

ANALYSIS OF MODERN APPROACHES TO THE FORMATION OF THE ORGANIZATIONAL CULTURE OF APPLICANTS FOR HIGHER EDUCATION

The article is devoted to the analysis of modern approaches to the formation of the organizational culture of applicants for higher education. Theoretical and methodological approaches to the analysis of scientific research on this topic are presented, and the main socio-psychological characteristics of this process are identified.

Key words: *organizational culture, structure of organizational culture, formation of organizational culture, applicants of higher education.*

Problem definition. The most relevant requirements of the system approach in the formation of future professionals is to study this phenomenon as an integrated organizational culture of higher educational institution and above all - the organizational culture of the students as its important component.

Analysis of research and publications. Specificity of organizational culture in Ukraine has been defined in the studies of S.V. Baranova, I.O. Blokhina, I.I. Sniadanko. Features of the management of organizational culture of enterprises have been revealed in the works of L.E. Orban-Lembryk, Y.G. Semenov, V.V. Tretyachenko, and the importance of organizational culture for the professional development of its members and their professional adaptation have been demonstrated in the studies of N.E. Zavatska, L.V. Spitsyn et al. More recently, researchers have started to investigate the features of organizational culture in educational institutions (L.M. Karamushka, Z.V. Serkis, T. Weaver, O.A. Fil), including characteristics of the organizational culture of higher educational institution as an important component of the image of the modern university (L.M. Zakharova, T.V. Kirilova), as a management tool in the organization (Y.S. Tyunnikov, A.S. Franz), as a factor which influences the professional development of the student (V.J. Bochelyuk, A. A. Kaybiyaynen, G.I. Maltseva). Scientists have identified features of the organizational culture of higher educational institution and defined the organizational culture of the students as its important component. However, the study of social and psychological factors of organizational culture of university students has left unattended by researchers.

Purpose of the article is to determine the specificity of the organizational culture of university students and analyze the main approaches to its forming.

Results. Students are considered as generator of new outlook and programs, as active, mobile, free from stereotypes, they are a kind of social and cultural resource which is able to give a new, strong business momentum, particularly in the area of organizational culture.

Organizational culture of students is an integral and essential part of the organizational culture of an educational institution. Analysis of scientific material allows to characterize the organizational culture of university students as a system of reference personal relationships, the collective activity of students in the educational environment [2].

Basic social and psychological characteristics of the student community tolerate issues of organizational culture of students at the forefront in higher educational institution. As student community being constantly updated, it is actively and directly affects the

organizational processes, it dictates the conditions of building an organizational culture of university. Dynamics of socio-psychological processes in student groups can cause uncontrollable chaotic forming of the organizational culture of students in the way of subcultures that sometimes interfere the functioning of the whole educational institution. This requires targeted intervention in the process of organizational culture among students.

The most difficult and controversial aspect of the study of the phenomenon of organizational culture, of course, is the process of its forming and the factors by which it occurs.

The forming of organizational culture has its source. Currently, it has been decided to follow the theory of the three approaches to the type of organizational culture. The first defines it as the product of "natural development" of organization, i.e. organizational culture, in this sense, is in the process of spontaneous communication and interaction between people.

The second states that organizational culture is an "artificial" element created by people, and its manifestation is the result of rational choice.

Proponents of a third approach believe that organizational culture is a "mixed" nature artificial system that combines formal rational and spontaneous life processes in an organization [5].

Modern scholars also insist on the existence two primary types of organizational culture forming in modern organizations:

1. At the core of organizational culture is an initiative of the founders and other members of senior management of the organization.

2. Organizational culture arises spontaneously as a result of joint activities of individuals to address two problems: problems of internal integration and the problem of adaptation to the environment.

The first type involves the active participation of the official leadership of the organization, whose task is the development of new cultural patterns and their subsequent implementation in the behavior of the staff, the second - limits such opportunities [7].

Senior managers implement their stated ideological patterns in politics (missions), the basic purpose of the organization, as well as the code of conduct of its employees.

