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ФАКТОРИ ВПЛИВУ НА ЕФЕКТИВНІСТЬ МЕНЕДЖМЕНТУ РОЗВИТКУ ЗАКЛАДІВ ОСВІТИ
FACTORS INFLUENCING THE EFFECTIVENESS OF THE MANAGEMENT OF EDUCATIONAL INSTITUTIONS' DEVELOPMENT

Миронова О. М. Фактори впливу на ефективність
менеджменту розвитку закладів освіти. *Український
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The article is devoted to analyzing key factors influencing the effectiveness of managing the development of educational institutions. It is substantiated that the efficacy of managing educational institutions can be assessed using criteria like those used for evaluating business organizations, while considering the specifics of the educational process and the social significance of academic institutions. The paper examines modern approaches to managing the development of educational organizations, including strategic, systemic, innovative, and adaptive methods. Particular attention is paid to the adaptive strategy, which ensures the flexibility of management processes, the ability to respond promptly to changes in the external environment, and the integration of innovations into the educational and administrative process. It has been established that the effectiveness of managing the development of educational institutions is influenced by two groups of factors: internal and external. Internal factors include leadership and management practices, personnel potential and professional development of employees, organizational culture, management structure, resource provision, and quality control system. They determine the ability of the institution to implement strategic goals, implement innovations, and improve the results of educational activities. External factors form the context of management activities and include state policy, regulatory and legal regulation, socio-economic environment, demand for educational services, partnerships, and media presence. Their systematic consideration allows for strategic planning, optimal use of resources, increased competitiveness of the institution, and a strengthened positive image. The results of the study can be used to improve the effectiveness of management decisions, strategic development, and the optimization of educational activities in modern, dynamic environments.

Keywords: management, effectiveness, educational institution, development of academic institutions, influencing factors, external factors, internal factors, adaptation, image, competitiveness.

Стаття присвячена аналізу ключових факторів, що впливають на ефективність менеджменту розвитку закладів освіти. Ефективний менеджмент є не лише засобом забезпечення стабільного функціонування закладу освіти, а й важливим чинником його постійного розвитку, оновлення освітніх послуг та успішної інтеграції в сучасний освітній простір. Обґрунтовано, що ефективність менеджменту закладів освіти можна оцінити за допомогою критеріїв, подібних до оцінки ефективності бізнес-організацій, враховуючи специфіку освітнього процесу та соціальну значущість освітніх закладів. У статті розглядаються сучасні підходи до управління розвитком освітніх організацій, зокрема стратегічний, системний, інноваційний та адаптивний підходи. Особлива увага приділяється адаптивному підходу, який забезпечує гнучкість управлінських процесів, здатність оперативно реагувати на зміни зовнішнього середовища та інтеграцію інновацій в освітній та управлінський процес. Встановлено, що на ефективність управління розвитком навчальних закладів впливають дві групи факторів – внутрішні та зовнішні. До внутрішніх факторів належать практики лідерства та менеджменту, кадровий потенціал та професійний розвиток працівників, організаційна культура, структура управління, ресурсне забезпечення та система контролю якості. Вони визначають здатність закладу реалізовувати стратегічні цілі, впроваджувати інновації та покращувати результати освітньої діяльності. Зовнішні фактори формують контекст управлінської діяльності та включають державну політику, нормативно-правове регулювання, соціально-економічне середовище, попит на освітні послуги, партнерські відносини та присутність у ЗМІ. Їх системне врахування дозволяє здійснювати стратегічне планування, оптимально використовувати ресурси, підвищує конкурентоспроможність закладу та зміцнює його позитивний імідж.

Ключові слова: менеджмент, ефективність, заклад освіти, розвиток закладів освіти, фактори впливу, зовнішні фактори, внутрішні фактори, адаптація, імідж, конкурентоспроможність.

