

# **TRANSFORMING ORGANIZATIONAL CULTURE IN HIGHER EDUCATION INSTITUTIONS IN THE REPUBLIC OF ARMENIA: A MANAGEMENT MODEL**

**ROBERT KHACHATRYAN**

Head of Quality Control, Higher Education Sector Abu Dhabi  
Department of Education and Knowledge (ADEK), UAE  
PhD in Philological Sciences, Associate Professor  
*robert\_khachatryan@yahoo.com*

**MARIAM MAKARYAN**

Lecturer, PhD student at Chair of Management  
Brusov State University, Armenia  
*mariam\_makaryan@yahoo.com*

**DOI:10.54503/2579-2903-2024.2-104**

## **Abstract**

The management of organizational culture is a multifaceted process that embeds strategic approaches, shapes and guides the values, beliefs, and behaviors of organizational members defined by the organization. Effective culture management is crucial for aligning an organization's operational practices and outputs with its strategic objectives and outcomes, enhancing stakeholder engagement, and achieving long-term success and excellence. This process involves creating, implementing, and continuously refining cultural practices to foster a positive work environment that supports the organization's strategic goals and values.

The article presents a multi-stage model for managing organizational culture at the higher education institutions in the Republic of Armenia (RA). The proposed model for the RA HEIs has been thoroughly developed based on comprehensive professional literature review findings and international best practices, encompassing diverse field-related research outcomes. This research ensures that the model is both flexible and adaptable, tailored to meet the context, needs and challenges of the Armenian HEIs. This article emphasizes the critical importance of a structured approach to organizational culture management within the context of higher education landscape in Armenia. A well-managed organizational culture is essential for fostering an environment where internal stakeholders (including students, faculty, staff) can collaborate and thrive. External stakeholders can contribute to these processes by providing valuable insights (continuous feedback and guidance), resources and support, enhancing the institution's growth and success that will produce competitive advantage in the long-run. It not only supports institutional development and academic excellence but also contributes to the overall well-being and satisfaction of the academic community.

Furthermore, the model delivers a conceptual structure for managing organizational culture. This approach ensures that the culture remains dynamic and responsive to the evolving needs of the institution and its stakeholders. Overall, this article underscores the significance of organizational culture management in higher education and provides a comprehensive guide for RA HEIs seeking to achieve excellence through a well-defined and strategically managed cultural framework.

**Keywords and phrases:** organizational culture, organizational culture management, management model of organizational culture, HEIs organizational culture.

## ТРАНСФОРМАЦИЯ ОРГАНИЗАЦИОННОЙ КУЛЬТУРЫ В ВУЗАХ РА: МОДЕЛЬ УПРАВЛЕНИЯ

**РОБЕРТ ХАЧАТРЯН**

Руководитель отдела контроля качества сектора высшего образования  
Департамент образования и знаний Абу-Даби, ОАЭ  
Кандидат филологических наук, доцент  
*robert\_khachatryan@yahoo.com*

**МАРИАМ МАКАРЯН**

Преподаватель, соискатель кафедры управления,  
Государственный университет имени В. Брюсова, Армения  
*mariam\_makaryan@yahoo.com*

### Аннотация

Управление организационной культурой – это комплекс стратегических подходов и процессов, которые формируют и направляют ценности, убеждения и поведение членов организации. Эффективное управление культурой имеет решающее значение для согласования операционной практики и результатов организации с ее стратегическими целями и результатами, повышения вовлеченности стейкхолдеров и сотрудников, а также достижения долгосрочного успеха и совершенства. Этот процесс включает в себя создание, внедрение и постоянное совершенствование культурных практик для создания позитивной рабочей среды, поддерживающей стратегические цели и ценности организации.

В статье представлена модель управления организационной культурой в вузах Республики Армения (РА), а также этапы управления организационной культурой. Предлагаемая модель для вузов РА была тщательно разработана на основе результатов всестороннего обзора профессиональной литературы и передовой международной практики, охватывающей различные

результаты исследований, связанных с областью. Данное исследование гарантирует, что модель является гибкой и адаптируемой, приспособленной к контексту, потребностям и проблемам армянских вузов. В настоящей статье подчеркивается критическая важность структурированного подхода к управлению организационной культурой в армянских вузах. Эффективно управляемая организационная культура необходима для создания среды, в которой внутренние стейкхолдеры (студенты, преподаватели, сотрудники) могут сотрудничать и преуспевать. Внешние стейкхолдеры могут внести свой вклад в эти процессы, предоставляя ценную информацию (непрерывную обратную связь и руководство), ресурсы и поддержку, способствуя росту и успеху учреждения, что обеспечит конкурентное преимущество в долгосрочной перспективе. Модель не только поддерживает институциональное развитие, академическое превосходство, но и способствует общему благополучию и удовлетворению.

