



## КОРПОРАТИВНЕ УПРАВЛІННЯ ТА МЕНЕДЖМЕНТ В ЕКОНОМІЦІ

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CORPORATE GOVERNANCE  
AND MANAGEMENT IN ECONOMY

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### ADAPTATION STRATEGIES IN CORPORATE CULTURE MANAGEMENT IN A CRISIS-AFFECTED ECONOMY

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*The current research seeks to explore the effect of inclusion, leadership, and training on the adaptation process of the work force during a crisis in Ukrainian companies. CIIRS and Social Environment Index have been used to measure the adaptability in 28 business organizations. It has been found that there is a differentiation among sectors in terms of communication, inclusion, and motivation. Management systems and practices play an important role in the process of adaptation.*

**Keywords:** *corporate culture management; training and development; motivation; inclusive management; leadership development; strategies of inclusion and adaptation.*

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An economy in the post-crisis state, such as Ukraine, emphasizes adaptation in organizations in helping with recovery<sup>1</sup>. Organizations are small-scale models for how to rebuild on a larger scale, with the rebuilding of trust, leadership, and participation in company cultures indicating the rebuilding of economic systems (Schein,

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<sup>1</sup> Ukraine Macro Poverty Outlook. *World Bank*. URL: <https://www.worldbank.org/en/country/ukraine> (accessed: 05.01.2026).

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2017; Denison et al., 2014). The current economic context in crisis-hit economies, especially in transition and post-conflict societies, has presented organizations with a good opportunity to reconsider the workings of corporate culture (Weick, Sutcliffe, 2015). At the same time, the Ukrainian economy is experiencing a dual structural pressure. The first pressure is war-related and is expressed through large-scale population displacement, workforce losses, and damage to productive capacity<sup>2</sup>. According to the monitoring organizations that track the issue internationally, more than 5.7 million Ukrainians are currently registered as refugees abroad<sup>3</sup>, and about 3.7 million are living within the country as internally displaced people<sup>4</sup>.

This has directly affected the workforce<sup>5</sup>. In parallel, surveys of enterprises indicate that during the first year of the war approximately 31.7% of Ukrainian businesses fully or almost fully suspended operations, while operating firms reported an average turnover decline of over 30% compared to the pre-war period<sup>6</sup>.

The management of corporate culture has become one of the primary methods of resilience and inclusion in the current constantly changing environment (Lengnick-Hall et al., 2018; Shore et al., 2020). The need to include several sections of employees, especially the displaced, requires more than just awareness on the management side. In the case of Ukraine, which has a challenged reconstruction economy, organizations are micro-worlds of reconstruction.

The second pressure affecting Ukrainian organizations is global in nature and relates to accelerated restructuring of jobs driven by technological change. According to the World Economic Forum, it is anticipated that about 22% of jobs will potentially be disrupted<sup>7</sup>, resulting in the loss of 92 million jobs, but also the emergence of 170 million new jobs, in the year 2030<sup>8</sup>. Though this shift indicates a positive trend in terms of the overall increase in the job market, it also calls for quick reskilling, retooling, and retention of the workforce on the part of the organization<sup>9</sup>. Coming to the Ukrainian situation, the aforementioned trend meets the Ukraine labor market, which is limited due to conflict<sup>10</sup>. This critical transition between models requires three factors to have been accomplished: the return of trust, the boosting of motiva-

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<sup>2</sup> Economic losses from Russia's war against Ukraine. Kyiv School of Economics. URL: <https://kse.ua> (accessed: 05.01.2026).

<sup>3</sup> Ukraine Refugee Situation. *UNHCR*. URL: <https://data.unhcr.org/en/situations/ukraine> (accessed: 05.01.2026).

<sup>4</sup> Ukraine Displacement Tracking Matrix. *IOM*. URL: <https://dtm.iom.int/ukraine> (accessed: 05.01.2026).

<sup>5</sup> Macroeconomic and Inflation Report. *National Bank of Ukraine*. URL: <https://bank.gov.ua> (accessed: 05.01.2026).

