

**UDC 378:37.014.5:005.74****KEY FACTORS INFLUENCING THE DEVELOPMENT OF AN  
INCLUSIVE ORGANIZATIONAL CULTURE IN HIGHER  
EDUCATION INSTITUTIONS**

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The relevance of developing an inclusive corporate culture in higher education institutions and studying the factors that influence it is highly significant in the contemporary educational environment. Universities have an important task to create an open, tolerant, and receptive environment where every student and staff member can feel safe, recognized, and capable of self-expression. Focusing on the development of an inclusive culture not only ensures equal opportunities for all participants in the educational process but also enhances the quality of education and contributes to more successful learning and employment outcomes for graduates. The study of factors influencing inclusive corporate culture in universities aims to uncover key aspects that need to be considered in creating such an environment. Understanding these factors allows the university community to effectively implement diversity and inclusion policies and develop strategies aimed at removing barriers to active participation of every student and staff member in university life. This approach promotes the creation of a favorable learning and working environment that facilitates the personal and professional growth of all members of the university community.

In recent years, considerable attention has been given to exploring various aspects of higher education [1], yet the identification and understanding of factors influencing the development of an inclusive organizational culture within this field remain relatively limited [2]. An unfavorable atmosphere, unequal treatment of certain groups of students and staff, and the absence of effective mechanisms for supporting inclusion call into question the reality of inclusivity in many universities. Dissatisfaction among students and staff regarding the lack or inadequacy of support in

developing an inclusive culture often goes unexpressed, potentially leading to the further entrenchment of an excluding system. Therefore, the scant volume of scholarly work dedicated to this issue [3] represents a significant gap in the contemporary research landscape of higher education.

Considering and analyzing these shortcomings in academic research [4] could prove beneficial for developing more inclusive practices and policies in higher education that meet the needs of a diverse student and staff community. An inclusive organizational culture in universities is crucial for creating a conducive environment where every student and employee feels valued and respected. This work investigates the key factors influencing the formation of an inclusive culture in universities, taking into account both the student body and the academic community.

An inclusive organizational culture in a higher education institution is a key element in creating a conducive and open environment for learning, development, and collaboration. Successfully forming and maintaining such a culture requires attention to various factors that influence its establishment and development. This study is dedicated to analyzing the main factors that affect the formation of an inclusive organizational culture in a higher education institution.

**Leadership and Vision:** One of the key factors affecting the formation of an inclusive culture is leadership and a clear vision from the management. University leadership should demonstrate openness, tolerance, and a commitment to creating an environment that promotes diversity and inclusion. It is important for leaders to articulate a vision of inclusivity and demonstrate leadership qualities aimed at its realization.

**Policies and Practices:** Effective policies and practices aimed at supporting diversity and inclusion are another important factor. These can include policies on recruiting and admitting students from diverse cultures and backgrounds, as well as support programs for students and staff with special needs.

**Community Engagement and Support:** Active participation and support from the university community are key elements in creating an inclusive culture. Creating opportunities for interaction, idea exchange, and collaboration among students, faculty, and administration contributes to the development of a sense of belonging and interest of every community member in achieving common goals.

**Education and Awareness:** Conducting educational events and raising awareness about diversity, inclusiveness, and social justice issues are important aspects of forming an inclusive culture. This may include various training sessions, seminars, and programs aimed at expanding understanding and mutual comprehension among members of the university community. Communication and

Transparency: Establishing open and transparent channels of communication is an important element in supporting an inclusive culture. This includes regular communication with community members about policies, initiatives, and progress in implementing inclusive measures.

Factors influencing the formation of an inclusive organizational culture in higher education institutions encompass a variety of aspects, from leadership and policies to engagement and education. Understanding and effectively managing these factors will enable universities to create an inclusive environment where every participant has the opportunity to grow, feel accepted, and contribute to the community. Investigating these factors is a step towards improving the conditions of learning and working in universities, which will contribute to more successful achievement of goals in education, research, and the development of society as a whole.

Let's consider the key factors influencing the formation of an inclusive culture in the university, taking into account both the student and academic communities. Each factor covers different elements that contribute to creating a supportive and inclusive environment for all participants in the educational process. Leadership Commitment: Visionary leadership: It's crucial for the university administration to have a clear vision of inclusivity and demonstrate a commitment to implementing this vision; Accountability mechanisms: The university should introduce metrics and structures of accountability to ensure leaders are responsible for promoting diversity and inclusion; Training and development: Providing university leadership with training aimed at developing inclusive leadership qualities and supporting an open and tolerant environment. Organizational Policies and Practices: Diversity recruitment: The university should have active strategies for attracting and retaining a diverse student and faculty body; Inclusive policies: It's important to establish policies that ensure equal conditions for all members of the university community in areas such as assessment, promotion, and access to resources; Flexible working conditions: The university should consider options for flexible schedules and remote learning to meet the diverse needs of students and staff. Engagement and Participation of Students and Staff: Inclusion in decision-making: It's important to involve students and staff from diverse groups in the processes of making significant university decisions; Student and staff initiative groups: Creating special groups that allow students and staff to connect, exchange experiences, and support inclusivity within the university; Recognition and support of diversity: Promoting the recognition of diverse achievements, cultures, and contributions of students and staff to university

life. Education and Training: Diversity and inclusion training: It's important to provide students and staff with the opportunity to undergo comprehensive training on diversity and inclusion issues, to increase awareness and understanding of these concepts; Bias awareness training: Organizing workshops and master classes for recognizing personal biases and developing skills to work in a multicultural environment; Development of cultural competence: Providing opportunities for deepening understanding and interaction with diverse cultures, helping students and staff better understand and respect each other. Communication and Transparency: Open communication channels: Ensuring the presence of open and transparent communication channels that facilitate dialogue and feedback on diversity and inclusion initiatives; Regular progress updates: Continuously communicating about the goals achieved and progress regarding inclusive initiatives, promoting openness and accountability for results; Amplifying the voice of diverse groups: Creating opportunities for students and staff from diverse groups to express their thoughts and share their perspectives through various platforms and initiatives.

Focusing on these key factors will enable the university to create an inclusive organizational culture where every community member feels respected and provided with opportunities for development. Understanding the importance of these aspects and implementing them in practice is a crucial step towards achieving sustainable growth in diversity, equality, and inclusion in the university environment.

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