

# A MODEL OF ORGANIZATIONAL CULTURE OF HIGHER EDUCATION INSTITUTIONS ON THE EXAMPLE OF UNIVERSITIES OF THE SZECHUAN PROVINCE OF THE PEOPLE'S REPUBLIC OF CHINA

**Jin Lang**

Postgraduate Student at the Department of Foreign Philology, Pedagogy and Translation,  
Simon Kuznets Kharkiv National University of Economics, Ukraine  
e-mail: werywery026@gmail.com, orcid.org/0000-0001-8377-4076

## Summary

In the article, the author described the model of organizational culture development. Using the example of the Southwest University of Finance and Economics, Chengdu, the author identified the elements of the organizational culture model. The basis for the development of organizational culture is the interdependence of factors, principles, and trends in the work of a higher education institution. The first level involves the development of a system of organizational culture management goals at the university in a real cultural space. Based on these goals, a unique strategy is formed. The second level of organizational culture development involves the integration of the content and technologies of its implementation at the internal university level, as well as at the level of inter-university interaction. The third level involves the structuring of managerial aspects of organizational culture, various methods of monitoring and current evaluation of organizational culture of the university.

The article emphasizes that universities in Sichuan province are open to innovation and international cooperation. But the universities of this province have strong traditions and a classical hierarchy in management. For the organic combination of traditions and innovations in the management of organizational culture, the goals are to improve the quality of management subjects and obtain economic, social, scientific and technical, ecological and other effects.

The combination of traditions and innovations in the development of the organizational culture of universities in Sichuan province involves successive elements of the content of management: initiation, marketing, release, implementation, monitoring, evaluation of effectiveness, diffusion of an integrated idea. The success of the organizational culture model of universities depends on the coordination and coordinated productive cooperation of all participants in the educational process, structures that are interested in the quality of education. Therefore, the author emphasized: the board should combine traditions and innovations; the university functions as self-sufficient, provides appropriate training of managers, coordinators and teachers; creation of conditions for self-realization of the individual, socially significant productive creative activity; favorable microclimate and support for young scientists.

**Key words:** competitiveness, student, teacher, educational program, success, university, Sichuan.

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## 1. Introduction

The realities of the functioning of universities around the world dictate new requirements. Progress and economic efficiency of international relations in the conditions of globalization require innovations in all structures of these organizations. A constructive combination

of innovations and traditions involves an interdisciplinary approach to studying the problems of organizational culture, its management aspect. Economic efficiency, compliance with high standards draws the attention of scientists to the experience of universities in the People's Republic of China. The experience of the development of organizational culture in the conditions of systemic changes and situations of uncertainty determines the relevance of the stated problem of studying the model of the development of organizational culture on the example of the Southwestern University of Finance and Economics, Chengdu.

It is worth emphasizing that the organizational culture at this university is considered a resource of success, advantages of the university in the market of educational services. A high organizational culture is determined by the system connections of the management of the communities of pupils and students, applicants and parents of young people, and the community of teachers. This ensures success, because all participants in the educational process know and understand the goals, the strategy for their implementation, united by common activities and values. This encourages them to feel good about their university.

## 2. Research purpose and methodology

The purpose of this article is as follows: on the example of the Southwestern University of Finance and Economics, Chengdu, describe the elements of the model of organizational culture in the unity of factors, principles, and trends of the work of this institution of higher education. This goal involves detailing a number of tasks.

The methodological basis of our research was the conclusions of researchers of theories of human resource management and social conditioning of organizational culture Armstrong's (*Armstrong's, 2023*), P. Druker (*Druker, 1994*), G. Teylor (*Fayol, A. Emerson, G. Teylor, F. and Ford, G., 1992*), Stephen P Robbins (*Mary A Coulter, Mary Coulter, David A DeCenzo, Stephen P Robbins, 2017*), M. Porter (*Porter, M., 1998*).

Theoretical and methodological aspects of the definition of the model were carried out on the basis of the conclusions and generalizations of H. Kravchenko (*H. Kravchenko, 2017*), Z. Ryabova (*Z. Ryabova, 2013*), V. Yevtushevskiy (*V. Yevtushevskiy, 2007*).

The following methods were used to solve the tasks set in the work: systemic structural analysis when investigating the essence of the category of organizational culture and establishing its elements; system approach, method of logical modeling – to form a model of organizational culture; method of abstraction for summarizing research results and formulating conclusions.

In the research, we relied on theoretical approaches defined by F. Taylor (*Fayol, A. Emerson, G. Teylor, F. and Ford, G., 1992 : 25*), namely: system approach, process approach, situational approach, approach based on selection of key scientific schools. We were also guided in the study of the model of organizational culture by the principles of scientific management, authored by F. Taylor (*Fayol, A. Emerson, G. Teylor, F. and Ford, G., 1992 : 37*): development of optimal methods of work performance taking into account the costs of time, effort and resources, equations of compliance of professional activity with predetermined standards and rules, distribution of types of professional activity based on competence approach, the dependence of payment on the results of activity, system control by functional managers, support and development of a favorable microclimate in the team.