Кроме того, модель обеспечивает концептуальную структуру управления организационной культурой. Такой подход гарантирует, что культура остается динамичной и реагирует на меняющиеся потребности учреждения и его заинтересованных сторон. В целом, статья подчеркивает важность управления организационной культурой в высшем образовании и представляет собой комплексное руководство для армянских вузов, стремящихся достичь совершенства посредством четко определенной и эффективной модели управления организационной культурой.

**Ключевые слова и словосочетания:** организационная культура, управление организационной культурой, модель управления организационной культурой, организационная культура вузов.

# ՀՀ ԲՈՒՀԵՐՈՒՄ ԿԱԶՄԱԿԵՐՊԱԿԱՆ ՄՇԱԿՈՒՅԹԻ ԿԱՌԱՎԱՐՄԱՆ ՓՈԽԱԿԵՐՊՈՒՄ. ԿԱՌԱՎԱՐՄԱՆ ՄՈԴԵԼ

## ՌՈԲԵՐՏ ԽԱՉԱՏՐՅԱՆ

Որակի վերահսկողության բաժնի ղեկավար  
Արու Դաբիի կրթության և գիտության վարչություն, ԱՄԷ  
բանասիրական գիտությունների թեկնածու, դոցենտ

robert\_khachatryan@yahoo.com

## ՄԱՐԻԱՄ ՄԱԿԱՐՅԱՆ

Վ. Բրյուսովի անվան պետական համալսարանի  
կառավարման ամբիոնի դասախոս, հայցորդ

mariam\_makaryan@yahoo.com

### Համառոտագիր

Կազմակերպական մշակույթի կառավարումը ռազմավարական մոտեցումների և գործընթացների համալիր է, որը ձևավորվում և կիրառվում է կազմակերպության արժեքների, շահակիցների համոզմունքների ու վարքագծի ձևավորման և ուղղորդման նպատակով: Մշակույթի արդյունավետ կառավարումը չափազանց կարևոր է կազմակերպության գործառնություններն ու գործունեության արդյունքներն իր ռազմավարական նպատակներին համապատասխանեցնելու, շահակիցների և հատկապես աշխատակիցների ներգրավվածությունը բարձրացնելու, ինչպես նաև գործունեության երկարաժամկետ հաջողությունն ու գերազանցությունն ապահովելու համար: Այս գործընթացը ներառում է մշակույթի կառավարման փորձի ձևավորման և զարգացման փուլեր, որոնք միտված են բարենպաստ աշխատանքային միջավայրի ապահովմանը և դրա միջոցով կազմակերպության ռազմավարական նպատակների իրականացմանը:

Հոդվածում ներկայացված է Հայաստանի Հանրապետության (ՀՀ) բուհերում կազմակերպական մշակույթի կառավարման մոդելը, ինչպես նաև՝ կազմակերպական մշակույթի կառավարման փուլերը: Մոդելը մշակվել է մասնագիտական գրականության համալսարանական ուսումնասիրության արդյունքների և միջազգային լավագույն փորձի հիման վրա: Ոլորտին առնչվող հետազոտությունների արդյունքների հիման վրա մշակված այս մոդելը և՛ ձևով է, և՛ հարմարեցված է ՀՀ բուհերի գործունեության համատեքստին, կարիքներին և մարտահրավերներին: Այս հոդվածն ընդգծում է հայաստանյան բուհերում կազմակերպական մշակույթի կառավարման կառուցվածքային մոտեցման կարևորությունը: Արդյունավետ կառավարվող կազմակերպական մշակույթն էական նշանակություն ունի այնպիսի միջավայրի ստեղծման համար, որտեղ ներքին շահակիցները (ուսանողները, դասախոսները, անձնակազմը) կկարողանան համագործակցել և զարգանալ: Արտաքին շահակիցները կարող են աջակցել կազմակերպական մշակույթի

կառավարման գործընթացներին՝ տրամադրելով ռեսուրսներ, կարծիքներ, առաջարկություններ և ուղղորդումներ՝ ի նպաստ կազմակերպության մրցունակության բարձրացման և երկարաժամկետ զարգացման: Այդպիսի մշակույթը ոչ միայն խթանում է բուհի զարգացումը, ակադեմիական գերազանցությունը, այլև նպաստում է ակադեմիական համայնքի ընդհանուր բարեկեցությանը և բավարարվածությանը:

Մոդելը տրամադրում է նաև կազմակերպական մշակույթի կառավարման հայեցակարգային կառուցվածք: Այս մոտեցումը երաշխավորում է մշակույթի դինամիկ և հաստատության շահակիցների կարիքներին արձագանքող բնույթ: Ընդհանուր առմամբ այս հոդվածն ընդգծում է կազմակերպական մշակույթի կառավարման նշանակությունը բարձրագույն կրթության ոլորտում և տրամադրում է համապարփակ ուղեցույց հայաստանյան բուհերի համար, որոնք ձգտում են գերազանցության հասնել հստակ սահմանված և կազմակերպական մշակույթի կառավարման գործուն մոդելի միջոցով:

