The Impact of Organizational Behavior on Firms' Sustainable Performance: A Methodological Toolkit for Measurement

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ABSTRACT:
The performance of the organization in terms of enterprise management in the current conditions of globalization and transition on the digital is determined by organizational culture. This has an impact on employee productivity, the state of innovation, adaptability to change and resilience of the business in conditions of instability. The aim of the study is to examine technical approaches to evaluation of influence of the organization culture on efficiency of the enterprise under consideration based on the modern trends in the field of the information technology. The work is based on the methodological basis, i.e. the use of the qualitative analysis methods including the content analysis and the case studies. Specifically, existing methods for assessing organizational culture, especially qualitative methods in the field and staged quantitative methods in the laboratory, have limitations, largely related to subjectivity and insufficient adaptation of the latter's quantitative techniques to the particularity of the corporations and industries examined. It is possible to use modern digital technologies for more objective assessment and at the price of significant staff and adaptation to the conditions of the enterprise. The work results can be used to create integrated methods of assessing the organizational culture forming, thus managing in question will become more efficient which enables enterprises to be more competitive. It has been demonstrated that a socially responsible company is a business structure that carefully adheres to the concept of sustainable development, stimulates innovation, and effectively manages available resources. It is necessary to conduct further research in the development of adaptive models for assessing the corporate culture in consideration of industry specifics, size of entities, and conditions of hybrid and remote work.

Keywords: organizational culture, enterprise efficiency, corporate governance, assessment methods, digital technologies, Big Data, artificial intelligence, strategic management, sustainable development, corporate social responsibility.

1. Introduction

Today, in the ever-changing business environment, the culture of an organisation is shaping to be the key to an enterprise's competitiveness. It impacts on improved management efficiency, employee motivation, company's ability to innovate and adapt to change. However, although the importance of the organizational culture measurement and evaluation impact on economic and management indicators of the enterprises was already

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recognized yet some problems of measurement and evaluation of its impact on cited economic and management indicators of enterprises remain open. Orozco Arias & Anzola Morales (2023) and Pham et al. (2025) argue the need for the integration of quantitative and qualitative methods of culture analysis in the organizational culture. Traditional approaches, including questionnaires, content analysis and structural modeling are complemented with advanced technologies of Big Data and artificial intelligence which results in more objective data (Babalghaith & Aljarallah, 2024; Wang et al., 2024). Nevertheless, there are yet no unified methods for the evaluation of an organizational culture in all sectors of social and organizational structures. Although much has been done in terms of research, there are many remaining unresolved aspects. In particular, there is scarcity of knowledge about how digitization of the work process and remote work impact the corporate culture as well as corporate efficiency (Sun et al., 2025). Hybrid and remote work models fundamentally transform the ways employees interact, establish trust, and engage with organizational goals. In the absence of regular face-to-face contact, leadership must adopt practices that reinforce clarity of vision, encourage transparent communication, and promote a sense of shared purpose. Mechanisms such as structured virtual onboarding, consistent feedback loops, and digital collaboration rituals can help preserve team cohesion, while fostering adaptability and innovation in decentralized environments. These strategies contribute to sustaining a unified culture capable of withstanding the challenges of geographically dispersed teams in the digital era. Secondly, the connection between organizational culture and corporate responsibility is significant, with favourable and negative effects on the corporate governance (Hussain et al., 2024).

This study aims at analyzing of the methodologies of the measurement of effect on enterprise efficiency by the organizational culture, referencing to the merger of the classical and the modern technological methods. Such thing would require:

- Developing ideas on how to improve existing approaches to measuring organizational culture.
- Identifying their advantages and disadvantages;
- Aiming at providing possibilities regarding the use of digital technologies during measure of organizational culture.
- Identifying the influence of organizational culture on the enterprise's efficiency in different branches of the economy.

Thus, the results of the study can be used in the improvement of the approaches to managing the organizational culture, in turn, stimulating the growth of the productivity and competitiveness of the enterprises in the modern turbulent business environment.

