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Reserves for the development of organizational culture in the context of improving the effectiveness of the educational institution

Abstract

The article presents a system of reserves for improving the organizational culture of European educational institutions, ensuring the development of the system of values of educational institutions in response to modern changes and threats, the system of their promotion and adaptation to the changes occurring under the influence of the spread of digital technology and distance learning. This system is based on the principles of social responsibility and academic integrity, the value of academic freedom and culture, and a focus on continuous improvement in the quality of educational services. The following were identified as the main reserves for the development of organizational culture to improve the effectiveness of the educational institution: changing the management style in organizations to ensure a higher quality of educational services and the necessary level of academic culture of all participants in the educational process; ensuring a high level of academic integrity; increasing the level of social responsibility of educational institutions, the introduction of values of social responsibility in their activities; Improving the efficiency of interaction with stakeholders involved in the educational community and building a monitoring system; increasing the involvement of online employees in the activities of the educational institution based on modern distance learning technologies and online communications.

Keywords

Organizational culture, educational institution, reserves, effectiveness, values, academic integrity

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1 Introduction

In the modern world, with the development of the information society and the spread of digitalization trends, the role of education is increasing every year. Knowledge, modern educational technologies are becoming increasingly important due to the processes of intellectualization of labor, changes in its content and organization, the acceleration of information exchange processes due to the digitalization of all spheres of social life. Access to modern knowledge and the ability to quickly process information to make management decisions become important competitive advantages, which determines the high role of educational institutions in the sustainable development of modern society. Developed organizational culture is one of the important elements of the mechanism of effective management of educational institutions, ensuring staff interaction based on generally recognized norms, values, ideals, as well as unique traditions and customs.

2 Review of recent research and publications

Issues of organizational culture development in educational institutions are highlighted in papers of such scientists: Grishnova E., Grinkevich O., Kalenyuk I., Katanaeva I., Pushnykh V., Shane E. and other, as well as in regulatory and legal documents of educational institutions at official websites. However, the relationship between organizational culture and the effectiveness of the educational institution is not yet sufficiently disclosed in scientific research, not enough attention is also paid to a comparative analysis of the development of organizational culture in educational institutions of different European countries.

Many new problems arise for educational institutions and under the influence of new challenges, the most important of which are globalization, digitalization, changing attitudes of young people to higher education and the global pandemic. All this actualizes the search for the reserves of organizational culture development in order to improve the efficiency of the educational institution.

3 Statement of the objective

The purpose of this study is to analyze the organizational culture of educational institutions in Latvia, Ukraine and Poland, as well as to highlight the reserves for its development in the context of improving the effectiveness of education against the background of digitalization trends and the introduction of distance learning technologies.

4 Summary of the main provisions

The organizational culture of educational institutions can be considered as a system of certain values, beliefs, customs and traditions shared by employees and students, expressed in norms, patterns, standards and stereotypes of activity and thinking, which they inherit in the form of behavior and relationships, as well as mutual expectations of managers, employees and students of educational institutions (Katanaev I., Liga M. and Tsikalyuk E., 2012).

It should be noted that the results of the university as a value-oriented organization depend not so much on the formal characteristics of the management system, as on the system of values on which certain approaches to its management are based (Pushnykh V., 2009, p. 291). The social purpose of educational institutions is expressed in their mission as well as in their system of values.

The organizational culture of educational institutions is reflected in various normative documents. For example, Latvian educational institutions are characterized by a motto as well as a code of ethics that describes the principles and values that an educational institution follows in its activities.

The mission and values of Polish universities are also presented on their official websites; they place great emphasis on responsibility to Poland and the Polish people. For example, these issues are presented quite extensively in the "Academic Code of Values" of the Jagiellonian University (Academic Code of Values, 2003). Some unification of university values can also be noted in Poland. This is evidenced by the "Code: Best Practices in Universities", adopted on April 26, 2007 at the plenary session of the Conference of Rectors of Academic Schools in Poland, which presents the general principles of universities, best practices of university rectors and senators (Code: Best Practices in Universities, 2007).

Ukrainian universities are also characterized by quite clearly formulated mission and values, but it takes longer to find information about them on the website than in Polish and Latvian universities. Thus, the analysis of the organizational culture of the leading European educational institutions indicates the presence of a developed system of corporate values, as well as the system of their dissemination (Table 1).

It should also be noted that the development and adoption of codes of corporate culture, academic codes

of values and strategies for university development takes place in response to contemporary challenges and threats, crisis phenomena in socio-economic and educational spheres. This process is primarily aimed at affirming the high moral and ethical values of the university community and protecting it from negative external influences.

