

*T. I. Koycheva, South Ukrainian National Pedagogical University named after
K. D. Ushynsky*

**EXPERIMENTAL STUDY OF THE ASSESSMENT OF
ORGANIZATIONAL CULTURE OF PEDAGOGICAL UNIVERSITY
BY DOCTORS IN PHILOSOPHY**

Koycheva T. I.

Experimental Study of the Assessment of Organizational Culture of Pedagogical University by Doctors in Philosophy

The article discusses the features of the assessment of the state of organizational culture in pedagogical university by doctor of philosophy. The experimental study, which was conducted using rapid diagnosis, showed that the corporate culture of Pedagogical University, presented by doctors, is formed by four types today (classified by Cameron-Quinn), quite equal in its manifestations. Productivity of scientific activities of doctors in various types of corporate culture has significant differences. The highest results were showed by doctors, who determined their value preferences in the market and the clan types of corporate culture. For doctors who gave their preferences to adhokratical and hierarchical types of corporate culture, the results of scientific activity were much lower in terms of productivity. The data of experimental studies have shown not only the factors that characterize the state of the corporate culture of doctors as a specific category of teachers of Pedagogical University, but gave the basis for the development of a methodology for its further development and improvement.

Key words: rapid diagnosis, organizational culture, Doctors of Philosophy, corporate culture, pedagogical university

In conditions of globalization, international cooperation and collaboration, quality and efficiency of higher education, that provide training of specialists, are recognized as the most important factors of progress of society. On this backdrop competition between universities for students, better teachers, grants etc. steadily increases. One of the major challenges in advancing the national system of higher education in the ways of implementation of European standards is creation of corporate culture. Being the internal resource of development of higher education

institutions, corporate culture reflects the values and aspirations of the unity of its faculty and students in the attaining of common goals, the availability and awareness of such purposes as generally recognized mission. Within the concept of European Total Quality Management of higher education (TQM) the assessment of the corporate culture of the university is a required parameter for monitoring its functioning [1].

At the end of the XX century the study of corporate culture is carried out mainly due to the search for ways and means of improving the economic efficiency of organizations in the context of the development of their effective management. General theoretical and methodological principles of study of corporate culture as a social and cultural phenomenon was revealed in the works of A. Alexeyev, S. Belanovskoho, J. Boryeva, P. Gurevich, S. Ikonnikov, L. Kogan, J. Levada, D. Nevirko, V. Nemirovsky, B. Olshansky, S. Faynburg and many other researchers. In particular, there were investigated the peculiarities and levels of transformation of corporate culture in post-Soviet “Transitive Society” and the specific conditions of functioning in modern universities (E. Averchenko, A. Bogaevsky, A. Bulygin, L. Gordon, J. Dubov, A. Dubrovin, L. Cooksey, B. Rozin, T. Stefanenko, V. Iadov, etc.).

Today it is proved that the internal culture of an organization, consisting of values that guide its members, is the most important source of competitive advantage, its innovative development (R. Ackoff, A. Kennedy, W. Ouchi, S. Handy, G. Hofstede, E. Shane et al.). Types, conditions, rates of formation and changing of organizational culture were discovered and pointed out (R. Blake, N. Veselov, S. Hyrts, N. Goncharova, E. Hoffman, N. Zarubina, F. Klakhon, K. Cameron, R. Quinn, R. Killman, K. Levin, V. Maslov, D. McGregor, J. Mercier, M. Moran, J. Pfeffer, W. Satay, L. Smyrtych, J. Turner, T. Parsons et al.), factors affecting the efficiency of the formation and development of the corporate culture of the organization, its social development (V. Afanasyev, V. Belenky, M. Borodavkin, V. Herchykov, T. Zaslavsky, O. Zdravomyslova, S. Kalashnikov, B. Magun, N. Naumov, A. Svetsitsky, M. Udaltsov, V. Iadov, etc.).