1.1 Analysis of recent research and publications

The analysis of its effect on innovation, management practices and corporate sustainability confirms the growing role of organizational culture in enhancing the efficiency of the enterprise (de Sousa et al., 2024). The research found that enhancing the corporate culture is helpful to improve staff productivity, prompt employee motivation, and strengthen the competitiveness of the enterprise (Chen et al., 2024; Sun et al., 2025). Integrated quantitative and qualitative methods of assessing organizational culture is

needed for research. However, quantitative approaches such as surveys and statistical analysis, as well as qualitative ones including interviews and case studies are able to measure the level of staff involvement and to uncover informal aspects of a corporate culture (Pham et al., 2025; Orozco Arias & Anzola Morales, 2023). The use of analytical tools, in this case Big Data and artificial intelligence, is a new trend for research in organizational culture, as these may help to discover patterns and predict another changes in the corporate environment (Babalghaith & Aljarallah, 2024).

There also has been recent publication focused on associated cultural and corporate social responsibility. Companies that actively follow corporate social responsibly principles are associated with higher level of staff motivation as well as staff resilience in crisis conditions (Hussain et al., 2024; Papaevangelou & Tsarouhas, 2025). Particularly crucial is that: leadership style as a factor influences the formation of the corporate values: a direct link is with the degree of company innovation (Sun & Yang, 2024; Kakarougkas, 2023). There is thus a need to mention in short that organizational culture is a multi dimensional phenomenon which calls for a holistic approach to its research and assessment. However, it affects the productivity of enterprises through trust, communication, motivation and strategic management. Modern analytical methods of studying mechanisms of the formation and adaptation of corporate environment and organizational processes to modern business challenges (Li et al., 2024, Wang et al., 2024, Fleischer & Pendl, 2024).

Research also relates to organizational culture and its impact on lines of enterprise which are able to cope with change, especially when crises or digital transformation are faced. Therefore, higher level of corporate cohesion of enterprises is more likely for introducing innovations and adapt quicker to new market conditions (Abbas et al., 2024; Wenjing & Xiaona, 2025). One of these specific aspects is the role of digital leadership in formation an innovative corporate culture and nurturing digital competencies of employees (Ishaq et al., 2024; Zhang et al., 2024). In some studies they attach emphasis to the fact, that organizational culture effectiveness is determinative of its correspondence with strategic goals of the enterprise. For example, in the field of tourism services, cultural organization is one of the factors influencing customer orientation and quality of service (Kakarougkas, 2023); in industrial enterprises cultural organization is one of the factors of the level of innovation and production safety (Escandon-Barbosa & Salas-Paramo, 2024). Furthermore, corporate culture plays a fundamental role in environmental sustainability, permitting the identification of the company behavior regarding the introduction to a "green" technology and environmental initiatives (Xiufan & Yunqiao, 2024; Li et al., 2023). Furthermore, the literature review shows large company and small and medium sized enterprises (SMEs) experienced the impact of organizational culture in completely different ways on their effectiveness. So, in the large corporations the cultural values may be more formalized, and in SMEs they are more flexible and depend on the personal leadership styles (Adinew, 2024; Bayramov et al., 2023). However, an important contribution involves research on the relationship between organization culture and effectiveness in various sectors of the economy in particular in the context of social enterprises (Fleischer & Pendl, 2024).

Although research on organizational culture has advanced considerably, several critical questions remain unanswered. One of the most notable gaps is the absence of

standardized approaches for measuring how organizational culture influences a company's financial performance. This limitation is further compounded by the lack of sector-specific analyses that capture variations in cultural impact across industries. Without distinguishing between the dynamics of manufacturing, services, technology, or public sector organizations, practical recommendations risk being overly generalized. Developing metrics that are adjusted for sectoral characteristics—such as operational complexity, regulatory environment, and innovation cycles—would improve the precision and applicability of organizational culture assessments. Such tailored approaches would allow enterprises of different sizes and industries to align cultural strategies more closely with their performance objectives. In addition, the mechanisms for forming an effective corporate culture in hybrid and remote work formats have not been sufficiently studied.

2. Research Methods

The study is based on the use of methodological approaches to measuring the impact of organizational culture on the efficiency of enterprises. Quantitative and qualitative methods were used to assess this impact. In particular, approaches are considered that allow measuring the level of organizational culture and its relationship with the productivity of the enterprise. Content analysis methods were used to identify key aspects of corporate values and organizational behavior, as well as case studies to analyze individual enterprises. The research examines contemporary technological methods for analyzing organizational culture, with particular attention to the potential application of Big Data and artificial intelligence for detecting patterns and emerging trends. However, these methods are considered theoretically, without conducting their own empirical analysis. The research leans extremely on the qualitative methods to have a general idea of the effect of organizational culture on enterprises efficiency.

