

**REVIEW**

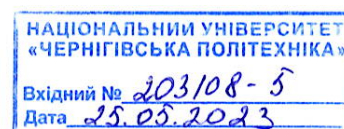
**Kaleniuk Iryna Serhiyivna's official opponent  
for Sandra Plota's dissertation on the topic  
"Development of organisational culture in the system of higher  
education quality improvement", presented for obtaining the scientific  
degree of Doctor of Philosophy in specialty 051 - "Economics"  
(05 - Social and behavioral sciences)**

***Relevance of the dissertation topic***

Due to the development of globalization and the transition to the information society, the knowledge, qualifications, and motivation of personnel are becoming increasingly important, without which it is impossible to implement ideas, initiatives, and improve the quality of higher education. That is why organizational culture under modern conditions is considered a strong motivator, regulator and indicator of the activity of the staff of the educational institution and, in general, the improvement of the quality of education. Organizational culture is the ideology of management and the socio-economic system, which defines key values and is aimed at increasing the labor potential of the system. Organizational culture establishes rules and norms of behavior, forms relations and connections between employees and units of the institution. The relevance of the study of organizational culture in educational institutions is related to the fact that organizational culture acts as an important factor in improving the quality of higher education, ensuring stability, *sustainable development and the effectiveness of the work of an educational institution in complex and changing modern conditions.*

These circumstances explain the significant intensification of scientific research aimed at improving existing and creating new means of increasing the effectiveness of the development of the organizational culture of educational institutions.

However, quite important issues still remain unanalyzed, in particular, there is no single approach to understanding the concept of organizational culture in modern conditions; an effectively working theoretical and methodological approach for evaluating the organizational culture of educational institutions has not been developed; there is no comprehensive approach to determining the factors affecting the activity of educational institutions in modern conditions; a system of



indicators for evaluating the organizational culture of educational institutions has not been formed.

Based on this, I believe that the relevance of Sandra Plota's dissertation, which is focused on solving a complex principled scientific and practical task - increasing the effectiveness of managing the development of the organizational culture of educational institutions in the conditions of modern challenges - is beyond doubt.

***Connection of dissertation with scientific programs, plans, topics***

The dissertation work was carried out in accordance with the research plan of the Chernihiv Polytechnic National University, within the framework of the 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 degree of validity and reliability of the results obtained in the work is confirmed by own theoretical and practical studies and is ensured by the solution of research tasks using appropriate methods. Taking this into account, it can be stated that the reliability of the obtained conclusions and the validity of the proposed recommendations are determined by correctly selected methodological approaches: general scientific (scientific knowledge, analysis, synthesis, historical and logical approaches), special (expert assessments, classification, decomposition, structural and functional analysis), as well as sufficient use of scientific and empirical material. The quantity and quality of the materials used, the sequence of their analysis creates prerequisites for ensuring a sufficient level of credibility of the dissertation work.

The dissertation consists of an introduction, three chapters with conclusions, general conclusions, a list of used literary sources and appendices.

The introduction substantiates the relevance of the dissertation work, formulates the goal and task of the research, sets out the scientific novelty and

practical significance of the obtained research results, provides information on the approval of the dissertation results and publications.

In the first chapter, the most common characteristics of organizational culture are defined, on the basis of which the author's classification of approaches to its essence in modern conditions is proposed and the improved concept of "organizational culture" is formulated (p. 32-34). 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, are also highlighted (p. 34-38). Of particular interest is the model of human capital formation developed by the author in the system of interaction with the organizational culture of an educational institution, which makes it possible to analyze the existing and absent elements, connections of organizational culture, to identify its strengths and weaknesses, to determine the effectiveness of the formation and use of the potential of human capital (p. 49-52).