**Բանալի բառեր և բառակապակցություններ.** կազմակերպական մշակույթ, կազմակերպական մշակույթի կառավարում, կազմակերպական մշակույթի կառավարման մոդել, բուհերի կազմակերպական մշակույթ:

## Introduction

Organizational culture is a fundamental element that reflects the core values, beliefs and traditions of higher education institutions (HEIs) and influences their success and effectiveness of performance. In the RA, HEIs are increasingly striving to focus on cultivating a strong and positive organizational culture to enhance their academic and administrative performance. This article also analyzes the essentials and strategic stages of the organizational culture management. An effective management model of organizational culture for the RA HEIs integrates external (microenvironment, macroenvironment, mesoenvironment) and internal (inputs, processes and systems, outputs/results, outcomes/impact) environments. By focusing on these core components and implementing strategic approaches, the HEIs in Armenia can cultivate a positive and dynamic culture that supports their mission, enhance institutional performance, and foster a thriving academic community and produce competitive advantage. The effective management of organizational culture in the RA HEIs is essential for fostering an environment conducive to academic excellence and innovation. This article explores a comprehensive management model designed to optimize organizational culture in RA HEIs. By emphasizing the collective responsibility of all stakeholders – ranging from senior leadership to faculty, staff, and students – this model ensures a dynamic and inclusive cultural framework. Each role plays a pivotal part in developing, implementing, and sustaining cultural initiatives. Senior leadership provides strategic direction, faculty and staff integrate cultural practices into daily operations, and students contribute through active participation and feedback. This collaborative approach not only enhances the institutional culture but also aligns it with the broader mission and values of the institution, ultimately leading to a more cohesive and supportive educational environment.

## Theoretical and methodological framework

The model proposed for the RA HEIs has been developed based on the results of an in-depth analysis of the professional literature and international best practices, including various research results related to this field (Clark 1972, 1983; Deal & Kennedy 1982; Masland 1985; Tierney 1988; Kotter & Heskett 1992; Dill & Sporn 1995a; Sporn 1996; Maassen 1996; Bartell 2003; Schein 2010; Խաչատրյան 2016; Shattock 2020; Մսկաթյան 2022; Puiu 2023). This paper highlights the crucial importance of a structured approach to transforming the management of organizational culture in RA HEIs. Edgar Schein [10] defines organizational culture as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, which have worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. In the HEIs level, organizational culture can be defined as the values and beliefs of HEIs stakeholders (i.e., HEI's governing bodies, administrators, faculty, students, support staff), based on tradition and verbal and nonverbal communication [4], [1]. Over the past few decades, organizational culture has been the subject of much research due to its complexity. Organizational culture in higher education management has been recognized as an important area of research by only a few authors [7]. Especially Clark [2], [3] developed the concept of organizational saga and its influence on different types of academic beliefs. Tierney [13] tried to establish key cultural dimensions that could be used by administrators to change institutional elements that are out of balance with the predominant culture. Masland [8] looked at methods and techniques for uncovering the relationship between organizational culture and higher education. Organizational culture is the basis of the HEI's activity potential, it largely determines the success of the HEI in the long term. Organizational culture is what distinguishes one institution from another. The success of the HEI is determined not only by knowledge, not only by breakthroughs in the field of technologies and educational innovations, but to a large extent by the moral principles by which the HEI operates, its common culture and value-driven practices. Organizational culture plays a crucial role in contemporary management of higher education institutions (HEIs). It focuses on optimizing staff functionality, enhancing their work effectiveness and output, increasing staff loyalty and motivation, and ensuring overall job satisfaction, and in general ensuring the effective activities of the HEI [15].

## Results and Discussion

A HEI culture involves stories, special language, norms, institutional ideology and attitudes that emerge from individual and organizational behavior [13]. Research in higher education, however, has moved toward defining managerial techniques based on strategic planning, marketing, and management oversight. In the RA HEIs, leaders and administrators often base their understanding of cultural conditions and influences on experiential knowledge and experience, rather than on systematic analysis. This experiential approach can lead to gaps in effectively managing and

