RETHINKING ORGANIZATIONAL CULTURE IN THE FACE OF INCREASING MULTICULTURAL DIVERSITY

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Abstract. The article examines how increasing cultural diversity among employees influences organizational culture in contemporary organizations. While previous studies primarily focus on intercultural communication challenges and diversity management practices, the transformation of organizational culture amid growing multiculturalism remains comparatively underexplored. The study addresses this gap by analyzing how cultural diversity shapes communication practices, employee integration, collaboration norms, and organizational development processes. A qualitative research approach was employed using semi-structured interviews conducted in a multicultural organization characterized by a culturally diverse workforce and international internship programs. The findings demonstrate that cultural diversity manifests most visibly in both formal and informal communication contexts, influencing work attitudes, decision-making styles, interpersonal relations, conflict resolution, and everyday interactions among employees. Cultural diversity contributes positively to creativity, adaptability, innovation, and broader problem-solving perspectives. However, when insufficiently managed, it may also create communication barriers, misunderstandings, interpersonal tensions, reduced cohesion, and inconsistencies in collaboration practices. The study reveals that employee integration frequently occurs through informal peer interaction and support from colleagues. Although such spontaneous integration practices foster inclusion and interpersonal trust, they may become fragmented and inconsistent without organizational coordination. Therefore, effective onboarding requires a balanced combination of informal socialization mechanisms and formal organizational practices, including mentoring, reflection sessions, team-building activities, and clearly defined communication guidelines. The findings emphasize the importance of systematic organizational culture management in multicultural environments. The formalization and documentation of organizational values, communication standards, and integration practices are essential for preserving cultural continuity, strengthening organizational memory, and ensuring effective knowledge transfer within culturally diverse organizations.

Keywords: organizational culture, cultural diversity.

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Introduction

In recent years, European organizations have increasingly been confronted with rapidly growing cultural diversity among employees. A report by the European Commission (2023) emphasizes that this change is largely driven by increasing labour mobility and migration flows. This phenomenon is closely linked to demographic challenges, including a declining working-age population and population aging across the European Union. As a result of these structural changes, a growing shortage of skilled labor is emerging, making migration an essential mechanism to mitigate this deficit. Eurostat (2023) data confirm this trend, showing a steady increase in the number of foreign-born workers in the European Union over the past decade, particularly in the service sectors. This indicates that cultural diversity in organizations is not a temporary trend but a long-term reality that directly affects daily activities, internal processes, and workplace culture.

Cultural diversity in itself is neither an advantage nor a disadvantage; its impact depends on how effectively an organization manages it, the values it promotes, and the practices it implements (Chantarat et al., 2023; Hundschell et al., 2022). Therefore, it can be argued that organizations increasingly view cultural diversity management as a purposeful and systematic process that helps align diverse employee needs while simultaneously strengthening organizational culture. Strategies for managing cultural diversity typically encompass several dimensions, including clear organizational policies, leadership commitment, employee training, and the strengthening of organizational culture (Arminienė et al., 2024).

The literature devotes particular attention to training; therefore, it is not surprising that scholars working in this field place significant emphasis on identifying problems arising from cultural diversity and on exploring potential solutions or prevailing solution trends. However, organizational culture and its transformation receive comparatively less attention.

This study aims to address this gap by examining the role of cultural diversity in shaping organizational culture, with a particular focus on communication practices, employee integration, and organizational development.

Literature Review

Cultural diversity within organizations has increasingly ceased to be an exception and has become a natural element of the contemporary work environment (Chantarat et al., 2023). Individuals from different nationalities, languages, and value orientations are increasingly working together to pursue shared objectives. This phenomenon not only expands the spectrum of employees' experiences but also transforms how organizations conceptualize their identity, collaboration, and internal culture. A growing number of scholars emphasize that cultural diversity, once regarded as an additional organizational advantage, has now evolved into a structural factor shaping everyday organizational functioning (Pavlova, 2020).