In the second chapter, an empirical study of the organizational culture of higher education institutions was carried out, as well as reserves for the development of the organizational culture of educational institutions in the context of improving the quality of higher education and sustainable development of universities were determined. The proposed theoretical and methodological approach to the evaluation of the organizational culture of educational institutions, which is based on the calculation of the Integral index for assessing the organizational culture of educational institutions using qualitative and quantitative methods (p. 85-87), deserves special attention in this section. Based on the use of this approach, the author established that the majority of evaluated educational institutions have a very high level of organizational culture development and are leaders in international educational ratings.

In the third chapter, on the basis of the author's proposed scientific-methodical approach to determining the factors affecting the activity of educational institutions (p. 124-127), an anti-crisis management strategy is developed (p. 129-130) and

directions for the transformation of organizational culture are proposed to ensure competitiveness and innovative development of educational institutions.

In general conclusions, the applicant formulated the most important scientific and practical results obtained during the dissertation work. The conclusions and recommendations presented in the dissertation work are sufficiently and properly substantiated.

***Novelty of scientific provisions, conclusions and recommendations  
formulated in the dissertation***

The novelty of the author's approaches to solving the task of increasing the effectiveness of managing the development of the organizational culture of educational institutions in the conditions of modern challenges is as follows:

*for the first time:*

- a theoretical and methodological approach was developed for evaluating the organizational culture of educational institutions (pp. 80-84);

*improved:*

- the concept of organizational culture as a basic element of the organization's internal environment (pp. 33-34);

- the model of human capital formation in the system of interaction with the organizational culture of the educational institution (p. 49-52);

- the system of indicators for evaluating the organizational culture of educational institutions (pp. 83-84);

- the strategy of anti-crisis management of educational institutions (pp. 129-130);

*received further development:*

- classification of approaches to the essence of organizational culture in modern conditions (pp. 28-31);

- theoretical approaches to defining the specific functions of organizational culture, characteristic of modern realities (pp. 34-37);

- scientific and applied foundations of changing organizational culture to ensure competitiveness and innovative development of educational institutions (pp. 146-

152);

- a scientific-methodical approach to determining the factors affecting the activity of educational institutions in modern conditions (p. 122-124).

The listed results of the dissertation work are characterized by a high level of scientific novelty, and Sandra Plota's dissertation work complies with the "Regulations on the Training of Higher Education Candidates for the Degrees 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.

### ***Practical significance of the research results***

The practical significance of the obtained results lies in the substantiation of scientific and theoretical provisions, methodological approaches and conclusions regarding the improvement, development and implementation of measures in the direction of the development of organizational culture in the system of improving the quality of higher education, which can be used in the process of forming and implementing the state educational policy of Ukraine, in analytical work of local executive bodies, in management activities of higher education institutions. The main provisions outlined in the dissertation have been brought to the level of methodological developments and practical recommendations, which are subject to wide application both in further research and in practical activities.

The reliability of the obtained results is evidenced by Sandra Plota's developments, which have practical significance and are reflected in the activities of individual institutions, which is confirmed by the relevant certificates of implementation. The materials of the dissertation research were used, in particular: by the ISMA University of Applied Sciences in the course of developing the Anti-Crisis Management Strategy (Certificate No. 1-23/102-22 dated 19.09.2022), by the Scientific Research Center SEMS when evaluating the organizational culture of educational institutions (Certificate No. 23-1904/EU-

2022 dated September 12, 2022), by the Department of Education and Science of the Chernihiv Regional State Administration in strategizing the development of the educational system of the region in the conditions of modern socio-economic and geopolitical challenges (Certificate No. 04-24/551 dated 16.02.2023), as well as by the Chernihiv Polytechnic National University in educational and methodological support of the educational process (certificate No. 202/08-1668/VS dated October 18, 2022).

Characterizing the dissertation work of S. Plota, it is worth noting that its main scientific propositions are laid out convincingly and logically, the conclusions and recommendations are based on the results of authoritative research. The authenticity of the author's practical developments is confirmed by relevant references. Taking this into account, it was concluded that the obtained results are reliable. Theoretical provisions, methodological developments and practical results of the dissertation research give grounds to conclude that the dissertation is characterized by a practical focus.