<sup>6</sup> Economic Impact Assessment of War in Ukraine. *UNDP*. URL: <https://www.undp.org> (accessed: 05.01.2026).

<sup>7</sup> The Future of Jobs Report 2025. *World Economic Forum*. URL: <https://www.weforum.org/reports/the-future-of-jobs-report-2025> (accessed: 05.01.2026).

<sup>8</sup> *Ibid.*

<sup>9</sup> *Ibid.*

<sup>10</sup> Macroeconomic and Inflation Report. *National Bank of Ukraine*. URL: <https://bank.gov.ua> (accessed: 05.01.2026).

tion, and the incorporation of inclusive policies within the organization (Deci Ryan, 2020; Goleman, 2021). This new way of thinking places the issue of management integration at the top of priorities. Here, management serves as the bridge between individual flexibility and organizational performance (Edmondson, 2019).

In organizations dealing with a crisis, the following challenges are noticed: poor communication, a lack of teamwork, and a drop in trust (Edmondson, 2019; Shore et al., 2020). Because of such challenges, there is a need for management to have models linking training, motivation, and leadership development with criteria of inclusivity and resilience (Garavan et al., 2021). These challenges are further reinforced by measurable labor-market constraints. Business surveys conducted during the wartime period show that more than 60% of Ukrainian enterprises report difficulties in recruiting qualified personnel<sup>11</sup>, despite the presence of formal unemployment. This is a reflection of a structural mismatch as opposed to cyclical unemployment, and this accentuates the necessity of interventions on the organizational level.

Given these circumstances, it is imperative to analyze the management of corporate culture as a critical determinant of workforce resilience within crisis-stricken economic environments. However, despite the growing body of literature on resilience in organizations, inclusive leadership, and adaptation of the workforce, current research still appears fragmentary and mostly confined to stable economic environments. What is more, there is a clear lack of comprehensive diagnostic tools that would allow for the evaluation of integration between inclusive leadership, training, and other factors responsible for adaptation in times of crises. Such a situation becomes especially pertinent in countries emerging from armed conflicts like Ukraine, which are characterized by constant economic and social instability, labor force disruption, and labor shortages.

Nonetheless, the vast majority of existing research on culture change, resilient leadership, and inclusion is conducted in a vacuum with respect to the various ways in which these intersect (Lengnick-Hall et al., 2018; Shore et al., 2020). There is very minimal evidence related to the influence of inclusive management approaches in terms of workforce adaptability in the post-crisis period.

Current research has raised the interest in crisis leadership and organizational resilience, though it tends to explore these phenomena in isolation from each other. Resilient leadership was found to influence employee resilience during crisis situations, and adaptive leadership is increasingly viewed as one of the critical capacities of organizations under turbulent circumstances (Zhang, 2024; Sott, Bender, 2025). At the same time, recent reviews related to crisis leadership demonstrate that existing frameworks fail to take into account the social aspect of leadership during a crisis (Lehtonen et al., 2025). Empirical studies as well as review papers confirm that the elements of trust, communication, learning, and managerial support remain relevant to resilience and adaptation. Nevertheless, no framework was proposed which

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<sup>11</sup> Economic losses from Russia's war against Ukraine. Kyiv School of Economics. URL: <https://kse.ua> (accessed: 05.01.2026).

could provide means of evaluation of organizational ability to cope with crises by using criteria like inclusion, leadership, and training (Zhang, 2024; Sott, Bender, 2025; Lehtonen et al., 2025). Whereas research related to crisis resilience is becoming broader at the individual level, there still appears a need for empirical investigation in building an integrated framework. However, despite the attention given to the above-mentioned aspects, previous research has not provided an integrated view combining inclusion, training, and leadership development into a single diagnostic framework for post-crisis organizations. Critically, most of the research has been in stable economies, treating resilience and adaptability as simple skills. This approach does not sufficiently account for the unique and complex issues that organizations in post-conflict countries are dealing with. For economies such as Ukraine, where organizations have to function while the country's basic systems are unstable due to displacement and uncertainty, existing frameworks are not sufficient. The Ukrainian context requires models that combine social inclusion, leadership empathy, and diagnostic assessment to measure adaptability under crisis pressure.

