

Corporate Culture as a Tool for Improving the Effectiveness of Education Management and a Source of Competitiveness and Success of Higher School in Modern Conditions

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Abstract—The article is devoted to the issues of formation and transformation of corporate culture as an element of promoting education and science, and contributing to interaction between the leader and subordinates, the professor and students. Moreover, a thorough analysis of the experience of domestic higher education institutions and commercial companies has proved that corporate culture is one of the most effective management tools, as well as one of the main sources of competitive advantages and success.

Keywords—*corporate culture; corporate ethics; management; mission; ideology; efficiency*

I. INTRODUCTION

In **Russia**, scientific tools for studying and determining the internal environment of an enterprise are based on the concepts of "organizational culture". Under the conditions of state social policy and state property policy, which are aimed at protecting the social and economic interests of all sectors of society, this approach was just and justified, since it was based on the idea of unity and mutual dependence of the interests of all subjects of the social and economic process. During the Soviet period, special attention was paid to improving the components of the organizational culture, such as the rules of labor regulations and discipline, the harmonization of basic ideological values, the moral and psychological climate, and the optimization of the organizational processes of the enterprise.

In the transition to market relations in Russia, which happened against the background of changing ownership forms, the relationships between subjects and participants in social and economic development also changed. The key issues that owners of production tools were interested in were achieving competitive advantages and receiving the

maximum profit in the shortest time. However, the most important issues should be creating a favorable internal environment and a socially-healthy atmosphere of the enterprise, which implies making solutions not only in production, but also in social problems of employees. The transition to the new market conditions of economic management made it necessary to introduce certain changes in the management system of enterprises, the goals and ways of developing culture, in particular, changes in the formation of key values of organizations that are aimed at meeting the needs of customers and winning their market positions. As the development and strengthening of new market relations and the study and implementation of western corporate culture went on, it became clear that corporate culture was not an alien phenomenon for the Russian business space, but one of the tools to improve the efficiency of any enterprise.

The following authors made attempts to construct analytical schemes in the literature devoted to this problem: Bogdan N.N., Lachkova A.H., Masilova M.G., Nasvarenko N.V., Shcherbinina D.A. The typology of these questions was studied in the works of Bogdanova V.V., Bazhin A.S., Pashko K.A., Svetaleo R.V.

II. ASPECTS OF EFFECTIVE CORPORATE CULTURE MANAGEMENT IN AN ORGANIZATION

Corporate culture of a university, as ideological goal-orientation and basic values of any organization, is one of the strategic management tools that allows to build the organizational structure of an enterprise and of various categories of the educational system for general purposes, helps to formulate the mission of the university at the level of the world scientific and university community and ensures the loyalty of teachers, students and partners of the

university, as well as improves the communication process in the internal university environment.

On the basis of theoretical and practical research, it can be said that in general the collective that has a corporate culture and ethics at a high level is characterized by such features as cohesion and interchangeability of employees, their interaction, team spirit and at the same time healthy rivalry among subdivisions, job satisfaction and pride in achieving high results, commitment to the organization, willingness to meet high standards and high demands of the quality of teaching work, competition, and readiness for change, which can be caused by the demands of society [1].

A highly developed corporate culture is characterized by established values, which are actively supported by all members of the organization. Therefore, one of the most important notable results of a strong culture and a healthy socio-psychological climate is the low staff turnover. Forming or changing individual elements of a corporate culture is usually a rather complex, lengthy and usually painful process that begins with the formulation of the mission, the main goals and objectives of the organization, and the creation of strategic planning. Only in this case, the corporate culture will fulfill its mission and contribute to the achievement of the intended results by the organization. In addition, only extensive explanatory work can convince employees to move away from their old views and habits.