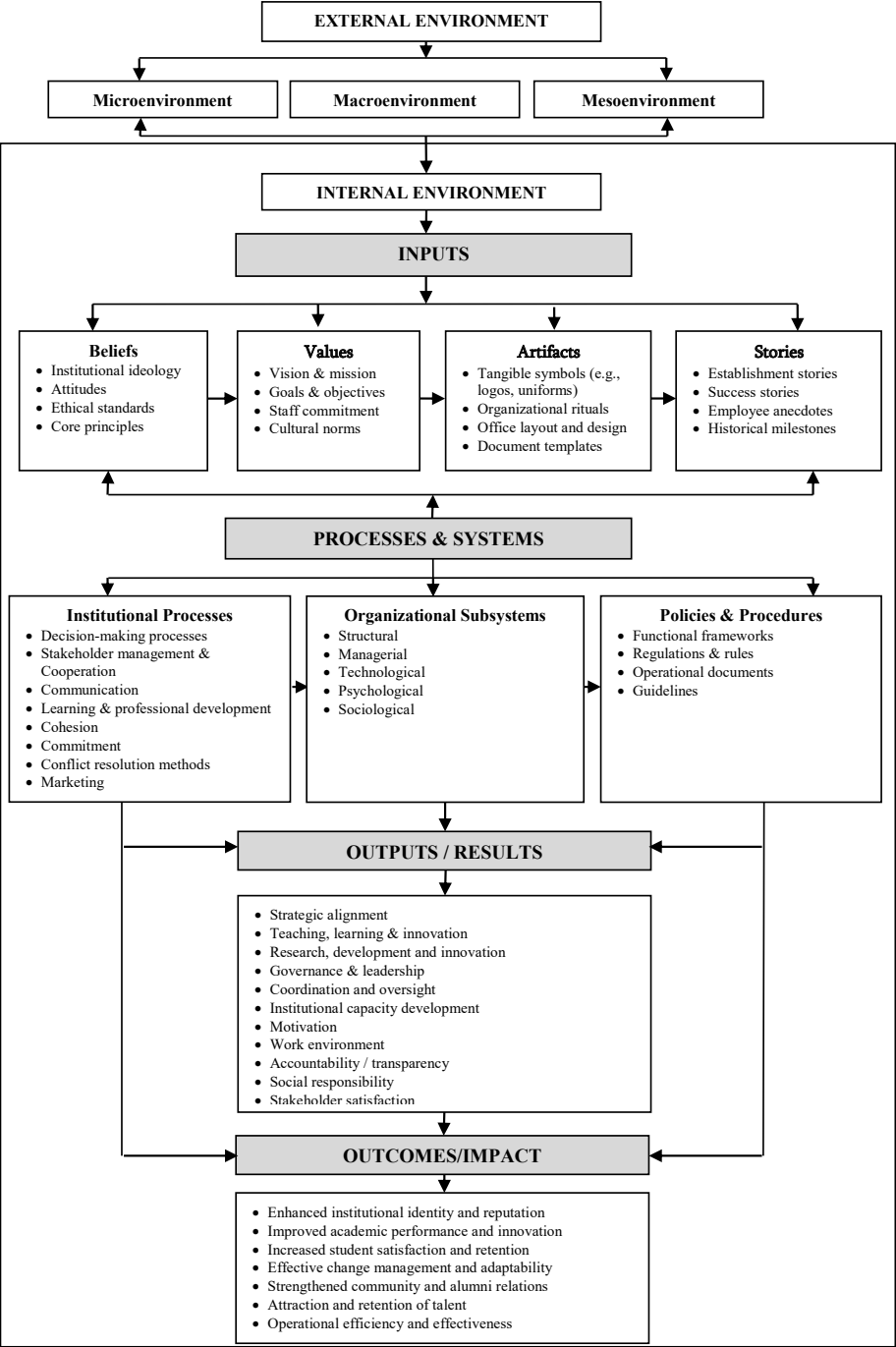
shaping organizational culture. University leaders and managers should sense the general mood or prevailing attitudes within the institution, but without a structured model to assess and address these cultural factors, their decision-making can be inconsistent and reactive. This underscores the need for a comprehensive and strategic management model that provides leaders with concrete stages and actionable insights to better navigate and influence the cultural dynamics at play. Leaders and managers have only a passive awareness of cultural codes, norms, symbols, beliefs and conventions and tend to recognize organizational culture only when conflicts are about to burst and adverse relationships manifest in a variety of forms. As a result, individuals find themselves dealing with organizational culture in an atmosphere of crisis instead of calm reflection and consensual change [13]. Since HEIs are complex organizations with strongly formalized structure and convoluted control mechanisms, HEI culture as a regulator needs special attention. The increased interest in the application of organizational culture to HEIs derives from almost the same problems business companies are facing. A new, more competitive environment, less public funding, changes in the role of the state, or the claim for more academic management, accountability, and autonomy let HEIs encounter problems like adaptation, coordination, communication, evaluation or effectiveness [5]. Taking into consideration the experiences deriving from business cases, different types of cultures seem to facilitate the management and the performance of HEIs in times of a more dramatically changing environment. A kind of “ideal” culture can facilitate the following functions [12], [6] identification (who are we?), motivation, legitimization (why do we do the work?), communication (to whom do we talk?), coordination (with whom do we work?), development (what are the perspectives?). If all or most of these functions are supported by the culture, the organization can better adapt to environmental changes and address innovations [12], [6]. Since many HEIs are facing new developments in their directions and functions, strategies have to be developed in order to set the guidelines for dealing with changing internal and external conditions. HEI culture management refers to the processes of cultivation and maintenance of the academic values, norms, and practices that define the unique environment of a higher education institution and diverse landscape. This includes [9]: 1) Academic values that emphasize the importance of academic freedom, integrity, and the pursuit of knowledge. 2) Principles of collegiality and collaboration that encourage a collaborative environment where faculty, staff, and students work together in pursuit of educational and research goals. 3) Traditions and rituals that uphold long-standing traditions and ceremonies that foster a sense of belonging and continuity.