Statement of the problem

Modern educational institutions operate in a complex environment characterized by globalization processes, digitalization, increased competition in the educational services market, and the growing role of knowledge as a key resource for societal development. Under such conditions, effective management of educational institution development becomes a crucial factor in their competitiveness and sustainability. One of the central problems is that traditional management models do not always meet the challenges of modernity, which requires the search for new approaches based on flexibility, innovation, and systematic analysis of influential factors. The issue of managing the development of educational institutions has been a significant concern. It remains a subject of research for many, as its effectiveness directly impacts the quality of education at all levels. The quality of education, in turn, is a key factor in the successful development of any country.

In their work, researchers focus on various aspects of managing the development of educational institutions. Thus, the Ukrainian scientist M. Haharin [1] notes that managing the development of educational institutions involves forming a practical and modern strategy that outlines the key priorities and strategic directions for their further functioning and growth. The authors in [2, 3] note that the management of educational institutions includes strategic management, process management (including their development), management of structural transformations, and management of institutional resources (including personnel). Dragunova V. [4] emphasizes the need to implement an innovative approach to managing the development of educational institutions. This approach should combine strategic planning, innovation, and adaptability, ensuring that educational institutions become effective, competitive, and technologically savvy structures in a global context. Pastushenko H. [5] also considers the management of educational institutions from the position of choosing the optimal strategy for their development with an emphasis on adaptation, support, and innovation. The importance of an innovative approach to managing modern educational institutions is also emphasized by Rozhnova T. [6]. Leithwood et al. [7] argue that strategic thinking, professional development of personnel, and systemic support for changes are key determinants of the successful management and development of educational institutions.

Fullan [8] emphasizes that, when considering the features of managing an educational institution, it is crucial to manage changes resulting from the influence of internal and external environmental factors. Demianuk O. in [9] emphasizes

that the development of educational institutions depends on the impact of factors (primarily external ones); therefore, the management of an academic institution must correspond to the external environment. The authors in [7] also emphasize the importance of analyzing the factors that influence the management system of educational institution development.

A combination of a strategic vision, a systemic approach, innovative solutions, and adaptability to external changes determines the management of the educational institutions' development. Both internal and external factors affect the effectiveness of management. Awareness and comprehensive analysis of these factors are necessary conditions for ensuring the sustainable development of educational institutions and improving the quality of educational services.

The purpose of the research

The purpose of the article is to identify, systematize, and analytically assess factors influencing the effectiveness of managing the development of educational institutions. It also aims to substantiate management approaches that will help ensure their sustainable functioning and competitiveness.

Presentation of the primary research material

Nowadays, it has become apparent that educational institutions must adopt business management practices to achieve effectiveness. Therefore, firstly, it is advisable to determine the exact effectiveness of the management of business organizations.

In literary sources, it is possible to find different interpretations of the concept "management effectiveness":

representatives of the classical approach to management [10, 11] consider management effectiveness as the result of implementing measures aimed at improving production, business, and the organization as a whole;

representatives of more modern approaches [12, 13] to management interpret management effectiveness as a multidimensional category that combines the achievement of goals, optimal use of resources, and the quality of management processes.

Along with this, representatives of both approaches note that organizations are complex structures that depend on the influence of external factors. In contrast, the success of the organization depends on the manager's understanding of the general internal characteristics of organizations. Therefore, management effectiveness can be achieved through a comprehensive approach that considers external and internal factors.

Analysis of literature [1–3, 14] allows us to conclude that the effectiveness of management of educational institutions lies in the ability of the management system to ensure the achievement of the strategic and operational goals of the institution with the optimal use of available resources, adherence to the principles of quality, innovation, and sustainable development. It reflects the effectiveness of management decisions in combination with the economic, organizational, and social feasibility of their implementation. Effective management acts not only as a tool to support the stable functioning of an educational institution, but also as a mechanism for its development, modernization of educational services, and integration into the modern academic environment.

