info.php?id=21
Publisher: Horizon Research Publishing Co.,Ltd
Publication Frequency: bimonthly
Electronic Version: freely online available at http://www.hrpub.org/journals/jour_info.php?id=21

Online Submission

Manuscripts should be submitted by Online Manuscript Tracking System (http://www.hrpub.org/submission.php).
If you are experiencing difficulties during the submission process, please feel free to contact the editor at submission@hrpub.org.

Copyright

Authors retains all copyright interest or it is retained by other copyright holder, as appropriate and agrees that the manuscript remains permanently open access in HRPUB 's site under the terms of the Creative Commons Attribution International License (CC BY). HRPUB shall have the right to use and archive the content for the purpose of creating a record and may reformat or paraphrase to benefit the display of the record.

Creative Commons Attribution License (CC-BY)

All articles published by HRPUB will be distributed under the terms and conditions of the Creative Commons Attribution License(CC-BY). So anyone is allowed to copy, distribute, and transmit the article on condition that the original article and source is correctly cited.

Open Access

Open access is the practice of providing unrestricted access to peer-reviewed academic journal articles via the internet. It is also increasingly being provided to scholarly monographs and book chapters. All original research papers published by HRPUB are available freely and permanently accessible online immediately after publication. Readers are free to copy and distribute the contribution under creative commons attribution-non commercial licence. Authors can benefit from the open access publication model a lot from the following aspects:

- High Availability and High Visibility-free and unlimited accessibility of the publication over the internet without any restrictions;
- Rigorous peer review of research papers----Fast, high-quality double blind peer review;
- Faster publication with less cost----Papers published on the internet without any subscription charge;
- Higher Citation----open access publications are more frequently cited.

Universal Journal of Management

Editor-in-Chief

Prof. Luca Gnan — Tor Vergata University of Rome, Italy

Deputy Editor-in-Chief

Prof. Benoit Duguay — University of Quebec in Montreal, Canada

Dr. Wahed Waheduzzaman — Swinburne University of Technology, Australia

Dr. Moira Howard — University of Brighton, UK

Assoc. Prof. Dr. Joanna Malecka — Poznań University of Technology, Poland

Members of Editorial Board

Prof. Monica Izvercian — Politehnica University of Timisoara, Romania

Prof. Daniel Pelletier — University of Quebec, Canada

Prof. Milena Viassone — University of Turin, Italy

Prof. Elvir Čizmić — Sarajevo University, Bosnia and Herzegovina

Prof. Wael Ramadan — Sheridan Institute of Technology and Applied Learning, Canada

Prof. Mahesh Chand — YMCA University of Science & Technology, India

Prof. Vahideh Abedi — California State University Fullerton, USA

Prof. Bernard Oliveer — University of Florida, USA

Prof. Selim AREN — Yıldız Technical University, Turkey

Prof. Grujica Vico — University of East Sarajevo, Bosnia and Herzegovina

Prof. Shiv Kumar Sharma — Dayalbagh Educational Institute, India

Dr. Susan Robinson — Charles Sturt University, Australia

Dr. Jose Luis Fuentes-Bargues — Polithecnic University of Valencia, Spain

Dr. Hasan Al Shabanah — McMaster University, Canada

Dr. Ashwell Thomas — University of Bath, United Kingdom

Dr. Ginger Grant — Sheridan College, Canada

Dr. Ramon Camano-Puig — University of Valencia, Spain

Dr. Vincent Omachonu — University of Miami, USA

Dr. Iwona Pisz — Technical University of Opole, Poland

Dr. Georgia Kontogeorga — University of Patras, Greece

Dr. Nidhi Chowdhry — Institute of Management Technology, India

Dr. Noor Fatima — International Islamic University, Pakistan

Dr. Randall W. Hanifen — American Public University System, USA

Dr. R. Douglas Waldo — Leading Dimensions Consulting, LLC, USA

Dr. Ana Casaca — World of Shipping Portugal, Portugal

ISSN 2331-950X

Table of Contents

Universal Journal of Management

Volume 11 Number 3 2023

The Effect of Quality Management Practices on Operational and Financial Performance
(https://www.doi.org/10.13189/ujm.2023.110301)
Takwa Belwakes, Lassaad Lakhal 49