Special contribution to the formation and further development of the organizational culture is made by the founders of the organization. However, like other members of senior management, the founder of the organization is not able to create a "strong" organizational culture without active support from like-minded professionals. In the event that the founder of the organization can unite a group of individuals who share his views and ideas in their face he gets reliable allies in forming the organizational culture. Otherwise, if individuals with inconsistent or even contradictory positions (especially in management positions) come to the organization, the possibility of a unified organizational culture is put under a big question. Experts have been developed many psychological tests to determine the susceptibility of an individual to take culture, desired to senior management of the organization.

The second type is a case where the formation of organizational culture is not under the direct control of the official leadership of the organization and is of spontaneous and unplanned nature. Organizational culture is seen as a product of social experience of individuals in order to achieve common goals and overcome various problem situations. It is the result of processes of adaptation of personnel to conditions and requirements of

management [2, 3, 5].

This type of creating an organizational culture is most often associated with the emergence of different organizational subcultures. However, some elements of subcultures are distributed to all members of the organization, becoming an integral part of a unified organizational culture. For further spread of cultural pattern, it is required that it is of value and significance within the organization.

Both types of creating an organizational culture may be present in modern organizations, continually adding or confronting each other. Due to the high coordination management, senior managers are able to make some adjustments to the process of creating the organizational culture of first type, with the stated guidance of cultural patterns, passing through the prism of social interaction of individuals may also experience varying degrees of change [4, 5].

Integrating the results of solving external and internal problems in the organizational culture, it is necessary to rely on the basic principles of its formation.

1. The complexity of views on the purpose of the organization. Culture should express not only the relationships between members of the organization, but a comprehensive understanding of the purpose of the system, including its objectives, the nature of products and markets that determine its effectiveness.

2. The primacy of the definition of values and philosophy of the organization. The process of forming a culture in any organization must precede the definition of values and philosophy that will be acceptable and desirable for it.

3. Historicity. Culture of organization does not fall under simple manipulation, and it is created over the years, it itself largely determines the nature of the economic system, its management style.

4. Denial of forced influence. You can not artificially impose in any economic system with weak culture a strong one and vice versa, or adjust it. Strong culture, the same as weak one may be effective in one case and ineffective in another - it all depends on the specific circumstances.

5. The complexity of the evaluation. Estimation of the impact of culture on economic performance of the organization should be based on an integrated approach that takes into consideration not only the methods of direct influence of culture on the effectiveness of the organization, but many invisible indirect ways of influence on it [4].

Organizational culture is focused on the internal environment and is mainly in the organizational behavior of employees. These include: stability, efficiency and reliability of intra-organizational relationships, discipline and culture of their performance, dynamism and adaptability to innovations in the organization, generally (at all levels) management style based on cooperation, positive self-running processes and more manifested in the organizational behavior of employees in accordance with the recognized standards and values that unite the interests of individuals, groups and organizations as a whole. Equally important is the history of the formation of the organization, the formation of the team and established traditions. In some enterprises the basis of forming special culture of organizational behavior and education of the staff in this spirit, the so-called Creed of the Firm is declared [3, 4, 5, 6, 7].

Creed declares the core values of the company and reflects the interests of all parties involved in the organization. Thus, a base for the development of corporate culture is created.

Declared creed is essentially an ideology of a firm. Organizational culture itself is

not implemented but instilled and formed by organizational and management measures and techniques, which are mainly composed of the following areas:

- continuous improvement of the organization while maintaining a stable structure of relations;
- managing interests of staff or, managing organizational behavior through their interests;
- use at all levels of a single leadership style that promotes positive self-organization processes;
- forming of the ideology of thinking that promotes more quickly and easily adaptation to innovations;
- purposeful work with the staff.

The last area is particularly important. It is constant and purposeful work with the staff determines the success of corporate culture. Work with the staff of the organization includes:

- selection and placement of the staff to meet the requirements of the organizational culture;
- professional and psychological adaptation of young and newly hired employees to the existing structure of relations and traditional organizational culture;
- continuous training and staff development in relation to objectives and requirements of the organizational culture;
- training of the staff in the spirit of certain traditions and active attitude towards its development [7].

