

DEVELOPING CORPORATE CULTURE: A CASE STUDY OF ZHYTOMYR POLYTECHNIC STATE UNIVERSITY

Over the past decade, the importance of corporate culture has risen significantly as it serves as a regulator of personnel behavior through a system of values, norms, and rules. Essentially, corporate culture can be viewed as a management ideology that aims to enhance employee productivity and form their corporate identity. Corporate culture is an important aspect of any organization, and this holds true for higher education institutions as well. A positive and effective corporate culture can significantly impact the success of universities and the students they serve. With the introduction of university autonomy in Ukraine, it is essential to shift innovative management practices towards developing the corporate culture of higher education institutions. This approach will enable employees to identify themselves as a professional community that distinguishes itself in the educational services market.

The field of corporate culture has been widely explored by experts in management, economics, sociology, psychology, and cultural studies. With the increasing competition between universities in the global education market, more domestic researchers in Ukraine have focused on studying the unique aspects of corporate culture within the context of higher education institutions. Among the scholars who have contributed to the study of corporate relations in education are N. Bilyk, O. Voronyanska, M. Gnezdilova, N. Horbenko, V. Kubko, L. Khizhnyak, and V. Shapolova, among others [1,4,6,7]. These researchers have emphasized various aspects of the research problem and proposed different approaches to addressing it, as evidenced by their published works.

The **aim** of this study is to deepen theoretical knowledge and propose ways to enhance the corporate culture development system at Zhytomyr Polytechnic State University.

The **object** of the study is the corporate culture of the university, while the **subject** is the specific features of corporate culture in the context of personnel management in higher education institutions.

The **objectives** of the study are as follows:

1. to explore the concept of corporate culture management and its significance in the management of higher education institutions;
2. to examine the importance of corporate culture in enhancing the performance of university employees;
3. to analyze the current corporate culture at Zhytomyr Polytechnic State University and identify areas for improvement.

The study will utilize both qualitative and quantitative research **methods**, including document analysis, surveys, and interviews with university staff and management. The data collected will be analyzed using statistical software and thematic analysis techniques to draw conclusions and make recommendations for the development of corporate culture at the university.

Corporate culture has emerged as a significant factor for enhancing competitiveness among enterprises, garnering increasing attention from managers. This complex phenomenon comprises norms, principles, values, company history, symbols, and forms of rewards and incentives. It represents the primary source of competitive advantage for enterprises. To adapt to market changes, enterprises have begun investing in their human resources, improving their competence, and enhancing their psychological and professional assets. By investing in individuals' human potential and skills, enterprises can augment their personnel's capabilities and increase their human resource assets [1, P. 74-77].

The term "corporate culture" signifies a combination of the concept of "culture" and the qualitative sign of "corporate" [5, p. 89]. Given this complexity, researchers from different fields, including philosophers, culturologists, psychologists, linguists, managers, and sociologists, have devoted their attention to investigating corporate culture.

The concept of culture has been present since ancient times, with the Roman orator Marcus Tullius Cicero being among the first to define philosophy as "the culture of the mind." The term "culture" originated from the Latin word "cultura", which translates to care, education, upbringing, and development. Like any phenomenon, culture can be differentiated into its content, form, and carrier or subject [6, P. 89-93]. To gain a clear understanding of corporate culture, it is important to examine its historical development and formation. While the exact origins of the idea of corporate culture are difficult to pinpoint, V.V. Shkonda suggests that the concept emerged from the Hawthorne experiments conducted between 1925 and 1932 at a plant in Illinois. The anonymous survey of workers and employees revealed the existence of unofficial norms of behavior that sometimes hindered management's attempts to improve production. Thus, corporate culture can be defined as a set of rules and regulations for behavior that are based on material and spiritual values, cultural, ethical, and social needs of employees aimed at achieving the company's goals [8, p. 655].

Let's examine the establishment and administration of corporate culture at Zhytomyr Polytechnic University, which encompasses distinct symbols and attributes, including the university's anthem, flag, and emblems. The university's Academic Council outlines the procedures for utilizing these symbols and paraphernalia.

The official logo of the university contains the emphasis on its name, with design elements forming a frame to differentiate the university and its status. The graphic lines and elements signify upward movement, indicating development. This logo should be utilized on a light, uniform background. In instances where the colored logo is unsuitable for use on a dark or bright background, the white version can be utilized.

To foster the traditions of Zhytomyr Polytechnic, numerous events are organized, including university-wide events like Consecration to students, Freshman's Day, Space Tech Fest, Student's Day (Dance battle), Days of faculties, Days of Science, Days of Europe, Student Olympiad, Polytechnic Fest, Graduation of Bachelors, Graduation of Masters, Days of open doors and others. Additionally, faculty-based events are organized, such as Faculty Day, professional holidays in line with the faculties' specialties and the professional activities of employees, film days, charity and volunteer events, literary readings, quests, and others. As you see, the symbols of Zhytomyr Polytechnic State University may be used at all events, with ceremonial events opening with the university anthem or the national anthem of Ukraine.

The Code of Corporate Culture of the university reflects the moral principles, rules, and norms of communication and behavior, as well as the norms of professional ethics embraced by the university community [3]. The Code was created to document and reinforce the already established corporate culture of the university, defining its fundamental views, values, and rules to build an ideal model. The corporate culture of Zhytomyr Polytechnic State University serves as a powerful strategic tool, aligning all structural units and members of the university community towards achieving common goals. The purpose of the Code is to foster honest and open relations among all participants of the educational and scientific process, aimed at improving the university's image, educational programs, and scientific research while promoting academic culture and integrity shared by all members of the university community.

Zhytomyr Polytechnic State University upholds a set of fundamental values and principles for academic integrity and ethics in academic relations. These principles include a commitment to integrity, honesty, decency, truthfulness, transparency, legality, respect, trust, consistent advocacy of decent behavior and ideas of spreading the principles of academic integrity in adverse conditions of external pressure, justice, self-improvement and improvement, responsibility, conscientiousness, and professionalism.

Participants in the educational and scientific process at the university are expected to uphold these principles and standards in their activities, ensuring that they operate within the confines of the law and promote a culture of honesty and openness [2]. The values of respect and trust are highly regarded, with individuals being encouraged to act with dignity towards one another and to trust each other's honesty and virtue.

Furthermore, the university encourages self-improvement and improvement of the educational system, and participants are expected to take responsibility for their actions and provide examples of decent behavior. Professionalism is also highly valued, with each participant expected to maintain a high level of competence in their respective areas of expertise. By promoting and adhering to these principles, Zhytomyr Polytechnic State University aims to create an environment that fosters academic integrity, and allows for the pursuit of knowledge and the advancement of scientific research with integrity and honesty.

The formation and continuous development of the corporate culture at Zhytomyr Polytechnic State University is a complex and ongoing process. The university community, including faculty, staff, and students, adhere to a set of moral principles, values, and norms of communication and behavior outlined in the university's Code of Corporate Culture. These principles include integrity, honesty, transparency, legality, respect, trust, justice, self-improvement, responsibility, conscientiousness, and professionalism.

Corporate culture is a powerful strategic tool that enables all structural units of the university to work together towards common goals, creating a competitive advantage and driving innovative development. Zhytomyr Polytechnic State University, as a modern institution of higher education, recognizes the importance of developing and promoting talented employees.

The university's commitment to corporate culture fosters self-development and harmonious relationships at all levels of the educational process. As such, Zhytomyr

Polytechnic State University continues to evolve and innovate, meeting the needs of the labor market and providing its students with a high-quality education.

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