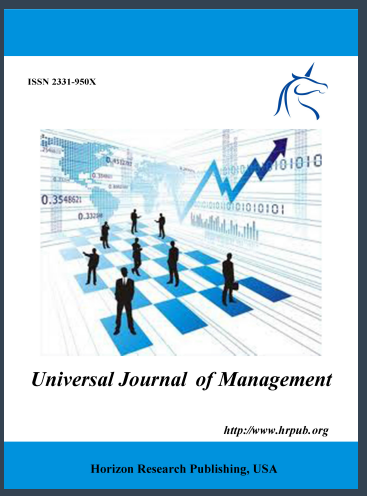
The Link between Organizational Culture and Mental Health of Employees in Higher Education Institutions during COVID-19
(https://www.doi.org/10.13189/ujm.2023.110302)
Sanja Pavlova 64

Relationship between Onboarding Process and Employee Engagement in the Pharmaceutical Industry in North Macedonia
(https://www.doi.org/10.13189/ujm.2023.110303)
Tane Murgoski 76

Universal Journal of Management

Call for Papers

Universal Journal of Management is an international peer-reviewed journal that publishes original and high-quality research papers in all areas of management. As an important academic exchange platform, scientists and researchers can know the most up-to-date academic trends and seek valuable primary sources for reference.



Aims & Scope

- Critical Management Studies
- Data Management
- Educational Management
- Environmental Management
- Financial Management
- Foodservice Management
- Hospital Science and Management
- Hospitality Management
- Human Resource Management
- Information Technology Management
- Knowledge Management
- Management of Enterprises
- Marketing Management
- Operations Management
- Port Management
- Public Administration
- Risk Management and Insurance
- Scientific Management
- Sport Management
- Strategic Management

Editorial Board

Prof. Luca Gnan	Tor Vergata University of Rome, Italy
Prof. Benoit Duguay	University of Quebec in Montreal, Canada
Dr. Wahed Waheduzzaman	Swinburne University of Technology, Australia
Dr. Moira Howard	University of Brighton, UK
Assoc. Prof. Dr. Joanna Malecka	Poznań University of Technology, Poland
Prof. Monica Izvercian	Politehnica University of Timisoara, Romania
Prof. Daniel Pelletier	University of Quebec, Canada
Prof. Milena Viassone	University of Turin, Italy
Prof. Elvir Čizmić	Sarajevo University, Bosnia and Herzegovina
Prof. Wael Ramadan	Sheridan Institute of Technology and Applied Learning, Canada
Prof. Mahesh Chand	YMCA University of Science & Technology, India
Prof. Vahideh Abedi	California State University Fullerton, USA
Prof. Bernard Oliveer	University of Florida, USA
Prof. Selim AREN	Yildiz Technical University, Turkey
Prof. Grujica Vico	University of East Sarajevo, Bosnia and Herzegovina
Prof. Shiv Kumar Sharma	Dayalbagh Educational Institute, India
Dr. Susan Robinson	Charles Sturt University, Australia
Dr. Jose Luis Fuentes-Bargues	Polithecnic University of Valencia, Spain
Dr. Hasan Al Shabanah	McMaster University, Canada
Dr. Ashwell Thomas	University of Bath, United Kingdom
Dr. Ginger Grant	Sheridan College, Canada
Dr. Ramon Camano-Puig	University of Valencia, Spain
Dr. Vincent Omachonu	University of Miami, USA
Dr. Iwona Pisz	Technical University of Opole, Poland
Dr. Georgia Kontogeorga	University of Patras, Greece

Manuscripts Submission

Manuscripts to be considered for publication have to be submitted by Online Manuscript Tracking System(http://www.hrpub.org/submission.php). If you are experiencing difficulties during the submission process, please feel free to contact the editor at submission@hrpub.org.

Contact Us

Horizon Research Publishing
2880 ZANKER RD STE 203
SAN JOSE,CA 95134
USA
Email: editor@hrpub.org

Submit your paper at http://www.hrpub.org/journals/jour_submitmanuscript.php?id=21

Available Online http://www.hrpub.org/journals/jour_info.php?id=21