In addition to this, the current literature lacks appropriate empirical data on how the interaction between these elements occurs in a single system as well as a methodology for assessing workforce adaptability in such circumstances. Such a limitation makes it difficult for research to be put into practice, and highlights the need for a holistic approach for diagnosing such relationships.

**Purpose of the article** is to examine and empirically assess the impact of corporate culture management, particularly inclusion, leadership, and training, on workforce adaptability in crisis conditions in Ukrainian enterprises, and to evaluate their interaction within an integrated diagnostic framework.

This study provides new empirical evidence regarding knowledge by highlighting an integrating approach, known as the Cultural Integration and Inclusive Resilience System (CIIRS), and its diagnostic part, known as the Social Environment Index (SEI). These constructs together form a data-based approach in estimating the joint effects of inclusion, leadership, and training on adaptability and resilience in crisis-hit economies. CIIRS was created by the author and presented in his preceding publications (Taghikilamidamavandi, 2024). The framework was pilot-tested across several Ukrainian businesses, with the goal of strengthening their inclusiveness, adaptability, and cultural resilience. Although the idea of CIIRS had been mentioned by the author previously, what makes the current study unique is the actual application of CIIRS to 28 companies in Ukraine as well as the comparative analysis of how different industries cope with crises. All of these theoretical approaches emphasize that adaptability is something that needs to be considered as more than just one of many skills.

**Research methods.** This research applies a mixed methods approach that combines diagnostic quantitative measurements with qualitative analysis in order to explore the connection between inclusion, leadership, training, and adaptability of the labor force during a crisis. The quantitative scale was composed of ten indicators (Q1—Q10) that were coded using a binary code in the survey data set used to determine whether certain organizational practices existed in the organizations.

The questions in the survey were categorized analytically according to the three main elements in SEI, which are: trust, communication, and inclusion. These categories were then used to build composite scores for the organization. The quantitative part relies on the data obtained through diagnostics conducted on a sample of twenty-eight Ukrainian companies engaging in the industrial, energy, and educational segments. Table 1 presents the sectoral composition of the research sample.

By aggregating the survey results at the organizational level, each enterprise was treated as an independent unit of analysis. This approach provided a consistent framework for cross-sector comparison while ensuring the distinct profile of each firm remained central to the study. The criteria for the choice were companies continuing operation during the crisis and willing to take part in organizational diagnostics on the subjects of corporate culture and the adaptability of their workforce. For the sake of preserving confidentiality, the companies have been anonymized. *Beiken Energy* is referred to by name with explicit approval from the organizations involved and is used as a representative pilot case in particular for exemplifying the application of the CIIRS Framework. All other firms participating in this research are anonymized. It is important to note that the selected sample is not random but rather includes only those organizations which have remained operational during the period of the crisis and chose to take part in the study. In consequence, the results obtained might be affected by selection and survivorship biases favoring more adaptable organizations. The selected sample includes organizations that continued functioning in times of war, making them appropriate subjects for analysis in terms of adaptability of corporate culture.

Sample size corresponds to the number of organizations available for conducting deep diagnostic in wartime and correlates with practical research of organizations undergoing crisis.

The research design is structured into three main phases: diagnosis, implementation, and evaluation (Creswell, Plano Clark, 2018). During the diagnosis stage, the

**Table 1. Sectoral composition and diagnostic relevance of the research sample**

Sector	Number of companies, <i>n</i>	Share of sample, %	Crisis exposure level *	Workforce stability risk **
Energy	9	32.1	High	High
Industry	11	39.3	Medium—High	Medium
Education	8	28.6	Medium	Medium—High
T o t a l	28	100.0	—	—

Note. Sector classification reflects the primary operational activity of participating enterprises. \* Crisis exposure level reflects operational impact of wartime conditions; \*\* Workforce stability risk reflects retention volatility. All firms are anonymized except *Beiken Energy*.