Furthermore, this diversity is continuously increasing due to globalization, migration, international projects, and technological advancement (Pavlova, 2020;

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Prenzel et al., 2024). In this context, work teams are becoming increasingly diverse, comprising individuals from different countries, religions, languages, and value systems. Such diversity can be a significant advantage, fostering creativity and generating new ideas; however, it also poses considerable challenges for organizational culture (Baluku, 2024; Chantarat et al., 2023). Keles and Aycan (2023) argue that cultural diversity directly shapes the formation of organizational values, norms, and everyday communication practices. Employees from different cultural backgrounds often hold varying attitudes toward authority, team decision-making, and work–life balance; therefore, organizations must continuously adapt in order to maintain a shared identity and ensure smooth collaboration among culturally diverse groups.

These developments encourage a renewed focus on organizational culture and its inevitable transformation. Over the past decade, organizational culture has become an increasingly important component of everyday organizational functioning, as it is widely believed to be a key determinant of organizational performance (Šimanskienė, 2008; Vveinhardt, 2011; Akpa et al., 2021; Bojorovienė & Pancerovienė, 2022). Schein (2010) emphasizes that organizational culture constitutes one of the primary factors influencing organizational success or failure.

A purposefully developed organizational culture, oriented toward the achievement of organizational goals, contributes to strategic development and strengthens interpersonal relationships among employees (Šimanskienė, 2008). Moreover, Giedraitis and Ispiryan (2019) identify organizational culture as a highly significant factor shaping employee behavior. According to them, culture is not merely a set of values and beliefs. However, also a strategic tool that fosters cooperation, strengthens loyalty, and ensures the consistent pursuit of organizational objectives.

In the context of cultural diversity, organizational culture acquires an additional dimension of significance — it becomes not only a system of internal rules and values but also a mechanism for addressing cultural differences, promoting inclusion, and ensuring smooth intercultural collaboration. Therefore, when analyzing the challenges posed by employees' cultural diversity to organizational culture, it is essential to consider how organizational culture is formed, what functions it serves, and how it contributes to employee integration within diverse cultural contexts. As Bauman (1999) notes, culture is a process of continuous activity, of constant creation and recreation. Organizational culture develops continuously; it may emerge and change spontaneously — as a response to the environment and internal organizational processes — or be deliberately shaped by management (Zakarevičius, 2004; Vveinhardt, 2011).

The aforementioned spontaneity or managed nature of organizational culture is also reflected in scholars' analyses of the impact of cultural diversity on organizational culture. Baluku (2024) highlights that cultural diversity has both positive and negative consequences for organizations. On the one hand, diversity fosters creativity, innovation, and a broader range of problem-solving approaches, as different cultures bring diverse perspectives and experiences (Baluku, 2024). On the other hand, differences in communication norms and perceptions of hierarchy may

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lead to misunderstandings, a lack of trust, or slower decision-making processes (Soares et al., 2024).

Organizations that do not avoid cultural diversity but instead consciously integrate it into their operations and manage it strategically — investing in the development of employees' intercultural competences and effective communication among representatives of different cultures — transform cultural diversity from a potential obstacle into a valuable advantage that strengthens organizational culture and fosters innovation (Baluku, 2024). Bogale and Debela (2024) argue that when individuals from diverse cultural backgrounds work within the same organization, their differing perspectives, working styles, and values can reshape established norms and encourage the emergence of new work models.

Prenzel et al. (2024) argue that cultural diversity refers to the local coexistence of different experiences, behaviors, markets, knowledge, and skills, which can lead to the emergence of new ideas. This implies that employees from diverse cultural backgrounds bring different knowledge bases into the organization, thereby fostering creativity and innovative problem-solving. An environment grounded in varied experiences fosters broader perspectives, greater flexibility, and the emergence of new viewpoints at both individual and team levels. Consequently, organizations characterized by cultural diversity are more likely to become sources of innovation, as they facilitate the discovery of new ideas and the development of novel solutions.

Cultural diversity in organizations, while often regarded as a strength of the contemporary work environment, also presents a range of challenges. It requires organizational flexibility, openness, and cultural maturity. As employees' backgrounds, languages, values, and working styles become increasingly diverse, opportunities for creativity and new idea generation also expand. However, the risk of misunderstandings, communication barriers, and value conflicts also increases. Consequently, the impact of cultural diversity on organizations can be dual: it may both enrich organizational culture and create challenges, depending on whether diversity is managed consciously or allowed to develop organically (Hundschell et al., 2022).

