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ORGANIZATIONAL CULTURE IN ENSURING UNIVERSITY RESILIENCE IN CRISIS CONDITIONS

Annotation. *This paper explores the importance of organizational culture in ensuring the sustainability of university operations during crises. The study examines key elements of organizational culture, including the development of a value code and the implementation of training and educational programs. Special attention is given to the principles of higher education institution management that strengthen the culture and identity of the university community, fostering a stable and responsible environment for learning, research, and development. The significance of organizational culture in ensuring the sustainable functioning of universities amidst modern challenges and uncertainties is highlighted.*
Keywords: *organizational culture, value, trust, leadership.*

In the modern world, where societal development is driven by technological progress and innovation, the role of a technical university becomes so significant that there is no doubt about its place as one of the key elements of a nation's critical infrastructure. Technical universities play a decisive role in training specialists in engineering, technology, and information sciences, which are pivotal for the advancement of the economy, industry, and science. Leading aerospace technologies are crucial in numerous areas of life, from communication and navigation to space exploration and national defense. Given the constant changes and challenges facing modern society, technical universities serve as essential hubs of intellectual potential, where new technologies are developed and implemented, complex engineering problems are solved, and the scientific foundation for future growth is established. Thus, in the face of global challenges, technological innovations, and competitive pressures, universities in general, and aerospace universities in particular, are vital centers of science, education, and development. They are not only sources of professional personnel but also integral components of a nation's critical infrastructure.

In the context of a constantly evolving and challenging modern world, the management and administration of a university become exceptionally significant tasks. One of the key aspects of a university's successful operation amid uncertainty and crises is understanding and practically applying axiological principles that define the values and moral orientations of the organization. Values not only shape the mission and vision of a university but also serve as philosophical guides for strategic decision-making, ensuring sustainability, resilience, and alignment with the demands of the modern educational environment. This study explores the importance of value-based foundations in ensuring the resilience of a university during crises, examines the core axiological elements of organizational culture, and discusses principles and mechanisms for integrating these values within the university community.

Recently, there has been growing interest in studying the socio-axiological discourse of organizational relationships in both academic and practical research. This phenomenon is unsurprising, as the outdated paradigm of economic growth, focused solely on extensive development while ignoring social issues, is gradually being replaced by the theory of sustainable development. The latter prioritizes the formation and utilization of societal value resources, acknowledging their importance for gradual and harmonious progress.

When addressing the value dimension of organizational culture, the concept of "human-centered management" is often invoked. This approach emphasizes coordination, mutual alignment, trust, and serves as a reliable guide for labor activities, fostering corporate identity and supporting the integrative mission of the organization [3, p. 34]. In recent years, such management models have been increasingly sought after in organizational activities in Ukraine. It has become evident that true transformation involves creating a new system of values and principles, as well as implementing a new system of relationships among members of an organization. Value orientations are

increasingly regarded as essential tools for ensuring stability and success in enterprises or organizations [1, p. 175].

Adherence to value-based motivations centered on trust and collaboration, with a focus on values of mutual support and cooperation, can contribute to creating a friendly and cohesive university community. This, in turn, makes the university more resilient to internal tensions and conflicts, improves communication, and enhances conscious collaboration. Attention to value unity promotes more effective information exchange, quicker problem-solving responses, and greater openness to interaction in various emergency scenarios. Increasing trust and responsibility through fostering a shared value climate also boosts motivation, awareness, and accountability for shared goals [1, p. 192]. A university characterized by an atmosphere of trust and collaboration can also become a place where employees and students feel comfortable expressing new ideas, thereby fostering the development of innovative approaches to problem-solving and enhancing the resilience of the internal university infrastructure.

One of the most critical roles in ensuring the resilience of a university lies in its commitment to academic integrity. Academic integrity is not only a fundamental component of the educational process but also fosters trust within the university community and among external stakeholders such as students, parents, employers, and public organizations. This trust safeguards the university's reputation and bolsters its resilience in the face of challenges. Academic integrity enhances the quality of education and research, which are foundational elements of a university's mission. During crises, it can be a decisive factor in overcoming obstacles successfully. Furthermore, academic integrity helps build positive relationships with the public and other stakeholders, instills a sense of confidence and support, and proves critical in times of uncertainty. It promotes a culture of responsibility among all members of the university community, vital for effective crisis management and minimizing adverse impacts.

The phenomenon of ethical leadership also plays a significant role in enhancing university resilience. Following K. Homann and F. Blome-Drees, leaders who prioritize the sustainability of ethical standards can be described as "moral innovators" striving to harmonize ethical and economic objectives. This raises the question: Can one individual serve as both an ethical leader and a manager? In our view, such an approach offers substantial advantages. Combining the roles of ethical leader and manager ensures alignment of goals and values across all facets of an organization's operations. A manager who acts as an ethical leader not only sets strategic development directions but also establishes the moral standards that shape behavior

throughout all areas of activity. This dual role enhances trust and loyalty among staff and other stakeholders. An ethical leader's ability to model responsible and moral behavior serves as a foundation for cultivating a positive organizational culture, which contributes to efficiency and resilience [4, p.128].

