

ОРГАНИЗАЦИОННАЯ КУЛЬТУРА В ВУЗАХ: ИЗУЧЕНИЕ МЕЖДУНАРОДНОГО ОПЫТА**Макарян Мариам**

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Аннотация

Организационная культура эффективного функционирования вузов – одна из главных предпосылок обеспечения положительной среды. Хотя организационная культура и носит неформальный характер, она может служить важнейшим фактором принятия управленческих решений и повышения качества соответствующих процессов. В данной статье рассматриваются четыре основных вида организационной культуры (клановая, адхократия, рыночная, иерархическая) в международных вузах. Анализ специальной литературы показывает, что на международном уровне клановая организационная культура в основном доминирует. Даже если университеты и перенимают другие виды организационной культуры, они все равно стремятся к тому, чтобы опираться на клановую организационную культуру. Клановая культура, в свою очередь, способствует формированию у членов сообщества чувства сплоченности и, соответственно, повышает их ответственность и организационную приверженность. В рамках клановой культуры все сотрудничают в целях совершенствования процесса организации, что облегчает принятие наиболее оптимальных для данной группы коллективных решений.

Ключевые слова: организационная культура в вузах, типы организационной культуры, организационная культура в международных вузах.

**ԿԱԶՄԱԿԵՐՊԱՎԱՆ ՄՇԱԿՈՒՅԹԸ ՀԱՄԱԼՍԱՐԱՆՆԵՐՈՒՄ. ՄԻԶԱԶԳԱՅԻՆ ՓՈՐՉԻ
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Անփոփում

Կազմակերպական մշակույթը բուհերի արդյունավետ գործունեության և բարենպաստ միջավայր ապահովող հիմնական նախադրյալներից է: Թեև կազմակերպական մշակույթը ոչ ֆորմալացված բնույթ ունի, սակայն վճռորոշ գործոն կարող է լինել կառավարչական որոշումների կայացման և գործընթացների որակի ապահովման համար: Հոդվածում ուսումնասիրվում են միջազգային համալսարաններում կազմակերպական մշակույթի չորս հիմնական տեսակները (ձկուն, խմբային, աստիճանակարգության և շուկայական մշակույթները): Համեմատելով և վերլուծելով մասնագիտական գրականությունը՝ ակնհայտ է դառնում, որ միջազգային բուհերում հիմնականում գերիշխում է ձկուն կազմակերպական մշակույթը: Եթե անգամ որևէ համալսարանում կազմակերպական մշակույթի ինչ-որ տեսակ ավելի գերիշխող է, բուհերը, այդուհանդերձ, սովորաբար ձգտում են ունենալ ձկուն կազմակերպական մշակույթ: Ձկուն մշակույթը նպաստում է անձնակազմի անդամների միջև համախմբվածությանն ու կապվածությանը՝ նպաստելով նրանց՝ տվյալ կազմակերպությանը պատկանելու զգացումի և հանձնառության ամրապնդմանը: Ձկուն մշակույթում բոլոր դերակատարները համագործակցում են կազմակերպության բարելավման նպատակով, ինչն էլ առավել դյուրին է դարձնում համատեղ որոշումների կայացումը:

Բանալի բառեր: Կազմակերպական մշակույթը բուհերում, կազմակերպական մշակույթի տեսակները, կազմակերպական մշակույթը միջազգային բուհերում:

ORGANIZATIONAL CULTURE AT THE UNIVERSITIES: COMPARATIVE STUDY OF INTERNATIONAL PRACTICES

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Summary

Organizational culture for effective functioning of universities is one of the main prerequisites for ensuring a good environment. Although organizational culture is informal in nature, it can serve as a crucial factor in managerial decision-making and quality enhancement of processes. The current article explores four main types of organizational culture (clan, adhocracy, hierarchy and market cultures) [4] at international higher education institutions (HEIs). By comparing and analyzing the professional literature, it becomes evident that at international HEIs clan organizational culture is more vivid. Even if other types of organizational culture are mostly adopted by universities, they still strive to have a clan organizational culture. Clan culture fosters a sense of cohesiveness and connectedness among members, and, respectively, enhances their ownership and organizational commitment. In a clan culture, everyone collaborates for the betterment of the organization, making it easier to make collective decisions that are best for the group.

Keywords: organizational culture at universities, organizational culture types, organizational culture at international universities.