Chantarat et al. (2023) argue that cultural diversity, while widely recognized as a valuable organizational asset, may also pose complex challenges to the coherence of organizational culture and to employees' trust in management.

According to Baluku (2024) and Prenzel et al. (2024), one of the major challenges faced by global teams is communication barriers. Differences in language, patterns of nonverbal communication, and varying degrees of directness often lead to misunderstandings among employees (Hundschell et al., 2022). As a result, colleagues' behavior or tone may be misinterpreted, reducing trust and creating a tense team atmosphere. Soares et al. (2024) similarly note that communication barriers, misinterpretation of messages, misunderstood norms, or nonverbal cues may lead to misunderstandings, reduce work efficiency, and disrupt team processes. There is also a risk that employees from different cultural backgrounds may feel less included in internal organizational processes or even experience social isolation

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(Prenzel et al., 2024). Such situations foster "us" versus "them" group formations, which weaken trust and promote a fragmented organizational culture (Baluku, 2024; Prenzel et al., 2024). Moreover, representatives of different cultures perceive time management differently — some strictly adhere to deadlines, while others prioritize relationships and processes over outcomes. Such differences may generate tension regarding what is considered an appropriate work pace or priorities (Baluku, 2024).

Individuals often unconsciously rely on their cultural assumptions without realizing it. As a result, differences emerge in their approaches to communication, decision-making, and work organization. When such differences are not explicitly addressed, they may lead to latent conflicts or "silent tension," where disagreements are not openly expressed but still negatively affect the work environment and performance (Baluku, 2024). Croitoru et al. (2022) support this view, noting that while diversity can foster creativity and innovation, it also increases the risk of value conflicts. Differing perceptions of work ethic, hierarchy, or communication styles may create tension among team members. In the absence of clearly defined shared organizational values, cultural differences can become an obstacle to collaboration. Such conflicts weaken the organizational climate and may reduce overall productivity.

Croitoru et al. (2022) argue that employees' attitudes toward work, remuneration, leadership, and collaboration are shaped by their cultural values. Consequently, what motivates in one culture may not be effective in another. Such differences can challenge the coherence of organizational culture, as managers must adapt to varying employee expectations and communication styles. If these differences go unnoticed or are poorly managed, they may lead to misunderstandings, reduced trust and employee engagement, fragmentation, and the emergence of "us-versus-them" divisions.

A more detailed examination of trends in organizational culture change would enable organizations to take proactive measures to avoid undesirable problems and leverage cultural diversity to create a competitive advantage.

Methodology

To explore the challenges posed by increasing employee cultural diversity for organizational culture, a qualitative research approach was employed, as it enables analysis of the experiences of both employees and managers within organizations. In this study, data were collected using a semi-structured interview method, which allows the researcher not only to follow a set of predetermined questions but also to respond flexibly to participants' answers and to ask follow-up questions for clarification.

The study was conducted in an organization that not only embraces the cultural diversity of its permanent employees but also annually enrolls young professionals from various countries for internships.

The research participants were selected using a criterion-based sampling strategy. The primary selection criterion for participants was a minimum of three years of work experience within the organization. This criterion was chosen to

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ensure that participants were sufficiently familiar with the organization's internal culture, values, norms, and work practices, and thus able to reflect on the challenges that increasing cultural diversity among employees poses to the organization's culture. Categories and subcategories were developed after the initial interviews, enabling the identification and analysis of the key aspects of the collected data.

Based on the principle of data saturation, six organizational members were interviewed: two decision-makers (managers), two implementers (employees directly involved in carrying out organizational activities), and two foreign employees. Such a composition of informants allows for the exploration of diverse experiences and perspectives on the challenges that increasing cultural diversity among employees poses to organizational culture across different organizational levels.

Results

Formal vs. informal communication as a space for the manifestation of culturally conditioned communication problems. As the interview results indicate, varying degrees of interaction and collaboration problems emerge within the organization in both formal and informal communication. In formal communication, these problems contribute to a deteriorating workplace climate, poor task performance, and ineffective collaboration, whereas breakdowns in informal communication lead to personal discontent.