Some researchers believe that organizational culture can be formed by four ways:

- long-term practice;
- the activity of a manager or an owner;
- artificial formation of organizational culture specialist consulting firms;
- natural selection of the best rules, regulations and standards introduced by the director and staff [3].

Spontaneous forming of organizational culture creates a weak organizational culture that can adversely affect the efficiency of the organization, or disturb it, becoming a counterculture. Orderly development of organizational culture requires consideration of influential factors of this process (A.M. Zankovskiy, V.M. Snyetkov, I.I. Sniadanko).

No matter what level of development is the organization, its leaders can form organizational culture by implementing two different approaches.

The first approach ("top-oriented") provides that the proposition that creates the basis of organizational culture, is formed by senior management in accordance with the strategy developed and reaches the subordinates at all levels of the hierarchy. To implement this approach, the organization needs a charismatic leader - a leader who can summon the enthusiasm and inspiration of the majority of members to transfer the necessary system of beliefs and realize the fundamental values and norms of behavior.

The first approach can be implemented through public statements, speeches, demonstration of personal example of the manager, distribution of printed and other informational products that reflect the transmitted values and indicate their recognition by management.

Mandatory condition for the effectiveness of this approach is the ability of a manager to convince subordinates in his sincere commitment to the components of organizational culture which is transmitted to the staff.

The second approach ("bottom-oriented") specifies a complex, laborious work of manager - to integrate and analyze the details of real life, starting from its very low levels. At the head of this approach , a manager gradually, step by step, tracks everything that happens in organization, even insignificant, at first glance, details, trying to correct and undo those ones which do not match his vision of the organizational culture, and fix those that respond it.

While implementing "bottom-oriented" approach manager can use manipulation by symbols and elements of the material world to create and adjust behavior patterns, introduce new conditions for formal and informal interaction.

Both approaches to organizational culture have advantages and disadvantages, but the maximum effect can be reached by their combination.

When forming the organizational culture, external environment has a significant impact on the organization. However, as practice shows, two organizations that function in the same environment can have very different cultures. This is because members of the organization, through the common experience, have different solutions to two very important issues: adaptation and integration.

First is an external adaptation: what should be done by the organization and how it should be done. Second is the internal integration: the employees of the organization solve their daily issues associated with their work-life balance in the organization.

The process of external adaptation and survival of the organization is associated with searching and finding its market niche and its adaptation to constantly changing external environment. This is a process of achieving organization goals and organization interaction with representatives of the environment. Issues, relevant to the tasks, methods of solution, the reaction to the successes and failures etc., are solved in this process. Using the combined experience, members of the organization develop common campaigns that help them in their activities. People need to know the real mission of the organization, not what is beautifully declared from the the rostrum to the shareholders. This will help them to form an understanding of their contribution to the performance of their organization's mission.

The next set of questions relates to setting goals and choosing the means of achieving them. In some organizations, employees participate in setting goals and thus take responsibility for their achievement. In others - employees are involved only in the choice of methods and means of achieving the goals, and the in the third - either one or the other may not exist, or both exist [6].

In any organization, its employees tend to engage in the following processes:

- to choose from the external environment what is important and not important to the organization;
- to develop ways and means of measuring progress;
- to find explanations of success and failure in achieving goals.

It is noted that employees need affordable ways of transmitting information about their real possibilities, advantages and successes to representatives of their environment. For this purpose, some companies organize trips of their employees to customers and suppliers.

It is also important for the organization to know about when to commit a failure. For this, some companies while developing new projects, set boundaries for collapsing projects due to their failure. It's officially envisaged in project document, so that everyone knows about it.

Successful companies use a set of mechanisms that allow them to maintain a high level of organizational culture.

1. Selection and socialization. Selection of personnel must adhere to the principle of compatibility of new employees with organizational culture and traditions of the company. For this purpose, various methods are used: testing, interview.

2. Training of a staff. From the point of business, organizational culture focuses on politics and ideology of a firm, a system of its priorities, a protection of values, motivation, provides a set of techniques and rules for solving problems of external adaptation and internal integration of employees. All these rules may be adopted by training as a vital mean for every employee. Education is a key factor in the development of organizational culture.

