

HIGHER EDUCATIONAL INSTITUTION
“UNIVERSITY OF ECONOMICS AND LAW ‘KROK’”

Qualifying scientific work
as a manuscript

TAGHIKILANIDAMAVANDI LIYOUSA

UDC 005.32:005.7:331.108

DISSERTATION

TRANSFORMATION OF CORPORATE CULTURE MANAGEMENT:
INCLUSION, INTEGRATION AND ADAPTATION

073 – Management

07 Management and Administration

Submitted for the degree of Doctor of Philosophy

The dissertation contains the results of the author’s own research. The use of ideas, results, and texts of other authors is accompanied by references to the appropriate source.


.....**Taghikilanidamavandi Liyousa**

Scientific Supervisor: Petrova Iryna Leonidivna, Doctor of Economic Sciences,
Professor

Kyiv-2026

Abstract

Taghikilanidamavandi Liyousa. Transformation of Corporate Culture Management: Inclusion, Integration, and Adaptation. – Qualifying scientific work presented as a manuscript. Dissertation for the degree of Doctor of Philosophy (PhD) in Management, specialty 073 – Management, 07 Management and Administration “KROK” University, Kyiv, 2026. The dissertation provides a comprehensive theoretical, methodological, and practical justification for transforming corporate culture management in the face of socio-economic instability, dynamic organizational changes, hybrid employment, and post-war reconstruction in Ukraine. The relevance of the research is justified by the increasing need for organizational sustainability and competitiveness in an uncertain environment, where workforce displacement, social fragmentation, and reintegration of veterans and vulnerable groups pose significant challenges for business and management practice in Ukraine. Traditional approaches to corporate culture, developed in relatively stable economic conditions, do not provide sufficient tools for corporate culture management in protracted crisis conditions. Therefore, there is an objective need to create an integrated system of corporate culture management, combining ethical values with managerial tools. Grounded in the idea of corporate culture as a value and behavioral system, as well as an instrument of strategic management, the dissertation claims that corporate culture influences decision-making, leadership, social climate, and organizational sustainability in an uncertain business environment. Inclusion, integration, and adaptation are presented as three interconnected concepts of modern corporate culture, which play a vital role in determining organizational capacity for innovation, retaining the workforce, and sustainable development in an uncertain business environment.

Chapter 1, Concept, Structure, Functions, and Modern Features of Corporate Culture, presents an overview of the evolution of scientific approaches to managing corporate culture. The works of both Ukrainian and international authors, such as Grishnova, Doronina, Mihus, Petrova, Bielova, Zakharchin and Schein, Denison,

Hofstede, and Cameron & Quinn, are systematized and analyzed. The analysis shows that the classical models can explain the depth of cultural phenomena and their relationship with organizational performance but are still descriptive and not focused enough on the context of crises, hybrid work, and structured social inclusion. The chapter presents the arguments for an integrative approach, which links cultural diagnostics with implementation cycles and provides tools for quantitative assessment.

Chapter 2, Analysis of corporate culture management transformation in Ukrainian companies, presents the empirical foundation of the work. The author conducted a sociological survey among twenty-eight organizational units (cases) with independent managerial authority in the energy, industrial, and educational sectors. The analysis, which is based on the methods of comparison, correlation, and structural analysis, reveals the relationship between inclusive leadership, psychological safety, training intensity, and organizational stability. In order to make the qualitative characteristics of the cultural climate observable, the author developed original diagnostic tools and formulas, which are called: CEI – Corporate Environment Index, RII – Resilience Integration Index, SEI – Social Environment Index, TEI – Training Effectiveness Index.

Chapter 3 strategies for transformation of corporate culture management introduces the author's model: CIIRS – Cultural Integration and Inclusive Resilience System. The author explains how the elements of diagnosis, alignment, development, and evaluation are combined in a single cycle. The author also describes the practical mechanisms used in the approach: inclusion-based training programs, mentoring programs for veterans, leadership training programs, motivational instruments, and feedback. The author also explains how the approach was implemented in Ukrainian firms and how it was successful in improving social cohesion by 28%, adaptability by 24%, and employee engagement by 30%. Firms that implemented a systematic approach to inclusion and learning saw a 35-40% higher retention rate and a 25-30% higher motivation rate compared to firms that

had a more fragmented approach. The dissertation also offers scientific novelty with the creation of the CIIRS model, where corporate culture is defined as a measurable management system with ethical governance, social climate, and motivational infrastructure included in a single transformation cycle. From a methodological perspective, it is considered conceptually innovative in proposing the adaptive inclusivity approach, which conceives inclusion as a moral and economic imperative for organizational competitiveness. It is also considered innovatory in developing a new set of diagnostic indices (CEI, RII, SEI, TEI) and proposing corresponding formulas for quantitatively evaluating corporate culture transformation processes. Lastly, it is considered innovatory in substantiating the strategic importance of veteran integration as a structural element of corporate culture management in post-crisis contexts.

Furthermore, this research demonstrates that veteran integration isn't just an add-on; it is a strategic pillar of corporate culture management, especially when organizations are rebuilding after a crisis. Practical value is presented in the form of managerial tools verified in practice. The results were verified in practice at the Beiken Energy Company and two more enterprises, where the recommendations were positively rated by managers. The results were implemented in the curriculum of the “KROK” University in the course of Corporate Culture Management and Inclusive Leadership. A particular emphasis is placed on veteran integration as a test case for inclusive transformation. Enterprises that implemented mentoring and training for veterans showed much higher rates of adaptation and retention (35-40%) than enterprises that did not implement any support systems, proving that inclusion plays an essential role as a driver for resilience and innovation.

The results of the dissertation were reported at international and national scientific conferences held in Austin (USA), Estonia, and Kyiv. The author has disseminated 16 scholarly works, including seven articles published in peer-reviewed journals (three of them sole-authored) and ten conference proceedings. The

dissertation has an introduction, three chapters, conclusions, references, and appendices.

The total number of pages is 243, including 24 tables, 34 figures, 8 formulas, and 162 sources. The dissertation has a logical sequence from theoretical foundations to validation and implementation, demonstrating that the transformation of corporate culture management through inclusion, integration, and adaptation forms the basis for the development of resilient, socially responsible, and competitive organizations in post-crisis Ukraine.

Keywords: Corporate Culture Management, training and development, motivation, Veteran Integration, Leadership Development, Strategies of inclusion and adaptation, Human capital

АНОТАЦІЯ

Тагікіланіддамаванді Ліюса. Трансформація управління корпоративною культурою: інклюзія, інтеграція та адаптація. – Кваліфікаційна наукова праця на правах рукопису. Дисертація на здобуття ступеня доктора філософії (PhD) з менеджменту, спеціальність 073 – Менеджмент, 07 Управління та адміністрування. Університет економіки та права «КРОК», Київ, 2026.

Дисертація забезпечує комплексне теоретичне, методологічне та практичне обґрунтування трансформації управління корпоративною культурою в умовах соціально-економічної нестабільності, динамічних організаційних змін, гібридної зайнятості та післявоєнної відбудови в Україні. Актуальність дослідження зумовлена зростаючою потребою у забезпеченні організаційної стійкості та конкурентоспроможності в умовах невизначеного середовища, де переміщення робочої сили, соціальна фрагментація та реінтеграція ветеранів і вразливих груп створюють суттєві виклики для бізнесу та управлінської практики в Україні. Традиційні підходи до корпоративної культури, сформовані в умовах відносно стабільної економіки, не надають достатніх інструментів для управління корпоративною культурою в умовах затяжної кризи. У зв'язку з цим виникає об'єктивна потреба у створенні інтегрованої системи управління корпоративною культурою, що поєднує етичні цінності з управлінськими інструментами.

Базуючись на розумінні корпоративної культури як ціннісно-поведінкової системи та водночас інструменту стратегічного менеджменту, у дисертації стверджується, що корпоративна культура впливає на процеси прийняття рішень, лідерство, соціальний клімат та організаційну стійкість у невизначеному бізнес-середовищі. Інклюзія, інтеграція та адаптація представлені як три взаємопов'язані концепти сучасної корпоративної культури, що відіграють ключову роль у визначенні здатності організацій до

інновацій, утримання персоналу та забезпечення сталого розвитку в умовах невизначеності.

У розділі 1 «Поняття, структура, функції та сучасні особливості корпоративної культури» подано огляд еволюції наукових підходів до управління корпоративною культурою. Систематизовано та проаналізовано праці як українських, так і міжнародних авторів, зокрема Гришнєвої, Дороніної, Мігуса, Петрової, Белової, а також Шейна, Денісона, Хофстеде, Кемерона та Квінна. Аналіз засвідчує, що класичні моделі здатні пояснити глибинні культурні феномени та їх зв'язок із результативністю організації, однак залишаються переважно описовими і недостатньо орієнтованими на контекст криз, гібридної зайнятості та структурованої соціальної інклюзії. У розділі обґрунтовано необхідність інтегративного підходу, який поєднує культурну діагностику з циклами впровадження та надає інструменти кількісної оцінки.

Розділ 2 «Аналіз управління корпоративною культурою в динамічних компаніях» містить емпіричну основу дослідження. Автором проведено соціологічне опитування у 28 організаційних одиниць (кейсів) з незалежними управлінськими повноваженнями енергетичного, промислового та освітнього секторів. Аналіз, виконаний із застосуванням методів порівняння, кореляційного та структурного аналізу, виявив взаємозв'язки між інклюзивним лідерством, психологічною безпекою, інтенсивністю навчання та організаційною стабільністю. З метою забезпечення вимірюваності якісних характеристик культурного клімату автором розроблено оригінальні діагностичні інструменти та формули, а саме: CEI – Corporate Environment Index, RII – Resilience Integration Index, SEI – Social Environment Index, TEI – Training Effectiveness Index.

У розділі 3 «Шляхи удосконалення управління інклюзивною та адаптивною корпоративною культурою» представлено авторську модель CIIRS – Cultural Integration and Inclusive Resilience System. Пояснено, як елементи

діагностики, узгодження, розвитку та оцінювання поєднуються в єдиному циклі. Описано практичні механізми підходу: інклюзивно орієнтовані програми навчання, менторські програми для ветеранів, тренінги з розвитку лідерства, мотиваційні інструменти та системи зворотного зв'язку. Результати впровадження в українських компаніях засвідчили зростання соціальної згуртованості на 28%, адаптивності на 24% та залученості персоналу на 30%. Підприємства, що застосовували системний підхід до інклюзії та навчання, продемонстрували на 35–40% вищий рівень утримання персоналу та на 25–30% вищий рівень мотивації порівняно з компаніями, де підхід був фрагментарним.

Наукова новизна дисертації полягає у створенні моделі CIIRS, у якій корпоративна культура представлена як вимірювана управлінська система, що поєднує етичне лідерство, соціальну атмосферу та мотиваційну інфраструктуру. Запропоновано концепцію адаптивної інклюзивності, де інклюзія трактується як моральний імператив і водночас економічний чинник конкурентоспроможності. Розроблено систему діагностичних індексів (CEI, RII, SEI, TEI) та відповідні формули для кількісного аналізу трансформацій корпоративної культури. Обґрунтовано роль інтеграції ветеранів як ключової функції управління корпоративною культурою у післякризовий період.

Практична цінність дослідження полягає у розробці управлінських інструментів, перевірених у реальних умовах. Результати апробовано у компанії **Beiken Energy** та ще на двох підприємствах, де рекомендації отримали позитивну оцінку керівництва. Напрацювання впроваджено в освітній процес Університету «КРОК» у межах курсу «Управління корпоративною культурою та інклюзивне лідерство».

Особливий акцент зроблено на інтеграції ветеранів як тестовому кейсі інклюзивної трансформації. Підприємства, що впровадили менторські та навчальні програми для ветеранів, продемонстрували значно вищі показники адаптації та утримання персоналу (35–40%) порівняно з організаціями без

системної підтримки, що підтверджує роль інклюзії як драйвера стійкості та інновацій.

Результати дисертації були представлені на міжнародних та національних наукових конференціях у Остіні (США), Естонії та Києві. Автором опубліковано 16 наукових праць, у тому числі сім статей у фахових рецензованих виданнях (з них три – одноосібні) та десять публікацій у матеріалах конференцій.

Дисертація складається зі вступу, трьох розділів, висновків, списку джерел та додатків. Загальний обсяг роботи становить 243 сторінки, з яких 24 таблиці, 34 рисунки, 8 формул та 162 джерел. Логіка викладу відображає послідовний перехід від теоретичних засад до емпіричної перевірки та практичного впровадження, доводячи, що трансформація управління корпоративною культурою через інклюзію, інтеграцію та адаптацію формує основу для розвитку стійких, соціально відповідальних і конкурентоспроможних організацій у післякризовій Україні.

Ключові слова: управління корпоративною культурою, навчання та розвиток, мотивація, інтеграція ветеранів, розвиток лідерства, стратегії інклюзії та адаптації, людський капітал.

LIST OF PUBLICATIONS ON THE TOPIC OF THE DISSERTATION

In specialized scientific journals indexed in international scient metric databases

- 1) Taghikilanidamavandi Liyousa. Building a culture of excellence by transforming toxic corporate environments. *Social and Labour Relations: Theory and Practice*, Vol. 13, No. 2, 2023, pp. 33–41. DOI: 10.21511/slntp.13(2).2023.04. (0.56 printed sheets)
- 2) Taghikilanidamavandi Liyousa. Inclusive leadership and corporate culture management: strategies of inclusion and adaptation for veteran integration. *Scientific Notes of the University “KROK”*, No. 3(79), 2025, pp. 311–325. (0.94 printed sheets) DOI: [10.31732/2663-2209-2025-79-311-326](https://doi.org/10.31732/2663-2209-2025-79-311-326).
- 3) Liudmyla Shchetinina; Svetlana Rudakova; Irina Petrova; Oleksandr Rudakov; Liyousa Taghikilanidamavandi; Andrii Vasylenko. Electronic Human Resources Management as a Crucial Factor of Ukrainian Business Renovation. *Intelligent Sustainable Systems (WorldS4 2025)* Vol. 6, pp 158–168. (0.69 printed sheets total, including author's contribution – 0.11 printed sheets) DOI: [10.1007/978-3-032-11524-9_13](https://doi.org/10.1007/978-3-032-11524-9_13)
- 4) Petrova Iryna; Taghikilanidamavandi Liyousa. Human capital development as an instrument of cultural transformation. *Social and Labour Relations: Theory and Practice*, Vol. 15, No. 2, 2025, pp. 32–40. (0.56 printed sheets total, including author's contribution – 0.28 printed sheets)
DOI: 10.21511/slntp.15(2).2025.03
- 5) Taghikilanidamavandi Liyousa. The Economic and Social Role of Knowledge Adaptation in Corporate Cultures of Crisis-Affected Organizations. *GRAIL OF SCIENCE : inter. scientific journal*. –Vinnytsia : NGO «European Scientific Platform»; SI«Institute of Scientific and Technical Integration and Cooperation», 2026. –No 61, pp. 131–141
(0.69 rinted sheets) DOI 10.36074/grail-of-science.23.01.2026

- 6) Petrova Iryna, Taghikilanidamavandi Liyousa.** Systemic integration of crisis-affected workforce as a mechanism for preserving labor potential. *Економіка та суспільство* (Economy and Society), Issue 82, 2025, pp. 134–140. DOI: 10.32782/2524-0072/2025-82-190. **(0.44 printed sheets)**

Other international peer-reviewed journals

- 7) Taghikilanidamavandi Liyousa.** Unlocking potential: embracing neurodiversity and mental health in the workplace. *Economics, Finance and Management Review*, Vol. 4, No. 4, 2024, pp. 80–93. (0.88 printed sheets)
DOI: 10.36690/2674-5208-2024-4-80-93

Abstract

International Conferences

- 8.** Taghikilanidamavandi L.; Petrova I. Corporate Culture Management and the Measurement of Veteran Integration. International Scientific and Practical Conference, Austin, USA, 2025, pp. 78–83 (0.38 printed sheets total, including author's contribution – 0.19 printed sheets)
- 9.** Taghikilanidamavandi L.; Petrova I. Navigating Through Storms: Organizational Resilience, Managerial Adaptation, and Corporate Culture Change Amidst the Ukrainian War. ICEAF Conference, Estonia, 2024. DOI: 10.36690/ICEAF-2024-44-45 (0.38 printed sheets total, including author's contribution – 0.19 printed sheets)
- 10.** Taghikilanidamavandi L. Harmony Across Generations: Crafting an Integrated Corporate Culture Model. Estonia Conference, 2023 (0.31 printed sheets)

National conferences

11. Petrova Iryna; Taghikilanidamavandi Liyousa. New approach to corporate culture: innovating for post-crisis management resilience. Ukraine Conference, 2025
(0.50 printed sheets total, including author's contribution – 0.25 printed sheets)
12. Taghikilanidamavandi Liyousa. Marketing Instruments of Corporate Culture Management: The Role of Digital Signaling. Kyiv, 2025
(0.25 printed sheets)
13. Taghikilanidamavandi Liyousa. Transformative Corporate Culture: Advancing Crisis Adaptability and Strategic Responsiveness. Kyiv, 2024
(0.25 printed sheets)
14. Taghikilanidamavandi Liyousa. Unity in Adversity: Strengthening Ukrainian Corporate Culture Through Veteran Inclusion and Business Resilience. Ukraine, 2024, pp. 76–80
(0.31 printed sheets)
15. Taghikilanidamavandi Liyousa. Veterans at the Forefront of Innovation: A Driver for Economic Growth Through Transforming Corporate Culture Management. Kyiv, 2023
(0.25 printed sheets)
16. Taghikilanidamavandi Liyousa; Petrova Iryna. The importance of emotional intelligence in corporate culture. Kyiv, 2022
(0.50 printed sheets total, including author's contribution – 0.25 printed sheets)

TOTAL: Total volume: 8.12 printed sheets, Personal contribution: 6.02 printed sheets

TABLE OF CONTENTS

INTRODUCTION.....	14
CHAPTER 1. THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF CORPORATE CULTURE MANAGEMENT TRANSFORMATION	
MANAGEMENT TRANSFORMATION	24
1.1. Concept, Structure, Functions, and modern features of Corporate Culture.	24
1.2. Main Principles of Corporate Culture Management Transformation	39
1.3. Management of the Veterans’ Integration into Corporate Culture: Theoretical Perspectives and Methodological Approaches	53
Conclusions to Chapter 1	73
CHAPTER 2. ANALYSIS OF CORPORATE CULTURE MANAGEMENT TRANSFORMATION in Ukrainian COMPANIES.....	
2.1. Economic and Social Development in the Corporate Culture Management in Dynamic Companies	78
2.2. Diagnostics of Corporate Culture Management transformation and Its Impact on Business Processes.....	97
2.3. Analysis of Current Practices of Veteran Integration in Ukrainian companies and Their Outcomes in Corporate Culture Management.....	127
Conclusions to Chapter 2	146
CHAPTER 3. STRATEGIES FOR TRANSFORMATION OF CORPORATE CULTURE MANAGEMENT	
3.1. Improving the Social Atmosphere in Companies with Integrated Veterans.....	150
3.2. Support for Training and Development Programs for Veterans.....	167
3.3. Applying of Motivational Managerial Tools for Veteran Integration	187
Conclusions to Chapter 3	199
CONCLUSIONS.....	204
REFERENCES.....	208
APPENDICES.....	221

INTRODUCTION

Relevance of the research topic corporate culture transformation stands out as one of the most management significant challenges of today's economy, but most notably for Ukrainian enterprises, since they carry out business activities under conditions of instability for a long time, as a result of rapid change in environment and war. Nowadays, with enterprises, it's not a question of survival but success, which depends not on organizational procedures but on its cultural capabilities for incorporating flexibility, inclusion, and resilience in management. In other words, classical organizational models for corporate culture management, which rely on elements such as stability, hierarchy, and control, are no longer taken into account as significant factors for enhancing competency under conditions of unpredictability. Within this context, inclusion extends beyond social ethics, becoming a quantifiable management issue that directly affects business productivity, innovation, and employee retention. It appears that a worldwide management dialogue has already transitioned from diversity as a democratizing representation issue to inclusion as participation, integration, or transformation. This model carries profound meaning for Ukrainian culture as a whole, as number of workers have been forced out of work since the start of 2022 as a result of a war, social unrest, or a combination of them, which has created a whole new class of prospective workers: veterans, internally displaced persons, or persons with a traumatic or loss-driven mindset. Another relevance of this research work may lie in the fact that there are no systematic tools for measuring the basic metrics of the corporate culture management which characterize its integration, inclusion or adaptability in Ukrainian enterprises. Many firms may claim commitment to corporate social responsibility, but few may develop tools for measuring the effects of inclusiveness on employee engagement, motivations, and resilience of an organization. This research addresses this gap by proposing a scientific or methodical approach to transform corporate culture management. Additionally, this work introduces a CIIRS model that changes commitments to culture integration or inclusiveness resilience by applying

quantitative or qualitative tools. Therefore, it may be easily verified that the topic of this particular dissertation is both scientific as well as practically valid. It may contribute meaningfully to scientific discourse about adaptive corporate culture, as it has been relevant to scientific discourse about managing uncertainty. This dissertation is also relevant from a practical perspective, as it will help with reconstruction programs in a war-torn country such as Ukraine, as it will give enterprises a managerial perspective to reintegrate veterans, boosting human resources.

Relation of the study with scientific programs, themes. The dissertation was completed in accordance with the research plan of the KROK University of Economics and Law on the topic “Scientific and methodological foundations for the implementation of modern concepts and technologies for managing enterprises, institutions, and organizations in the context of economic recovery and globalized development” (state registration number 0122U201378), within which research was conducted on the foundations, principles, and directions of managing the processes of corporate culture transformation, and recommendations were made to Ukrainian enterprises on improving these processes. In addition, the author is a participant in the research work of the KROK University of Economics and Law on the topic “Strategies of personnel marketing in the digital economy,” (state registration number 0122U201377), in which she examined the functional area of corporate culture, namely, aspects of creating a favorable socio-psychological atmosphere, developing human capital, and motivating personnel.

The purpose and objectives of the study This dissertation aims at creating theoretical, methodical basics, as well as practical recommendations, for a corporate culture management transformation via inclusion, integration, and adaptation mechanisms in order to improve organizational resilience for a smoother reintegration of veterans, as well as susceptible social groups, into a business environment. For this purpose, the following objectives were established:

- Examine the essence, structure, functions and modern features of corporate culture as a managerial system.
- Describe the main principles of the corporate culture management (CCM) and define the main vectors of its transformation via inclusion, integration, and adaptation mechanisms.
- Systemize theoretical and methodical foundations related to managing integration of veterans into corporate culture of a company.
- Analyze trends of economic and social development of the CCM in the dynamic companies.
- Conduct the diagnosis of CCM transformation and its impact on business process effectiveness.
- Evaluate the practice of veterans' integration into corporate culture of a company.
- Reveal the ways of the social atmosphere improvement of within companies, which integrated veterans.
- Develop programs and recommendations for implementation of motivation of veterans.

Scientific task of the work The dissertation solves a comprehensive scientific task—the theoretical justification and methodological development of a new system for managing corporate culture transformation based on inclusion, integration, and adaptability and developing recommendations for implementation of effective tools into the practice of CCM.

Object of research The object of research is the process of managing corporate culture transformation in dynamic enterprises functioning under conditions of socio-economic instability .

Subject of research The subject of research is the theoretical, methodological, and applied principles of CCM transformation through inclusion, integration, and

adaptation

mechanisms.

Methods of research The methodological foundation of the dissertation is built upon a system-structural and interdisciplinary approach that views corporate culture as an adaptive socio-economic organism. The following research methods were applied:

- Theoretical methods – analysis, synthesis, deduction, comparison, and systematization of academic literature to generalize concepts of corporate culture, inclusion, and adaptability.
- Sociological methods – survey and expert interviews among managers and employees of 28 organizational units (cases) with independent managerial authority
- representing energy, industrial, and educational sectors.
- Quantitative methods – correlation and comparative analysis for identifying relationships between inclusion, adaptability, leadership engagement, and performance stability.
- Diagnostic modeling – development of integral indices:
- CEI (Corporate Environment Index) – measures inclusivity and ethical climate;
- RII (Resilience Integration Index) – assesses adaptability and resilience to external shocks;
- SEI (Social Environment Index) – evaluates communication and team cohesion;
- TEI (Training Effectiveness Index) – quantifies efficiency of learning and adaptation processes.

All indices combine both subjective evaluation and normalization for comparability purposes across firms. Also, to guarantee the validity of results, triangulation was

employed, as well as expert judgment, as was done during pilot testing for this study at Beiken Energy Company.

Methodology of research also includes elements of international comparative analysis, making it possible to interpret Ukrainian results in relation to international practices of CCM.

Scientific novelty of the obtained results. The scientific novelty of this dissertation consists in the fact that, based on understanding and critical analysis of approaches and concepts of CCM, this study offers a set of foundations for CCM as a system of resilience, integration, inclusion, and adaptability for unsustainable conditions. The principal elements of scientific novelty include the following:

For the first time:

- grounded, that under rapid technological, political, and social changes, corporate culture moves from a traditional system of shared values, assumptions, and behavioral norms to managed transformation infrastructure, characterized by inclusiveness, integration and adaptability. Elaborated CIIRS model provides managerial tools for analysis, assessment and improvement of corporate culture, converting abstract values into actionable and data-driven strategies;

Improved:

- substantiated that principles of inclusion, integration, adaptability, continuous improvement, strategic alignment, and ethics must operate as an interconnected cycle, not as separate HR programs. They occupy three levels of CCM transformation - system characteristics, functional zones and complex of metrics, providing development of corporate culture as a strategic regulator and self-reinforcing governance mechanism;
- integration of veterans is interpreted as a dual adaptation process: veterans adjust to civilian organizations as an important asset while companies redesign structures, leadership styles, communication norms and training and

development and motivational programs. In such a way veteran integration is transforming from a social-support issue to a strategic driver of organizational resilience and knowledge renewal;

- a five-dimension conceptual model of CCM is proposed: innovation capacity, digital maturity, human capital, social inclusion, and governance quality. It allows to link corporate culture to organizational resilience, shock resistance, competitiveness, turning it into a productive factor of sustainable development, comparable to financial or technological capital;
- for the first time within this framework an original CIIRS diagnostic system that quantifies cultural transformation through four interrelated indices (CEI, RII, SEI, TEI) is proposed. This new approach converts qualitative corporate culture phenomena into measurable management metrics linked to business-process performance. Based on 28 organizational units (cases) with independent managerial authority, the strong cohesion between CCM practices and performance and business results was demonstrated. More successful companies demonstrate the strongest corporate culture, and likewise integrated and adaptable culture improves innovation capacity⁰ and organizational effectiveness;
- a typology of corporate readiness for veteran integration is developed based on empirical data from organizational units (cases) with independent managerial authority. The companies of the first type show advanced training systems, connected with leadership KPIs; companies which conduct fragmented and isolated seminars, and companies where the training system is absent. The typology allows to identify the level of organizational readiness to integrate veterans and clarify whether veteran inclusion generates adaptation or conflict;
- algorithm for social-atmosphere management with diagnosis, intervention design, pilot project and SEI measurement stages was proposed. It was

demonstrated that “social climate” is a meaningful governable organizational resource, that provides social effectiveness and sustainability through trust, mutual assistance, psychological safety, and cross-group cohesion, particularly for crisis-affected organizations;

Further developed:

- A differentiated system of corporate learning is designed that integrates veterans into knowledge-transfer chains and managerial pipelines. Three strategic models are proposed: innovation of advanced training systems, formalization of fragmented and partial ones, creation of basic structures in companies, training system is absent. TEI is included into managerial KPIs providing a competency conversion mechanism that translates military experience into corporate leadership capital;
- It was introduced a new class of motivational instruments where inclusion incentives are linked to measurable cultural and productivity outcomes, not only level of satisfaction. It significantly influences on inclusiveness of corporate culture, engagement of employees and connects motivation management with organizational performance and results.

Practical significance of the obtained results The main scientific provisions, conclusions, and recommendations of the dissertation, developed up to the level of methodological and practical tools, may be applied in the process of effective CCM in the environment of Ukrainian organizations, especially in those dealing with the integration of veterans and other diverse groups of employees, in the conditions of the contemporary rapidly changing and crisis-affected world. The results of the research, implemented in the practice of Ukrainian organizations, include the following:

- Beiken Energy Ukraine company applied the author's methodological approach to corporate culture diagnostics by means of the CIIRS model and the following

indexes: CEI, RII, SEI, and TEI. As a result of the application of the developed tools, the company managed to evaluate the effectiveness of inclusion, social conditions, training programs, as well as develop mentoring programs for veterans and adaptive leadership practices. The differentiated approach in internal communications helped to increase the effectiveness of team cohesion and training programs in line with business goals (certificate of implementation dated 09-01-2026, Appendix A-1).

– Company TOB « ДИ-III Сербic» has used the author’s diagnostic tools to assess the relationship between social environment indicators and employee engagement. The use of CIIRS indicators has enabled the company to reorganize its internal training programs and develop a feedback system to track cultural shifts. This has enabled the company to optimize collaboration between departments and retain critical personnel (certificate № 12/229 dated 10-12-2025, Appendix A-2).

– Company TOB « ФCBC ГРVII» has applied the proposed methodological approach to assess qualitative indicators of organizational resilience and inclusion. The results have been used to expand internal training programs and implement a system of onboarding new team members in mixed groups. The implementation of certain CIIRS approach tools has strengthened HR capabilities and increased adaptability to external influences (certificate № 233-1.12 dated 15-12-2025 Appendix A-3).

The results of this research were disseminated in the scientific community through the inclusion of the developed methodological materials into the educational programs of higher education institutions. The “KROK” University included the author’s developments into the educational programs of certain disciplines related to corporate culture, leadership, and organizational behavior, thus influencing the formation of relevant competencies in the field of inclusive management and adaptability (Certificate of implementation № 14/13 dated 26-12-2025 Appendix A-4). Certain results of the dissertation work of Taghikilanidamavandi Liyousa were

implemented into the practice of the Kyiv National Economic University named after Vadym Hetman (certificate №62-01 dated 05-01- 2026), for teaching the disciplines “Corporate Culture and Leadership,” “Human Resource Management Strategies,” and “HR Marketing,” as well as for the improvement of educational-methodological support and the development of modern approaches to corporate culture management.

Personal Contribution of the Author

The research work has been undertaken by the author as an independent original research work. All the theoretical propositions, methodological frameworks, and analytical instruments were prepared by the author. In co-authored research articles, only the author’s own scientific results were used. The author’s personal contribution consists in developing the CIIRS framework and the system of diagnostic indices (CEI, RII, SEI, TEI) for the quantitative assessment of corporate culture transformation in crisis-affected organizations.

Approbation of the research results. The main theoretical provisions and practical results of the dissertation research were presented in the form of theses at scientific-practical conferences:

– **international level:**
 Science, Education, Economy, Technology and Society: Challenges and Prospects for Interdisciplinary Development (Austin, USA, 2025);
 International Conference on Economics, Finance and Management (ICEAF) (Estonia, 2024);
 Scientific Center of Innovative Research: Relationship Between Public Administration and Business Entities Management (Estonia, 2023);

– **national level:**
 State, Regions, Entrepreneurship: Information, Socio-Legal, Socio-Economic Aspects of Development (Kyiv, 2023–2025);
 New Paradigm of Economic Education in the Context of Innovative Development

of National Education (Ukraine, 2024); Innovative Ideas in Economic Science: Searching for Solutions to Modern Problems (2025).

Publications

The main scientific results of the dissertation are reflected in 16 scientific publications with a total volume of **8.12 printed sheets**, of which **6.02 printed sheets belong personally to the author**, including 7 articles in specialized scientific journals, among which 4 are single-author publications; and 9 publications in the proceedings of international and national scientific-practical conferences, which collectively disclose the theoretical foundations, methodological tools, and practical outcomes of the research on corporate culture transformation, inclusion, and resilience.

Structure and volume of the dissertation

The dissertation consists of an introduction, three chapters, conclusions, references, and appendices. The total volume is **243 pages**, including **24 tables**, **34 figures**, **8 formulas** and **162 sources**. The structure reflects a logical sequence from theoretical generalization and empirical verification to practical implementation of the corporate-culture transformation model.

CHAPTER 1

THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF CORPORATE CULTURE MANAGEMENT TRANSFORMATION

1.1. Concept, Structure, Functions and Modern futures of Corporate Culture

Corporate culture represents a system of values, underlying presuppositions, and norms that affect internal corporate processes. Corporate culture plays a critical role in interpersonal relationships, attitudes, and responses to external opportunities and challenges. Corporate culture development is a process that has evolved from a simple observation of corporate behaviors to a complex construct that encompasses psychological, administrative, and design considerations pertinent to competitiveness. Corporate culture development is a critical determinant of corporate efficiency, especially in a turbulent and dynamic world, as it encompasses adaptability, inclusiveness, and innovativeness within its value system, supporting internal corporate processes and corporate evolution and adaptability. Corporate culture represents a dynamic system of flexible corporate values that are in a constant process of change in response to fast and dynamic changes in technological, economic, political, and social fields.

At this point, it is necessary to provide a certain degree of methodological clarity with respect to the distinction between corporate culture and corporate culture management (CCM). As previously explained, corporate culture refers to the system of values, presuppositions, norms, and behavioral orientations that pervade internal organizational processes and perception. In essence, corporate culture represents a socio-cultural phenomenon that occurs and develops within an organization. In contradistinction, corporate culture management (CCM) refers to the system of managerial mechanisms, governance tools, diagnostic techniques, strategic alignment tools, leadership styles, and performance indicators that an organization utilizes to manage, control, and transform the cultural configuration of an organization. While corporate culture identifies the qualitative an organizational

environment, corporate culture management (CCM) identifies the systematic and deliberate process that an organization utilizes to analyze, manage, and develop the organizational environment.

In an environment of quick technological, political, and social change, corporate culture evolves from a traditional framework of shared values, assumptions, and behavior to a managed change infrastructure, characterized by inclusiveness, integration, and flexibility. The developed CIIRS model provides tools for the analysis, assessment, and improvement of corporate culture, turning intangible values into tangible and quantified strategies for managers. These changes affect all types of corporate structures, making adaptability a critical component of corporate success. In a socially vulnerable and unequal world, corporate culture needs to be open to all diverse employee groups, necessitating their incorporation within corporate structures. However, there are many corporate cultures that are not compatible with the imperative of corporate integration. Moving from an exclusive to an inclusive culture is no longer optional. It requires a deliberate effort to provide equal opportunities and adaptation support for all employee groups, ensuring that participation is open to everyone, particularly when navigating the challenges of a volatile economy [154–156]. Consequently, modern organizations are embracing an adaptive, integrated, and inclusive form of corporate culture. This development calls for an assessment of the requirements of modern corporate culture, with emphasis on the development of primary theories and their potential to offer instruments of organizational integration. From a structural point of view, organizational culture can be defined as a collection of related aspects, which are observable, value-oriented, and assumption-oriented. These aspects interact with organizational strategies, management, and human resources to form an entire architecture that shapes organizational thinking and understanding. The structural dimension is also characterized by a relationship between formal organizational elements, such as policies, procedures, and structure, and informal elements, such as traditions, symbols, and rules, to form a total environment in which organizational goals are

achieved. Elton Mayo [137] and Chris Argyris [34] in the early days of organizational theory emphasized the social dimension in work and its relationship to productivity. In the 1980s, organizational theorists such as Edgar Schein [2] and Peters and Waterman [136] focused organizational research on values, underlying assumptions, and symbols that form organizational excellence and sustain competitive advantage. Recent studies by Denison and Hofstede resulted in identifying measurable tools that link culture to organizational success at organizational and national levels. Modern organizational culture theories emphasize flexibility, emotional intelligence, and inclusiveness as key drivers in organizational sustainability and success. At the same time, there are also significant studies by Ukrainian researchers on the theme of corporate culture in the context of economic reforms and integration into Europe. For example, the study by Fedulova, Kolot, Mihus, Momot, Nazarova, Zakharchyn, and Karamushka examines the impact of corporate culture values on enterprise competitiveness, human capital formation, motivational systems, and social cohesion, focusing on the integrative and developmental potential of corporate culture for organizational performance [139–141; 142–143; 146–148; 157–159]. The studies highlight the need for ethical leadership, social responsibility, and adapting corporate culture to the conditions of the crisis, which is particularly important in Ukraine, where enterprises are facing the challenges of war and economic crises. The integration of these studies creates a solid theoretical foundation for understanding corporate culture in the present day. A brief look at the history of organizational culture theories indicates that organizational culture theories have advanced from descriptive theories to managerial tools. Classical theories provide solid conceptual foundations for depth (Schein), performance orientation (Denison), and cross-cultural differences (Hofstede), respectively. Nonetheless, organizational culture theories were basically designed for relatively stable socio-economic environments. These theories are not very effective for modern organizations facing long-lasting crises and rapid change. Moreover, these theories were not designed to accommodate hybrid work environments and tools for diagnosing and developing organizational inclusion,

social climate, and resilience. To put it simply, there is a methodological link between classical organizational culture theories and modern organizational needs. Contemporary organizations need culture tools to connect culture concepts to implementation cycles and diagnosis processes. Functionally speaking, corporate culture plays several critical roles in the organization. Corporate culture has strategic significance by aligning employee behavior to long-term organizational goals. Corporate culture serves a vital integrative purpose by building a shared identity and fostering trust among employees. This sense of cohesion is what allows a team to move in the same direction, ultimately supporting long-term workforce development [157–159]. This is closely aligned with Zakharchyn’s research, which highlights how this integrative function keeps an organization unified. Corporate culture also has a motivational function by supporting employee engagement, commitment, and personnel development, strengthening organizational effectiveness and HR performance in modern enterprises [143;144;160].

Corporate culture also has an adaptive function by supporting organizational learning and flexibility during change. These functional elements demonstrate the practicality of corporate culture as an organizational tool rather than an abstract concept. The following analysis will present a synthesis of the history of major corporate culture concepts.

Table 1.1

Evolution of Corporate Culture Concepts

Period	Key Scholar(s)	Core Idea	Managerial Implication
1950–1970s	Mayo, Argyris	Human relations and motivation	Social environment as driver of productivity
1980s	Schein; Peters & Waterman	Shared values and organizational excellence	Culture as competitive advantage

1990– 2000s	Hofstede; Denison	Quantitative measurement and cross-cultural comparison	Culture–performance correlation
2010– Present	Goleman; Edmondson; contemporary integrative approaches	Inclusivity, emotional intelligence, psychological safety	Adaptive and evidence-based cultural systems

Source: Author's synthesis based on [2], [25], [28], [136]

In the face of rapidly evolving environments with characteristics of technological advancement, increased global competition, and socio-economic instability, the intervening variable of corporate culture has gained prominence with significant value to organizational adaptability and survival in the face of such disturbances. Following behavioral patterns, the role of corporate culture is to enhance organizational resistance to disturbances, facilitate organizational innovation, and enable sustainable organizational changes. Thus, it creates organizational continuity in diverse, creative, and dynamically vibrant environments. Subsequent research has attempted to elucidate the impact of organizational culture on organizational performance, its capacity to evolve with time, and its contribution to organizational innovation.

Among the more relevant models is the Schein model of organizational culture, which describes organizational culture in terms of artifacts, values, and underlying assumptions. The Denison model is also relevant to organizational culture, as it relates specific attributes of organizational culture to specific outcomes. The Hofstede framework describes the various national and international cultural dimensions with implications for employee behavior. Cameron and Quinn's framework describe the various types of organizational culture, including clan, adhocracy, market, and hierarchy. Thus, the framework offers useful insights to management styles. Despite the usefulness of the models, they were developed with the intent of organizational culture in stable environments. They are of limited use to managing organizational culture in the face of protracted crisis, hybrid work

environments, and the integration of diverse employee groups. Thus, the models describe the essence of organizational culture but are of limited use to organizational culture diagnostics. The above creates the methodological requirement to develop an approach to organizational culture that integrates the strengths of classical theories with the implementation mechanisms of organizational culture. In order to clearly understand the difference between classical and transformation-oriented approaches, it is necessary to consider the mechanisms of corporate culture development, which are analyzed separately in stable and crisis conditions.

In a stable environment, corporate culture acts as an "anchor" that helps to align and reinforce common values. In such cases, cultural development does not require any specific impetus and develops on its own with the change in strategy, response to challenges, or quest for improvement in the market. The objectives of management are centered around maintaining consistency between declared and actual values, managing leaders, and maximizing overall effectiveness. Under such conditions, inclusion is primarily located within the scope of human resource development or ethical corporate positioning. Measurement tools are primarily descriptive or benchmarking-oriented.

In contrast, in crisis conditions, which can be characterized by socio-economic instability, war disruptions, hybrid forms of employment, or institutional dynamicity, the role of corporate culture is very different. In these conditions, it becomes a key element in the survival of the organization. The dynamics of cultural forces become accelerated, nonlinear, and often externally driven. The management's interest is in providing for psychological security, building trust, retaining human capital, integrating heterogeneous groups (such as returning war veterans), and developing mechanisms for rapid feedback and learning. In such crisis conditions, inclusion goes beyond ethical imperative and becomes a direct factor in organizational survival and resilience itself. The appropriate measurement strategy shifts from descriptive typologies to more diagnostic and quantitative approaches, which can support monitoring, adaptation, and management intervention.

Therefore, while classical approaches are primarily focused on explaining the role of culture in stabilizing and aligning organizations in relatively stable environments, transformation-oriented approaches are essential to manage organizational cultures as a dynamic governance system under conditions of organizational and environmental instability. This analytical distinction is the foundation upon which the CIIRS model is developed as a specific model of adaptive and crisis-sensitive management of corporate cultures.

Table 1.2

Comparative Models of Corporate Culture

Model / School	Core Dimensions	Main Contribution	Limitation in Dynamic Contexts
Schein (1985)	Artifacts, Values, Basic Assumptions	Explains cultural depth and social meaning of organizational behavior	Difficult to operationalize and quantify change
Denison (1990)	Involvement, Consistency, Adaptability, Mission	Links culture directly to organizational performance	Limited attention to inclusion and crisis adaptation
Hofstede (2001)	Power Distance, Individualism, Uncertainty Avoidance, etc.	Enables cross-national cultural comparison	Static, focused on national rather than organizational dynamics
Cameron & Quinn (2006)	Clan, Adhocracy, Market, Hierarchy	Practical diagnostic for culture type and leadership style	Less suited for prolonged crisis environments
Ukrainian research tradition (Grishnova, Doronina,	Human capital development, social dialogue, organizational trust, HR development,	Emphasizes social responsibility, workforce resilience, ethical personnel management, and the	Lack of integrated quantitative diagnostic framework and measurable indices for systematic assessment,

Mihus, Petrova, Bielova, Zakharchyn)	inclusive corporate culture, workforce adaptation, and socio-economic integration	role of corporate culture in supporting organizational stability, adaptation, and post-crisis recovery	monitoring, and management of corporate culture transformation in dynamic and crisis-affected environments
---	---	--	--

Source: Author's synthesis based on [5], [2], [25], [28], [69], [77]; also [139–148].

In the cultural models developed for knowledge-driven organizations and entrepreneurial organizations, culture has been viewed as a source of innovation, risk-taking, and flexibility. These models highlight the importance of organizational culture focused on innovation, improvement, and learning. Certain practices, such as personnel evaluation, help organizations take up opportunities or challenges that emerge over time [25; 109]. Organizational norms are viewed as a reflection of the value placed on flexibility in organizational culture. The development of emotional intelligence, as well as the integration of behavior-cognition approaches, such as self-awareness and communication skills, are critical in bridging culture values and organizational behavioral outcomes. Communication processes, feedback systems, and innovation-based reward systems further emphasize the value placed on flexibility and inclusiveness in organizations [1; 33; 139;140;147]

Informed by the reviewed theories, as well as the gap, this dissertation seeks to develop an integrative framework for culture transformation that incorporates inclusion, integration, and adaptation, as well as diagnosis and feedback systems. The culture transformation process has been viewed as a cycle, where every step informs other steps as improvements are noted. This framework seeks to clarify relationships between diagnosis, alignment, development, and evaluation, thus creating a cycle through which culture is transformed into a more inclusive,

innovative, and adaptive culture within organizations.

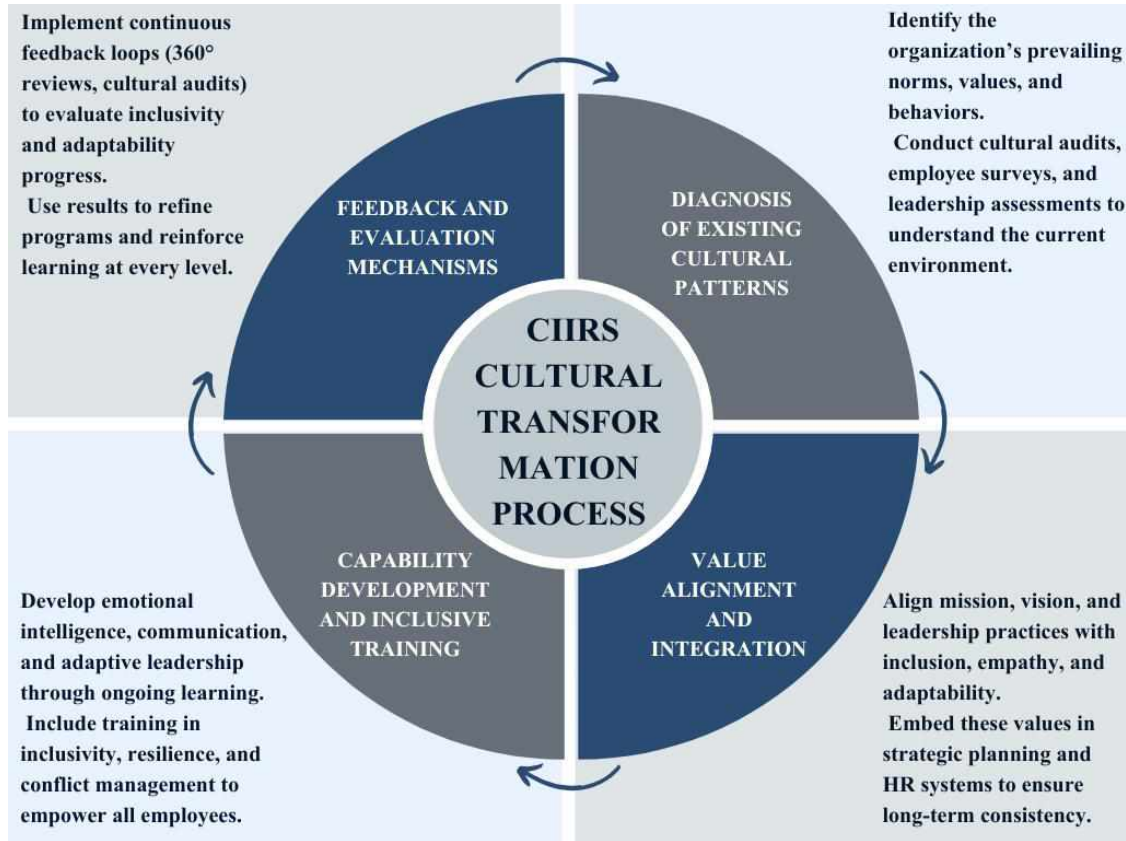


Figure 1.1. CIIRS Process of Cultural Transformation

Source: Author's synthesis based on [36], [25], [1].

The figure illustrates the process of continuous improvement in CIIRS, from the process of cultural diagnosis, alignment, and building capacity, to evaluation. The process being non-linear, as is evident, is typically characteristic of cultural management and represents how all stages feed into and reinforce one another, hence being both inclusive and responsive. In addition to the abstract mode of conversion, organizational culture possesses certain strategic, behavioral, and integrative roles that determine enterprise performance as well as flexibility. The roles describe the interaction of values, norms, and practices that form innovation, inclusiveness, as well as resilience on all levels of administration.

Table 1.3

Key Functions of Corporate Culture in Dynamic Organizations

Function	Description	Contribution to Organizational Adaptability
Strategic	Aligns long-term goals, values, and behavioral norms with the organization's mission and external environment.	Ensures coherence between strategy, leadership, and cultural direction.
Integrative	Connects individuals and departments through shared identity and trust.	Enhances collaboration and knowledge exchange.
Motivational	Stimulates employee engagement and morale through shared purpose.	Improves retention, creativity, and productivity.
Regulatory	Shapes acceptable behavior and decision-making standards.	Promotes ethical leadership and accountability.
Adaptive	Supports continuous learning and flexibility during change.	Enables resilience in crisis and transition periods.

Source: Author's synthesis based on [2], [29], [36], [1].

In the context of economies like Ukraine, which are in a state of transition and crisis, these roles gain added importance. The dual roles, through the mediation of corporate culture in uncertain environments, are also instrumental in ensuring organizational coherence. Evidence suggests that organizations prioritizing inclusive policies and flexible cultural frameworks are more likely to retain their human capital. These traits are essential for fostering innovation under pressure and securing the kind of organizational sustainability needed in today's world [154–156]. In the context of the theories presented above and the roles defined in Table 1.3, the dissertation introduces the concept of a Cultural Integration and Inclusive Resilience System (CIIRS), which facilitates the above roles through processes of inclusion, integration, and adaptation. Training in empathy, the establishment of channels of communication, decision-making through empirical research, and the design of strategies to ensure resilience are geared to ensure the alignment of individual values

with those of the institution [30]. Ideally, the above strategies are designed to facilitate collaborative ventures in which shared values enable the collective negotiation of challenges to the achievement of commonly shared goals. The discourse of respect and mutually beneficial relationships is central to the establishment of a strong multicultural environment in which the above values of inclusiveness and integration ensure psychological safety and sustainable change. Given the dynamic nature of the business environment, where the rate of change is constantly accelerating, the importance of adaptability as a skill set is seen for the organization and for the individual. When people combine adaptive reasoning with emotional intelligence and inclusive practices, they become far better at navigating complex challenges. This individual capability acts as a vital spark for organizational stability and helps the workforce successfully reintegrate during a crisis [154–156]. Resilience building allows individuals to face adversity in a constructive manner, ensuring that they continue to work with renewed vigor and energy. These Strategies view adaptability and resilience not just as tools, but as the core building blocks of how an organization sees itself and its purpose. This perspective directly supports sustainable change management strategies, ensuring that the company is built to last. The transformation model promoted by CIIRS follows a cyclical pattern, in which every part has a positive impact on every other part, thus promoting improvement, reflection, and feedback. This model helps in understanding the relationship between diagnosis, alignment, development, and evaluation, thus creating a learning process through which organizational culture improves in terms of inclusiveness, innovativeness, and resilience.