As acknowledged by scientists, corporate culture reproduces a set of behavior patterns and ways of certain members activities of the organization , which they acquired in the process of approval goals, values, ways of interaction and communication, and that is an internal resource, human resources of development of an organization, space for improvement and modernization its activities [2]. By its very nature and essence corporate culture on the way of improving the efficiency and quality of its results is a tool that allows you to direct all efforts and capabilities of the organization and its members to achieve common goals on the basis of mutual understanding, co-creation and complementarity [2, 3].

However, available studies of the phenomenon of corporate culture are focused on industrial and commercial organizations. Only in recent decades, according to the Bologna Process the issue of corporate culture was investigated in terms of universities as organizations of special - non business-type activities [4]. However, the corporate culture of teachers of pedagogical university has not been the subject of special research.

The purpose of the article is to characterize the features of the assessment by doctors of philosophy of pedagogical university's organizational culture as part of its corporate culture.

One of the methodological difficulties in studying the phenomenon of "corporate culture" is the lack of clearly defined research grounds for its understanding. It's not just about the allocation of generally recognized definition of corporate culture but about different understanding of the concept of its nature. Until the mid-twentieth century, scientists of various fields of scientific knowledge had offered more than one hundred and fifty definitions of corporate culture. Since then there has appeared dozens of new definitions that does not add clarity in understanding of this phenomenon. The concept of "corporate culture" is used in conjunction with the concepts of "organizational culture", "management culture", "industrial culture", "culture of labor relations", "business culture", "enterprise culture" and the other as the same in content and meaning.

The greatest difficulty causes the use of concepts of “corporate culture” and “organizational culture” in many sources as identical and interchangeable [3]. The term “corporate culture” is often used synonymously with the term “organizational culture” (“corporate culture”, “organization culture”, “corporate identity” and so on) in foreign sources. Another position is to consider the corporate culture as an integral part of the organizational culture (I. Groshev, T. Solomanidina, V. Scherbyna et al.). The third position is based on the consideration of corporate and organizational culture as independent phenomena. According to scientists – they are different phenomena that overlap in their specific elements.

In the study, we proceeded from the fact that corporate and organizational culture are two interrelated and interdependent phenomena. At the same time organizational culture is objective and formalized in the relevant regulations reflection of relations between members of organization. Actually corporate culture is a result of inner spiritual reproduction of normalized relations.

In order to study the features of corporate culture of teachers of pedagogical university for 2005-2013 years there was conducted its monitoring by the methodology of OCAI [5], the results of which were given in previous publications [6].

The next problem which was solved in the course of the experimental study was aimed at identifying the factors of organizational culture, which were associated with the assessment of PhDs of the features of pedagogical university’s corporate culture.

The study was conducted using traditional techniques of rapid diagnosis of organizational culture that provides its assessment in four areas – work, communication, management, motivation and morale [7]. Each of these areas was represented by several indicators, which revealed attitude of PhDs to the state of interaction and sociability at the University, membership to the organization, career growth, assessment of work, organization of working conditions, organization of work, moral climate, efficiency of management.

Table 1 presents the results of a rapid diagnosis of organizational culture of Pedagogical University in the assessment PhDs.

Table 1

The assessment of organizational culture of pedagogical university by PhDs

		For the full sample	Types of corporate culture			
			A	B	C	D
Average score of productivity of scientific activity		6828,9	11338,0	4470	11407,5	3801,9
The average age		56,2	52,5	69	54,5	57,1
Average score of rapid diagnosis		209,8	222,0	211	259,5	196,8
Elements of organizational culture	interaction and sociability	7,7	7,7	8,8	9,2	7,3
	Belonging to the organization	8,4	9,3	9,3	9,4	7,9
	career growth	6,5	6,3	4,3	8,8	6,1
	assessment of work	6,6	7,7	4	8,0	6,6
	organization of working conditions	6,6	6,3	8,3	8,3	6,4
	organization of work	7,6	8,1	9,5	9,1	6,7
	moral climate	7,1	8,8	7	9,1	6,9
	management efficiency	6,9	7,6	6,8	8,9	6,5