3. Organizational structures. This is an important factor in supporting organizational culture. With their help, relationships within the organization and the relationships between the organization and its environment are supported. The structure must be adaptive to changes, flexible and agile.

4. Making the physical environment. Buildings, furnishings, workplace equipment and recreation space symbolize wealth of organization. They should be in harmony with the organizational culture and conform to it.

5. Individual / collective relationships. Individualism assumes that people act according to their own interests. Collectivism comes from the fact that every person by birth (family) or work (working group) may not be free of the collective. The staff cares about the satisfaction of the individual, demanding a submission.

6. Attitude to power. Inequality is presented in all cultures, it is caused by the very hierarchy of the organization. But attitude towards inequality and willingness to loyalty to the government is different in different cultures. In organizations with high organizational culture, inequality in the attitude of the authorities is considered as the normal state of affairs.

7. Attitudes toward uncertainty. This characteristic is inherent to highly organized and cultural organization that wants, firstly, to avoid uncertain situations in which it feels itself insecure, and, secondly, accepts uncertainty with understanding.

8. Comparison of male and female principles in the organization. "Male" culture involves predominantly male characteristics: male wants to fight, he is strong, focused on achieving financial success. Unfortunately, in the whole world, masculinity is dominant in organizational culture and in forming a philosophy of the enterprise.

All of the foregoing in the definition of organizational culture distinguishes as a prior a system of formal and informal rules and standards of activity, customs and traditions of individual and group interests, the behavior of the staff of a certain organizational structure, leadership style, performance satisfaction of employees by working conditions, level of mutual cooperation and compatibility of employees with each other and with the organization, development prospects. Human habits and inclinations, needs and interests, political views, professional interests, moral values, temperament affect the organizational culture.

The elements of organizational culture components include the following personality traits: positive reaction to people who are in power, the desire to compete, the ability to persuade, urge to play the role of informal leader, tolerance for routine administrative work [5].

Some scientists, including M. Meskon and F. Hedouri distinguish factors of

direct and indirect external influence on the organizational culture. The area of direct influence includes factors that directly affect the performance of the organization and have the direct impact of the organization. These factors include: suppliers, labor, consumers, competitors, laws and government agencies, trade unions and others.

In the area of indirect influence are the factors that can not make a direct immediate impact on performance, but make the indirect one on it. These are factors such as the economy in general, the development of science and technology, socio-cultural and political changes, the impact of group interests and events in other countries, essential for the organization.

The more complex and more mobile is the external environment, i.e. the greater is the number of factors to which the organization must respond to and the higher the amount of change, the harder its organizational structure, the greater is situational approach to solving problems and significantly higher are demands on the flexibility and adaptability of organizational culture.

Factors of direct influence are primarily highlighted in the organizational culture. These factors are most identified, have stronger impact and can not be predicted or sidestepped.

The result of keeping a generalized effect of these factors is the development of the organization's mission, its vision as its purpose in society, and forming the philosophy of the organization and its values. This has a significant impact on organizational culture.

Forming of organizational culture is rather long process that has its own stages. In this article we consider some of the theories more detailed.

Zh.V. Serkis in her work singled out two main ways of creating an organizational culture: purposeful and unconscious. Active purposeful forming of a new organizational culture has a series of stages: 1) the stage of creativity and producing ideas; 2) support stage and the gradual introduction of the idea of change; 3) stage of transformation of the organizational culture; 4) the stage of establishment and development of new organizational culture, 5) the stage of the new organizational culture [6].

O.I. Boikova believes that the system of collective assimilation of organizational culture has a sequence that prevents influence on this process at any of these stages. At the stage of evaluation the staff eyes the obvious rules and requirements of management and other employees. The staff tries these basic conditions, comes to an agreement about their first or external impression and opinion from "inside" [8].

Key reactions are in the area of feelings and system of values. All elements of organizational culture that "lie on the surface" are subject to a certain individual evaluation.

With that, it should be noted that the evaluation serves as a separate stage, the same as constant emotional background that accompanies all subsequent stages in the form of emotional experiences.

In any organization, according to the opinion of F.V. Zinoviev, employees tend to engage in the following processes:

- single out important and not important for the organization from the the external environment;
- to develop ways and means of measuring progress results;
- find explanations of success and failure in achieving goals [3].