Source: developed by the authors based on diagnostic data collected from the surveyed enterprises.

primary evaluation included the culture of the organization, communication within the organization, and motivation among employees. At the implementation stage, programs for both inclusion and training were conducted according to the CIIRS model. In the evaluation stage, the pace of resilience within the organization and among employees was measured with the help of primary indicators, particularly Social Environment Index (SEI). The process was supported by specific indicators, which were calculated using data from the survey results and the Social Environment Index and how influences of the integration process could contribute to changes in the culture of corporations (Denison, 2000; Duchek, 2020). This proposed research work highlighted the 'human side' of change related to emotions and participation.

Methodology of the study included two stages. First of all, quantitative diagnosis was performed in order to detect any trends within an organization. Next, such trends were studied on the qualitative level in order to determine their validity and applicability to practical organizational situation. The SEI tool is designed under the CIIRS system (Taghikilamidamavandi, 2024), which serves as the main instrument used in the study. This tool facilitates the analysis of inclusivity, communication, and cohesion in an organization's social environment. The Social Environment Index enables understanding of the internal dynamics of the social environment of the organization. It does so by analyzing the strength of trust, communication, and inclusion. It also analyzes the overall effectiveness of management related to flexibility, participation, and coordination. The SEI provides a composite measure of organizational social cohesion, where higher scores indicate stronger inclusion, communication, and trust. A higher score indicates a high level of inclusiveness (Shore et al., 2020; Taghikilamidamavandi, 2024).

All elements of the Social Environment Index are measured using standardized measurements and then combined to form an index score, which allows for comparisons between different levels of trust, communication, and inclusivity among firms. This approach ensures that benchmarking is consistent and comparable. The SEI is computed on the basis of the following formula

$$SEI = \frac{T_c + C_f + E_i}{3}, \quad (1)$$

whereas  $T_c$  stands for the level of trust and cohesion among personnel,  $C_f$  signifies communication frequency and feedback quality, and finally,  $E_i$  measures employees' sense of belonging or their inclusion in decision-making. The scores given to each variable include scores ranging from 0 to 10. A score of 0 means the companies have very low levels of acceleration in social structure development. A score of 10 means they have very high acceleration. Scores above 7.0 depict companies with high social cultures that can adapt. Companies with scores ranging between 5.0—7.0 have moderate levels of inclusiveness. Companies with scores below 5.0 experience fragmentation and hence need restructuring. Rather than acting as a standalone psychometric test, the SEI functions as a diagnostic composite. Such an approach allows for a systematic analysis and comparison of organizational flexibility in different firms. Information was obtained through structured surveys and self-asses-

Table 2. War-driven labor and business constraints in Ukraine

Indicator	Value	Implications for organizational adaptability
Ukrainians registered as refugees abroad	~5.7 million	Reduction of available workforce and leadership pipeline
Internally displaced persons	~3.7 million	Disruption of workforce stability and regional job matching
Enterprises that suspended operations (first year of war)	31.7%	Loss of organizational continuity and institutional knowledge
Average turnover decline among operating firms	>30%	Constraints on training and development investments
Enterprises reporting recruitment difficulties	>60%	Structural labor shortages despite formal unemployment
Jobs projected to be disrupted globally by 2030 (WEF)	~22%	External pressure for accelerated reskilling and redeployment

Note. Indicators reflect aggregated macroeconomic and labor market disruptions affecting Ukrainian enterprises during wartime conditions.