According to the data, Doctors of Philosophy, whose productivity of research activities in average for the entire sample was 6828.9 took part in the assessment of organizational culture of Pedagogical University. At the same time the highest average point of productivity of scientific activity was recorded in PhDs who revealed their preferences in the market (C) type of corporate culture (11,407.5

points). Slightly below the average high score of productivity of scientific activity (11,338.0 points) was recorded among PhDs who have shown a preference for clan (A) type of corporate culture. For PhDs that have shown their preference in adhokratical (B) type of corporate culture average score of productivity of scientific activity was 4470.0 and in hierarchical type (D) – 3801,9.

It is noteworthy that the average age of the PhDs who gave their preference to market and crony types of corporate culture and showed the highest average point of productivity of scientific activity is respectively 54.5 and 52.5 years. For PhDs who prefer adhokratical and hierarchical types of corporate culture average age was higher and equal to 69 and 57.1 years.

The average score on the basis of rapid diagnosis of organizational culture of Pedagogical University for the entire sample of PhDs was 209.8 at the maximum possible 291.0 points, which according to the rules of interpretation of data can be attributed to its highest level. It is essential that the differences in the values of the average score of rapid diagnostics for each type of corporate culture do not go beyond the limits of this level, which provides the basis for evaluation of the overall direction of its development as positive.

A more detailed analysis of the average scores obtained by evaluation of PhDs of individual elements of organizational culture shows that they range between 6.5 – 8.4. Under the rules of interpretation this suggests that majeure dominates in this category of teachers of Pedagogical University, optimistic perception of its corporate culture and, in some cases, it is seen as a great (average values above 8.0 points). In particular, these values were obtained for the index of “interaction and sociability” in a sample of PhDs who prefer market (C) and adhokratical (B) type of corporate culture – 9.2 and 8.8 points respectively.

In terms of “belonging to the organization” such high values are characterized for the three types of corporate culture: clan, market and adhokratical (9.3, 9.3, 9.4, respectively). In terms of organizational culture “career growth” scores were not so unanimous and in some cases (adhokratical type of corporate culture) descended to the level of gloom and decadence (4.3 points). Even lower in this type of corporate

culture was the average value in terms of “assessment of work” – 4.0. In terms of “the organization of the working conditions” had the highest average rating of adhokratical and market types of corporate culture – by 8.3 points.

From the point of view of the organization of work, the highest scores were obtained from the supporters of adhokratical (9.5), market (9.1) and clan (8.1) type of corporate culture. Morale climate in the organizational culture of Pedagogical University was praised by supporters of the market type of corporate culture (9.1) and clan type (8.8). The efficiency of management was appreciated the most by supporters of market-oriented corporate culture (8.9) and the lowest by Doctors of Philosophy, who revealed their preferences in adhokratical (6.8) and hierarchical (6.5) types of corporate culture.

The results of experimental studies of the manifestations of the factors of organizational culture allowed us to determine the extent of their influence within the selected types of corporate culture of PhDs. This task was carried out by means of data processing rapid diagnostic method of cluster analysis.

Dendrogramma in Figure 1 illustrates the contribution of individual indicators of organizational culture in the corporate culture of PhDs.

