

not mediated by accumulated stress. When verifying the mediation model in the regression equation with accumulated stress, the indicated scale keeps its statistically significant influence ( $p < 0,05$ ), and the coefficient  $C$  is negative.

In other words, the presence of clear instructions and rules for behaviour in the environment, which are used to keep its functions, leads to decrease of depression. The scales *Isolation* ( $r = 0,192$ ,  $p < 0,01$ ) and *Involvement* ( $r = 0,243$ ,  $p < 0,01$ ) have independent influences on depression. In short, the identification of environment in which there are not clear rules for its organizational operation, directly induces depression, as well as environment which is isolated from the broad social environment and being part of it is related to bad fate, i.e. it is not satisfying, but leaving it would lead to even more negative consequences for the individual. This result shows that the specifics of the social-economic situation in state and regional aspect have influence on depression. The presence of work alternatives would lower the levels of depression, regardless of the fact that the current environment is not satisfying. The lack of such alternatives, however, increases depression.

Based on the results from the verification of the mediation hypothesis for influence of the assessments of the environment on depression with mediator accumulated stress, we may conclude that part of the variances in employees' depression is caused by the accumulation of stress by factors which are related to the organizational and functional state of the environment, as well as the relation between the particular environment and the broader social context and the relation between the environment and the individuals in it.

The analyses ultimately show that the legal base for the operation of the organization is the basic reason for induction of depression on one hand (when the rules for the goal are not clear and contradictory). On the other hand, the leadership style causes stress when the managers do not strictly follow the prescribed rules and when there are contradictory and conflicting requirements. Part of the vari-

ances of this stress explains part of the variances in depression among employees.

Important aspect of the organizational operation and the interactions between the organization and the broader social environment is the problem about the prestige of the organization and its authority in the society. This is not just a problem about the effectiveness and efficiency of the organization, but also a problem related to accumulation of stress and induction of depression among employees. Caring about the good image of the organization in society by the management is respectively caring about the psychological well-being of the employees.

The verification of the mediation hypothesis for the influence of the organizational assessments on depression shows that two approaches could be used for lowering the levels of depression caused by organizational stress. One of them is related influencing the mediator *accumulated stress*. This could be accomplished by different programs for optimizing the accumulation of organizational stress – sport, organizational changes, trainings, rehabilitation programs, teambuilding, involving employees in creating programs and strategies for development. The other approach addresses the organizational environment and its operation, i.e. stress predictors. It is related to optimization of the organizational environment in terms of rigidity of the order, creation of simple and understandable rules for operation, elimination of the contradictory rules and requirements, optimization of the load and working towards raising the prestige of the organization.

Such empirical studies are valuable as they give information for specific interrelations and interactions between individual and organizational factors, which “produce” organizational stress, as well as the potential approaches for its minimization and management.

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