Brief introduction. Organization is a structure that consists of people with different characteristics in social, cultural, psychological and academic terms. In other words, each of people in an organization may have different backgrounds, habits, hobbies, behaviors, beliefs, and values. In the same way, these people may contribute to the organization or benefit from it as the leader, a member or a stakeholder of the organization. Despite all these differences, the organization is the structure that holds these people together for a specific purpose and let them be in a constant interaction with each other to achieve the objectives of the organization. Understanding organizational culture is of fundamental importance in examining what goes on in organizations, how to run them and how to improve them [4].

Organizational culture refers to the shared values, beliefs, behaviors, and customs that shape an organization's actions and decisions. Like every organization, the university has its own specific culture. Everything from the university's name, logo, colors, mission, and history to the university's campus, architecture, the method of management, graduates, community is a part of this culture. Each university has an institutional culture with its goals, beliefs, and traditions evolved from its history, as well as subcultures shared between administrators, faculties and students. A university's organizational culture is a unique and distinct phenomenon as it is grounded on the principles of knowledge and learning, creating a self-organized system that facilitates various relationships, including internal relations between management, employees, and students (who are the recipients of educational services), as well as external relations with employers, alumni, prospective students and their families. Organizational culture has become a means for pursuing university's mission over centuries. The University's preferred organizational culture, whatever it may be, is crucial in driving the organization and its employees towards optimal and efficient performance. Organizational culture has the potential to enhance organizational performance. Organizational performance varies from university to university, determining a code of conduct in teaching staff and students, facilitating motivation through recognition, fostering self-development, and serving as a model for employees' behavior and attitude [1].

Formulation of the problem. Universities possess unique traits of organizational culture that are identified, evaluated, and developed through creation and accumulation of knowledge, skills, and abilities, resulting in competitive advantages over other institutions. As the global economy and educational systems become increasingly interconnected, enhanced understanding of how universities shape organizational behavior and performance is becoming a crucial factor for education providers and other key role players that operate at both national and international levels.

A short analysis of current research and publications related to the problem. The methodological basis of this article includes the results of studies and comparative analyses of professional literature and best practices (Aysun C., Chang Z.; Berrio A.; Bulach C., Lunenburg F. C. & Potter L.; Cameron S. & Quinn E.; Dębski M. *et al.*, Dedoussis E.; Givens J.; Gorzelany J. *et al.*, Hartnell A., Kotter J.; Ou Y. and Kinicki A.; Miguel P. C.; Muller R.; Omerzel R., Biloslavo A., Trnavcevic A.; Qaiser J., Aamer H., Maliha B. The article presents an overview of the issue by synthesizing, analyzing, and summarizing the findings of different approaches to best practices of organizational culture in various HEIs.

Aim of the publication. The purpose of this article is to discover core differences in the perception of organizational cultures types at universities based on a comparative study of international experience and comprehensive analysis of professional literature and best practices.

Research novelty. A comparative analysis of the organizational culture of various higher education institutions across different countries was conducted and presented with a novel interpretation. Previously, a comprehensive examination and comparison of university organizational cultures across different countries had not been accumulated and elaborated in a coordinated way. The research conducted on this matter, as a result of applied research, has the potential to enhance and improve university organizational cultures, ultimately contributing to greater efficacy of HEIs.

Presentation of the research. Organizational culture functions as a framework for adapting to both external and internal environmental factors, facilitating management improvement, as well as supporting in operational enhancement and strategy development. Culture change models are frameworks that help organizations assess and improve their organizational culture. As a result, various scholars have proposed diverse models to examine and evaluate organizational culture. Among these, Cameron and Quinn's "Competing Values Framework" (CVF) model is a widespread one to explain the organizational culture. The CVF is a tool that helps managers and leaders understand the dominant culture of their organization and how it affects their performance and outcomes. The CVF can help the managers gain insights into the strengths and weaknesses of the organizational culture and how it aligns with organization's vision, mission, and goals. The CVF model can also support the leadership of the organization to identify the areas of improvement and the strategies for culture change that are most suitable for organization. The CVF (see Figure 1) was developed initially from the research conducted by the University of Michigan faculty members on the major indicators of effective organizational performance. It has been found to be an extremely useful model for organizing and understanding a wide variety of organizational and individual phenomena, including theories of organizational effectiveness, leadership competencies and roles, organizational culture, stages of organizational life cycle development, organizational quality, leadership roles, financial strategy, information processing and capacity development. At the University of Michigan, the CVF is used to organize an approach to leadership and management development. Individual leadership competencies, for example, are developed and improved in the context of the organization's culture, its strategic competencies, financial strategies, pressing problems, and desired outcomes. All of these factors are measured by instruments based on the CVF, thus providing an integrated and consistent approach to individual and organizational development and improvement. An illustration of the CVF provides an illustration of the key values, leadership types, value drivers, approaches to change, and theories of effectiveness [4].