Based on the essence of the concept of "organizational culture", the main elements and factors influencing its development in modern conditions, the specific activities of educational institutions, the reserves of organizational culture in the context of improving the effectiveness of the educational institution were identified prospective directions for improving the organizational culture, contributing to improved performance and the achievement of strategic goals of the organization in a dynamic changing environment.

The study revealed the following areas of reserves for the development of organizational culture in the context of improving the effectiveness of the educational institution:

1) development of the system of values of educational institutions in response to changes occurring in the modern world. For most of the world's leading educational institutions such values as respect for the human person, high quality educational services, academic freedom, academic culture, responsibility to society and the state, openness and respect for diversity have long been an integral part of the educational process. However, it is important not only to declare these values in the official documents of educational institutions, but also to implement them in the educational process and to respect the fundamental rights and freedoms of participants in the educational process;

2) developing of an effective system for promoting the existing system of values of educational institutions among employees and students, as well as other stakeholders involved in the educational community. The system of values of educational institutions presented in their official documents (codes of ethics, codes of corporate culture, development strategies, etc.) should be reflected in the educational process, as well as in various documents and international rankings so that these values are taken into account when students make decisions about entering the university, and teachers – about employment;

3) advances in digital technology and the proliferation of distance learning are having a significant impact on the organizational culture of all educational institutions. Less direct communication, live work and informal communication leads to a partial loss of the sense of belonging to a particular organization or team and contributes to the model of the "global employee" whose workplace is at home. Such an employee may work in several organizations at the same time, his attention is focused on performing certain job functions, and the level of

TABLE 1 Analysis of organizational culture elements of leading European educational institutions

Educational institution	Mission	Values
Latvia		
University of Latvia	The mission of the University of Latvia is expressed in its motto: Scientifae et Patriae (for Science and Fatherland). The university promotes global science, higher education, knowledge, technology transfer and innovation, as well as ensures the growth of Latvian democracy and culture, the development of the Latvian language and the prosperity of the national economy.	Core values: people, high quality, academic freedom, academic culture, responsibility to society and the state, openness and respect for diversity.
ISMA University of Applied Sciences	The motto of the university is Ubi Concordia, Ibi Victoria (where is the unity, there is the victory).	ISMA's core values are quality, diversity, intellectual freedom, collaboration, creativity, respect, sustainability.
Latvian Culture College	The College is an internationally recognized professional institution of higher education in the field of culture in Latvia; a center for the development of professional competencies that promotes quality-oriented education in the field of culture.	The Code of Ethics is designed to encourage honest, fair, and professional behavior and mutual communication among students, faculty, and staff of the college.
Poland		
Jagiellonian University	The University, founded by Casimir the Great, continues its centuries-long legacy of service to science and education, conducting scientific research, seeking truth and proclaiming it with moral responsibility to the people and the Republic of Poland.	The core values stated in the academic code are: truth, responsibility, kindness, justice, reliability, tolerance, independence, honesty, dignity.
University of Warsaw	The university should not only maintain in the nation both the learning and the skills at the level they have already attained in the scientific world, but also develop and promote them and apply their theory to the benefit of society.	The activities of the university are based on the unity of science and teaching. The university provides access to knowledge and skills for all who are entitled to it; forms an elite of the Republic of Poland that will use imperio ratis rather than ratione imperii in its activities; unites universal and local values.
Adam Mickiewicz University	"By changing the present, we shape the future. Adam Mickiewicz University in Poznań is a modern, strong and autonomous university based on the traditions of the Wielkopolska region."	Respecting the noblest academic values, we seek truth, goodness and beauty, conduct scientific research and educate generations in a spirit of freedom and respect for diversity to meet expectations and meet contemporary challenges, serve people and shape the future of the region, the country, Europe and the world.
Ukraine		
Taras Shevchenko National University of Kyiv	The main purpose of the educational activities of the university is to prepare highly qualified and competitive in the national and international labor market specialists for scientific and educational institutions, government and management bodies, enterprises of all forms of ownership at all levels of higher education, the statement of national, cultural and universal human values.	Members of the university community are guided by the principles of academic freedom (autonomy, independence of members of the university community in obtaining and disseminating knowledge and information, conducting research and applying its results) and academic integrity (respect for honesty, fairness, respect, responsibility, observance of moral principles and rules defined by law, in learning, teaching, in scientific (creative) activity to assert confidence in the results of learning and (or) scientific (creative) achievements).
National Technical University of Ukraine «Igor Sikorsky Kyiv Polytechnic Institute»	To help create a society of the future based on the concept of sustainable development. To be a world-class technical research institute. To provide all conditions for the training of highly qualified specialists capable of creating modern scientific knowledge and innovative technologies for the benefit of humanity and to ensure Ukraine's rightful place in the world community.	The general moral principles that should guide members of the university community are: legality, mutual trust, honesty and integrity, fairness, competence and professionalism, responsibility, partnership and mutual assistance, mutual respect, transparency, safety and well-being of the university community.