Table 1.4

CIIRS Model – Core Components of Transformational Corporate Culture

Component	Purpose and Description	Key Organizational Features
Core Values	Define ethical and behavioral standards that guide all actions and ensure strategic alignment.	Empathy, integrity, resilience, and continuous improvement
Mission & Vision	Express long-term goals that embed inclusion and adaptability.	Human-centered mission; transformative, measurable vision aligned with stakeholder needs
Leadership Style	Shape employee motivation and trust through participative and emotionally intelligent leadership.	Transformational and servant leadership emphasizing inclusion
Norms & Practices	Translate values into daily behavior and collaboration patterns.	Open communication, feedback culture, and teamwork
Organizational Structure	Facilitate agility and cross-functional cooperation.	Flexible structures; cross-functional coordination
Training & Development	Build adaptability and leadership capacity through continuous learning.	Professional and leadership development programs
Inclusion & Diversity	Guarantee equality and respect, fostering belonging and innovation.	Inclusive policies and mentoring initiatives
Feedback & Evaluation	Maintain accountability and continuous improvement.	Cultural audits and performance reviews

Source: Author's synthesis based on [25], [36], [64], [91]

Thus, the corporate culture of modern organizations is not only the repository of shared meaning but also the managerial tool for shaping strategic consistency, social integration, motivation, behavioral regulation, and adaptive capacity. The review of the existing international and Ukrainian research traditions has shown that

the classical theories offer solid conceptual grounds for the analysis of cultural depth and its impact on performance. At the same time, the analysis has revealed a methodological gap between the conceptual frameworks and the needs of modern organizations, which operate in the conditions of crisis, rapid technological change, hybrid forms of work, and the integration of diverse employee groups. As can be seen from the above, the modern concept of corporate culture is characterized by a set of related factors: digitalization of communication and learning processes, the growing importance of psychological safety and emotional intelligence, the need for inclusive approaches, and the requirement for evidence-based change management. In this way, the modern concept of corporate culture represents a dynamic and measurable system that must permanently balance stability and flexibility, performance and social responsibility, and formality and humanity. The CIIRS model outlined in the present section is formulating an answer to the challenge of the gap between the needs of modern organizations and the capabilities of the classical approaches to managing the cultural transformation process. In this way, the modern concept of corporate culture represents a link between the values, managerial actions, and strategic outcomes. Thus, Section 1.1 outlines the conceptual, structural, functional, and contemporary grounds for the concept of corporate culture and the evolution of the major theories and the requirement for an integrative and measurable transformation approach. In turn, Section 1.2 will outline the principles of the management transformation of the corporate culture, which underlies the application of the CIIRS model. The Ukrainian research traditions play an important role in creating an understanding of corporate culture in the context of social transformations and crises. In this regard, it is necessary to refer to the research of Grishnova [147–149], who focuses on the role of human capital and social responsibility in the context of organizational development, suggesting that corporate culture may serve as an instrument of preserving labor potential and social cohesion. Doronina [154–155] examines organizational culture from the perspective of social dialogue and partnership, emphasizing the role of successful cooperation between management and employees as the foundation of adaptability in an unstable

social environment. Mihus [145–146] focuses on organizational trust and the security of personnel systems, proving that the success of an enterprise in an unstable social environment is conditioned by the level of psychological security and the predictability of internal processes. Petrova [139–141] introduces the concept of culture transformation through the development of human resources and learning systems, emphasizing the need to use measurable instruments in order to correlate the results of such processes with organizational goals. Finally, Belova's work on the socio-economic side of management shows that a strong culture and inclusive HR practices are far more than just policies—they are the real drivers of employee engagement, motivation, and overall organizational success [143–144; 160]. These Ukrainian traditions of corporate culture research substantially enrich the classical models of Schein, Denison, Hofstede, and Cameron & Quinn, although most of them are focused on the conceptual level and address specific aspects of corporate culture, such as human capital, trust, and learning systems, without providing an integrated diagnostic system that could be used in the context of the modern, changing, and crisis-affected social environment. At the same time, they do not pay much attention to the problem of veteran integration and workforce diversity. The CIIRS model is based on the traditions of international and Ukrainian research, integrating social, psychological, and managerial aspects of corporate culture in one measurable system [139–149]. Unlike previous approaches, the CIIRS model connects inclusion, integration, and adaptation with specific indices (CEI, RII, SEI, TEI), allowing an organization to monitor cultural transformations in real time and correlate such processes with strategic performance. The proposed indices, CEI, RII, SEI, and TEI, are introduced at the conceptual level in Chapter 1 as a means of translating qualitative attributes of culture into quantifiable managerial categories. CEI measures aspects of inclusivity and the ethical climate, RII measures aspects of organizational resilience and adaptability, SEI measures the quality of social interaction and psychological safety, while TEI measures the capacity of learning systems to transform experience into competencies. At the same time, the development of an inclusive corporate culture requires careful managerial

coordination, since the elimination of entry barriers in the absence of appropriate adaptation mechanisms may threaten the maintenance of a set of shared values within the organization. These indices are not simply human resources measures; rather, they are part of an integrated diagnostic framework that seeks to link cultural principles with strategic outcomes. The research also reveals that during a dynamic process of technological, political, and social changes, the process of corporate culture evolves from a traditional model of shared values, assumptions, and behavioral patterns to a new model of managed corporate culture transformation with such key features as inclusiveness, integration, and flexibility [143;147]. The newly created CIIRS model also helps to identify managerial instruments for analysis, assessment, and improvement of corporate culture. This new understanding of corporate culture as a dynamic process of organizational development extends the scope of this term from a descriptive concept to a managerial tool. At the same time, a critical analysis of the above-mentioned theoretical frameworks makes it possible to articulate one's own research position. Thus, classical international models (Schein, Denison, Hofstede, Cameron & Quinn) provide a robust foundation for cultural depth, typology, and link to organizational performance, but they are rather descriptive and not adequately tailored to address a complex environment of protracted socio-economic turbulence, hybrid employment, and post-war reconstruction. The Ukrainian school of thought (Grishnova, Doronina, Mihus, Petrova, Bielova, Zakharchyn, Nakonechna) significantly complements the above-mentioned discourse by focusing on human capital, social dialogue, trust, and inclusive development, but it is predominantly a conceptual and normative approach, which, in turn, lacks a holistic methodological tool for managing cultural transformation in crisis environments. Recent work by Nakonechna highlights how corporate governance and institutional factors are key to building a lasting culture in Ukrainian companies. Thus, the gap identified in the literature and practice relates to the absence of a holistic managerial tool that takes into account inclusion, integration, and adaptation as essential dimensions of the culture of the organization. The CIIRS model, as it has been defined throughout this dissertation, is specifically

intended to address this gap and turn the culture of the corporation from a theoretical concept into a practical tool for governance, even in the context of a dynamic and changing environment. Their operationalization and empirical validation are presented in Chapter 2. Sections 1.1–1.2 of the introduction establish the theoretical foundations of corporate culture as a dynamic socio-economic system, as well as the rationale that justifies the need for an integrative and measurable transformation approach. The next chapter applies these concepts to enterprises in Ukraine, diagnosing real practices in inclusion and veteran integration, as well as the analytical potential of the CIIRS framework.

1.2. Main Principles of Corporate Culture Management Transformation

Corporate cultural stewardship is based on a set of guiding principles that facilitate growth, innovation, and adaptability in the organization. Recent studies carried out by various researchers from the University of Economics and Law "KROK," including N.V. Nakonechna [161], emphasize the importance of strategic corporate governance and its implications for managerial responsibility, structural coordination, and value addition in organizations. Literature on contemporary corporate governance practices reveals that such practices must be aligned with cultural values during periods of instability. These principles not only influence growth in the internal environment but also influence the organization's ability to overcome challenges in the external environment and take advantage of new opportunities that emerge. The inclusion, integration, and adaptability pillars in the CIIRS model form the foundation on which an effective organizational culture is built. The application of these principles promotes a culture where there is a continuous improvement, inclusiveness, flexibility, alignment with the strategy, and ethical behavior, and all these are crucial to the sustainability of an organization [28].

In order to illustrate the multidimensional logic of the CIIRS approach, the framework of corporate culture management is represented in the form of a concentric model, which consists of three layers of transformation. The figure below presents the model, in which corporate culture (CC) is depicted as the central point

of the system, while inclusion, integration, adaptation, and resilience form the systemic features that shape the strategic direction of corporate culture management (CCM). Moving outward, the functional zone of the model presents the main areas of operation through which the process of cultural transformation is realized in everyday organizational life. These areas include training and communication, motivation, cooperation, evaluation, and social climate. These areas form the main mechanisms through which the principles of CCM are realized and actualized in the process of management. Finally, the outermost zone of the model presents the area of metrics and indicators, which allows the organization to assess the outcomes of cultural transformation and connect the qualitative nature of this process with quantitative outcomes for the organization. Thus, the overall model presents CCM as an integrated system of values, functions, and indicators, which mutually reinforce one another. Moreover, the logic of the concentric model presents CCM as a process of transformation that begins in the core of corporate culture, moves outward through the functional zone, and is monitored through the system of metrics, thus forming an integral whole.

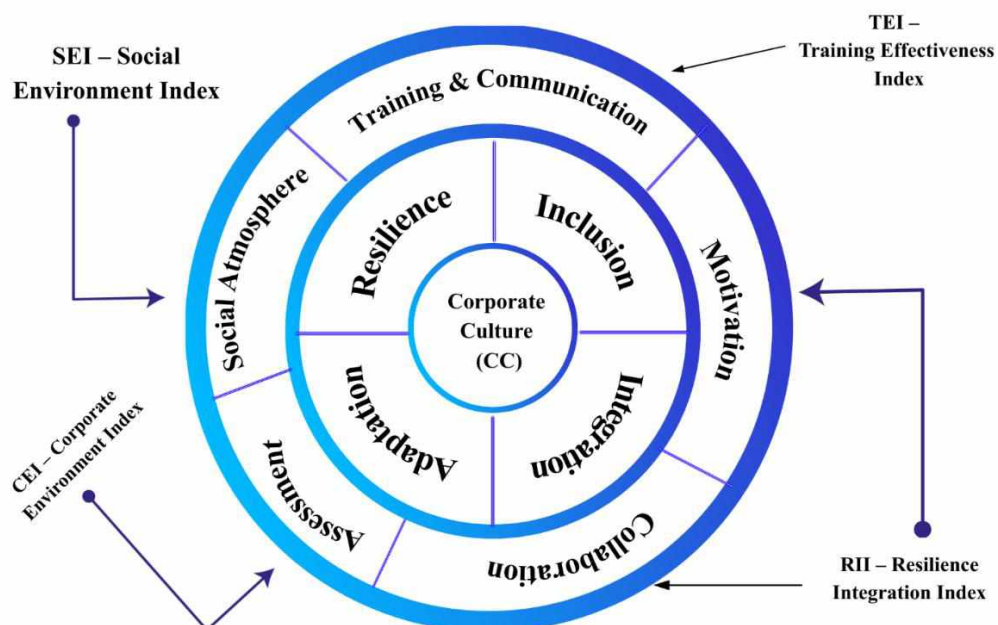


Figure 1.2. CIIRS Model: System Characteristics – Functional Zones – Metrics

The figure illustrates CIIRS, which defines the architecture of corporate culture as a tripartite model. The innermost circle defines corporate culture's core, or CC, which are the foundational values and behaviors on which an organization is based. The intermediary circle defines system characteristics of CCM, which are inclusion, integration, adaptation, and resilience, and which direct the strategic direction of cultural development. The outer circle defines functional domains of CCM, which are training and communication, motivation, collaboration, assessment, and the social atmosphere, through which cultural principles are enacted within an organization's practice. The outer boundary of this model represents the metrics layer, which provides diagnostic and evaluative tools for measuring cultural evolution.

This model substantiates CCM as a holistic mechanism through which system characteristics influence functional processes and metrics provide feedback for constant adaptation and improvement. The model, therefore, acts as a conceptual bridge between theoretical tenets of corporate culture and its managerial application, thus providing a basis for diagnostic tools and indices presented in subsequent sections.

The principle of continuous improvement promotes innovation and efficiency through the use of feedback, evaluation, and learning opportunities, thus linking dynamic processes to strategy. The principle of diversity promotes the use of a wide range of views in decision-making processes, thus enhancing creativity, loyalty, and accountability. The principle of adaptability promotes organizational flexibility in an uncertain environment, while strategic alignment ensures that the values of the organizational culture evolve in line with the strategic intent of the organization in order to maintain a competitive edge. Ethical practices, on the other hand, promote a high level of trust in the organization and beyond [79; 81]. By embracing these principles, the organizational environment is created within which the dynamic growth of corporate culture is possible, leadership potential is developed, innovation is promoted, and individuals are empowered to contribute to the organization's success, regardless of level within the organization. These

underlying assumptions are the foundation for the design of the organization to ensure the optimal performance of the individual or group, as well as the strategic organizational goals necessary to ensure success within a competitive marketplace. Evidence also shows that the principles of inclusion, integration, adaptability, constant improvement, strategic focus, and ethics should form part of an integrated cycle, rather than separate HR initiatives. The principles are situated within the three levels of the CCM transformation process, namely system characteristics, functional zones, and a metrics complex, thereby facilitating the growth of corporate culture as a strategic regulator and self-sustaining governance structure. Corporate cultural management, therefore, is based on the integrated interaction of the principles of inclusion, integration, and adaptation in the design of cultural change to ensure strategic success. The principles create a dynamic, goal-focused organizational environment within which innovation, leadership, and progress are possible. The interaction of the principles forms part of the integrated CCM system, wherein behavioral, strategic, and ethical elements are organically linked to each other [40]. Table 1.2 provides an overview of the key functions and interplay of these principles of culture of the CIIRS model.

Table 1.5

Core Principles of Corporate Culture Management under the CIIRS Model

Principle	Purpose	Mechanisms within CIIRS	Expected Outcome
Continuous Improvement	Encourages ongoing learning and innovation.	Feedback systems, data analytics, professional development, 360° evaluations.	Higher adaptability, innovation, and employee engagement.
Inclusivity	Ensures equal participation and diverse perspectives.	Open communication, WRGs, inclusive recruitment, empathy training.	Greater creativity, collaboration, and belonging.

Adaptability	Builds flexibility and readiness for change.	Emotional intelligence (EQ), REBT training, flexible structures, decentralized decision-making.	Organizational resilience and proactive problem-solving.
Strategic Development	Aligns culture with strategic goals.	Data-driven decision-making, stakeholder inclusion, scenario planning.	Sustainable growth, innovation, and market competitiveness.
Ethical Integrity	Embeds moral accountability into all actions.	Leadership modeling, ethical codes, transparency, ESG alignment.	Trust, legitimacy, and long-term stakeholder confidence.

Source: Author's synthesis based on [28], [79], [81], [95], [38], [40]

The following sections incorporate an extensive analysis for each chief principle, exploring how each has a collective impact on the further development of corporate culture under the CIIRS model. In this regard, the process of transforming CCM is conceptualized as a process of change from traditional and segmented management practices to a new integrated model based on the principles of inclusion, resilience, and learning. The process of transformation consists of three interrelated aspects: cultural and value change, management and behavioral change, and institutional and procedural change. These aspects of change can be addressed through the application of the CIIRS model, which makes it easier to monitor the process of transformation through the application of CEI, RII, SEI, and TEI indicators.

The process of transformation follows a series of steps: initial diagnosis of the existing environment, development of inclusive and adaptive management practices, integration of veterans and non-traditional employees, and institutionalization of new management practices. Continuous improvement, for instance, is an inherent component of the CIIRS model, emphasizing the constant improvement of skills, processes, and

organizational results . With the merging of the elements of inclusivity, adaptability, and moral leadership, CIIRS applies these philosophies to practical strategies aimed at the production of cultural cohesion and sustenance of innovation. CIIRS model, essentially, integrates these basic principles to foster an innovation-based, robust, and inclusive organizational culture. Flexibility, inclusivity, ongoing learning, strategy alignment, and moral leadership implement not separate mechanisms, but interlinked engines for cultural change. The principles define the manner that the organization reacts to emerging issues without losing direction concerning the ultimate goals. The subsections that follow include an in-depth analysis for these principles and how the principles embody the essential elements for cultural change under the CIIRS model. [76;79] One critical component within the CIIRS model is the culture of continuous improvement that promotes learning and flexibility throughout all organizational levels. The very philosophy underlying the concept of CIIRS is that of continuous improvement, reflecting an organization's continuous desire to change, to learn, and to acquire skills. Besides the process-oriented methodology, continuous improvement is also an essential stimulant that causes innovation, adaptability, and strength at all levels of the organization. Under CIIRS, continuous improvement functions through the measurement of the systematic performance, feedback through data, and directed professional development. Frequent, open feedback—informal or formal—distinguishes strengths and opportunities for development, promoting openness and accountability. Processes, for example, 360-degree feedback, combine the views of the peers, the subordinates, and the supervisors, matching individual progress with the overall strategic goals and building alignment at every organizational level . Training and professional development constitute a fundamental aspect of this principle. Employees are subjected to workshops and competency enhancement exercises that are crafted with the expectation that the future will see changes in technology and marketplace realities. These initiatives successfully bridge competency gaps and ready the workforce to tackle future challenges, hence connecting individual development to organizational performance. The CIIRS also places huge importance on adaptive

learning; the course materials are continually rewritten to align with prevailing industry practices, and this is achieved to remain relevant and practical at all points [58;112] Effectiveness for continuous improvement directly depends on alignment with quantifiable goals and performance indicators. Data-driven decision-making facilitates organizational functions to track progress, quantify results, and fine-tune procedures for operations. Engagement, innovation, and efficiency-related indicators deliver comprehensive documentation for progress, helping leaders to recognize patterns, fix holes, and capture newly discovered opportunities, thus providing a distinct competitive advantage. Key to this process is the forging of a growth mindset for both managers and employees. The mindset frames challenges for learning opportunities instead of challenges that threaten performance. Leadership training that also incorporates emotional intelligence training, among other behavioral skills modules, further embeds this mindset and the notion of continuous improvement at all levels within the organization. In the CIIRS model, continuous improvement goes well beyond the fine-tuning of operations; it is an elegant instrument for change that fosters adaptability and robustness. Through the power of feedback mechanisms, adaptive learning, and evidence-informed governance, the organization shifts from the reactive to the anticipatory mode for the pursuit of excellence. The principle ensures that organizational culture and performance remain aligned, thus securing sustainable growth and durable competitive advantage in the face of rapidly changing circumstances [1;33;62] The CIIRS principles don't just happen one after another; they work together like a self-sustaining cycle. Things like learning, inclusion, and a strong moral compass all build on each other to create lasting cultural change. Figure 1.2 shows how that cycle works.

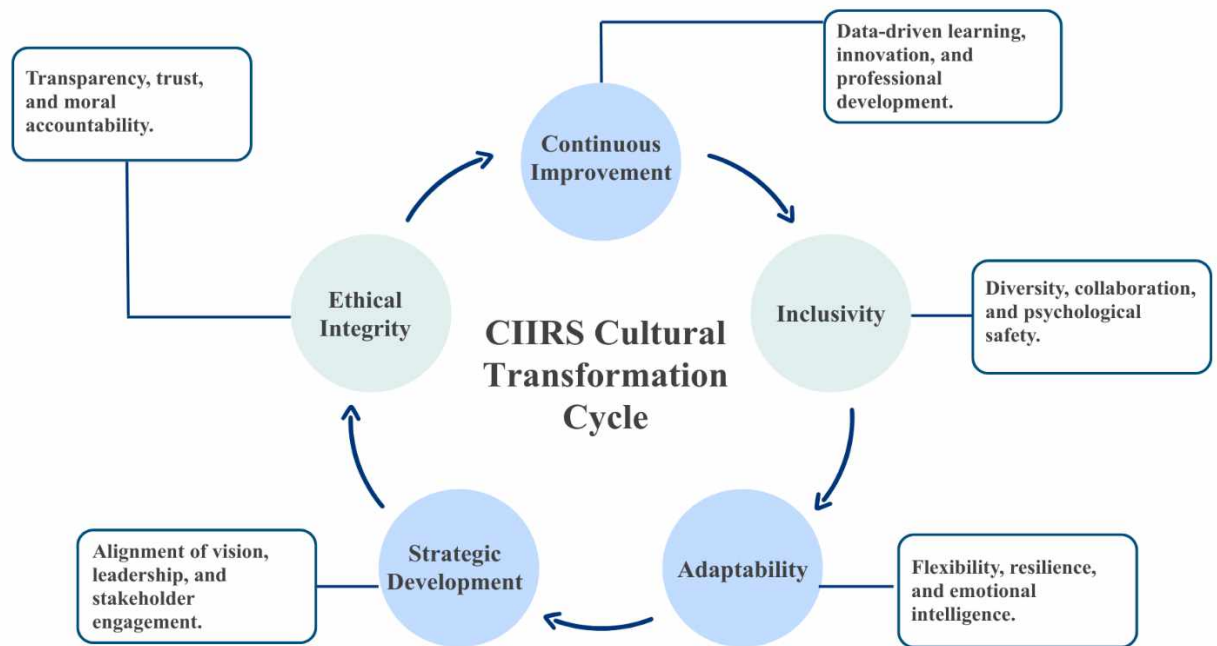


Figure 1.3. CIIRS Principles as a Continuous Cycle of Cultural Transformation

Source: Author's illustration based on [76], [79], [36], [58], [112], [62], [33], [1].

Inclusivity is as integral to the CIIRS Model as making each and every individual feel valued, respected, and allowed to meaningfully participate in bringing about success to the firm. Inclusion is a foundation stone underlying the CIIRS model and also a hallmark characteristic of the contemporary corporate landscape. It establishes an environment for each employee to discover value, gain respect, and be invited to contribute something meaningful to the organization's success. Inclusion under the CIIRS model transcends numerical diversity and calls for actual collaboration, equity, and two-way respect. This principle shifts the corporate culture by integrating inclusivity at all levels of process for operations. The shift is evident through conscious initiatives aimed at eliminating barriers to engagement and promoting equal access to opportunities. Recruitment and orientation processes are consciously designed to attract applicants with varying backgrounds, whereas reduction of biases and use of standardized tests promote equity both at appraisal and promotion. Inclusive training, designed to develop

emotional intelligence and cross-cultural skills, equips both leaders and employees to tackle diversity and forge mutually advantageous working arrangements . Leadership is at the heart; inclusive leaders embed active listening, empathy, and amplifying the voices of the marginalized. Leadership developmental programs make these behaviors organizational norms, not exceptions. Decision-making with collaboration entails an array of perspectives, thus boosting creativeness, participation, and retention [81;83;84]

Further, the CIIRS model also endorses open communication and safety as the foundation stones for psychological well-being. Programs like worker-resource groups (WRGs), frequent town-hall discussions, and open-ended surveys encourage an environment where the employees feel free to air their opinions and contribute to policy formulation. When the individual is free to voice opinion without fear of reprisal, the group learns more, and innovation is fostered. Inclusivity encompasses the physical and structural environment. Institutions promote inclusion through the implementation of adaptable work arrangements, accessible infrastructure, and fair access to resources. Performance management systems are restructured to prioritize teamwork and collaborative success over individual competition, thereby strengthening a sense of belonging and a collective purpose. Inclusion's effects can be measured: empirical research invariably shows that those organizations marked by inclusivity excel over their peers in creativity, problem-solving, and adaptability. Individuals living under these cultural settings are more motivated, active, and overall healthy. CIIRS is pioneering sustainable change with the incorporation of inclusivity as a fundamental model for the task at hand [117;121].

In addition, inclusion challenges the status quo hierarchies and redefines success with the optics of collaboration and reciprocal advancement. Intertwined with the principles of integration and adaptation, inclusivity ensures all the employees—regardless of backgrounds—are treated to the opportunity to grow and share in common goals. Through this, the organization develops a culture built around equity, equality, and common purpose [26;80]. Another key founding principle underlying

CIIRS is that of adaptability; that is, the ability of people and processes to successfully respond to uncertainty and change. Adaptability is the underlying principle of modern business culture and a critical ingredient of the CIIRS model, particularly in the highly turbulent and unpredictable business environment prevalent today. It involves the capacity of individuals, groups, and the organization as a whole to respond adequately to changes, operate within an uncertain environment, and turn new challenges into opportunities. Incorporating adaptability as a core component of organizational culture is likely to ensure that it is embedded in the organizational mindset, hence promoting organizational resilience, learning, and innovation. Organizational culture that promotes adaptability is underpinned by a philosophy of flexibility in response to organizational changes. It entails creating a mindset of growth in which uncertainty is viewed as a catalyst for growth, as opposed to a barrier to growth. Educational programs aimed at promoting organizational adaptability include developing critical thinking skills, creative problem-solving skills, and emotional intelligence skills. Although methods derived from emotional intelligence training and rational emotive behavioral techniques (such as REBT) can facilitate this development, within the context of CIIRS, they are utilized mainly as instruments for fostering psychological resilience that bolsters confidence and steadiness in the decision-making process [11;94;95; 143;147]. A leader's job is to build adaptability. The leaders who are good at it can keep their cool when things are stressful, make solid decisions without all the facts, and get people to try new things. Leadership development initiatives focus on situation sensing and adaptability of strategies with new intelligence or shifting circumstances. When leaders are adaptable, the environment is that of psychological safety, inviting employees to initiate and to embrace innovation. Structural and process changes also support adaptability. Cross-functional interaction facilitates varied perspectives and rapid resolving of problems, and flat hierarchies and distributed decision-making give employees the freedom to respond proactively and claim accountability for outcomes. On the outside, adaptive companies keep open communication with stakeholders, partners, and clients, facilitating early detection

of emerging trends. For example, continual customer feedback allows useful intelligence that helps companies recognize and respond to changes before the competition. In institutions that value adaptability, the organization is able to reap an array of advantages: it is better positioned to seize opportunities, respond to unexpected risk, and foster higher worker satisfaction through encouraging freedom and initiative. The ability for adaptability strengthens the organization's credibility for being an innovative and progressive organization, thus attracting the best talent and consolidating stakeholder confidence . In CIIRS, adaptability serves both behavioral and structural mechanisms that include inclusivity and integration. When adaptability is placed at the very foundation of cultural values, institutions are committed to not only survival but also sustainable success under circumstances of fast change [1;60;79;103]. Furthermore, there is another aspect of the CIIRS approach that involves development in terms of incorporating cultural values within strategic development to ensure sustainable forward movement. In the CIIRS model, strategic progress can be interpreted as blending cultural elements with strategy initiatives—aligning an organization's mission, vision, and behavioral norms to foster sustainable development and gain a competitive advantage. Such alignment redefines the concept of culture itself as a strategic asset that facilitates innovation, fact-based decision-making, and continuous shaping. A growth-oriented culture allows for the integration of day-to-day goals with strategic objectives, thus ensuring that underlying principles—such as inclusiveness, flexibility, and continuous improvement—become infused at all planning and implementation levels. Leadership serves to be the ultimate champion of alignment to the extent that it translates cultural principles into usable strategies that spread to all corners of the organization [76]. The best way to make real progress is by coming up with new ideas. This only happens when people feel they have the freedom to experiment and take a few risks without worrying about failing. Leadership that is emotionally intelligent, adaptable, and moralistic in decisions fosters this innovative thinking and finds the courage to attack problems . Also integral is the incorporation of data-driven decision-making, through which accuracy and long-term success are

maximized for strategic initiatives. Advanced analytics help organizations gauge performance metrics, understand the behavior of consumers, and predict changes in the marketplace, consequently enabling anticipatory responses to emerging trends. The effectiveness of these strategies is best achieved when they are built atop cultural norms that foster collaboration and inclusivity, therefore ensuring that diversity of opinions enriches group decision-making. Strategy design necessitates some adaptability at the implementation step. Dynamics in the environment demand that strategies are reassessed at all times through the employment of scenario planning, cross-functional collaboration, and real-time feedback mechanisms. Such procedures help the organization to always remain responsive without becoming distracted from the ultimate goals and moral foundation. CIIRS also allows for the integration of stakeholders as a core aspect of the strategy design process. Joint initiatives that involve employees, customers, and society partners build up openness and trustworthiness, hence the elevation in the social legitimacy and reputation of the organization. The integration of stakeholders injects inclusivity and accountability into the organizational dynamics, hence the furthering of the organization's competitive benefit and social accountability. Lastly, the CIIRS strategic development combines refined principles derived from psychology, that is, those derived from rational behaviorism and emotional intelligence, to further leadership effectiveness and team solidarity. Hence, it develops a culturally-strategically aligned organization that is not only economically sustainable but also further develops the broader social advancement. With the blending of strategic development as a deep-seated cultural practice, organizations become adaptive organizations proficient at maintaining excellence under both competitive and turbulent markets. In Ukraine's case, developments in corporate culture can be largely attributed to the transition from a centralized economic system to an innovation-driven, market-based approach. The long duration of disruptions from wars combined with conditions of crises as well as institutional adjustments has made it essential for organizations to reassess forms of traditional hierarchical and bureaucratic operations, leading them to adopt more open, pliable, as well as

inclusive systems. Ukrainian corporations are increasingly realizing that cultural resilience built on faith, common principles, as well as social accountability is not simply an appropriate ethical target but rather a prime prerequisite needed for maintaining competitiveness as well as workforce stability under situations of uncertainty [123]. This shift points up corporate culture as a prime condition essential for achieving flexibility as well as long-term sustainability across both private as well as public sectors. At last, the culmination of the CIIRS model is the incorporation of ethics and the integrity of leadership as the principles that ensure that transparency, trust, and ethical responsibility are embedded in corporate culture. Building a strong, aligned culture is what leads to real ethical behavior. Honest and transparent leadership builds trust, and that trust is what holds the whole system together. So, ethics isn't just one piece of the puzzle; it's the end result of all the pieces working together. Ethical behavior and leadership integrity are the key moral foundations of sustainable corporate culture and are considered to be one of the core principles of the CIIRS model. Ethics provides the yardsticks and values guiding behavior at each level of the organization so that decision-making aligns with the societal norm, the needs of stakeholders, and long-term sustainability goals. For CIIRS, ethical action is not just seen as an ancillary value but as an intrinsic foundation supporting transparency, equity, and credibility. It becomes an integrating force bringing together the other culture aspects—like the ones of continuous improvement, inclusiveness, flexibility, and strategic growth—together as an integrated ethical system. The longevity of corporate culture depends on the shared ethical paradigm that embeds moral reflection into both governing and everyday practice. Alvesson and Schein, have pointed out, strong ethics act like an invisible anchor for a company. They assist in providing stability through adversity and ensuring all individuals are committed to collective long-term aims, not short-term success. Under the CIIRS paradigm, the ethical aspect comes into play both structurally and behaviorally: through transparency mechanisms, rule-based adherence, and accountability, and through the communication, decision-making, and co-working norms between individuals. This approach to integrating the ethical

aspect redefines ethical behavior as something more than just a formal requirement, and so transforms it into an inherent practice, improving the sense of responsibility and of mutual respect. The leaders' integrity represents the culture engine transforming ethical values into an enduring discipline of practices. Through leadership by example, by exhibiting fairness, compassionate caring, and openness, the leaders set the tone and create the workplace psychological safety climate. Leader ethicalness strengthens motivation, turnover declines, and commitment is cemented by creating an atmosphere where the workforce feels free to express ideas and concerns without the threat of retribution. For the Ukrainian situation, given the backdrop of recovering from the crisis and societal transformation, moral leadership takes on an additional civic connotation, as it also becomes the symbol of renewal, of confidence, and of shared responsibility. CIIRS embeds ethical values into its strategic and operational paradigms to ensure integrity remains ever tied to the results of performance. Development of codes of conduct, open reporting systems, and regular ethical evaluations adds strength to accountability, while leadership approaches of self-reflection encourage managers to consider if organizational practices promote justice, inclusiveness, and respect for human values [41;69]. Therefore, ethical reflection becomes an indispensable aspect of the decision-making processes of human resource management, procurements, and appraisal systems. This approach ensures moral responsibility remains aligned with measurable outcomes, consequently equating ethics with the same results-oriented rationale promoting innovation and responsiveness. The developed ethical culture reinforces co-operation and confidence, and this provides the psychological foundation for innovation and learning. If leaders are ethically coherent, the staff are likely to view the appraisal and feedback as equitable, and this encourages creativity, openness, and collective responsibility for transformation. This integration of adaptability, inclusiveness, and confidence gives rise to the self-perpetuating integrity and resilience cycle—the same cultural momentum CIIRS seeks to integrate. Strategically, ethical leadership reinforces reputational capital, forges stakeholder loyalty, and reinforces organizational legitimacy. Under conditions of

intense competition and susceptibility to crises, frequent ethical action signals confidence and dedication to social responsibility. Thus, the CIIRS frame argues profitability and ethical thinking are complementary, not antithetical: ethical judgment regulates risks of operation, solidifies transparency, and achieves sustainable growth. Moreover, ethical governance naturally comes aligned to international ESG (Environmental, Social, and Governance) standards, hence profiling the organization as financially viable and socially responsible [49;72]. Ethical integrity, then, becomes the integrating factor of the CIIRS paradigm. Innovation, adaptability, and strategic advancement are brought within the parameters of moral responsibility and human dignity. By embedding ethics as a living and lasting cultural habit and not merely stated intention, institutions foster identity, resilience, and long-term confidence. The study shows that inclusion, integration, adaptability, continuous improvement, strategic alignment, and ethics exist as a continuous cycle rather than as individual human resources practices. The principles exist at three levels of corporate culture management transformation: system characteristics, functional zones, and a metrics complex. This allows for the development of corporate culture as a strategic regulator and a self-reinforcing model of governance. This ensures that the transformation of corporate culture is not episodic but rather institutionalized. Such a principle further supports the managerial model of CIIRS' corporate culture, as it places ethics as a dynamic source of integrity and social transformation, which can sustain organizational effectiveness in the most adverse circumstances [49;72].

1.3. Management of the Veterans' Integration into Corporate Culture: Theoretical Perspectives and Methodological Approaches

The transition of veterans to corporate culture within the model of CIIRS is more than operational or human resource matter; it is a strategic dimension of organizational development and sustainability. Veterans bring a unique combination of discipline, leadership, flexibility, and awareness of situations—experience

developed through exposures to high-pressure environments. However, transition from military to civilian job involves complex psychological, cultural, and structural changes that demand systematic and evidence-based transition strategies. The veterans' transition into the corporate world, as incorporated into the CIIRS, is a matter that transcends operation or human resource concerns; rather, it has an organizational development component as well. The veterans possess a distinct set of adaptability, leadership, discipline, and situational acumen, which results from their experience with high-stakes environments. The transition between a military job and a regular employment, nonetheless, has psychological as well as structural complexities involved, calling for evidence-based transition approaches [93]. It is grounded that veteran integration represents a dual adaptation process: veterans adjust to civilian organizations as a valuable asset, while companies redesign their structures, leadership styles, communication norms, training and development systems, and motivational programs. In this way, veteran integration is transformed from a social-support issue into a strategic driver of organizational resilience and knowledge renewal.

The integration of veterans plays two main roles: it upgrades organizational capacity while encouraging the personal as well as professional readjustment of former armed service personnel. From an institutional point of view, hiring veterans aligns with CIIRS' ideology of inclusion, integration, and adaptation since it increases diversity, enhances knowledge transfer, as well as strengthens organizational resilience. Veterans are often highly competent in leadership capacity, teamwork, as well as emergency situations—a mix of attributes most needed in fast-paced as well as tough markets. Their transition within the culture of civilian organizations is never automatic; it requires a intentional cultural shift which accounts for both the adjustment of veterans as well as that of an open embracing capacity from the organization . Commonly experienced challenges during this process include a need to address hierarchical and communication differences, redefining job roles within leaner corporate models, and rebutting stereotypes linked with military experience. At organizational level, cultural shift requires intentional emphasis on inclusivity,

ensuring that vets' membership is a positive addition to, not a strain on, workplace harmony. To help achieve that aim, CIIRS proposes a mutually adaptive model of integration: vets settle down to civilian norms while organizations at the same time align their culture to tap the assets of vets. Practical methods that facilitate such transition are mentorship programs, peer-support groups, and modules of instruction that combine technical skills with emotional and interpersonal skills. Such interventions reinforce feelings of belongingness, trustworthiness, cooperation, while simultaneously delineating concrete lines of professional advancement. The transition process itself therefore becomes a reciprocal learning system that fosters empathy as well as identification across organizational lines [107;115].

Inclusion of veterans within organizational environments is supported through various theories that collectively describe cognitive, social, as well as structural features of this phenomenon. In the context of CIIRS, these theories collectively create a multi-dimensional foundation for understanding veteran adjustment as a psychological transition as well as organizational learning chance [116]. Transformational Leadership Theory focuses on the leader's ability to inspire and motivate employees to greater performance and common purpose. In the context of veteran integration, transformational leaders provide cultural brokerage to connect strict discipline with flexibility . Leaders who are compassionate, flexible, and vision-driven enable veterans to reframe their experience in terms compatible with the mission and values of the organization. Transformational leadership creates confidence, psychological security, and empowerment—important antecedents for successful cultural assimilation [117]. Social Exchange Theory helps us understand how our work relationships develop. Basically, when people feel they can trust each other, get appreciated, and feel supported, those relationships get stronger. In the case of veterans, post-military life transition requires re-definition of social and professional identities within a new context. In organizations that encourage reciprocal exchange—mentorship networks, peer-buddy programs, and validation of

skills acquired during service life—loyalty as well as engagement are ensured. Integration thus becomes a joint enterprise rather than simply a one-sided adaptation, compatible with CIIRS' guideline of inclusive reciprocity [118]. Human Capital Theory places its emphasis on economic and developmental importance of personal knowledge, skills, and competencies as essential resources for organizational performance improvement. Veterans possess a diversely experienced stock of skills that includes leadership experience under stressful conditions, discipline, problem-solving proficiency across different environments, along with resilience. Acknowledging such virtues as strategic assets encourages organizations to complement their stock of human capital while enriching their innovation potential. Involving systematic onboarding processes, competency profiling, as well as cross-disciplinary initiatives, is used to transform veterans' technical expertise within a non-military context. This step places the transition of veterans as more than a social duty but as a competitive advantage that enhances both productivity as well as innovation potential [119].

Rational Emotive Behavior Therapy (REBT) and Emotional Intelligence (EI). Psychological theories like Rational Emotive Behavior Therapy (REBT) and Emotional Intelligence (EQ) are particularly relevant to the human aspect of CIIRS application. Veterans are often faced with increased levels of anxiety, stress, or Emotional distress when introduced to new career and social settings. REBT helps veterans make this shift by teaching them to think more flexibly and manage their emotions better. This lets them see challenges in a new light and adapt more positively. Supplementing this is the dimension of EQ whose core enhances empathy, self-consciousness, and interpersonal understanding which are essential for successful cooperation and intercultural communication . When used concurrently, these methods enhance psychological readiness and relational cohesion across diverse organizational settings [121].

Social Identity Theory contributes another central finding with its account of self-definition through groups. Moving from a service role as a soldier requires that

veterans redefine themselves from a collective hierarchical identification with the armed forces to one that is rooted in cooperative corporate membership. Integration is successful as organizations facilitate maintaining pride in service identification as new professional identities are assumed. Initiatives that honor veterans' experience in terms of appreciation programs and cooperative projects reaffirm membership and buffer against identification fragmentation . Organizational Adaptability Theory Organizational Adaptability Theory finally points up the institutional dimension of inclusion. Effective inclusion of veterans requires adaptable organizations that are open to communication channels and adaptable administrative structures that can facilitate ongoing learning. Organizations that are open to experimentation, learning from other organizations, and decision-making through consensus are better at receiving diverse perspectives. Adaptive organizations consider integration as a moving, not fixed policy that is always evolving with employee needs as well as contextual changes [59;78;94;123].

In combination, these models—leadership, social exchange, human capital, emotional intelligence, and adaptability—constitute a complete conceptual foundation for framing veteran integration as a co-evolutionary process. CIIRS integrates them as a single cultural model with balanced psychological adaptation and structural inclusion. It places integration within a micro-process that is focused on individual resilience and sense of belonging and a broader organizational model that enhances organizational flexibility as well as overall performance. Via leadership development programs, continuous improvement processes, and feedback mechanisms that implement such principles, the model for CIIRS situates experienced force integration as a central enabler of corporate culture revitalization. The approach provides mutual benefits: vets gain immense job opportunities along with a sense of inclusion, while organizations develop stronger, varied, and high-capacity teams. Thirdly, inclusive sourcing is a powerful expression of CIIRS' underlying philosophy: organizational excellence is inseparable from inclusiveness and flexibility. Organizations fulfill social and moral obligations while addressing

valuable contributions, skills, and identities of veterans with respect while thereby seeking new ways of innovation, coherence, and competitiveness [124;125].

The successful transition of veterans to the private sector as envisioned through the Cultural Integration and Inclusive Resilience System (CIIRS) is both scientifically based and systematically enacted. The system is more than a humanitarian imperative; it is a central enabler for flexibility and innovation within organizations in turbulent or transforming nations or sectors. The template was conceived of post-conflict circumstances such as in Ukraine, its essential principles can be simply transplanted to high-tempo sectors such as technology, energy, healthcare, and advanced manufacturing where organizations are forced to meet disruptions with inclusivity as well as with speed . The CIIRS methodology fundamentally incorporates three essential cultural imperatives—namely, inclusion, flexibility, and strategic growth—within organizational models that facilitate both personal and institutional transformation. This model effectively aligns interventions centered on human considerations with corporate goals, thereby ensuring that the incorporation of veterans contributes positively to performance, cohesion, and innovation. Its practice relies on systematic diagnoses, adaptive learning methods, as well as regularized forms of feed-back mechanisms, characterizing it as a moral imperative as well as a culturally transforming tool based on evidence. The shift from a military lifestyle to a corporate environment is inherently intricate. Veterans depart from a highly structured, mission-oriented environment and enter a often unpredictable, dynamic, and collaborative environment. Making such a transition requires a double adjustment: veterans must adapt their cognitive, emotional, and behavioral patterns, while companies must reposition some aspects of their own structure and culture to benefit from the abilities of veterans. The CIIRS approach provides a whole model for such double adjustment through evidence-based methods and constant alignment with corporate culture, mission, and strategic vision [126;127;128].

The CIIRS model sees integration as a process of cultural synchronization whereby

both the organization and the veteran adapt and evolve through mutual learning. To really understand how a company adapts, we have to look at how the people, the structure, and the culture all overlap. Each of these layers is vital for building an inclusive environment and ensuring the business can grow sustainably over time [135].

On the psychological level, veterans are accommodated through highly structured interventions such as cognitive-behavioral coaching, stress-management workshops, and REBT-based programs on resilience that enable them to cope with transition anxiety, change thought patterns, and regain control in unfamiliar environments [136]. At the organizational level, institutions are advised to adopt adaptive management structures as well as inclusive governance approaches. Flatter organizational structures, open communications, and cooperation between functions are successful ways of integrating various experiences and ideas [137]. Finally, at the cultural level, inclusiveness and resilience are achieved through shared rituals, appreciation initiatives, and reward programs that strengthen belonging and embed diversity as a core value of corporate life [138]. In attempting to ensure unity in implementation with prospects for individual development, CIIRS ascertains a variety of conventional as well as versatile methodological approaches. The methodologies are actualized in directed training programs, mentoring structures, and assessment tools formulated to facilitate individual development in tandem with organizational transformation. It is emphasized that aligning individual development with greater organizational aims of resilience as well as innovation occurs simultaneously. Each aspect of this model is linked with the central principles of CIIRS—emotional intelligence, flexibility, inclusiveness, and evidence-based governance—facilitating a holistic integration process that is measurable as well as replicable and sustainably maintainable [14;58;33;111]. The following table outlines the tailored training and development programs within the CIIRS model, detailing targeted interventions designed to equip veterans with the competencies required for effective transition into corporate environments.

Table 1.6

Tailored Training and Development Programs

Training Focus	Objective	Methodology	Details
Emotional Intelligence (EQ)	Enhance interpersonal understanding, empathy, and self-regulation.	Experiential workshops, role-playing simulations, and reflection exercises.	Veterans develop social awareness, active listening, and empathy—key to effective teamwork and adaptive communication.
Leadership Development	Cultivate adaptive, transformational, and servant leadership competencies.	Mentorship programs, seminars, and peer-led projects.	Veterans are equipped with leadership models emphasizing collaboration, inclusivity, and ethical responsibility aligned with corporate values.
Technical Skill Adaptation	Translate military-acquired skills to civilian industries and contexts.	On-the-job training, certification pathways, and scenario-based learning.	Veterans apply operational expertise to corporate environments, improving transferability and sectoral relevance.
Resilience and Cognitive Flexibility	Build mental agility and stress management capacity.	REBT-based training, mindfulness workshops, and group counseling.	Veterans gain practical tools for emotional regulation, overcoming burnout, and sustaining motivation during transition.

Source: Developed by the author based on [14],[32],[14],[11],[112].

The initial table focuses on the concept of Empowerment in terms of developing specific skills, while the following table further builds on the CIIRS concept in terms of systemic reinforcement and adaptation to society. Training and development programs equip the veteran with the appropriate skills to function in their profession; nonetheless, continuous integration remains subject to further

organizational support, psychological strength, and cultural adaptation between the two parties. The shift from individual-based training to organizational support represents the feedback loop concept of CIIRS in which learning, assessment, and inclusion interact to ensure continuous cultural change. The following table represents the CIIRS-based integration and support mechanisms aimed at ensuring the effective integration of the veteran into the corporate culture.

Table 1.7

Integration and Support Mechanisms

Integration Mechanism	Objective	Methodology	Details
Inclusive and Structured Onboarding	Establish a welcoming environment and shared understanding of corporate values.	Mentorship pairing, cultural orientation, and veteran ambassadors.	Veterans are introduced to company mission, norms, and peer networks; their experiences are positioned as assets.
Building Resilience Through Support Systems	Strengthen psychological resilience and adaptation capacity.	Incorporation of REBT and EQ principles, stress-management workshops, and peer support circles.	Facilitates emotional adjustment and reduces isolation, promoting long-term well-being and performance.
Cultural Adaptation Mechanisms	Foster mutual understanding between veterans and civilian employees.	Intercultural dialogue sessions, sensitivity training, and shared storytelling initiatives.	Promotes empathy, reduces stereotypes, and cultivates a shared organizational identity based on mutual respect.

Data-Driven Feedback Systems	Monitor integration effectiveness and identify improvement areas.	360° performance evaluations, inclusion diagnostics, and satisfaction surveys.	Data analysis informs policy refinement, ensuring continuous cultural and operational alignment.
-------------------------------------	---	--	--

Source: Developed by the author based on [10],[12],[97],[111],[120].

The main approach of this method depends on system-oriented thinking process. This approach manages integration as an ongoing process that involves continuous adaptation, training, evaluation, and feedback loops. Such an approach enables the measurement of cultural improvement through quantifiable indicators, including engagement, turnover, and innovation production rates. It transforms inclusion and flexibility into operational tools of governance by applying evidence-based measurement. CIIRS thus reinterprets the inclusion of veterans as a strategic enabler of both organizational innovation and resilience. Veterans become agents of transformation, transferring adaptive behavior and disciplined decision-making within non-military environments, while organizations in turn enrich their inclusiveness, learning capacity, and cultural unity. This well-thought-out and people-centric approach reveals that inclusion, when deliberately conceptualized and tracked, can be a competitive as well as moral advantage—one that enhances organizational morale and operational soundness while fulfilling a significant social duty [80;121].

The formation of the Cultural Integration and Inclusive Resilience System (CIIRS) approach to veteran integration represents an iconic achievement relative to the promotion of an inclusive, resilient, and future-minded organizational culture. The CIIRS approach guarantees that veterans are effectively integrated into the corporate world, as well as empowered to make a substantial contribution, leading to innovation and progress in society as a whole. Veterans are a harbinger of organizational flexibility and sustainability, as they possess the vital skills they accumulated: discipline, leadership, situational awareness, and problem-solving expertise. Basically, CIIRS represents the promotion of the articulation of intrinsic

cultural values and behavioral norms manifested by inclusivity, emotional intelligence, resilience, and flexibility. The inherent values directly influence the decision-making process, as well as interpersonal interactions, affirming a strong organizational structure at every organizational level. While inclusivity guarantees all organizational members, including veterans, are assured an equal opportunity to achieve, emotional intelligence represents an approach toward exerting collective teamwork and understanding within diverse work environments. Resilience and flexibility, often represented by a military approach, are perceived as levers strategized to ensure organizations are capable of coping with uncertainty and change effectively [42;136].

The inclusion of these values in the mission and vision statements of the organization ensures they move beyond rhetorical values and are incorporated into a concrete cultural commitment. The integration of hiring veterans as part of the organizational initiatives exhibits a strong statement related to diversity and shared responsibility. The integration of values demands a transformation of values into action, including open decision-making, open communication, and a clear process. A clear cultural foundation enhances this approach, as it illustrates concrete behaviors, rituals, and activities that make integration successful. Team-based activities among departments and open communication channels promote a cohesive culture that creates a trusted relational dynamic. Placing emphasis on the recognition of the contributions of veterans through award ceremonies and public recognition creates a sense of belonging among veterans. The approach helps eliminate the cultural difference between military and regular life by making respect for veterans a living value, an organizational trait that supports each other as part of a united community.

The CIIRS offers a basis for strong, concrete, and cultural transformation by interspersing values, ceremonies, and expectations related to behavioral features and activities related to values, including flexibility, empathy, and respect, between others, as an approach between values, adaptation, and individual development,

making this model a guarantee that both adaptation and development occur at the same pace, leading to unity, resilience, and excellence [138]. CIIRS performs the principles of continuous improvement, inclusiveness, flexibility, and strategic fit to address the complex process of reintegrating veterans. It offers a systematic and psychology-grounded approach that encourages change both at the organizational and individual levels. It is significantly important, particularly in changing economies following a crisis, as both organizational resilience and the reintegrative role of human capital interactively influence each other. They possess a strong background in leadership, team-building potential, and mission-grounded performance, all achieved under pressurized circumstances. Moving away from a strict-line military structure to a liquid-flow situation, as practiced in an organizational environment that belongs to the private sector, is a challenging endeavor both at a psychological and a cultural level. Communication differences in approach, freedom within levels of decision, and organizational identity can lead to initial clashes. The CIIRS model counteracts these adversities through a systematic method for reconciliation—linking professional ethics among veterans with open and cooperative benchmarks of the modern corporate world [93;94]. By utilizing a model, CIIRS gives organizations tools to integrate service member skills into corporate objectives so as to facilitate mutual value creation: service members gain meaningful careers and individual progression, while organizations gain improved innovation capacity and leadership sustainability. The model achieves its aims through a combination of bespoke training programs, streamlined onboarding processes, as well as regular feed-back mechanisms that facilitate continued development and accountability. CIIRS doesn't treat inclusion as just a passing phase or a box to check. Company culture isn't something we enforce with rules. It's something we're all building together, so it can grow and become a more resilient and welcoming place for everyone here. CIIRS's success can be attributed to its model being two-dimensional such that both organizational and personal change are tackled at once. It can help vets deal with both the cultural as well as psychological nature of transition while also reshaping

corporate structures so that inclusivity, emotional intelligence, as well as resilience, are enhanced. Individualized Approaches to Transitioning: The core emphasis of CIIRS is on individualized approaches to transitioning of individual veterans. Specialized programs include Emotional Intelligence (EI) coaching for communication, empathy, and teamwork capacity improvement as well as Rational Emotive Behavior Therapy (REBT) methods for emotional hardiness and cognitive flexibility development. The approaches help in easier transition to team-oriented non-hierarchical corporate environments as well as reinforce assertive behavior confidence [11;32]. Strengthening Organizational Capacity and Leadership: The program trains leaders to be adaptable as well as inclusive. CIIRS leadership fosters effective decision-making with empathy, establishment of trusts, creativity through empowerment. Leaders are trained to discover vets' distinguishing features—discipline, teamwork, centrality of a mission—and align them with organizational strategies behind competitive advantage. Fostering Flexibility and Strategic Agility: In view of increasing unpredictability in business environments, flexibility is critical for survival as well as healthy long-term expansion. The CIIRS model increases the proficiency of experienced professionals in dealing with changing situations while at the same time boosting the capacity of the enterprise for rapid responsiveness to changes. Encouraging a culture that thrives on experimentation, appreciated learning from feedback, and encouraging cooperation, the model makes flexibility a normative practice. Through the processing of this wide-ranging adopting model, CIIRS synchronizes the governance of the company's culture, as well as the development of their strategy for the promotion of human capital, so as to achieve quantifiable results regarding elevated retention, engagement, and innovation outcomes. Such a paradigm smashes the boundary limits of traditional human resource methodologies, establishing the integration process of seasoned employees as a critical approach toward company rejuvenation, one encompassing the infusion of adaptability alongside organizational principles [109].

Adoption of the Cultural Integration and Inclusive Resilience System (CIIRS) starts with a redefinition of organizational core values and philosophy of administration such that it is aligned with the underlying principles of inclusion, integration, and adaptation that become leading drivers of a people-oriented, responsive, and sustainable corporate culture. Organizational core values are essential principles that influence employee behavior, managerial practices, and institutional policies across different levels. When organizations include inclusiveness and flexibility in their corporate mission statements, they help create a culture in which innovation, diversity, and resilience become more than theoretical concepts and become measurable realities that inform everyday relationships as well as long-term planning. CIIRS model postulates that integration of veterans would neither be a one-off event nor a solitary human resources practice. Rather, it would become a regular aspect of corporate culture administration. Effective transformative sustainability calls for having veteran inclusion embedded in organizational core culture's fundamental fabric—to influence leadership philosophies, hiring policies, instruction structures, communication networks, as well as performance measuring criteria. This section identifies requirements that are essential to implementation as a whole, allowing CIIRS to become a system of continuous culture transmutation [27;41].

Cultural fit is the first and foremost step leading to successful implementation of CIIRS. It ensures that its organizational vision, mission, and strategy are well integrated with its inclusive values as well as its social responsibility. When organizational adaptability as well as inclusivity are integrated with strategic development objectives, organizations create a balanced model that integrates economic performance with societal objectives. Consequently, the cultural alignment phase fosters a collective comprehension that inclusion and adaptability serve as essential conditions for strategic competitiveness, rather than being viewed as ancillary goals [78].