HEIs as complex social organizations are dependent on the external environment and the culture plays a major role for strategic management. The specific external environment and its influence on the university lead to the development of a distinctive academic culture. Mission statements and intentions for decision-making are the basis for the formulation of university goals and strategies. Depending on the culture, the mission and intentions will be influenced

and over time will affect the culture as well. Goal and strategy formulation as part of strategic management can therefore be limited to certain alternatives which fit the culture. Assessing the culture and integrating the results in management processes enhances the possibilities of cultural changes at universities. Involving a diverse and large number of university members into a strategic planning effort is only one example. Generally, the central idea of understanding HEI culture is “to minimize the occurrence and consequences of cultural conflict and help foster the development of shared goals” [13]. In the context of Armenian HEIs, the organizational culture model must be tailored to address specific local challenges while embracing global standards. The proposed model for RA HEIs has been thoroughly developed based on comprehensive professional literature review findings and international best practices, encompassing diverse field-related research outcomes. Specifically, the model integrates insights from an in-depth analysis of the charters, institutional accreditation processes, and self-evaluation reports of public and private Armenian HEIs. The study of public and private Armenian HEIs revealed that the proposed model is exceptionally well-suited to their organizational contexts. This model aims to align the institutional culture with RA HEIs educational objectives and values, fostering an environment conducive to academic excellence, inclusivity, and institutional growth. The model proposed to the RA universities has been developed based on the findings of international practices, including field related research different outcomes. Here is a detailed model for managing organizational culture in RA HEIs.



FIGURE 1. THE MANAGEMENT MODEL OF ORGANIZATIONAL CULTURE IN HEIs



The HEI external environment encompasses various factors outside the institution that can impact its operations, performance and strategic direction. By analyzing the external environment, the HEI consistently coordinates and evaluates possible changes affecting its activities and information on development trends, predicts development directions, as well as an assessment of the impact of existing and potential trends degree on one's own activity [14]. The external environment consists of three key components: the microenvironment, the macroenvironment and the mesoenvironment. The microenvironment in a HEI context includes the internal, day-to-day factors and interactions that directly influence the HEI organizational culture. The macroenvironment encompasses external factors that affect the HEI's culture indirectly. The mesoenvironment represents the broader organizational context within the HEI that influences its culture but is less directly controllable than the microenvironment.

In the context of HEIs, the internal environment refers to the various internal factors and conditions that influence how the institution operates and achieves its objectives. The HEIs' internal environment consists of four key components: inputs, processes and systems, outputs and outcomes/impact. The inputs interact in complex ways to shape the unique culture of an organization. The inputs refer to the various factors and resources that influence and shape the institution's cultural environment. The inputs are foundational elements that contribute to the development and evolution of the HEI's culture.

The processes and systems include institutional processes, organizational subsystems, policies and procedures. Understanding these components and their interplay can help in creating a more effective and harmonious organization.

The outputs of the organizational culture management model in HEIs, categorized under various focus areas, encompass several critical aspects:

1. **Strategic Alignment:** the process of adjusting and coordinating an organization's activities, resources, and strategies to achieve its long-term goals and objectives effectively, vision and mission integration specific, measurable metrics used to assess progress towards achieving long-term strategic goals and objectives, operational alignment.
2. **Teaching, Learning and Innovation:** enhanced quality and delivery of educational programs, innovative pedagogy (adoption of innovative teaching, learning and assessment methodologies and practices), improved student engagement and academic performance, dynamic culture of innovation and competitive problem-solving, innovative pedagogy.
3. **Research Development and Innovation:** increased research output and quality, integration of new technologies and innovative research practices, enhanced collaboration between academia and industry.
4. **Governance & Leadership:** development of effective and visionary leadership, empowerment of leaders to drive change and inspire others, creation of a shared vision and strategic direction, encouragement of lifelong learning opportunities for faculty and students.
5. **Coordination and Oversight:** improved organizational efficiency and effective

tiveness, streamlined processes and clear communication channels, effective governance and accountability structures, facilitation of knowledge sharing across the institution.

6. **Institutional Capacity Development:** strengthening of institutional capabilities and competencies, development of institutional learning (including professional development and training opportunities for staff, enhancement of institutional reputation and competitiveness, building adaptive and innovative institutional practices).
7. **Motivation:** increased motivation and job satisfaction among staff and faculty, recognition and reward systems that promote high performance, cultivation of a supportive and inclusive work environment, development of career advancement opportunities, enhancement of psychological contract.
8. **Work Environment:** creation of a positive and collaborative work culture, ensuring a safe and healthy work environment, promoting work-life balance and all types of well-being, encouraging teamwork and collaboration.
9. **Accountability/Transparency:** establishment of transparent accountability mechanisms, regular evaluation and feedback processes, ensuring responsible use of resources and ethical conduct, implementation of performance measurement systems.
10. **Social Responsibility:** a broad range of activities and commitments aimed at positively impacting society and addressing various global and local challenges.
11. **Stakeholder Satisfaction:** the degree to which the institution meets or exceeds the expectations, needs, and preferences of its various stakeholder groups. These groups include students, faculty, staff, alumni, employers, donors, and the broader community.