3. Research Results

Studies in management and organizational development focus on exploring contemporary methods for assessing how organizational culture influences enterprise efficiency. One of the key factors for the strategic management of the company; its capability to adapt to change; the level of innovation and the general effectiveness of business processes are organizational culture (Li et al., 2024). Quantitative and qualitative methods belong among main approaches to assessing organizational culture. Furthermore, current research emphasizes on the use of digital technologies to measure the organization's culture. Big Data, artificial intelligence, and other analytical instruments are applied to uncover patterns and trends within the business environment, providing a foundation for informed managerial decision-making (Babalghaith & Aljarallah, 2024).

The growing adoption of Big Data and artificial intelligence (AI) has amplified the significance of organizational culture. Aseeri and Kang (2022) investigate how a Big Data–oriented organizational culture affects performance in the context of Saudi Arabian higher education. The authors analyze how corporate culture allows for the successful implementation of big data analytics and better management decisions using a sociotechnical systems approach. It indicates that organizations that create a big data

culture are able to achieve better results since they are capable of more efficient storing, analyzing and visualising information which then has a positive impact on strategic management.

O'Brien et al. (2022) in another study apply Big Data to analyse the corporate culture including toxic environments. Usually but don't prove to be objective and accurate, says the authors, traditional methods such as employee surveys are often used. However, natural language processing (NLP) with the use of artificial intelligence technologies, namely neural networks, in the analysis of text, visual and audio materials, allows to deepen some organizational processes. It provides for radical changes in monitoring corporate culture and timely detection of problematic aspects that adversely affect staff engagement and the general performance of the company. This indicates that contemporary research on organizational culture increasingly relies on integrating Big Data and artificial intelligence, enabling more objective and comprehensive outcomes compared to narrowly focused traditional approaches. Furthermore, examining the influence of organizational behavior on companies' sustainable practices should consider regional variations in corporate social responsibility regulations and requirements for integrated environmental impact reporting. At the same time, it is necessary to take into account the dynamics of the level of instability, which necessitates the reorientation of management systems from simple to complex in terms of management vectors based on forecasting dynamics, extrapolation, control over actual implementation, and flexible operational solutions.

Achieving sustainable development should be viewed as a core objective when integrating corporate social responsibility into an enterprise's strategy and operations, while shifts in corporate sustainability ought to be regarded as progressive steps toward that long-term goal. The stakeholder approach in an organization always involves obtaining mutual benefits, but sometimes their interests are in conflict with each other. It is necessary that in the long term they should be directed in the same direction.

Sustainable activities of companies involve the implementation of a clear regulatory framework that stimulates companies to implement the principles of corporate social responsibility and the principles of the green economy. The organizational basis of such mechanisms involves socially responsible project selection, investment in social projects, responsible consumption practices, decarbonization, and measures to achieve sustainable development goals.

It is mandatory in the dialogue with stakeholders to adhere to the principle of flexibility, which is manifested in the ability to adapt to the requirements of stakeholders, show tolerance towards each of the dialogue participants, have one's own point of view on each new situation, etc., while adhering to the company's overall strategy for sustainable operations. Forecasting the behavior of each of the "key stakeholders" in the future, depending on development scenarios, will make it possible to reduce organizational risks and ensure compliance with the principles of sustainable development.

It is worth noting the increased requirements for reporting, in particular regarding submission according to uniform standards. Companies must report on environmental and social aspects of impact, develop and improve risk management strategies in these areas, and the relevant reporting must be subject to verification by independent auditors, which will increase the trust in the information provided. Companies should take into account the opinions of stakeholders when forming reports, which will ensure a broader

coverage of sustainable development issues. These measures will allow to improve the connection between corporate social responsibility and green accounting, implement green accounting practices, solve problematic issues of harmonization of reporting, avoiding subjectivism.