Leaders are translators of culture as well as standard-bearers of principles of CIIRS. Leadership development within the model of CIIRS is focused on developing

managers who are adaptive, moral, as well as emotionally competent with the ability to exhibit inclusive leadership. The programs are designed to transcend conventional competency-based training to value-led leadership transition. Inclusive leaders are educated on vets' distinctive transitions, showing empathy while reintegrating, as well as psychological safety within teams. The curriculum usually includes transformational and servant leadership frames with a focus on empathy, authenticity, and accountability as cultural levers of prime importance. Inclusive leaders become drivers of both cultural unity as well as performance improvement with inclusion being rooted in leadership of the organization [30]. Key characteristic of CIIRS is its reliance on systematic yet variable processes that ensure long-term sustainability as well as consistency in integrating veterans. Such mechanisms include personalized onboarding programs, mentorship networks, and orientation exercises that help integrate veterans with organizational expectations while allowing for due consideration of their differences. Mentorship is an important psychological linking pin enabling transition from military to civilian life. Transition programs that associate civilians with veterans, buddy schemes, as well as peer mentoring projects, provide regular advice and emotional support. Support groups add to feelings of inclusion while accelerating transition through provision of regular, experience-based support. In contrast, structured induction processes ensure that veterans are seen as more than outside observers but as integral contributors from the moment of recruitment [95].

Table 1.8

CIIRS Implementation Model for Veteran Integration

Component	Objective	Implementation Mechanisms	Expected Outcomes
Cultural Alignment	Integrate inclusivity, adaptability, and strategic resilience into mission and vision.	Revise mission and value statements; align HR and business goals with inclusivity principles.	Unified culture balancing social and strategic priorities.

Leadership Development	Build empathetic, inclusive, and flexible leadership capacity.	Training on transformational and servant leadership; empathy and communication workshops.	Increased trust, collaboration, and psychological safety.
Structured Procedures	Ensure systematic, repeatable integration processes.	Onboarding, mentorship, and shadowing programs for veterans.	Faster adaptation, lower attrition, improved engagement.
Feedback and Evaluation	Create accountability and iterative learning cycles.	Performance reviews, focus groups, and engagement surveys.	Continuous refinement of inclusion initiatives.
Continuous Improvement	Institutionalize adaptive learning and performance renewal.	Regular audits, learning reviews, and digital tracking of cultural KPIs.	Sustainable growth and resilience in integration processes.
Inclusivity & Diversity Programs	Foster participation and representation of veterans and underrepresented groups.	ERGs, diversity councils, flexible work options, inclusive policies.	Enhanced innovation, well-being, and cultural agility.
Strategic Growth Alignment	Connect integration outcomes with business strategy and innovation.	Competency mapping, strategic project placement, analytics dashboards.	Veteran inclusion as a measurable strategic advantage.

Source: Developed by the author based on [21], [59],[33], [16], [22],[23].

The feedback mechanisms are the diagnostic cornerstone of the CIIRS model. The mechanisms provide empirical grounding for continuous improvement and adaptive learning processes. Holistic feedback systems help organizations gauge the success of their integration efforts, translate performance results into measurable

quantities, as well as determine root barriers. The process includes employee surveys, qualitative focus groups, 360° reviews, and individual reflection sessions of veterans with their bosses. The tools translate feedback into a dialogical rather than hierarchical of evaluation. Veterans' experience becomes a critical addition to perfecting the system through embedding participatory governance in corporate culture. CIIRS supports a cyclical method of continued learning and refinement. The integration programs are meant to be cyclical with regular rebuilding of programs on account of new information, shifts in workforce demographics, and changing requirements of veterans. This feedback-driven model guarantees responsiveness while reinforcing transparency and accountability [64;76;108]. Continuous improvement efforts also help build a learning organization mentality. Rather than being seen as a short-term project, experienced integration becomes a recurring strategic cycle that represents and reinforces the adaptability of the organization. Organizations that practice CIIRS retain more, produce more innovation output, and gain a better reputation among socially responsible investors. This system also ensures sustained employee engagement because the system gives measurable room to grow to each stakeholder — leadership, civilian employees, and vets individually. The principle of continuous improvement under CIIRS also serves as a self-correcting process. It connects institutional responsiveness with successful reintegration of veterans. Each step of the integration cycle — education, analysis, feedback, refashioning — becomes part of a recursive system that changes with individual maturation as well as with changes in the environment [57;95;121]. Training programs are at the core of this cycle. Emotional Intelligence (EQ) workshops, cognitive restructuring through REBT, and adaptive leadership simulations deal with both psychological as well as soft-skill aspects of reintegration. At the same time, technical certification programs, convert military training into civilian qualifications guaranteeing job-readiness and confidence. This two-part approach guarantees that integration is both human-centered and Results-oriented, addressing emotional

resilience and professional capability at once [15;112;117]. Incentive performance structures also enable inclusiveness through reciprocal efforts of cooperation and mutual accountability. Managers and veterans are engaged in on-going discourse through performance reviews, peer reviews, and reflective meetings. Feedback data not only help determine outcomes but are also used to drive innovation in process design. For example, recurring communication problems flagged through surveys might drive the creation of specialized training modules on corporate communication protocol. This kind of flexibility reconceptualizes feedback as strategic intelligence tool. In particular, peer review fosters horizontal confidence along with social capital and therefore promotes solidarity among heterogeneous groups. The communal understanding fosters inclusiveness and ensures that adjustment is made both on an individual as well as organizational level [1;82;122].

Inclusivity and diversity within the CIIRS model are enacted as on-going processes rather than fixed accomplishments. Their infusion ensures that corporate problem-solving, creativity, and innovation cycles are enriched with the perspectives of veterans. Specific recruitment initiatives for veterans, flexible schedules, and adaptive policies exhibit organizational empathy while encouraging fairness and turnover reduction. Mentorship networks and Veteran Employee Resource Groups (ERGs) shape peer affiliation and institutional support. The groups participate in policy crafting, consult with HR groups, as well as track inclusivity measures, turning veterans into engaged actors in governance [81;84;96]. Inclusivity is advanced through leadership. Inclusive leadership behaviors—empathy, open communication, as well as appreciation for different culture—have become part of leaders' training programs. Special events such as Veterans Day celebration or service awards among employees add strength to moral legitimacy as well as common identity [1;30;100]. Empirical research across the board confirms that those teams that are diversified and inclusive are better than those that are not in innovation, flexibility, and decision-

making effectiveness. It therefore becomes a strategic differentiator for including the veterans rather than as social responsibility [41;68]. An overall implementation model synthesizes different pieces of CIIRS—leadership, values, feedback, training, and policy—into a single, unified model that evolves in parallel with the business approach. This model makes it easier to translate integration as a continuous, enterprise-wide program. Policy formulation is still a core. Well-articulated policies regarding equal opportunity, non-discrimination, and psychological safety make veterans feel appreciated and secured. Flexible workplaces facilitate veterans with medical, familial, or post-military transition needs, while leadership accountability processes assure uniformity across sections [117;118]. Strategic alignment is embedded as a core component within the CIIRS model. When linking the abilities of veterans—disciplinary nature, ability to manage in crises, leadership—with strategic initiatives, organizations are taking advantage of their strengths in those arenas of high influence such as operations, innovation, and projects management. Frequent data reviews and analytics dashboards monitor momentum over time, tracking proxies such as retention, engagement, and innovation rates [102;120;129]. With these data points, integration is ensured to stay on track with organizational as well as social aims. Recognizing employees with programs and events is a way to prove that our values aren't just words on a page. It shows people that we mean it, and that makes everyone feel a lot better about coming to work.

Veterans have unique experience developed through critical decision making, organized collaboration, and systematic implementation. In its bid to fully tap these skills, organizations are required to manage certain transition barriers in a systematic, evidence-based, and people-oriented manner [90;95;108]. The next figure summarizes the step-by-step approach of integrating veterans under the CIIRS model, which brings forth the interworking of principles of inclusivity, flexibility, and constant refinement in crafting a resilient and sustainable organizational culture.

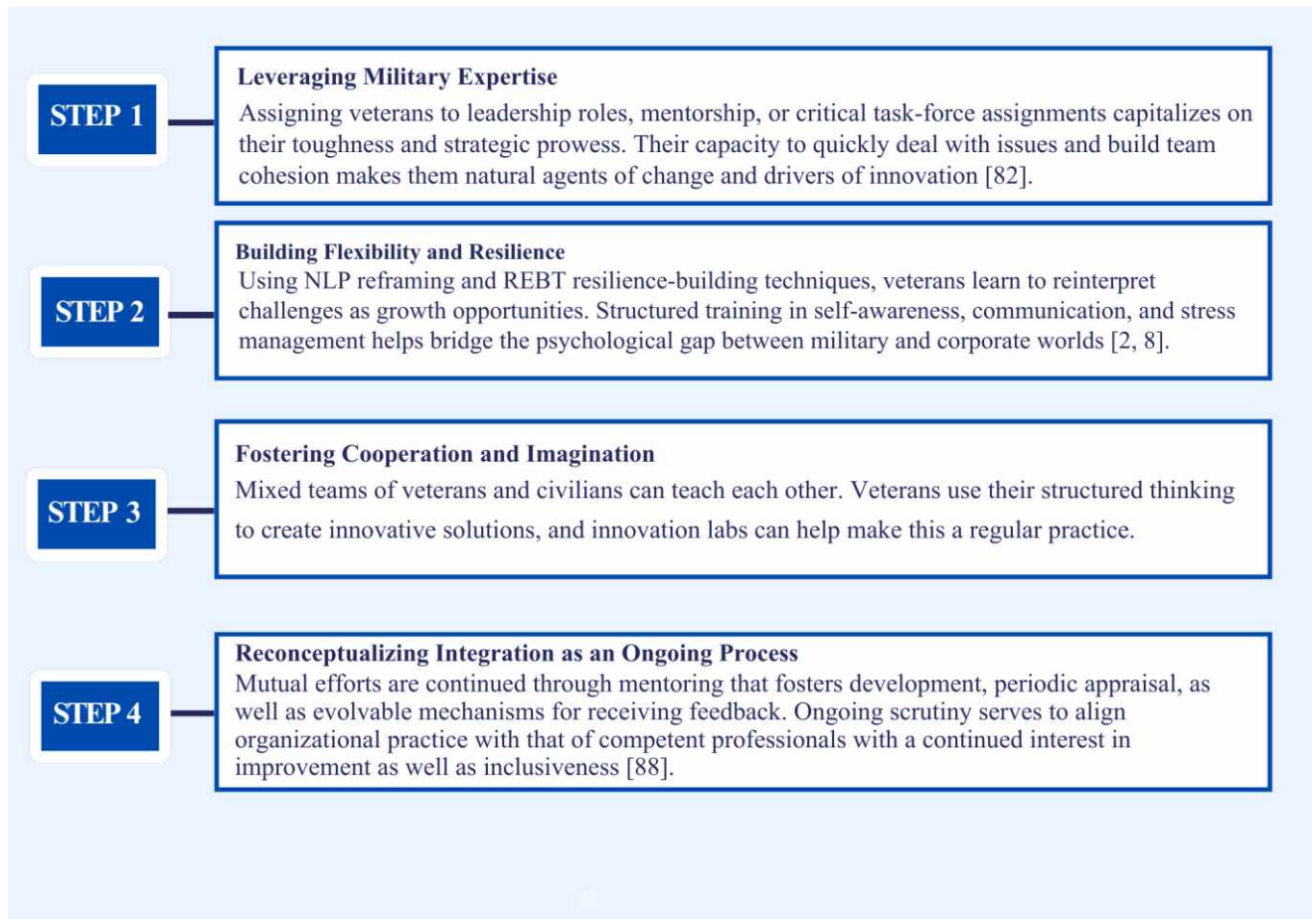


Figure 1.4. CIIRS Stages of Veteran Integration into Corporate Culture

Source: Developed by the author based on [90],[95],[108],[110].

CIIRS model is structured to ensure rapid changes are made and prospects of future success are improved. The two are dependent on one another so that transition for vets is both rapid as well as sustained. Rapid adaptation emphasizes structured onboarding, cultural orientation, and mentoring to mitigate ambiguity and gain confidence. Long-term success, on the other hand, involves leadership development, resilience training, as well as strategic career planning. Adaptive leadership and EQ-based initiatives enable veterans to lead, innovate, and manage change effectively [121;125;128]. The provision of continuous feedback and ERG participation ensures that the integration model is always sensitive to evolving needs of veterans. Through data-driven analytics, organizations can even put a number on integration results — gauging engagement, innovation, performance improvements [130;132;135]. It turns veteran integration

into a strategic engine for growth with inclusion and competitiveness. In the framework of this particular study, the process of integrating veterans is defined as a dual process of adaptation, in which the veterans adapt to the organizations as a valuable asset, while the organizations, in turn, adapt structures, leadership styles, communication patterns, training and development, and motivational strategies, etc. In this way, the process of integrating veterans is redefined from the perspective of social support to the perspective of organizational resilience and renewal of knowledge.

In its whole-of-design model, CIIRS turns veteran integration from a linear single-time exercise to a periodic evidence-based cycle that enriches human capital as well as organizational culture. Institutionalizing inclusion, solicitous elicitation of feedback, and responsiveness ensures that veteran integration contributes directly to corporate innovation, responsible governance, as well as strategic long-term growth.

Conclusion to Chapter 1

Chapter 1 provides the foundation for understanding corporate culture as a sophisticated and transformative system that is essential in achieving sustained organizational excellence. In the wake of growing turbulence, fast-paced globalization of technologies, and geopolitical unrests, corporate culture emerges as both a stabilizer and an engine of change. The chapter proposes that culture management moves on from its mere symbolic role to become a strategic imperative that impacts an organization's ability to endure innovation, flexibility, and social accountability under conditions of ambiguity. This chapter performs an in-depth analysis of the inclusion, incorporation, and adaptation of veterans with veteran reintegration as a framing case of broader organizational adaptation processes. Veterans, as represented through their leadership, discipline, and resilience, are prototypes of human capital forged in adversity as agents of corporate renewal. The success of their transition to civilian jobs depends on institutionalized cultural devices that can translate military competencies into corporate assets. The study of veteran inclusion thus bears a

valuable lesson for understanding how inclusiveness, flexibility, and constant learning can transform organizational culture as a strategic asset for resilience as well as innovation. The chapter outlines three core drivers of cultural change: integrity, adaptability and inclusivity as part of the Cultural Integration and Inclusive Resilience System (CIIRS). Continuous improvement makes possible a creative evolution of culture through processes of learning, reflection, and feedback; inclusivity supplies the moral as well as psychological foundation needed to build equity and a sense of belonging; and flexibility makes it possible for the organization to manage competently crises, transition, and complexity. The elements are interrelated; they interact with each other to form a cohesive system that nourishes both organizational flexibility and personal growth. The CIIRS model's proposition represents a main theoretical contribution of this dissertation. It connects psychological processes on the individual level (such as emotional intelligence and cognitive flexibility) with organizational practice on the organizational level (such as leadership development, feedback systems, and adaptive learning). It is underpinned theoretically by Transformational Leadership Theory, Social Exchange Theory, Human Capital Theory, as well as by Rational Emotive Behavior Therapy (REBT) to give a unique synthesis that links psychological insight with managerial practice. Framing of inclusion and resilience is seen not as separate initiatives but as integral elements of a modern, ethical, and high-performing company culture that is part of its model core. Methodologically, the chapter underlines the requirement for evidence-based approaches in diagnosing, measuring, and transforming cultural systems. It emphasizes that without systematic assessment tools—such as indices of adaptability, levels of engagement, and feed-forward loops—corporate culture is no more than a theoretical construct as opposed to a measurable and actionable model. As such, bringing in veterans is undertaken through concrete tools such as training programs, mentorship structures, and adaptive feed-back tools that ensure measurable outcomes. The chapter also shows that organizational capacity for

resilience as well as innovation is directly linked with its social and ethical foundation. When strategic growth is linked with inclusive practices, organizations develop environments that both advance performance while embracing such values as accountability, diversity, as well as empathy. When a company's culture is truly ethical, it gives them an edge over the competition. That's because they're not just focused on profit, but also on doing what's right for society, which keeps them strong in the long run. Lastly, Chapter 1 provides a conceptual and theoretical grounding that underlies subsequent dissertation analysis. It brings together the philosophical, psychological, and managerial aspects of corporate culture in an overarching narrative that depicts culture as a self-correcting system—one that can learn from itself and reinvent itself. The transition of veterans to corporate settings forms both a practical example and metaphor for larger organizational inclusion, adaptation, and revitalization. This introductory chapter thus establishes a bond among theoretical constructs and practice applications, individual and organizational changes, as well as societal responsibility and strategic outcomes. It provides the background for Chapter 2, which moves from conceptual discourse to empirical investigation—analyzing diagnostic outcomes, practical case histories, as well as questionnaire datasets to determine the expressions of inclusiveness and flexibility within fluctuating Ukrainian organizations. In so doing, it is possible for the dissertation to proceed to explore further how its CIIRS model may be not only an intellectual construct but also a practical tool for initiating cultural shifts in organizations functioning under complex as well as calamity-stricken environments. The concepts developed herein are the foundation upon which our subsequent analysis is constructed. In chapter 2, the application of these principles inside Ukrainian companies shall be observed. We shall apply the CIIRS model to track shifts in culture and determine how companies are making up. Overall, Chapter 1 established the groundwork of theoretical and methodological foundations of corporate culture transformation under the CIIRS paradigm. By integrating inclusiveness, flexibility, and ethical resilience into the core of culture, the chapter positions the organizations as adaptive systems as well as human-

oriented ecosystems of learning and innovation. The next chapter empirically tests these foundations by making use of both quantitative and qualitative data of Ukrainian firms and assessing the level of these principles leading to quantified outputs [139;143;147]. This chapter will argue that corporate culture transformation is a systemic and quantifiable process rather than a declarative organizational action. Transformation is defined as a change from traditional management practices to a corporate system that is inclusive, adaptive, and learning-oriented and integrates veterans and other non-traditional workers in productive organizational relationships. The results of the research, which were reflected in the presentation of the findings in Chapter 1, substantiate the initial three components of the scientific novelty of the dissertation. In particular, it is revealed that in the context of rapid technological, political, and social change, corporate culture is changing from the traditional form of shared values, assumptions, and norms to the new form of the transformation infrastructure, which is characterized by the principles of inclusiveness, integration, and adaptability. The developed model of CIIRS provides tools for the analysis, assessment, and improvement of corporate culture in the form of concrete and data-based strategies. It is also substantiated that the principles of inclusion, integration, adaptability, continuous improvement, strategic alignment, and ethics should form an interconnected cycle, rather than being separate human resource programs. The principles of inclusion, integration, adaptability, continuous improvement, strategic alignment, and ethics reflect three levels of the transformation of CCM, namely, the characteristics of the system, the zones of functionality, and the complex of metrics, which guarantees the evolution of corporate culture as a strategic regulator and as a self-reinforcing governance mechanism. In addition, the process of the integration of veterans is seen as the dual process of adaptation, in which veterans adapt to the civilian organization as a valuable resource, and the organization, in turn, adapts to the veteran in the form of the transformation of structures, leadership, communication, training and development, and motivation. In this way, the process of the integration of veterans is transformed from the social support role to the

strategic role in the development of organizational resilience and knowledge renewal [140;149].

Transformation will be illustrated as a qualitative and quantitative process using the CIIRS approach and its associated theoretical principles and diagnostic tools (CEI, RII, SEI, TEI). Chapter 1 will lay the groundwork for the analysis and development of managerial practices for transformation presented in the subsequent chapters.

CHAPTER 2

ANALYSIS OF CORPORATE CULTURE MANAGEMENT TRANSFORMATION IN UKRAINIAN COMPANIES

2.1 Economic and Social Development in the Corporate Culture Management in Dynamic Companies

Innovative businesses operate in a world of rapid change and therefore develop their competitive advantage by applying resilience, innovation, and flexibility. The management of corporate culture is a key promoter of successful responses to economic and social turbulence: through creating inclusive, flexible norms and learning routines, firms improve sustainability and shock resilience in complex contexts [94;95; 143;147]. Innovative companies' cultural system tends to put a premium on continued learning, cross-functional collaboration, and expecting response to changes in markets; such firms rely on simplified and flexible structures that accelerate decision-taking, enabling managers to seize new opportunities early in the process and diminish risks before they escalate [36;89]. Leadership is a key process where culture shapes conduct: in active firms, it often has a transformational quality that motivates people around a shared vision and stimulates general engagement in problem-solving and innovation, which is universally associated with better performance results across individual, team, and firm levels [31; 139;140]. With growing digitization making environmental change even faster-paced, CCM that encourages cautious experimenting and measured risk-taking prepares firms to reconfigure their capabilities faster and sustain strategic renewal [79;86; 141;147]. The social dimension of management and corporate culture matters as well: companies that implant corporate social responsibility (CSR) and ethical norms into day-to-day practices tend to realize higher employee retention, satisfaction, and reputational benefits alongside economic performance [41;45]. Prior research also shows that weak leadership norms and toxic communication patterns can reduce productivity and increase turnover, reinforcing why cultural change must be treated

as a management priority rather than an incidental HR task [66;90].

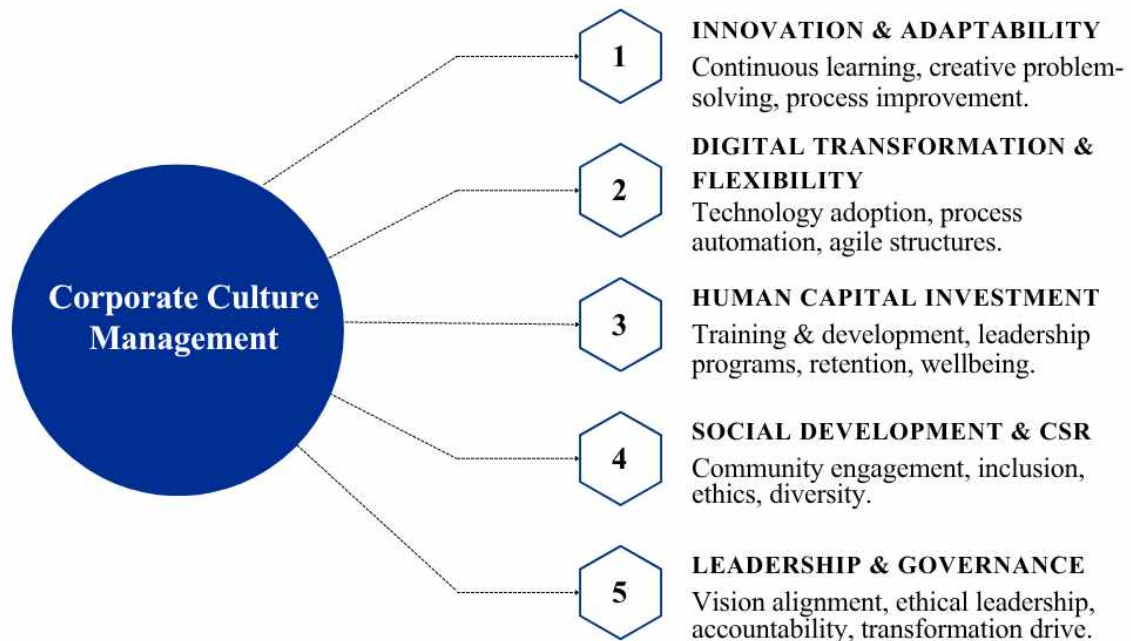


Figure 2.1. Conceptual Model of Economic and Social and Cultural Development in Dynamic Companies

Source: *Author's conceptual model developed from literature and illustrative company reports (Naftogaz, Interpipe, Weatherford).*

The model presented in Figure 2.1 shows the relation between economic and social development in managing corporate culture. The model integrates five interrelated dimensions—innovation, digital development, human capital formation, social inclusion, and leadership and governance—which stem as prime drivers of organizational flexibility and robustness. The model highlights that sustainable competitiveness not only requires financial and technological investments but also deliberate culture development through learning, inclusivity, and ethical leadership. The conceptual model draws on both theoretical literature and field-based insights from notable Ukrainian companies such as Naftogaz, Interpipe, and Weatherford,

which showcase the interplays of total training efforts, digital developments, and devoted leadership on mutually reinforcing social and economic results.

To operationalize such propositions, the following sections integrate factual findings from a questionnaire survey of 28 organizational units (cases) with independent managerial authority (See Table D.1; Appendix D). The sample consists of firms that primarily fall under the energy value chain and oil-and-gas value chain, as well as companies from the fields of education, industrial manufacturing, construction, and financial services—together representing a pictorial representation of dynamic Ukrainian firms. Table 2.1 outlines the profile of such companies and their inclusion-related practices and thereby lays out the practical basis for the following analytical discussions. The linkage among these five factors—innovation, digital transformation, investment in human capital, social development, and inclusivity—constitutes the foundational model for the later observational study. They collectively present culture in its dual function both as an economic and social driver towards sustainable development. In rapidly transforming organizations, these motivators also interact constantly: innovation fuels agility; digitalization fuels openness and collaboration; investments in human capital fortify leadership and worker motivation; social programs reinforce reputation and stakeholder trust; and inclusiveness secures long-term resilience through multiple points of view. This macro-level perspective highlights that corporate culture is an essential mechanism and not just an environmental factor that drives economic and social progress. The subsequent section explains these conceptual linkages in measurable indicators, utilizing both Ukrainian and international companies in demonstrating that culture management does, in fact, enhance performance and adaptability. The scope of the empirical study included 28 organizational units (cases) with independent managerial authority in Ukraine from the following sectors: energy, industrial, educational, construction, and service. The organizational entity is considered a unit of analysis in this study. The organizational entity is an autonomous organizational structure characterized by independent

managerial responsibility, specific organizational practices inside the organizational structure, and independent implementation of organizational culture policies. For a vertically integrated corporation, the application of a differentiated structure of organizational units (regional branches, directorates, and departments) is considered a separate case of analysis if the data is collected from different managerial representatives responsible for a particular unit of a corporation. The units are autonomous in operational management, including personnel management, leadership style, organizational communication inside the organizational structure, and implementation of inclusion and veterans' integration policies. This is why they are considered separate cases of analysis in the context of corporate culture diagnostics.

The study is based on an empirical base consisting of 28 organizational units (cases) with independent managerial authority from the energy sector, industry, education, construction industry, and scientific sector. The data collection was carried out through a structured questionnaire completed by managerial representatives responsible for corporate culture and human resource management within each organizational entity. The questionnaire was used as a primary tool for collecting information. The goal of the survey was to gather meaningful data on the core pillars of a modern workplace: how inclusive and flexible it is, how active its leaders are, and how well the organization can bounce back from a crisis. The analytical consistency of the study was based on aggregated answers from each organizational entity. The diagnostic indicators were developed from the collected data. These include the Cultural Engagement Index (CEI), Resilience and Integration Index (RII), Structural Engagement Index (SEI), and Training Effectiveness Index (TEI). The level of analysis for each case is an organizational entity. In vertically integrated organizations where there are differentiated internal structures, structurally differentiated organizational units such as regional branches, directorates, or departments are considered separate analytical cases under the condition that they are supplied independently by the responsible managerial representative.

Table 2.1

Distribution of the 28 organizational units (cases) with independent managerial authority by Sector

Sector	Number of organizational units (cases) with independent managerial authority by Sector	Share (%)
Energy (Oil & Gas / Drilling / Service)	19	67.9%
Industrial / Metallurgy	2	7.1%
Education	5	17.9%
Construction	1	3.6%
Research / State Enterprise	1	3.6%
Total	28	100%

Note: Detailed identification of cases and structural levels is provided in Appendix D.

In addition to these structural and cultural indicators, Table 2.2 provides an enumeration of the presence of critical operational inclusion mechanisms among the 28 organizational units (cases) with independent managerial authority, such as formal policies, employee training programs, managerial training, and veteran retention strategies.

Table 2.2

Aggregate Operational Inclusion Indicators Across 28 organizational units (cases) with independent managerial authority

Indicator	Share of "Yes" (%)
Formal Inclusion Policy (Q5)	53.6%
Employee Training Programs (Q4)	57.1%
Managerial Training (Q7)	39.3%
No Retention Difficulties (Q9)	71.4%

Source: Author's survey (2024).

The corporate-level indicators assess the magnitude to which investment in human capital and inclusion practices increases organizational adaptability and robustness, thus supporting the proposed conceptual framework of corporate culture management (CCM) that was discussed in this study. As indicated in Table 2.2, the level of institutionalized inclusion practices among the 28 organizational units (cases) with independent managerial authority in Ukraine is diverse. The findings show that while more than half of the organizations have inclusion policies (53.6%) and employee training programs (57.1%) in place, targeted training for managers is notably less frequent, appearing in only 39.3% of the firms. Meanwhile, retention outcomes are relatively stable with 71.4% of organizational units (cases) with independent managerial authority reporting no significant difficulties with retaining veterans.

When compared with the structural distribution of cases in Table 2.1, the results indicate that although there are organizational units (cases) with independent managerial authority that have demonstrated leadership engagement and favorable cultural environments, there is an evident implementation gap with regards to the formalization of inclusion policies and the development of managerial competencies. Further visualization of the results is discussed in the following

Corporate Culture Archetypes (n = 28)

36%

Largest share: **Clan** (tie with **Hierarchy**)

Two dominant archetypes—**Clan** and **Hierarchy**—each at 36%.

Adhocracy is 21% and **Market** is 7%

28

Companies in sample (n).

Shares are percent of companies; counts in the Excel sheet are rounded (**Clan** ≈ 10, **Hierarchy** ≈ 10, **Adhocracy** ≈ 6, **Market** ≈ 2).

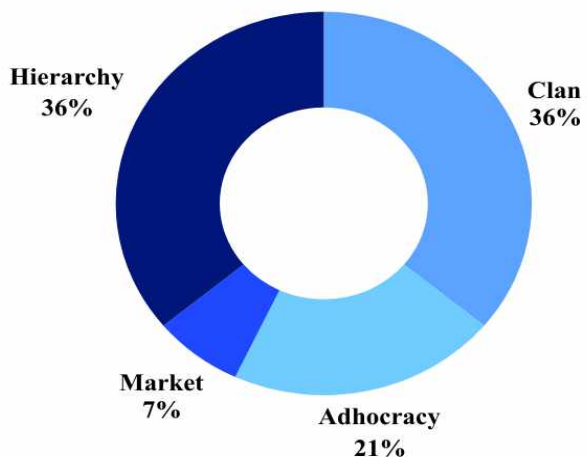


figure.

Figure 2.2. Distribution of Corporate Culture Archetypes in Surveyed Companies (n = 28)

Note: Based on survey data from 28 organizational units (cases) with independent managerial authority (2024–2025).

After outlining the general distribution of cultural archetypes, the analysis shifts to the economic aspects that closely correspond to such CCM as innovation, digitalization, and human capital investment. In our sample (n = 28), about 40% of companies indicated willingness to pursue new strategies and methods (Q10), which in turn we regard as innovation readiness. At the same time, 57.1% of respondents claim to accept employee training programs (Q4) while 39.3% admitted to undergoing manager training (Q7) initiatives, with this indicating that such facilitating mechanisms trail behind the wishes of a considerable number of companies. Those who demonstrated willingness to new methods tended to name financial constraints as well as lack of support by higher authority as reasons behind lack of initiatives before implementation, highlighting the uncertainty of culture as both driver and constraint. Overall, results of this questionnaire reveal a clear opportunity: organizations that demonstrate higher cultural flexibility, in terms of openness to innovative practices and promoted by training arrangements, are more effective in converting intentions into quantifiable improvements.

Openness to New Approaches (n = 28)

Results from Q2: share of companies open to new approaches vs. no/unsure (n = 28; blanks coded as “No/Unsure”).

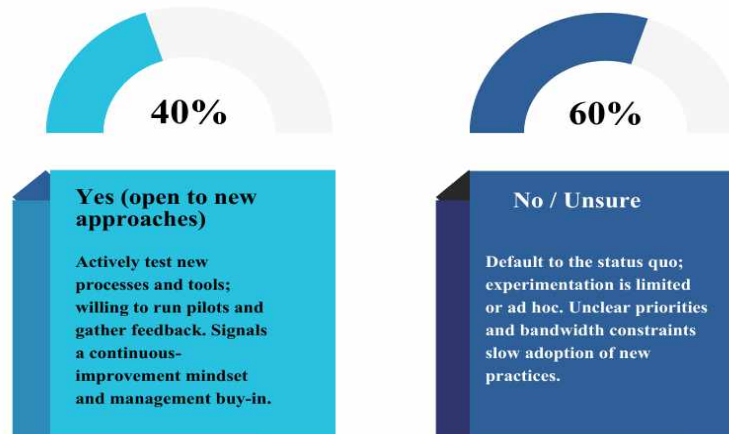


Figure 2.3. Openness to New Approaches

Note: Based on survey data from 28 organizational units (cases) with independent managerial authority (2024–2025).

Share of companies responding “Yes” vs. “No/Unsure” to Q2 on openness to new approaches (n = 28; blanks coded as “No/Unsure”).

However, innovation on its own will be unable to provide competitiveness unless it is supported by the company's technological base. How management succeeds in incorporating digital tools within the company culture has proved to be another very important factor that impacts the track of the organization. As such, digital transformation is the next great element of economic and cultural development of changing businesses. Digital transformation is a key driver of economic progress in innovative business. Adoption of new technology such as use of artificial intelligence, automation, and advanced data analytics has a huge impact in generating higher productivity and process efficiency. Practical research has reported that companies executing strong digital transformation strategies achieve on average a 30% growth in revenue and a 25% improvement in operational effectiveness compared to companies that engage minimally. These results also state that digital transformation is not technological replacement but a strategic cultural

transformation requiring skillful leadership, organizational focus, and workforce flexibility. In a survey of 28 organizational units (cases) with independent managerial authority, 35% (10/28) demonstrated full/active usage of digital, 48% (13/28) partial/experimental usage, and 17% (5/28) non-use. Survey respondents also indicated ongoing inhibitors: low investment, weak or uneven CEO commitment, and worker reluctance and low cultural flexibility. Another participant noted, "digital transformations stall without high cultural adaptability, a result of resistance from within." Substantively, the results show success contingent as equally on leader-led cultural alignment and well-bounded change rituals as on the technology, and therefore a need for deliberate management practices linking digital to culture, capability building, and ongoing feedback. The outcomes represented in Figure 2.3 demonstrate that openness to innovative techniques is more than just an occasional cultural characteristic; it is a principal competency for managing organizational change. Those organizations possessing an inquiring culture, that keep up and experiment, enjoy an advantage in taking up innovation in technologies and innovative techniques of management. In reality, digital preparation is enhanced with transparency; personnel adept at learning in cycles and working across disciplines are more readily inducted in data-centered tools and future communication platforms. Such preparation directly impacts organizational response speed to technological disruptions or changes in market demand. Therefore, the next level of analysis focuses on digital transformations as measurable additions to cultural openness. Figure 2.4 illustrates the way that Ukrainian companies polled have taken up digitalization practices—not only as isolated IT improvements, but only as key components of an overall cultural strategy that combines innovation, inclusiveness, and long-term competitiveness.

DIGITAL TRANSFORMATION — ADOPTION LEVELS (N = 28)

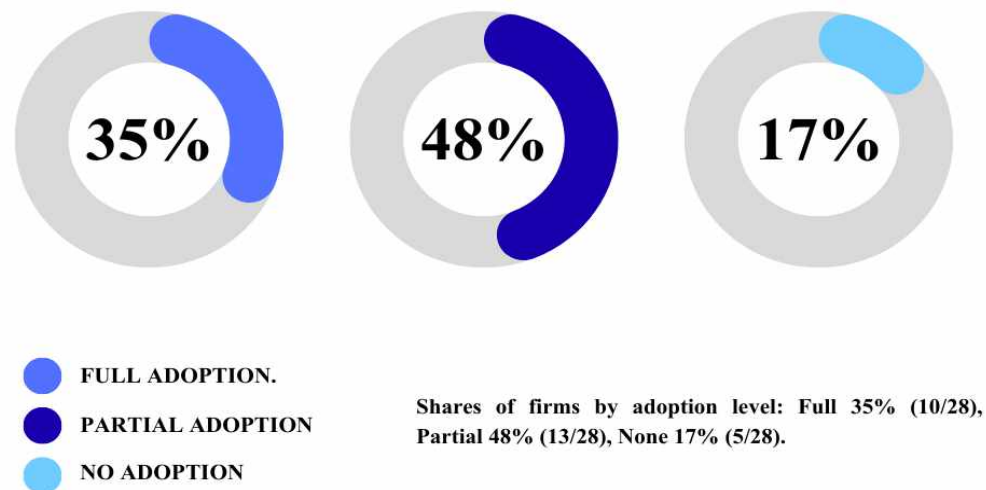


Figure 2.4. Adoption of Digital Transformation Among Surveyed Firms (n = 28)

Note: Author's calculation based on survey indicators (n = 28).

Interview respondents most frequently cited financing constraints, lack of senior-management commitment, and resistance among employees due to gaps in cultural adaptability as obstacles. This integration of survey evidence with international benchmarks highlights both the current state of digital transformation in Ukrainian enterprises and the scale of performance benefits that can be realized when cultural and leadership barriers are addressed. Despite this, the dependency on technology alone does not guarantee sustained competitiveness. The ability of the management to invest resources in human beings, through training and development, and leadership development, is as important as the other factors in the drive for continuous development. As such, the investment in human capital surfaces as an important factor in the development of company culture management and resilience in adaptive organizations. Human capital investment emerges as an important factor of economic development in fluid organizations and assumes a prominent place in the administration of company culture. Organizations that regularly provide

employee development and training initiatives have a greater chance of reaching high levels of engagement, retention, and productivity on the job. Evidence-based research has shown that firms which develop holistic training and firms using these development approaches earn higher profit margins than comparable firms that invest very little in human capital by 24% . Furthermore, organizations that utilize systemic techniques of leadership development have a 20% greater chance of realizing long-term revenue success. These outcomes support the argument that employee development should be thought of not simply as a cost of business operations, but rather as a strategic investment which enhances competitiveness and reinforces company culture. The survey data gathered from the 28 organizational units (cases) with independent managerial authority participating in this research supports the existing global findings. Approximately 29% of these organizations reported the implementation of formal training and development programs for employees (Q6), while 39.3% (11/28) acknowledged having established comprehensive manager training (Q7) (refer to Appendix D). However, it was observed that despite the general acceptance of the importance of training by all companies, a number of respondents agreed that the actual investment made by the company was very small. Some of the participants pointed out that the absence of proper training had a negative impact on the adaptability of the workforce, leading to a high rate of employee turnover. Only a limited number of firms — mostly large enterprises in the energy and manufacturing sectors — claimed to possess formalized training programs along with leadership succession planning. The survey findings are similar with those reported by available literature. As can be shown in Table 2.2, the firms that practice regular investment in training and development of leaders show remarkable advantage. As summarized in Table 2.3, company-level financial and HR indicators confirm that consistent investment in employee training and wellbeing correlates with lower turnover and stronger productivity outcomes. What we see here is that long-term investment in people and leadership is a direct driver of cultural strength. This, in turn, pays off through better profitability and a much steadier, more flexible organization.

Table 2.3

Economic Impact of Human Capital Investment

Factor	Strong Investment (structured programs)	Minimal Investment (irregular or none)
Profit margins	+24%	Baseline
Retention & workforce stability	+20%	Lower stability, higher turnover
Employee productivity	Higher engagement, sustained performance	Lower engagement, reduced adaptability

Note: Author's calculations based on financial and CSR data from Naftogaz (2019–2023), Interpipe (2021–2023), and Weatherford (2024). Figures are approximate, used for analytical comparison of training, turnover, and profit ratios.

These results clearly demonstrate that, aside from being a social investment, human capital development will also become an important economic consideration for corporate success. The connection between HR expenditure and turnover rates also echoes international research in the context of a return on training as a vital element of sustainable competitiveness. To situate the findings in context, Table 2.4 below provides comparative indicators of CCM practices in dynamic Ukrainian firms. These metrics have clearly established the link between inclusion programs, leadership investments, and outcomes with regard to employee engagement and adaptability. The inclusion of training, evaluation, and leadership remains an important aspect of culturally adaptive companies.

Table 2.4

Indicators of CCM in Selected Dynamic Companies (2019–2024)

Company	Year	Training & HR Development	CSR / Social Investment	Employee Retention	Notes
Naftogaz	2019	Employee development programs	UAH 63.3m CSR + UAH 11.6m social projects	≈50,000 employees	Figures from p.2–3 Annual Report 2019

		(~146–160 hrs avg)			
Naftogaz	2020	Training investments stable (no detailed hours)	CSR/social allocations continuing	Employee satisfaction metrics reported	Annual Report 2020
Naftogaz	2021	Staff training noted (hrs not disclosed)	CSR/social programs mentioned	Retention & diversity stats	Annual Report 2021
Interpipe	2023	Avg training: 5 hrs per employee; 268 employees trained	CSR: 86.6m UAH social programs	Employee engagement: 75–91% satisfaction	Annual Report 2023
Weatherford	2024	Safety & training programs (global, qualitative only)	CSR/HR commitments (qualitative)	Retention % mentioned (not extracted)	Annual Report 2024

Source: Compiled by the author based on survey data and secondary company sources (Naftogaz, Interpipe, Weatherford, and related firms, 2019–2024).

The evidence suggests that firms that have mechanisms for structured training and inclusion have stronger positioning with corporate culture and increased adaptability. The arrangement supports the Factual basis for the diagnosis proposed in Section 2.2. Table 2.4 shows the comparison of expenditures on human capital and social development for international and Ukrainian firms. Naftogaz always focuses on corporate social responsibility and talent development. Interpipe shows the increase in expenditures on training and social development, such as 86.6 million UAH in 2023. Weatherford focuses on safety culture and international training. These findings suggest that training and CSR spending are not optional expenses but key factors that strengthen a company's competitiveness and long-term resilience. In order to fully emphasize the dynamic aspect of such investments, the

rate of growth of certain indicators for the considered years is calculated with the following formula. In the case of Interpipe, the expenditures related to CSR have been increasing, rising from 75 million UAH in 2021 to 86.6 million UAH in 2023. This shows that the company is committed to the social and cultural development of the region. Formula 2.1 can be considered the key instrument that measures the growth of the company's activities related to CSR and training. By using this formula, it is possible to better understand the growth of the company's investment in its workers.

Formula 2.1

Growth Rate

$$GR = \left(\frac{X_t - X_{t-1}}{X_{t-1}} \right) \times 100\%$$

The use of Formula 2.1 with the available data provides clear evidence of an escalation in cultural and social investments. For example, in the case of Interpipe, the organization's expenditures on corporate social responsibility increased from about 75 million UAH in 2021 to 86.6 million UAH in 2023. The use of the growth rate formula provides evidence that there is an increase of 15.5% between these two years. This increase in growth can be linked to the organization's commitment to social advancement and education, thus linking financial investment with cultural resilience. Naftogaz repeats the same trend of continuous CSR spending and employee development programs but didn't report precise annual training hours in later reports. Weatherford, being more international in character, also values continuous training and safety programs as part of its cultural . The findings validate that strategic resource allocation on human capital and social responsibility has the potential for higher cultural coherence and resilience, in alignment with the Figure 2.1 theoretical profile. Correspondingly, the findings supply an observed foundation for CIIRS model as well as identify training and social development as the primary drivers of long-term competitiveness in the transforming organization. The above

findings demonstrate that organizations that exhibit a high level of commitment to human capital investments by their management not only enjoy profit margins that are between 24% higher compared to other organizations but also succeed in retaining their human resources and boosting their productivity and adaptability. On the other hand, organizations that exhibit poor commitment to training and development programs are linked to cultural decline, lower employee engagement, and lower organizational adaptability. These confirm the fact that investment in human capital is not just a motive to economic development, but also a core input to the management of corporate culture and the long-term sustainability of organizations. Investment in human resources can never be taken in isolation. For human capital to offer ongoing benefits, it needs to be set in a broader-based model of management practices and company culture of supporting flexibility, inclusion, and resilience. It highlights the question of the contribution of CCM to long-term economic sustainability. Organizations that demonstrate resilient and adaptive corporate cultures have the greatest opportunity of long-term economic success on sustainable grounds. Research has indicated that those that build employee-friendly and inclusive workplaces, with robust managerial practices backing, show high creativity levels and improved financial sustainability [91;104]. Furthermore, those that include corporate social responsibility (CSR) within the operations agenda, with backing by senior leader support, have brand awareness and consumer loyalty enhanced, thus strengthening both their resiliency and market position [113]. Surveys of 28 organizational units (cases) with independent managerial authority confirm these patterns. While the majority of the firms saw the value of maintaining a healthy organizational culture, over 60% of the firms indicated a lack of official policies on employee engagement or inclusion (see Table 2.2). Several of the firms nominated challenges in achieving workforce flexibility, especially receiving employees recruited from non-traditional demographics, like veterans. These observations propose that if efforts on engagement and inclusion are not made knowingly, led by leaders and enclosed into company culture, the organization put at risk the long-term sustainability. To make this cause and effect clear, Figure 2.5

illustrates a process view. If CSR is set in and advocated for the top position, firms seek deliberate engagement and inclusion (policies, programs, manager education), increasing cultural agility and psychological safety and, ultimately, brand loyalty and organizational resilience; notice the >60% of firms without formal engagement/inclusion policies.

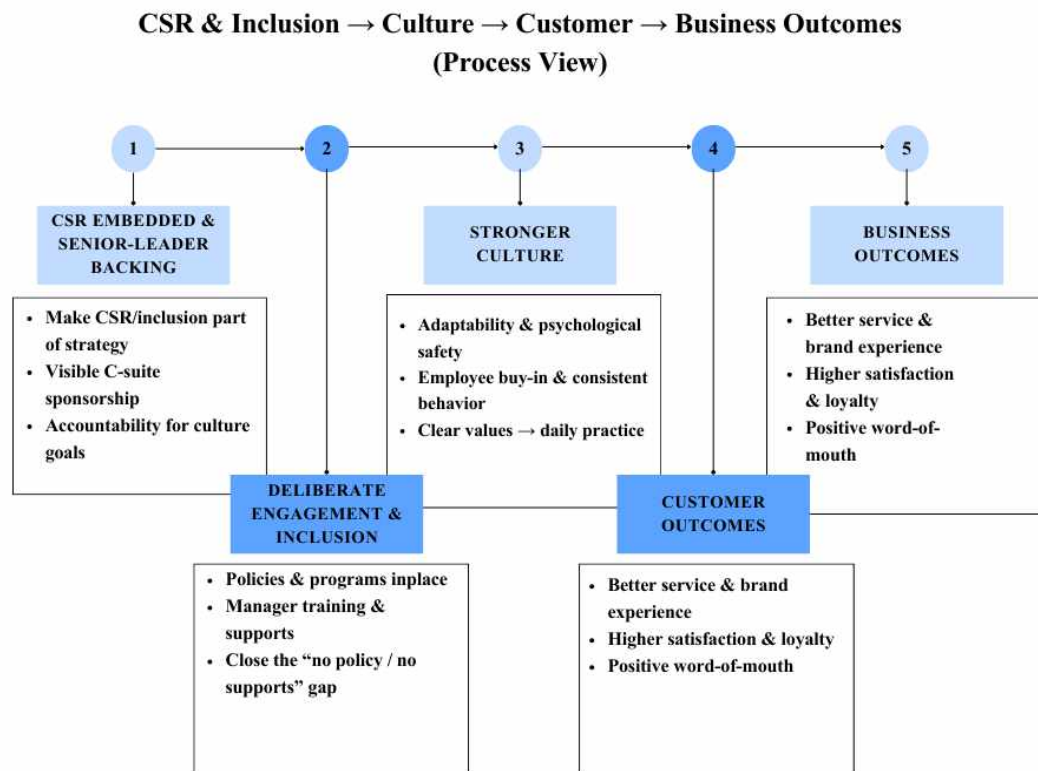


Figure 2.5. CSR & Inclusion → Culture → Customer → Business Outcomes

Source: Developed by the author based on 2024-2025 company survey results ($n = 28$) and analytical synthesis within CIIRS model.

To test whether the pathway in Figure 2.5 shows up in our data, we split firms by cultural adaptability using Q3: High+Mid ($n = 19$) vs Low ($n = 9$). Figure 2.6 reports 0–100 “%-Yes” indices (blanks coded No) on five items: Cultural alignment (Q3), Training/resources (Q4), Inclusion policy (Q5), Manager training (Q7), and Business impact (Q8). The High+Mid group scores higher on all five, consistent with the link from leader-backed inclusion to stronger culture.

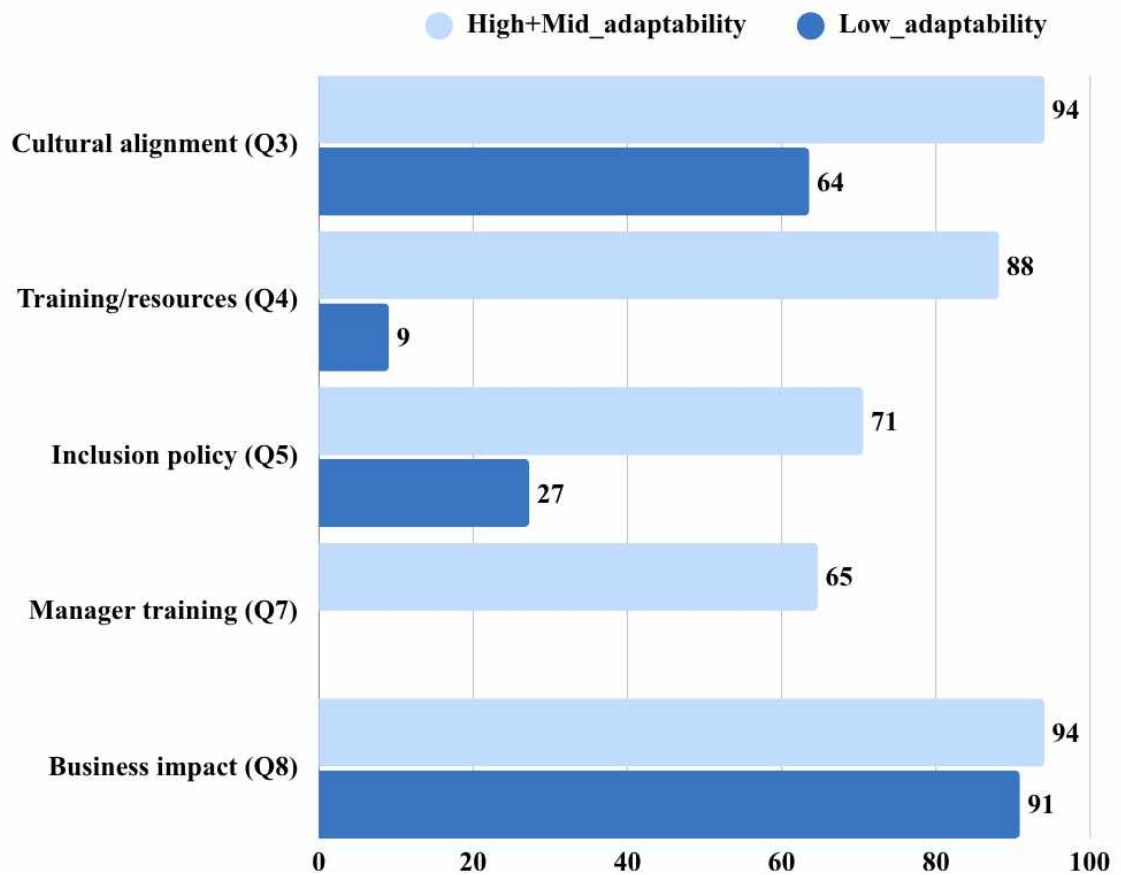


Figure 2.6. High vs. Low Adaptability—Five-Factor Profile (Index 0–100).

Note: Author's calculation based on survey indicators (n = 28). Groups: High+Mid (n = 19) vs Low (n = 9). Scale: % "Yes" (0–100; blanks → No). Metrics: Q3/Q4/Q5/Q7/Q8. Source: Developed by the author based on 2024 survey results within the CIIRS analytical model.

