

REVIEW
BY DOCTOR OF ECONOMIC SCIENCE, PROFESSOR NATALIIA TKALENKO
ON DISSERTATION THESIS OF SANDRA PLOTA
ON THE TOPIC « DEVELOPMENT OF ORGANISATIONAL CULTURE IN THE
SYSTEM OF HIGHER EDUCATION QUALITY IMPROVEMENT»

The relevance of the dissertation topic

The dissertation of Sandra Plota is characterized by a high level of relevance, as it reveals the theoretical-methodical and practical aspects of the development of organizational culture in the system of higher education quality improvement. Scientific and applied issues of the successful functioning of educational organizations in the conditions of increasing competition on the educational services market have become especially relevant in the knowledge economy, when hard planning and hard management strategies have changed to their "soft" forms, and the competitiveness and success of the organization depends primarily on its information and image status on the market. During last years, the phenomenon of the organization's image and the features of its organizational culture obtain more and more interest in the scientific discourse. Each educational institution, each university has its unique organizational culture, which not only produces, prescribes and controls the norms and values of interaction within the organization and with external target groups, but also unites the subjects of university life (administrative and teaching staff, teams of departments, students, services, etc.) into a single highly functional system. The foregoing defines Sandra Plota's dissertation theses as relevant and timely, aimed at solving an important scientific and applied problem of developing organizational culture in the system of improving the quality of higher education.

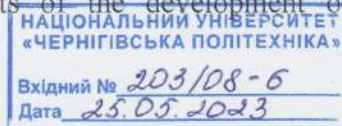
Correspondence of the dissertation theses with scientific programs, plans, topics

The dissertation theses correspond to the thematic plan of research works of the Chernihiv Polytechnic National University: "Integrated Model of Competitive Higher Education in Ukraine under the Quadruple Helix Concept" (state registration number 0117U007258) – practical recommendations for improving the organizational culture of higher education institutions to ensure their competitiveness in the market of educational services; "Activation of the Development of the Education System as a Factor in the Innovative Development of the National Economy" (state registration number 01114U003139) – promising directions were identified for the transformation of the organizational culture of higher education institutions to enhance their innovative activities.

Validity and reliability of scientific statements, conclusions and recommendations

The scientific statements, conclusions and recommendations set out in the dissertation theses are sufficiently augmented, have a deep scientific content and are essential for the development of economic science. The obtained scientific results are reliable and based on the conducted studies of theoretical and empirical content. The formulated goal corresponds to the research topic, and the object and subject correspond to the scientific and methodological requirements.

The scientific presentation of the content of the dissertation was determined by a combination of goals, objectives, scientific novelty and conclusions. In general, the presented dissertation is a logical, structured and completed scientific research. Its orderliness confirms the consistency of the research process, which made it possible to solve the set scientific and applied task of forming theoretical, methodological and applied aspects of the development of



organizational culture in the system of improving the quality of higher education. The basis of scientific research from the standpoint of the theoretical basis is the publications of domestic and foreign scientists on the development of the organizational culture of higher education to ensure the growth of the quality of their services. The author has studied, analyzed and applied the materials of national ministries and departments, statistical and analytical data of European and international organizations, data of higher education reporting. The study was based on general scientific and special methods: scientific knowledge, analysis and synthesis, historical and logical - to study the evolution of the concept of organizational culture and the choice of elements of the quality assurance system of higher education; comparative analysis - to reveal the internal content and characteristics of organizational culture in the field of human capital formation; expert assessment - to conduct a survey of employees of the Latvian College of Culture to analyze its organizational culture; classification and decomposition - for the implementation of the analytical characteristics of the system of quality assurance of higher education and substantiation of its importance for the sustainable development of higher education; structural and functional analysis - to improve the system of indicators for assessing the organizational culture of educational institutions, as well as to determine the elements of the strategy of anti-crisis management of educational institutions.

The PhD student kept academic integrity and the norms of copyright law, violations of which, as well as academic plagiarism were not detected. In the dissertation, there are references to the relevant sources indicated in the list of used sources, the personal contribution of the author in the works published in co-authorship is determined. The validity of the author's scientific proposals, as well as conclusions and developed recommendations, was confirmed by their approval at scientific and practical conferences, publications, certificates (certificates) of the implementation of results. In general, all of the above gives reasons to claim that the dissertation was characterized by a high degree of validity and reliability.

Structure and content of dissertation thesis. Compliance of the thesis with established requirements

The dissertation thesis is a holistic, completed scientific work. The manuscript contains a full set of mandatory structural elements: abstract, introduction, three chapters, conclusions, list of references, appendices. The content is 195 pages of printed text. There are 14 tables, 11 figures, 5 annexes, the list of used sources consists of 178 titles in dissertation thesis. The dissertation contains logical diagrams, structured tables, graphical interpretations, which make it possible to comprehensively perceive the study as a detailed and generalized scientific work.