Source: compiled by the authors based on: UNHCR. URL: <https://data.unhcr.org/en/situations/ukraine> (accessed: 05.01.2026); IOM. URL: <https://dtm.iom.int/ukraine> (accessed: 05.01.2026); UNDP. URL: <https://www.undp.org> (accessed: 05.01.2026); Kyiv School of Economics. URL: <https://kse.ua> (accessed: 05.01.2026); World Economic Forum. URL: <https://www.weforum.org/reports/the-future-of-jobs-report-2025> (accessed: 05.01.2026).

Table 3. Empirical coverage of key corporate culture dimensions in crisis-related research

Research dimension examined	Share of empirical studies, %	Typical economic context	Use of diagnostic indices, %
Leadership resilience only	42	Stable/developed economies	9
Training and development only	36	Stable/transition economies	7
Inclusion practices only	28	Developed economies	12
Leadership + training (combined)	19	Mostly non-crisis contexts	6
Inclusion + leadership (combined)	14	Stable economies	5
Inclusion + training (combined)	11	Non-conflict contexts	4
Integrated inclusion, leadership, and training	<5	Rare; mostly conceptual	<3
Post-conflict/wartime organizational studies	<7	Ukraine, Middle East, Balkans	<2

Note. Percentages reflect relative representation of research themes identified through literature synthesis.

Source: developed by the authors based on systematic synthesis of empirical studies in organizational resilience, corporate culture, and crisis management literature.

ments conducted within each organization, thus providing insight into the social processes and managerial strategies within an organization that can affect worker flexibility. The quantitative scale consisted of ten structured measures (Q1—Q10), which were coded in binary format in the survey data set used for assessing whether

**Table 4. Sectoral distribution of Social Environment Index (SEI) Scores**

Sector	Number of companies, $n$	Mean SEI Score	SEI Score Range
Energy	9	7.6	6.9—8.1
Industry	11	7.4	6.8—7.9
Education	8	6.5	5.8—7.1
Overall	28	7.3	5.8—8.1

Note. SEI values are calculated using the composite index combining trust ( $T_c$ ), communication ( $C_f$ ), and inclusion ( $E_i$ ).

Source: developed by the authors based on SEI diagnostic results.

**Table 5. Strategic programs for improving the social environment and quantified outcomes**

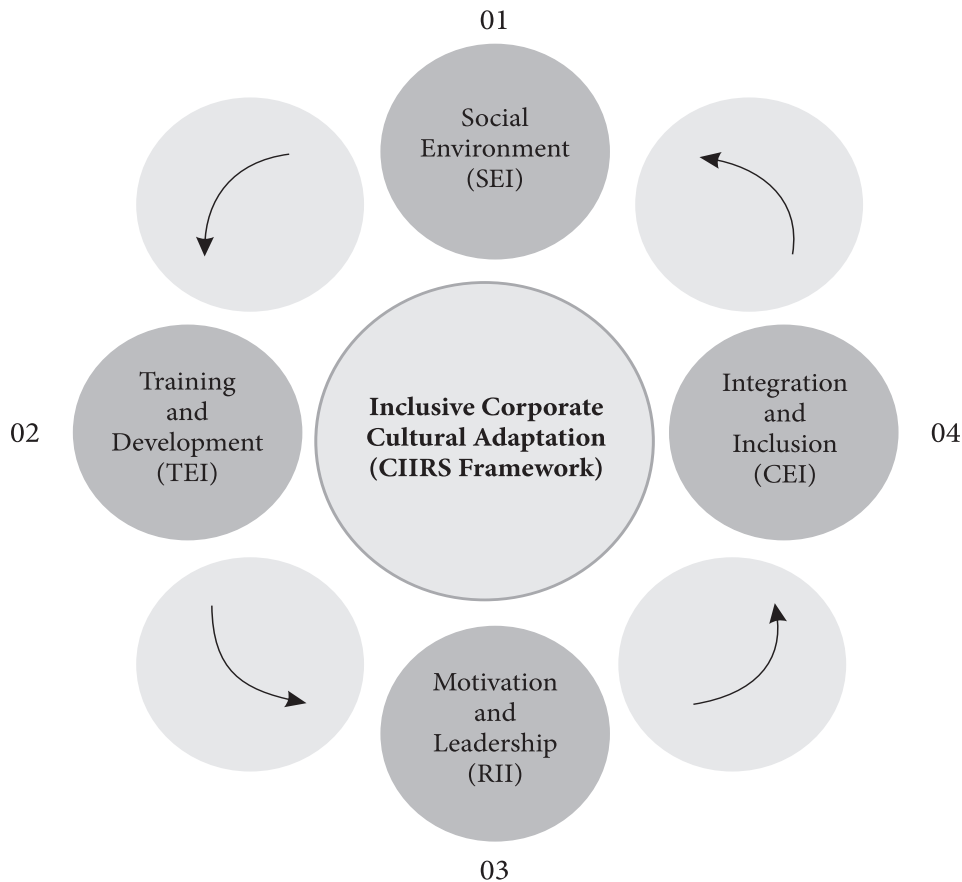
Program type	Objective	Key activities	Mean SEI change	$\Delta T_c$	$\Delta C_f$	$\Delta E_i$
Inclusive Communication Training	Transparency & feedback	Meetings, feedback loops	0.4	0.5	0.6	0.3
Mentoring Programs	Integration support	Coaching, mentoring	0.5	0.6	0.4	0.5
Motivation Systems	Engagement	Incentives	0.3	0.4	0.3	0.2
Learning Platforms	Skill development	E-learning	0.5	0.4	0.5	0.6
Collaboration Projects	Teamwork	Cross-teams	0.4	0.5	0.4	0.3