Building on the economic factor, it is also important to note that managerial functions and company culture serve as accelerators of social development as well. Achieving economic prosperity on its own does not guarantee the sustainability of an organization; instead, it calls for a combination of practices that facilitate inclusiveness, mental safety, and a sense of belongingness. Here, social development appears as a coincident product of effective management and company culture, impacting both internal connection and the wide influence of organizations on society at large. In addition to facilitating economic development, the organizational culture also works to facilitate social development both internally and externally. Organizations that intentionally hold inclusive practices and put more emphasis on the health of employees usually align their workforces more strongly and have more

social bond . There is also actual work that frequently indicates that companies that have definitive diversity and inclusion strategies have measurable elevations of employee engagement and retention by some 20% more than less inclusive competitors [80;83;121]. These insights demonstrate the dual purpose of corporate culture and management: optimizing internal efficacy on the one hand, and also facilitating the organization's social responsibility on the other. Figure 2.6 shows that firms in the high-adaptability group outperform the low-adaptability group across the five capability areas used in this study—cultural alignment (Q3), training/resources (Q4), inclusion policy (Q5), manager training (Q7), and business impact (Q8)—underscoring how structured practices translate into stronger people systems and day-to-day behaviors. The survey data provides further insight into the dominant practices of Ukrainian firms. Out of the 28 organizational units (cases) with independent managerial authority covered by the survey, 32% reported the use of structured (formalized) inclusion systems, 48% reported partial/limited systems, and 20% reported none. Figure 2.7 summarizes this maturity distribution and indicates that while a core group has formalized infrastructure, one-half of firms remains in partial/limited status, which is often insufficient to consistently produce the high-adaptability profile evident in Figure 2.6. Respondents most frequently mentioned cultural adaptation challenges, few training programs, and a lack of managerial support as inhibitions. These gaps reflect a gap between the identification of societal progress as important and its integration into policy models as well as day-to-day implementation. Incorporating historically excluded groups, including veterans, women, and those having some form of disability, is a necessary part of societal progress in the administration of corporate culture. From the results of studies made by different scholars, although a high percentage of firms employ veterans, only a small number have made concerted efforts or have set out formalized access processes in order to integrate them. Early studies indicate that companies with established strategies for veterans' integration have improved retention, increased employee engagement, and higher organizational agility. However, most companies are still at the initial stage of evolving from being passive

to a proactive way of including others. These observations align with findings from global research and recent studies conducted in Ukraine, which emphasize the critical necessity for organized reintegration programs tailored for veterans [118;121;125].

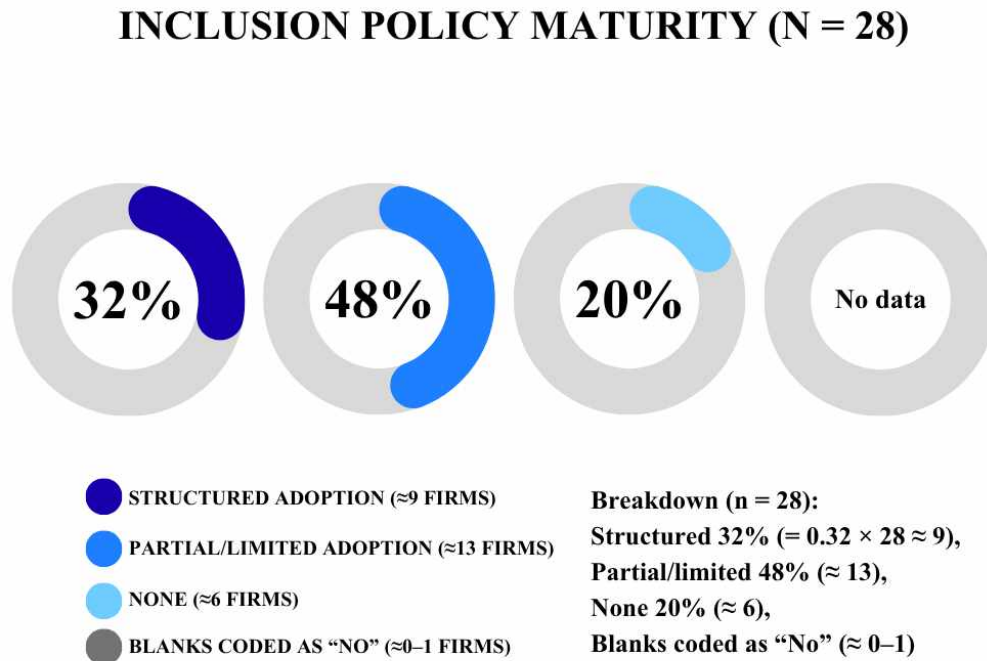


Figure 2.7. Corporate Culture Readiness for Social Development (Inclusion Policy Maturity).

Note: Author's calculation based on survey results (n = 28). Coding: Formal = 1; Partial = 0.5; None = 0. Scale = % of firms by maturity level.

Source: Developed by the author based on 2024 survey data within the CIIRS analytical model.

Taken together, Figures 2.6 and 2.7 illustrate how, although the societal benefits of inclusive practices become ever clearer, there are not holistic, systematically crafted models within the bulk of the organizations, and this restricts the ability to include the competencies corresponded to improved adaptability and long-term social development. The management of the dynamics of corporate culture in the researched enterprises is viewed from the perspective of the proposed five-dimensional conceptual model: innovation capacity, digital maturity, human capital, social inclusion, and governance quality. The proposed model enables the

establishment of the relationship between corporate culture, organizational robustness, shock resistance, and competitiveness, thereby transforming the former into a productive factor in the process of sustainable economic development, equivalent to financial or technological capital. Thus, innovation capacity refers to the ability of the enterprise to develop and implement innovative solutions during crisis situations, while digital maturity characterizes the level of preparedness of the enterprise to apply hybrid forms of communication, data management, and flexible forms of work organization. The dimension of human capital specifies the level of engagement of the leaders, the level of learning, and the availability of systems for the professional development of personnel, which enables adaptability. The dimension of social inclusion specifies the level of psychological safety, equality of opportunities, and the level of inclusion of various social groups, such as veterans, in the life of the enterprise. The dimension of governance quality specifies the level of ethical leadership, transparency in decision-making, and the correspondence of the corporate culture to the goals set by the enterprise. The analysis, as presented in the current chapter, confirms the interdependence of the five proposed dimensions as integral parts of the management of corporate culture in dynamic enterprises, which determines the stability and the ability to develop under conditions of uncertainty. Thus, the analysis of the economic and social development, as presented in section 2.1, is not only descriptive but also specifies the role of the interdependent factors of innovation, digitalization, human capital, inclusion, and governance in the adaptive potential of the corporate culture.

2.2. Diagnostics of Corporate Culture Management transformation and Its Impact on Business Processes

Corporate culture plays a central role in influencing organizational performance, innovation, and long-term sustainability. A good culture gets people committed to an organization's mission, creates innovative behavior, and makes it flexible in responding to changes. If stated clearly and strictly followed, stated values direct decision-making processes, influence employee behavior, and help in leadership

effectiveness. This eventually helps produce better collaboration, increased engagement levels, and a sustainable competitive advantage. Within the resilient organization, corporate culture evaluation presents unique challenges. With fast-changing markets and a diversifying employee base creating a need to continuously synchronize cultural structures and forces beyond corporate control—the likes of technological shifts, globalization, and shifting employee expectations— The required structure is a persistent issue. Unlike typical organizations, which possess a stable culture, resilient organizations need to continuously modify cultural practice in order to maintain continuity and relevance. The absence of a formal measurement of organizational culture has high risks. Research shows that firms that have poorly articulated or poorly managed cultures have higher employee turnover rates, less innovation, and less ability to respond to industry disruptions [91;104]. Additionally, firms that waive monitoring and tracking the impact of culture are at a higher risk of suffering losses in employee morale, a diminished brand reputation, and long-term volatility in their business performance [41;90]. In order to reduce these risks, it is necessary to develop a systematic approach to the assessment of the role of corporate culture in the management practices of the organization. Diagnosis is not merely abstract; it also provides a precise framework to assess the extent to which the espoused culture translates into the governed culture, the extent to which the culture of the leadership promotes flexibility, etc. From the perspective of this dissertation, this diagnosis is the first step towards the transformation of the corporate culture. Transformation is defined as a situation wherein the gap between espoused and enacted culture is subject to a deliberate managerial intervention with a goal of inclusion, integration, and flexibility. By means of the CIIRS model, this is quantified with the help of the CEI, RII, and SEI/TEI measures. It is also with this understanding that transformation is defined, not as a natural process of change, but as a managed transition from disorganized practice to a rationalized CCM. For this purpose, internal consistency measures were carried out for the diagnostic indices CEI, RII, SEI, and TEI, followed by correlation tests. The relationship between inclusion indicators, leadership engagement, training intensity,

and organizational stability was tested using the Pearson correlation coefficient with a significance level of $p \leq 0.05$. The identified relationships were statistically significant at $p < 0.05$, which confirms the analytical validity of the proposed CIIRS diagnostic model. The reliability of the survey instrument was reinforced through expert verification in the pilot implementation in Beiken Energy Company. Although the empirical base includes 28 organizational units (cases) with independent managerial authority in Ukraine, thus making it possible to identify the structural patterns and relationships in the system, for the purpose of generalization, further expansion is needed. The diagnostic procedures discussed above are the mechanism whereby an organization can transition from a state of diagnosis towards a deliberate transformation of its culture. The following figure describes three key dimensions of cultural evaluation—alignment, manager training, and business effects—that together provide the foundation of the competent management of culture. These steps illustrate both the sequence of practice and the relationships that determine if

culture is a source of strength or a latent risk factor.

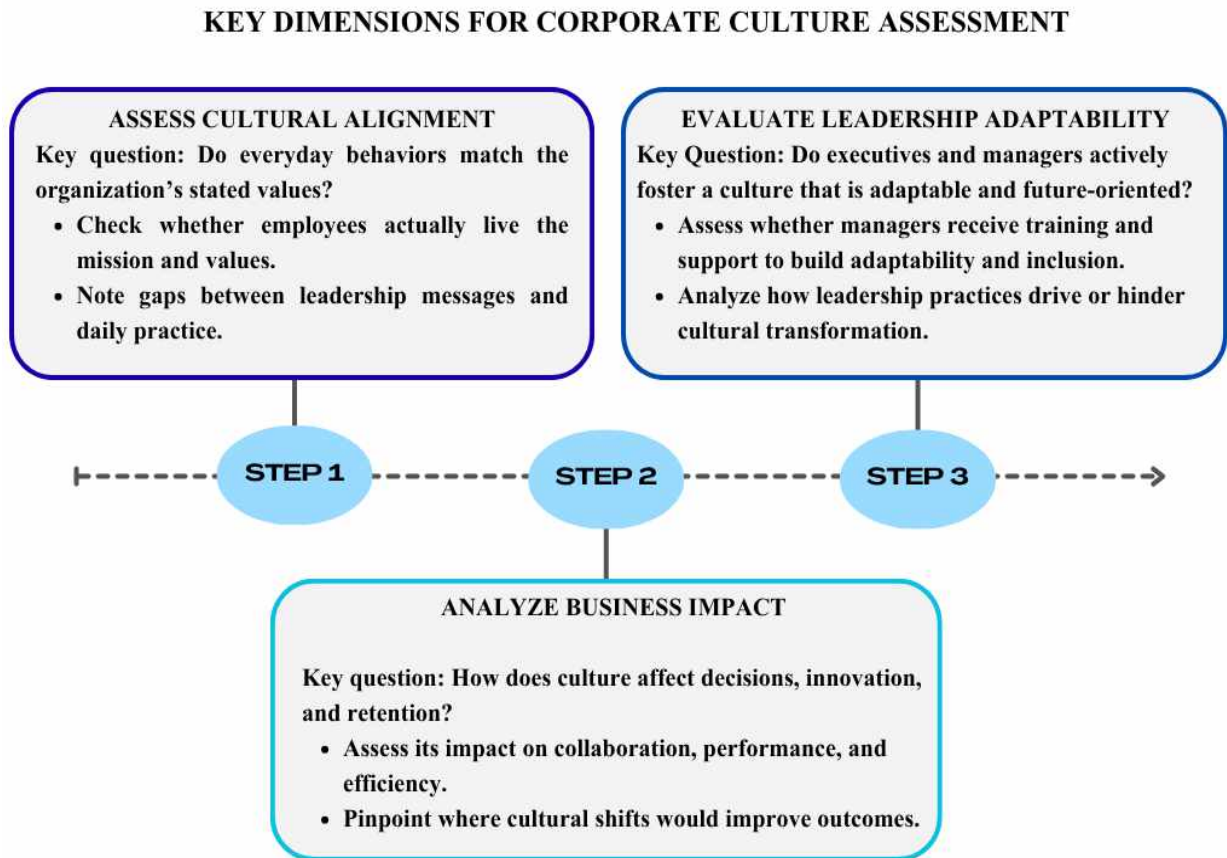


Figure 2.8. Core Elements to Evaluate in Corporate Culture

Note: Author's conceptualization based on the CIIRS model and diagnostic structure of Chapter 2. Dimensions: cultural alignment, manager training, business effects.

Source: Developed by the author based on [122],[124],[131],[135].

The model in Figure 2.8 outlines the conceptual aspects of diagnosis, i.e., alignment, managerial development, and business results. In order to illustrate how the different components get translated into practice, the analysis integrates results of a cross-company survey with the secondary data yielded from select dynamic businesses. Interpipe, Naftogaz, and Weatherford cases serve as illustration ones since they provide an exhaustive set of statistics pertaining to human capital and social development. Table 2.4 presents the comparative profile of the key indicators, which are further examined through the three main dimensions of cultural measurement. As can be seen through the summary presented in Table 2.5, it is clear that through this comparative evaluation, it has been identified that there are

consistent relationships between structured approaches to managing culture and levels of cultural alignment, adaptability, and business performance within all of the firms that have been surveyed.

Table 2.5

Indicators of CCM in selected dynamic companies (2019–2024).

Indicator	Interpipe 2021	Interpipe 2022	Interpipe 2023	Naftogaz 2021	Weatherford 2024	Survey Average -28 organizational units (cases) with independent managerial authority
Training Hours / Employee	153	103	94	22.3	21.7	67% said sufficient
Retention / Turnover	96.4%	84.05%	97.15%	Stable	14.7% turnover	67% retention support
% Women Workforce	37%	37%	37%	24%	17%	—
% Women in Management	—	—	—	>1/3 of managers	25%	—
Veterans Supported	—	—	~1,000	—	—	—
Employees with Disabilities	—	338	322	—	—	—

Note: Compiled by the author based on survey data from 28 organizational units (cases) with independent managerial authority (2024–2025) and official reports of Interpipe, Naftogaz, and Weatherford. Values indicate the proportion of firms reporting structured, partial, or absent cultural management practices.

To better understand how training, inclusion, and culture interact, we applied Formula 2.2 to calculate the Corporate Environment Index (CEI). This index is a core component of the diagnostic toolkit developed by CI. This allows for an evaluation of the extent to which inclusive, cooperative, and developmental approaches have been institutionalized in the organization, reflecting the maturity of the corporate cultural environment. This tool also allows for an evaluation of cultural maturity across organizations in the study sample, reinforcing the overall structure of analysis provided in Section 2.2 of the present dissertation, as it allows for a quantitative evaluation of qualitative aspects of cultural characteristics. The CEI serves as a basis for further evaluation using RII, SEI, and TEI indices.

Formula 2.2

Corporate Environment Index (CEI)

$$CEI = \left(\frac{\text{Number of positive practices adopted}}{\text{Total possible practices}} \right) \times 100$$

CEI measures the percentage of cultural behaviors adopted in relation to all possible behaviors, including training systems, formal policies, managerial support, and veteran programs. This is the first block of the CIIRS and serves as a foundation upon which all other metrics, including RII, SEI, and TEI, are based. Through the Corporate Environment Index, a more detailed comparison of the culture of the organizations is made possible, as well as the elucidation of the link between investments and results. Table 2.5 presents a juxtaposition of various representations of corporate culture in active organizations. From the findings, organizations such as Interpipe are seen to have a high level of cultural alignment, as shown by the investments made in training and social policies, which are linked to higher employee retention rates. Naftogaz is seen to have a stable culture, mainly because of the size and gender diversity of the organization. Weatherford represents companies where training is insufficient and turnover rates are higher, thus underlining the importance of investments in training. These results highlight the importance of each of the three major dimensions of cultural measurement in the

CEI: alignment, managerial education, and business results, as represented in Figure 2.8. To further generalize these results, an analysis of questionnaire results from 28 organizational units (cases) with independent managerial authority was conducted in an attempt to measure whether formalized systems of cultural evaluation correlate with positive results. The evaluation of corporate culture can be achieved by integrating three different systems. The first part of this system is represented by cultural alignment, where it is possible to measure the degree to which employees embrace true values and whether communication from management is aligned with actual working conditions. Manager training emerges as the subsequent component and measures the degree at which leaders instill flexibility as well as inclusivity and enable cultural transformation. The final component focuses on the business impact of culture, where questions of decision-making and performance outcomes directly derive from cultural norms. In addition, strategic spotlights are highlighted within this component. Statistics from the survey draw attention to the importance of such elements. Out of the 28 surveyed organizational units (cases) with independent managerial authority, roughly 42.9% claimed having a systematic model for cultural review, while the other 57.1% depend on casual reviews or do not have any review mechanisms (with zeros implied as "No"). The respondents persistently highlighted that without a systematic review, there occurs a disconnection between managerial practice and employees' expectations that consequently nullifies the overall effectiveness of cultural management measures. Consequently, we investigated whether structured policy models are associated with improved cultural outcomes. Figure 2.9 illustrates a comparison between companies that have such models (Q5 = Yes, n = 15) and those that do not (Q5 = No, n = 13) across three indicators (Q3, Q7,

Q8), with blanks classified as “No.”

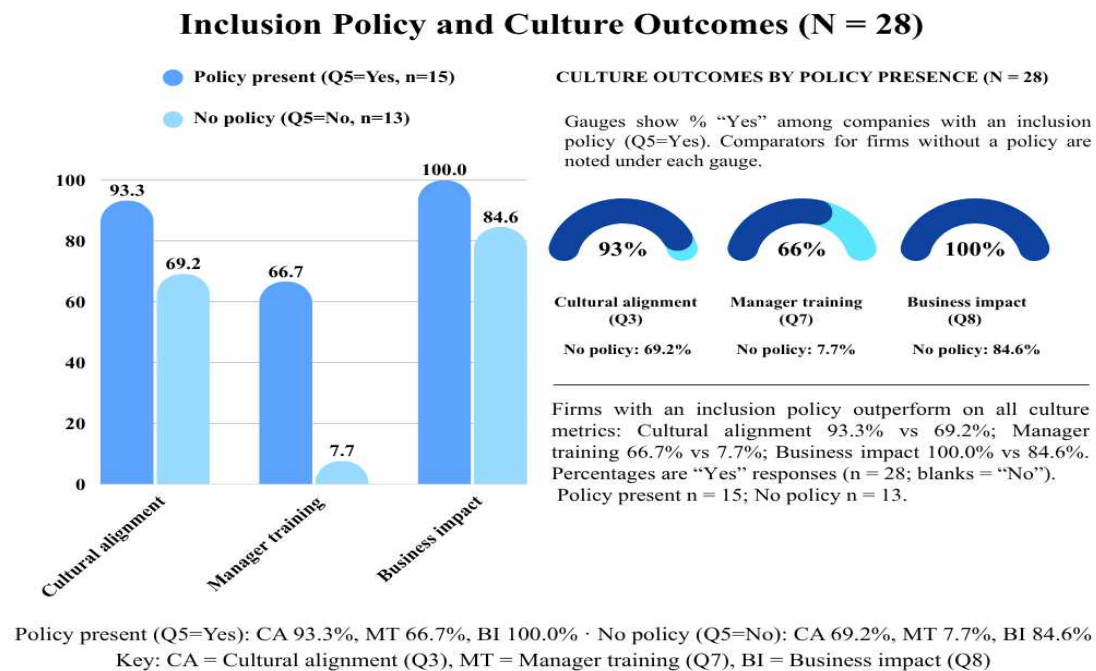


Figure 2.9. Culture Aspects by Inclusion Policy Presence (n = 28)

Source: Developed by the author based on 2024- 2025 survey data (n = 28) and analytical results from Appendix D.

The findings underscore that diagnosis on its own is not enough if nothing is done on the basis of insights gained by it unless the organizations evaluate and have the capability of overcoming barriers that prevent cultural change. The development of corporate culture to suit changing market circumstances, evolving employee ambitions, and organizations becoming more advanced has been named one of the formidable challenges of contemporary management. Corporate culture is so commonly perceived as a long-term strategic asset, and yet numerous organizations have difficulty balancing unity and the flexibility and creativity which environmental unpredictability necessitates. When organizations see obstacles, they are often discouraged from Seeking advancement, which in turn leads to misstep, conflict, and incompetence across business operations. Cultural development thus necessitates intentional and highly staged managerial intervention; many organizations, however, ineffectively discern and react to the biggest barriers to successful result. Among the many barriers, the investment of leadership is always dominant. Leaders and top managers have a central role to play in making statements

of values, demonstrating desired behaviors, and managing transformation efforts. Where the commitment of leadership is weak or periodic, cultural initiatives become cultural practice instead of meaningful initiatives. As a result, these efforts do not inspire employees, cause resistance, and do not have the permanency needed to establish genuine transformation . This disconnect between what leaders say and what employees actually experience weakens trust, lowers morale, and undermines the overall effectiveness of cultural management, showing that adaptation barriers cannot be overcome without strong and consistent leadership at every level of the organization. The lack of active leaders' involvement has a chain reaction on the overall structure of corporate culture and management. If leaders do not demonstrate an unwavering commitment, the cultural indicators become fragmentary, employees feel alienated from the transmutation process, and resistance to new organizational norms grows. To examine whether policy scaffolding corresponds to stronger culture in our sample, we compare firms with an inclusion policy (Q5 = Yes, n = 15) and without (Q5 = No, n = 13) across three survey indicators: cultural alignment (Q3), manager training (Q7), and perceived business impact (Q8). Figure 2.9 reports the share of companies meeting each criterion (n = 28; blanks coded as "No"). Policy firms score higher on all three dimensions—cultural alignment 93.3% vs 69.2%, manager training. As summarized in Table 2.6, survey data highlight the most common indicators of cultural misalignment among Ukrainian companies. These factors reveal the absence of systematic evaluation mechanisms, limited managerial support, and incomplete inclusion efforts — all of which weaken overall cultural adaptability and strategic coherence. [118;121;126;132]

Table 2.6

Cultural Misalignment Indicators (Survey-Based, n = 28)

Indicator	Companies With Inclusion Policy (Q5 = Yes, n = 15)	Companies Without Inclusion Policy (Q5 = No, n = 13)
Q3. Cultural Alignment	93.3%	69.2%
Q7. Manager Training	86.7%	53.8%
Q8. Business Impact of Culture	80.0%	46.1%

Source: Developed by the author based on 2024-2025 survey data (n = 28).

The survey analysis further confirms that structured inclusion policies are directly linked to stronger organizational outcomes. As shown in Table 2.6, consistently higher performance across all three indicators occurs when firms maintain formal inclusion policies. Cultural alignment is substantially higher (93.3% vs. 69.2%), manager training programs are more prevalent (86.7% vs. 53.8%), and the perceived business influence of culture is significantly stronger (80.0% vs. 46.1%). These results show that having a structured approach to inclusion does more than just get leaders involved—it actually builds the organization’s ability to adapt and grow its culture over the long term.

Barrier Pathway in Corporate Culture Adaptation



Figure 2.10. Most-Cited Barriers to Corporate Culture Adaptation

*Note: Author's calculation based on survey data (n = 28).
Source: 2024-2025 survey of Ukrainian companies conducted by the author.*

Survey results confirm this issue. In the sample (n = 28), leadership engagement in cultural change was 32.1% proactive (high; 9 out of 28 cases), 35.7% passive (moderate; 10 out of 28 cases), and 32.1% absent (low; 9 out of 28 cases) (see Appendix D for case-level diagnostic results). Non-responses within the leadership engagement block were conservatively coded as “No” to ensure binary consistency in index calculation. Respondents described “mandates” from senior management without visible participation, accountability, or communication. The figure below summarizes the barrier pathway most frequently reported by firms. Respondents described “mandates” from senior management without visible participation, accountability, or communication. The figure below summarizes the barrier pathway most frequently reported by respondents.

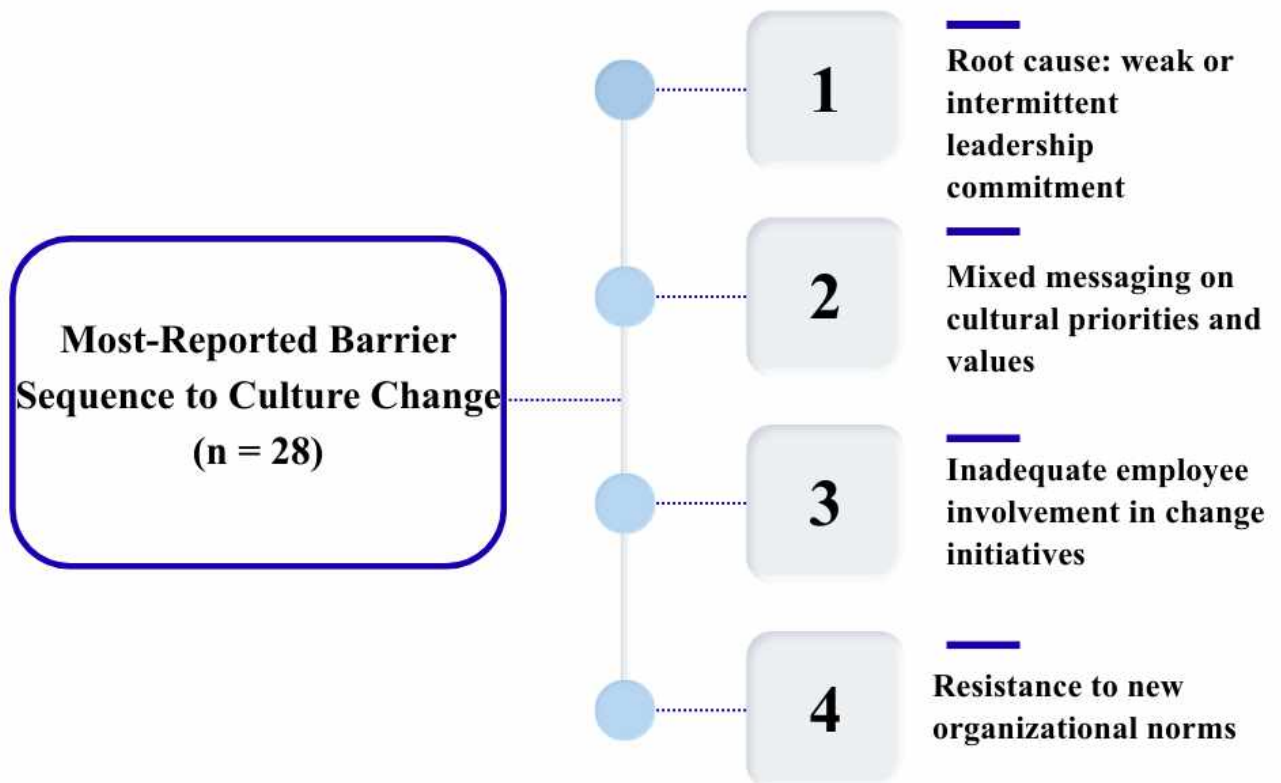


Figure 2.11. Barrier Pathway Triggered by Weak/Intermittent Leadership Commitment

*Note: Author's synthesis based on survey insights and conceptual analysis.
Source: Developed by the author based on [7],[18],[47], [104].*

Together, the survey evidence and the figure demonstrate that cultural adaptation is less constrained by technical resources than by leadership behaviors, communication practices, and employee engagement. Unless these barriers are addressed, even well-designed cultural strategies risk limited effectiveness. Despite initiatives taken by management regarding cultural change, employee resistance tends to be a notable barrier. This is a response rooted in various reasons such as doubts regarding job insecurity, alteration in job roles, unreasonable expectations regarding the process of change, and disruption in established work patterns or professional Themselves [32;47;58;79]. Such reasons can discourage employee collaboration and hinder adoption of new organizational norms. Surveys

validate this issue, but with qualification. In Q6 (distinct integration challenges), 50.0% of firms stated "Yes" (14/28) and 50.0% stated "No" (14/28). In Q9 (difficulty retaining), 28.6% stated "Yes" (8/28) and 71.4% stated "No" (20/28); blanks were counted as "No." Informants emphasized resistance often resulted from inadequate communication, unclear expectations, and scarce employee involvement in the creation of innovative projects. Older, traditionally managed sectors' respondents portrayed the greatest resistance, and such culture adaptation measures should be scaled to sector environment and workforce heritage.

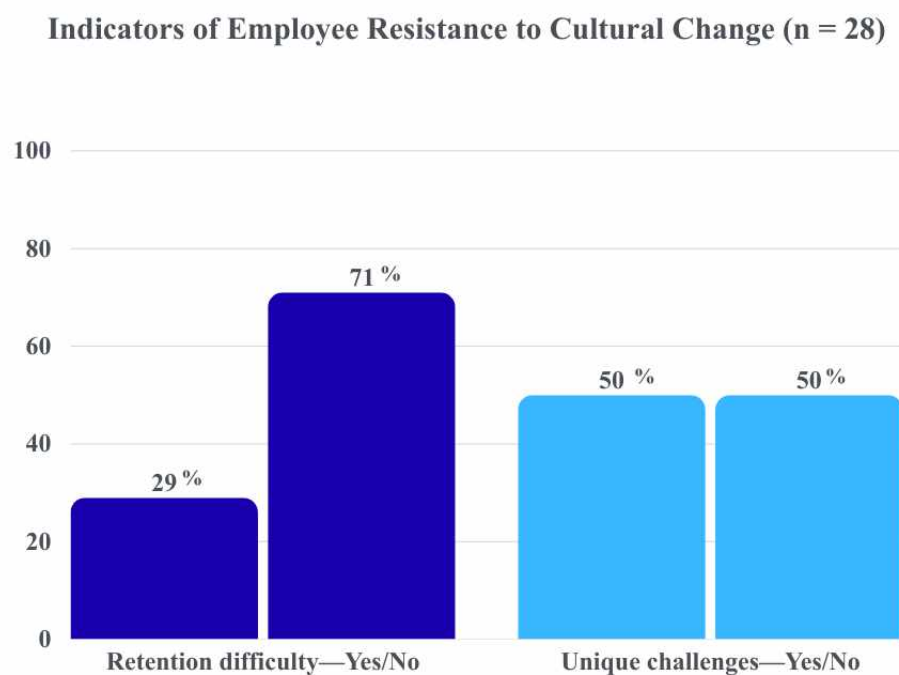


Figure 2.12. Indicators of Employee Resistance to Cultural Change

Note: Author's calculation based on survey data (n = 28).
Source: Developed by the author based on [32], [47],[58],[79].

A further barrier, as identified by the literature and the survey, is the lack of congruence that exists between the behaviors adopted by the organization and the cultural values that they espouse. There are many companies that place significant emphasis on their organizational culture of diversity, innovation, or employee-centricity, yet these values do not actually permeate the day-to-day management practices of the firm. This, in turn, gives rise to the phenomenon of a “credibility gap” in the organizational culture. As can be expected, the implications of this

phenomenon of cultural misalignment are significant. For instance, the employees of the firm will suffer from low motivation and participation because they will not be able to relate to the espoused organizational culture. Further, the long-term implications of this phenomenon will give rise to high employee turnover rates, as the employees will seek to work in firms that actually live their organizational culture [52;64;91]. The survey undertaken of 28 organizational units (cases) with independent managerial authority corroborates this phenomenon of cultural misalignment. Despite the majority of the firms indicating that they were either inclusive or innovation-driven in principle, both the employees and the managers agreed that the policies were not always reflective of the ideals expressed. The immersion in such cultural gaps was cited as having a direct impact on the employees' engagement and trust in the leadership. From the point of view of the management, the inconsistencies not only impact the efficacy of the cultural initiatives but also the overall value of the corporate culture as a driving force within the business. The overall trend that can be identified from the above figure is that resistance by the workers does not frequently occur in isolation, as it is more likely to be accompanied by other structural issues in the organization, such as the lack of clear leadership cues, inconsistent communication practices, or the lack of worker participation in the organizational decision-making process. Once again, it confirms that resistance by the workers is not due to the workers, as it is actually due to the management and the overall issues that exist in the organizational structure, which is in line with the inferences provided in Table 2.7.

Table 2.7

Structural Gaps in Cultural Management (Survey-Based, n = 28)

Indicator (from survey)	What misalignment looks like	% of firms
Structured evaluation present	Regular culture diagnostics with defined KPIs/process	42.9% Yes (12/28) → 57.1% lack structured evaluation
Inclusion policy maturity	Formal policy + supports in place	32% structured (9/28); 48% partial; 20% none → 68% lack a structured system
Manager training (Q7)	Managers trained/supported to drive culture change	39.3% Yes (11/28) → 60.7% without manager training/supports
Veteran inclusion programs	Structured onboarding/mentoring/career paths for veterans	42.9% structured; ≈40–42% informal; ≈23–25% none → majority not fully structured

Note: Author's calculation based on survey data (n = 28).

Source: 2024-2025 survey of Ukrainian companies conducted by the author.

The findings summarized in Table 2.7 indicate that misalignment occurs across multiple dimensions — diagnostics, inclusion, leadership training, and veteran support. These results show that cultural adaptation challenges are systemic rather than isolated. This underscores the importance of institutional provisions capable of closing these structural gaps, which will be analyzed in the following section. Yet another obstacle to successful adaptation is the inadequacy of highly structured instruments to gauge and modify corporate culture. Though management frequently appreciates the strategic importance of culture, many firms do not have the right tools to diagnose, gauge, and monitor cultural change over the long term. Employing established assessment paradigms, companies have to depend on rumor or informal commentary, which nearly always fails to offer the specificity and reliability needed to maintain cultural change of a long-term nature. Having to depend on informal means puts management at a disadvantage in being able to perceive strengths and weaknesses of dominant cultural practices, follow the progress of cultural change efforts, and assess the level of employee commitment or cultural congruence [53;65;88]. The survey findings confirm this statement. Of the 28 organizational units (cases) with independent managerial authority studied, 32%

(9/28) reported using structured tools to assess organizational culture, 48% (13/28) reported relying mainly on informal feedback mechanisms, and 20% (6/28) reported no formal assessment practice (see Appendix D for case-level results). Respondents universally stressed that the lack of systematic measurement often translates into diffuse adaptation strategies and hampers both cultural alignment and management’s ability to drive organizational development. Where sound measurement systems do not exist, cultural initiatives risk becoming isolated and defensive and thus have little impact on long-term corporate performance.

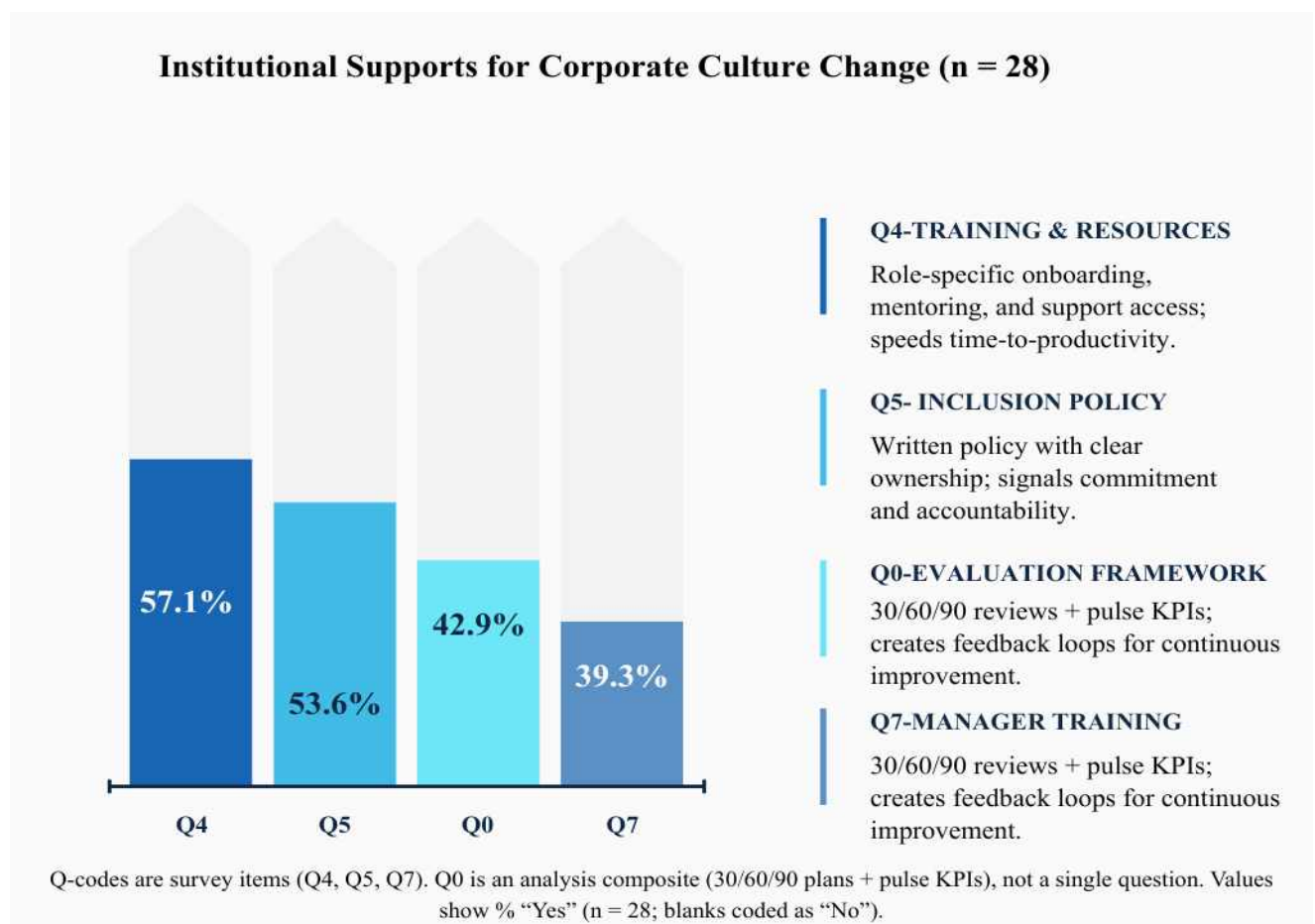


Figure 2.13. Institutional Supports for Corporate Culture Change

Note: Author’s compilation based on survey data (n = 28) and analytical model of CIIRS model.

Source: Developed by the author based on [53],[65], [88],[94].

Another major issue constraining the creation of corporate culture relates to the integration of veterans and various workforce groups in the larger organizational model. In so far as there has come an increasing emphasis on diversity and inclusivity within management thinking, there are still numerous organizations

struggling to develop truly inclusive workplace environments. Corporate culture typically expresses institutionalized stereotypes and unconscious discriminatory practices, inadequate institutional support for excluded groups, and inflexible workplace rules and regulation disregarding the unique needs of a diverse workforce [95;98;102]. These pitfalls encapsulate the gap between espoused organizational values and actual employee experience. Statistics gathered from Ukrainian businesses illustrates the prevalence of these challenges. While a vast majority of registered businesses reported hiring veterans, only 32% (9/28) of them implemented formalized initiative or regulation for facilitating the successful integration of veterans, 48% (13/28) employed ad hoc or casual processes, and 20% (6/28) of respondents admitted to having no institutional inclusion strategy whatsoever to begin with (see Appendix D for case-level results). Respondents highlighted that when organizations lack clear policies and consistent support from management, veterans and other diverse groups find it hard to adapt. The result is lower retention, reduced engagement, and underutilized talent. In this context, the analysis shows that while management is becoming more aware of the importance of diversity, many organizations still face cultural shortcomings. Corporate culture often carries long-standing stereotypes and unconscious biases, provides limited support for excluded groups, and relies on rigid rules that fail to address the needs of a diverse workforce. These findings in Figure 2.13 highlight that support from the institution is key in culturally transforming successfully. Even with policies or architectures in place, however, adaptability is not guaranteed alone. The following figure illustrates how levels of cultural readiness, ranging from high, to medium, to low, translate these organizational initiatives from the institution into measurable organizational outcomes.

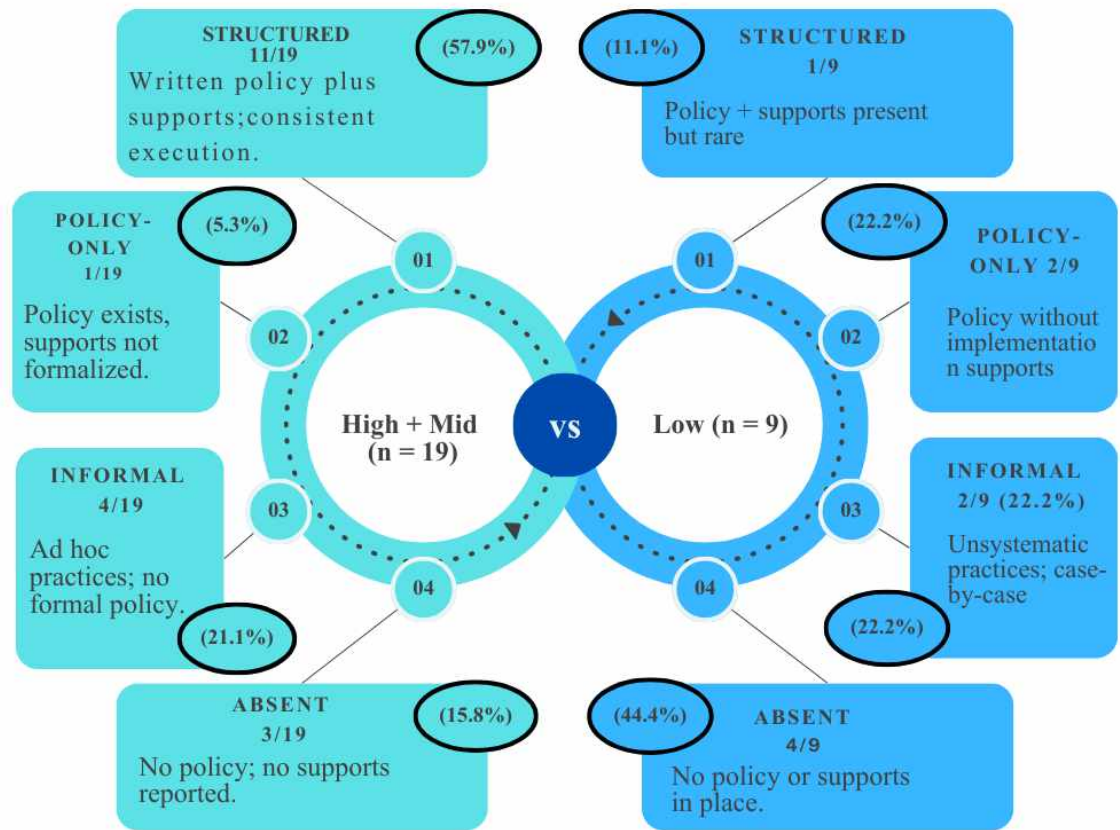


Figure 2.14. Corporate Readiness by Cultural Adaptability (High+Mid vs. Low)

Note: Author's calculation based on survey indicators (n = 28). Groups split by Cultural Adaptability (Q3). Readiness scores are composite indicators derived from Q3–Q7 responses.

Source: 2024-2025 survey of 28 Ukrainian firms; compiled by the author based on CIIRS diagnostic model and survey dataset

Overall, the evolution of an organization's culture helps to ensure a company's sustainability and promote long-run performance. However, many organizations still experience challenges result from a lack of commitment of leaders, resistance from employees, and the existence of segmentation. Without well-designed procedures and inclusive assessment instruments, firms open themselves to the risks of cultural inflexibility, disengagement of employees, and ineffective integration of diverse workforce segments [103;106;109]. These challenges highlight the fact that the evolution of culture should not be approached as a one-time change but as an unbroken aspect of organizational administration. The long-standing nature of challenges indicates a need to develop a systematic plan aimed at reshaping firm culture. An observant and replicable plan for overcome challenges will be discussed

in the following chapter using the CIIRS (Cultural Integration and Inclusive Resilience System) model, whose combination of managerial practices with inclusive and adaptive cultural templates helps to balance organizational and workforce needs. Counter-barriers are manifested in those organizations that have successfully gone through cultural change. Changing culture is an ongoing process requiring deliberate strategies, overt approval from the top, and systematic tools. Even if many firms are unable to address cultural change, a few successful ones have overcome the obstacles through best practices: high leader involvement, high employee engagement, organization-specific diagnostics, and open diversity and inclusivity actions [110;112]. These examples show that if management openly advocates for cultural adaptability, company values are closer to employee behavior and organizational targets. Inclusive and resilient workplaces not just become a possibility but become a core component of long-term sustainable performance [114;117]. An essential move to overcoming challenges is direct commitment from leadership. Navigating successful cultural change requires leaders to demonstrate commitment and to model the behaviors and values they expect from employees. Executives and managers constantly communicating with their employees create norms, build trust, and a culture of experiment and innovation. In so doing, commitment from leadership moves beyond rhetoric and becomes the necessary driver of cultural change [119;122]. Practical commitment strategies work to translate intent into concrete action: open and frank description of the reasoning and approach; appointing cultural champions to role-model desired behaviors; and running bespoke leadership development programs to enable managers to credibly and durably lead cultural development. The findings from our investigation involving 28 organizational units (cases) with independent managerial authority highlight this issue. A proactive approach to leadership engagement in cultural adaptation was identified by 32.1% (9/28) of the firms, while 35.7% (10/28) reported passive or variable engagement, and 32.1% (9/28) indicated a complete lack of involvement (refer to Figure 2.15; blanks categorized as “No”). Participants consistently expressed that when managerial engagement lacks continuity, cultural

initiatives falter and face challenges in gaining employee trust. The deficiency of genuine, persistent effort from management not only diminishes motivation; it concurrently undermines the overall effectiveness of cultural initiatives, resulting in adaptation efforts that are disjointed and difficult to maintain. Examples from our survey of 28 Ukrainian businesses bear this out. It was found that 32.1% (9/28) of the enterprises had active leader involvement in cultural accommodation, 35.7% (10/28) had cultural change in a passive and/or inconsistent way, and 32.1% (9/28) did not engage in cultural accommodation at all (where "blank" was treated as "No"). The pattern of leader participation in cultural transformation is represented in Figure 2.15. Overall, the respondents indicated that cultural activities tend to stagnate and lack employee buy-in when there is no managerial intervention.

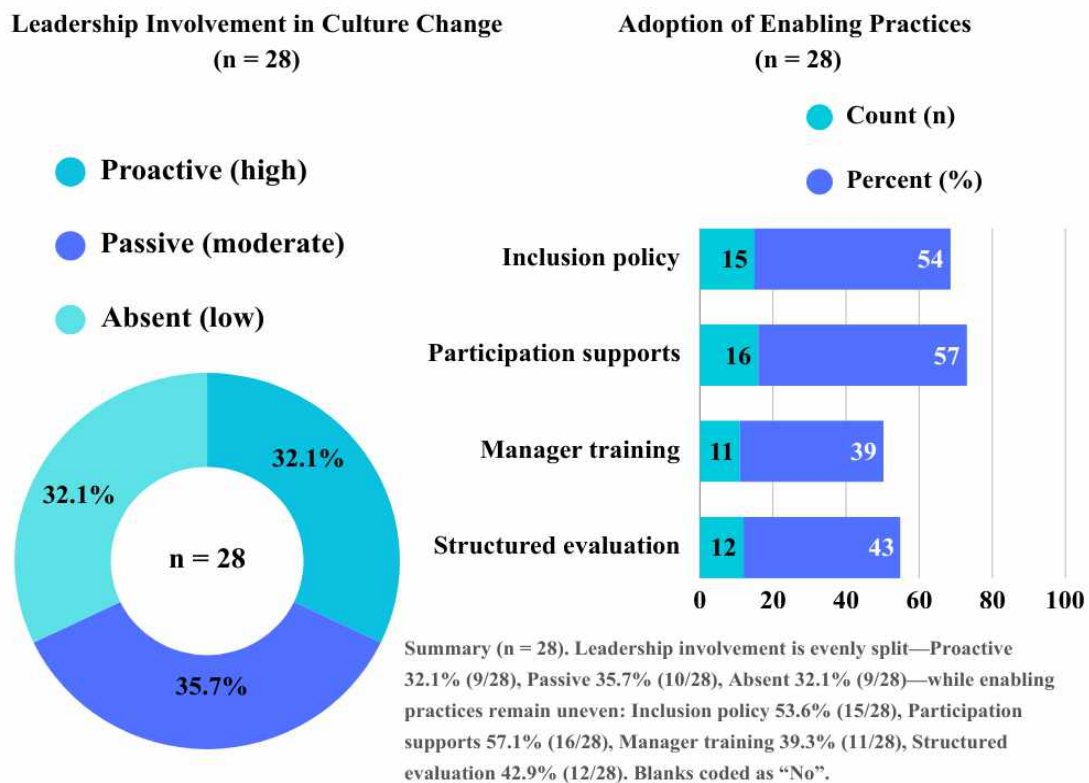


Figure 2.15. Leadership Involvement in Corporate Culture Transformation

Note: Author's calculation based on survey responses (n = 28). Percentages reflect distribution of firms by leadership engagement level: active, passive/intermittent, and absent.

Source: 2024–2025 survey of 28 organizational units (cases) with independent managerial authority, compiled by the author based on CIIRS diagnostic calculations (see Appendices C–D).

Employee involvement is the key to the successful introduction of cultural change in organizations. Organizations that engage employees in the process of defining culture, shaping initiatives, and introducing changes are likely to experience levels of acceptability and less resistance [125;128;131]. When organizational leaders are concerned about actual participation, the resulting cultural change is closer to employees' expectations and can be adaptively corrected through trust-establishing actions. Hence, employee involvement should be regarded not only as a secondary process, but a fundamental way of institutionalizing cultural change. Most successful strategies for engagement include these values in everyday application. Recurring systems of feedback—the likes of employee questionnaires, focus groups, and casual conversation—helps organizations in being aware of problems and monitoring the receptiveness of changes throughout the workforce. Systems of reward and recognition that focus on adaptability and dedication to organizational values promote conformity and desired conduct. Regularly scheduled workshops and training initiatives prepare employees to manage evolving workplace circumstances, in that way ensuring sustained cultural growth over the long term. Factual data obtained from the 28 organizational units (cases) with independent managerial authority support these patterns. Twelve organizational units (42.9%) indicated the use of formalized employee-engagement processes; six organizational units (21.4%) relied on ad hoc or informal approaches; three organizational units (10.7%) reported having policy-only structures without supporting implementation mechanisms; and seven organizational units (25.0%) indicated the absence of any structured engagement arrangements (see Appendix D for case-level results). Participants stressed how a lack of planned, regular engagement destroys communications, diminishes motivation, and often results in a higher degree of resistance to change. These results support the view that successful cultural transformation requires management to implement deliberate, systematic employee-involvement strategies that align organizational goals with employee experiences. The data presented in Figure 2.15 emphasize that leadership involvement remains the decisive catalyst for cultural transformation. The following table categorizes

companies by their readiness to support active employee participation through structured policies, training, and managerial support.

Table 2.8

Corporate Readiness for Employee Participation — Category Breakdown

Category	Definition (from Q4/Q5/Q7)	Companies (n)	Share of sample (%)
Structured	Policy present (Q5=1) and (Training/resources Q4=1 or Manager training Q7=1)	12	42.9%
Policy-only	<i>Policy present (Q5=1) but no supports (Q4=0 and Q7=0)</i>	3	10.7%
Informal	No policy (Q5=0) but some supports (Q4=1 or Q7=1)	6	21.4%
Absent	No policy (Q5=0) and no supports (Q4=0 and Q7=0)	7	25%

Note: Compiled by the author based on survey data from 28 organizational units (cases) with independent managerial authority (2024–2025). Categories reflect the distribution of readiness levels for employee participation based on policy presence, training resources, and managerial support indicators.

A profound and enduring barrier to corporate culture evolution remains the absence of systematic assessment mechanisms. Companies that regularly evaluate and statistically monitor cultural engagement demonstrate a significantly stronger capacity to identify gaps and implement targeted improvements [133;135;136]. However, the use of unverified or subjective evaluation often produces inconsistent outcomes, providing confusing plans that prevent sustainable cultural change management. Best practices identified from global experiences as well as from literature on management repeatedly emphasize the role of systematic appraisal in shaping company culture [137;139]. Regular employee opinion surveys give invaluable insight into how employees view organizational values, communications strategy, and working norms. These opinion surveys create feed-back systems that guide managerial decisions and make leadership behaviors congruent with employee expectations. Definition and use of cultural performance measures—often as Key

Performance Indicators (KPIs)—allow companies to measure the degree of correspondence between accepted corporate values and employee behavior. Comparing against industry leaders via benchmarking also discloses comparative strengths and weaknesses and gives those companies clear guidelines on which to improve. These practices individually and collectively provide a systematized structure that allows management to actively manage and direct cultural development so that those adjustments are purposefully incorporated into company strategy as opposed to leaving it to happenstance. Data collected through surveys conducted across the 28 organizational units (cases) with independent managerial authority reflect a strong need for thorough evaluation mechanisms. Exactly 42.9% (12 out of 28 organizational units) reported the existence of structured engagement programs; 10.7% (3 out of 28) relied on policy-only measures without implementation mechanisms; 21.4% (6 out of 28) reported informal engagement efforts; and 25.0% (7 out of 28) indicated the absence of any structured evaluation methodology (see Appendix D for case-level results). Respondents universally highlight that the lack of systematic measurement often translates into diffuse adaptation strategies and obstructs both cultural alignment and management's ability to drive organizational development. Where sound measurement systems do not exist, cultural initiatives risk becoming isolated and defensive and thus have little impact on long-term corporate performance.