Together, these elements create a rich tapestry of institutional identity and organizational capacity influencing how members of the HEI community perceive and engage with their academic and social surroundings.

The outcomes/impact reflect how well the HEI's culture supports its mission, vision, and strategic goals, and they significantly influence various aspects of institutional performance and stakeholder experience. Below are the components of the outcomes/impacts:

### 1. Enhanced institutional identity and reputation

- **Unified vision and mission:** Strong organizational culture fosters a clear and unified vision, aligning faculty, staff, and students and other stakeholders with the HEI's mission. This shared sense of purpose can enhance the HEI's reputation and attract top talent.
- **Brand consistency:** A well-managed culture ensures consistency in messaging and actions, which can positively affect the HEI's public image and brand reputation.

### 2. Improved academic performance and innovation

- **Collaboration and support:** A positive culture promotes collaboration among departments and encourages interdisciplinary research, leading to

innovative academic programs and research breakthroughs.

- **Faculty and staff engagement:** When faculty and staff feel valued and supported, they are more likely to be engaged and productive, leading to higher quality teaching and research outputs.

### 3. Increased student satisfaction and retention

- **Supportive environment:** A culture that prioritizes student well-being and support services can enhance the overall student experience, leading to higher satisfaction and retention rates.
- **Enhanced learning experience:** Engaged and motivated faculty create a more stimulating and effective learning environment, improving student outcomes and satisfaction.

### 4. Effective change management and adaptability

- **Responsive to change:** An adaptable culture helps the HEI navigate changes more effectively, whether they involve curriculum updates, technological advancements, or shifts in higher education trends.
- **Resilience:** A strong organizational culture provides stability and resilience during periods of change or crisis, helping the institution to remain focused and effective.

### 5. Strengthened community and alumni relations

- **Alumni engagement:** A positive culture fosters strong connections with alumni, who can contribute through mentoring, fundraising, or advocacy. Engaged alumni also enhance the HEI's network and reputation.
- **Community integration:** A culture that emphasizes community involvement and social responsibility can strengthen relationships with local and global communities, enhancing the HEI's role and impact.

### 6. Attraction and retention of talent

- **Recruitment:** A positive and well-managed culture attracts high-quality faculty, staff, and students who are seeking a supportive and dynamic environment.
- **Retention:** A strong culture contributes to job satisfaction and loyalty, reducing turnover rates among faculty and staff.

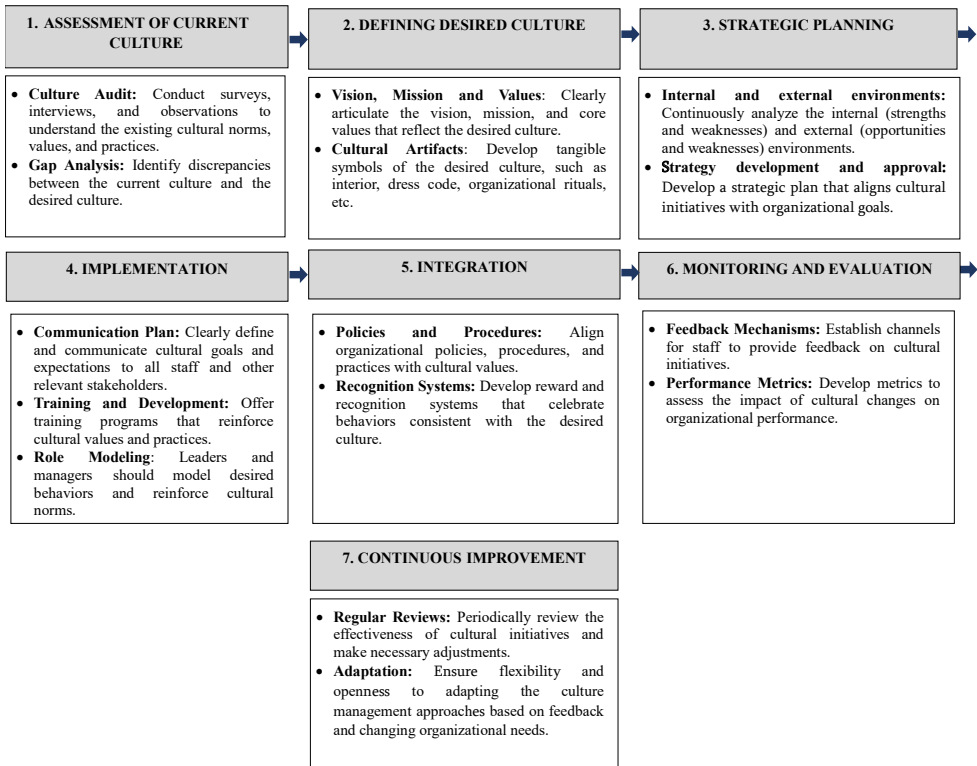
### 7. Operational efficiency and effectiveness

- **Process improvement:** A culture that promotes continuous improvement and feedback can lead to more efficient administrative processes and better resource management.
- **Problem-solving:** Collaborative and innovative cultures are better equipped to tackle challenges and find effective solutions, enhancing overall operational effectiveness.