In the works of M.V. Iontseva it has been stated that employees need a development of affordable ways of bringing representatives of environmental information

about their real possibilities, advantages and successes [5]

The stage of adaptation is expressed in the form of employee's adaptation to the norms and rules of behavior, learning requirements for behavior, appearance, etc. Time of first impressions is far behind and now the difficult process of substantial revision of the personality traits that are in discord with the main slogans, goals, requirements of the organization, begins.

At this stage, the main reactions are in line with cognitive perception and understanding of information. Sometimes the initial emotional response in the form of attraction can affect the severity of a rule of conduct, facilitating its compliance and correction of personal views on the issue.

"Incorporation" of individual structural elements of organizational culture in the structure of individual employee happens at the stage of integration. Internal integration process is associated with establishing and maintaining effective relationships between members. It is the process of finding ways to work together and co-exist in the organization.

According to V.V. Kozlov, internal integration process often begins with setting specificity in self-identifying an individual as belonging to a particular group (subculture) and to the whole staff [8]

Current research of practicing psychologists such as O.V. Ivanova, A.A. Kaybyaynen, V.G. Romek determine that the most effective mean of forming the ability for a compromise between the two extremes, extreme strategies (adaptation - on the one hand, self-assertion, "resistance" - on the other) is the training of social competence. This ability to compromise allows to achieve organizational goals in interpersonal interactions without violence and any compulsion [5]

Identification, as the final stage, allows to determine that the process of learning organizational culture is almost completed. This stage is characterized by high level of activity against certain manifestations of behavior and activity, self-organization, collective unity, dedication and enthusiasm in achieving organizational goals [3]

Thus, the objectives of the organization are perceived as personal, not only at the level of sense, but also in the sphere of feelings. That is, if the employee departs from the goals of the organization to meet the personal needs different from organizational ones, he can feel emotional deprivation.

The quality of the organizational culture forming can be defined as a sense of being an individual in the organization, and satisfaction from his activity in the organization.

Thus, based on the analysis of scientific literature, it can be divided the following stages of the organizational culture of the students: evaluation, adaptation, integration and identification [5].

Separately, it should be noted the importance of mechanisms for managing the development of organizational culture. It can be directed to "top" in the form of orders, regulations and rules of conduct, or "bottom" - as the analysis of personal preferences of the staff and support those forms of organizational behavior that meet the objectives of the organization. Such model can be represented in the form of system of elements.

Thus, we can determine that forming organizational culture of higher educational institution is conducted in two ways - with a team of professionals and with student groups. Dynamics of socio- psychological processes in student groups can cause uncontrollable chaotic forming of the organizational culture of students in the form of

subcultures that sometimes interfere a function of the whole educational institution . This requires targeted intervention in the process of organizational culture of students. The effectiveness of this process will be determined by how accurately its basic social and psychological factors are identified and considered. However, the problem of determining the socio-psychological factors of students' organizational culture in higher educational establishments remains unresolved.

Transliteration

1. Belyaeva M.I. Corporate University Culture as a Resource of Organizational development / M.I. Belyaeva // Alma Mater: University Journal - Moscow: Nauchniy Mir, 2011. - № 4. - P.45 - 48.

2. Bohonkova Yu.O. Psychosocial Adaptation to the Conditions of Freshmen in Universities: monograph / Yu.O. Bohonkova. - Lugansk: Dahl EUNU, 2011. – 200 p.

3. Davydov V.N. Corporate Culture as a Way of Social Interaction and Education in High Educational Institution / V.N. Davydov // Education and Science. - Ekaterinburg: FHAOU VPO, 2008. - № 1 (49) 17. - P. 19 - 45.

4. Zavats'ka N.E. Modern Technologies of Expanding Adaptive Capacity of the Individual / N.E. Zavatska // Coll. scient. papers of Volodymyr Dahl EastUkrainian National University - Kiev: EUNU publishing, 2004. - № 3 (8). - P.190 - 195.

5. Ivanova E.V. Trainings of Control and Changes in Organization / E.V. Ivanova. - St. Petersburg. : Rech, 2007. - 292 p.

