

## REVIEW

Grishnova Olena Antonivna's official opponent

for **Sandra Plota's** dissertation on the topic

*"Development of organisational culture in the system of higher education quality improvement"*, presented for obtaining the scientific degree of Doctor of Philosophy in specialty 051 - "Economics" (05 - Social and behavioral sciences)

### **Relevance of the topic of the dissertation research**

In modern conditions of transformational changes in society, a conscious need has already been formed for the need for the effective development of educational institutions and improving the quality of higher education. At the same time, organizational culture is becoming an increasingly significant functional component of the overall strategy for the development of higher education institutions. However, in modern scientific research there are contradictions between the understanding of the need to use the factor of organizational culture in the management of higher educational institutions and the functions of organizational culture that are characteristic of modern realities; the lack of a strategy for its formation and development; a generally accepted approach to assessing the organizational culture of educational institutions in the context of improving the quality of educational services, etc.

The multidimensional content of organizational culture allows us to consider it as an internal source of stimulation of the economic, social and innovative development of higher educational institutions. Therefore, in modern conditions, an important activity of higher educational institutions is the effective management of the development of their organizational culture in the context of improving the quality of higher education. At the same time, the development of an effective model for managing the development of organizational culture is impossible without a comprehensive assessment of its state in specific higher educational institutions.

In this context, the study of the theoretical and methodological foundations of the study of the development of organizational culture in the system of improving the quality of higher education is of scientific and practical interest, and the thematic

direction of Sandra Plota scientific research, aimed at substantiating the theoretical and methodological provisions and developing practical recommendations for the development of organizational culture in the field of education is timely and relevant.

Dissertation by thematic direction corresponds to the scientific direction of research work of the Chernihiv Polytechnic National University within the framework of scientific projects: "Integrated Model of Competitive Higher Education in Ukraine under the Quadruple Helix Concept" (state registration number 0117U007258); "Activation of the Development of the Education System as a Factor in the Innovative Development of the National Economy" (state registration number 01114U003139).

### **The degree of validity of scientific statements, conclusions and recommendations formulated in the dissertation, their reliability**

The scientific provisions, conclusions and recommendations contained in Sandra Plota dissertation are sufficiently reliable, logical and substantiated. The goal set in the work – the development of theoretical and methodological foundations for studying organizational culture in the field of education and the development of modern tools in the face of modern challenges – was achieved by the dissertation student, and the task was completed. The object and subject of research are chosen correctly.

The high level of validity of the results of Sandra Plota's dissertation is due to the use of general scientific (scientific knowledge, analysis, synthesis, historical and logical approaches) and special methods (expert assessments, classification, decomposition, structural and functional analysis).

The dissertation consists of an introduction, 3 chapters of the main part, conclusions, applications.

In the first chapter of the dissertation, the main scientific result is the study and improvement of the concept of «organizational culture» from the standpoint of the author's classification of approaches to its essence in modern conditions (value-oriented approach, element-oriented approach, result-oriented approach, essence-oriented approach, person-oriented approach) (pp. 32-34 ; pp. 45-48). Also of scientific

interest is the allocation of a number of basic and specific functions of organizational culture, characteristic of modern realities and formed under the influence of the formation of the knowledge economy, digitalization of the economy, the COVID-19 pandemic and the war in Ukraine, on the basis of which the educational function, the transformational function, identity source function, stabilizing function (p. 36-38).

Particular attention in this chapter also deserves recommendations on the development of a modern model of human capital formation in the system of interaction with the organizational culture of an educational institution, the functioning of which is determined through a system of actions of situational and individual components, organizational culture tools, motivational, communication and management factors. The system-forming constructs of the improved model are proposed: the goals of the educational institution, organizational values, norms of behavior, traditions, regulations and standards. The system of influence on human capital is formed from personal-cognitive, axiological, communicative-motivational and effective-behavioral components, which are characterized by special elements and relationships (p. 49-51).

In the second chapter, an empirical study of the organizational culture of higher education institutions is carried out and reserves for the development of the organizational culture of educational institutions in the context of improving the quality of higher education are identified. In particular, a positive achievement is the use in the empirical study of the theoretical and methodological approach independently developed by the author for evaluating the organizational culture of educational institutions, which consists of the following stages: development of a system of indicators for evaluating the organizational culture of educational institutions, taking into account their characteristics as objects of evaluation; normalization of indicators; determination of indices for each of the three blocks of indicators and the Integral Index for Evaluating the Organizational Culture of Educational Institutions; visualization of the results of evaluation of the organizational culture of educational institutions; characterization of the organizational culture of educational institutions using qualitative and quantitative methods; identification of reserves for the development of

organizational culture to improve the quality of higher education and development of recommendations for their implementation in today's difficult socio-economic conditions (pp. 81-84).