### 3. Main text

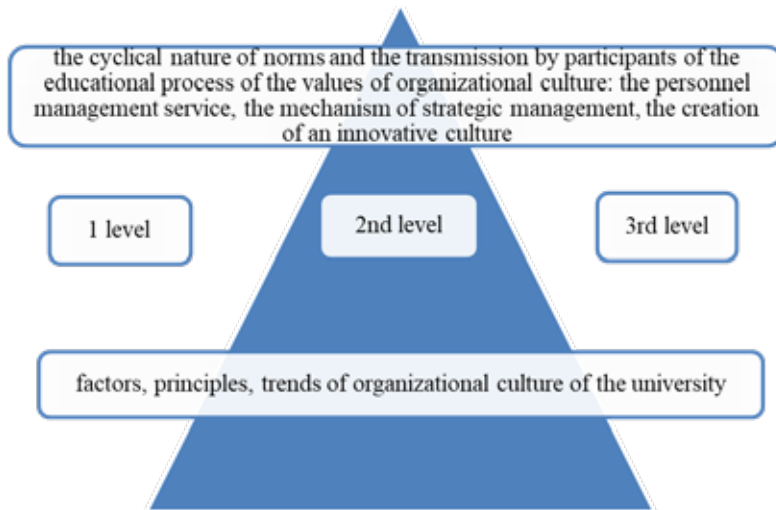
It is worth noting that the province of Sichuan is one of the most prominent innovative universities. This province is focused on nuclear research, studying the latest technologies. The activities and research initiatives of the Chinese Academy of Engineering Physics are dedicated to the study and development of the latest materials, nuclear physics and technologies. Sichuan Province is open to cooperation with major scientific centers and research corporations. Using the example of these large structures and universities in the city of Chengdu, we highlighted the trends of the goals and missions of higher education institutions in Sichuan province, namely: globalization and glocalization in the target and content orientations of managing the development of the organizational culture of universities, the cultivation of unique strategies for managing the development of organizational culture of the university and their implementation in the real cultural space, the integration of content and procedural components of organizational culture at the internal and external levels, the institutionalization of the formation and development of the organizational culture of universities, the a priori nature of the classical structure of managerial subordination, clannishness and strict managerial hierarchy, corporate culture, the flexibility of technologies for monitoring and evaluating the effectiveness of phased development management organizational culture of universities.

The identified trends indicate that universities in Chengdu are oriented towards modern trends: cooperation of participants in the educational process based on the values of traditional Chinese culture and democratic values of Europe, respect for the individual, parity, systemic feedback to ensure the quality of education, movement from mentoring to professional partnerships, raising the social significance of science and technology (*CHENGDU University, 2023*).

As is known, competitive advantage is determined by competitive strategy. In today's realities, the competitiveness of the university involves understanding its uniqueness, opportunities for self-determination of the individual – a participant in the educational process, an active position in the team, trust, intellectual capital, competence, orientation to the needs of applicants. In the research, we offer the following visual definition of the organizational culture model on the example of Southwest University of Finance and Economics, Chengdu (Figure 1).

It is worth clarifying the following. The first level involves the development of a system of organizational culture management goals at the university in a real cultural space. Based on these goals, a unique strategy is formed. The second level of organizational culture development involves the integration of the content and technologies of its implementation at the internal university level, as well as at the level of inter-university interaction. The third level involves the structuring of managerial aspects of organizational culture, various methods of monitoring and current evaluation of organizational culture of the university.

The combination of traditions and innovations in the development of the organizational culture of the universities of Sichuan province involves successive elements of the content of management: initiation, marketing, release, implementation, monitoring, evaluation of effectiveness, diffusion of an integrated idea. We see initiation as choosing a goal, formulating tasks, searching for ideas and strategies for their implementation. Marketing involves the study of demand in the applicant environment. The issue involves the preparation of an idea, a goal, a strategy for its realization before implementation, and the development of a plan for practical implementation. Implementation – is the activity of implementing such a plan or strategy. Monitoring involves tracking the movement of the goal, idea, development of advertising. Evaluation of effectiveness involves studying the results of implementation. Diffusion involves the spread of an idea, a goal in new conditions, situations, groups.



**Fig. 1. Organizational culture model of Chengdu Southwest University of Finance and Economics**

The management component of the organizational culture of the Southwestern University of Finance and Economics, Chengdu City, involves the manager's implementation of the management cycle: analysis – planning – organization – control – regulation – analysis. Using Shane's model (*Mary A Coulter, Mary Coulter, David A DeCenzo, Stephen P Robbins, 2017 : 233-234*), factors, principles, trends of the organizational culture of the Southwestern University of Finance and Economics form the basis of the model.