The CVF model has two dimensions; the first one differentiates an emphasis on flexibility, discretion, and dynamism from an emphasis on stability, order, and control. For example, some universities and managers are viewed as effective if they are changing, adaptable, and transformational. Other universities and managers are viewed as effective if they are stable, predictable, and consistent. The second dimension involves distinguishing between an internal focus on integration, collaboration, and unity, and an external focus on differentiation, competition, and rivalry. For instance, some universities are considered effective when they maintain harmonious internal relationships and processes, while others are considered effective when they successfully compete against others and carve out a unique market position. Together these dimensions form four quadrants, each representing a distinct set of organizational and individual factors. They identify, for example, the criteria of effectiveness that must be pursued by organizations, the leadership and managerial competencies that are most effective, the underlying culture of organizations, and so on. What is notable about these four core values is that they represent opposite or competing assumptions. Each dimension highlights a core value that is opposite from the value on the other end of the continuum. The dimensions, therefore, produce quadrants that are also contradictory or competing on the diagonal. The upper left quadrant identifies values that emphasize an internal, organic focus, whereas the lower right quadrant identifies values that emphasize external, control focus. Similarly, the upper right quadrant identifies values that emphasize external, organic focus whereas the lower left quadrant emphasizes internal, control values. These competing or opposite values in each quadrant give rise to the name for the model, the CVF. The CVF has been used to serve a variety of objectives from helping organizations to assess their existing and desired cultures so as to bring about major changes, to exploring the relationship between corporate culture, customer orientation, and innovativeness [4].

Figure 1. Model of Competing Values Framework (CVF)

<p style="text-align: center;">CLAN CULTURE</p> <p>Dominant Attributes: Cohesiveness, Participation, Teamwork, Sense of Family Leader Style: Mentor, Facilitator, Parent-figure Bonding: Loyalty, Tradition, Interpersonal, Cohesion Strategic Emphases: Toward Developing Human Resources</p>	<p style="text-align: center;">ADHOCRACY CULTURE</p> <p>Dominant Attributes: Creativity, Entrepreneurship, Adaptability, Dynamism Leader Style: Entrepreneur, Innovator, Risk Taker Bonding: Entrepreneurship, Flexibility, Risk Strategic Emphases: Toward Innovation, Growth, New Resources</p>
<p style="text-align: center;">HIERARCHY CULTURE</p> <p>Dominant Attributes: Order, Rules and Regulations, Uniformity, Efficiency Leader Style: Coordinator, Organizer, Administrator Bonding: Rules, Policies and Procedures, Clear Expectations Strategic Emphases: Toward Stability, Predictability, Smooth Operations</p>	<p style="text-align: center;">MARKET CULTURE</p> <p>Dominant Attributes: Competitiveness, Goal Achievement, Environment Exchange Leader Style: Decisive, Production- and Achievement-oriented Bonding: Goal Orientation, Production, Competition Strategic Emphases: Toward Competitive Advantage and Market Superiority</p>

The CVF model does not specify a preferred organizational culture; it hypothesizes that all four culture types operate at an organizational level and remain relatively stable over time. In fact, the model assumes that the four categories of culture pervade many aspects of an organization, influencing management conduct, the values that link workers with each other and, finally, organizational priorities.

Most organizations will show all of these characteristics to some degree. But what matters is that the characteristics of one, or perhaps two, of the quadrants will be clearly dominant. The quadrants for an organization at a particular time will depend on what it produces or does, where it

is in its lifecycle, the conditions under which it operates within the marketplace, and its source of competitive advantage. These four cultures are proposed as archetypes. In reality, organizations are expected to reflect all four cultures to some degree. According to CVF, there is a dominant culture (manifesting itself in the views of employees at all levels of the organization), but there is not one best organizational culture: all four cultures can operate in a given organization and with relative stability over time. It should also be mentioned that the four quadrants help to identify the existing experience in organization at the present time, and, separately, the way it should be in the future if it is to achieve its highest aspirations. In order to efficiently identify and analyze any of the quadrants, the organization should have the basic understanding of each types of organizational culture and respective peculiarities, which are provided below.