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

The analysis of the number of scientific publications, the completeness of the publication of the results of the dissertation and the personal contribution of the applicant to all scientific publications, published independently and in co-authorship and counted according to the topic of the dissertation, showed that the research results presented in the dissertation were obtained by the author independently and fully reflect the main provisions and the conclusions of the work were 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 works, including: 2 articles in scientific journals included in the international scientometric database Scopus, 2 articles in a scientific specialized journals of Ukraine, 3 articles in scientific specialized foreign journals, 3 works of approbation nature. Of these, 4 publications meet the requirements of the "Procedure for awarding the degree of Doctor of

Philosophy and annulment of the decision of the one-time specialized academic council of the institution 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 21 March 2022 No. 341). The total number of publications owned by the author is 5.26 printed sheets.

### ***Academic integrity***

In the dissertation, references to sources of information regarding the used statements, information, statistical data, etc. are properly presented. Violations of academic integrity in the dissertation and scientific publications were not detected.

### ***Discussion clauses and comments***

It should be noted that despite the positive scientific results obtained by the author in the course of the research, the work is not without debatable clauses and individual remarks, among which the following should be noted:

1. The work (paragraph 1.3) analyzes the regulatory framework that regulates the functioning of higher education quality assurance systems in various European countries, but it is not determined which aspects of the European strategy for higher education quality assurance can be implemented in Ukraine to improve the quality of educational services in the context of the European integration

2. The work offers a scale for evaluating the dynamics of the Integral index for evaluating the organizational culture of educational institutions and its partial indexes (p. 84), but it is not explained why exactly such levels of the index for evaluating the organizational culture are defined, for example, as high, medium, low? The approach underlying the choice of such an evaluation scale requires explanation.

3. The work identifies reserves for the development of the organizational culture of European educational institutions (p. 101-102), but it is not substantiated which of them are priorities for implementation in the studied educational institutions.

4. It is positive that the work defines directions for changing organizational

culture to ensure innovative development of educational institutions (p. 148). However, it needs a more detailed explanation, which organizational culture is innovative from the author's point of view, and what directions of increasing the level of its innovativeness can be identified in modern conditions, in particular for the universities under study?

5. The most important factor in the competitiveness of modern universities is the significant results of scientific activity. The work highlights directions for changing organizational culture to ensure competitiveness and innovative development of educational institutions (p. 148). It is also necessary to characterize changes in the field of scientific activity of educational institutions, which are necessary to increase their competitiveness in the conditions of modern threats and challenges.

***General evaluation of the dissertation and its compliance with established requirements***

Dissertation work of Sandra Plota 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 the specialty 051 - "Economics" (05 - Social and behavioral sciences) is a completed scientific work and is important in the context improving the quality of higher education and its role in social development. The research solves an actual scientific and practical task, which consists in increasing the effectiveness of managing the development of the organizational culture in the system of quality improvement of national higher education in the conditions of modern challenges.

The obtained new solutions to the scientific and practical task, the relevance, novelty, practical significance and completeness of the research deserve a positive assessment. The mentioned comments to the dissertation work do not reduce the significance of the scientific and practical results obtained in the work and confirm its positive assessment.

The content of the dissertation, the obtained main scientific provisions and



conclusions correspond to the specialty 051 "Economics".

The work meets the requirements of the "Procedure for the preparation of candidates for higher education for the degree of Doctor of Philosophy and Doctor of Sciences in higher educational institutions (scientific institutions)", approved by Resolution of the Cabinet of Ministers of Ukraine dated March 23, 2016 No. 261 (with amendments and additions dated April 3, 2019 No. 2 ) 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 No. 44 of the Cabinet of Ministers of Ukraine dated January 12, 2022 (as amended from March 21, 2022 No. 341), and its author Sandra Plota deserves to be awarded the scientific degree of Doctor of Philosophy in specialty 051 "Economics".

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