However, as suggested by some researchers, the study should be based on a combination of quantitative and qualitative indicators of the impact of the organizational culture of the enterprise (Sun et al., 2025). The analysis of the methodological approaches in the organizational culture assessment suggests the multidimensionality of the studied phenomenon and allows using only comprehensive approaches that correspond to the peculiarities of the enterprise, the industry and a strategic goal of a company.

Organizational culture is one of the basic factors that determine, in general, the efficiency of the management and the productive activities of the enterprise. It defines the corporate values, leadership styles, employee motivation, and also the company's capacity to adapt to change (Wang et al., 2024). In modern scientific research, there are several factors of organizational culture, which directly affect productivity of the enterprise: level of trust between employees, innovation, effectiveness of communication and the motivation system (Li et al., 2024).

According to recent studies, Table 1 outlines the key elements of organizational culture and their influence on enterprise performance.

Table 1: Key factors of organizational culture and their impact on enterprise productivity

Organizational culture factor	Impact on enterprise productivity
Trust and openness	Helps increase teamwork efficiency, reduce conflicts, and improve employee motivation (Li et al., 2024).
Innovation	Ensures the competitiveness of the enterprise by stimulating a creative approach and developing new solutions (Sun et al., 2025).
Effective communication	Improves interaction between employees, promotes rapid information exchange and decision-making (Orozco Arias & Anzola Morales, 2023).
Motivation system	Determines the level of employee satisfaction, which directly affects their productivity and loyalty to the company (Pham et al., 2025).
Leadership management style	It affects employee engagement, the level of autonomy in decision-making, and the overall effectiveness of organizational processes (Hussain et al., 2024).
Corporate values and mission	They shape the strategic direction of the enterprise's development, contribute to employee unity and reduce staff turnover (Papaevangelou & Tsarouhas, 2025).

Source: created by author based on Li et al. (2024), Sun et al. (2025), Orozco Arias & Anzola Morales (2023), Pham et al. (2025), Hussain et al. (2024), Papaevangelou & Tsarouhas (2025).

Therefore, organizational culture is a fundamental reason for increasing the productivity of enterprises as it reflects the main principles of personnel management, corporate values, and the level of innovation. The application of the comprehensive

approach in development of enterprise culture is used to form efficient activities of the enterprise and its general goals.

An important thing that simultaneously effects the drip in an enterprise is organizational culture. The level of employees' engagement, level of innovative activity, quality of communication, and productivity at large is affected by it (Zhang et al., 2024). A high level of corporate culture's development is associated with a stronger performance of the main financial and nonfinancial indices of the enterprise's activities (Sun et al., 2025). Main efficiency indicators of the enterprise, depending on the degree of development of organizational culture include labor productivity, financial results, employee satisfaction, innovation, and customer loyalty (Hussain et al., 2024). Therefore, the developed organizational culture is applied in enterprises with the motivated staff, influencing operational efficiency and the stability of long term business (Papaevangelou & Tsarouhas, 2025). While current findings establish a strong link between the maturity of organizational culture and performance outcomes, the stability of these effects over time remains underexplored. Longitudinal research spanning different industries and company sizes could capture how cultural attributes evolve in response to market dynamics, leadership changes, and technological shifts. Such evidence would not only validate the persistence of cultural impacts but also guide the development of adaptive, sector-specific interventions that align with an organization's stage of growth and transformation. The main case relationships between the level of development organizational culture and efficiency indices of the enterprise are represented in Table 2.

Table 2: The relationship between the level of organizational culture development and enterprise performance indicators

Degree of organizational culture development	Impact on enterprise efficiency
Low	High staff turnover, low labor productivity, weak innovation activity, low customer loyalty (Li et al., 2024).
Average	Stable level of productivity, partial implementation of innovations, average level of employee satisfaction, moderate financial stability (Orozco Arias & Anzola Morales, 2023).
High	High labor productivity, active employee involvement, developed motivation system, innovation, high customer loyalty, sustainable financial results (Sun et al., 2025).

Source :created by the author based on Li et al. (2024), Orozco Arias & Anzola Morales (2023), Sun et al. (2025).

Thus, the level of development of organizational culture directly affects the efficiency of the enterprise, determining its strategy, competitiveness and long-term stability. The formation of a strong corporate culture contributes to increasing employee motivation, expanding opportunities for innovation and improving the company's financial performance.