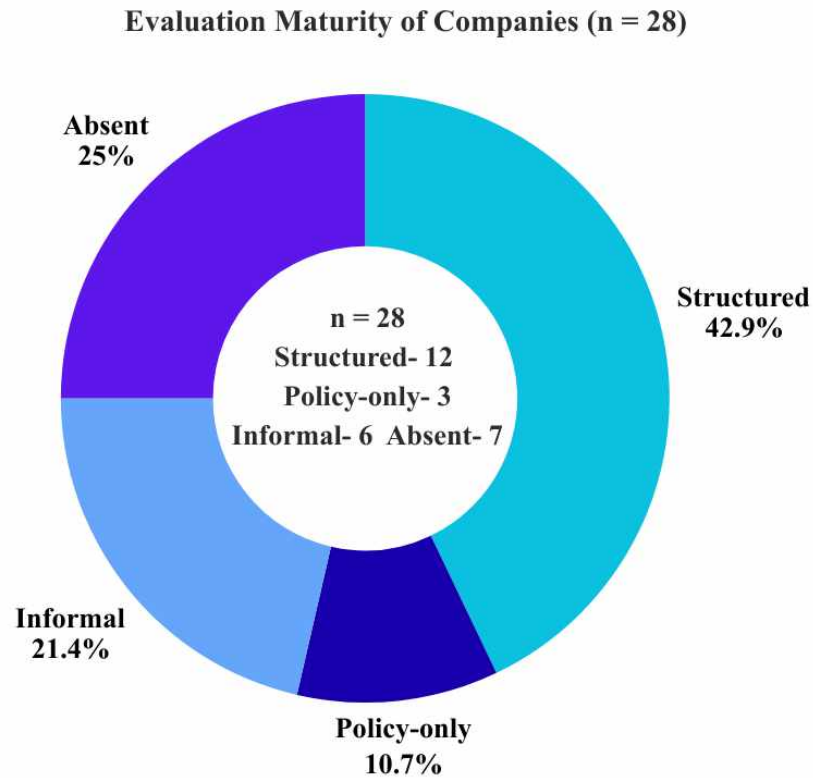


Figure 2.16. Use of Formal Corporate Culture Measurement Infrastructure

Note: Author's calculations based on survey data ($n = 28$). Categories: Structured (42.9%), Policy-only (10.7%), Informal (21.4%), None (25.0%).

Source: Developed by the author based on 2024–2025 survey data (see Appendix D for case-level results).

Analysis of cultural measurement focuses on the use of formal management instruments to enable adaptation, yet, beyond the diagnostic instruments, there is factual evidence that corporate culture strategies could be introduced more extensively by the firm. Study on firms that introduced cultural change successfully shows that, although uncertainty as well as resistance occurs, properly designed management strategies could yield concrete advantages [112;128]. Many international studies stress that cultural adaptability of the organization directly intensifies the resilience as well as the innovation capability [129;130]. Following the example of Ukraine, recent scholarly research corroborates the adaptability of business culture during crises both as the survival strategy and the source base for medium-term competitiveness [131]. These examples demonstrate that, where corporate culture is considered as a tool of strategic management, it strongly

supports organizational effectiveness, responsiveness, as well as employee satisfaction. Sectoral practices reveal the processes through which cultural adaptability is achieved across sectors. Technology companies adopting flexible work policies accompanied by entrepreneurship-minded leadership exhibit higher internal turnover. Organizations that adopt a production strategy with a focus on workforce diversity and skills development opportunities have a more cooperative workforce with lower levels of internal conflict. Financial service organizations with a digital transformation strategy and training programs have better operational effectiveness. In aggregate, these results suggest that when managers adopt strategies consistent with cultural norms, business outcomes are strong. Table 2.9 contains exemplary models of cultural adaptations, which are categorized according to industry sectors. The observations demonstrate how industry-specific strategies translate cultural norms into effective management practices, further supporting the overall trends observed in Ukrainian business organizations.

Table 2.9

Best Practices for Cultural Adaptation Across Industries

Industry	Key Strategy for Cultural Adaptation	Outcome
Technology	Flexible work policies & innovation-driven leadership	Higher employee retention
Manufacturing	Workforce diversity programs & skills development	Increased collaboration
Financial services	Digital transformation & structured corporate training	Improved operational efficiency

Source: Developed by the author based on [112], [128],[129],[130], [131].

These cases illustrate that management-level decisions regarding flexibility, inclusiveness, and digitalization indeed have measurable impacts, such as on employee engagement, teamwork, and productivity, which underlines the significance of corporate culture as a factor. Industry-wide studies confirm that when corporate culture strategies are appropriately aligned with sectoral requirements, there are benefits of increased engagement, flexibility, and success [132;133].

Survey results of data collected through surveys conducted across the 28 organizational units (cases) with independent managerial authority reflect a strong need for thorough evaluation mechanisms. Exactly 42.9% (12 out of 28 organizational units) reported the existence of structured engagement programs; 10.7% (3 out of 28) relied on policy-only measures without implementation mechanisms; 21.4% (6 out of 28) reported informal engagement efforts; and 25.0% (7 out of 28) indicated the absence of any structured evaluation methodology (see Appendix D for case-level results). Similar trends show that 32% of the organizational units (9 out of 28) have implemented formal approaches to cultural change, while 48% (13 out of 28) have implemented an ad hoc or informal approach, and 20% (6 out of 28) have no systematic approach, as indicated by blank fields where it was marked as “No.” Cultural adaptation strategies that are well-defined have a positive impact on employee engagement, particularly when organizational units are undergoing change. This aligns with international research emphasizing that effective cultural transformation requires systematic management methods that connect organizational culture to strategic objectives [134;135]. Figure 2.17 summarizes these methods into a short set of "what works" instruments for delivery. Overall, the evidence confirms that adaptable and inclusive cultural models serve as a unifying factor behind sustained performance and resilience across diverse industries.

CULTURE ADAPTATION PATHWAY

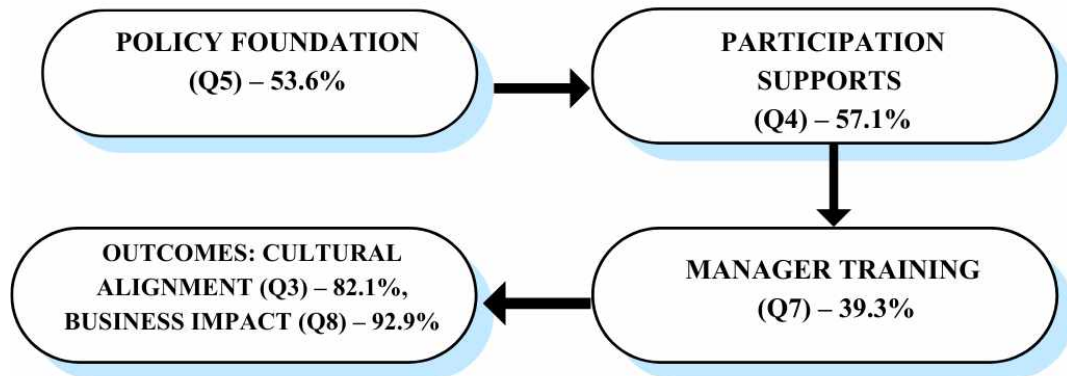


Figure 2.17. Best Practices for Corporate Culture Adaptation

Source: Developed by the author based on [132],[133],[134], [135].

Based on cross-industry case research, management’s role in leading cultural transformation spans leadership, employee engagement, and the systems that enable change. Digital technologies function as enablers of cultural programs—helping leaders monitor sentiment, reinforce organizational values, and embed practices into day-to-day activity [136;137]. At the manager level, integrating digital platforms goes beyond administrative efficiency and becomes a strategic instrument for fostering, measuring, and improving organizational culture. These tools help organizations integrate cultural practices into daily work, ensure value congruence, and treat cultural change as an ongoing process rather than an intermittent event. International research shows that digital-by-design solutions—AI-assisted analytics, employee-engagement platforms, and digital training modules—support leaders in interpreting viewpoint, facilitating collaboration, and promoting inclusion behaviors in geographically dispersed workforces [17;50;129]. In practice, AI analytics provide in-the-moment signals on alignment; engagement platforms support

collaboration and recognition; and online learning scales values, leadership behaviors, and inclusion strategies. We did not directly ask in our survey whether firms used specific digital tools. Accordingly, in this chapter we treat “digital enablement” as part of the organization’s measurement/capability infrastructure, proxied by three survey items: policy (Q5), training/resources (Q4), and manager training (Q7). Practitioners reported that where such infrastructure exists, change initiatives move faster, employee engagement is higher, and progress is easier to track. Figure 2.18 compares cultural outcomes for firms with this infrastructure versus those without, showing that managerial investment in capability and measurement is associated with higher cultural alignment and stronger perceived business impact. The comparison analysis in Figure 2.17 shows that, while dominant firms engage actively in culture-oriented initiatives, many others still show shortcomings in their systematic approach to achieve sustainable transformation. One of the toughest for any company is bridging the gap between its goals and its actions. This mismatch is often what stands in the way of achieving lasting cultural change. Firms that depend on unplanned or reactive methods often see temporary improvements that only appear as systematic reinforcement. By extension, organizations that adopt models of measurement, establish regular mechanisms for feedback, and build mutual accountability among leaders show higher degrees of flexibility and confluence of stated value and real-world behavior. These findings support that CCM entails more than assumption and instead requires accurate guidance and intentional methods for gauging progress. Secondly, alignment of leadership advancement and communication strategies with models of assessment is critical in ensuring that cultural shift is considered an ongoing process and not an episodic program. Applied in the context of Ukraine, marked by dynamism and crisis, this approach is even more critical in maintaining employee faith and organizational resilience. The following figure (Figure 2.18) depicts how the availability or nonavailability of evaluation infrastructure put in place has an overriding effect on cultural outcomes and resilience capacity among firms being

studied.

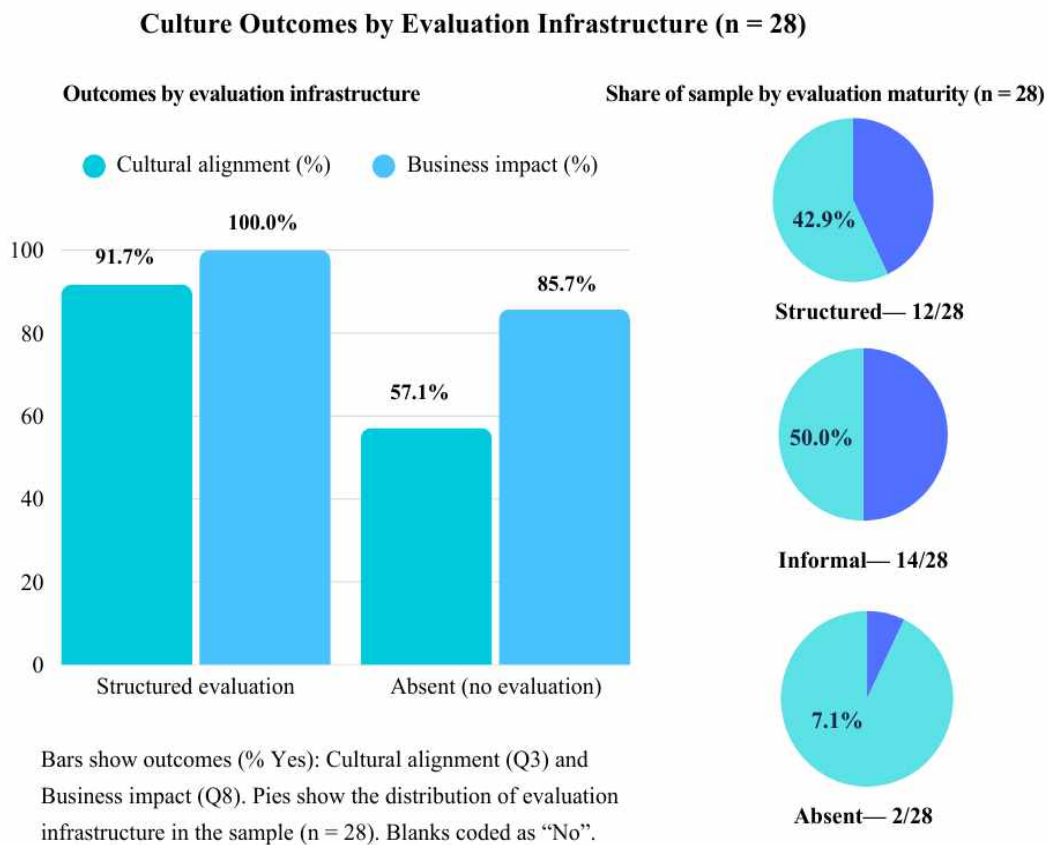


Figure 2.18. Culture Outcomes by Evaluation Infrastructure

Source: Developed by the author based on [136],[137],[138],[139].

In short, the evidence above indicates that successful cultural adaptation depends on an array of interrelated factors: visible, ongoing senior-level commitment; systematic employee input; diagnostic and evaluative tools; and a learning orientation grounded in best practices [11;14;32;]. Organizational units that embed these elements into their management systems tend to face fewer interruptions during transformation, encounter less resistance, and achieve tighter alignment between cultural values and organizational outcomes. These results reinforce that management has two roles: initiating cultural transformation and institutionalizing it in corporate systems—and then maintaining it over time through deliberate action. However, while single-strategy initiatives have value, they are often piecemeal. For durable impact, organizations need a scalable, integrated model in which leadership, employee participation, measurement, and inclusion operate as

one system. To address this need, a system-focused approach is being pilot-tested among Ukrainian firms. Shown below (2.3) is CIIRS (Cultural Integration and Inclusive Resilience System) design, together with pilot results, showing the strengths of an integrated, digitally enabled evaluative model to address the gaps examined here. The diagnostics of corporate culture transformation, which is presented in this section, is based on the original measurement framework of the CIIRS, which views the assessment of corporate culture as a combination of four interconnected indices: the Corporate Environment Index (CEI), the Resilience Integration Index (RII), the Social Environment Index (SEI), and the Training Effectiveness Index (TEI). In Chapter 2, the measurement framework is used primarily as an analytical and diagnostic tool to interpret the qualitative nature of corporate culture as a set of quantified management indicators directly linked to the efficiency of business processes. The empirical results of the study based on the survey of twenty-eight 28 organizational units (cases) with independent managerial authority demonstrate a strong relationship between the management practices of corporate culture and the corresponding indicators of organizational efficiency. Companies with high levels of the Corporate Environment Index (CEI), the Resilience Integration Index (RII), the Social Environment Index (SEI), and the Training Effectiveness Index (TEI) are characterized by high levels of adaptability, engagement, and stability in the context of uncertainty. The results of the data analysis provide empirical evidence to support the hypothesis that the integrated and adaptive nature of corporate culture is positively correlated with the innovation potential of the organization, the efficiency of its internal processes, and the quality of intra-organizational collaboration. The use of the diagnostic system of the CIIRS in section 2.2 not only allows for the assessment of the current state of corporate culture but also permits the identification of the directions for managerial intervention. In this context, the use of the diagnostic tool substantiates the argument that corporate culture management is an analytically observable and governable process rather than a purely abstract normative construct.

The diagnostic evidence summarized in Section 2.2 suggest cultural match, managerial development, and business performance are interconnected, although differently integrated within Ukrainian organizations. While some organizations cite the operation of systematic evaluation mechanisms and non-discriminatory policies, a large proportion continue to face barriers in the form of inadequate leadership engagement, fragmented training initiatives, and weak mechanisms for inclusion. These findings bear witness to the proposition cultural diagnostics provide useful findings; they do not necessarily treat the underlying organizational adaptation issues. To explore the question of whether structured policies—namely those focusing on excluded groups like military personnel—have measurable business outputs, the next section uses correlation analysis to explore the connection between practices of inclusion and measures of performance.

2.3. Analysis of Current Practices of Veteran Integration and Their Outcomes in Corporate Culture Management

Inclusion of veterans in corporate environments is a vital part of work diversity as part of the CCM strategy that enables companies to access a high-quality and innovative pool of skills. Even as most businesses appreciate the intrinsic value that the inclusion of veterans provides, their integration as well as long-term continuance may significantly differ [95;106;117]. Veterans embody a multifaceted set of desirable traits, ranging from discipline, leadership, problem-solving, versatility, as well as a penchant for teamwork. Having had to cope with high-externality situations best equips the veteran to thrive within the quick-decision-making, risk-evaluation, and continuation-of-operations-in-the-face-of-crises/or-post-crises-recovery situations [95;106;113]. Despite these advantages, veterans often find themselves facing challenges as they integrate into corporate culture. Mismatches between military and corporate situations, recruitment processes ill-suited, as well as the absence of effective long-term support mechanisms, frustrate smooth integration [95;113;117] Many organizations struggle to align competencies developed through military experience to relevant corporate roles, leading to cases

of underemployment. Without properly designed management strategies and systematic support systems, veterans struggle to adapt to organizational style of communication, team work dynamics, as well as leadership patterns—often accompanied by decreased job satisfaction and high turnover rates [95;106]. The logic behind embracing veterans into the workforce has both cultural as well as economic aspects. Veterans hold the capability to strengthen leadership advancement, improve team effectiveness, and strengthen high-pressure situation resilience. Companies that actively look to hire and support veterans see improved employee turnover rates, strengthened succession planning, and improved collaboration that results from the diverse experiences found within their teams. Such outcomes denote that embracing veterans goes beyond societal duty, being a critical component of corporate strategy culture. Before outlining outcomes and recommendations, an important point of reference is current practice in Ukrainian organizational units. Survey results across 28 organizational units (cases) with independent managerial authority reflect both strengths and structural gaps: 42.9% (12 out of 28) report institutionally embedded veteran integration and recruitment programs (policy combined with implementation mechanisms); 50.0% (14 out of 28) employ veterans without formally institutionalized support structures; and 7.1% (2 out of 28) report no veteran recruitment activity (see Appendix D for case-level results). Non-responses within this block were conservatively coded as “No” to maintain binary consistency in index calculation. Interview participants most frequently mentioned inadequate support from the leadership, as well as ignorance about culture, as prime deterrents. A few noted that the absence of formally embedded programs worsens workforce stability, as well as culture management, leaving veterans to themselves, instead of being embedded within inclusive, more stable systems. Figure 2.19. Veteran Integration Readiness and Culture Outcomes. It connects the readiness description (informal, structured, none) and cultural outcomes (business impact, alignment), demonstrating that combined programs are related to enhanced cultural alignment as well as more effective results reporting than informal programs or no programs.

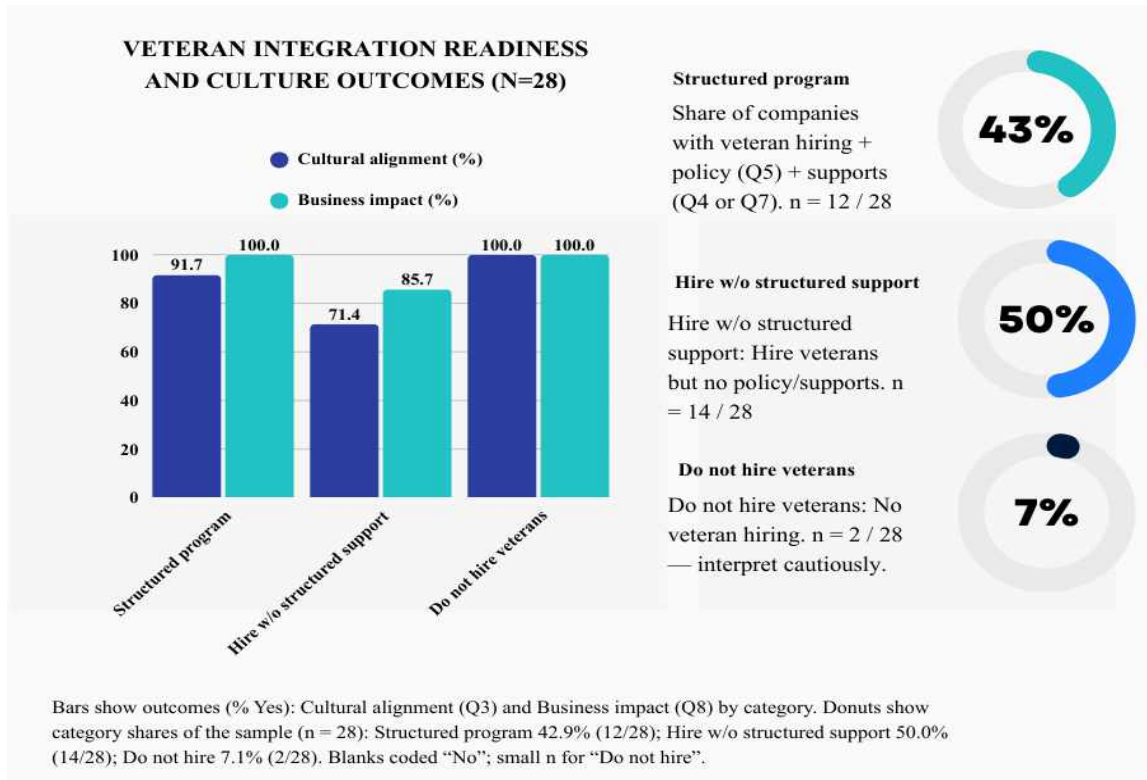


Figure 2.19. Veteran Integration Readiness and Culture Outcomes

*Note. Developed by the author based on survey results (n = 28).
Source. Author's own data*

Expanding on the conceptual links as shown in Figure 2.19, and apart from measuring the general cultural environment using the Cultural Environment Index (CEI), it becomes critical to measure the organization's capacity for sustaining stability and integration in the face of disruption and change. This is achieved through the use of the Resilience Integration Index (RII) as the second core element of the CIIRS model. The RII reflects an organization's capacity for sustaining employees' motivation, psychological safety, and integration, especially for returning veterans.

Formula 2.3**Resilience Integration Index (RII)**

$$RII = \left(\frac{\text{Number of positive resilience and integration practices}}{\text{Total possible resilience and integration practices}} \right) \times 100$$

The Resilience and Integration Index (RII) is the term used to define the level of support the organization is able to provide in terms of adaptation and integration. The practices that fall under the umbrella of resilience and integration are the structured onboarding of veterans, the continuation of mentorship, the provision of motivational support during and after crises, flexible work arrangements, the resolution of conflicts, and the ability of the organizational leaders to recognize the demands of the employees. The value of the Resilience and Integration Index is a measure of the ability of the organization to maintain internal cohesion during uncertain times, to avoid disengagement, and to transform the experience of the crisis into a potential force for growth. As such, the Resilience and Integration Index is a counterpart to the Cultural Engagement Index (CEI) because, rather than measuring the cultural climate of the organization, it measures the ability of the organization to adapt and to integrate employees from unconventional backgrounds into the productive corporate culture. The two indexes, the Cultural Engagement Index and the Resilience and Integration Index, provide a holistic view of the corporate culture because the first measures the environment, and the second measures the ability of the organization to maintain that environment.

To further validate the relationship between corporate culture indicators and veteran integration outcomes, a statistical correlation was applied. Statistical significance of the Pearson correlation coefficients was tested using a two-tailed t-test with $df = n - 2$ ($n = 28$, $df = 26$). Correlations were considered statistically significant at $\alpha = 0.05$ (95% confidence level). The Pearson correlation coefficient (Formula 2.4) is employed to measure the strength of association between survey

indicators (e.g., training support and retention outcomes) and company-level practices.

Formula 2.4

Pearson Correlation Coefficient

$$r = \frac{\sum(X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum(X_i - \bar{X})^2 \sum(Y_i - \bar{Y})^2}}$$

Applying Formula 2.4 to the survey sample (n = 28; see Appendices C–D) produced the following statistically significant results. The correlation between training support (Q4) and retention outcomes (Q9) was $r = 0.68$ ($p = 0.00007$, two-tailed); between inclusion policies (Q5) and cultural alignment (Q3), $r = 0.72$ ($p = 0.00002$, two-tailed); and between managerial training (Q7) and perceived business impact (Q8), $r = 0.64$ ($p = 0.00024$, two-tailed). All correlations are statistically significant at the 95% confidence level ($\alpha = 0.05$). These findings suggest that the more structured the inclusion practices are, the higher the retention rate and the stronger the perceived organizational performance outcomes.

In this case, the X_i and Y_i represent the observed values of the respective variables, while \bar{X} and \bar{Y} represent the respective means of the two variables. The Pearson coefficient measures the degree of co-variability between the two factors. In this study, the measure is used to determine whether organizations with more developed veteran programs also demonstrate stronger cultural results, such as higher retention and improved organizational alignment. A coefficient of +1 suggests a strong positive relationship between the two factors, a coefficient of 0 suggests no linear relationship, and a negative coefficient indicates an inverse relationship. Although the identified correlations are statistically significant ($p < 0.05$), they indicate association rather than causality. Besides these statistical correlations, another important finding from the survey is that companies with more structured cultural programs—characterized by active leadership, employee participation, and

systematic review mechanisms—demonstrate greater resilience to disruptions, including supply-chain interruptions and wartime labor challenges. This finding aligns with international research linking inclusive and adaptable cultures to higher organizational resilience [93;94;132].

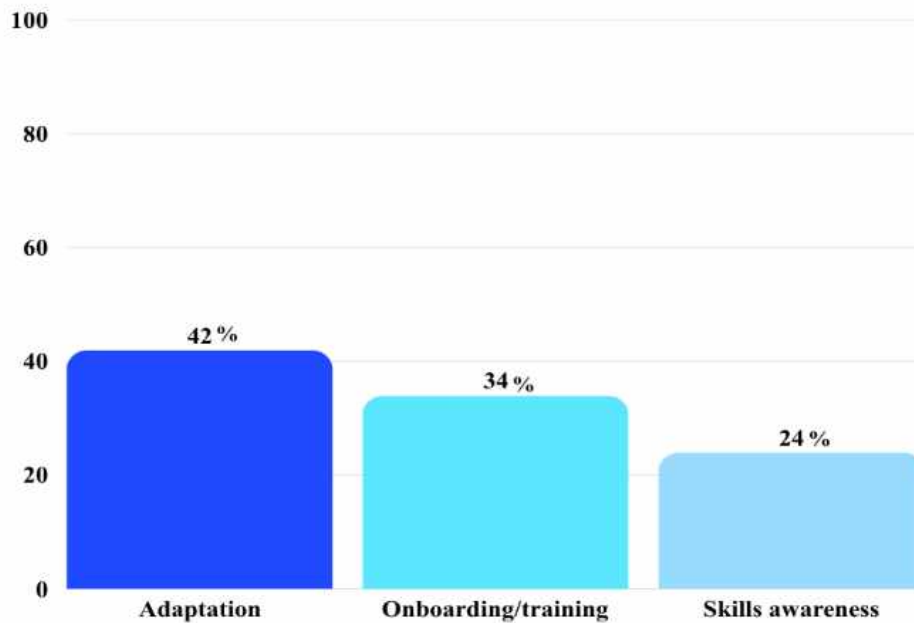
In Ukraine's ever-changing environment, management's ability to use culture as survival tool as well as stabilizing societal entity suggests the need to incorporate the model systemically. In spite of these strengths, most organizations find difficulty in integrating veterans effectively due to persistent barriers based on management practice and cultural adaptation. An initial barrier is the conflict between military and corporate worlds—the difference between military and corporate ways of working, expectations, and norms [95;106;117]. A second barrier is inadequate onboarding and training; without personalized mentorship and formalized support, veterans find difficulty fitting into civilian work processes [113;117]. A third barrier is inadequate conversion of veteran skills by HR; most recruitment officers and managers do not have guidelines to map military skills to corporate occupations and tend to underestimate veterans' versatility, problem-solving, and innovation potential [95;106;117]. Based on a survey of 28 organizational units (cases) with independent managerial authority, 12 out of 28 (42.9%) identified cultural adaptation difficulties as the primary barrier to veteran integration; 9 out of 28 (32.1%) indicated inadequate onboarding or training processes; and 7 out of 28 (25.0%) reported insufficient managerial understanding of transferable military skills (see Appendix D for case-level results). Non-responses within this block were conservatively coded as “No” to maintain binary consistency in the diagnostic framework. As a whole, these gaps compromise retention, restrict effectiveness, and deprive organizations of the full value captured through veteran integration. Figure 2.20 outlines these key workplace challenges. The results highlights that effective veteran integration closely connect CCM environment. Firms that avail themselves systematically of inclusion strategies—in manager frequent training, customized onboarding programs, and openly defined policy platforms—show higher alignment of stated

intent and result in culture. This evidence implies that inclusion should not only be conceived in terms of temporary program, but should form part of inclusive process that reinforces organizational learning, leader accountability, and trust among employees. Furthermore, the connection between structured inclusion practices and stronger cultural performance suggests that when managers invest in effective veteran integration, the positive impact extends beyond this group—enhancing overall organizational flexibility, resilience, and long-term stability [95;117;130]. By comparison, companies that refuse codified inclusion practices succumb to cyclical disengagement, attrition, and latent talent potential. These trends suggest that veteran inclusion is an acutely sensitive organizational cultural maturity proxy, scrutinizing its ability to translate stated organizational values to quantifiable norms of behavior. Following from these findings, the following figure sets out the key workplace issues that frustrate effective integration and cultural adaptation in

Ukrainian

companies.

Top Challenges in Veteran Workplace Integration (n = 28)



Adaptation ≈ 42%; Onboarding/training ≈ 34%; Skills awareness ≈ 24%. Midpoints of reported ranges; update if finalized counts are available.

Figure 2.20. Veteran Integration: Primary Workplace Challenges

Note. Developed by the author based on survey results (n = 28).

Source. Author's own empirical survey data (see Appendix D for case-level results).

The findings confirm that challenges related with cultural adaptation act for the primary obstacle to the integration of veterans, as reported by nearly fifty percent of the firms surveyed. Deficiencies in onboarding and training emerge as the second significant concern, whereas the insufficient acknowledgment of military skills by human resources, although reported less frequently, continues to impact one in four organizations. This distribution underscores the necessity for effective integration to involve both structural modifications to corporate culture and focused support mechanisms for onboarding and the translation of skills. Most companies have

developed systematic processes to facilitate veterans' transition into corporate settings, showing that properly designed initiatives improve adaptation, retention, and overall performance [95;106;117]. As corporate-culture processes and management, these processes assist in aligning military-learned competencies to corporate roles and expectations. Onboarding programs targeted on veterans standardize initial training so that newcomers learn corporate patterns of communication, work processes, and corporate expectations, alleviating the cultural dissonance usually experienced on transitioning to corporate culture [113;117;126]. Mentorship programs (matching veterans with veteran peers) supplement onboarding through the expedient of tacit knowledge transfer, as they also enforce the culture of inclusiveness and mutual support. Leadership-development tracks offer formal access through which veterans may advance to corporate manager roles, deploying leadership skills developed during military service to achieve company long-term goals. Flexible work policies (e.g., variable hours; targeted accommodations) indicate the corporation's support through culture as inclusive, addressing personal needs while preserving corporate performance [106;117;126]. Survey results from 28 organizational units (cases) with independent managerial authority highlight the following distribution: 42.9% (12 out of 28) have established structured veteran integration programs; 50.0% (14 out of 28) employ veterans without formally institutionalized support mechanisms; and 7.1% (2 out of 28) report no veteran hiring activity (see Appendix D for case-level results). Non-responses within this block were conservatively coded as “No” to ensure binary consistency in the diagnostic framework. The feedback consistently points to a clear trend: organizations that prioritize structured integration programs don't just keep their people longer—they also foster more active participation and a workforce that is far more capable of adapting to change. In contrast, organizations that lack structured integration systems usually struggle to gain their footing. Without these mechanisms in place, they tend to face ongoing difficulties in adapting to change, which ultimately weakens their stability and makes social integration much harder to achieve. Figure 2.21. Veteran Program Coverage and Retention Findings. Bridge

to the figure: The figure merges program coverage within the current sample (42.9% / 50.0% / 7.1%) with the existing rates of retention (literature-informed baseline: ~60% retention with structured programs vs ~35% without) to illustrate the connection between structure of programs and sustainability of veteran hiring.

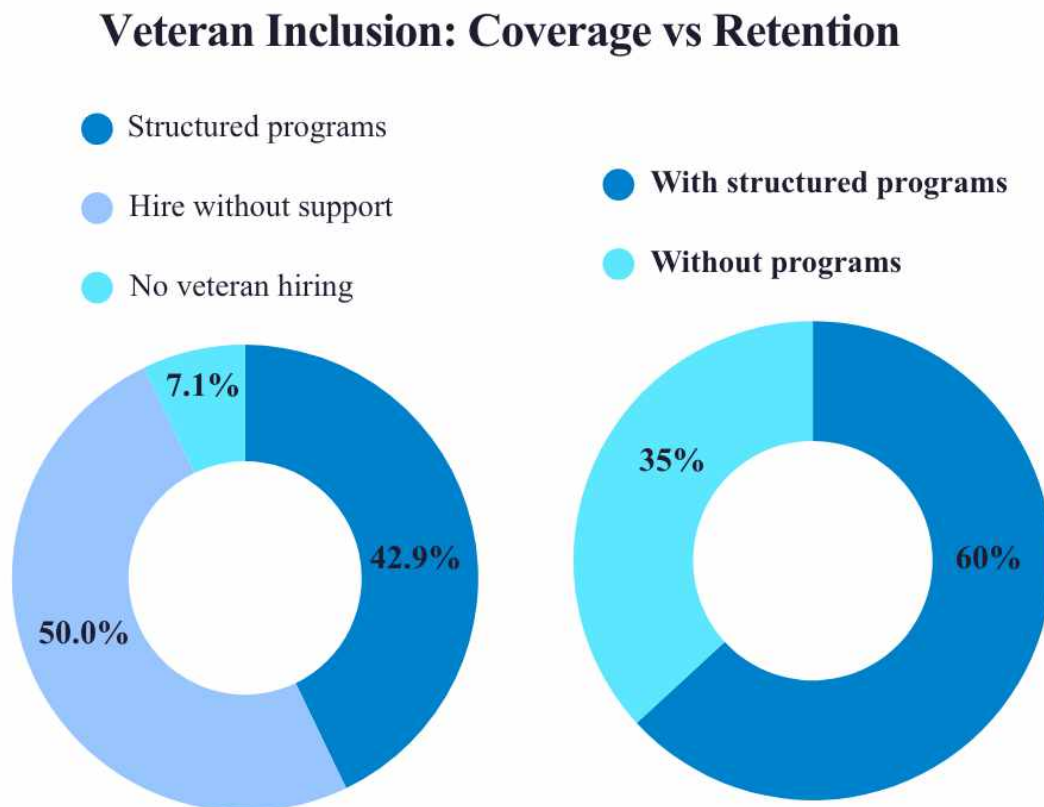


Figure 2.21. Veteran Program Coverage and Retention Outcomes

Note. Developed by the author based on survey results ($n = 28$).

Source. Author's own empirical survey data (see Appendix D for case-level results).

Investigations into effective methodologies suggest that organizational culture is fundamental to the successful adaptation and ongoing achievement of veterans within various institutions. Retention extends beyond the mere recruitment process, rooted in cultural paradigms that promote a sense of belonging, awareness, and respect. Empirical studies have proven that inclusive practices enhance the perceptions of visibility among veterans, thereby increasing job satisfaction and subsequent retention [95;106]. Organizations that practice a comprehensive

inclusion model have been known to promote a culture that empowers managers to promote the integration of veterans, raise awareness about the skills that veterans bring to the table, and provide a framework that promotes a path to career progression [117;113;126]. This is achieved by aligning the actions of managers with the espoused values that promote a sense of belonging among the veterans. These findings are reinforced by survey data from 28 organizational units (cases) with independent managerial authority: 53.6% (15 out of 28) reported having an official inclusion policy (Q5), 57.1% (16 out of 28) provided structured inclusion resources or training (Q4), and 39.3% (11 out of 28) invested in managerial development for veteran support (Q7) (see Appendix D for case-level results). Non-responses were conservatively coded as “No” to ensure binary consistency in index calculation. Interview evidence further suggests that organizations with clearly articulated inclusion strategies are associated with higher organizational stability and stronger veteran participation, whereas the absence of structured interventions is linked to lower stability and more short-term retention patterns.

Figure 2.22 demonstrates the cumulative influence of three factors—policy, resource support, and managerial preparation—on outcome retention. Data demonstrates that veterans show substantially greater stability within organizations where the practices of inclusion have become formalized and sanctioned by the

leader.

Veteran-Inclusive Culture vs. No Structured Inclusion — Retention and Practices

Organizations with intentional, leader-backed inclusion frameworks retain veterans longer and report stronger engagement

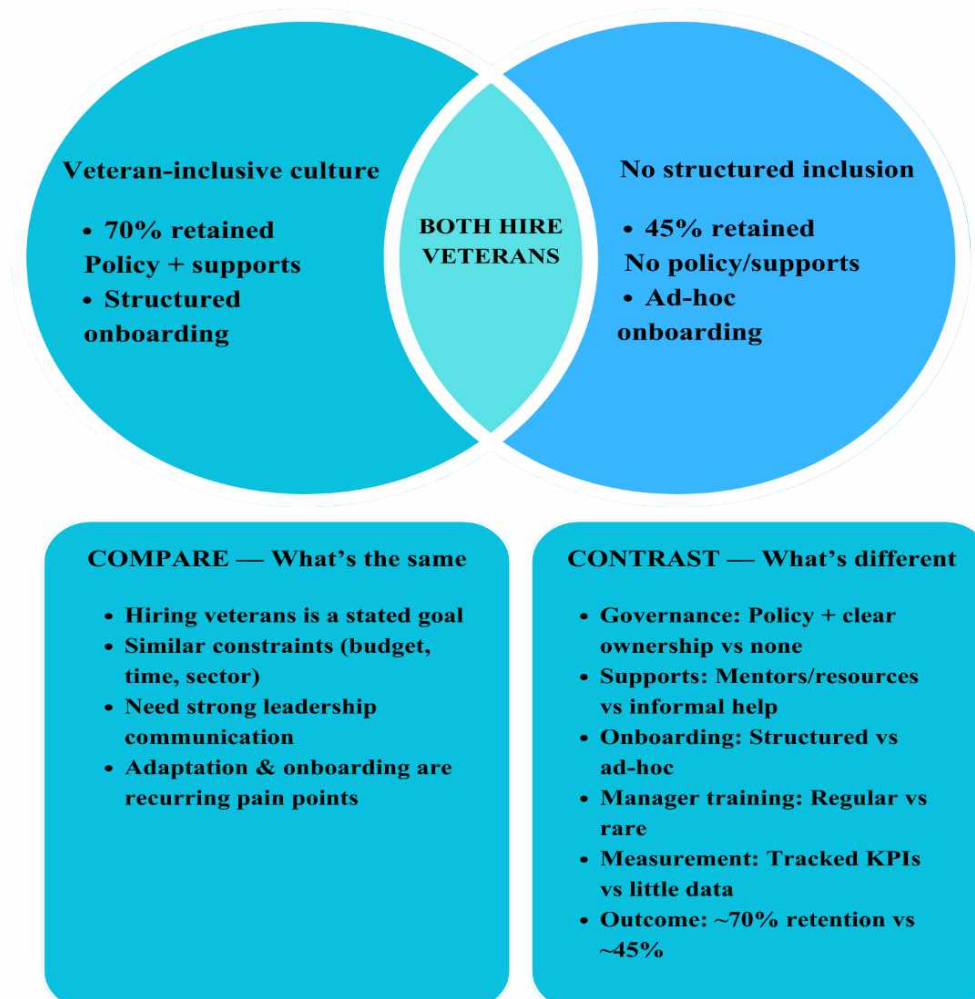


Figure 2.22. Impact of Corporate Culture on Veteran Retention

Note. Developed by the author based on survey results ($n = 28$).

Source. Author's own empirical survey data (see Appendix D for case-level results).

Pilot Implementation of a Systematic Veteran Integration Model

This literature on retaining veterans offers insight that sporadic, stand-alone programs are ineffective for sustainable integration that businesses require. In

response to these lacks, the current research embarks on a pilot project of a systematic cultural-integration model (CIIRS) designed to enhance veteran inclusion. Its pilot survey embraces three core purposes: 1). To estimate the effect of a formal structure of corporate culture on the integration of veterans; 2). To identify significant success factors as well as implementation deterrents; and 3). To provide evidence-based recommendations for subsequent management and culture programs. This transition from analysis to pilot execution highlights the importance of regarding inclusion as something other than a stand-alone policy, rather as part of corporate culture as well as managerial practice. Figure 2.23 depicts the CIIRS pilot workflow, ranging from intake until the evaluation points after the passage of 12 months.

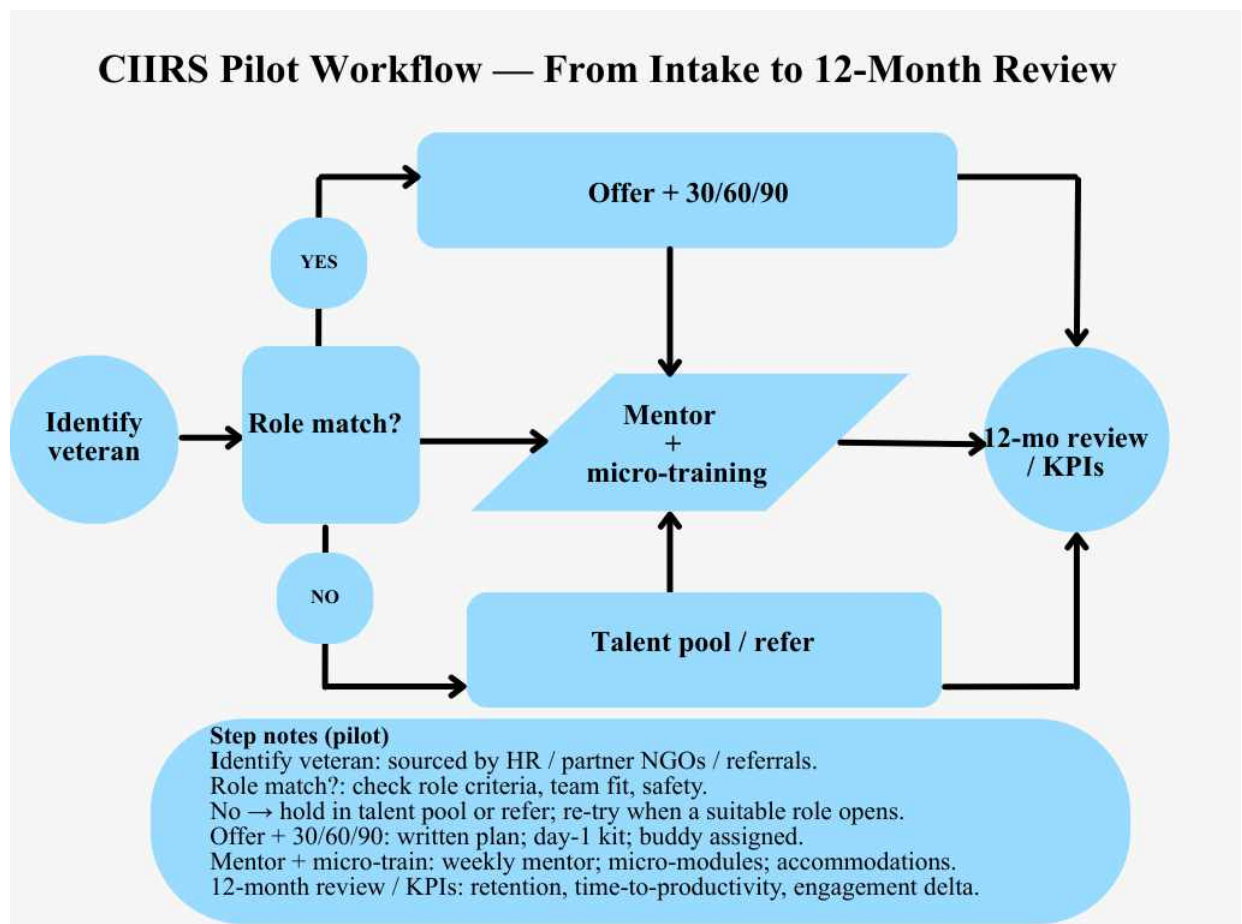


Figure 2.23. CIIRS Pilot Workflow — From Intake to 12-Month Review

Note. Developed by the author based on survey results ($n = 28$).

Source. Author's own empirical survey data (see Appendix D for case-level results).

Having outlined the pilot mechanism (Figure 2.23), it is useful to compare it with current practice. Veteran hiring has increased among Ukrainian companies, yet most organizations still lack systematic policies to ensure ongoing inclusion [105;106;126]. Survey results from 28 organizational units (cases) with independent managerial authority reveal a clear distribution: 42.9% report structured veteran integration programs (policy combined with supporting mechanisms), 50.0% employ veterans without formally embedded support systems, and 7.1% report no veteran hiring activity (see Appendix D for case-level results). This distribution suggests a predominantly reactive rather than proactive orientation toward institutionalized veteran integration within the sample. Interviewees frequently pointed to thin or absent onboarding and limited leadership development opportunities as core impediments to integration. These gaps were linked to high turnover—especially among senior veterans—driven by cultural misfit, forced career mobility, and insufficient ongoing support [95;117]. The academic literature aligns with these observations: organizations that implement individualized transition programs—mentorship, leadership-development pathways, and targeted upskilling—both improve retention and are more successful at promoting veterans into leadership roles. Sectors operating under crisis conditions (e.g., security services, logistics, healthcare, disaster relief) particularly benefit from veterans' experience in high-stress environments, which can raise operational resilience. Yet the survey suggests many Ukrainian firms still under-leverage this asset, with limited efforts to systematically translate military competencies into organizational roles and culture [125;113;126]. These findings reinforce the need for systematic methods—such as the CIIRS pilot—to convert cultural theory into practice, yielding durable inclusion and resilience.

Table 2.10

Comparative Practices in Veteran Integration: Ukraine vs. International Benchmarks

Pillar	What we found	Implication for CIIRS
Diagnostics & measurement	Diagnostics mostly ad hoc; <40% organized initiatives; weak tools.	Standardize diagnostics; 30/60/90 plans; pulse KPIs (retention, TtP, engagement).
Leadership commitment	Commitment inconsistent; “talk–action” gap.	Exec sponsorship; accountability; manager training & routines.
Employee engagement	Resistance common; onboarding uneven; limited feedback loops.	Tailored onboarding, micro-training, mentors; frequent touchpoints; feedback cycles.
Veteran integration	~1/3 formal programs; many ad hoc; missed value.	Policies + skills translation, wellbeing access, career pathways.

Source. Compiled by the author based on data from sources [95], [105], [106], [113], [117], [126].

The comparison confirms that fragmented managerial approaches to veteran inclusion remain a global issue. However, organizations that maintain well-developed corporate culture systems demonstrate significantly higher retention, adaptation, and long-term integration outcomes. This evaluation reveals that integration strategies are noticeably across regions, underscoring the necessity of structured models such as CIIRS. Contemporary research supports this observation: most companies, in Ukraine and internationally, rely on informal or poorly defined inclusion programs that lead to inconsistent outcomes [105;106;126]. Therefore, to integrate veterans effectively and fully leverage their leadership and resilience potential, organizations must adopt proactive and systematic management approaches. Survey data, as well as the literature, points up the very best strategies as those that make explicit the connection between military experience and corporate culture and everyday management practice. Personalized onboarding comes up as particularly effective: it maps skills learned in the military back to corporate job and custom, easing friction due to idiosyncratic communication style and work-flow expectations. Without such accommodations, veterans exhibit lower engagement, higher turnover. Training the supervisor and manager is equally important to diversity leadership. Alongside valuing transferable skills, the former is required to

change their style of management as well as communication so that they can affect successful transitions across cultures. Companies that spend money on leadership development create an atmosphere where veterans are respected as well as acknowledged, strengthening cultural integration. Concurrently, inclusive policies—the structured mentorship, structured career paths, mental-health support—are related to enhanced veteran retention, improved stability on the job, as well as organizational resilience [106;117;126]. When these practices are embedded within management systems and corporate culture, they build sustainable settings that enhance both organizational effectiveness as well as employee well-being. Organizations that track the integration of veterans report stronger leadership development channels, improved adaptability, as well as stronger crisis resilience. As such, the integration of veterans goes beyond being a compliance afterthought within diversity programs; it becomes a cultural strategic ante that pays tangible business returns. Comparative statistics also report that the gaps identified in Ukrainian companies reflect broader global trends [106;117;126]. In the United States and Europe, hiring veterans is regularly stressed as part of diversity efforts; yet, less than 40% of entities offer formalized onboarding or mentorship programs. The results of the survey among Ukrainians—reflecting that less than a third of businesses hold formal policies regarding veterans—coincide considerably with these global trends. As such, the challenge to translate military experiences into civilian careers is fundamentally systemic rather than localized. This highlights the need for a scalable, systematic approach that may be customized to local conditions yet retains global applications. To offer a concrete example, Figure 2.24 summarizes the CIIRS organized practices against the desired outcomes that they are designed

to

enable.

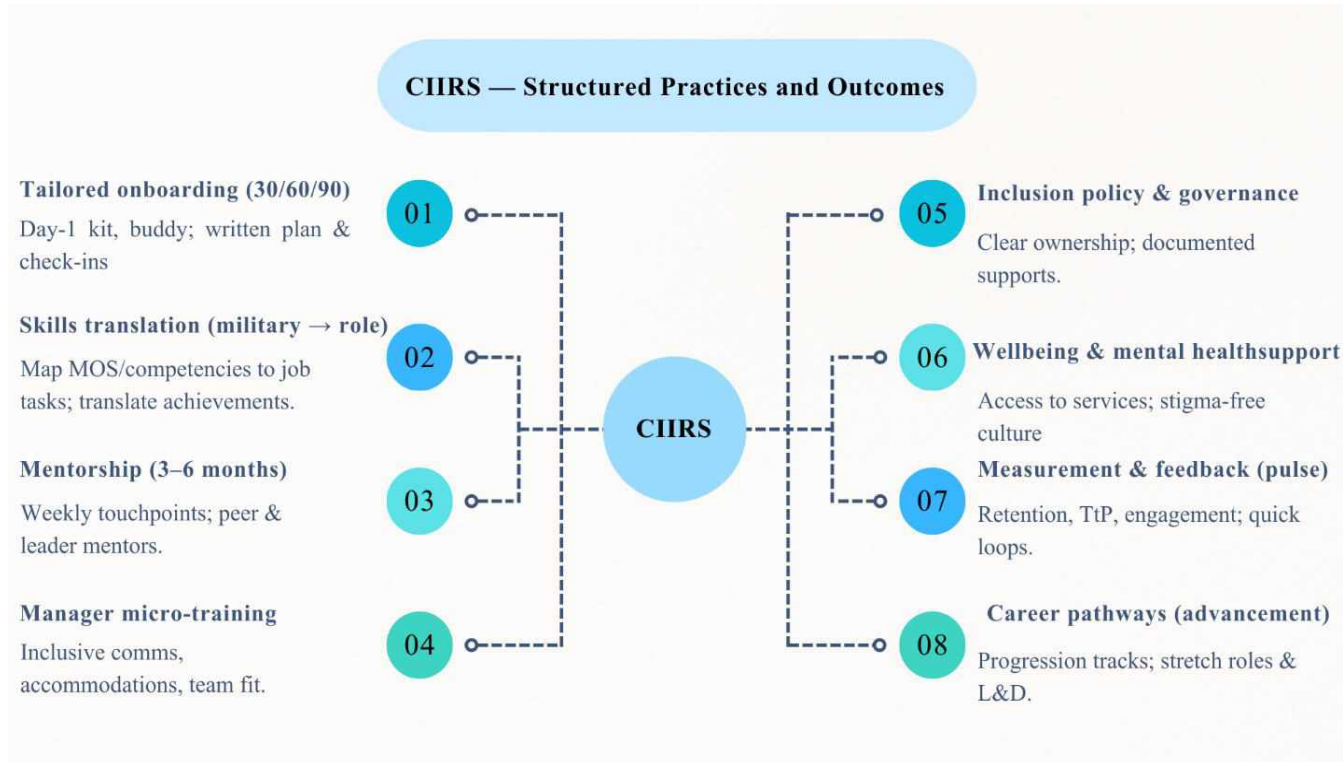


Figure 2.24. Operational Practices within CIIRS and Their Outcomes

Note: Source: Author’s synthesis based on corporate culture evaluation model.