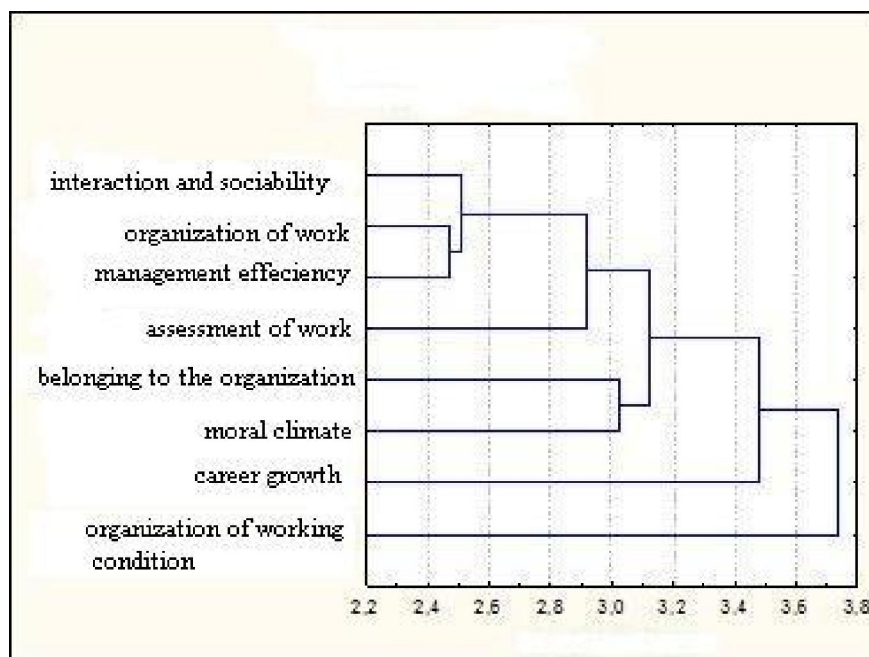


Figure 1. Clusters of influence of organizational culture on the corporate culture of PhDs

As you can see, the impact of indicators of organizational culture on the corporate culture of PhDs is determined by two base clusters. The first and most important on the Euclidean distance cluster forms an “organization of work” and “management efficiency”. The second and more remote on Euclidean distance basic cluster is formed by indicators, “belonging to the organization” and “moral climate”. Indicators “interaction and sociability” and “assessment of work” fill the space of the transition from the first base cluster to the second one. Basic indicators are combined by clusters of “management efficiency”. Rounding out the sequence of cluster indices of “career growth” and “organization of working conditions”, which are the most remote in Euclidean distances of their impact on the corporate culture.

Thus, the results of the cluster analysis show the direction and the steps necessary for the development and improvement of the corporate culture of a particular category of teachers Pedagogical University – PhDs. The importance of such information due to the fact that it is Doctors of Philosophy, who are the vanguard of scientific activity and how much they are united in their values and preferences, which ethical standards and norms they will argue in their research, what kind of corporate culture they will maintain and develop – depend largely scientific value of the other categories of teachers of Pedagogical University.

Corporate culture of Pedagogical University presented by PhDs today is formed by four types (classified Cameron-Quinn) sufficiently equal in their manifestations. The productivity of the scientific activity of doctors in various types of corporate culture has significant differences. The highest results are shown by doctors, who determine their value preferences in the market and clan types of corporate culture. For doctors who gave their preferences to adhokratical and hierarchical types of corporate culture, the results of scientific activity are significantly lower in their productivity.

The study of organizational culture by the method of rapid diagnosis showed that in the assessment of PhDs it is perceived as positive. In this case, all indicators of organizational culture dominated by optimistic estimates.

It is important that the degree of influence on the state of the corporate culture differentiates. The most significant contribution to the state of corporate culture for PhDs are the organization of work and management efficiency, followed by belonging to the organization and moral climate. Next – the interaction and sociability, the assessment of work. Career growth and organization of the working conditions round out the sequence.

Thus, the experimental study data not only characterize the factors that affect the state of the corporate culture of PhDs as a specific category of teachers of pedagogical university, but also provide a basis for the development of methods for its further development and improvement.

