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ORGANIZATIONAL CULTURE OF STATE INSTITUTIONS: FACTORS OF FORMATION AND DEVELOPMENT

The article examines the factors shaping and developing organizational culture in Ukrainian state institutions under institutional change, wartime challenges, digital transformation, and European integration. The study aims to clarify the content of organizational culture in a state institution, systematize the factors influencing its formation, and substantiate development directions for using culture as a managerial resource. The methodological framework combines systemic, structural-functional, comparative, and legal approaches with conceptual analysis, classification, and conceptual synthesis. The relationship between “organizational culture” and “corporate culture” is clarified: for state institutions, organizational culture is proposed as the broader basic concept, while corporate culture is treated as its deliberately shaped component. The concepts of a “state institution” and a “budgetary institution” are distinguished with due regard to current Ukrainian legislation. Based on E. Schein’s three-level model, the levels, elements, and forms of organizational-culture manifestation in a state institution are systematized. The key determinants include regulatory constraints, leadership style, internal communication, mission and values, motivation, socio-psychological climate, professional subcultures, trade-union participation, and digital communication. The study argues that a critical problem is the gap between declared and actually implemented values, which can weaken trust, employee engagement, and service orientation. An original conceptual model is proposed that links external institutional and internal managerial factors with organizational culture, employee behaviour, organizational capacity, and institutional performance, while incorporating feedback for adjusting managerial practices. The practical value of the results lies in their applicability by managers and HR units when developing values-based leadership, horizontal communication, ethical standards, non-financial motivation, and rules for digital interaction.

Keywords: organizational culture, corporate culture, state institution, public administration, leadership, personnel motivation, digital communication, organizational capacity.