Management of the development of educational institutions in modern conditions is based on a combination of approaches that ensure the effective functioning of educational organizations in a dynamic external environment:

a strategic approach focuses on long-term planning and the formation of a clear development strategy that defines priorities, goals, resources, and tools for their achievement;

a systemic approach considers the educational institution as an integral socio-economic system in which management decisions are interconnected with all structural elements of the organization;

an innovative approach involves introducing new management technologies, using digital tools, modernizing the educational process, and stimulating organizational development. This approach contributes to improving the quality of the educational process, the effectiveness of management decisions, and the development of human resources;

an adaptive approach is aimed at a flexible response of the educational institution to external challenges – changes in politics, economics, technologies, and social demands. Flexibility and adaptability contribute to maintaining the competitiveness and sustainability of the educational institution.

The key criteria for the effectiveness of the management of the educational institutions' development are given in tab. 1.

Table 1. The key criteria for the effectiveness of the management of the educational institutions' development

Approach	Criteria for the effectiveness
a strategic approach	presence of a clear mission, vision, and strategic development plans focused on the quality of educational services and the competitiveness of the institution
a systemic approach	consistency of management processes and their effectiveness
an innovative approach	management's ability to implement the latest educational technologies, digital solutions, and flexible organizational models
an adaptive approach	The ability of the management system to respond quickly to changes in the external environment

Source: generalized based on [1; 4; 5; 9].

The criteria for the effectiveness of managing the development of educational institutions reflect not only the ability to ensure stable functioning but also the capacity to create conditions for sustainable, innovative growth, strategic positioning, and adaptation to the changing conditions of the educational space.

Since educational institutions in Ukraine operate under harsh conditions and face many challenges during martial law, it is advisable to focus more on the adaptive approach. The adaptive approach assumes the ability of an educational institution to respond promptly to external and internal challenges, while maintaining the effectiveness of management and the quality of educational services.

Let us consider in more detail the factors influencing the effectiveness of managing the development of educational institutions (Fig. 1).

Internal factors include:

1. Effective educational leadership (strategic, distributed, learning-oriented) determines the priorities of the institution's development, forms a corporate strategy, and stimulates pedagogical innovations; it is precisely managerial decisions that have a direct impact on learning outcomes and organizational capacity.

2. Human resource potential and professional employees' development. Qualification, motivation, and continuous professional development of pedagogical and managerial personnel determine the quality of the educational process and the institution's ability to adapt to changes. Investments in personnel development increase the effectiveness of implementing innovations.

3. Organizational culture and internal communications. The culture of the institution (values, norms, relationships) affects the readiness for change, collective responsibility, and the level of internal cooperation; a favourable culture supports innovation and professional interaction.

4. Management structure and decision-making mechanisms. A clear organizational structure, division of powers, and procedural mechanisms (strategic planning, internal control, and monitoring) ensure the efficiency of management decisions and their implementation in the activities of the institution.

5. Resource provision (finance, material and technical base, IT). The adequacy of financial resources, material and technical base, and infrastructure (especially IT) determines the possibilities of implementing educational innovations, improving the quality of services, and digitalizing the educational process.

6. Quality assurance and results assessment system. The presence of procedures for internal and external evaluation, quality monitoring, and feedback increases management awareness and allows adjusting the development strategy based on data.