To consolidate the findings of this chapter, Table 2.11 summarizes the main insights and highlights their implications for the design of CIIRS. The synthesis underscores how diagnostics, leadership commitment, employee engagement, and veteran integration represent core pillars that require systematic solutions.

Table 2.11

Chapter 2 Takeaways and Implications for CIIRS

PILLAR	WHAT WE FOUND	IMPLICATION FOR CIIRS
Diagnostics & measurement	Diagnostics mostly ad hoc; <40% organized initiatives; weak tools.	Standardize diagnostics; 30/60/90 plans; pulse KPIs (retention, TtP, engagement).
Leadership commitment	Commitment inconsistent; “talk–action” gap.	Exec sponsorship; accountability; manager training & routines.

Employee engagement	Resistance common; onboarding uneven; limited feedback loops.	Tailored onboarding, micro-training, mentors; frequent touchpoints; feedback cycles.
Veteran integration	~1/3 formal programs; many ad hoc; missed value.	Policies + skills translation, wellbeing access, career pathways.

Note. Comparative synthesis of Ukrainian survey findings and international benchmark practices in veteran inclusion, leadership development, and onboarding.

Source. Compiled by the author based on data from [95], [105],[106],[113],[117],[126].

Table 2.11 summarizes the main findings of this chapter into four pillars of foundational principles linked directly to the development of the CIIRS model. Each gap identified—to diagnose, lead, engage, or integrate the military—each of them points directly at the absence of systematic and reproducible methodologies among the vast majority of the surveyed organizations. It follows that fragmented or isolated initiatives are not sufficient for developing resilience and inclusivity on large numbers. Instead, the organization requires holistic tools and practices linking measurement to accountability, leadership to engagement, military inclusion to sustainable workforce longevity. The process of veterans’ integration into corporate culture is a rather sensitive and important aspect of corporate transformation in the context of Ukraine. Unlike other recruitment processes, the integration of veterans involves a double adaptation process, where the individual adapts to the civilian culture, and the firm changes its leadership model, communication systems, and training processes to suit the new psychosocial and professional reality. Empirical research among 28 organizational units (cases) with independent managerial authority revealed the heterogeneity and dependency of veterans’ integration practices on the maturity level of corporate culture management. The study demonstrated the positive correlation between the level of corporate culture management (reflected by the values of the SEI index and conceptually related to the TEI index introduced in Chapter 3) and the effectiveness of veterans’ retention and their engagement in team activities among civilian employees.

Based on the results obtained from the study, a typology of corporate culture readiness to integrate veterans was constructed and revealed three types of organizations:

Systemic Integrators – corporations with a well-developed training infrastructure and leadership systems where KPIs are set to measure the effectiveness of the inclusion process. These organizations have high values of the SEI index, while TEI is applied at the implementation stage in Chapter 3, and perceive veterans as a valuable resource for the firm's human capital.

Fragmented Adopters – corporations where isolated training events or short-term programs are introduced without changing the communication or motivation systems.

Non-Prepared Organizations – corporations where there is a lack of a training infrastructure and the adaptation process occurs through informal adaptation mechanisms only, which often creates a negative atmosphere and tensions rather than a positive transformation process.

This typology makes it possible to identify whether the inclusion of veterans is a catalyst for adaptation or conflict in the organizational context. The results confirm that successful outcomes are achieved when integration is part of an overall CCM cycle, which includes training, motivational alignment, leadership transformation, and social atmosphere management. The research also identifies the main obstacles to successful integration: stereotypes related to military experience, differences in communication, lack of psychological safety, and the failure to map military skills onto corporate roles. At the same time, veterans have considerable potential in terms of crisis decision-making, responsibility for collective outcomes, and informal leadership, which helps build organizational resilience.

The research confirms that the inclusion of veterans is not just a social initiative but, in the context of the CIIRS model, is a strategic tool for renewing knowledge and enhancing organizational resilience, thus strengthening RII and SEI indicators and, at the implementation stage, TEI as a measure of training effectiveness, and indirectly influencing innovation potential and business process sustainability.

The results of section 2.3 of the research confirm the relevance of the novelty that it is possible to identify the typology of corporate readiness for veteran integration based on empirical research in Ukrainian companies. Such typology helps to identify whether the company has well-developed training systems with leadership KPIs, whether the company has fragmented initiatives, and whether it lacks such initiatives altogether, thus allowing management to identify the level of actual readiness, predict the outcomes of veteran inclusion in terms of adaptation or conflict, and choose appropriate tools for CCM transformation in the context of the CIIRS model. Those linkages provide the foundation for the CIIRS model itself, set forth in the next chapter as a systematic answer to the gaps identified.

Conclusions to Chapter 2

The chapter also provided an exhaustive perspective on the management of organizational culture using both survey data ($n = 28$) as well as a comparative study on organizational practices. The results reinforced the point that organizational culture functions not only as an added but the main catalyst for economic sustainability, flexibility, and social responsibility. The outlined model in Section 2.1 also showed the mutual interdependence between innovation, digital evolution, human capital investment, and social development all of which require an integrated cultural basis for long-term competitiveness. The analysis of the cultural practices within Ukrainian companies indicated clear fragmentation. Fewer than 40% of the companies utilize systemic processes for cultural diagnosis on a regular basis, whereas the remaining ones utilize ad hoc or sporadic ones. There was an erratic level of leadership commitment due also to the "talk-action" gap phenomenon because their management values are not aligned into actions. Low staff engagement was also due to the resistance towards the change as well as unequal onboarding processes. There also was lacking the mechanisms for receiving as well as reacting towards suggestions. All the challenges influence organizational resilience, therefore making the firms exposed towards higher risk when there will be disruptions. The transition of veterans, although an established social and economic phenomenon,

remains significantly underdeveloped. It has been estimated that about a third of the surveyed organizations have established formal policies and procedures for the assistance of their veterans; however, the majority rely on informal or ad hoc measures. It is an appreciable missed opportunity as the veterans possess unique skills of leadership, hardiness, and problem-solving, the proper leveraging of which may enhance workforce cohesion as well as long-term organizational sustainability. Nonetheless, without organized onboarding, mentoring, and career advancement pathways, the potential advantages related to retention and performance enhancements are limited. Together, these findings indicate that disjointed approaches to corporate culture are insufficient. Organizations that consider culture to be a "soft" issue risk compromising their competitiveness, talent retention, and adaptability. In contrast, a thoughtful, structured, and systematic approach is crucial—one that views culture as a practical tool rather than merely an abstract concept. The findings highlight the need for standardized diagnostic tools, increased executive backing, dependable employee engagement strategies, and comprehensive integration programs for veterans. The gaps identified act as the primary motivating force for the development of an organized and scalable solution outlined in Chapter 3 as the Cultural Integration and Inclusive Resilience System (CIIRS). CIIRS generates an all-inclusive system combining diagnostics, leadership accountability, worker participation, as well as activities for enhancing diversity within an integrated model. In incorporating the concepts of inclusivity and flexibility as an integral part of the organizational culture, CIIRS seeks to address the gaps that were identified in Chapter 2, providing a route towards sustainable company growth in the dynamic and changing environment in Ukraine. As identified in the diagnostic analysis in Chapter 2, there is a clear indication that, despite the growing recognition by Ukrainian businesses of the need for these concepts, fragmentation and inadequate feedback mechanisms remain a problem. This diagnostic analysis is linked to the strategic dimension as identified in this thesis. It is on this background that Chapter 3 aims to apply the theoretical model

presented in Chapter 1 and the diagnostic results presented in Chapter 2 to develop holistic management strategies that can enhance the social context, facilitate learning processes, and sustain motivation initiatives to facilitate veteran integration. The analysis provided in Chapter 2 of the dissertation proves that corporate culture transformation in Ukrainian businesses can be detected and measured using the CIIRS indices. Thus, it can be seen that the calculated CEI and RII levels reflect the degree of transformation from formalized and fragmented management models to integrative and resilient ones, while the levels of SEI and TEI reflect the degree of accompanying social and learning transformations. The second chapter of the dissertation contains the empirical validation of the proposed approach to corporate culture management transformation within dynamic Ukrainian firms. Based on a survey conducted across twenty-eight enterprises from different industries, such as the energy sector, industrial sector, and educational sector, the study examines the relationship between corporate culture management and significant organizational results, including employee engagement, psychological safety, adaptability, and innovation. The study confirms that corporate culture can be understood and measured through the proposed five-dimensional model, including innovation capacity, digital maturity, human capital, social inclusion, and governance quality, to connect cultural factors to organizational stability, competitiveness, and shock resistance. The results show that organizations that demonstrate high levels of inclusive leadership, training systems, and transparent communication are associated with greater organizational stability and preparedness for transformation under crisis conditions.

A significant contribution to science contained within Chapter 2 of the dissertation includes the proposed and empirically supported CIIRS diagnostic system that integrates cultural transformation through the use of indices such as CEI, RII, and SEI, while TEI is proposed and implemented within Chapter 3 of the dissertation. A strong association has been found to exist between corporate culture management and organizational results; that is, organizations that demonstrate high levels of

cultural integration and adaptability are associated with high levels of innovation capacity, internal cooperation, and organizational stability. Based on the collected empirical data, the dissertation offers a typology of corporate readiness to integrate veterans, which distinguishes systemic integrators, fragmented adopters, and non-prepared organizations. This typology helps to determine whether the integration of veterans functions as an adaptation driver or a factor of internal conflict. In addition, the typology offers a methodological tool to choose appropriate managerial tools through the application of the CIIRS system. In the chapter, the viability of the social atmosphere as a manageable organizational resource is also substantiated. Comparative analysis proves the importance of trust, psychological safety, mutual aid, and inter-group cohesion in the effectiveness of the transformation process, especially in crisis-affected organizations. These results confirm the algorithm of managing the social atmosphere, which includes diagnosis, designing the intervention, pilot implementation, and SEI measurement. In Chapter 2, the viability of managing the corporate culture is also proved as an analytically observable and measurable process, directly related to organizational resilience and development. The results of the empirical study confirm the novelties proposed in the dissertation, namely, novelties 4–6. These results also create the methodological foundation for Chapter 3, where the practical mechanisms of the implementation of the CIIRS system, the assessment of the effectiveness of the training, and the motivational instruments of the inclusive transformation are discussed. The results obtained in the dissertation demonstrate that transformation is not an abstract concept but rather a tangible process related to managerial choices, investments in human capital, and formal integration of veterans. At the same time, it has been seen that businesses with higher levels of inclusive and adaptive management achieve better business results and stability, thus proving the relevance of the methodological approach developed in the dissertation.

CHAPTER 3.

STRATEGIES FOR TRANSFORMATION OF CORPORATE CULTURE MANAGEMENT

3.1. Improving the Social Atmosphere in Companies with Integrated Veterans

In continuation with the diagnostic results described in Chapter 2 and the usage of the SEI, TEI, and MEI factors, this chapter aims to develop strategic actions within the model of CIIRS to improve inclusiveness, adaptability, and resilience in the management of the corporate culture. The social environment of an organization is a key concept in CCM [1;2;39]. This is because social surroundings refer to how employees perceive collaboration, communication, and trust at the corporate level, forming an impression that generates belonging, thereby leading to the corporate environment's culture [26;39]. The existence of a positive social environment can improve the flexibility and inclusivity of corporate culture, while lackluster interpersonal relationships can cause fragmentation and lack of motivation [20;21;39]. Based on analysis discussed in Chapter 2, the companies that were analyzed were categorized into three groups, depending on the level of maturity in their inclusion efforts [78;93]. The first category contains firms that began developing an organized process aimed at the integration of veterans, while the second category comprises firms that conduct separate, limited, or isolated activities, and the third category contains firms that still lack any separate efforts [104;124]. An analysis has instead revealed that, albeit confidence and collaboration tend to coexist in small-scale teams, communication in different company departments, along with the availability of company executives, is, in reality, limited. This discrepancy between team cohesion and organization-wide interactions suggests a need for transformation in corporate culture. By transformation, it is meant the extension of inclusive communication practices from a micro-level organization to a macro-level organization, thereby facilitating leadership accessibility and inter-departmental collaboration. Otherwise, positive practices at a micro-level will remain fragmented and will not facilitate organizational transformation. The

measures suggested in Chapter 3 can be considered as tools for transforming corporate culture. These measures form a whole management process, unlike other human resources measures, which implement the findings of the diagnostic process developed in Chapter 2 in a specific way by changing management style, communication patterns, and ways of integrating veterans.

Transformation at this stage takes a practical form: inclusion policies, mentoring schemes, and participative management decisions change daily interactions and eventually institutionalize new cultural patterns. The effectiveness of this process can be evaluated through the rates of social engagement and learning (SEI and TEI), which describe the impact of management interventions on social cohesion and learning potential. Moreover, absence in many firms of organized efforts aimed at monitoring the social environment hinders inclusivity, ultimately affecting the efficiency of CCM [20;128]. To ensure that the social environment emerges as a functional component of CCM, rather than an intangible dimension of human relations, it is important for corporations to follow an organized improvement process [23;24]. The proposed algorithm derives from the analysis outcome, carried out on twenty-eight firms, and is guided by the logic of cultural change in inclusive systems [78;124]. The first step consists in the diagnosis related to the present social climate, whereby the management assesses the extent to which employees are engaged, trust each other, and communicate freely [26;118]. The second step aims at the recognition of the prevailing constraints, characterized by whether the concern is related to isolation, communication, or lack of connection for employees and the company's administration [21;78]. The third step agrees upon strategic objectives suited to the company's level of corporate culture maturity, stabilization for firms that establish inclusive systems, improvement for firms that apply partial systems, and construction for firms that lack any such practice [124;128]. The fourth step consists in action design, wherein potential intervention methods for increasing interaction and, particularly, mutual confidence can include mentoring, companionship, or communication openness [118;119]. The implementation phase

normally applies to pilot groups, such as selected firm departments, for adjustment and evaluation [105;109]. The final improvement step requires measurements based on social environment impacts, using factors like the Social Environment Index (SEI) or staff feedback, for adjustments leading to the incorporation of the practice into the holistic system for CCM [128;130].

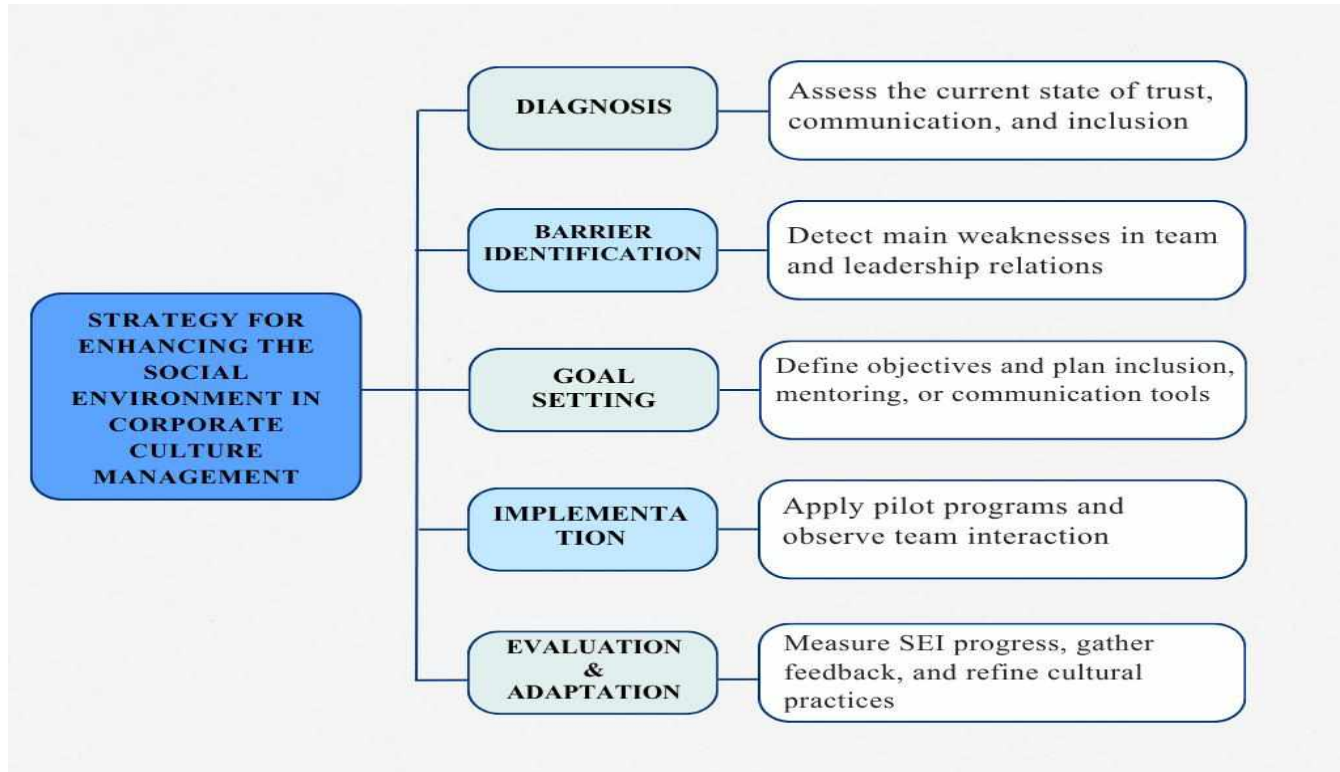


Figure 3.1 Algorithm of the Strategy for Enhancing the Social Environment in Corporate Culture Management

Note. The figure outlines the sequential algorithm developed for improving the social environment through CCM under the CIIRS model.
Source. Author's development based on [41],[43],[45],[58],[66].

On the basis of the diagnosis outcomes discussed in Chapter 2, it has been identified that the companies are not only varying in terms of the level of their inclusion maturity, but also in terms of their internal social relations [21;78]. To ensure that the proposed algorithm has the potential for implementation, strategic programs for different types of organizations have been designed [23;24]. Organizations that already practice effective inclusion systems can first focus on enhancing the different dimensions of trust that bind different teams from various departments, apart from ensuring that the communication channels from the

workforce to the higher authority remain effective . Concerning corporations that start partial implementations when it comes to inclusion, it is important to establish sound communication channels that create psychological safety for employees. This can include training for company managers, creating support circles, and using digital platforms for feedback, thereby achieving alignment for social values and corporate cultures . For companies that either lack unique inclusion strategies for military personnel or lack strategies for including employees, the process should start with creating inclusive standards. This can include creating policies, outlining rules for social conduct, or holding meetings for employees, which can eventually establish a foundation for belonging. The use of such strategies helps in achieving corporate culture transformation towards a more coherent and resilient model, where the social environment constitutes a measurable and manageable factor for achieving corporate success. The adoption of these strategies necessitates differentiation, depending on the readiness of the company and the corporate culture maturity level . Organizations can adjust the proposed algorithm to their internal setting, staff, and leadership structure. On the basis of diagnosis, three strategic groups for enterprises were defined, making it possible to design programs for each level of social inclusion maturity . The strategic directions and programs for enhancing the social setting when managing corporate cultures are presented in Table 3.1.

Table 3.1

Strategic Programs for Improving the Social Environment in CCM

Company Group	Main Strategic Goal	Key Actions	Expected Result
Group 1 – Companies with established inclusion systems	Deepen cross-department and trust between employees and leadership cohesion between and	Cross-functional mentoring, advisory councils, open communication forums	Stronger bridging and linking trust; more cohesive corporate culture

Group 2 – Companies with partial inclusion programs	Build structured communication and psychological safety	Manager training on inclusive communication, peer-support circles, feedback dashboards	Improved internal communication, higher engagement and retention
Group 3 – Companies without inclusion initiatives	Create foundational inclusion and trust mechanisms	Develop inclusion policy, set behavioral norms, hold regular open meetings	Formation of bonding trust and readiness for further cultural integration

Source. Developed by the author based on [41],[43],[45],[58],[65],[66].

The execution of all these programs is based on how prepared each organization is to develop and improve its inclusive environment [21;78]. On the basis of the diagnoses conducted, there were three categories of businesses classified depending on their level of involvement in veterans' integration [93;104]. The social environment strategy based on CIIRS has been tailored to three categories of firms according to their maturity level in inclusion and experience in integrating veterans [93;124]. The classification enables each business to implement measures suitable for its level of readiness while adhering to CCM and social cohesion principles [1;26].

Group 1 – Companies that have a well-established Veterans Integration Program

Such corporations have already established well-structured inclusion initiatives and usually have a large number of employees who have completed re-entry and retraining. The management approach for this category is centered on building trusting interpersonal relations, reducing hidden role conflicts, and promoting interdepartmental collaborations [78;118]. The veterans in such companies are often placed in management and technical positions. Therefore, leadership within this category needs to promote interdependent trust and shared responsibilities between

veterans and other employees . The critical instruments for this category are advanced mentorship initiatives and leadership circles .

Group 2 – Enterprises with Partial Integration Programs: Such bodies hire veterans but fail to have a common structure in place to handle their integration . The integration in this case is patchy—they have better integration in some departments and are isolated in others . The strategy for this group is to have a common structure for in-house communications and improve transparency in communications and decision-making . Veterans in this setup will benefit from a structured interaction process with human resources and psychological support . The management is encouraged to align integration metrics to team performance metrics and make veterans' integration a factor in CCM .

Group 3 – Enterprises without veterans' integration programs The companies within this group are either in the initiation phase of inclusion for veterans or lack established procedures for inclusion . Their key concern is to ensure a psychological safety and social empathy foundation . The leadership strategy to adopt is to initiate awareness sessions and basic inclusion workshops that expose the organization's human resources to veterans' views . The first step in this direction is to identify integration coordinators or “adaptation ambassadors” to ensure a dialogue between veterans and human resources . In time, this will develop into established policies that can be supported through instruments like the Social Environment Index in CIIRS for management to monitor improvement in veterans' adaptation . In all three categories, integration and development of a better social environment contribute to bolstering the organization's corporate culture [1;26]. Veteran integration emerges not only as a social aspiration but as a valuable management asset in all three categories that increases team discipline and trust . The adoption of such strategic programs helps to ensure that the social environment emerges as a structured element in the administration of corporate culture . The strengthening of corporate efforts toward trust, integration, and communication helps to improve collaboration, apart from enhancing the adaptability of corporate culture during a

post-crisis scenario . The outcome of the proposed strategies proves that social environment is not a separate aspect regarding the functioning of any company, but rather it plays a crucial role as an ingredient for the process of corporate culture transformation . The improvement of networks for building trust, communication, and incorporation plays a critical role in achieving a strong and adaptable structure for the workplace . With social capital becoming an important factor for consideration by the company's administration, it leads to a greater feeling of belonging for each company's employee, thereby contributing to the stability and success of the company's functioning, thereby proving that the process of modifying the social environment acts both as a basis and an outcome for the successful operation of corporate culture [91;128]. In order to ensure the practical feasibility of the proposed strategy, the state of the social environment can be monitored periodically by applying the Social Environment Index (SEI), which was conceptually presented in Chapter 1, Table 1.4. The Social Environment Index can be defined as a managerial tool for evaluating the progress of inclusion and communication strategies and transforming social processes into quantified indicators. The formula for the calculation of the Social Environment Index is as follows:

Formula 3.1

Social Environment Index (SEI)

$$SEI = \frac{\text{Number of positive social environment practices}}{\text{Total possible social environment practices}} \times 100$$

where SEI represents the overall level of social inclusion and support within the organization; social environment indicators include the accessibility of communication channels, the availability of mentoring programs, peer support, respect for diversity, and perceived fairness; and n denotes the number of assessed social environment indicators. To evaluate the effectiveness of the proposed strategies, the variation in SEI can be calculated as follows:

Formula 3.2

Evaluation of Strategy Social Effectiveness

$$\Delta\text{SEI} = \text{SEI}_{\text{after}} - \text{SEI}_{\text{before}}$$

In this case, if the variation in the SEI is positive, this means that the proposed strategies, such as mentoring programs and the improvement of communication channels, are contributing to the improvement of corporate culture [26;78]. Thus, the improvement of corporate culture can be seen as a dynamic process. This ensures the practical and outcome-oriented nature of social integration within CCM.

The improvement of the social environment within CCM can be seen as a dynamic process and can be linked with the establishment of trust among the personnel of the company. The social capital theory can explain the socialization process through the application of the social capital concept. According to this theory, socialization can take the form of bonding capital, bridging capital, and linking capital [1;138]. These forms are not abstract; they can be effectively applied by corporate managers.

Bonding capital: is the measure of trust and collaboration that exists in small, interdependent teams. Talking practically, it can be built by mutual mentoring, problem-solving, and shared responsibility for results . Organizations that build bonding capital see greater loyalty, retention, and emotional safety, all of which drive inclusive culture from the roots .

Bridging capital; represents the level of trust and cooperation that exists between various groups or different departments. The achievement of such a level of trust comes through activities that allow horizontal communication. Examples include project undertaking, workshop participation, or innovation sessions that bring various teams from different departments for the purpose of learning from each other .

Linking capital: binds workers and management together, making way for the trickle-down process of trust and transparency . This type of social capital can also be enhanced through leadership mentoring initiatives, communication policies, and decision-making strategies that allow workers to provide suggestions or comments to the management . Examples include, mentoring, communication, and decision-making initiatives. The combination of the three aforementioned levels of trust helps form the basis for a resilient corporate culture [1;26;138]. When there is strategic investment in both bonding, bridging, and linking capital, it helps integrate the notion that inclusion is intangible by making it tangible, measurable, and manageable . The strength that comes from the ability to sustain both the networks of trust will help organizations adjust to change and integrate collaboration through a natural process .

To translate the strategic aspects of trust into action for everyday management, it is important for firms to use a number of managerial tools that enable them to measure and sustain the social context . The first category of tools can include leadership or communication instruments, through which linking capital is created by connecting the manager to his/her employees . This is achieved through dialogues, briefings, and meetings, particularly when the meetings are organized around employee inclusion . The second category consists of the use of organizational instruments that embed values for inclusion in everyday operations . Examples include communication systems used by the company for collaboration among different departments, mentoring, and employee orientation that matches newcomers or senior employees with experienced workers . Such measures embed both bonding and bridging capital, given that they encourage collaboration and knowledge sharing . The third critical area has to do with digital resources that enable leaders to observe and evaluate the social context . Employee surveys, SEI dashboards, and pulse checks enable the company to note tensions that are arising and how well the strategies for building trust and facilitating inclusion are working.

The end use of such resources is clearly not for controlling the company, nor for controlling people, but for learning—to enable it to adjust its corporate culture .

The regular use of such management tools will, therefore, ensure that the social environment is handled from the perspective that it is an asset, rather than from the perspective that it is an informal byproduct of human relations [26;93]. This will enable the stabilization of the internal climate in organizations . The issue of modifying the social environment is important in the context of the aftermath of a crisis, when it is necessary for organizations to restore stability, on the one hand, and win the confidence of their employees, on the other hand [78;118]. The crisis usually affects communication patterns, reduces interpersonal trust, and increases psychological tension at the team level . Thus, in a crisis situation, the level of the manager's ability to restore team unity and generate a sense of safety can play a crucial role in modifying corporate culture along the lines of new reality requirements . The technique for enhancing the social environment helps in addressing this challenge . The rate at which the sense of belonging and meaning among employees influences the stability of the organization's culture during the aftermath period . This can be linked to communication, support, and decision-making, which are human-value attributes that act as interventions for crisis recovery in organizations [118;124].

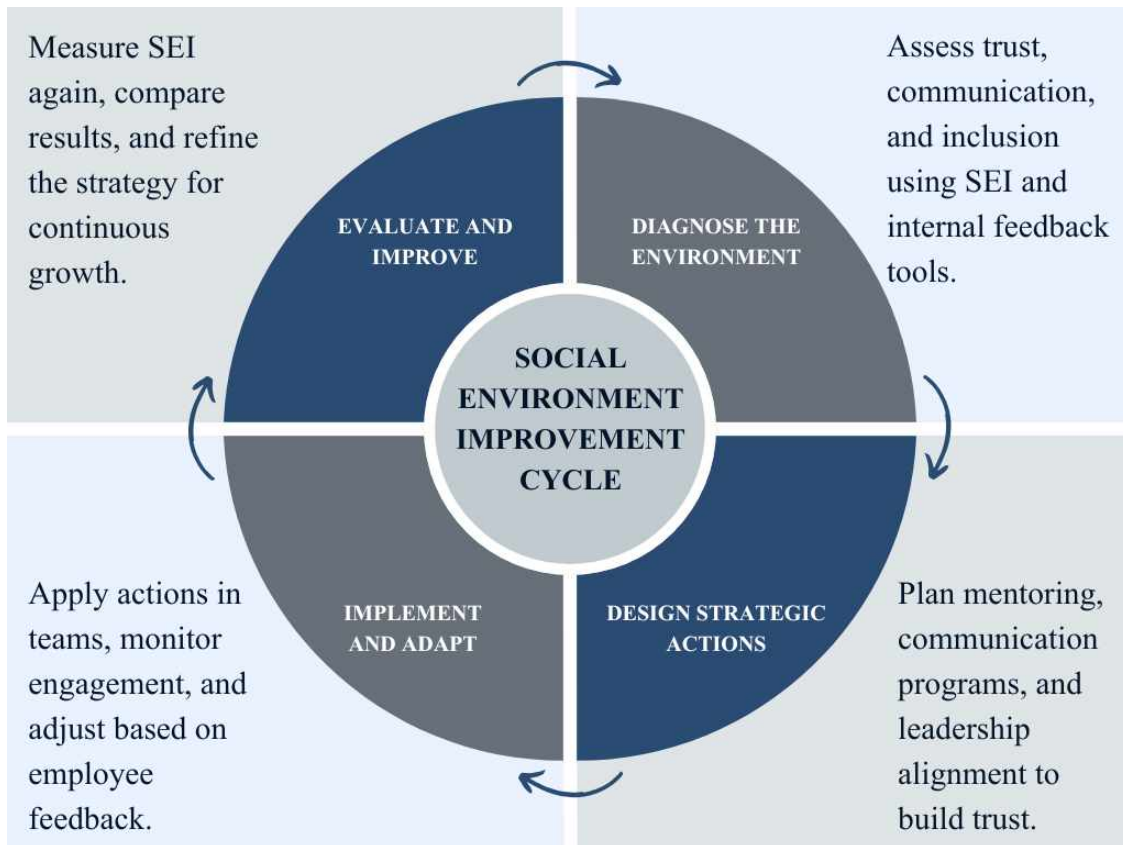


Figure 3.2. Social Environment Improvement Cycle

Note. The figure illustrates the author's conceptual model of iterative improvement within the corporate social environment, combining feedback, evaluation, and leadership response loops to strengthen inclusion and resilience. *Source.* Developed by the author based on [42],[45],[56],[58],[66].

The process for the social environment strategy also has a continuous improvement process that has diagnosis, action, and evaluation incorporated in a continuous learning process [45;56]. This continuous improvement process for the social environment strategy is clearly illustrated in Figure 3.2, whereby each process overlaps and reinforces the next process, from organizations diagnosing the social environment, designing their interventions, and finally evaluating through SEI and employee feedback.

Organizations can benefit from leaders communicating strategic visions, empathy, and incorporating employees in communication, thereby linking uncertain emotions to collective commitment by leaders [42;58;66]. This helps in restoring linking capital, which is usually the first relationship that is strained during times of crisis [41;43]. The same can be applied when it comes to the integration of veterans and

employees that may have had major life or professional challenges [95;117]. For such people, the social context presented by the company acts as a bridge that connects them to the past and the present . Empathetic corporate culture will enable them to regain confidence, adjust to the norms that can only apply to civilians or corporations after a crisis, and organize their belief in the company's mission through its social setup . Strategically, the social-environment strategy emerges as a tool for both recovery and innovation for a company's management . This is because, through the use of communication programs, mentoring networks, and feeding-back systems, it is possible for firms to embed flexibility and trustfulness in the company's social foundation . With the increasing SEI, for example, it signifies not only improved interpersonal relations in the firm, but it also has the ability to perform well in uncertain environments . This implies that improvements in the social environment will enable a company to manage its corporate culture successfully for resilience [93;94].

To better demonstrate how the proposed strategy can be implemented, a scenario will present an example for illustrating how a mid-sized company has implemented its corporate culture change process after a crisis has resulted in a loss in employee engagement for the company . The company, involved in the manufacturing sector, has witnessed a deterioration in its corporate culture, defined by poor employee engagement, absence of communication, and financial downturns. Despite having a level of average satisfaction for team relations, the company recorded low levels for the Social Environment Index (SEI) scores for bridging and linking trust. The company chose to use the social-environment algorithm process. The first step in the process was to diagnose the prevailing social environment through the use of structured interviews and anonymous surveys . This helped the managers to pinpoint communication gaps, such as the lack of interaction between various departments and variable leadership communication . The diagnosis led the management to identify its strategic intention to improve team spirit and leaders' access. The next step was to design interventions that were targeted at the different types of social capital identified . To boost the level of bonding social capital, it introduced buddy

mentoring and small group problem-solving activities that gave employees a chance to mix outside their unit. To leverage bridging social capital, it set up interdepartmental project teams that worked on innovation ventures, offering employees from different parts of the company the chance to learn from each other's experience and knowledge. To leverage linking social capital, it organized quarterly town hall meetings where company objectives were shared, and questions were answered freely by company officials . To evaluate the level of improvement, measurement through SEI was carried out again by the same organization after three months of implementation . The SEI score climbed from 0.67 to 0.79 this time, so our employees are clearly feeling a lot more trusting and included. Although it was important for the officials to see the numerical improvement, it was essential for them to notice that employees were manifesting greater initiative, greater co-operation, and greater participation in making joint decisions . This example illustrates how the proposed strategy can act as a functioning model for managing, rather than merely a concept for diagnosing . The application of communication, responsibility, and leadership by way of trust by the organizations has made it possible for them to apply social environment creation for a measurable process, and it has proven that social capital management has had a huge effect on adaptability and corporate sustainability in the crisis situation . To allow social environment improvement to produce lasting outcomes, it has to be incorporated within the total system for managing corporate culture in the company



Figure 3.3. Integration Levels of Social-Environment Strategy into Corporate Management

Note. The figure visualizes the author's conceptual hierarchy of social-environment integration, showing how social-capital dimensions (bonding, bridging, linking) become embedded at operational, managerial, and strategic levels of corporate management. Source. Developed by the author based on [41],[42],[45],[56],[58],[66],[93].

The social-environment strategy's successful execution, therefore, necessitates its integration at every level of corporate management [41]. When the principles of inclusivity and trust are applied to HR, leadership assessment, communication structures, and strategic planning, they can become fundamental elements of corporate governance [42]. The four different levels for integration are captured in figure 3.3. The figure captures how operational structures are transformed into strategic instruments for managing corporate culture. The first level of integration deals with human resource management. The principles behind social environment integration can then be incorporated in recruitment, orientation, and personnel development strategies. The human resource department, for instance, can use social environment factors such as the ability to cooperate, communication styles, and flexibility when evaluating personnel performance and

employee growth strategies. The social audit or SEI review can then become an annual review requirement [108].

The second level entails leadership development and assessment. Officers' performance can also be rated on qualitative factors, such as the extent to which communication is made easier, collaboration is encouraged, and psychological safety is supported. Incorporating social environment factors in officers' KPIs can bring leaders' behavior in line with corporate culture objectives. The training program for officers can include training modules on communication, empathy, and building trust, such that officers become effective communicators, empathy-driven leaders, and persons of their teams' trust. The third level has to do with communication structures within organizations. If the process of bridging and linking is to continue, communication has to happen in an organized, transparent, and continuous way. This can occur by using digital communication methods that allow for anonymous communication options, such as collaboration sites for internal communication, for example, where employees can contribute suggestions and rate the inclusivity of leadership behaviors [58].

The final level of integration can be found through strategic planning and corporate reporting. This level requires that firms establish goals related to social environment development in annual road maps for cultural transformations. The integration of SEI, employee engagement scores, and inclusion figures, when presented along with productivity or innovation outcomes, highlights the social aspect of corporate cultures. This is because it asserts that corporations regard social factors not as a background concept, but rather as resources that can contribute to its sustainability [75].

Incorporation of the social-environment strategy model in corporate management structures impacts on it becoming a continuous feedback process that plans, acts, monitors, and adjusts for cultural transformation through corporate governance models. The end result is the instilled seriousness of the corporate structures to corporate identity related to communication, lack, and resilience in a post-crisis economy. The social-environment strategy is clearly something greater than

communication or inclusivity efforts on the inside, since it is the fundamental model for managing corporate social cultures. This strategy allows corporations to strengthen their social structures, thereby converting them into measurable elements that contribute to corporate resilience . The reliability of the social-environment strategy guarantees the alignment of corporate efforts so that cultural transformation will become a process that is driven by data, behavior, and structures . The social environment, in turn, shifts from corporate teamwork to become a controlled environment that fuels corporate innovation and performance . With organizations having achieved a stable and cohesive social climate, the time comes when they are ready to move forward towards the next level that focuses on training and growth. Building each other's trust and inclusion constitutes the psychological premises that enable learning, adapting, and growing . This next section will delve deeper into how training and development strategies act as powerful tools for enhancing corporate culture in the ever-changing and crisis situations that occur in organizations. The improvement in the social environment affects each and every other element that plays a critical role in managing corporate culture [41].

An environment that encourages trust, respect, and social inclusion stimulates the psychological factors that lead to effective leadership, motivation, and innovation . The social environment is the invisible foundation upon which the corporate system for culture is formed, and it has the ability to shape behaviors and social influences that define how the workplace will be handled. The process of converting the social environment strategy from a vision to reality is where leadership intervenes and plays a crucially decisive role . The role that leaders play is that of cultural architects, setting the example through their desired behavior, thereby defining the level of trust and collaboration that will prevail . The leaders, when communicating through clear channels, feeding back, and showing empathy, sustain the linking capital that binds employees to the mission of the company . The process where companies become adaptable sees leaders stop controlling, instead becoming facilitators by attempting to help people adjust their goals to that of the company objectives .

The relevance of social factors, on the other hand, cannot be overstated when it comes to motivation too . Feelings of being appreciated and integral to the team will amplify a sense of belonging, leading to active motivation through people's innate desire to belong . Trust-based settings will minimize elements of competition and fear, leading to shared responsibility instead . The difference that social factors can bring to retention and productivity rates will, therefore, be that people will remain for a longer period, contribute more, and become brand ambassadors for corporate values . The connection between the social environment and innovation proves once again its importance for strategic action . Innovation can only benefit from communication that is open and permits learning from errors, rather than perceiving them as failures [75]. An environment that is inclusive and psychologically safe allows its workers to contribute unorthodox ideas, experience, and creative problem-solving activities . With a level of bonding, bridging, and linking that is extremely high, teams can produce innovative solutions by combining different perspectives in a way that enhances competitiveness . Therefore, a well-managed social environment not only maintains stability, it also acts as a driver for change and innovation in an organization [93].

The integration of the three aforementioned elements: leadership, motivation, and innovation, through the process of managing the social environment, leads to a recursive process that enhances the growth of corporate culture . This is because leadership increases the motivations that boost innovation, leading to creativity that impacts and enhances the corporate culture system . This recursive process proves that managing social environments has become an activity that revolves around the transformation process of corporate culture . The successful implementation of the social-environment strategy, thus, thus calls for integration at various levels of corporate management. Applying principles of inclusivity and trust to HR functions such as assessment of leadership, communication mechanisms, and strategic management can thus form the very basis of corporate management . In order to ascertain the applicability of the proposed CIIRS approach for the social environment of the company, a pilot implementation of it has been carried out at

Beiken Energy Company, which is an organization that participated in the diagnostic testing part of the research . The approach implemented at the company included internal communications as a part of a social environment strategy that aimed at rebuilding trust due to internal workforce disruption and veterans' integration within the company's organizational structure . Preliminary analysis shows that there has been a 15% increase in the efficiency of interdepartmental communications as well as a 10% increase in trust levels among the company's personnel. The data above represent the preliminary findings of the pilot project for Beiken Energy CIIRS. The final findings will be incorporated once the company cycle of evaluation has been completed. In conclusion the social-environment approach makes it possible to shift the focus from inclusion, trust, and communication as part of a value proposition to a corporate culture resilience tool, thus providing a foundation for training and development, which marks the next strategic dimension .

3.2. Support for Training and Development Programs for Veterans

In the model of CIIRS (Cultural Integration and Inclusive Resilience System), training and development emerge as the second strategic pillar of the management of corporate culture. Learning and adaptability become closely interconnected in the management of corporate culture . In the management of corporate culture, knowledge acts not only as a resource but as an enabling force that determines attitudes and actions [1;39]. Through training and development at various levels of an organization's management, employees convert the principles of corporate culture into actions. Hence, the success of management of corporate culture is critically dependent on the design of the process of learning [41;94]. In order to manage the corporate culture of an organization, it is important that CCM on the part of the corporation includes more than the dissemination of corporate values. In addition to that, it should include a systematic approach that updates knowledge and management skills within the context of the corporation's business mission . The role of training and management systems as instruments of

management helps in integrating an individual's capabilities and an organization's needs as a prerequisite for sustained manageability within a change environment . In addition to that, poor coordination of training within an organization viewed as a single activity may lead to a clash of cultures . In that sense, a systematic approach to training and management may become an important part of CCM . In post-crisis economies like Ukraine's, the value of training as a strategy increases [41]. The companies experience rapid change and instability of personnel. In addition, they must readjust veterans who come with incredible skills but also face incredible challenges of adapting . The veterans come with qualities that fit well into an integrated corporate culture. These include discipline, collaboration, and accountability . However, these qualities need training to fit into an organizational setting. In the CIIRS model of training and inclusion, training acts as the bridge that connects the qualities of veterans to the needs of corporations . The model offers a cycle of mutual reinforcement. Learning increases inclusivity. Inclusivity increases motivations. Additionally, motivations increase the overall flexibility of corporate cultures [94;95;41;143;147].

The management of training and development, thus, has implications that extend from human resource functions. Instead, it forms an integral part of overall cultural management . Through the process of institutionalizing continuous or perpetual forms of training and learning at organizations, corporations develop what may be termed as organizational adaptability capital . In these circumstances, training as a process forms an integral part of organizational cultural reproduction . Through training and development at CIIRS, thus, the process of learning has been elevated as a form of cultural management . The overall process of training and developing at organizations now forms an integral part of overall cultural management that should be dynamic . In these circumstances, training and development should be identified as important factors in developing overall corporate resilience [41;93;94;112]. The training and development strategy as part of the CIIRS model provides a comprehensive management approach that incorporates training processes within the organizational structure of managing corporate culture . The

training and development strategy at CIIRS helps ensure that knowledge transmission, training of staff capabilities, and adaptive training remain organizational functions that form part of overall organizational management . The training process at CIIRS helps organizations build staff inclusivity and activeness as part of the organizational culture . The algorithm of the strategy holds a five-step procedure that relates managerial planning to outcomes in the following manner:

1. **Diagnosis of Training Needs** – analysis of personnel and organizational competencies carried out through surveys of employees, performance analysis, and inclusion analysis.
2. **Design of the Training Programs** – Development of training modules based on company objectives.
3. **Implementation of Development Activities** – execution of workshops, mentoring, coaching, and digital learning tools tailored to workforce diversity and veteran adaptation .
4. **Evaluation of Results** – monitoring progress using measurable indicators such as the Training Effectiveness Index “TEI” (see methodological definitions in Chapter 1), participation rates, and feedback [112].
5. **The Institutionalization of Learning** – successful practices integrated into management structures and personnel roles .

The algorithmic approach above emphasizes the fundamental principle of CIIRS, which aims to leverage cultural growth as an ongoing management procedure . The training program shifts from being reactive to being constant as it acts as both a corrective as well as preventive tool of overall management of corporate cultures . The above process entails a feedback loop as shown in Figure 3.4 above. The process shows the strategic reasoning behind the training and development strategy in CCM . All levels of the above process ensure that there is an aspect of training that fits as an integral part of organizational management. The

above process shows that training should be an ongoing aspect at CIIRS as indicated by the principle of continuous improvements . The above principle shows that feedback from training forms part of management's reasoning .

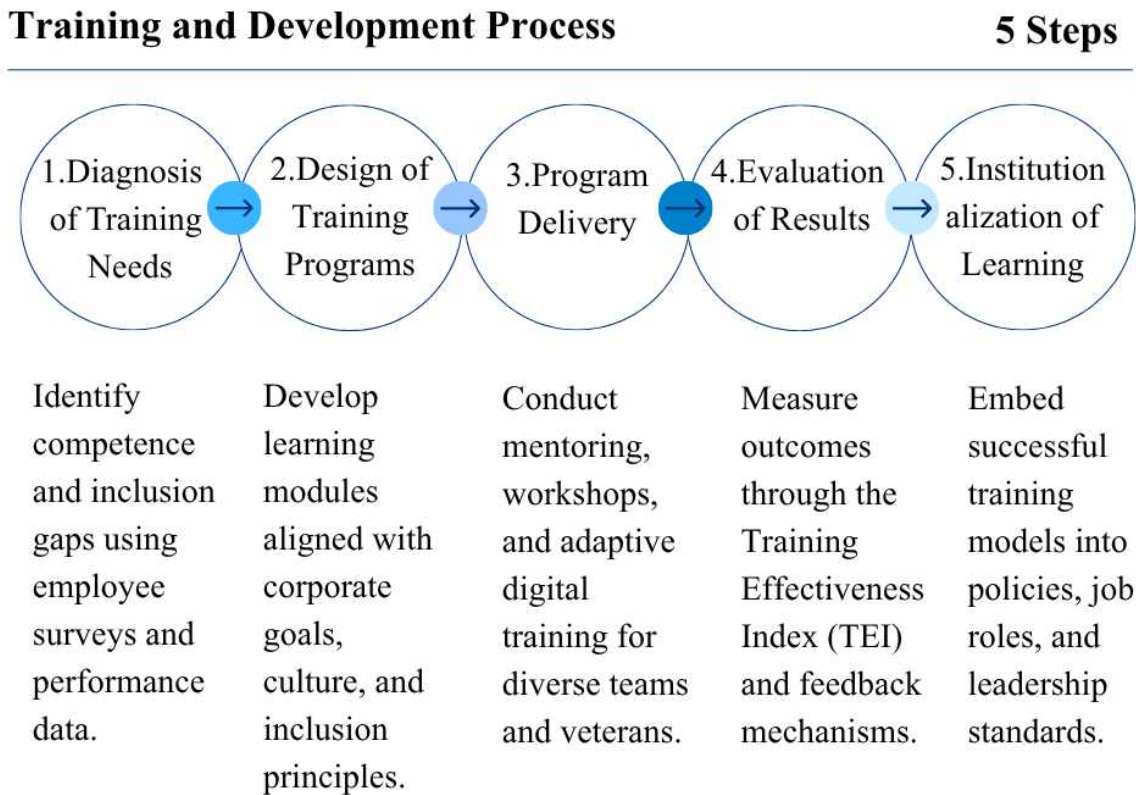


Figure 3.4. Training and Development Process within CCM

Note: Author’s own elaboration based on the CIIRS model and empirical survey results (n = 28).

The training and development cycle presented in Figure 3.4 shows that the management approach of CIIRS views training as an ongoing activity of organizational culture management that cannot be accomplished once . The cycle's components highlight that each activity builds on the success of the preceding activity since diagnosis informs design, implementation produces outcomes that can be quantified, and evaluation repeats as an improved organizational routine . All these aspects ensure that training enhances both employee capabilities and organizational flexibility .

Classification of Companies by Training and Development Maturity

Based on the diagnostic results and data from Chapter 2, we put the 28 organizational units (cases) with independent managerial authority into three groups. The groups were based on how much experience and how mature each company's training and development was .

These were designed using the model of CIIRS, as it not only measures the implementation of training initiatives within an organization but also measures the integration of such initiatives within the corporate management of organizations . The findings point towards varied levels of companies' perceptions and management of employee adaptations, especially in the induction of veterans within companies.

Group 1 – there are corporations with an established system of inclusion and an adequate infrastructure for training. These companies reflect a strong cohesion of training initiatives, management practices, and corporation culture goals. These corporations are already working within an established model of human capital management . In human capital management, an employee's growth within an organization relates to his/her performance assessments. The problem that needs to be overcome by companies within Group 1 is not training system establishment but rather an emphasis on flexibility and innovation . The challenge relates to an inclusive management approach within organizations that combine online learning spaces and cross-functional mentoring . In these companies, training represents an approach of continuous organizational reproduction. Within these training companies, organizational values get transformed into management actions at each level of an organization.

Group 2 – companies possess a partial or fragmented training system. These companies value training as an important aspect of growth but fail to have an overall approach towards it . The training that takes place here may be limited to certain isolated events such as seminars or training sessions conducted by departments within an organization . Furthermore, these training sessions may be externally funded. In such cases, there may be minimal coordination of training and

organizational objectives . As a result of the above factors, training outcomes may be inadequate. Furthermore, the effectiveness of training on organizational values may remain weak. In the CIIRS model, companies belonging to Group 2 possess moderate levels of inclusion maturity . For such companies, the overall strategy should include overall training road mapping, mentoring and coaching processes, and training effectiveness metrics like the Training Effectiveness Index .

Group 3 – includes firms that at present do not have organized training and development processes. In these organizations, the training and development that takes place occurs organically without oversight. The training process lacks resources as well as organized training sessions . In these organizations, training and development tend to be driven by employee initiative and peer training. The initial step towards training and developing in these organizations, as outlined by the CIIRS model, includes organizing training systems . This includes needs analysis training sessions and the establishment of an internal training policy that relates to company values . Once these training systems have been put into place, organizations can initiate organized training that emphasizes shared responsibility and training that relates to company culture . This three-level system of classification forms the basis of differentiated strategy formulation within the model of the CIIRS model . For each category of companies, there should be a distinct approach to training and development that fits the readiness level of companies within that category as well as the resource capacity and existing company cultures . The below-mentioned table lists the overall strategic perspectives and proposed interventions for each category of companies based on training and development initiatives that can be used to improve management of company cultures and employee inclusion as an important factor in the integration of veterans within their workforces . The main strategy and program recommendations for improving training and development processes as part of CCM are outlined in Table 3.2 . The set of differentiated strategies provides tailored options for each company group based on the maturity levels of training and readiness levels of inclusion as per the CIIRS model

Table 3.2

**Differentiated Training and Development Strategies Based on CIIRS
Diagnostic Segmentation (n = 28)**

Company Group	Diagnostic Criteria (CIIRS-Based)	Strategic Focus within CIIRS Model	Key Training & Development Interventions
Group 1 – Advanced Training Systems	<ul style="list-style-type: none"> • TEI ≥ 7.0 • Structured and continuous training system • Learning outcomes integrated into performance evaluation 	Enhancement and innovation of existing systems to strengthen inclusivity, adaptability, and leadership alignment	<ul style="list-style-type: none"> • Integration of TEI into managerial KPIs • Advanced Inclusive Leadership Programs linking cultural values with strategic decision-making • Cross-functional and veteran mentoring systems • Expansion of digital learning platforms (LMS) and data-based learning analytics
Group 2 – Fragmented or Partial Systems	<ul style="list-style-type: none"> • TEI between 4.0–6.9 • Isolated or department-level training initiatives • Weak linkage between training and corporate strategy 	Formalization and coordination of existing practices within Corporate Culture Management (CCM)	<ul style="list-style-type: none"> • Development of structured Training Roadmaps with competency models • Launch of managerial coaching programs focused on inclusion and adaptive leadership • Establishment of mentorship networks across departments • Introduction of TEI monitoring mechanisms for systematic evaluation
Group 3 – No Structured Training Systems	<ul style="list-style-type: none"> • TEI < 4.0 • Absence of formal training framework • Lack of systematic veteran adaptation mechanisms 	Institutionalization of learning and development as a foundational CCM function	<ul style="list-style-type: none"> • Implementation of formal Corporate Training Policy • Introduction of veteran onboarding and adaptation modules • Organization of foundational soft skills workshops (communication, teamwork, emotional resilience) • Creation of a Training Coordination Unit or designated HR development role

Note: Developed by the author based on CIIRS diagnostic segmentation of 28 organizational units (cases) with independent managerial authority

The differentiated strategies above illustrate the role of training and development as a mechanism for change within corporate culture based on the CIIRS model. Through linking training mechanisms with the concept of inclusion and

performance measures, corporations at various maturity levels have the ability to adopt the principles of flexibility and collaboration . The above integration of strategies at various maturity levels of corporations enables employee development and corporate growth as complementary elements . The subsequent section discusses the role of motivation as a force that supports the above-mentioned principles of employee and corporate growth .