Note.  $\Delta$  indicates average change in SEI components following program implementation. Source: developed by the authors based on comparative SEI diagnostics before and after implementation.

**Table 6. Sectoral distribution of SEI Scores and Component Indicators**

Sector	Mean SEI	$T_c$	$C_f$	$E_i$
Energy	7.6	7.9	7.7	7.2
Industry	7.4	7.6	7.5	7.1
Education	6.5	6.8	6.6	6.2

Note. Component values reflect average normalized scores across surveyed enterprises. Source: developed by the authors based on SEI component analysis.



Conceptual framework of the Cultural Integration and Inclusive Resilience System (CIIRS). The model integrates key dimensions of corporate culture adaptability, including inclusion, leadership, training, and diagnostic indices (SEI, CEI, RII, TEI)

Source: constructed by the authors based on the CIIRS framework (Taghikilanidamavandi, 2024).

certain organizational practices exist within the firms. The quantitative study involved comparing and correlating inclusion practices, level of leadership involvement, extent of training, and organizational flexibility. The qualitative part involves conducting semi-structured interviews to identify the accuracy of the findings and to offer deeper insights into the issues related to flexibility and inclusion. Combining quantitative diagnostics and validation by semi-structured interviews ensures that the accuracy of the findings is less prone to single-source bias. Because of the observational nature of the study, its analysis focuses more on discovering patterns and associations than establishing direct causation. The comparative analysis helps in discovering trends and the best practices for organizational adaptability. The diagnostic analysis is useful in evaluating whether the SEI model is applicable to organizational resilience analysis. Ethical considerations have been maintained throughout the study, in that participants were willing volunteers, all company data was kept confidential, and only used for analytical purposes.

**Main results of the study and their discussion.** The findings of this research must be understood in relation to the literature on organizational resilience, inclusive leadership, and adaptable organizations. Consistent with past literature (Edmondson, 2019; Shore et al., 2020), this research validates the importance of trust and communication in developing organizational resilience. While previous research was carried out in normal times, this research demonstrates that, during a time of crisis, the mentioned factors function as interrelated processes. The empirical approach integrates macro-contextual limitations with meso-level organizational analyses to provide a holistic picture of corporate culture's ability to adapt to crisis situations.

Table 2 highlights the effects of structural labor and economic dislocations affecting Ukrainian companies amid the crisis situation. The above-mentioned factors form the organizational environment within which adaptability is assessed.