The annotation of the dissertation fully reveals its structure, the obtained scientific results and conclusions, the logic of the research. The introduction contains all the structural elements, including information on the practical testing of the research results, as well as the author's personal contribution to scientific papers published in co-authorship.

In the first chapter "Theoretical foundations for the study of organisational culture in the field of education under the knowledge economy development" the essence, functions and significance of organizational culture for the development of the knowledge economy (subparagraph 1.1) are investigated; the main characteristics of organizational culture in the field of human capital formation are determined (subparagraph 1.2); studied the quality assurance system of higher education and its role in the sustainable development of universities (subparagraph 1.3).

In the second chapter "Analytical characteristics of organisational culture in the national higher education system" a methodology for assessing the organizational culture of an educational institution is proposed (subparagraph 2.1); the results of an empirical study of the organizational

culture of higher education institutions in the conditions of the knowledge economy development are presented (subparagraph 2.2); identified reserves for the development of organizational culture in the context of improving the quality of higher education and sustainable development of universities (subparagraph 2.3).

The third chapter "Management of the development of organisational culture in the conditions of current socio-economic challenges" outlines the main social-economic problems of the activities of educational institutions in modern conditions (subparagraph 3.1); identified key features of the development of organizational culture and corporate social responsibility in the strategy of anti-crisis management of educational institutions (subparagraph 3.2); proposed directions for the transformation of organizational culture to ensure competitiveness and innovative development of higher education system (subparagraph 3.3).

The conclusions based on research are meaningful and reveal the results of the fulfillment of the tasks of the study. In general, it can be argued that the presented dissertation work is complete and original, contains valuable scientific provisions of a theoretical and applied nature; practical proposals have been brought to the level of practical use and tested in higher educational institutions.

Completeness of the display of scientific provisions of the dissertation in published articles

The scientific provisions of the dissertation were published in 10 scientific papers with a total volume of 8.82 printed sheets (of which 5.26 printed sheets belong to the author personally), including 7 scientific articles with a volume of 4.33 printed sheets, 3 approbation publications. The number of publications is sufficient to submit a thesis for defense. Scientific publications meet the requirements of clauses 8, 9 of the Procedure for awarding the degree of Doctor of Philosophy and the cancellation of the decision of the one-time dissertation council of a higher education institution, scientific institution on awarding the degree of Doctor of Philosophy (Resolution of the Cabinet of Ministers of Ukraine dated January 12, 2022 No. 44).

Familiarization and detailed analysis of the presented scientific papers made it possible to assert that the elements of scientific novelty, on which the dissertation was positioned, are fully set out in the articles and abstracts of reports. The content of publications, the characteristics of publications of their placement meet the requirements for reflecting the scientific provisions of the dissertation work. Of the scientific papers published in co-authorship, only the author's provisions highlighted in the list of publications were used in the dissertation. The above gives grounds to assert that the dissertation work contains its own scientific vision of the solution of the set scientific and applied problem and the results of its own scientific research.

Scientific novelty of the results

The dissertation thesis contains a number of formulated and substantiated scientific statements of theoretical and practical significance. We consider the following as the most important scientific results:

first time:

- a theoretical-methodical approach to the evaluation of the organizational culture of educational institutions was developed, within which key stages were identified (formation of a system of indicators for evaluating the organizational culture of educational institutions; normalization of indicators; calculation of indicator values for each of the three blocks and calculation of an integral indicator for evaluating the organizational culture of educational institutions; visualization of the obtained results, implementation of the characteristics of the organizational culture of educational institutions based on a combination of qualitative and quantitative methods, determination of reserves for the development of organizational culture in the context of improving the quality of

higher education, substantiation of recommendations for the implementation of the identified reserves taking into account current socio-economic conditions;

improved:

- the concept of organizational culture, interpreted as the main element of the internal environment of the organization, characterized by moral norms and values, traditions, customs and behavior patterns that dominate in it, capable of integrating the achievement of the target result of the organization's activities and increasing its development;

- a model of human capital formation in the system of interaction with the organizational culture of an educational institution, the development of which is determined by a combination of situational and individual components, organizational culture tools, motivational, communication and management factors; the constructs of the model define the goals of the educational institution, organizational values and norms of behavior, traditions, standards, etc.;

- a system of indicators for assessing the organizational culture of educational institutions, which provides for taking into account important dimensions of organizational culture and its elements, analysis of information about educational institutions from open sources and the method of expert assessment. assessments based on a clear system of assessment criteria The quality of educational services is singled out as a defining integral indicator of the effectiveness of educational institutions; the main elements of organizational culture as a basis for characterizing the level of its development; sustainable development and adaptation to changes in the external environment
- included taking into account factors affecting organizational culture in modern socio-economic and geopolitical conditions;