The characteristic features of personnel management on the example of the named university can be distinguished as follows: the personnel policy is focused on business strategies of spreading the traditions of Chinese culture and education in the world and European scientific society; the formation of the corporate spirit of universities as large corporations involves focusing on current youth cultural and artistic trends, much attention is paid to social projects and the participation of scientists in such projects; mandatory advertising of the degree of involvement of the country's top management in creating the personnel potential of higher education institutions, development of a methodological basis and tools for the procedures of selection, training, motivation, and expert evaluation of personnel, further advertising of the achievements of personnel (teachers, graduates, creation of an applicant space), systematic internal communication for prompt response to changes in the mood of the contingent of applicants and lecturers -researchers who are open exponents of the idea of the university.

It is interesting to note about the last aspect of the second element. In the universities of Sichuan province, a lot of attention is paid to intra-university cooperation. This is a distinctive feature of the universities of the People's Republic of China. Since all of them are essentially large, numerous socio-cultural entities that unite faculties, scientific schools, tourist and research centers. Thus, in the majority of studied resources of the official websites of universities, there is evidence of systematic work aimed at exchange of faculty representatives, researchers and management personnel; student exchange; implementation of partner research projects; organization of lectures and symposia; exchange of academic information and materials; exchange of visits by top management; implementation of other academic cooperation with which both universities agree (*SWUFE, 2023*).

Based on factors, principles and determined trends, in our opinion, these levels are interdependent and their progress is visualized by interaction arrows. The cyclical nature of norms and transmission of organizational culture values by participants in the educational process is specified in the study through the following components: personnel management service, strategic management mechanism, creation of organizational culture. We proceed from the reasoning that this model reflects the interdependence of the management of the organizational culture of the institution of higher education in Sichuan Province and its competitiveness. The South-Western University of Finance and Economics illustrates the successful combination of traditional values of Chinese culture, the ideology of the ruling party and the democratic values of Europe. Academic initiatives at this university are aimed at two global goals: cultivation of the university spirit of excellence and the social benefit of the results of the work of students, teachers and scientists; establishment of open education and science, including for people with special needs (*SWUFE, 2023*).

The first level of the model of organizational culture provides for the following emphasis on goals: the mission of the strategic progress of the state, support for young scientists, quality education, strengthening responsibility for the prosperity of the Chinese nation (*SWUFE, 2023*). The South-Western University of Finance and Economics strives to develop an organizational culture in the unity of moral education, creating conditions for the development of intelligence, physical abilities, art and work, social responsibility, international perspective (*SWUFE, 2023*).

This university unites 28 academic departments. Therefore, the second level of implementation of the model of organizational culture involves the support of young talents for national economic construction and social development in national finance, economy, management and other areas. The employment rate of graduates is 95.92% (*SWUFE, 2023*). The second level is ensured by the active functioning of the system of training powerful teachers-scientists: the National Economic Base for Training Talents, the National Base for the Cultural Quality of Education of College Students, the Base of the First-Class Curriculum, the National Base for the Practice of Legal Education, the International Organization "Talent Training Innovation Practice Project", other educational and research institutions, national demonstration center for teacher development, experimental demonstration training centers, national pilot project of professional complex reform "Economist" and "Financial Science", Museum of Currency and Finance, academic publications (*SWUFE, 2023*). The third level of the organizational culture model of Southwest University of Finance and Economics in Chengdu provides strategic leadership through an ecosystem of disciplines with unique content components, reasonable structure and competitive advantages, such as "Applied Economics", "Business Management" (*SWUFE, 2023*). Undoubtedly, in the ideological aspect, the Southwest Financial and Economic University uses the decisions of the Central Committee of the Party and the exemplary ideas of Xi Jinping. Emphasis is placed on the unity of moral, ideological and intellectual education of a new person. Much attention is paid to state support for talented teachers. In particular, funds are allocated every year for the training of such teachers in the best schools in Europe and America. Many teachers have become academic leaders in topics relevant to the economy of the People's Republic of China, such as the Cross-Century project Talent Project", "211", "Project 151", "Young top-class talents" (*CHENGDU University, 2023*), (*SWUFE, 2023*).

The structuring of the management aspect at the Southwestern University of Finance and Economics in Chengdu is provided by a separate department of management and service for pupils and students, their parents, and teachers. This department is structured as follows: administration (director, coordination of academic work, management of planned development, center of academic journal, financial innovation, offices of international cooperation, internal

cooperation, campus management, alumni associations, audit service and others), party mass organization (supervisory audit service party committee, personnel bureau, student department, youth league, teachers' league, career planning center, mental health center, trade union, security, pension and others) (SWUFE, 2023).

#### 4. Conclusions

So, the model of Southwest University of Finance and Economics in Chengdu is structured and consistent. The success of this model of organizational culture of the university is determined by the coordination and coordinated cooperation of all participants in the educational process, structures that are interested in the quality of education. From the experience of this university, the following points are important: management should combine tradition and innovation; the university functions as a self-sufficient, self-regenerating phenomenon; it is important to create comfortable conditions for self-realization of the individual, socially significant activities and support of young scientists.

The perspective of the further development of the problem is determined by the analysis of the declared trends through the prism of the problem of the competitiveness of universities in the market of educational services, innovations in scientific work, and socially significant projects.

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