The data shown in Table 2 reveal that Ukrainian firms face concurrent challenges related to staff displacement, reduced capacity, and labor shortage. These factors significantly limit traditional means of staff management, thus fostering the dependence of the companies on internal resources. Communication, inclusion, and leadership become crucial aspects that ensure adaptability during the period of crisis. In order to integrate the above findings into the theoretical context of corporate research, Table 3 summarizes the existing studies concerning the relationship between corporate culture and crisis adaptability.

As highlighted by Table 3, there is evident fragmentation in the existing literature where leadership, training, and inclusion are examined in separate categories. It is also worth noting that the limited number of studies conducted regarding the post-conflict setting further highlights the existence of the gap in the existing literature that demands an integrative framework like the CIIRS. In this regard, the present study seeks to focus on the Social Environment Index (SEI), whereby the interplay between trust, communication, and inclusion determines the organizational flexibility. Table 4 provides a description of SEI score distribution across various sectors from the sample analysis.

As seen in Table 4, operational entities in the energy and manufacturing industries display that the presence of effective information exchange serves as a primary driver for increased workforce adaptability, leadership participation, and effective management practices. Low scores in SEI do not effectively incorporate these components. In order to demonstrate how the SEI can be used, the scores for a single organization were determined as follows:  $T_c = 7.8$ ;  $C_f = 7.6$ ;  $E_i = 7.1$ , resulting in an overall SEI score of 7.5. The above figure clearly indicates the usefulness of the index and its effectiveness in measuring balanced growth in key areas of organizational flexibility.

Additionally, SEI operates within the larger CIIRS model where several indices such as TEI, RII, and CEI amongst others make up the measures of flexibility. As depicted in Table 5, the impact of strategic programs on SEI indices is shown below.

Table 5 presents the findings that show mentoring and adaptive learning processes to be the most impactful factors affecting the improvement of SEI components, especially with regards to building trust and inclusion. It becomes clear from

the presented findings that a series of development efforts result in better results compared to standalone actions. Thus, the hypothesis that adaptability within organizations is driven by systemic management techniques has been validated. A detailed breakdown of the SEI components is provided in Table 6.

According to the results depicted in Table 6, the weakest element among all sectors appears to be the inclusion element, which suggests an important deficit in the process of corporate culture development amid the crisis situation. This means that even though the communication and trust elements perform better comparatively, it turns out to be challenging for the organization to incorporate inclusion into its internal processes. Importantly, it needs to be recognized that the connection between SEI ratings and organizational performance is not necessarily causal because of the observational nature of the research. Figure presents the CIIRS framework.

The CIIRS approach was also piloted at Beiken Energy, where the SEI increased from 6.2 to 8.1.

Although this represents a significant improvement in terms of group cohesiveness and communication, the research fails to examine retention and motivation issues, and any consequences in these areas must be considered as suggestive rather than scientifically confirmed.

## CONCLUSION

The results confirmed that to successfully manage the culture within economies affected by crises, it is necessary to have a universal and inclusive method that merges training and motivation programs with leadership and social communication processes into one dynamic model. The model of Cultural Integration and Inclusive Resilience System (CIIRS) and its assessment tool, Social Environment Index (SEI), have been identified to bear usefulness in assessing and increasing the inclusiveness and resilience levels of business environments. Data collected from twenty-eight enterprises in Ukraine indicated that the results of SEI improved adaptability and motivation directly because it increased participation and communication. However, these relationships should be interpreted as indicative associations rather than strictly causal effects, given the observational and cross-sectional nature of the research design.

Based on the findings of SEI, an inclusion-oriented managerial approach supports social integration and learning processes. The use of the CIIRS concept in a pilot study conducted at Beiken Energy showed its applicability in actual organizations and resulted in an improvement in SEI ratings from 6.2 to 8.1 with a reduction in organizational conflicts reported. Nonetheless, these outcomes are based on a single case of pilot testing and cannot be generalized to the larger population. The results justify our claim: inclusivity is a resilience builder, provided it is a core part of management structures. At the same time, the findings should be interpreted within the context of dual structural pressure currently affecting Ukrainian enterprises. This crisis has led to far-reaching consequences such as mass displacement, decreased labor force, and interference with regular business operations that businesses rely on.