- a strategy for anti-crisis management of educational institutions, which combines the following elements: the development of the organizational culture of educational institutions and its adaptation to exogenous changes, the creation of reserve funds for educational institutions, the development of educational programs to increase the level of internationalization of educational institutions, the development of distance learning technologies. A certain strategy covers the implementation of activities that do not require significant financial resources and are focused on the use of the available resource support of educational institutions, the effective use and development of human, intellectual and social capital;

have been further developed:

- classification of scientific approaches to determining the essence of organizational culture based on value-oriented, element-oriented, result-oriented, essence-oriented and human-oriented concepts;

- theoretical approaches to the definition of functions (educational, transformational, the function of the source of personality and the stabilizing function), corresponding to modern realities and formed under the influence of the processes of the formation of the knowledge economy, digitalization of the economy, the spread of the COVID-19 pandemic, the war in Ukraine;

- scientific and applied foundations for the transformation of organizational culture to ensure the competitiveness and innovative development of educational institutions, taking into account aspects of the management of educational institutions and scientific and didactic activities, ensuring the identification of priority areas for changes in the educational sphere. improving the quality of educational services in the face of modern challenges and threats;

- a scientific and methodological approach to determining the factors influencing the activities of educational institutions in modern conditions: the COVID-19 pandemic and other epidemic threats, Russia's aggression against Ukraine, the globalization of the educational services market, the socio-economic crisis, the intellectualization of the labor market, expanding opportunities for remote employment.

Scientific and practical significance of the research results

The scientific significance of the research results are in solving an important scientific and applied problem - the development of organizational culture in the system of improving the quality of higher education. The theoretical results of the study were used in the educational process of the Chernihiv Polytechnic National University, in particular, in the educational and methodological support for teaching the course "Business Organization".

The practical significance of the results obtained in the work is to bring to the level of practical application of the proposed scientific and methodological recommendations for the development of organizational culture in the system of improving the quality of higher education, which was confirmed by the relevant certificates (certificates) on the implementation in higher educational institutions.

Academic integrity

Based on the results of the analysis of the materials, no facts of violations of academic integrity were identified. PhD-student kept academic integrity and norms of copyright legislation, violations of which, as well as academic plagiarism, were not detected. In the dissertation, there are references to the relevant sources indicated in the list of sources; the personal contribution of the author in the works published in co-authorship is determined.

The degree of validity of the scientific provisions, conclusions and recommendations formulated in the dissertation, both from the point of view of modern scientific and theoretical research, and from the standpoint of practical implementation, is sufficient.

Comments and discussion points on the content of the thesis

Along with scientific achievements and significant applied developments, the dissertation is not without certain shortcomings, gaps and debatable points:

1. In our opinion, the author has analyzed the essence of the phenomenon "organizational culture" in sufficient detail. Nevertheless, it seems that the result of this should be a clear definition of the components of organizational culture.
2. Large tables (1.4, 2.1, etc.), which take up more than two pages, should be placed in the Annexes.
3. The author does not ignore the impact of modern digitalization on the activities of higher education institutions. At the same time, in our opinion, it is no less important to find out how digital technologies affect the organization's values, their role in the process of implementing strategy in the conditions of the digital economy.
4. The term "sustainable development of university" needs clarification and expansion (clause 1.3).
5. The dissertation does not clearly define the difference between organizational culture in private and public institutions of higher education.

General conclusions and evaluation of the dissertation

The dissertation on the topic "Development of organisational culture in the system of higher education quality improvement" is an independent and completed thesis, has scientific novelty and practical significance. The relevance of the research topic and its validity is beyond doubt. At its own expense, structure, volume and design, the dissertation work meets the regulatory requirements for dissertations, its author Plota Sandra deserves to be awarded the scientific degree "Doctor of Philosophy" for the results of the public defense.

The content of the thesis and scientific novelty correspond to the specialty 051 - Economics, the requirements of the order of the Ministry of Education and Science of Ukraine № 40 dated January 12, 2017 "On approval of the requirements for the dissertation" (with subsequent changes)

and “The procedure for awarding the degree of Doctor of Philosophy and canceling the decision of a one-time specialized academic council higher education, scientific institution on awarding the degree of Doctor of Philosophy”, approved by the Resolution of the Cabinet of Ministers of Ukraine № 44 dated January 12, 2022.

This allows us to conclude that the author of the dissertation thesis, Sandra Plota, deserves to be awarded a Ph.D. degree in the specialty 051 Economics.

Reviewer

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