The *clan* culture is full of shared values and common goals, an atmosphere of collectivity and mutual help, and it emphasizes the empowerment of human resources. Cooperation, consideration, agreement, justice, and social equality are among the core ideals of the clan culture. Moreover, as in an extended family, loyalty and tradition bind the organization stakeholders together, and leaders are regarded as mentors. Managers must act democratically if they want to inspire and drive the staff to develop an organizational culture of excellence in a clan culture. When members of the organization have faith in, devotion to, and ownership of it, they act responsibly and establish a sense of ownership [6]. The employees are considered as family members and are provided with strong support and guidance. All organizational practices revolve around ‘internal customer’ development and various employee engagement initiatives are also introduced to enhance their performance. When a company focuses on the wellbeing and satisfaction of employees, people feel like they fit in and are appreciated. This supports morale and motivation to create a relaxed, cheerful workplace. Employees with similar, shared values create a family-like atmosphere where everyone feels backed by a group of people who see themselves as an all-star team. Many individuals might consider this the ideal work scenario. People crave more from their jobs than just a paycheck. They want to identify with an employer’s overall mission. When employees are proud to be a part of the group, they feel connected to teammates and the company’s values. If engaged, employees are driven to devote more energy toward their jobs and push beyond the minimum requirements. In turn, happy and devoted employees perform well and find creative ways to satisfy customers. A collaborative culture that feels like family imparts a sense of allegiance. Employees remain devoted to their colleagues and the company. This means they are likely to stand by the organization and do their part to see it succeed. Loyal employees stick around. Because they feel secure and satisfied, they don’t need to seek a new position elsewhere. Putting employees first can also have a ripple effect that spreads to customers. When employees are happy, engaged, and feel taken care of at work, they then treat customers with the same level of care and respect. This can lead to higher levels of customer satisfaction and a better overall customer experience. On the other hand, Givens [7] and other academics contend that clan cultures place a greater emphasis on interpersonal interactions among employees than on organizational efficiency and performance. It enhances the positive relationship of cooperation and collaboration among individuals.

Adhocracy culture is another type of organizational culture, according which the workplace is dynamic and risk-taking; the main values include experimentation, innovation, and entrepreneurship. In order to succeed, a leader must create distinctive and creative goods and services. In an adhocracy organizational culture, team members would need clarification on their work responsibilities, including the significance and influence of assignments to bring about change and creativity (which are the ultimate outcomes of an adhocracy culture) in the organization. Many people view adhocracy culture as a way to speed up decision-making. By allowing employees to make decisions without going through a long, bureaucratic process, the company can move forward with new ideas and changes more quickly. In an adhocracy culture, employees are encouraged to “think outside of the box” and come up with innovative solutions to problems. This can lead to higher levels of creativity and engagement [4]. As Hartnell et al. [9]

pointed out, an adhocracy culture places a strong emphasis on freedom, risk-taking, and creativity, meeting a variety of requirements and progress. Therefore, organizational leaders should devote more funds to research, innovation, and development to address these values. Moreover, in order to improve productivity and address customer satisfaction, it is crucial to encourage employees to initiate and participate in a variety of activities. In addition to allocating the appropriate resources, according to the research on organizational culture research, adhocracy culture and innovation entrepreneurial attitude are positively correlated with financial success over the long term.

Hierarchy culture, a very formalized and structured workplace, is characterized by the predominance of procedures, formal rules, stability, and predictability. It is the one that concentrates on internal upkeep, seeks stability and control, which one ensured by clearly defining tasks and enforcing rigid norms. As a result, it frequently adopts a formal approach to interpersonal interactions, where leaders must be effective managers, coordinators and organizers who stick to the party line. Thus, it comprises stability, consistency, reinforcement, and routes for clear communication, and it places a high value on economy, formality, reason, order, and obedience. In a hierarchical culture, organizational leaders or managers prioritize the development of effective control mechanisms that extend throughout the entire organization. Such a culture entails adherence to rules by all members and the existence of explicit procedures and guidelines for every action. The ultimate objectives of a hierarchical culture are effectiveness and efficiency. In a hierarchical culture, major decisions pass through many stakeholders from workaday team members to department heads to corporate executives. This can lead to difficulty making nimble decisions, but it also serves as a guardrail against impulsive decisions. This system helps maintain order and efficiency by ensuring tasks get completed quickly and according to plan. It also allows senior staff to oversee operations while remaining in control of the entire organization. However, it can be difficult for those at the bottom of the ladder who may feel powerless or frustrated due to their limited ability to make decisions or contribute their ideas [6].