By setting high moral standards, an ethical leader promotes values such as honesty, fairness, academic freedom, and respect among members of the university community. This fosters a culture of integrity and responsibility, which strengthens endurance and resilience during challenging situations. Ethical leadership, rooted in interaction, transparency, and trust, encourages collaboration and unity within the university community. This helps prevent conflicts and disagreements that could undermine the university's effectiveness and stability. Promoting open communication and honest discussion, ethical leadership facilitates the swift identification and resolution of problems, reducing the likelihood of potentially hazardous situations. By supporting team development, encouraging learning, and motivating self-improvement and professional growth, an ethical leader helps build a strong and competent team ready to address challenges and ensure the university's resilience. Thus, ethical leadership in universities fosters stability and resilience, creating a morally robust and responsible community capable of effectively addressing unforeseen challenges and ensuring safety and well-being within the institution.

Today, as the pace of change accelerates, universities are becoming not only centers of education and science but also vital bastions of cultural heritage and tradition. Preserving and transmitting the values that have shaped the university's history and identity not only enhance its authority and appeal to students and faculty but also play a crucial role in strengthening its resilience and stability. Therefore, the importance of university traditions and cultural values as a foundation of community identity cannot be overstated. These values foster a sense of belonging and cohesion among students, faculty, and staff, which becomes particularly significant during crises or unforeseen circumstances.

Traditions and behavioral patterns in both daily and ceremonial life within the university, grounded in values such as cooperation, respect, and intellectual integrity, contribute to a stable cultural foundation that supports effective functioning even in difficult times. Such traditions and practices may also encompass administrative customs and management principles within the university, ensuring continuity and stability even during periods of change. Preserving traditions also holds great potential for inspiring alumni loyalty and support for their alma mater. University traditions and cultural practices can create lasting connections with alumni, which may become a vital resource in

challenging situations. Alumni support can prove invaluable during crises or in meeting resource needs. Additionally, the resilience of established cultural values can help sustain economic support from sponsors, charitable organizations, and donors, ensuring financial stability during emergencies.

Value-based practices, such as university traditions deeply embedded in its environment, are often seen as hallmarks of a long history of successful development and reliability. They contribute to a positive brand image, making the university more attractive to investors seeking to associate their names or companies with a prestigious academic institution.

Regarding the pressing practical issue of defining the principles for shaping and mechanisms for implementing values within a university community, the following can be said. It is advisable to involve all members of the university community - students, faculty, researchers, and administrators - in the process of shaping values. This ensures broad support and a sense of personal commitment to these values. The process should be open and transparent so that all community members can understand which values are being adopted and why. Additionally, fostering collaboration and open communication among all members during the formation and implementation of values is crucial, as it allows for diverse perspectives to be considered. University leadership, by definition, should set an example by embodying these values in practice. This includes reflecting the values in decision-making processes and interactions with the community [4, p.121].

It is also worth noting that university values must be adaptive to changes in the social, cultural, and technological environment to reflect the needs and priorities of contemporary society. At the same time, they should remain sufficiently stable and consistent to ensure long-term stability and alignment with the strategic objectives of higher education over time [2, p. 99].

The implementation of a value-based organizational culture in a university may include the following steps:

developing and approving a values code: a document outlining the key values and principles guiding the university community;

organizing training sessions: conducting educational programs for staff and students on value-based management to raise awareness and integrate values into everyday activities;

establishing value-oriented management structures: incorporating a value-based approach into the university's governance system, including forming values committees or working groups to design and execute strategies supporting these values;

promoting and strengthening a value-oriented culture: ensuring values become not just a philosophical concept but also a foundation for decision-making and interaction among all community members;

developing a monitoring and evaluation system: creating tools to assess the implementation of value-based management and adjust strategies as needed;

identifying, training, and supporting leaders: encouraging leadership that can inspire and uphold values within the university community.

This approach enables the creation of a cohesive organizational culture that supports the educational and scientific goals of the university while fostering a shared system of values among community members. Implementing a value-based organizational culture enhances management efficiency, builds trust and cooperation within the university environment, and contributes to achieving the strategic objectives of modern higher education institutions.

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Світлана Широка

Організаційна культура у забезпеченні стійкості університету в кризових умовах.

Анотація. У статті проаналізовано роль організаційної культури у забезпеченні стабільності діяльності університету в умовах кризи. Описано ключові складові організаційної культури, такі як розробка ціннісного кодексу та впровадження навчальних і тренінгових програм. Особливу увагу приділено управлінським принципам закладу вищої освіти, які сприяють посиленню культури та формуванню ідентичності університетської спільноти, а також створенню надійного й відповідального середовища для освітньої, наукової та інноваційної діяльності. Висвітлено важливість організаційної культури для підтримки стійкості університету в умовах сучасних викликів і невизначеності.

Ключові слова: організаційна культура, цінність, довіра, лідерство.