In the third chapter of scientific interest are:

- the scientific and methodological approach to determining the factors affecting the activities of educational institutions in modern conditions, in particular, the COVID-19 pandemic and other epidemic threats, Russia's aggression against Ukraine, further globalization of the educational services market, the socio-economic crisis, intellectualization of the labor market and expanding opportunities for remote employment (pp. 124-126);

- the strategy of anti-crisis management of educational institutions proposed by the author, which combines the following elements: the development of the organizational culture of educational institutions and its adaptation to a changing external environment; creation of reserve funds of educational institutions by attracting international grants; development of educational programs to increase the internationalization of educational institutions; use and development of distance learning technologies (pp. 130-131);

- the scientific and applied foundations for changing organizational culture to ensure competitiveness and innovative development of educational institutions, ensuring the identification of priority areas for changes in educational institutions to improve the quality of educational services in the face of modern challenges and threats (pp. 146-152).

Conclusions by sections reflect the results obtained and the logic of the research. The conclusions of the dissertation work of Sandra Plota fully summarize the scientific results of the study obtained by the dissertation.

The most significant scientific results of the dissertation, which are distinguished by novelty, are:

- for the first time, a theoretical and methodological approach has been developed for evaluating the organizational culture of educational institutions in the context of improving the quality of educational services (pp. 80-84);

- improved: definition of the concept of "organizational culture" (pp. 32-34); a model for the formation of human capital in the system of interaction with the organizational culture of an educational institution (pp. 49-52); a system of indicators for evaluating the organizational culture of educational institutions (pp. 81-82); strategy of anti-crisis management of educational institutions (pp. 130-131);

- received further development: classification of approaches to the essence of organizational culture in modern conditions (pp. 29-31); theoretical approaches to the definition of specific functions of organizational culture, characteristic of modern realities (pp. 34-38); scientific and applied foundations for changing organizational culture to ensure competitiveness and innovative development of educational institutions (pp. 146-148); scientific and methodological approach to determining the factors affecting the activities of educational institutions in modern conditions (pp. 124-127).

The named results of the work are characterized by a high level of scientific novelty, and the dissertation itself fully meets the requirements of the "Regulations on the preparation of higher education candidates for the degree of Doctor of Philosophy and Doctor of Sciences in postgraduate and doctoral studies" of Chernihiv Polytechnic National University and the Code of Academic Integrity of Chernihiv Polytechnic National University.

### **Scientific novelty and practical significance of the obtained results**

The value of the obtained scientific results of Sandra Plota's research lies in the fact that the theoretical provisions of the dissertation are focused on improving the efficiency of managing the development of the organizational culture in the higher education system in the face of modern challenges, and the developed scientific provisions are logically brought to the level of specific proposals suitable for implementation in the practice of higher educational institutions. In particular, at the theoretical level: the classification of approaches to the essence of organizational culture in modern conditions has been systematized; highlighted theoretical approaches to the definition of specific functions of organizational culture, characteristic of modern

realities; scientific and applied foundations for changing the organizational culture to ensure competitiveness and innovative development of educational institutions have been identified; a scientific and methodological approach has been developed to determine the factors influencing the activities of educational institutions in modern conditions.

The practical value of the developments is confirmed by their application in the activities of higher educational institutions and the educational process, in particular: the factors of influence on the activity of educational institutions identified by the author were used by the ISMA University of Applied Sciences in the development of the Crisis Management Strategy (Latvia; Certificate No. 1-23/102-22 dated 19.09.2022); the author's approach for evaluating the organisational culture of educational institutions was used by the "Petniecibas centrs SEMS" (Certificate No. 23-1904/EU-2022 dated 12.09.2022); formulated directions for changing the organizational culture to ensure the competitiveness and innovative development of educational institutions were used by the Department of Education and Science of the Chernihiv Regional State Administration (Certificate No. 04-24/551 dated 16.02.2023). Particular results and methods of the dissertation work are used in the educational process of the Chernihiv Polytechnic National University when teaching the course «Organization of Business» (Certificate No. 202/08-1668/BC dated 18.10.2022).

### **Completeness of presentation of research results in published works**

The assessment of scientific publications, the completeness of the publication of the results of the dissertation, and the applicant's personal contribution to all scientific publications included in the dissertation topic showed that the research results presented in the dissertation were obtained by the author independently and fully reflect the main provisions and conclusions of the work. They are fully covered in publications, reported and discussed at scientific and practical conferences.