References

1. **Systemy** menedjmenta kachestva. Trebovaniya : GOST R ISO 9001:2001. Moskva.: 2001. – 39 p. (rus).
2. **Efimov V. S.**, Lapteva A. V. [Universitetskoe upravlenie: praktika i analiz]. – 2010. – N 1. – P. 12 – 23 (rus).
3. **Solomanidina T. O.** [Organizatsionnaya kultura kak sotsialno-ekonomicheskoe prostranstvo upravleniya chelovechiskimi resursami]:– Moskva., 2003. – 41 p. (rus).
4. **Higher** Education in the XXI century: approaches and actions // World Statistical Review of Higher Education in 1980-1995 UNESCO. – Parij, 1998. – 158 p. (rus).
5. **Kim S. Cameron**, Pobert E. Quinn. [Diagnosing and Changing Organizational Culture]. Sankt-Peterburg, 2001. – 320 p. (rus).
6. **Koycheva T.** [Naukoviy visnik Donbasu]. – 2013. – N 2 (22). – <http://nvd.luguniv.edu.ua/archiv/NN22/13ktipnd.pdf>. (ukr).
7. **Galkina T. P.** [Sotsiologiya upravleniya: podgotovka gruppi]. – Moskva, 2001. – C. 192 – 195. (rus).

Койчева Т. І.

Експериментальне дослідження оцінки докторами наук організаційної культури педагогічного університету

У статті розглядаються особливості оцінки докторами наук стану в педагогічному університеті його організаційної культури. Проведене експериментальне дослідження методом експрес-діагностики показало, що корпоративна культура педагогічного університету, представлена докторами наук, сьогодні утворюється чотирма типами (за класифікацією Камерона-Куїнна), досить рівними у своїх проявах. Продуктивність наукової діяльності докторів наук у рамках різних типів корпоративної культури має суттєві відмінності. Найбільш високі результати показали доктори наук, які визначають свої ціннісні переваги в ринковому і клановому типах корпоративної культури. Для докторів наук, які віддали свої уподобання адхократичному й ієрархічному типам корпоративної культури, результати наукової діяльності значно нижче за своєю продуктивністю. Отримані дані експериментального дослідження показали не тільки фактори, що характеризують стан корпоративної культури докторів наук як певної категорії викладачів педагогічного університету, але дали підставу для розробки методики її подальшого розвитку та вдосконалення

Ключові слова: експрес-діагностика, організаційна культура, доктори наук, корпоративна культура, педагогічний університет

Койчева Т. И.

Экспериментальное исследование оценки докторами наук организационной культуры педагогического университета

В статье рассматриваются особенности оценки докторами наук состояния в педагогическом университете его организационной культуры. Проведенное экспериментальное исследование методом экспресс-диагностики показало, что корпоративная культура педагогического университета, представленная докторами наук, сегодня образуется четырьмя типами (по классификации Камерона-Куинна), достаточно равными в своих проявлениях. Производительность научной деятельности докторов наук в рамках различных типов корпоративной культуры имеет существенные различия. Наиболее высокие результаты показали доктора наук, которые определяют свои ценностные предпочтения в рыночном и клановом типах корпоративной культуры. Для докторов наук, отдавших свои предпочтения адхократическому и иерархическому типам корпоративной культуры, результаты научной деятельности значительно ниже по своей производительности. Полученные данные экспериментального исследования показали не только факторы, характеризующие состояние корпоративной культуры докторов наук как определенной категории преподавателей педагогического университета, но дали основание для разработки методики ее дальнейшего развития и совершенствования.

Ключевые слова: экспресс-диагностика, организационная культура, доктора наук, корпоративная культура, педагогический университет

Information about the author

Koicheva Tetiana Ivanivna, Candidate of Pedagogical Sciences, Associate Professor of the Department of Applied Mathematics and Computer Science, State Institution “South Ukrainian National Pedagogical University named after K. D. Ushynsky”. The main scientific interests lie in the sphere of the formation of organizational culture and organization of research initiatives of the faculty.

The article was received by the Editorial Office on 10.12.2014

The article was put into print on 27.12.2013

Peer review: Z. N. Kurliand, Doctor of Pedagogical Sciences, Professor