Understanding internal and external environments facilitate HEIs to navigate challenges, seize opportunities, and adapt their strategies to better serve their students, faculty, and communities. No matter the type of the organizational culture, if it is in alignment with the internal and external environments, it will be conducive to the staff's identifying themselves with their organization. In the context of the

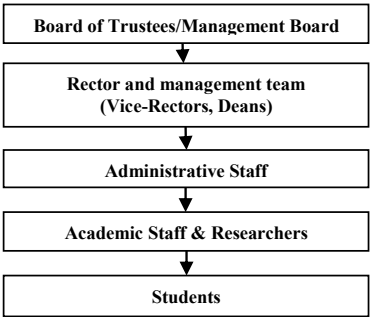
management model of organizational culture in the HEIs, the processes play crucial roles in shaping a collaborative and effective academic environment. These processes are interrelated and essential for fostering a positive and productive HEI culture. Implementing this model is not merely an option but a strategic imperative for the Armenian HEIs. As the higher education sector in Armenia faces increasing pressures from globalization, technological advancements, and the need for enhanced academic quality, the model offers a structured pathway to adapt and thrive. It emphasizes leadership development, collaborative practices, and the alignment of strategic priorities, organizational goals and objectives, with cultural change initiatives—key elements that are often missing or underdeveloped in the existing frameworks of Armenian universities. By embracing this model, HEIs in Armenia can ensure they are not only meeting accreditation standards but are also cultivating a robust, adaptable, and progressive organizational culture that supports their long-term success and relevance in the global educational landscape. This tailored approach will empower Armenian universities to transition from traditional operational paradigms to innovative, strategic, and student-centered institutions that are well-positioned to lead in the 21st century. Managing organizational culture involves several key stages to ensure that the culture aligns with the other components of organization (Figure 2).

FIGURE 2. STAGES IN THE ORGANIZATIONAL CULTURE MANAGEMENT



To realize and implement effectively a management model of organizational culture in HEI, several key people are essential. Each of these roles contributes in unique ways to developing, embedding, and maintaining the desired organizational culture. Here’s a breakdown of these crucial roles (Figure 3).

**FIGURE 3. ROLES AND RESPONSIBILITIES IN ORGANIZATIONAL CULTURE MANAGEMENT IN RA HEIs**



Organizational culture management in the RA HEIs is a collective responsibility that involves all stakeholders, as depicted in Figure 3. Each role with its responsibility framework, from senior leadership to staff and students, is crucial in developing, implementing and sustaining an effective organizational culture model. The synergy among these roles fosters a cohesive and supportive environment essential for achieving cultural goals. Leadership provides the vision and sets the tone, while faculty and staff drive day-to-day cultural practices. Students, as key stakeholders, contribute to and shape the culture through their engagement and feedback. This collaborative approach ensures that the organizational culture is dynamic, inclusive, and aligned with the institution’s values and objectives. Below are the main functions of these key individuals in managing organizational culture.

***Board of Trustees/Management Board***

- **Governance and Oversight:** Ensuring that organizational values and cultural norms align with the mission and vision of the entity. Providing strategic direction and set policies that influence the cultural climate.
- **Leadership and Support:** Modeling desired behaviors and reinforcing cultural values through their actions and decisions. Supporting leadership in promoting a positive culture and address any cultural issues that arise.
- **Strategic Planning:** Integrating cultural considerations into strategic planning and decision-making processes, ensuring that culture supports organizational goals and long-term sustainability.
- **Accountability and Evaluation:** Monitoring and evaluating the impact of cultural initiatives and policies, and holding leadership accountable for maintaining a healthy and productive organizational culture.
- **Fiduciary Responsibilities:** Caring for and being loyal to the institution.

***Rectors and Management team***

**Rector’s Functions:**

- **Cultural Leadership:** Embodying and promoting core values and ethical standards. They serve as a role model for behavior and decision-making, influencing the overall cultural environment.
- **Strategic Vision:** Providing strategic direction that integrates cultural considerations, fostering an environment that supports innovation, inclusivity, and collaboration.
- **Conflict Resolution:** Addressing and resolving cultural conflicts and challenges, and ensuring a positive and cohesive working environment.