The main results of the dissertation work were published by the author independently and in co-authorship in 10 scientific publications, of which: 2 papers in

scientific journals included in the international scientometric database Scopus, 2 articles in scientific and professional journals of Ukraine, 3 articles in scientific professional foreign journal, 3 published works of approbation nature. Of these, they meet the requirements of “Procedure for awarding the degree of Doctor of Philosophy and cancellation of the decision of the one-time specialized academic council of a higher education institution, scientific institution to award the degree of Doctor of Philosophy”, approved by resolution of the Cabinet of Ministers of Ukraine dated January 12, 2022, No. 44 (with changes and additions dated March 21, 2022, No. 341) – 3 publications. The total volume of publications owned by the author is 5.26 pr. sheet.

### **Academic integrity**

The dissertation and scientific publications, which highlight the main scientific results of the dissertation, do not contain violations of academic integrity (academic plagiarism, self-plagiarism, fabrication, falsification). The degree of validity of the scientific statements, conclusions and recommendations formulated in the dissertation is sufficient.

### **Discussion provisions and comments on the dissertation**

While positively evaluating the dissertation submitted for review, it is necessary to note the following remarks:

1. The paper (p. 50) presents an interesting and significant model of human capital formation in the system of interaction with the organizational culture of an educational institution. This model can be developed in the future works of the author with the selection of directions for the development of human capital of university employees and students. However, it needs to be explained what are the advantages of this model and the possibilities of using it in the practice of educational institutions?

2. The most important result of the research is the author's development of the methodology for evaluating the organizational culture of an educational institution. However, it requires development and an explanation on the basis of which criteria and according to which principle the selection of indicators was made to form a system of

specific indicators for evaluating the organizational culture of educational institutions (p. 81-82).

3. For the empirical study of the organizational culture of higher education institutions (p. 86-87), educational institutions of Latvia (Latvian University, ISMA University of Applied Sciences, Latvian College of Culture), Ukraine (Taras Shevchenko Kyiv National University, National Technical University "Kyiv Polytechnic Institute) were selected » named after Sikorsky, Ivan Franko Lviv National University) and Poland (Jagiellonian University, Warsaw University, Adam Mickiewicz University). However, it is not explained on the basis of which criteria these countries and these educational institutions were chosen for research?

4. On the pages 124-126 present the main factors affecting the activity of educational institutions in modern conditions. The strongest shock was the COVID-19 pandemic, and in Ukraine, the war was even greater. However, the work does not describe in detail how the COVID-19 pandemic and the war affected the development of the organizational culture of educational institutions.

5. The paper proposes a scientific and methodical approach to determining the factors affecting the activity of educational institutions in modern conditions. However, it is not argued what criteria were used to select such factors as priority factors that have the greatest impact on the activities of educational institutions.

The mentioned comments and wishes reflect the personal scientific position of the opponent and do not reduce the overall positive evaluation of the work. Sandra Plota's dissertation meets Ukrainian and international standards of scientific works and principles of academic integrity.

### **General conclusion of the dissertation and its compliance with requirements**

Sandra Plota dissertation on the topic «Development of organisational culture in the system of higher education quality improvement» is an independently completed, completed research work. The dissertation contains unique approaches to solving theoretical and practical problems, the latest scientifically substantiated results that solve the actual scientific and methodological task - increasing the



effectiveness of the development of organizational culture in the system of quality assurance of higher education.

Given the above, I believe that the dissertation «Development of organisational culture in the system of higher education quality improvement», according to the main scientific provisions and conclusions, meets the current requirements of the «Procedure for the preparation of applicants for higher education for the degree of Doctor of Philosophy and Doctor of Science in higher educational institutions (scientific institutions)», approved by the Resolution of the Cabinet of Ministers of Ukraine dated March 23, 2016 No. 261 (with amendments and additions dated April 03, 2019 No. 283), and the requirements of the " The procedure for awarding the degree of Doctor of Philosophy and canceling the decision of a one-time specialized academic council of higher education, scientific institution on awarding the degree of Doctor of Philosophy", approved by Resolution of the Cabinet of Ministers of Ukraine dated January 12, 2022 No. 44 (as amended from March 21, 2022 No. 341), and its author Sandra Plota deserves to be awarded the degree of Doctor of Philosophy in specialty 051 "Economics".

Official opponent,  
Doctor of Economics, Professor,  
Professor at the Department of Enterprise Economics  
Taras Shevchenko National University of Kyiv

 O.A.Grishnova

Підпис  
Протокол  
Корпус № 1