For organizations that are ready for organizational change and the introduction of new advanced technologies it is important to have an appropriate corporate culture. Such companies view the processes and phenomena of the surrounding world not as a possible danger or threat, but as an opportunity to obtain high results and advantages in a competitive environment. Such enterprises, in particular, educational ones, are ready to actively and reliably treat new challenges and consider everything new as a rather interesting phenomenon that involves development and improvement. Such an innovative culture should be understood, if possible, by all employees and managers of the enterprise. In this case, the primary role is played by the authority and behavior of the top management of the enterprise as their reaction will largely affect that of the employees of the organization [2].

Developing and improving the well-known facts and ideas, as well as studying and identifying some unknown information, must become the new challenge and a motivation for most employees. The most important task of management in increasing readiness for corporate changes is to eliminate fear of mistakes and create the desire to introduce something new. Under what conditions can working on corporate culture development be fruitful?

Firstly, it is necessary to constantly inform employees about the steps being taken, to explain the meaning of the changes to them. Secondly, it is necessary to involve the staff in solving important problems for the organization, to rely on their capabilities. Thirdly, it is required to implement corporate culture in the form of visual actions, real-life models of behavior. Finally, an effective reward system is needed. It should be related to the attainability of indicators

in accordance with the functions of the employee in the organization. Understanding and accepting corporate culture is individual for each employee. Any worker has his or her long-established values and beliefs that determine his/her understanding and perception of culture. There are various mechanisms for its transfer.

First of all, the mechanisms for the transfer of values, beliefs and other elements of a corporate culture are the identification of objects of attention, evaluation and control on the part of the director, as well as formation of the criteria and qualifications of the incentive and motivation system for the fair distribution of incentives and rewards, strategies for resolving conflict situations and crises, selecting criteria for hiring, promotion and dismissal. Secondly, the mechanisms of corporate culture transfer are compositional and organizational structuring of the company, the principles of the organization's activity, the design of the internal premises, the historical facts and significant events and the personality of founders of the organization themselves, important official statements and documents that declare the mission of the company, its ideology and philosophy. Common corporate values give rise to a unity of views and a clear coordination of actions, which is very important and necessary for achieving the overall planned goals and indicators. Corporate values are usually declared and fixed in the targets or documents, which determine the basic principles of the organization's activities [3].

To achieve the formation and strengthening of the corporate culture, the head of the organization or structural unit should be consistent in his/her behavior. Employees can learn more about the corporate culture from the observed behavioral reactions of their leaders rather than from slogans posted on the wall or the declared principles of corporate policy.

In addition, corporate culture is transmitted through the heads' response to the actions of the subordinates. A certain algorithm of actions in the reaction of leaders plays a major role in maintaining the established culture and ethics. In this case the organization should delegate more and more powers and responsibilities to employees, engaging them in making their own decisions and coordinating control over their own final results of work. Experts from the Salzburg seminar revealed a high level of involvement of staff and teachers of the university in the planning and development of the university itself while studying and assessing the management activities of the university. In our opinion, this is a basic position and foundation and it determines the effective activity of the entire organization [4].

One of the most important principles of corporate culture is business interaction which is based on the process of socialization. No matter how effective the methods of staff selection were, the newly arrived workers cannot immediately comply with the rules of the corporate culture formed by the organization. To adapt and become a real member of the team, the employee must be not only a highly professional specialist, he/she must also fully correspond and comply with all the norms and principles that already exist in the organization. From our point of view, the process of

socialization should help the new employee avoid conflicts and stressful situations. Moreover, socialization is also a basis for the formation of an effective team, which, in turn, will contribute to the formation of a competitive organization and the consolidation of its positions.

III. TRANSFORMATION OF UNIVERSITY CORPORATE CULTURE

The true transformation of a corporate culture is more than a formal adjustment of individual elements and corporate image. This is the way a company can change its culture effectively and with what prospects. How and by what means can we create conditions so that corporate culture can ensure the realization of the mission and goals of the university?