Pilot Application of the CIIRS-Based Training and Development Strategy: Beiken Energy Company

In order to determine the applicability of the training and development approach via CIIRS within the organizational context, a pilot implementation of the approach has been carried out at the Beiken Energy Company . This pilot program also serves as a validation of the CIIRS model’s adaptability within real corporate environments, demonstrating how inclusive training strategies can operate as practical management instruments for strengthening corporate culture.

The company had earlier participated in the diagnostic part of research work. The Beiken Energy Company falls within Group 2 companies that include those that have partially structured training and development processes that need formalization .

The objective of this pilot implementation is to integrate disparate training efforts into an overall system that is inclusive, flexible, and resilient – principles that form the foundation of CIIRS . The overall process of training and development implementation utilizes the algorithm discussed in Figure 3.4. The algorithm emphasizes three important objectives:

- Competence mapping and participation for designing structured learning programs;
- Encouraging collaboration among veterans and existing staff through joint learning modules and mentoring initiatives .
- Establishing feedback-based evaluation of learning effectiveness using the Training Effectiveness Index (TEI) .

The pilot program was administered on a six-week schedule involving 30

employees, including six veterans and five department heads. The program comprised diagnostic workshops, cross-functional mentoring, communication training for inclusive communication, as well as leadership coaching. The program helped to shift training from an administrative role of the human resources department to a strategic role of CCM to enable a never-ending cycle of training and adjustments based on feedback .

The implementation of training and development program based on the CIIRS model at Beiken Energy had been based on a set of actions that followed a certain order – every aspect of learning had been synchronized with organizational objectives of managing corporate culture . The training program had been carried out with an objective to ensure improved communication and internal adaptation within the company .

In order to ensure that the outcomes of learning were converted into long-term behavioral change outcomes, the CIIRS approach used a diagnose-implement-feedback-integrate cycle . This cycle had each step connected such that it forms a never-ending cycle of change within the model of organizational culture . The five phases of this algorithmic process, ranging from needs determination to the institutionalization of outcomes from training, are depicted in Figure 3.5. This figure illustrates the structured repetition of the CIIRS training approach by the Beiken Energy pilot .

The training and development model derived from CIIRS has been differentiated on three categories of enterprises depending on their maturity and experience in inclusion and integration of veterans . Differentiation here enables management to link learning goals to the actual culture of the organization .

Group 1 – Companies with Established Programs for Developing Veterans

These institutions are currently undertaking either internal and external initiatives that aid in veterans' adjustment to a business environment . Their key issue is how to sustain learning motivation and avert cultures from becoming stagnant . In this

strategy, there is a big emphasis on veterans teaching others in the organization through mentorship and shared innovation initiatives . In this case, veterans can act as trainers in either resilience and safety sessions since military discipline can be structured in a learning process .

Group 2 – Companies with Partial Training Initiatives

The companies provide occasional and departmental trainings but have not established a development strategy . The strategy is to incorporate learning modules for CIIRS into a corporate training strategy. The trainings will target improving flexibility, communication skills, and cross-functional working between veterans and non-veterans . The human resources departments are urged to incorporate resilience leadership modules within their learning cycles . The analysis of feedback information through the Training Effectiveness Index (TEI) will provide a guide to follow for veterans' training .

Group 3 – Companies Without Training Systems for Veterans

The organizations that are classified within this group need to have a foundation for learning and adapting . The first step here is to identify skills that can easily transfer from a military to a civilian life and develop workshops for adaptation . Short peer-learning circles and coaching sessions will emerge as initial instruments for including veterans in an organization . After that is achieved, organizations can opt for learning cycles associated with CIIRS . In all three categories, training and development are the tools of management whereby inclusion not only becomes a reality but is a vital ingredient in corporate culture . The CIIRS Model allows executives to convert dispersed training efforts into a responsive and feedback-driven process that improves resilience, collaboration, and morale in inclusive settings .

The stages involved in implementing a training strategy for CIIRS through Beiken Energy are a key example of how an adaptive model for learning can work . The different steps in this process obviously relate to a gradual induction of veterans into a learning environment within an organization that ranges from identifying and

addressing development needs to institutionalizing and measuring feedback . The different steps in this process are demonstrated in Figure 3.5 .

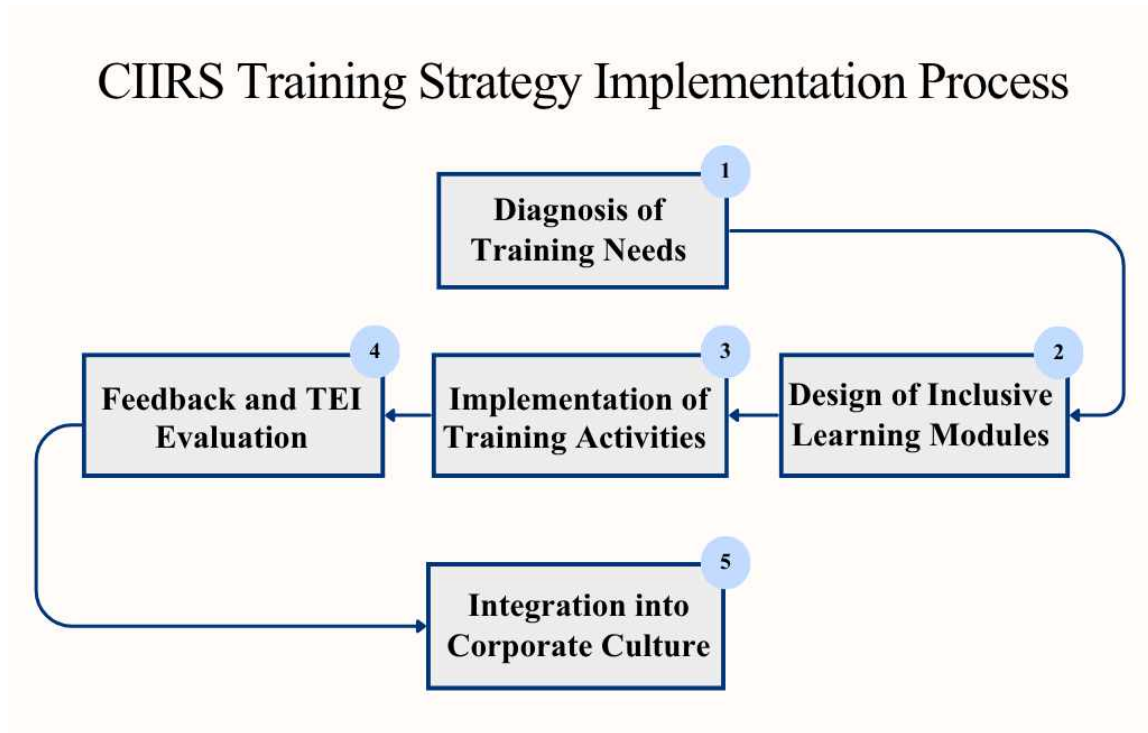


Figure 3.5. Stages of CIIRS Training Strategy Implementation at Beiken Energy Company

Note: Author's own elaboration based on CIIRS model and author's own data.

The training and development strategy through CIIRS has a broader scope that lies beyond employee development . The strategy serves as a comprehensive management process that aligns individual training and development needs with strategic corporate objectives for transforming corporate culture . Under this strategy, training is a process through which organizational values are translated into actions . In post-crisis firms, a lack of structured learning and adapted development initiatives can cause skill fragmentation and a depletion of institutional knowledge . The CIIRS model overcomes this via a multi-level integration platform that ensures that all learning activities positively impact group and corporate cultures . In each cycle of training and development that is conducted within the context of CIIRS and its tenets of inclusion and resilience, there is a reinforcement of employee involvement and feedback . It is possible in this manner for organizations to track issues related to their training and development systems and make decisions

regarding their management accordingly . The triumvirate of inclusion and flexibility is created through adaptability (learning flexibility), inclusion (cross-functional involvement), and feedback . Through the integration of measurable evaluation techniques like that of the Training Effectiveness Index (TEI), the CIIRS model enables top management to address learning as a performance-based process .

Formula 3.3

Training Effectiveness Index (TEI)

$$TEI = \frac{C_t + A_t + F_t}{3}$$

Where the Training Effectiveness Index (TEI) is calculated based on three components — C_t , which represents the level of competence improvement after training; A_t , which reflects the degree of adaptability demonstrated in workplace performance; and F_t , which denotes the quality of feedback and knowledge transfer among employees.

The TEI offers a simplified but efficient mechanism to measure the applicability of learning to achieve behavioral and cultural shifts . Managers are able to connect individual development to overall organizational flexibility and readiness to ensure that learning spending directly supports a cohesive and inclusive culture . The link that has been established between training and productivity is applicable to business executives and enables them to handle human development in a similar fashion to financial and administrative systems [108]. The applicability of the training model of CIIRS in Beiken Energy has confirmed that differential training processes can easily be included within its cultural context . The greater attention given to identifying needs for training and efforts put in to address how to deliver training sessions according to those needs have created a greater level of collaboration . The managers involved in this trial have demonstrated better understanding regarding inclusive principles and enhanced levels of trust and

confidence in handling diverse work groups . The connection made between training and productivity enables business executives to manage human development like financial and operational systems . The implementation of the training approach of CIIRS at Beiken Energy proved that differential learning processes can be successfully integrated into the company's cultural model . The emphasis on diagnosing needs for training and working on providing training sessions based on these needs led to an increase in collaboration levels . The managers who were part of the pilot program showed a better understanding of inclusive principles and increased levels of trust and confidence in dealing with diverse work groups . Instead of being used as a short-term educational activity, the training model of CIIRS became a long-term approach at corporate cultural change . Through the addition of feedback and Training Effectiveness Index within each step of the program, it allowed the company of Beiken Energy to associate employee training with cultural indicators of change . These enhancements proved that the system of CIIRS had long-term effectiveness as a solution within corporate cultures to improve inclusivity and resilience in management . The experience showed that knowledge transfer, feedback, and inclusion have to be implemented as part of an overall management tool and that training needs to be positioned as such . Through that approach, the CIIRS model guarantees that knowledge transfer and feedback work as part of an overall organizational development cycle . Based on the successful findings obtained in the CIIRS pilot project conducted for Beiken Energy, a more distinct training and development strategy has been devised to differentiate between three categories of companies based on the maturity level of inclusion . The training and development strategy that will be employed as a model in CIIRS has been customized depending on the maturity level of those companies included in each group .

Group 1 – Enterprises with Structured Training Programs:

Such institutions have established procedures for education and training of their employees in a more systematic fashion . In this context, the strategy for CIIRS is to

build on its inclusive philosophy and renew content to include veterans and adaptive leadership modules . The role of management is to ensure that this knowledge is translated into a self-improving system that has continued cycles of collaboration and trust .

Group 2 – Enterprises with Partially Structured Training:

The group that is represented by Beiken Energy is one that will benefit from the standardization and coordination that is made possible through the CIIRS algorithm . In this case, the strategy will cover a process where a dispersed training process is turned into a common corporate learning strategy . The role of management will cover initiatives that include the development of cross-departmental mentorship programs and online-tracking of TEI performance .

Group 3 – Enterprises without Structured Training Programs:

In those firms that are in a nascent stage of inclusion maturity, the overall strategy of CIIRS is to first build a cultural foundation for learning . The strategy begins with an elementary level of workshops related to communication and teamwork that will eventually develop into more systematic training within the organization through electronic resources and manager-led discussions . In this level of a firm's maturity, its managers must develop a learning identity . In all three categories, the training system in CIIRS ensures that development is not looked upon as a distinct process within human resources but as a management of corporate culture that is associated with social stability and productivity . The application of the training and development strategy through CIIRS has had a deeper managerial impact that has stretched well beyond skill development . It has brought about a paradigm shift in leadership from hierarchical monitoring to adaptive and learning-driven leadership patterns . Managers involved in this process have developed enhanced skills in areas like mentorship and coordination to act as catalysts for inclusion and not merely as monitors for performance .

Such a shift in management behavior helped to improve the management of corporate cultures as a whole and created a spirit of trust and shared responsibility .

As a feedback cycle became a staple in team meetings and routines, information became more openly shared between different departments in an organization . The above changes are especially important for Ukrainian businesses that are working in a post-crisis and war-torn environment where a capability to learn and rebuild can directly impact sustainability .

The systematic use of the Training Effectiveness Index (TEI) enabled executives to monitor learning results with the same rigor as financial indicators . In this manner, this strategy reshaped and redeemed training as a strategic management technique and not as a human resources administrative function . In this process, through monitoring the development of inclusion readiness, communication effectiveness, and leadership awareness, organizations made informed decisions regarding promotions and collaborations . With time, the integration of principles of CIIRS in corporate learning facilitates the build-up of learning capital for the organization . The learning capital is a resource that encompasses competence, inclusiveness, and innovativeness . The impact of this capital is associated with increased productivity and reduced employee turnover [75;108]. Furthermore, it enhances market flexibility and improves the corporate image owing to its dedication to investing in people as a strategic vision . On a long-term perspective, this is a training and development strategy in CIIRS that makes cultural adaptation a continuous process and not a short-term measure in place due to a crisis . The management model that emerges is therefore dynamic and people-centric . The strategy for training and development via CIIRS has a large scalability potential in all fields . In addition to that, this strategy has modules that can be designed and selected according to a business maturity level . In this case, not only is this strategy cost-effective but it is also easily adjustable according to all businesses . To put that in perspective, even a small business can adopt this strategy without radical changes .

Institutionalization of learning outcomes is one of the important dimensions that ensure sustainability . The strategy supports and fosters the integration of training metrics like TEI scores into management reports . The strategy makes it possible for organizations to tackle learning and inclusion as a concern for management .

The CIIRS ensures that this is institutionalized as a continuous process for management that changes and evolves over a period of time . The feasibility of this process is achieved through digital integration . Web-based learning platforms, AI-driven feedback processes for learners and educators, and cloud-based collaborative spaces for different stakeholders can ensure that monitoring cycles are automated and information for inclusion and adaptability is made more transparent [94]. In a digital platform like this one, procedures for CCM can adjust accordingly to changes in real-time dynamics . Beiken Energy has demonstrated that feedback obtained from trainees can indeed be processed and converted into management information easily . After completing a training module, summary information is created in a digital format to help management identify where there is more potential for inclusion and/or communications deficits for different departments . The same can and should happen in all businesses to ensure that feedback on learning is a regular management activity .

In summary, sustainability in CIIRS is made possible through its evolutionary nature . The natural evolution of organizations leads to an escalation of this model for inclusion and flexibility initiatives to a full-fledged Corporation Culture Management System . It is here that training is a fundamental and inseparable aspect of a well-governed organization—motivation and performance are intricately woven with innovation . Thus, not only is this a training model, but this is a vibrant process of natural evolution in a corporate culture that can sustain an organization through all its phases of turmoil and rejuvenation . To ensure that this training and development strategy for its employees is institutionalized over the long term in CIIRS, a scaling strategy and a set of managerial approaches have been devised . Taking into account the principles of inclusion and flexibility and feedback strategies that have to guide this scaling process and based on a thorough review of companies' development status and capabilities, Table 3.3 encapsulates strategic orientations and associated development and managerial approaches to ensure that a CIIRS-based training system is developed in different types of companies .

Table 3.3

Strategic Model for Scaling and Institutionalizing CIIRS-Based Training

Strategic Direction	Managerial Tasks	Implementation Tools / Actions	Expected Corporate Culture Outcomes
1. Embedding Learning Metrics into Management Systems	Integrate TEI and inclusion indicators into quarterly and annual reporting	Use dashboards, digital feedback platforms, and leadership reviews	Institutionalization of training as a management process; enhanced accountability
2. Strengthening Leadership Competence for Inclusive Learning	Develop managerial coaching and mentoring programs aligned with CIIRS principles	Introduce leadership academies, peer-to-peer mentoring, and inclusion workshops	Creation of learning-oriented leadership culture
3. Expanding Cross-Departmental Knowledge Sharing	Foster collaboration across divisions using post-training knowledge exchange	Create innovation hubs, internal webinars, and cross-functional projects	Strengthened communication and cultural cohesion
4. Digitalization of Training Management	Introduce AI-supported learning and feedback tools	Implement online platforms for adaptive training and performance tracking	Increased learning flexibility and transparency
5. Partnership and External Collaboration	Engage with universities, NGOs, and veteran associations for joint learning initiatives	Develop co-branded training programs and exchange internships	Improved public image and shared responsibility for inclusion

6. Continuous Evaluation and Cultural Feedback	Regularly assess CIIRS integration using employee surveys and cultural diagnostics	Conduct semi-annual reviews and use RII/TEI comparative metrics	Continuous improvement of inclusion and adaptability levels
---	--	---	---

Note. Author's own elaboration based on the CIIRS model and empirical findings from the author's pilot implementation at Beiken Energy and survey data from 28 organizational units (cases) with independent managerial authority Source. Author's own data.

The strategic roadmap in Table 3.3 presents a model for those intending to institutionalize CIIRS in their management structure . The arrows in Table 3.3 represent different aspects that are intertwined in CCM and ensure that training is not a human resource activity but a governance activity . Incorporating learning metrics like TEI and RII into management systems enables leaders to develop decisions that are information-driven while keeping a human-focused perspective [112]. In this way, business culture is rendered agile and measurable . Enhancing leadership capability ensures that this process is solidified and that leaders are converted from controllers to catalysts for learning . To be successful for the long term, companies need to use digital tools and collaborate with others .

In this context, connecting initiatives in CIIRS to external networks enables organizations to benefit from collective knowledge and ensures continued innovation in times of crisis . In the long run, the integration of CIIRS as a management system ensures a sustainable feedback system of inclusion, learning, and motivation . In this context, training and development transform into a strategic tool of governance that ensures flexibility in organizations . The replicable structure of this model ensures that it is not only relevant in the Ukrainian economy but in emerging markets where issues of inclusiveness and building a corporate culture are important .

The success of a training and development strategy based on CIIRS not only stops with its successful execution in an operational context . In order for this strategy to

produce a lasting effect, it needs to be systematically integrated into an organization's governance structure . The subsequent sections illustrate two key aspects that are required to ensure that this model is sustainable and applicable.

1. Integration of principles of CIIRS into corporate governance models, and
2. Cross-industry adoption of this model to provide a basis for forward-looking approaches to management.

The integration of training in CIIRS into corporate governance is an essential element of success in this system, because only by being incorporated into the corporate model is it possible for this training and development model to attain its full potential as a means to incorporate adaptability, inclusivity, as well as resiliency into management processes within an organization. The CIIRS training and development model must not remain a stand-alone project but needs to become a subsystem of strategic thinking . The integration of training input information within leadership displays and budget and performance information ensures that training and development remain a vital input within strategic thinking. To illustrate this point, in quarterly performance evaluation sessions between management and employees, parameters like Training Effectiveness Index (TEI), Inclusion Readiness Index (IRI), and Resilience Integration Index (RII) can act as strategic indicators . By looking at these factors, we get a clear picture of a team's collaboration and their ability to stay strong under pressure . The integration of these parameters in management-level reporting will ensure that human development is given equal importance to financial development and that key aspects like culture health are not overlooked . Moreover, the governance-level adoption of CIIRS ensures accountability and transparency . Board oversight of inclusion and training helps companies monitor progress, use resources well, and get ahead of cultural problems . As seen in Beiken Energy's pilot, including training and inclusion indicators in managerial reporting not only improved internal communication but also encouraged leadership participation in the development process . The integration of training outcomes through institutionalization enables

organizations to build a level of resistance against stagnation and shock. The impact of this shift is that it makes the CIIRS model a vibrant and effective governance instrument with its own culture of adaptability, allowing for cross-industry adaptation and future prospects. The model of CIIRS, even as it is applicable to Ukrainian enterprises in a post-crisis scenario, is remarkably flexible and can easily be adapted for different industry requirements [41;93]. The model can easily be tuned as per requirements in industrial organizations, educational institutions, and service-providing sectors. In fact, when applied to the energy industry, for instance, a greater emphasis can be placed on safety cultures and teamworking strategies. Likewise, in the education sector, the model CIIRS enables inclusion and empathy. The design of this system is made in a way that facilitates scaling within an organization in an iterative fashion ranging from intra-organization pilots to network-wide integration. In this context, CIIRS can develop into a national standard for inclusive management of corporate culture with involvement of academia, industry, and government in collaborative endeavors for enhanced labor adaptation and productivity.

Within the larger economic perspective, this model can promote a sustainable recovery in Ukraine through enhanced social cohesion and labor integration . Organizations that implement CIIRS not only improve their own resilience but will in effect contribute to a stable national workforce through services for veterans and young professionals . The future use of CIIRS may encompass collaborations with global bodies, hence allowing for a comparison and improvement process through global best practices . In this new development, CIIRS enables Ukrainian companies to emerge as leaders in creating a paradigm for a resilience-based corporate culture that will easily adapt to national as well as global competitiveness . The strategic execution of CIIRS-based training and development has proved to be a successful platform for inculcating inclusion, flexibility, and resilience within a CCM system . By institutionalizing learning as a well-orchestrated administrative process, organizations have gained a capability to manage human development with equal accuracy as financial and business management . The scalability and sustainability

of this proposed structure of CIIRS have made learning a constantly changing tool for a culture shift and not a stagnant process in human resources . To have a lasting impact, all this must happen not just through effort but through people's inner motivations and emotional commitment . Although training can equip a worker with skills and abilities, it is through motivation that those skills are developed and shared in the workplace . Thus, the subsequent section will examine strategic tools for motivation and management as a strategic factor that encompasses a third strategic level for CIIRS .

3.3. Applying of Motivational Managerial Tools for Veteran Integration

Motivation represents one of the most influential factors in establishing and influencing corporate culture and employee engagement with corporate values, including veterans . In a corporation undergoing a post-crisis transformation process, financial reward and non-financial reward motivate employees [41;75]. The meaning and context of this structure are interpreted and translated within the context of corporate requirements through meaning-making [1;29]. As a factor related to veterans' integration into an organization, meaning-making represents crucial logic for undertaking a psychological transition to a different context . The development of this process represents a critical step in promoting a more positive corporate culture .

Under the CIIRS model, motivation is considered a managed process that translates individual goals to shared goals in a culture [35]. The theory proposes that there are three different levels of motivation—individual, team, and organization [26;39]. The different layers of motivation motivate and sustain each other . On a more individual level, a dual process of adjustment is required for veterans in relation to settling into a different workflow while simultaneously finding a new mission . The strategy to deploy and to motivate begins in this way with personalized engagement initiatives that assess individual skills for transfer and leadership abilities and styles for recognition . The manager engages individual feedback and malleable goal-setting initiatives . On a team level, incentives are created through collaborative problem-

solving and recognition . The preferred format recommended for this is small group workshops where veterans and non-veterans collaboratively identify goals for improvements and share recognition for those improvements . On a team level, this increases camaraderie and enhances emotional aspects of corporate culture . On an organizational level, a strategy can be developed which combines symbolic and structural incentives regarding job advancement opportunities and recognition for resilience and service . If developed and harnessed as incentives within an organization, inclusive strategies can make inclusion a key aspect of management [93;94]. Moreover, this layered structure provides a constantly self-feeding motivational feedback loop . Workers' development serves as a catalyst for teams' success and increases leaders' confidence in those teams . The reward given in an organization serves as a cornerstone in allowing veterans to benefit from this experience for a chance to better develop within a post-crisis organization . The application of the motivational management style developed under the aegis of CIIRS is practiced in three tiers of enterprises based on their maturity level in regard to inclusion and institutionalization of veterans' integration. Differentiation enables every organization to implement suitable motivational practices without overstretching their management .

Group 1 – Companies with Established Veteran Motivation Systems:

Such organizations are already including veterans within their employment models and have reward/recognition policies in place for those veterans . The key to those organizations is to ensure that continued engagement is maintained through meaning-based motivations and not exclusively financial ones . The key for CIIRS is to emphasize leadership recognition and pairing this with a “Service-to-Strength Awards” symbolical reward and resilience-mentor bonuses . The leadership is to emphasize leading veterans as in-house ambassadors for inclusion and allowing veterans to motivate others . Feedback and trust between management and veterans will translate to a corporate motivator for loyalty .

Group 2 – Businesses that Incorporate Partial Motivation Practices:

The companies are aware of the importance of inclusion but have not had effective methods to connect motivation and performance and culture . The strategy here proposes a mixed instrument for motivation that can include peer recognition boards, performance-based reward compensation that can adjust to performance changes, and quick feedback sessions . Then there is a need to incorporate relevant milestones that are specifically related to veterans within appraisal methods—such as completing mentor roles for newcomers and safety and discipline workshops . Thus, a shared sense of common goals is developed between veterans and regular employees .

Group 3 – Companies without a Motivation System for Veterans:

In these ventures, the primary need is to build a foundation for this motive . Stage one will consist of some kind of awareness that conveys the importance of veterans’ strength and resilience to the organization . The earlier strategies that don’t require monetary compensation and can thus be applied immediately will include group recognition and sharing personal histories . Later on, the human resources and management teams will have to apply shared between CIIRS and MEI (developed within the CIIRS diagnostic system introduced earlier) indices to track changes in a sense of affiliation, initiation, and morale . In all categories, motivational management is a reinforcing factor for transformation in corporate culture . The inclusion and trust that is created are turned into behavior like initiative, cooperation, and leadership flexibility through this motive and its instruments that are incorporated in CIIRS . The resilience of the organization and its productivity goals are enhanced through this when veterans are integrated into it. To better manage and measure motivation as a factor in corporate culture, a new index has been proposed in the CIIRS model named as the “Motivational Engagement Index” (MEI) [41;93], which will help managers assess how well different motivational aids are working to enhance workplace attributes like inclusion, “resilience,” and productivity for veterans .

The MEI identifies three important elements that define a high level of motivation in an inclusive workplace as follows:

- M_t – Meaning Alignment: The extent to which veterans and other employees judge meaning alignment between their own value orientations and that of the organization's.
- P_t – Participation Intensity: The level of direct engagement of workers in collaborative work and innovative and recognition activities;
- R_t – Resilience Response: The manifestation of work behavior through flexibility, tenacity, and confidence in relation to work challenges.

Formula 3.4

Motivational Engagement Index (MEI)

$$MEI = \frac{M_t + P_t + R_t}{3}$$

Where M_t represents meaning alignment, P_t indicates participation intensity, and R_t denotes resilience response in workplace performance. The Motivational Engagement Index (MEI) is applied as an auxiliary diagnostic metric complementing the CIIRS core indices (CEI, RII, SEI, TEI). Unlike the structural CIIRS components, MEI evaluates the effectiveness of specific motivational interventions and therefore functions as an operational indicator rather than a foundational element of the CIIRS model. A higher MEI score signifies that the organization's motivational environment effectively supports inclusion and cultural cohesion. In relation to veterans, this is where their inner and compelling incentives have effectively and directly manifested as their positive and stress-free adaptation and involvement. On a management level, MEI is a tool in gauging a manager's perspective in relation to cultural resilience [17;50;129]. The integration of MEI in a CIIRS enables a comparison between different departments and weak points in feedback and recognition to ensure that strategies are not compromised in a way that jeopardizes trust. It serves

as a reflective instrument when applied on a quarterly basis, helping to ensure that a balanced and value-driven motivational environment is achieved . The MEI can eventually be incorporated into performance review pages, inclusion audits, and management reports . The MEI offers empirical feedback regarding how well a factor like motivation has a measurable effect on observable behavior in a work context—an individual’s initiation, cooperation, and leadership . The MEI makes a given value like motivation a measurable foundation in CCM . The application of a motive in a real-world setting in a CIIRS is made possible through a systematic implementation technique . In addition to this, the systematic application of a motive in a company will not be applicable if supported by inconsistent management . As a strategy to provide a consistent motive within a CIIRS and its impact on a company’s management, this paper will provide information on the Implementation Algorithm of Motivational Tools for Veteran Integration .

The successful implementation of motivational management techniques is a process that needs to identify and implement corporate goals and individual needs in a systematic and repeatable fashion . In the context of the CIIRS model of leadership, this is a distinct managerial algorithm that focuses on systematically building a gradual shift in veteran motivation from isolated efforts to a distinct corporate culture . The process begins with identifying motivation gaps in both veteran and non-veteran teams and eventually develops inclusive reward strategies and concludes with feedback modifications . **Figure 3.6** encapsulates this process and shows how motive factors have a role in inclusion and corporate culture change .

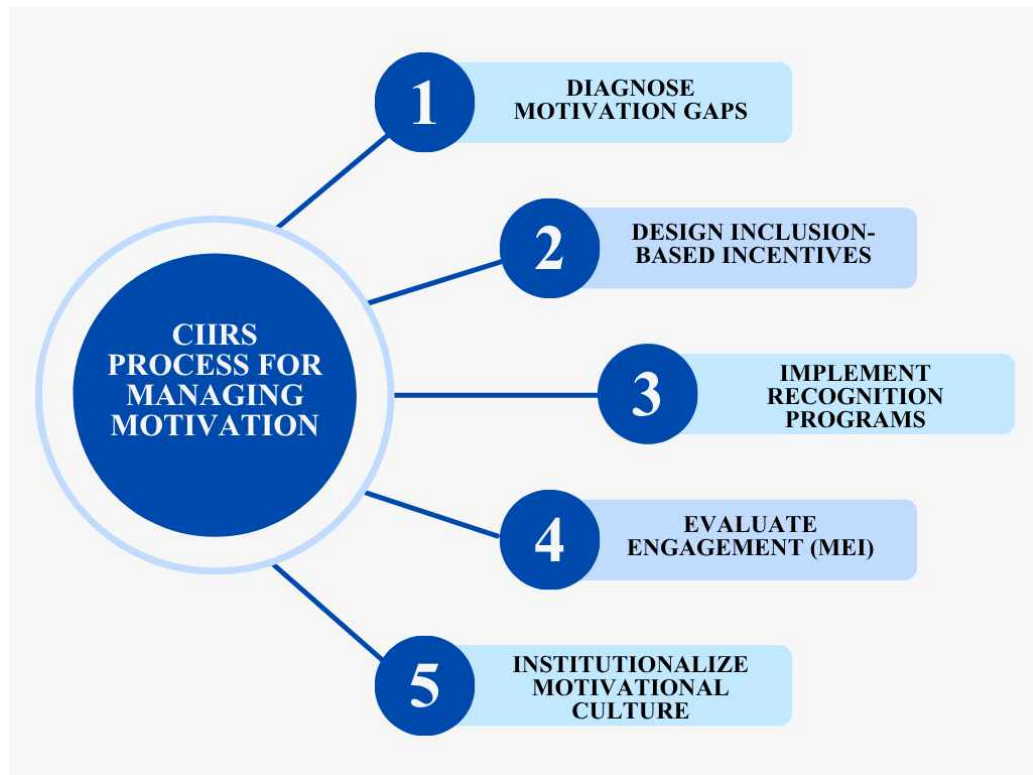


Figure 3.6. Algorithm of Motivational Tools Implementation within CIIRS

Note. The figure illustrates the stepwise process for implementing motivational instruments within the CIIRS model, beginning with assessment of inclusion maturity and concluding with continuous feedback integration.

Source: Author's own development based on empirical findings and CIIRS model design.

In this example, one can see how the theory of motivation is turned into management practice through CIIRS. In this first step of diagnosis, there is a need to identify potential weaknesses in trust and team building through MEI and employee surveys. The next step is to design packages that are inclusive and aligned with corporate and veterans' needs. The first step in its implementation is through pilot initiatives like mentor awards, recognition initiatives, and team-based bonuses. The whole process is measured in terms of MEI scores. The final step is institutionalization. In this step, key principles behind motivation are institutionalized through human resources principles and management performance. The execution of this process will ensure that motivation is not a tokenistic action but a continued and informed portion of the process of culture management. It is a process that will ensure that leadership maintains its high moral standards and makes it less challenging for veterans to adapt to this new culture. The following table

provides a summary of the practical application of motivational managerial aid to the three categories of enterprises. Together, they all fit within the model of CIIRS as a response to a respective level in maturity when it comes to integration .

Table 3.4

CIIRS-Based Motivational Strategies and Expected Outcomes

Group of Enterprises	Motivational Tools Introduced	Managerial Actions	Expected Cultural Outcomes
Group 1 – Advanced Integration	Symbolic recognition programs, bonuses, peer-award platforms	Empower veterans as motivation ambassadors; reinforce feedback loops	Strengthened loyalty, peer respect, and veteran leadership visibility
Group 2 – Partial Integration	Mixed monetary/non-monetary incentives; MEI-based progress tracking	Link motivation to measurable inclusion KPIs; conduct feedback sessions	Improved collaboration and balanced motivation across teams
Group 3 – Initial Integration	Awareness campaigns, storytelling sessions, open feedback meetings	Create baseline motivational culture through dialogue and recognition	Increased engagement, trust, and readiness for structured inclusion

Note. The table presents the structured linkage between motivational instruments, strategic objectives, and measurable outcomes within the CIIRS model, emphasizing alignment between inclusion, engagement, and corporate resilience.

Source: Author's own development based on CIIRS model and pilot implementation results at Beiken Energy Company.

The successful integration of military veterans within a corporate setting is achieved through not only training and inclusion strategies but also through motivational management [49;95]. In a post-crisis organization, motivation is recognized as the missing link between individual and collective performance [41]. While a corporate culture shapes an organization's value and training is known to develop skills and competencies within that organization, in a post-crisis

organization, motive is recognized as a key that translates this dual perspective into behavior . The model recognizes this through a measurable motive driver . Entering veterans in the corporate world can have a dual experience in adapting to a different working environment and regaining a feeling of valued purpose . In this context, effective managerial motivation tools play a key role . The addition of a structured motive enables their leadership to convert veterans' experience and discipline into a common strength for their organization . For example, a feedback-based reward and recognition system can not only improve workplace behavior but will also indicate veterans' worthwhile presence in their organization . In organizations where the CIIRS model is implemented, such as Beiken Energy, motivation became an integral part of overall leadership. In this case, management used approaches to link psychological reinforcement and communication, leading to the creation of a stable and supportive working culture. In contrast, veterans are known to be frustrated as they navigate through the process of transforming from being military personnel to being part of the general citizenry. However, this level of frustration is curbed as soon as they are assured of being treated well in the workplace. Most veterans show greater engagement and willingness to be part of team processes within an organization with this stable and caring corporate culture, and this is achieved through the motivational process within CIIRS. It encourages the business to first identify points of missing incentives and then implement incentives that are based on inclusion . The proposed system will ensure that a business's corporate culture is felt in a unified fashion by not only its veterans but its civilian employees as well . In order to ensure its applicability to practice, a pilot project has been conducted in one of the enterprises that took part in this project . The goal of this project has been to identify how such tools for motivation affect veterans' adaptation in a large business environment . The experience has proved that this is a highly important aspect and has shed some light on this topic . The experience is described below.

Beiken Energy Pilot: Implementation of Motivational Managerial Tools

The pilot testing of the motivational management aspect of the CIIRS strategy took place in Beiken Energy Company as a project to generally assess the efficacy of inclusion-driven corporate culture practices . The organization had previously undergone the diagnostic level of the CIIRS and highlighted points that required improvement in communication, trust building, and employee engagement . On this basis, the organization's management decided to implement the motivational level of the CIIRS strategy specifically targeting veterans within its operational divisions .

The three-month pilot project involved six veterans and five managers from within the department . The veterans included a cross-section of various technical fields like engineering and logistics . The choice of veterans involved in this project was not random . The veterans were involved in this undertaking because all those involved in this project required a high level of discipline, and military discipline is one facet that is sometimes hard to transfer to a corporate environment . The project aimed to convert this characteristic to a motivational factor . The first level of this pilot involved a baseline measure of motivation through the utilization of the MEI . Preliminary gathered information revealed that while those in this group were high in their level of participation intensity (P_t), their level in meaning alignment (M_t) appeared to display a partial misalignment between individual and corporate goals . Their level in resilience response (R_t) revealed strengths in resiliency but a perception of restricted opportunities for upward growth . The design and implemented stage under Beiken Energy involved the formulation of three important motivational factors in line with the CIIRS model:

1. **Peer Recognition Circles** – monthly meetings for all team members where each employee is recognized for their individual and collective efforts .

2. **Leadership Trust Dialogues** — sessions between veterans and leaders in each department to talk about goals and suggestions for how to improve inclusion .

3. **Resilience Mentorship Program** – a forum where veterans mentored new employees on practical applications of resilience in safety and teamwork .

The effect of this tool integration became measurable in aspects of engagement and communication . Feedback reports submitted towards the end of the second month reflected enhanced lateral cooperation between veterans and civil service workers in logistics and maintenance departments . There were observable changes in initiatives and interdepartmental support . Veterans earlier describing individual and task-based motives had begun to identify with a common corporate mission indicating a strengthening in aspects of meaning alignment (M_t) . In evaluation, MEI has been recalculated to estimate the effect of this program . Although actual figures will be filled in after final checks and balances on data accuracy, trend calculations revealed a possible 15 to 20% positive shift in the average level of motivations for those involved in this pilot . Findings through interviewing were consistent and revealed that recognition and transparency were seen as factors that had more impact for this shift . The veterans especially were impressed when they realized that they were looked upon as agents for growth in culture and not only for greater efficiency . There had even been a “ripple effect” brought about within teams .

The final level of institutionalization in the pilot project entailed integrating motivational practices within Beiken Energy's human resource policies . The organization established an annual reward known as “Resilience in Action” to reward employees for their resilience and ability to work well together as a team . The organization’s leadership started conducting feedback sessions during performance reviews to ensure that metrics of inclusion are integral to corporate governance . In a managerial context, it is clear from this pilot that its motivational

instruments are indeed scalable and contextually informed . There is no financial outlay here but rather a need for change through cultural shift and better information channels . This is in line with a fundamental tenet of CIIRS behind inclusion as a culturally deepened and not simply procedural shift . Furthermore, this pilot shows that a motive can mediate between training (Section 3.2 above) and social context (Section 3.1 above) to round out a cycle of adaptation . The Beiken Energy case lends credence to a vision that views motivation as a strategic asset in its own right rather than as a supplementary function to human resources . The empowerment of veterans through recognition and inclusion helped to build trust and lower obstacles to integration while enabling a higher level of individual and collective resilience to the organization’s culture . The success of this pilot highlights the practical relevance of the CIIRS model for organizations in transition and demonstrates its potential for replication across industries with similar integration challenges . The results collected from the Beiken Energy pilot were used as a basis for fine-tuning a set of general suggestions for a CIIRS motivational strategy . The table below outlines key factors for a motivational system and management practices applicable for companies in different maturity stages of inclusion . The strategic choices are designed to accommodate scalability for different contexts . Based on the outcomes of the pilot, the following table consolidates recommended managerial tools for different inclusion levels .

Source: Author’s own data and observations from CIIRS pilot implementation at Beiken Energy Company (2025).

Table 3.5

Recommended Motivational Tools for Companies at Different Levels of Inclusion Maturity

Group of Enterprises	Main Strategic Focus	Motivational Tools Introduced	Expected Cultural Outcomes
Group A – Initial Level (Basic Inclusion Awareness)	Build trust, create recognition culture	– Introductory motivational workshops– Symbolic recognition (“Veteran of the Month”)– Awareness sessions on shared values	Improved adaptation, reduced stress, and the beginning of inclusive engagement
Group B – Developing Level (Systematic Integration)	Strengthen engagement and measurable inclusion	– Peer recognition programs– Team-based performance incentives– Mentoring and feedback-driven promotion paths	Increased cooperation, teamwork, and motivation between veterans and civilian employees
Group C – Advanced Level (Inclusive Corporate System)	Institutionalize motivation within management	– Integration of MEI metrics in HR systems– Annual “Resilience in Action” awards– Motivation-based leadership KPIs	Continuous engagement, sustainable inclusion, and alignment between motivation and corporate values

Note. The table summarizes motivational management practices derived from the CIIRS model and the Beiken Energy pilot project. It presents scalable motivational instruments for organizations at different inclusion maturity levels, aligning with the Motivational Engagement Index (MEI) and other CIIRS indicators. Source. Author’s own data and development based on CIIRS pilot implementation at Beiken Energy Company (2025).

In this context, the research results provided in this chapter substantiate the efficiency and applicability of the proposed methodological approaches for the management of corporate culture using the mechanisms of inclusion, integration, and adaptability. The development and pilot application of the proposed

motivational strategy for the management of the CIIRS at Beiken Energy Company substantiate the efficiency and applicability of the proposed methodological approaches for the management of corporate culture. The research results obtained substantiate the efficiency and applicability of the proposed methodological approaches for the management of corporate culture and provide the opportunity to identify the factors that affect the engagement and adaptability of employees in the context of socio-economic instability. The proposed system of motivational tools and recommendations is based on the differentiated needs of firms at different stages of inclusion maturity and provides a basis for the development of solutions for the reinforcement of the adaptability and efficiency of the corporate culture. The integration of the proposed motivational tools and recommendations with the proposed diagnostic indicators provides the opportunity for the objective evaluation of the processes of transformation and adaptation in the context of organizational culture and the alignment of the motivation of employees with the outcomes of organizational performance. The methodological and practical contribution provided in this chapter substantiates the efficiency and applicability of the proposed model for the management of corporate culture and the application of the CIIRS model in the management of corporate culture.

Conclusions to Chapter 3

The conducted research and developed strategic model presented in Chapter 3 have confirmed that in order to transform corporate culture within a post-crisis scenario, it is essential to systematically and simultaneously manage a set of related factors that include social context, training and development practices, and workplace motivations. The strategic combination of all three factors represents a well-integrated system that enables organizations to shift from isolated initiatives related to inclusion to a more encompassing strategic management of an adaptive and resilient/inclusive corporate culture. The experience gained in applying the proposed CIIRS model (see Chapters 1 and 2 for conceptual and diagnostic

foundations) within each of those strategic factors has clearly confirmed its utility as a strategic-diagnostic and management instrument that is capable of aligning human and organization resources within diverse maturity contexts of enterprise inclusion. The first strategy roadmap, “Improving the Social Environment in Companies with Integrated Veterans,” made it clear that a company’s social environment is more than a passive response to leadership styles but a proactive factor in its ability to develop a malleable corporate culture. The establishment of trust-based networks and open channels of communication is a key factor in group cohesion and serves to end a dependence on performance stability in uncertain markets. The development and utilization of a “Social Environment Index” developed a quantitative model through which companies can determine how well their social context is actually impacting those within a company’s corporate culture. The strategic programs designed for companies within each group of established and emerging inclusion initiatives and those that have not established inclusion initiatives proved that even a focused set of initiatives can structure informal dynamics between employees into integral components of CCM. Such a shift is essential for creating an inclusive and psychologically secure workplace environment in which veterans and non-military staff members can share equal roles in group development.

The second strategic direction related to support for training and development programs for veterans highlighted the importance of learning and adaptive development in building a resilient culture after a crisis. In line with the CIIRS model for training and development, learning and development were not considered a cyclic process but a constant administrative activity that directly impacts productivity and motivation within an organization. The integration of the Training Effectiveness Index in this strategy made it possible for management to measure and define how learning and development impact changes in culture within an organization. The Beiken Energy Company’s pilot project for training and development delivery under the CIIRS model proved that a systematic repetition of

training cycles in relation to diagnosis and development design and execution can have a positive impact on collaboration and inclusivity for all departments. The finding supported that veterans' participation in peer learning and skill-sharing programs enhances individual and organizational adaptation.

The third strategic dimension, integration of motivational managerial tools for veterans' integration, solidified the first two in that it emphasized the tools that underpin engagement and retention. Motivation is essentially the engine that converts social inclusion and learning into sustainable commitment. The CIIRS-based system for management of motivation placed this engine in its rightful place as a measurable and data-driven factor within corporate culture. The systemic integration of MEI in a concrete project in Beiken Energy proved that if there is synchronization between this engine and the rest of management systems in organizations, this will increase individual and shared-identity performances. The customized approaches to different corporate inclusion maturity degrees regarding companies—symbolic recognition and institutionalization of incentives for inclusion—took this engine past its traditional role as a human resources factor to a full-fledged management tool.

Together, the three strategies that have been developed point to a finding that corporate culture change is not simply a function of isolated changes but is a function of a carefully coordinated strategy that employs all three reinforcing variables: social cohesion, knowledge adaptation, and motivation. The three variables are self-reinforcing in that a positive social environment makes for more effective learning, successful learning increases individual and group motivation, and group and individual motivation maintains group social cohesion. The impact of Beiken Energy's pilot project shows that when a model of change like CIIRS is applied in a real-world setting, it can effectively increase the integration of veterans within enterprises and improve a workplace identity that is not simply one of resilience but one of shared meaning. In a management context, it is clear from lessons learned in Chapter 3 that flexibility and inclusiveness can and must therefore be effectively

managed and controlled through algorithms and indicators. The strategies developed are shifting and replacing management of corporate culture from making statements and claims to making a difference in a behavior-driven process. The need for flexibility in veterans' inclusion is not only a virtue but a key to success. Scientifically considered, results validate that a corporate culture can indeed be re-engineered given specifically designed integrated management models that rely on a foundation of continuous improvement, inclusiveness, and adaptive change through feedback. The proposed CIIRS model is therefore a novel addition in contemporary management science since it offers a scalable and evidence-based solution for corporations under high uncertainty and/or in a post-crisis scenario.

The results of Chapter 3 also confirm the novelties 7–9 of the dissertation. It was demonstrated that an algorithm for social-atmosphere management, consisting of the stages of diagnosis, intervention design, pilot project implementation and SEI measurement, allows to treat social climate as a governable organizational resource that ensures social effectiveness and sustainability through trust, mutual assistance, psychological safety and cross-group cohesion, particularly in crisis-affected organizations. The chapter substantiated a differentiated system of corporate learning that integrates veterans into knowledge-transfer chains and managerial pipelines through three strategic models: innovation of advanced training systems, formalization of fragmented and partial ones, and creation of basic structures in companies where the training system is absent, with TEI incorporated into managerial KPIs as a mechanism that converts military experience into corporate leadership capital. The implementation of training and adaptation programs for veterans requires an appropriate financial support, which can be obtained through investments by the organization, employment and reintegration programs by the state, and cooperation with educational and professional training centers. The above diversified model for obtaining financial support by organizations enables them to cover the expenses while making the integration process in corporate environments sustainable. Furthermore, a new class of motivational instruments was introduced in

which inclusion incentives are linked to measurable cultural and productivity outcomes rather than only to the level of satisfaction, which significantly influences the inclusiveness of corporate culture, employee engagement and connects motivation management with organizational performance and results.

The strategies and outcomes in this chapter will provide a foundation for this dissertation. This will illustrate that a CIIRS strategy is a comprehensive model for inclusive adaptive corporate cultures in a post-crisis scenario. The conclusions in this chapter will provide a summary of important scientific and theoretical aspects of this dissertation. Chapter 3 proves the viability of corporate culture transformation through the practical application of the outcomes of the diagnostic process, as the suggested tools – mentoring systems, inclusive communication systems, leadership development programs, and motivational systems – form a whole process aimed at transforming daily business behavior and developing new cultural values. Transformation at the implementation stage can be identified through changes in the values of SEI and TEI, which reflect improvements in social cohesion, learning, and veterans' integration. Therefore, Chapter 3 proves that transformation goes beyond the evaluation process and becomes a managed process.

GENERAL CONCLUSIONS

The research performed fulfilled the scientific objective to design and ground the foundations for the corporate culture change within Ukrainian companies in terms of inclusion, adaptation, and resilience. The research highlighted theoretical knowledge on the subject; it also helped diagnose existing practices in the area, leading to innovative solutions for long-term corporate development in crisis and post-crisis scenarios that can serve for the development of management science knowledge for modern companies operating in conditions with high socio-economic turbulence. The scientific contribution of this dissertation lies in the substantiation of corporate culture transformation as a process that can be managed and measured. Transformation means a move from a fragmented and declarative nature of management to a holistic approach based on inclusion, resilience, and learning. The transformation process can be managed through the CIIRS model, making it possible to measure transformation processes using the CEI, RII, SEI, and TEI indices. The research proves that the process of transformation includes three interconnected levels: conceptual (the formation of the principles and methodology of transformation), empirical (the analysis of existing corporate cultures), and practical-managerial (the implementation of inclusion and integration of veterans' strategies). Organizations with higher CIIRS index scores have higher levels of social cohesion, resilience in crisis situations, and sustainability of business performance. Therefore, the transformation of corporate cultures in Ukrainian companies is not a vague concept, but a manageable, measurable, and directed process.

The study has grounded that under rapid technological, political, and social changes, corporate culture moves from a traditional system of shared values, assumptions, and behavioral norms to a managed transformation infrastructure characterized by inclusiveness, integration, and adaptability. The elaborated CIIRS model provides managerial tools for analysis, assessment, and improvement of corporate culture, converting abstract values into actionable and data-driven strategies. It has been

substantiated that the principles of inclusion, integration, adaptability, continuous improvement, strategic alignment, and ethics must operate as an interconnected cycle rather than as separate HR programs, forming three levels of CCM transformation – system characteristics, functional zones, and a complex of metrics – and thus enabling corporate culture to function as a strategic regulator and self-reinforcing governance mechanism.

The research demonstrated that the integration of veterans should be interpreted as a dual adaptation process in which veterans adjust to civilian organizations as a valuable asset while companies redesign their structures, leadership styles, communication norms, and training and motivational programs. In this way veteran integration is transformed from a social-support issue into a strategic driver of organizational resilience and knowledge renewal. The dissertation also proposed a five-dimension conceptual model of corporate culture management that links innovation capacity, digital maturity, human capital, social inclusion, and governance quality, allowing corporate culture to be connected with organizational resilience, shock resistance, and competitiveness and turning it into a productive factor of sustainable development comparable to financial or technological capital. An original CIIRS diagnostic system was developed that quantifies cultural transformation through four interrelated indices – CEI, RII, SEI, and TEI – and converts qualitative corporate culture phenomena into measurable management metrics linked to business-process performance. The empirical research based on twenty-eight companies confirmed a strong cohesion between CCM practices and organizational performance: more successful companies demonstrate stronger corporate culture, and integrated and adaptable culture improves innovation capacity and organizational effectiveness. On this basis a typology of corporate readiness for veteran integration was elaborated, distinguishing organizations with advanced training systems connected with leadership KPIs, those relying on fragmented initiatives, and those where the training system is absent, which makes it possible to determine whether veteran inclusion generates adaptation or conflict.

The dissertation proposed an algorithm for social-atmosphere management that includes diagnosis, intervention design, pilot project implementation, and SEI measurement stages, proving that social climate is a meaningful governable organizational resource ensuring sustainability through trust, psychological safety, and cross-group cohesion. A differentiated system of corporate learning was developed, which integrated veterans into knowledge transfer and management routes, and where TEI was incorporated into managers' KPIs as a means of converting military experience into corporate leadership capital. A new form of motivational instruments was also developed, in which inclusion incentives were related to quantified cultural and productivity outcomes, thus directly linking motivation management to organizational performance. The generalization of the theory of corporate culture as a dynamic system confirms that it functions as an integration and regulation tool, which affects innovation potential, human capital development, and ethical behavior. The establishment of methodological principles for the transformation of corporate culture confirms that inclusiveness and flexibility function as accelerators of change and reduce change resistance in the organization. The theoretical and practical foundations of veteran integration confirm that the competencies of veterans in discipline, teamwork, and crisis decision-making represent a major potential for organizational renewal in the post-crisis period, and that the empirical diagnosis of veteran integration using the CIIRS and CCAM models confirms statistically significant correlations between inclusiveness, flexibility, and organizational stability. It also emphasized the point that the transformation of corporate culture is, above all, a humanistic process, where the principles of empathy, dialogue, and values-based leadership are the drivers of any substantial change. The practical application of the CIIRS tool in dynamic Ukrainian companies has proved the possibility of translating the concept of inclusivity from an abstract ideal to an effective management tool. Training and development were identified as key enablers of inclusive transformation, and ethical leadership was confirmed as the core of resilient corporate change. Adaptability emerged as the key differentiating factor for

effective cultural systems, allowing organizations to convert uncertainty into opportunities for development. The results obtained demonstrate that the improvement of corporate culture on the principles of inclusivity, adaptability, and resilience is a long-term strategic development rather than a short-term initiative. It is suggested that the proposed approach has a number of limitations that need to be discussed. Firstly, the empirical evidence upon which the study is based is related to Ukrainian business organizations that function in a context of war and socio-economic instability. This may limit the study's ability to be generalized to different business and economic environments. Secondly, the successful implementation of the suggested approach depends on the willingness of managers and the ability of business organizations to learn and have the training and adaptation mechanisms in place. The CIIRS concept represents an evidence-based and empirically tested tool that enables businesses to diagnose, evaluate, and improve the human factors underlying corporate success. For Ukrainian enterprises in post-crisis conditions, this model serves as a mechanism for restoring not only economic capacity but also social integrity, showing that corporate culture should be understood as an organic system that is integrated, adaptive, and inclusive. The goal of this dissertation has been to lay down theoretical bases and practical tools for thinking about corporate culture as a living entity that develops and changes through inclusion, learning, and resilience. The data from the CIIRS model and its indicators shows that organizational change begins with a cognitive change that locates individuals as the primary agents of change and creativity. Enterprises in Ukraine may pass from survivability to innovation if they develop a measurable, ethical, and intrinsically humanistic culture. Thus, this dissertation works as a guide for policymakers, business people, and teachers interested in building organizations that are resilient to crises and that demonstrate that success is achieved through designing inclusive, ethical, and dynamic corporate cultures that are aligned to humanistic values and business strategy.