**Management Team’s Functions:**

- **Policy Development:** Developing and implementing policies that shape organizational culture, ensuring that they align with the institution’s mission and values.
- **Cultural Implementation:** Executing and reinforcing cultural initiatives and values in daily operations, ensuring that the culture is lived out throughout the organization.
- **Communication:** Facilitating open communication about cultural expectations and changes, and gathering feedback to address cultural concerns.
- **Employee Engagement:** Promoting a positive work environment by recognizing achievements, fostering teamwork, and supporting professional development in line with cultural values.
- **Monitoring and Feedback:** Assessing the impact of cultural initiatives and making adjustments based on feedback and performance metrics to ensure alignment with organizational goals.

***Administrative Staff***

- **Cultural Integration:** Implementing and upholding organizational policies and procedures that reflect and reinforce the organization’s values and cultural norms in day-to-day operations.
- **Communication Facilitation:** Ensuring clear and consistent communication of cultural values, expectations, and updates across the organization, helping to keep everyone informed and aligned.
- **Support and Assistance:** Providing support to leadership and staff by assisting in the execution of cultural initiatives, programs, and events that promote a positive and cohesive work environment.
- **Feedback Collection:** Gathering and relaying feedback from staff about cultural issues and concerns, helping to identify areas for improvement and facilitate a responsive and adaptive culture.

### *Academic Staff & Researchers*

- **Modeling Values:** Demonstrating and embodying the institution's core values and cultural norms in their interactions with students and colleagues, serving as role models.
- **Cultural Integration:** Integrating organizational values into their teaching methods, curricula, and classroom management, helping to reinforce and promote the desired culture within the academic environment.
- **Student Engagement:** Fostering a positive and inclusive classroom environment that reflects and supports the organization's culture, encouraging student engagement and participation.
- **Feedback and Communication:** Providing feedback to the administration on cultural issues and student concerns, and communicating cultural expectations to students to support alignment with institutional values.

### *Students*

- **Cultural Participation:** Engaging actively in cultural and institutional activities, thereby helping to shape and reinforce the organizational values and norms.
- **Peer Influence:** Modeling desired behaviors and attitudes among peers, contributing to a positive and supportive cultural environment within the academic community.
- **Feedback Provision:** Providing constructive feedback to the administration and faculty on cultural aspects of the institution, helping to identify areas for improvement and facilitate a responsive culture.
- **Community Building:** Contributing to a sense of community and inclusiveness through involvement in student organizations, events, and collaborative projects that reflect and support the institution's cultural values.

In managing organizational culture, rectors or managers will find that their staff are their greatest assets and greatest allies. As with organizational culture development, managing organizational culture starts with strong leadership that provides the framework for an authentic, caring culture to flourish – and continues to grow organically from the bottom up. When managed well, a strong organizational culture will keep staff united with a shared sense of purpose that motivates them and gives meaning to their work. This is why culture management isn't just the responsibility of leadership, it is the responsibility of every team member in the organization. When well-managed and reinforced often, staff will ensure that the organization stays true to its mission, vision, and values.

Good academic work flourishes in academic cultures, which value academic interchange and give respect to colleagues and to students, and where certain modes of thought and academic processes are regarded as customary and normative. Organizational cultures cannot stand still and must adapt to changing conditions, but the institutional leader or dean who chooses to suborn the culture or set it aside risks losing a powerful set of academic safeguards and a climate



which facilitates progress and will probably stimulate internal political turbulence and negative reactions to adapting to change [11].

**Conclusion:** Organizational culture management refers to the strategies and practices that leaders and managers use to shape, influence, and maintain the culture within an organization. Achieving long-term success and excellence, improving stakeholder and employee involvement, and matching an organization's operational procedures and inputs with its strategic aims and outcomes all depend on effective culture management. This process entails developing, putting into practice, and iteratively improving cultural practices to promote a supportive work environment that aligns with the organization's values and strategic goals. The stages of organizational culture management are described in the article along with the management model for managing organizational culture in RA HEIs. The management model is adaptive and flexible enough to fit the needs, circumstances, and difficulties faced by Armenian HEIs. Stakeholders may boost the institution's growth and performance, which will eventually give it a competitive advantage, by contributing important insights (ongoing feedback and guidance), resources, and support. It promotes academic performance and institutional growth in addition to the general happiness and well-being of the academic community. In addition, the model offers a theoretical framework for regulating organizational culture. By using this approach, the culture is guaranteed to stay flexible and adaptable to the changing demands of the organization and its stakeholders.

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*The article has been submitted for publication: 02.08.2024*

*Հոդվածը ներկայացվել է լրագրության. 02.08.2024*

*Статья представлена к публикации: 02.08.2024*

*The article is sent for review: 19.08.2024*

*Հոդվածն ուղարկվել է գրախոսության. 19.08.2024*

*Статья отправлена на рецензию: 19.08.2024*

*The article is accepted for publication: 23.08.2024*

*Հոդվածն ընդունվել է լրագրության. 23.08.2024*

*Статья принята к печати: 23.08.2024*