At the same time, changes taking place in the world labor market as a result of innovations and the emergence of new technologies, as highlighted in global literature, further complicate the task facing organizations in managing their human capital.

There are numerous implications of these conclusions concerning designing training and mentoring programs for managers within Ukrainian businesses. These results confirm that inclusion is not just a symbol of the principle of innovation but also its transformative element. Under conditions where labor resources are already limited by war-related losses and outward migration, the ability of organizations to preserve internal cohesion, motivation, and adaptability becomes a decisive factor for economic recovery. Inclusive management of corporate culture not only plays a societal role but also has an economic stabilization mechanism in the form of reducing turnover risk.

It is recommended to explore the applicability of CIIRS to other industries and to connect it with innovation indicators. Further research needs to expand the empirical basis of these indices outside the current sample and include longitudinal methods to evaluate their stability and predictability under different economic conditions.

The scientific contribution of the research lies in the development and testing of an integrated diagnostic approach that defines inclusion, leadership, and training as the elements of corporate culture adaptability. Unlike previous research efforts, which have considered each aspect in association with the other, the CIIRS approach and SEI instrument introduced in the research provide a framework to measure the social and motivational factors of organizations impacted by a crisis.

Contribution to science of this research work is embodied in the development and practical validation of a diagnostic tool (CIIRS), which can be viewed as an attempt to develop a method for measuring corporate culture adaptation using certain indices (SEI, CEI, RII, TEI). In contrast to previous studies, where all three elements were examined separately, this study allows examining all three elements together.

From a broader perspective, the results suggest that inclusive diagnostic systems such as CIIRS may serve as an adaptive response mechanism for organizations operating at the intersection of crisis recovery and global technological transition, where traditional workforce management tools are no longer sufficient. In terms of practice, this paper is useful for managers because it develops an empirical model that can be used in practice for achieving integration among inclusion, leadership, and learning so as to manage adaptability within organizations amid uncertainty and structural discontinuity.

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#### АДАПТАЦІЙНІ СТРАТЕГІЇ В УПРАВЛІННІ КОРПОРАТИВНОЮ КУЛЬТУРОЮ В ПОСТТРАЖДАЛІЙ ВІД КРИЗИ ЕКОНОМІЦІ

Дослідження зосереджено на з'ясуванні впливу управління корпоративною культурою на підвищення адаптивної спроможності організацій в умовах кризових подій. Зокрема, проаналізовано вплив SPIRS та SEI на розвиток адаптивності українських підприємств, що працюють у постконфліктному середовищі. Показано, що рівень адаптивної спроможності позитивно корелює з довірчими відносинами, комунікаційними процесами та інклюзивністю всередині організацій. Крім того, виявлено галузеві відмінності в адаптивності: організації, що працюють в енергетичній та промисловій сферах, демонструють більш стабільну адаптивність порівняно з організаціями з інших секторів. Це можна пояснити управлінським підходом, якого дотримуються організації, зокрема активністю їх лідерів керівників. Підкреслено важливість програм комплексного розвитку персоналу, оскільки наставництво і адаптивне навчання можуть підвищити згуртованість і стійкість організації. Пілотне впровадження моделі SPIRS в одній організації засвідчує можливість її застосування. Разом з тим використана в статті процедура формування вибірки і спостережний характер дизайну дослідження зумовлюють певні обмеження моделі. Отже, науковий внесок у розширення знань можна оцінити в термінах запровадження нової діагностичної моделі для оцінювання адаптивності корпоративної культури в кризових економіках.

**Ключові слова:** управління корпоративною культурою; навчання і розвиток; мотивація; інклюзивне управління; розвиток лідерства; стратегії інклюзії і адаптації.

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