Assessing organizational culture involves the use of various methodological approaches, including both quantitative and qualitative methods of analysis. The combination of these approaches allows for a comprehensive understanding of corporate values, employee behavioral patterns, and communication effectiveness (Li et al., 2024). Table 3 presents the main stages of a comprehensive methodological approach to assessing organizational culture and the corresponding analysis tools.

Table 3: Methodological approach to assessing organizational culture

Evaluation stage	Basic analysis methods and tools	Expected results
Diagnostics of the level of organizational culture	Questionnaires, surveys, content analysis of corporate documents	Identifying dominant values and management principles (Pham et al., 2025).
Examination of how organizational culture affects productivity	Assessment of employee motivation level, engagement level, corporate loyalty index	Determining the link between corporate culture and employee performance (Sun et al., 2025)
Assessment of communication and leadership level	Interviews with managers and employees, analysis of the structure of communication processes	Determining the effectiveness of internal interaction and the role of leadership (Hussain et al., 2024).
Defining strategic directions for cultural development	SWOT analysis of organizational culture, comparative analysis with other companies	Developing recommendations for improving the corporate environment (Papaevangelou & Tsarouhas, 2025).
Development of a change program	Implementation of training programs, change of motivation system, increase of corporate responsibility	Increasing management efficiency and overall enterprise productivity (Orozco Arias & Anzola Morales, 2023).

Source: created by author based on Pham et al. (2025), Sun et al. (2025), Hussain et al. (2024), Papaevangelou & Tsarouhas (2025), Orozco Arias & Anzola Morales (2023).

Thus, the proposed methodological approach to assessing organizational culture allows not only to measure its impact on the efficiency of the enterprise, but also to develop recommendations for improving management. The use of a comprehensive analysis of corporate culture contributes to the formation of a stable and productive organizational environment, which is a key prerequisite for the successful development of the company.

The effective governance of organizational culture is a crucial element in securing an enterprise's sustainable, long-term growth. Implementing strategic changes in corporate culture allows improving the level of employee engagement, increasing productivity, developing the company's innovative potential and ensuring its competitiveness (Wang et al., 2024).

To improve the organizational culture of the enterprise, it is necessary to develop comprehensive measures aimed at increasing the level of corporate responsibility, improving internal communication, strengthening leadership and implementing modern

methods of personnel management (Hussain et al., 2024). Table 4 presents the key areas of improving organizational culture and their expected impact on the sustainable development of the enterprise.

Table 4: Main directions of improving organizational culture and their impact with examples

Direction of improvement	Main activities	Expected effect	Example (case)
Leadership and corporate values development	Conducting trainings for managers, forming the company's mission and vision	Increasing trust and governance effectiveness (Sun et al., 2025)	*Google*: "g2g" (Googler-to-Googler) leadership programs, where employees teach each other, which contributes to the development of corporate values.
Optimization of communication processes	Implementation of open communication channels, internal platforms for information exchange	Reducing conflict levels, improving teamwork (Orozco Arias & Anzola Morales, 2023)	*Microsoft*: Using Microsoft Teams to improve internal communication and collaboration.
Increasing the level of staff motivation	Introduction of non-material incentive systems, personalized bonus programs	Increased employee productivity, reduced employee turnover (Pham et al., 2025)	*Netflix*: Flexible vacation policies and decision-making freedom that increases employee motivation.
Stimulating innovation activity	Implementing creative thinking programs, encouraging initiative	Improving the competitiveness of the enterprise (Li et al., 2024)	*3M*: "15% time" program, which allows employees to spend 15% of their working time on their own projects, promoting innovation.
Formation of corporate social responsibility	Implementation of environmental and social programs, support for volunteering	Improving the company's reputation, increasing customer loyalty (Papaevangelou & Tsarouhas, 2025)	*Patagonia*: environmental responsibility policy and support for environmental initiatives.

Source: created by the author based on Sun et al. (2025), Orozco Arias & Anzola Morales (2023), Pham et al., (2025), Li et al. (2024), Papaevangelou & Tsarouhas (2025).

Thus, improving organizational culture is a key element in ensuring sustainable development of the enterprise. The implementation of strategically oriented changes in the corporate environment will contribute to increasing employee satisfaction, forming an effective management structure and improving overall business performance.