(End of Table 1)

Educational institution	Mission	Values
Ivan Franko National University of Lviv	The university has a special mission: to define and implement educational and scientific standards; to generate the changes that the region, the country, and the world need; and to form a personality – a bearer of intellectual and innovative potential; To develop a cultural and artistic environment for the harmonious formation of the spiritual world of young people through the education of a sense of national patriotic duty and respect for historical memory.	The university has always been and remains a symbol of the affirmation of the values of freedom, morality and the struggle for Ukraine, strengthening the ideals and principles of the national and cultural identity of Ukrainians. Every day the University carries out its main mission – serving science and the Ukrainian people, enriching the world with knowledge, ensuring academic freedom, and strengthening the principles of democracy and openness as the defining principles of the organization of university life.

Source: formed by the author based on analysis of university documents

TABLE 2 Reserves for the development of the organizational culture of European educational institutions

Stock classification areas	Stocks determined by analysis	The system of measures to introduce reserves in the activities of educational institutions
Development of the values of educational institutions	– changing the style of management in organizations to ensure a higher quality of educational services and the necessary level of academic culture of all participants in the educational process;	– making changes in the system of administrative documentation of educational institutions; – construction of intra-organizational mechanisms to respect the fundamental rights and freedoms of participants in the educational process; increasing the transparency and openness of the university community, including in matters of employment in universities; – organization of trainings for the heads of structural units and teachers; – amendment of codes of ethics based on the study of international best practices in the management of educational institutions, etc.
	– ensuring a high level of academic integrity for all participants in the educational process;	– toughening accountability for violations of the principles of academic integrity; – the formation of a culture of independent and high-quality work by the participants of the educational process; – verification of works with the use of modern systems for checking works in online mode; – purchase of licensed software for educational institutions, etc.
	– increasing the level of social responsibility of educational institutions;	– introduction of social responsibility values into the activities of educational institutions; – voluntary certification for compliance with international standards of social responsibility; – wider presence of educational institutions in international ratings; – participation of educational institutions in international projects in the field of social responsibility, etc.
Building an effective system for promoting the existing system of values of educational institutions	– increase the efficiency of interaction with stakeholders – members of the educational community;	– Involvement of key stakeholders in the development of organizational culture documents; – conducting surveys on the implementation of ethical principles of educational institutions, their perception by participants in the educational process, etc.
	– building a system of interaction with key stakeholders and monitoring;	– making changes in the management documentation of educational institutions; – conducting quarterly monitoring of problems arising in the implementation of values, etc.
Adapting to changes influenced by the development of digital technology and the spread of distance learning	– increase the involvement of online employees in the activities of the educational institution;	– organization of the educational process in a mixed mode; – organization of an effective system of online communication with employees and students, etc.
	– development of distance learning technologies in educational institutions.	– the use of modern applications for conducting the educational process online; – development of corporate systems, management of business processes of educational institutions, etc.

Source: developed by the author

loyalty and commitment to the values of a particular organization is minimal. Attracting such employees to a team with similar values can be quite a challenge, requiring extra effort to ensure engagement with the institution.

Based on the analysis conducted in these areas, the reserves for the development of the organizational culture of European educational institutions were identified, which can help to improve the effectiveness of their activities in the long term under conditions of dynamic changes in the external environment (Table 2).

Thus, the system of reserves for improving the organizational culture of European educational institutions, which provides the development of the system of values of educational institutions in response to modern changes and threats, the system of their promotion and adaptation to the changes occurring under the influence of the spread of digital technology and distance learning, has been further developed. This system is based on the principles of social responsibility and academic integrity, the value of academic freedom and culture, and a focus on continuous improvement in the quality of educational services.

5 Conclusions

The development of organizational culture of each educational institution is influenced by a significant number of factors of internal and external

environment, characterizing the current socio-economic and political situation in the state, the state of education, trends in its development. In today's environment, when the competition among educational institutions is global, organizational culture can become an important reserve, which, all other things being equal, will ensure a higher demand for educational services. An important aspect of universities' activities in the conditions of full or partial transition to online learning is the preservation of the existing organizational culture, values of the university environment and their positive perception by the university community.

As the main reserves for the development of organizational culture, providing an increase in the effectiveness of the educational institution were identified: a change in management style in organizations to ensure a higher quality of educational services and the necessary level of academic culture of all participants in the educational process; ensuring a high level of academic integrity; increasing the level of social responsibility of educational institutions, introducing the values of social responsibility into their activities; increasing the effectiveness of interaction with stakeholders involved in the educational community and building a monitoring system; increasing the involvement of employees working online in the activities of the educational institution based on modern distance learning technologies and online communications.

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