Market culture emphasizes on external transactions with the environment, rather than the internal factors and management within the organization. The primary objective of the organization is to generate profits by engaging in market competition. A strong focus on success acts as a cohesive force for the organization, and its leaders are ambitious and driven producers. The organization endeavors to achieve reasonable and feasible goals through efficient and productive operations. Its members value qualities such as competition, hard work, attention to detail, assertiveness, and individual initiative. Its leaders tend to be hard-working producers, determined to surpass rivals and be at the top of their industry by upholding stability and control. The market culture tends to be result-oriented and is focused on completing the job. It places an emphasis on business dealings with other parties, such as suppliers and clients. Encouraging employees to be more competitive may help create more innovation in the company, creating new products, services or methods that can give companies a competitive advantage in their target market. With more competition and innovation, companies may realize higher profits long term, as they work harder to be more competitive internally and externally. New products and services can help a market culture company excel in their industry and attract new customers. Companies that embrace a market culture may respond more quickly to shifting market conditions and competitor actions, placing the company ahead of its competition and potentially claiming most of a market's customers [4]. According to Miguel [10], the competitive culture comprises of open communication, competition, competence, and achievement in addition to acquiring information about customers and competitors and creating appropriate goals. Additionally, as Miguel pointed out, in order to thrive in the cutthroat market, organizational leaders and managers must have a thorough understanding of their clients and market priorities. They must also continue to practice customer-driven leadership to guarantee the satisfaction of their clients.

The above mentioned cultures vary at universities depending on their national and cultural characteristics. For instance, clan culture is both the dominant and preferred culture in a number of American universities, though some of them reported a dominant type of “adhocracy” [2]. In

European universities the picture is different. Universities in Slovenia have a highly developed market culture [12], on the other hand, the German and Ukrainian universities host all cultures, but clan and adhocracy dominate there [8]. In contrast to this, Muller [11] characterized the organizational culture in German universities as being market oriented followed by adhocracy. As far as Polish universities are concerned, studies conducted [5] signaled that public universities had a predominantly hierarchy culture, whereas at non-public universities market culture is the dominant type. At the University of Kosovo employees of the university prefer clan culture and adhocracy culture, although market and hierarchical cultures prevail.

At Asian universities the types of organizational culture again differ from each other. For example, the dominant culture type of Turkish universities [1], as perceived by students, is hierarchical which has a traditional approach to structure and control as in bureaucracy. In Japan and Arab world universities the dominant is also hierarchical culture with aspects of stability, predictability, formality, and rule orientation [6]. Meanwhile, at the University of Pakistan [13] employees of the university mostly prefer clan culture and resent the prevailing market, hierarchical and adhocracy cultures.

It is crucial to note that the cultural approach and behavior of HEIs mentioned above are affected by a variety of factors, including national culture and government policies on education.

Examining the types of organizational culture, the preference of the types of organizational culture, it is also very important to find out what effect organizational cultures have on performance. Organizational culture and performance are clearly related, although the evidence regarding the exact nature of this relationship is mixed. The effects of organizational culture on employee behavior and performance can be summarized based on the four key ideas. Firstly, understanding an organization's culture enables employees to comprehend the organization's history and current methods of operation, which can provide direction regarding expected future behaviors. Secondly, organizational culture can promote a sense of dedication to the organization's beliefs and principles, resulting in a shared sense of working towards common objectives. In other words, organizational effectiveness is only possible when employees share common values. Thirdly, organizational culture, through its norms, can function as a control mechanism that directs behaviors towards desired and accepted behaviors. This is achieved by recruiting, selecting, and retaining individuals whose values align with the organization's values. Finally, certain kinds of organizational cultures may have a direct association with increased effectiveness and productivity compared to others [3].

Conclusions. To summarize, it is evident that clan culture is the most favored type of organizational culture at universities worldwide. Although there are universities where other types of organizational culture (market, adhocracy and hierarchy) predominate, clan culture remains the most efficient, taking into account into positive impact on HEIs performance.

A positive organizational culture can enhance productivity and simplify the work of employers. Clan culture, which entails a close-knit community that values collaboration and prioritizes the needs of its members, is an example of a positive culture in universities. However, it is essential to note that the preference for a particular type of organizational culture is not as significant as its positive impact on the organization's performance. Organizational culture plays a primary function in modeling the behavior and performance of the organization through collective efforts of individual members of the organization.

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