We will present an analysis of three cases that illustrate the impact of organizational culture on the effectiveness of companies, and also consider approaches to measuring this impact.

3.1 Case Study 1: Influence of Organizational Culture on Corporate Performance in the Libyan Energy Sector

Ghumiem et al. (2023) investigated how organizational culture affects corporate performance in developing economies, with a focus on Libya's energy sector. Employing a quantitative methodology and structural equation modeling (SEM), they surveyed 408 staff members of the General Electric Company of Libya (GECOL). Findings revealed that organizational culture has a notably positive impact on performance, with the effect being stronger for administrative personnel than for technical staff. This underscores the need to adapt cultural practices to the specific characteristics of different organizational departments.

3.2 Case Study 2: Influence of Organizational Culture on Corporate Performance in Ethiopia

How organizational culture affects corporate performance has been investigated by Tedla (2016) through a qualitative approach of 20 interviews with 20 senior managers of a corporate group in Ethiopia. Specifically, it found that company mission and values explains employee–management shared understanding and that employee–centered leadership enhances employee motivation. Furthermore, corporate social responsibility that is engaged in the welfare of the society positively impacts organization overall performance.

3.3 Case Study 3: The Role of Organizational Culture in Shaping Performance Measurement Systems within Moroccan SMEs

Jardioui et al. (2017) examined Moroccan small and medium-sized enterprises (SMEs) to determine how different forms of organizational culture influence the creation, implementation, and practical application of performance measurement systems (PMS). It was found that companies with flexible cultures use more balanced performance measures and deploy PMSs to learn the business, improve it and adopt strategies. However, PMSs are used for monitoring and legitimization purposes in companies with controlling cultures who use the PMSs to focus on financial indicators. This implies that the organisational cultures that are more flexible may lead to using more effectively measurement systems for attaining strategic goals.

3.4 Approaches to Assessing the Influence of Organizational Culture on Performance

Evaluating the effect of organizational culture on corporate performance is a complex process that requires the application of both quantitative and qualitative research methods. One such method involves employing structural equation modeling (SEM) to examine the relationships between various cultural elements and specific performance indicators (Ghumiem et al., 2023). Other one is to carry out semi structured interviews with the managers and the employees to decipher cultural characteristics and its impact on

the organizational processes (Tedla, 2016). Furthermore, the comparison of companies with different cultures will identify how such cultures deter the use of performance measurement systems and the achievement of their strategic targets (Jardioui et al., 2017).

4. Discussion

The study results confirm that the organisation cultural factor affects enterprise effectiveness, as it has impact on the productivity, innovation and the ability to change. The analysis of the existing methods of estimating the impact of organizational culture shows two types of directions, which can be characterized in the quantitative and qualitative with statistical methods and the use of in depth interviews and content analysis (Pham et al., 2025; Orozco Arias & Anzola Morales, 2023). Although these methods have limitations, quantitative method is not accounting informal aspects of culture and qualitative method is more subjective and time-consuming (Li et al., 2024).

The combination of traditional methods with modern technologies — in this case Big Data analysis and artificial intelligence — are thought to be very important by some researchers. This helps in more objective dataset on employee behavioral pattern and organizational processes (Babalghaith & Aljarallah, 2024). Nevertheless, there are also critical positions corresponding to the risks of application of such approaches specifically, about possibility of misinterpretation of digital data without considering the context of the corporate environment (Wang et al., 2024). A deeper examination of these risks reveals that AI-driven and Big Data–based cultural analyses may inadvertently overlook nuances of human interaction, organizational history, and situational context. Ethical concerns include data privacy breaches, bias in algorithmic interpretation, and the potential reinforcement of existing inequalities if historical data reflects discriminatory patterns. Operationally, firms must ensure that data sources are reliable, representative, and ethically obtained. From an interpretive standpoint, cultural dynamics are shaped not only by observable behaviors but also by implicit values and informal networks that AI may fail to detect. Addressing these challenges through human oversight, interdisciplinary review, and transparent methodological frameworks can help prevent flawed conclusions and maintain analytical integrity.