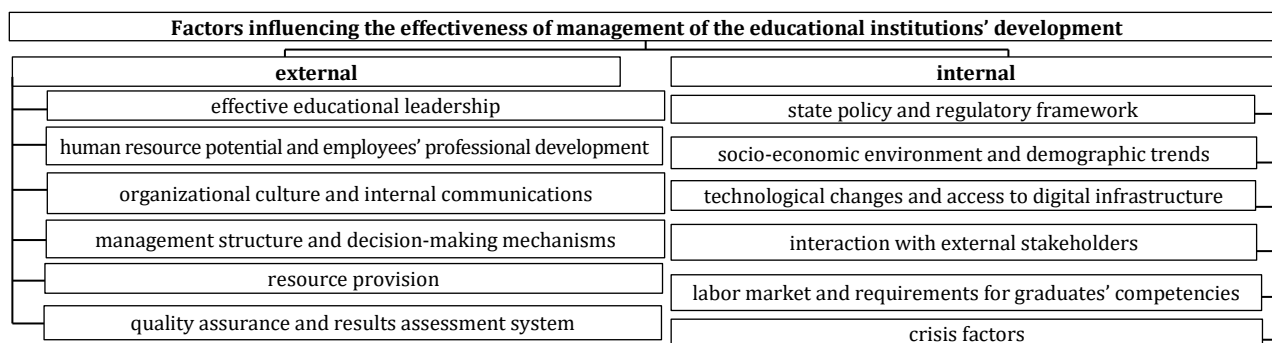


Fig. 1. Factors influencing the effectiveness of management of educational institutions' development

Source: generalized based on [2; 8-11].

The external environmental factors that influence the effectiveness of management of the development of educational institutions include:

1. State policy and regulatory framework. Laws, state standards, financing policies, and reforms (decentralization, autonomy of institutions) determine the scope of management decisions and stimulate or limit institutional independence.

2. Socio-economic environment and demographic trends. The economic situation, income level of the population, migration processes, and demographic changes affect the demand for educational services, financial revenues, and staff availability.

3. Technological changes and access to digital infrastructure. The development of ICT, the availability of Internet infrastructure, and digital educational resources determine the distance opportunities and blended learning, as well as innovative forms of process organization and increased management efficiency.

4. Interaction with external stakeholders (community, business, universities, international partners). Cooperating with local authorities, businesses, higher education institutions, and global organizations provides resources, expertise, and opportunities for implementing strategic initiatives.

5. Labor market and requirements for graduates' competencies. Changing labor market demands necessitate adjusting educational programs, training profiles, and the institution's strategic priorities to ensure the relevance of education.

6. Crisis factors (pandemics, military operations, economic crises). Emergency events increase the need for stable management systems, continuity plans, digital solutions, and psychological support for the community. The experience of recent years emphasizes the importance of the institution's readiness for crisis scenarios.

Thus, the effectiveness of managing the development of educational institutions results from a complex interaction between internal resources and external determinants. To increase management efficiency, integrated strategies are needed that combine human capital development, infrastructure modernization, and adaptive management practices based on data and external partnerships. In turn, it can be noted that the effectiveness of management of the educational institutions' development directly affects the formation and strengthening of their positive image:

Firstly, the high efficiency of development management ensures the stable functioning of the institution, improves the quality of educational services, and meets the needs of the labor market. This contributes to building a reputation for a reliable and competitive academic environment.

Secondly, a successful development strategy allows the institution to position itself as a progressive, open-to-innovation institution, which enhances its attractiveness for applicants, scientists, investors, and partners. As Peter Drucker [11] notes, institutions that can adapt to changes effectively form a stable, positive image in the educational services market.

Thirdly, the systemic and communication aspects of effective management foster an open organizational culture, contributing to the development of the institution's brand, the expansion of partnerships, and international recognition.

Therefore, the effectiveness of managing the development of educational institutions is not only an internal indicator of their success but also a key factor in forming a positive reputation. This reputation determines the level of trust, prestige, and competitiveness in the national and international educational space.

Conclusions and prospects for further research

Modern educational institutions, in their management activities, should follow the experience of successful business organizations while considering the educational context. To effectively manage the development of educational institutions, it is advisable to introduce the principles of an adaptive approach. This approach, in general terms, means achieving flexibility and adapting the internal management system of educational institutions to the dynamic conditions of the external environment. The effectiveness of management is influenced by two main groups of factors, both external and internal. The analysis of factors affecting the effectiveness of managing the development of educational institutions demonstrates their complex and multidimensional nature. Effective management, in turn, is a key factor in forming a positive image of an educational institution, as it ensures high-quality educational services, staff professionalism, openness to innovations, and social responsibility.

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