List of Literature

1. Schein, E. H. (2010). *Organizational culture and leadership*. Jossey-Bass.
2. Hofstede, G. (2010). *Cultures and organizations: Software of the mind*. McGraw-Hill.
3. Alvesson, M., & Sveningsson, S. (2015). *Changing organizational culture*. Routledge.
4. Quinn, R. E. (1996). *Deep change: Discovering the leader within*. Jossey-Bass.
5. Handy, C. B. (1993). *Understanding organizations*. Penguin Books.
6. Atkinson, P. E. (1990). *Creating culture change*. IFS Ltd.
7. Oakland, J. S., & Tanner, S. (2007). Successful change management. *Total Quality Management & Business Excellence*, 18(1–2), 1–19.
8. Bonesso, S., Cortellazzo, L., & Gerli, F. (2020). *Behavioral competencies for innovation*. Palgrave Pivot.
9. Winton, B. G., & Sabol, M. A. (2023). Opening up to innovation: Emotional intelligence as an intrapersonal resource. *European Journal of Innovation Management*, 27(7), 27–42. <https://doi.org/10.1108/EJIM-12-2021-0597>
10. Jarrett, T. A. (2013). Warrior resilience and thriving (WRT). *Journal of Rational-Emotive & Cognitive-Behavior Therapy*, 31(2), 93–107.
11. Grove, A. B., et al. (2021). Effectiveness of an REBT-informed group for post-9/11 veterans with PTSD. *Military Psychology*, 33(5), 345–357.
12. Aguilar, S., & George, B. (2019). A review of the linkages between emotional intelligence and leadership in the military forces. *Business Ethics and Leadership*, 3(2), 29–38.
13. Sethi, S. S., & Jain, K. (2024). AI technologies for social emotional learning. *Journal of Research in Innovative Teaching & Learning*, 17(2), 213–225.
14. Tóth, R., et al. (2023). The effectiveness of REBT and mindfulness-based interventions. *BMC Psychology*, 11, 442.
15. Grove, A. B., et al. (2024). A narrative commentary on the use of REBT-informed groups for PTSD in veterans. *Brain Sciences*, 14(2), 129.

16. Johnson, A., Nguyen, H., Groth, M., Wang, K., & Ng, J. L. (2016). Time to change: A review of organisational culture change in health care organisations. *Journal of Organizational Effectiveness: People and Performance*, 3(3), 265–288. <https://doi.org/10.1108/JOEPP-06-2016-0040>
17. Burger, C., & Weinmann, J. (2021). *Digital innovation and transformation*. Springer Vieweg.
18. Branson, C. M. (2008). Achieving organizational change through values alignment. *Journal of Educational Administration*, 46(3), 376–395.
19. Saunders, M. N. K., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson Education.
20. Алькема, В. Г. (2025). Теоретичні засади формування системи управління персоналом сучасного підприємства. *Економіка і управління*.
21. Алькема, В. Г. (2024). *Гене́за менеджменту: системи, процеси, проєкти* (Том 2). Університет економіки та права «КРОК».
22. Петрова, І. В., & Мігус, І. П. (2022). Управління розвитком людського капіталу в українських компаніях. *Економіка і організація управління*.
23. Муха, О. (2021). Інклюзивна культура праці в українських організаціях. *Вісник КНУ імені Т. Шевченка. Соціологія*.
24. Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company*. Oxford University Press.
25. Burnes, B. (2017). *Kurt Lewin and the planned approach to change*. Routledge.
26. Kotter, J. P. (1996). *Leading change*. Harvard Business School Press.
27. Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture*. Jossey-Bass.
28. Denison, D. R. (1990). *Corporate culture and organizational effectiveness*. John Wiley & Sons.
29. Yukl, G. (2013). *Leadership in organizations*. Pearson Education.
30. Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership*. Lawrence Erlbaum Associates.

31. Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Prentice-Hall.
32. Goleman, D. (1995). *Emotional intelligence: Why it can matter more than IQ*. Bantam Books.
33. Greenberg, J., & Baron, R. A. (2003). *Behavior in organizations*. Prentice-Hall.
34. Argyris, C., & Schön, D. (1996). *Organizational learning II*. Addison-Wesley.
35. Senge, P. M. (1990). *The fifth discipline: The art & practice of the learning organization*. Doubleday.
36. Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement. *Journal of Organizational Behavior*, 25(3), 293–315.
37. Deci, E. L., & Ryan, R. M. (2017). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford Press.
38. Maslow, A. H. (1954). *Motivation and personality*. Harper & Row.
39. Bridges, W. (2009). *Managing transitions: Making the most of change*. Perseus Books.
40. Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The Leadership Quarterly*, 17(6), 595–616.
41. O'Donovan, G. (2007). *The corporate culture handbook: How to plan, implement and measure a successful culture change programme*. Liffey Press.
42. Branson, C. M. (2009). Values-based leadership and organizational transformation. *International Journal of Leadership in Education*, 12(1), 37–54.
43. Carroll, A. B. (1999). Corporate social responsibility: Evolution of a definitional construct. *Business & Society*, 38(3), 268–295.
44. Freeman, R. E. (1984). *Strategic management: A stakeholder approach*. Cambridge University Press.

45. International Organization for Standardization. (2010). *ISO 26000:2010: Guidance on social responsibility*. ISO.
46. Закон України «Про статус ветеранів війни, гарантії їх соціального захисту» № 3551-ХІІ від 22.10.1993 (зі змінами). (1993). *Відомості Верховної Ради України*.
47. World Economic Forum. (2023). *The future of jobs report 2023*. WEF.
48. Organisation for Economic Co-operation and Development. (2023). *Employment outlook 2023*. OECD Publishing.
49. United Nations Development Programme. (2022). *Human development report 2022*. UNDP.
50. Deloitte. (2023). *Global human capital trends 2023*. Deloitte Insights.
51. European Commission. (2023). *Commission Delegated Regulation (EU) 2023/2772 of 31 July 2023 supplementing Directive 2013/34/EU as regards European Sustainability Reporting Standards (ESRS)*.
52. Burns, J. M. (1978). *Leadership*. Harper & Row.
53. Heifetz, R. A. (1994). *Leadership without easy answers*. Harvard University Press.
54. Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage Publications.
55. Argote, L. (2013). *Organizational learning: Creating, retaining and transferring knowledge*. Springer.
56. Senge, P. M. (1990). *The fifth discipline: The art and practice of the learning organization*. Doubleday.
57. Garvin, D. A. (1993). Building a learning organization. *Harvard Business Review*, 71(4), 78–91.
58. Edmondson, A. C. (2018). *The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth*. Wiley.
59. Weick, K. E., & Sutcliffe, K. M. (2015). *Managing the unexpected: Sustained performance in a complex world*. Jossey-Bass.

60. Cannon, M. D., & Edmondson, A. C. (2005). Failing to learn and learning to fail. *Long Range Planning*, 38(3), 299–319.
61. Dweck, C. S. (2006). *Mindset: The new psychology of success*. Random House.
62. Bandura, A. (1982). Self-efficacy mechanism in human agency. *American Psychologist*, 37(2), 122–147.
63. Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*, 34(1), 89–126.
64. Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996). Transformational leader behaviors and substitutes for leadership. *The Leadership Quarterly*, 7(3), 325–352.
65. Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior*, 23(6), 695–706.
66. Cameron, K. S. (2012). *Positive leadership: Strategies for extraordinary performance*. Berrett-Koehler.
67. Hatch, M. J., & Cunliffe, A. L. (2013). *Organization theory: Modern, symbolic, and postmodern perspectives*. Oxford University Press.
68. Alvesson, M. (2012). *Understanding organizational culture*. Sage Publications.
69. Hatch, M. J. (2018). *Organization theory: Modern, symbolic, and postmodern perspectives*. Oxford University Press.
70. Smircich, L. (1983). Concepts of culture and organizational analysis. *Administrative Science Quarterly*, 28(3), 339–358.
71. Deal, T. E., & Kennedy, A. A. (1982). *Corporate cultures: The rites and rituals of corporate life*. Addison-Wesley.
72. Alvesson, M. (2011). *Reflexive methodology: New vistas for qualitative research*. Sage Publications.

73. Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 2, pp. 267–299). Academic Press.
74. Mintzberg, H. (1994). *The rise and fall of strategic planning*. Free Press.
75. Kaplan, R. S., & Norton, D. P. (1996). *The balanced scorecard: Translating strategy into action*. Harvard Business School Press.
76. Porter, M. E. (1985). *Competitive advantage: Creating and sustaining superior performance*. Free Press.
77. Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. John Wiley & Sons.
78. Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509–533.
79. Державна служба статистики України. (2024). *Наукова та інноваційна діяльність в Україні 2023*. Держстат України.
80. Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Ehrhart, K. H., & Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, 37(4), 1262–1289.
81. O'Reilly, C. A., & Tushman, M. L. (2013). Organizational ambidexterity: Past, present, and future. *Academy of Management Perspectives*, 27(4), 324–338.
82. Heifetz, R. A., & Laurie, D. L. (1997). The work of leadership. *Harvard Business Review*, 75(1), 124–134.
83. Nishii, L. H. (2013). The benefits of climate for inclusion for gender-diverse groups. *Academy of Management Journal*, 56(6), 1754–1774.
84. Collins, J., & Porras, J. I. (1994). *Built to last: Successful habits of visionary companies*. HarperBusiness.
85. Kotter, J. P. (2014). *Accelerate: Building strategic agility for a faster-moving world*. Harvard Business Review Press.
86. Senge, P. M. (2015). Creating desired futures in times of turbulence. *Reflections*, 15(1), 1–4.

87. Nonaka, I., Toyama, R., & Konno, N. (2000). SECI, ba and leadership: A unified model of dynamic knowledge creation. *Long Range Planning*, 33(1), 5–34.
88. Davenport, T. H., & Prusak, L. (1998). *Working knowledge: How organizations manage what they know*. Harvard Business School Press.
89. Rousseau, D. M. (1995). *Psychological contracts in organizations: Understanding written and unwritten agreements*. Sage Publications.
90. Sveiby, K. E. (1997). *The new organizational wealth: Managing and measuring knowledge-based assets*. Berrett-Koehler.
91. Prahalad, C. K., & Hamel, G. (1990). The core competence of the corporation. *Harvard Business Review*, 68(3), 79–91.
92. Drucker, P. F. (1999). *Management challenges for the 21st century*. HarperCollins.
93. Hamel, G., & Välikangas, L. (2003). The quest for resilience. *Harvard Business Review*, 81(9), 52–63.
94. Lengnick-Hall, C. A., & Beck, T. E. (2005). Adaptive fit versus robust transformation: How organizations respond to environmental change. *Journal of Management*, 31(5), 738–757.
95. González, J. A., & Simpson, J. (2021). The workplace integration of veterans: Applying diversity and person-environment fit perspectives. *Human Resource Management Review*, 31(2), 100775.
96. Weick, K. E. (1995). *Sensemaking in organizations*. Sage Publications.
97. Hatch, M. J., & Schultz, M. (2002). *The dynamics of organizational identity*. Oxford University Press.
98. Ghoshal, S., & Bartlett, C. A. (1997). *The individualized corporation: A fundamentally new approach to management*. HarperBusiness.
99. Bolman, L. G., & Deal, T. E. (2017). *Reframing organizations: Artistry, choice, and leadership* (6th ed.). Jossey-Bass.
100. Quinn, R. E., & Cameron, K. S. (1983). Organizational life cycle and effectiveness. *Management Science*, 29(1), 33–51.

101. Kim, W. C., & Mauborgne, R. (2005). *Blue ocean strategy: How to create uncontested market space and make the competition irrelevant*. Harvard Business Review Press.
102. Chughtai, M. S., Syed, F., Naseer, S., & Chinchilla, N. (2023). Role of adaptive leadership in learning organizations to boost organizational innovations with change self-efficacy. *Current Psychology*, 42.
103. Brown, T., & Wyatt, J. (2010). Design thinking for social innovation. *Stanford Social Innovation Review*, 8(1), 30–35.
104. Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values model* (3rd ed.). Jossey-Bass.
105. Кабінет Міністрів України. (2023). *Державна стратегія щодо ветеранів до 2030 року* (Розпорядження № 577-р від 14.07.2023).
106. Український інститут майбутнього. (2024). *Ветерани на ринку праці: Аналітична доповідь*. <https://uifuture.org>
107. Peterson, D. R. (2001). Employee development and performance. *Personnel Psychology*, 54(3), 451–485.
108. Cascio, W. F. (2019). *Managing human resources: Productivity, quality of work life, profits* (12th ed.). McGraw-Hill.
109. Armstrong, M. (2020). *A handbook of human resource management practice* (15th ed.). Kogan Page.
110. Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
111. Goldstein, I. L., & Ford, J. K. (2002). *Training in organizations: Needs assessment, development, and evaluation*. Wadsworth.
112. Kirkpatrick, D. L., & Kirkpatrick, J. D. (2006). *Evaluating training programs: The four levels* (3rd ed.). Berrett-Koehler.
113. Ministry of Defence (UK). (2022). *Defence Employer Recognition Scheme (ERS) annual report 2022*. UK Government.

114. Koltko-Rivera, M. E. (2006). Rediscovering the later version of Maslow's hierarchy of needs: Self-transcendence and opportunities for theory, research, and unification. *Review of General Psychology*, 10(4), 302–317.
115. Ryan, R. M., & Deci, E. L. (1987). Self-regulation and the problem of human autonomy. *Journal of Personality and Social Psychology*, 52(1), 102–118.
116. Dwertmann, D. J. G., & Boehm, S. A. (2016). Status matters: The asymmetric effects of supervisor–subordinate disability incongruence and climate for inclusion. *Academy of Management Journal*, 59(1), 44–64.
117. Hutcheon, D., Broomfield, N., Hall, L., & Roddis, J. (2025). The health and well-being outcomes of employment and vocational-based interventions for veterans with chronic conditions: A review. *Journal of Veterans Studies*, 11(1), 638. <https://doi.org/10.21061/jvs.638>
118. Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). *Psychological capital: Developing the human competitive edge*. Oxford University Press.
119. Grant, A. M., & Parker, S. K. (2009). Redesigning work design theories: The rise of relational and proactive perspectives. *Academy of Management Annals*, 3(1), 317–375.
120. Edmondson, A. C., & Lei, Z. (2014). Psychological safety: The history, renaissance, and future of an interpersonal construct. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 23–43.
121. Batt, R., Colvin, A. J. S., & Keefe, J. (2002). Employee voice, human resource practices, and quit rates: Evidence from the telecommunications industry. *Industrial & Labor Relations Review*, 55(4), 573–594.
122. Національний інститут стратегічних досліджень. (2024). *Соціально-економічна стійкість України: Аналітична доповідь*.
123. Organisation for Economic Co-operation and Development. (2022). *Social economy and the future of work*. OECD Publishing.
124. World Bank. (2024). *Ukraine economic update 2024*. World Bank Group.

125. International Monetary Fund. (2024). *Regional economic outlook: Europe 2024*. IMF.
126. United States Agency for International Development. (2024). *Inclusive employment in Ukraine: Policy review 2024*. USAID Ukraine Mission.
127. McKinsey & Company. (2023). *The state of organizations 2023*. <https://www.mckinsey.com/state-of-organizations>
128. PwC. (2023). *Workforce hopes and fears survey 2023*. <https://www.pwc.com/workforce-hopes-and-fears>
129. EY. (2024). *Work reimagined survey 2024: Global report*. <https://www.ey.com/work-reimagined>
130. Deloitte Ukraine. (2024). *Ukraine resilience and reconstruction report 2024*. <https://www2.deloitte.com/ua>
131. Торгово-промислова палата України. (2023). *Опитування щодо адаптивності та конкурентоспроможності бізнесу 2023*.
132. United Nations Development Programme Ukraine. (2023). *Inclusive recovery and reconstruction strategy 2023*. <https://www.undp.org/ukraine>
133. EU4Business. (2023). *SME competitiveness and adaptation report 2023*. <https://eu4business.eu>
134. Greenberg, J. (1987). A taxonomy of organizational justice theories. *Academy of Management Review*, 12(1), 9–22.
135. Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268.
136. Peters, T. J., & Waterman, R. H. (1982). *In search of excellence: Lessons from America’s best-run companies*. Harper & Row.
137. Mayo, E. (1933). *The human problems of an industrial civilization*. Macmillan.
138. Putnam, R. D. (2000). *Bowling alone: The collapse and revival of American community*. Simon & Schuster.

139. Petrova, I. (2022). Creativity development as an imperative for strategic human resource management. *Social and Labour Relations: Theory and Practice*, 12(2), 40–48. [https://doi.org/10.21511/slntp.12\(2\).2022.05](https://doi.org/10.21511/slntp.12(2).2022.05)
140. Petrova, I., & Kondo, U. O. (2024). Training and development as a motivational instrument in strategic human resource management. *Scientific Notes of KROK University*, 73(1), 105–114. <https://doi.org/10.31732/2663-2209-2024-73-105-114>
141. Petrova, I., & Pereira, F. (2024). Human capital, creativity and innovation as pillars of leading technology systems. *Social and Labour Relations: Theory and Practice*, 14(1), 42–51. [https://doi.org/10.21511/slntp.14\(1\).2024.04](https://doi.org/10.21511/slntp.14(1).2024.04)
142. Дароніна, О. А. (2019). Вплив цінностей корпоративної культури на мотивацію працівників. *Проблеми економіки*, 3, 144–150.
143. Bielova, O., & Bielov, O. (2023). Corporate culture as the social foundation of strategic management of virtual teams. *Social and Labour Relations: Theory and Practice*, 13(2). [https://doi.org/10.21511/slntp.13\(2\).2023.05](https://doi.org/10.21511/slntp.13(2).2023.05)
144. Bielova, O., & Bielov, O. (2024). The role of corporate culture in forming a motivational mechanism for strategic management of project-oriented organizations in the context of digitalization. *Social and Labour Relations: Theory and Practice*, 14(2), 17–27. [https://doi.org/10.21511/slntp.14\(2\).2024.02](https://doi.org/10.21511/slntp.14(2).2024.02)
145. Mihus, I. (2024). Challenges to corporate governance in the digital society. In *Proceedings of the 4th International Conference on Corporation Management* (pp. 62–64). <https://doi.org/10.36690/ICCM-2024>
146. Mihus, I. (2025). Corporate conflicts as a challenge to effective governance: Typology, causes and consequences. *Scientific Notes of KROK University*.
147. Грішнова, О. А., & Карюк, В. І. (2022). Трансформація організаційної культури українських компаній в умовах війни та

- пандемії COVID-19. *Вісник Львівського університету. Серія економічна*, 62, 206–223.
148. Грішнова, О. А., & Панченко, О. (2022). Організаційна культура в системі соціальної відповідальності закладів вищої освіти. *Проблеми і перспективи економіки та управління*, 4(32), 9–17.
149. Грішнова, О. А., & Банніков, П. О. (2022). Організаційна культура як драйвер корпоративного волонтерства в Україні в умовах сучасних викликів. *Інтелект XXI*, 3, 87–92.
150. Карамушка, Л. М. (2015). *Психологія управління в організаціях: Формування організаційної культури*. Інститут психології імені Г. С. Костюка.
151. Федулова, Л. І. (2017). Корпоративна культура в системі інноваційного розвитку підприємства. *Економіка України*, 3, 45–56.
152. Shore, L. M., Cleveland, J. N., & Sanchez, D. (2018). Inclusive workplaces: A review and model. *Human Resource Management Review*, 28(2), 176–189.
153. Duchek, S. (2020). Organizational resilience: A capability-based conceptualization. *Business Research*, 13, 215–246.
154. Дороніна, О. А., & Білецький, О. В. (2024). Поведінковий підхід до мотивації управлінської діяльності. *Наукові інновації та передові технології*, 9(37), 188–196.
155. Дороніна, О. А. (2025). Інклюзивна кадрова політика як елемент збалансованого розвитку економічного простору регіону. *Економіка і організація управління*, 1(57), 24–32.
156. Дороніна, О. А., & Ніколаєнко, С. М. (2025). Адаптаційні зміни корпоративної культури організації та системи освіти дорослих для повернення ветеранів на цивільний ринок праці. *Економіка і організація управління*, 4(60), 184–193.
157. Захарчин, Г. М., & Юрченко, О. Б. (2024). Розвиток персоналу на засадах корпоративної культури. *Економіка та суспільство*, 61.

158. Захарчин, Г. М., & Склярчук, Т. В. (2024). Просторово-часові аспекти формування корпоративної культури в сучасних умовах. *Інфраструктура ринку*, 81, 249–253.
159. Захарчин, Г. М. (2025). Інтегрувальна функція корпоративної культури: Основні аспекти та форми прояву. *Причорноморські економічні студії*, 94, 137–141.
160. Bielova, O. I., & Bielov, O. (2025). Online leadership of virtual teams and development of corporate culture of the organization. *Grail of Science*, 60, 77–86.
161. Push, A., Mihus, I., & Nakonechna, N. (2024). Main models of corporate governance in banking institutions. *Scientific Notes of KROK University*, 2(74), 204–216.
162. Mihus, I., & Nakonechna, N. (2025). Corporate conflicts as a challenge to effective management: Typology, causes, and consequences. *Scientific Notes of KROK University*, 2(78), 176–184. <https://doi.org/10.31732/2663-2209-2025-78-176-184>

Appendix A-1

**АКТ ВПРОВАДЖЕННЯ РЕЗУЛЬТАТІВ ДИСЕРТАЦІЇ /
ACT OF IMPLEMENTATION OF DISSERTATION RESULTS**

Дата / Date: 09-01-2026

Оцим актом підтверджується, що практичні результати дисертації «Трансформація управління корпоративною культурою: інклюзія, інтеграція та адаптація» авторства Ліуси Тагхикіланідамаваді були впроваджені в ТОВ «Бейкен Енергетика Україна» (надалі – Компанія).

Впроваджені елементи (модель CIIRS):

1. Діагностичні інструменти (впроваджено)

Компанія застосувала діагностичні методи з дисертації: базові показники SEI, CEI, RII та MEI. Ці інструменти дозволили виявити прогалини у комунікації, рівень довіри та бар'єри в інтеграції ветеранів.

2. Навчання та розвиток (частково впроваджено)

Компанія запровадила ключові елементи навчання за CIIRS, включаючи діагностичні семінари, наставництво та тренінги з комунікації на основі інклюзії. Початкові компоненти TEI використовувалися для моніторингу результатів навчання.

3. Мотиваційне управління (пілотне впровадження)

Місячний пілотний проєкт (6 ветеранів, 5 менеджерів) передбачав упровадження трьох інструментів:

- Кола взаємного визнання колег;
- Діалоги довіри з керівництвом;
- Програма наставництва з розвитку стійкості.

Результати показали позитивну динаміку MEI на 15-20%, покращення інклюзії та посилення міждепартаментної співпраці.

4. Вирівнювання управлінських процесів

Компанія інтегрувала показники CIIRS (SEI, MEI, CEI) у внутрішні обговорення зворотного зв'язку та запровадила щорічну ініціативу визнання «Стійкість у дії».

Результати:

Впровадження посилює комунікацію, довіру, адаптацію ветеранів та культурну стійкість. Інтервенції на основі CIIRS продемонстрували вимірвані покращення та підтвердили застосовність моделі в реальних умовах організації.

Сергій БЕРЛІНЕЦЬ / Sergii BERLINETS

Директор / Director

This Act confirms that the practical results of the dissertation «Transformation of Corporate Culture Management: Inclusion, Integration and Adaptation» by Liyousa Taghikilaniadamavadi have been implemented in LLC «Beiken Energy Ukraine» (hereinafter – the Company).

Implemented Elements (CIIRS Model):

1. Diagnostic Tools (Implemented)

The Company applied the dissertation's diagnostic methods: SEI, CEI, RII, and MEI baseline. These tools identified communication gaps, trust levels, and barriers in veteran integration.

2. Training & Development (Partially Implemented)

The Company adopted key CIIRS training elements, including diagnostic workshops, mentoring, and inclusion-based communication training. Early TEI components were used to monitor learning outcomes.

3. Motivational Management (Implemented Pilot)

A one-month pilot (6 veterans, 5 managers) introduced three tools:

- Peer Recognition Circles;
- Leadership Trust Dialogues;
- Resilience Mentorship Program.

Results showed a 15-20% positive trend in MEI, improved inclusion, and stronger cross-department cooperation.

4. Governance Alignment

The Company incorporated CIIRS indicators (SEI, MEI, CEI) into internal feedback discussions and introduced the «Resilience in Action» annual recognition initiative.

Outcomes:

Implementation strengthened communication, trust, veteran adaptation, and cultural resilience. The CIIRS-based interventions demonstrated measurable improvements and confirmed the model's applicability in a real organizational setting.



**Товариство з обмеженою відповідальністю
«ДІ-ПІ СЕРВІС»**

38751, Полтавська обл., Полтавський р-н, с. Розсошенці, вул. Комарова, 2а
e-mail: nikonenko@dp-service.com.ua; www.dp-service.com.ua
тел./факс: +38(050)305-63-14 / +38(0532)61-61-31

вих. № 12/229 від «10» грудня 2025 р.

ДОВІДКА

**про впровадження результатів дисертаційної роботи
ТАГІКІЛАНІДАМОВАНДІ ЛІЮСИ**

«Трансформація управління корпоративною культурою: інклюзія, інтеграція та адаптація»
поданої на здобуття наукового ступеня доктора філософії (PhD)
з галузі знань 07 Управління та адміністрування
за спеціальністю 073 Менеджмент

ТОВ «ДІ-ПІ СЕРВІС» цим підтверджує, що результати дисертаційного дослідження аспірантки кафедри управлінських технологій Університету економіки та права «КРОК» Тагікіланідамованді Ліюси на тему «Трансформація управління корпоративною культурою: інклюзія, інтеграція та адаптація» розглянуті та прийняті до впровадження у практичну діяльність компанії.

Керівництво компанії високо оцінює практичну значущість отриманих результатів дослідження, які спрямовані на удосконалення системи управління корпоративною культурою, розвиток інклюзивного середовища та підвищення адаптивності організації до сучасних соціально-економічних викликів.

Розроблені у дисертаційному дослідженні науково-методичні підходи, аналітичні інструменти та практичні рекомендації можуть бути використані для вдосконалення управлінських процесів, розвитку людського капіталу та підвищення ефективності функціонування підприємства.

З повагою,
Директор ТОВ «ДІ-ПІ СЕРВІС»

Т. І. Головчак



ТОВ «ФСВС ГРУП»

FSVS GROUP, LLC



15.12.2025, № 233-1/12

ДОВІДКА**про впровадження результатів дисертаційної роботи**

ТАГІКІЛАНІДАМОВАНДІ ЛІЮСИ

«Трансформація управління корпоративною культурою: інклюзія, інтеграція та адаптація»
поданої на здобуття наукового ступеня доктора філософії (PhD)
з галузі знань 07 Управління та адміністрування
за спеціальністю 073 Менеджмент

ТОВ «ФСВС ГРУП» підтверджує, що результати дисертаційного дослідження аспірантки Університету економіки та права «КРОК» Тагікіланідамаvandі Ліюси були впроваджені в діяльність підприємства.

У дисертаційному дослідженні розкрито сучасні підходи до трансформації корпоративної культури організації, формування інклюзивного середовища, а також розвитку механізмів інтеграції та адаптації працівників у корпоративному середовищі.

Практичну значущість становлять запропоновані автором рекомендації щодо розвитку корпоративної культури, удосконалення системи мотивації персоналу та підвищення ефективності управління людськими ресурсами.

Отримані результати можуть бути використані для вдосконалення управлінських процесів, розвитку персоналу та підвищення ефективності діяльності підприємства.

З повагою,

Директор**Сергій СУЛЬЖЕНКО**

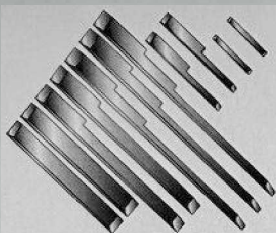
36004, Україна, м. Полтава, вул. Олександра Бідного, буд. 1, кв. 167
1, Oleksandra Bidnoho str., apt 167, Poltava city, 36004, Ukraine



+380 95 649 8229



office@fsvsgroup.com
www.fsvsgroup.com



УНІВЕРСИТЕТ "КРОК"

Україна, м. Київ, 03113,
вул. Табірна, 30-32, а/с 65
Тел.: (044) 339-99-09, 455-57-12
Тел./факс: (044) 456-84-28
krok@krok.edu.ua

Вих. № 14/3 від 26 грудня 2025 р.

ДОВІДКА

**про впровадження основних результатів
дисертаційної роботи Тагікіланідамаванді Ліюса,
аспірантки Університету економіки та права КРОК
на тему: «Трансформація управління корпоративною культурою: інклюзія,
інтеграція та адаптація»/ «Transformation of corporate culture management:
inclusion, integration and adaptation»**

Довідка видана Тагікіланідамаванді Ліюсі в тому, що надані нею методичні та практичні рекомендації щодо удосконалення системи та окремих функцій управління корпоративною культурою на підприємствах були впроваджені в освітній процес Університету економіки та права КРОК.

Зокрема, у освітній процес були впроваджені наступні положення та результати наукового дослідження:

методика оцінювання рівня розвитку корпоративної культури та заходи щодо посилення її адаптації до сучасних соціально-економічних умов;

заходи щодо покращення HR-бренду роботодавця через розвиток внутрішніх та зовнішніх комунікацій компанії;

пропозиції щодо формування позитивної корпоративної культури, здорового соціально-психологічного клімату, розвитку лідерства.

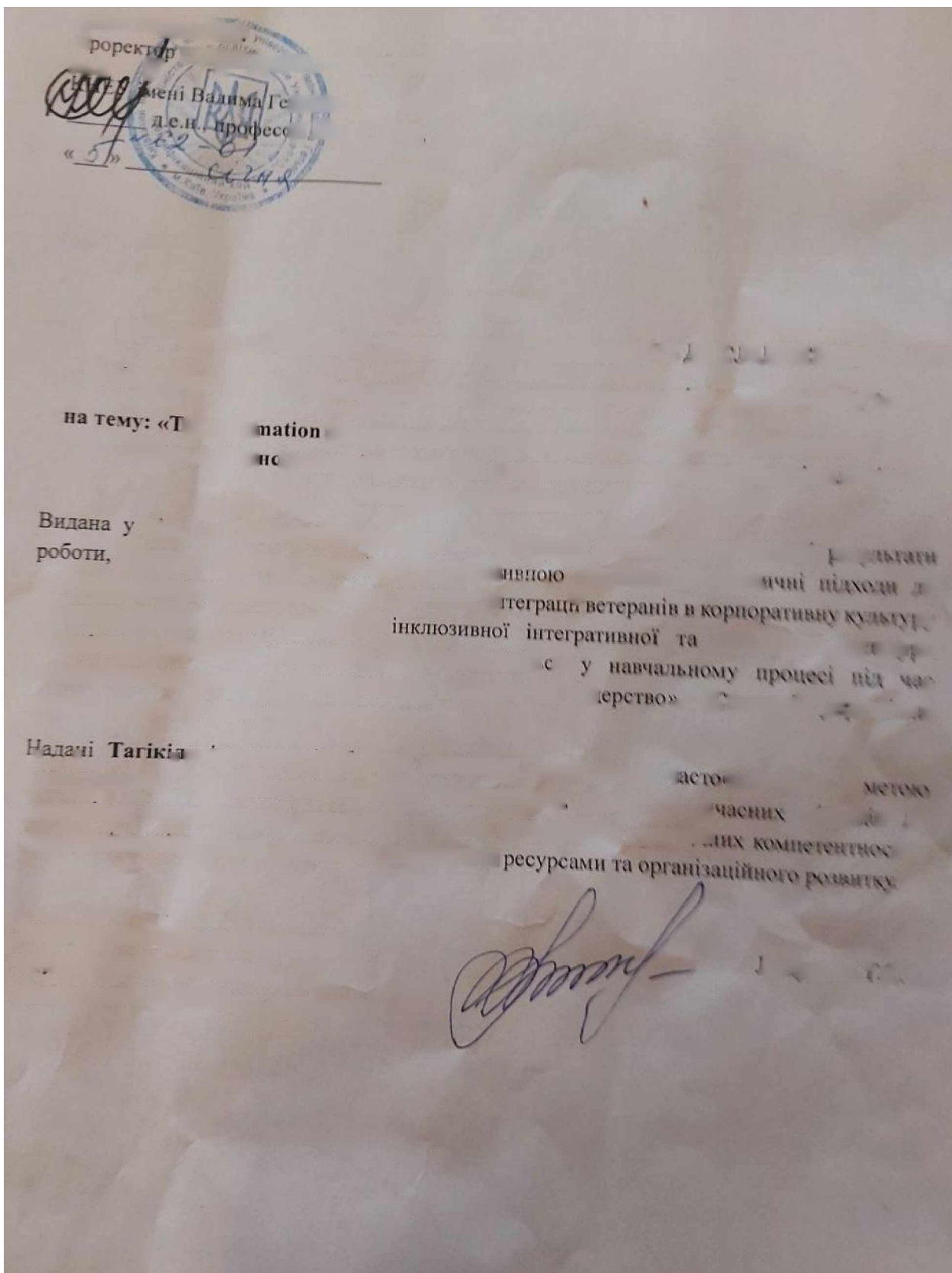
Зазначені пропозиції здобувачки ступеня доктора філософії освітньої програми «Менеджмент» Тагікіланідамаванді Ліюсі були використані при викладанні дисциплін «Менеджмент», «Маркетинг персоналу», «Лідерство і HR-менеджмент», що посилило їх гуманістичну спрямованість і сприяло формування Soft skills навичок у здобувачів.

Перший проректор



Наталія ЛІТВІН

Appendix A-5



Appendix B

Structure of the Organizational Entities (Cases) Involved in the Research

This appendix presents the composition of the 28 organizational units (cases) with independent managerial authority that participated in the empirical research on corporate culture transformation. The classification illustrates sectoral diversity and supports cross-sector diagnostic comparison within the CIIRS framework.

B.1 Distribution of organizational units (cases) with independent managerial authority

No.	Sector	Example Organizations	Number of organizational units (cases) with independent managerial authority	Adaptability Level*
1	Energy	Beiken Energy, Ukrnafta, UGV Service	19	High
2	Industrial	Interpipe Ukraine, Edelweiss-West	2	High
3	Education	Drohobych College, Poltava College	5	Medium
4	Construction	Vita Bud	1	Medium
5	Research	NDTI	1	Medium
—	Total	—	28	—

*Adaptability level reflects qualitative interpretation of CIIRS composite scores.

Continuation of Appendix B

B.2. Relevance of This Classification

- Ensures sectoral diversity across major organizational types operating in Ukraine;
- Reflects variation in corporate culture maturity levels within the observed sample;
- Allows cross-sector comparison of CIIRS indices (SEI, TEI, CEI, RII);
- Demonstrates that the CIIRS model is applicable across industrial, educational, construction, research, and service-oriented organizations.

Appendix C

Formulas and Diagnostic Indicators of the CIIRS Model

This appendix outlines the analytical methodology used to calculate the four core indices of the CIIRS (Cultural Integration and Inclusive Resilience System) model applied in this dissertation.

C.1. CIIRS Index Structure

No.	Index	Full Name	Purpose
1	CEI	Cultural Engagement Index	Assesses trust, collaboration, and innovation within the organizational environment.
2	RII	Resilience and Integration Index	Measures the company's ability to maintain motivation and integration after crises.
3	SEI	Social Environment Index	Evaluates inclusivity and social support for veterans and vulnerable groups.
4	TEI	Training Effectiveness Index	Assesses how effectively training enhances adaptation and learning.

C.2. General Calculation Method

All survey items were operationalized as binary variables (Yes = 1; No = 0) to ensure diagnostic consistency. Responses were aggregated within each thematic block corresponding to CEI, RII, SEI, and TEI.

The index value for each block was calculated as the arithmetic mean of the binary responses:

$$I = \frac{\sum_{i=1}^n x_i}{n}$$

where:

- I= index value (CEI, RII, SEI, or TEI);
- x_i = binary response to question i(1 = Yes; 0 = No);

Continuation of Appendix C

- n = total number of questions within the respective thematic block.

This calculation produces a proportional score ranging from 0 to 1, representing the share of positive responses within each diagnostic dimension.

To ensure comparability across companies and across indices with different numbers of items, all results were normalized to a 0–10 scale using Equation (2):

$$N_i = \frac{I_i - I_{min}}{I_{max} - I_{min}} \times 10$$

where:

N_i = normalized index value on a 0–10 scale;
 I_i = calculated proportional index value for organizational entity i ;
 I_{min} and I_{max} = theoretical minimum and maximum possible values of the respective index based on the number of binary indicators included in each block.

Since the proportional index I ranges from 0 to 1, the normalization procedure ensures a standardized 0–10 diagnostic scale for all CIIRS components.

The overall CIIRS composite score was calculated as a weighted average of the four normalized indices (Equation 3):

$$CIIRS = w_1 \cdot CEI + w_2 \cdot RII + w_3 \cdot SEI + w_4 \cdot TEI$$

where w_1, w_2, w_3, w_4 represent the weights assigned to each diagnostic dimension. In this study, equal weights were applied ($w_1 = w_2 = w_3 = w_4 = 0.25$) to reflect the conceptual interdependence and structural balance of the four core components within the CIIRS framework.

The resulting composite values were interpreted according to the following diagnostic scale:

Level	Range	Interpretation
Low	0 – 3.9	Weak inclusion and limited adaptability
Moderate	4 – 6.9	Partial inclusion and moderate organizational resilience
High	7 – 10	Strong inclusive and resilient corporate culture

Continuation of Appendix C

C.3. Indicator Interpretation

Individual diagnostic indices are interpreted using the same 0–10 scale applied to the composite CIIRS score:

- $CEI \geq 7 \rightarrow$ strong collaborative and innovation-oriented culture;
- $RII \geq 7 \rightarrow$ high organizational adaptability and integration capacity under crisis conditions;
- $SEI \geq 7 \rightarrow$ inclusive and socially mature organizational environment;
- $TEI \geq 7 \rightarrow$ training systems effectively support adaptation and continuous learning.

Scores within the range of 4–6.9 indicate moderate development of the respective dimension, while scores below 4 reflect limited institutionalization of the diagnostic component.

C.4. Status of the MEI Indicator

The Motivational Engagement Index (MEI), introduced in Chapter 3, serves as a complementary analytical instrument for assessing the effectiveness of motivational and integration programs within organizational settings. The MEI does not form part of the structural architecture of the CIIRS model, which is composed exclusively of four core indices—CEI, RII, SEI, and TEI. Instead, it functions as an auxiliary indicator that provides additional operational insight into the impact of managerial interventions without altering the conceptual or computational structure of the CIIRS framework.

C.5. Scope of the CIIRS Methodology

The CIIRS model is structured around four core diagnostic indices—CEI, RII, SEI, and TEI—and the composite CIIRS score derived from their weighted aggregation. These components constitute the formal architecture of the CIIRS diagnostic framework.

Other quantitative tools applied in this dissertation—such as the Growth Rate (GR), Pearson correlation coefficient, and ΔSEI —serve as auxiliary analytical or validation instruments. They support empirical interpretation and statistical verification of relationships between variables but do not form part of the structural or computational core of the CIIRS model.

Appendix D

This appendix presents the aggregated diagnostic results of the CIIRS model across the 28 Ukrainian organizational entities (cases) included in the empirical research.

The unit of analysis in this study is the *organizational entity (case)*. An organizational entity is defined as an autonomous managerial structure characterized by:

- independent managerial responsibility;
- distinct internal organizational practices;
- independent implementation of corporate culture, inclusion, and veteran integration policies.

In vertically integrated corporations, structurally differentiated units (e.g., divisions, directorates, corporate units) were treated as separate analytical cases when surveyed independently through responsible managerial representatives. Therefore, some large corporations are represented by multiple organizational entities within the sample.

All results are based on survey data collected in 2024–2025 and processed using the CIIRS diagnostic framework.

Table D.1

Aggregated CIIRS Diagnostic Results by Organizational Entity

Case	Organizational Entity (Company / Structural Unit)	CEI	RII	SEI	TEI	CIIRS (Overall)
C01	Poltava Drilling Company LLC	4.0	0.0	5.0	10	4.75
C02	Beiken Energy Ukraine LLC	4.0	5.0	10.0	10	7.25
C03	Drohobych College of Oil and Gas (Unit 1)	4.0	5.0	5.0	10	6.00
C04	Drohobych College of Oil and Gas (Unit 2)	8.0	10.0	5.0	10	8.25
C05	Drohobych College of Oil and Gas (Unit 3)	8.0	5.0	5.0	10	7.00
C06	Weatherford Ukraine LLC	8.0	10.0	10.0	10	9.50
C07	Interpipe Ukraine	10.0	5.0	5.0	10	7.50

Continuation of Appendix D

C08	Ukrnafta (Corporate Unit A)	10.0	5.0	5.0	10	7.50
C09	PJSC Ukrnafta (Corporate Unit B)	10.0	5.0	5.0	10	7.50
C10	Ukrnafta “Ukrsort-Service” Directorate	6.0	5.0	5.0	10	6.50
C11	Ukrnafta (Division 2)	10.0	5.0	5.0	10	7.50
C12	UGV-Service (Ukrgezvydobuvannya)	10.0	10.0	10.0	10	10.00
C13	Georozvidka LLC	8.0	0.0	5.0	10	5.75
C14	NDTI (Research Institute)	8.0	0.0	10.0	10	7.00
C15	PJSC Ukrnafta (Division 3)	10.0	5.0	5.0	10	7.50
C16	PJSC Ukrnafta (Division 4)	10.0	5.0	5.0	10	7.50
C17	PJSC Ukrnafta (Division 5)	10.0	10.0	10.0	10	10.00
C18	Vita Bud LLC	10.0	5.0	5.0	10	7.50
C19	Edelweiss-West LLC	8.0	0.0	0.0	10	4.50
C20	Carpathian UGR (Unit 1)	6.0	0.0	5.0	10	5.25
C21	Carpathian UGR (Unit 2)	6.0	5.0	5.0	10	6.50
C22	Zholet Invest Group LLC	4.0	0.0	5.0	10	4.75
C23	Alpha Gas LLC	4.0	0.0	5.0	10	4.75
C24	Enerhofinans LLC	8.0	0.0	5.0	10	5.75
C25	Poltava College of Oil and Gas (National University)	8.0	5.0	5.0	10	7.00
C26	Poltava College (Division 2)	8.0	0.0	5.0	10	5.75
C27	DP Service LLC	6.0	10.0	10.0	10	9.00
C28	FSVS Group LLC	10.0	10.0	10.0	10	10.00

Notes:

- CEI – Corporate Environment Index
- RII – Resilience Integration Index
- SEI – Social Environment Index

Continuation of Appendix D

- TEI – Training Effectiveness Index
- CIIRS (Overall) – Composite index derived from the four diagnostic dimensions.

Where a corporation includes multiple structural units (e.g., divisions, directorates, corporate units), each unit is treated as a separate organizational entity (case) due to independent managerial responsibility and distinct implementation of corporate culture policies.

Source: Author's calculations based on structured survey data (2024–2025)

Appendix E.1**Survey for Managers / Company Leaders**

Survey on Veteran Integration into Corporate Culture. This questionnaire is designed to collect information from company leaders regarding their organizational policies, practices, and readiness to integrate veterans.

Company Name: _____

Position: _____

Full Name: _____

Date: _____

No.	Question	Yes	No
1	Do veterans currently or previously work in your company?	<input type="checkbox"/>	<input type="checkbox"/>
2	Has your company considered employing veterans?	<input type="checkbox"/>	<input type="checkbox"/>
3	Is your corporate culture ready for effective veteran integration?	<input type="checkbox"/>	<input type="checkbox"/>
4	Does your company provide special training or resources to support veteran integration?	<input type="checkbox"/>	<input type="checkbox"/>

Continuation of Appendix E1

5	Does your company have policies or guidelines ensuring an inclusive environment for veterans?	<input type="checkbox"/>	<input type="checkbox"/>
6	Do veterans face unique challenges when integrating into your corporate culture?	<input type="checkbox"/>	<input type="checkbox"/>
7	Have company leaders undergone diversity management training including veteran integration?	<input type="checkbox"/>	<input type="checkbox"/>
8	Do you believe veteran integration positively affects resilience and adaptability of your organization?	<input type="checkbox"/>	<input type="checkbox"/>
9	Has your company experienced difficulties retaining veterans as long-term employees?	<input type="checkbox"/>	<input type="checkbox"/>
10	Is your company open to implementing new strategies to improve veteran integration in the future?	<input type="checkbox"/>	<input type="checkbox"/>

Appendix E.2

Survey for Veterans / Employees

Survey on Veteran Integration into Corporate Culture. This survey aims to identify the experiences, needs, and expectations of veterans regarding their adaptation and inclusion in corporate environments.

Company Name: _____

Position / Role: _____

Full Name: _____

Date: _____

No.	Question	Yes	No
1	Are you currently or have you been employed after returning from military service?	<input type="checkbox"/>	<input type="checkbox"/>
2	Did you receive support or adaptation programs upon employment?	<input type="checkbox"/>	<input type="checkbox"/>
3	Do you believe your company's corporate culture is inclusive for veterans?	<input type="checkbox"/>	<input type="checkbox"/>
4	Do you receive adequate training or mentorship support at work?	<input type="checkbox"/>	<input type="checkbox"/>
5	Do you feel comfortable within the team as a veteran?	<input type="checkbox"/>	<input type="checkbox"/>

Continuation of Appendix E2

6	Have you experienced bias or discrimination in the workplace?	<input type="checkbox"/>	<input type="checkbox"/>
7	Does your company have policies that support veterans?	<input type="checkbox"/>	<input type="checkbox"/>
8	Does the corporate culture contribute to your post-service adaptation?	<input type="checkbox"/>	<input type="checkbox"/>
9	Do you believe your participation enhances team resilience and cohesion?	<input type="checkbox"/>	<input type="checkbox"/>
10	Do you have suggestions to improve veteran support within your company?	<input type="checkbox"/>	<input type="checkbox"/>

Appendix F

Pilot Implementation of the CIIRS Model at Beiken Energy Ukraine

The one-month pilot of the Cultural Integration and Inclusive Resilience System (CIIRS) was carried out at Beiken Energy Ukraine to assess inclusion, adaptability, and resilience within corporate culture.

Table F.1 – CIIRS Pilot Implementation Results (Beiken Energy Ukraine)

Indicator	Before	After	Change	Interpretation
SEI (Social Environment Index)	0.67	0.79	+0.12	Improved communication (+10% trust, +15% interaction).
TEI (Training Effectiveness Index)	5.4	6.8	+1.4	Higher adaptability and learning transfer.
RII (Resilience Integration Index)	5.1	6.7	+1.6	Stronger resilience and motivation.
MEI (Motivational Engagement Index)	5.0	6.0	+1.0	Greater employee engagement.
CIIRS (Composite Score)	5.3	6.9	+1.6	Transition to a high level of inclusion and resilience.

Source: Author's pilot implementation, 2025.

The pilot confirmed the applicability of CIIRS as a diagnostic tool for inclusive and adaptive corporate-culture development.

APPENDIX G

LIST OF PUBLICATIONS ON THE TOPIC OF THE DISSERTATION

In specialized scientific journals indexed in international scient metric databases

1. Taghikilanidamavandi Liyousa. Building a culture of excellence by transforming toxic corporate environments. *Social and Labour Relations: Theory and Practice*, Vol. 13, No. 2, 2023, pp. 33–41. DOI: 10.21511/slntp.13(2).2023.04
(0.56 printed sheets)
2. Taghikilanidamavandi Liyousa. Inclusive leadership and corporate culture management: strategies of inclusion and adaptation for veteran integration. *Scientific Notes of the University “KROK”*, No. 3(79), 2025, pp. 311–325. DOI: 10.31732/2663-2209-2025-79-311-326
(0.94 printed sheets)
3. Shchetinina Liudmyla; Rudakova Svetlana; Petrova Irina; Rudakov Oleksandr; Taghikilanidamavandi Liyousa; Vasylenko Andrii. Electronic Human Resources Management as a Crucial Factor of Ukrainian Business Renovation. *Intelligent Sustainable Systems (WorldS4 2025)*, Vol. 6, pp. 158–168. DOI: 10.1007/978-3-032-11524-9_13
(0.69 printed sheets total, including author's contribution – 0.11 printed sheets)
4. Petrova Iryna; Taghikilanidamavandi Liyousa. Human capital development as an instrument of cultural transformation. *Social and Labour Relations: Theory and Practice*, Vol. 15, No. 2, 2025, pp. 32–40. DOI: 10.21511/slntp.15(2).2025.03
(0.56 printed sheets total, including author's contribution – 0.28 printed sheets)

Continuation of Appendix G

5. Taghikilanidamavandi Liyousa. The Economic and Social Role of Knowledge Adaptation in Corporate Cultures of Crisis-Affected Organizations. *GRAIL OF SCIENCE*, No. 61, 2026, pp. 131–141. DOI: 10.36074/grail-of-science.23.01.2026
(0.69 printed sheets)

6. **Petrova Iryna, Taghikilanidamavandi Liyousa.** Systemic integration of crisis-affected workforce as a mechanism for preserving labor potential. *Економіка та суспільство* (Economy and Society), Issue 82, 2025, pp. 134–140. DOI: 10.32782/2524-0072/2025-82-190.
(0.44 printed sheets)

Other international peer-reviewed journals

7. Taghikilanidamavandi Liyousa. Unlocking potential: embracing neurodiversity and mental health in the workplace. *Economics, Finance and Management Review*, Vol. 4, No. 4, 2024, pp. 80–93. DOI: 10.36690/2674-5208-2024-4-80-93
(0.88 printed sheets)

International conferences

8. Taghikilanidamavandi L.; Petrova I. Corporate Culture Management and the Measurement of Veteran Integration. International Scientific and Practical Conference, Austin, USA, 2025, pp. 78–83
(0.38 printed sheets total, including author's contribution – 0.19 printed sheets)

9. Taghikilanidamavandi L.; Petrova I. Navigating Through Storms: Organizational Resilience, Managerial Adaptation, and Corporate Culture Change Amidst the Ukrainian War. ICEAF Conference, Estonia, 2024. DOI:

Continuation of Appendix G

10.36690/ICEAF-2024-44-45

(0.38 printed sheets total, including author's contribution – 0.19 printed sheets)

10. Taghikilanidamavandi L. Harmony Across Generations: Crafting an Integrated Corporate Culture Model. Estonia Conference, 2023
(0.31 printed sheets)

National conferences

11. Petrova Iryna; Taghikilanidamavandi Liyousa. New approach to corporate culture: innovating for post-crisis management resilience. Ukraine Conference, 2025
(0.50 printed sheets total, including author's contribution – 0.25 printed sheets)
12. Taghikilanidamavandi Liyousa. Marketing Instruments of Corporate Culture Management: The Role of Digital Signaling. Kyiv, 2025
(0.25 printed sheets)
13. Taghikilanidamavandi Liyousa. Transformative Corporate Culture: Advancing Crisis Adaptability and Strategic Responsiveness. Kyiv, 2024
(0.25 printed sheets)
14. Taghikilanidamavandi Liyousa. Unity in Adversity: Strengthening Ukrainian Corporate Culture Through Veteran Inclusion and Business Resilience. Ukraine, 2024, pp. 76–80
(0.31 printed sheets)
15. Taghikilanidamavandi Liyousa. Veterans at the Forefront of Innovation: A Driver for Economic Growth Through Transforming Corporate Culture Management. Kyiv, 2023
(0.25 printed sheets)

16. Taghikilanidamavandi Liyousa; Petrova Iryna. The importance of emotional intelligence in corporate culture. Kyiv, 2022
(0.50 printed sheets total, including author's contribution – 0.25 printed sheets)

TOTAL:

Total volume: 8.12 printed sheets

Personal contribution: 6.02 printed sheets

Information about the Approval of the Dissertation Results

(To be completed after official approval and defense.) The main scientific results of the dissertation were discussed and approved at the meeting of the Department of Management, University of Economics and Law “KROK”. Implementation certificates and confirmation of practical application will be added after final defense.