

HR-ANALYTICS OF CORPORATE CULTURE: A CONCEPTUAL MODEL AND PRACTICAL TOOLS FOR UNIVERSITY MANAGEMENT

Abstract

This article develops and pilots an original HR analytics model for corporate culture in higher education, based on a secondary interpretation of survey data. The research addresses the lack of systemic tools for measuring and managing culture, which is often treated as a symbolic category resistant to quantitative analysis. The methodological framework combines qualitative and quantitative approaches. The empirical basis is the “Report on the Corporate Culture of Employees of Borys Grinchenko Kyiv Metropolitan University” [18], covering 942 staff members. While the primary analysis was conducted by the report’s author, this article introduces a secondary HR-analytical reinterpretation. Key indicators developed include the Culture Perception Index, Culture Components Mix, Culture Risk Map, Organizational Climate Index (OCI), and Work Environment Drivers. The results confirmed the model’s validity: 72% of employees see culture as a key factor of university development, 88% emphasize shared values, and 58% stress communication. Barriers such as unawareness (24%) and unpreparedness for change (24%) were mapped as cultural risks. The OCI revealed a 0.66-point climate gap between departments and the institution overall.

Keywords: HR analytics; corporate culture; organizational climate; risk map; organizational climate index; university culture; change management; employee experience; data-driven management; higher education.