6. Karamushka L.M. Psychology of Organizational Culture (based on industry): [teach. handbook for students of higher education. inst.] / L.M. Karamushka, I.I. Sniadanko. - Lviv: Kray, 2010. - 210 p.

7. Serkis Zh.V. On Organizational Culture of Educational Institution / Z.V. Serkis // Applied Psychology and Social Work. - K.: NAPS of Ukraine, 2002. - № 9-10. - P. 4-9.

8. Ushakov K.M. Source Resistance - Organizational Culture / K.M. Ushakov // Director of School. - K. Osvyta, 2002. - № 7. - P. 35.

Михайлишин У.Б., Завацький В.Ю.

Аналіз сучасних підходів до формування організаційної культури здобувачів вищої освіти

Стаття присвячена аналізу сучасних підходів до формування організаційної культури здобувачів вищої освіти. Представлено теоретико-методологічні підходи до аналізу наукових досліджень з даної проблеми, визначено основні соціально-психологічні особливості цього процесу.

Ключові слова: організаційна культура, структура організаційної культури, формування організаційної культури, здобувачі вищої освіти.

Михайлишин У.Б., Завацький В.Ю.

Анализ современных подходов к формированию организационной культуры соискателей высшего образования

Статья посвящена анализу современных подходов к формированию организационной культуры соискателей высшего образования. Представлены теоретико-методологические подходы к анализу научных исследований по данной проблеме, определены основные социально-психологические особенности этого процесса.

Ключевые слова: организационная культура, структура организационной культуры, формирование организационной культуры, соискатели высшего образования.

Михайлишин Уляна Богданівна – кандидат психологічних наук, доцент, завідувач кафедри психології Ужгородського національного університету;

Завацький Вадим Юрійович – кандидат психологічних наук, доцент кафедри практичної психології та соціальної роботи Східноукраїнського національного університету ім. В. Даля, м. Сєверодонецьк.

УДК 159.9.072

Новицкая Л.В., Завацкая Н.Е.

СОЦИАЛЬНО-ПСИХОЛОГИЧЕСКИЕ АСПЕКТЫ ПРОБЛЕМЫ АДАПТАЦИИ ЛИЧНОСТИ ЗРЕЛОГО ВОЗРАСТА В КРИЗИСНЫЕ ПЕРИОДЫ ЖИЗНИ

В статье рассматриваются результаты исследования влияния интраперсональных и интерперсональных составляющих адаптивного потенциала личности зрелого возраста на процесс ее адаптации в кризисные периоды жизни. Выделяются и описываются характерные особенности функционирования интраперсональных и интерперсональных составляющих адаптивного потенциала личности зрелого возраста (в период профессиональных, событийно-биографических, личностных кризисов). Делаются выводы относительно полученных качественных и количественных данных в социально-психологическом аспекте.

Ключевые слова: адаптация, кризисный период жизни, личность, зрелый возраст.

Постановка проблемы. Актуальность проблемы повышения адаптивного потенциала личности зрелого возраста в кризисные периоды ее жизни обусловлена многочисленными препятствиями в процессе вторичной социализации, возникающими в случае кардинального изменения жизненной ситуации (личностные, профессиональные, событийно-биографические и другие кризисы). Если влияние таких изменений превышает имеющиеся адаптивные возможности личности зрелого возраста и процесс ее вторичной социализации блокируется или происходит неудачно, возникает необходимость в кризисной реадaptации. Поиск способов повышения способности личности зрелого возраста к адаптации в новых жизненных обстоятельствах является актуальным направлением ее адаптации в кризисный период жизни, поскольку это может в значительной мере предупредить и исправить негативные тенденции, которые сопровождают этот процесс [3; 5; 9].

Анализ последних исследований и публикаций. Можно констатировать, что проблема адаптации личности зрелого возраста кризисные периоды ее жизни разработана недостаточно и в теоретико-методологическом, и в практическом аспектах. Исследования по этой проблематике преимущественно были связаны с медико-психологическими аспектами – особенностями психологической реабилитации участников боевых действий (Н.В. Дмитриева, М.В. Друмова,