The following research fact should be noted: the human resource units try to transform the organizational culture, usually focusing directly on changes in the behavior of workers. Many examples of such a policy are known: the formation of a team to increase the level of interaction, interchangeability and cooperation, the change in the control system based on the results of efficiency, effectiveness and incentives to increase the level of responsibility, and the introduction of separate rules of conduct and etiquette to ensure transparency of business. Such actions usually do not have a long-term effect, since they do not affect the underlying motivations determining the conduct. As a result, people return to their old habits. To ensure the necessary nature and persistence of changes in the corporate culture, special tools and approaches are needed – they must be capable of studying precisely and taking into account the deep motives of behavior, common goals, values, meanings, and beliefs of individuals [5].

On the one hand, the hidden aspects of culture can be barriers; on the other hand, they are the catalysts for its transformation. The hidden aspects do not lie on the surface; they are not easy to understand and use. Nevertheless, the long-term stability of changes directly depends on how deeply the changes have affected the reasons for the behavior of employees.

Thus, the main task is to mobilize and concentrate efforts on changing those aspects of the corporate culture that determine its behavior. Corporate culture gives people the opportunity not only to improve their personality themselves, but also to gain meaning for life and work. Basing on the research and experience, we can say that corporate culture can be viewed as a combination of phenomena that "work" on the following three levels: organizational (meanings and goals), individual (values and motives), social (groups and relationships).

In modern conditions, along with competitiveness and profitability, the main factors of successful activity of higher education institutions are flexibility, adaptability and readiness for constant development. Corporate culture and corporate environment are an integral part of the innovation potential, which creates various prerequisites for the implementation of innovative activities in itself.

The need to assess the corporate culture and the internal environment of educational institutions has increased significantly under the conditions of increased competition among universities. This kind of competition, first of all, is necessary for state universities that receive subsidies from the state budget. Moreover, budget financing of higher professional education assumes that educational institutions manage not only the costs, but also high-quality results, which, in turn, requires the development of a competent methodology for assessing the effectiveness of the university [6].

Corporate culture of the university, influencing the social and cultural environment, accumulates and mobilizes employees to achieve the strategic goals of the organization that are part of the strategic management. The university's strategy, based on market requirements and more suitable for a dynamic environment, presupposes a culture based on individual initiative, risk, high integration, normal conflict perception and broad horizontal communication. The effectiveness of the organization requires that the corporate culture, its strategy, environment (external environment) and technology (internal environment) are coordinated [7].

Thus, the behavior, principles and understanding of the corporate culture of students and employees should be regulated by the Charter and relevant provisions for the structural units of educational institutions. This will determine the emotional component of the internal environment and atmosphere of any university, which should also be maintained at a sufficiently high level.

IV. CONCLUSION

Corporate culture is aimed at the formation of a person who is able to transfer the experience of life activity accumulated by the community and it is focused on the person's self-worth. It is the modern education that should become the fundamental stage in the life of young people, as well as in the life of their mentors.

Traditionally, universities as communities of teachers, scientists and students have been the bearers of academic freedoms, corporate culture and ethics. The ability of universities to generate and introduce new technologies and knowledge is included in the modern understanding of the corporate culture of universities. In addition, in the modern university, corporate culture and ethics are focused on research and development, systematic upgrading of skills and improving the professional level of the teacher, integrating into the international educational space and international cooperation, striving for leadership within the region, the country, the educational community as a whole and become a locomotive progressive cultural society.

Corporate culture and ethics today at the university are those criteria, indicators, traditions and foundations that unite all workers with the purpose of carrying out their activities at the university. These criteria are concentrated on upgrading and improving the university, regardless of its qualification and status. Moreover, corporate culture determines the extent to which the team is involved in the mission of the university, its strategic goals and key tasks, identifying the

teachers' own success and achievements with the success and achievements of the organization, as well as the effectiveness of the interaction and coherence of the entire university community, determining its improvement and high self-development in accordance with the world educational standards.

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