Additionally, the debate is whether the culture of all sectors is universal. Research shows that in high tech industries corporate culture is completely different from that that exist in the traditional industries, for example at manufacturing or at tourism (Kakarougkas, 2023; Escandon-Barbosa & Salas-Paramo, 2024). For manufacturing, it is the hierarchical structures that creates more efficiency than the innovation oriented companies are flexible in such cultures (Sun et al., 2025).

In fact, the comparison is made between Holacracy and the usual hierarchical types of organizations. Decentralized management model based on the organization of employees in 'circles' makes decisions and assigns responsibility (Ghumiem et al., 2023). Holacracy is unlike traditional structures that have a decided vertical of authority and foster enhanced autonomy, faster decision-making, as well as employee engagement. Nevertheless, Holacracy debate goes on. Research shows that this approach can work in dynamic areas such as IT, startups, and creative industries, where flexibility and adaptability are required (Kakarougkas, 2023). To strengthen the theoretical foundation, it is important

to integrate insights from broader change management literature and organizational psychology. Cross-disciplinary research emphasizes that successful transitions between hierarchical and adaptive structures depend on managing resistance, aligning change with organizational identity, and maintaining psychological safety during restructuring. Studies from organizational psychology further highlight the role of individual adaptability, trust-building, and transparent communication in facilitating acceptance of new governance models. This integration bridges conceptual gaps and enhances the applicability of holacratic and hybrid approaches beyond the technology and creative sectors. However, in the manufacturing sector and organizations with a large number of regulated processes, Holacracy can cause difficulties due to the lack of clear accountability and structured control.

An example of a company that has implemented holacracy is Zappos. After switching to a new management system, the company faced significant staff turnover, as not all employees were ready to abandon the traditional hierarchy. At the same time, in companies that implemented holacracy gradually, such as Valve, the model worked more effectively due to the evolutionary approach to change (Adinew, 2024). Thus, holacracy can be an effective alternative to traditional structures, but its implementation requires high adaptability of employees and compliance with the company culture. Despite its potential advantages, in many organizations it can face difficulties due to the lack of centralized leadership and the complexity of the distribution of responsibilities.

Another key issue that remains open is the impact of remote work on organizational culture. Some researchers note that the digitalization of management processes can lead to a weakening of corporate cohesion and a decrease in the level of trust between employees (Hussain et al., 2024). At the same time, there are studies that prove that, provided that digital communication tools are effectively implemented, organizational culture can adapt to remote work without losing efficiency (Wenjing & Xiaona, 2025).

Thus, the results of the study confirm that organizational culture is a multidimensional phenomenon that requires a comprehensive approach to analysis. At the same time, a number of unresolved issues remain, in particular regarding the optimal methods of its measurement and adaptation to new work realities. Further research should be aimed at integrating traditional assessment methods with modern digital technologies, as well as studying the impact of organizational culture in the context of hybrid and remote work models.

5. Conclusions and Prospects for Further Research

The findings verified that organizational culture exerts a substantial influence on enterprise efficiency, especially in terms of productivity, innovation capacity, and adaptability to change. It was found that a combination of quantitative and qualitative methods of analysis is necessary to obtain an objective assessment of the corporate environment, however, these approaches have certain limitations, which complicates their universal application. The novelty of the results obtained lies in highlighting approaches to measuring organizational culture, which allows for a more accurate analysis of management processes and the development of effective strategies for improving the

corporate environment. The study's practical value is reflected in its potential to enhance approaches for evaluating organizational culture and advancing strategic management practices. However, a notable limitation is that the analysis addresses the influence of organizational culture in broad terms, without providing an in-depth examination of its variations across different economic sectors and organizational structures. Further research in this area should focus on the development of integrated assessment methods that take into account not only traditional approaches, but also modern technological solutions. Another promising direction is the study of organizational culture in the context of hybrid and remote work models, which are becoming increasingly common. Improving corporate culture management methods can be a key factor in increasing the competitiveness of enterprises in a dynamic business environment. To provide clearer guidance for management practice, it is essential to translate these insights into actionable steps. One potential roadmap could include: conducting a cultural audit to identify strengths and gaps; aligning cultural initiatives with strategic goals; implementing targeted leadership development programs; and embedding cultural metrics into performance management systems. Such an approach would allow leaders to proactively shape culture as a strategic asset, ensuring that organizational values, behaviors, and capabilities are consistently reinforced to drive long-term competitiveness.

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