Study data are in line with the findings of other researchers, noting that cultural differences in organizations most often become evident during social interactions, particularly in team meetings, joint activities, or informal conversations, as it is in these situations that differing values, communication styles, and behavioral norms are revealed (Cox, 1994; Mazur, 2010). The findings of the study demonstrated that cultural differences within the organization most frequently emerge in informal communication contexts, when employees interact in a more relaxed environment: "<…> *they are most noticeable during breaks, during lunch breaks* <…>." [R1]. Respondents also emphasized that cultural differences become visible during shared activities or team events: "<…> *during joint activities or team events* <…>" [R4], "*Also during celebrations or common events, cultural differences become very apparent*" [R3]. In this way, informal interaction enables employees to express their cultural habits, values, and behavioral patterns, thereby making cultural differences more visible in such contexts.

On the other hand, this informal interaction becomes a very important element of employee socialization. Not coincidentally, scholars suggest that informal interactions play a significant role in organizational culture development, as they strengthen interpersonal relationships and foster a sense of community within the organization (Vveinhardt, 2011; Croitoru et al., 2022).

Cultural differences become apparent also in formal communication situations, particularly those related to decision-making, problem-solving, and team collaboration: "<…> *certainly during meetings* <…> *in general discussions and*

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consultations <…>" [R1], "*The greatest differences are observed during team meetings, especially when there is a need to respond quickly to emerging problems, make rapid decisions, or discuss sensitive issues* <…>" [R4]. Furthermore, it was noted that cultural differences may also emerge during the implementation of specific work tasks or projects: "*Specifically, when there is, for example, a project with assigned tasks* <…>" [R2].

Such communication problems underscore the importance of a clear and inclusive organizational culture as a coherent system of shared values, rules, behavioral standards, and knowledge. At the same time, the manifestation of culturally conditioned problems in both formal and informal communication implies corresponding spaces for their resolution, as well as opportunities to transmit collectively accepted communication and interpersonal interaction rules to newcomers.

Formalized vs. informal and spontaneous cultural learning. The prominence of informal communication as a space where cultural encounters manifest aligns with the tendency to shift a substantial part of knowledge about the host culture into informal interaction. In this context, scholars emphasize that informal communication plays a critical role in the effective management of cultural diversity within organizations, as beyond formal strategies and documents, everyday interactions enable employees to internalize shared norms, foster a sense of inclusion, and facilitate effective communication (Cox, 1994; Shore et al., 2011; Arminienė et al., 2024).

The study data highlights the significant role of informal meetings and shared activities in cultural acquisition and promotion of intercultural understanding. Respondents' statements revealed that the organization deliberately creates opportunities for employees to interact not only in work-related contexts but also in informal settings: "*On the first day, we organize a joint meeting, a get-together*" [R1]. Other respondents emphasized that informal situations help people relax and get to know each other better: "*During coffee breaks or shared celebrations, people relax* <…>" [R3]. It was also noted that the organization holds meetings where discussions extend beyond work-related topics: "*We also have joint meetings where we talk not only about work*" [R5], "*Some have agreed to have lunch together at least once a week and speak in English* <…>" [R5]. Respondents also mentioned various shared activities such as celebrating holidays, shared lunches, or cultural events: "<…> *we celebrate different holidays and birthdays* <…>" [R6], "<…> *they bring food from their own culture* <…>" [R6]. These activities help strengthen a sense of community and reduce cultural barriers.

In addition to organized informal interaction, individual employees' efforts help maintain connections and integrate new colleagues. Respondents emphasized that integration is not solely the responsibility of managers or formal structures, but rather a collective process involving the entire team: "*At one event, I brought an Italian dessert* <…>" [R3], "<…> *everyone makes an effort to integrate and include others*" [R1].

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Informal instruction for new employees, emerging from informal employee interactions, enables rapid provision of important "here-and-now" information; however, it is fragmented and chaotic in both process and content. This limitation is compensated for by planned training and coaching of new employees on shared rules that shape interaction within the organization, which remains an essential component of the onboarding process. Training, mentorship, and communication-enhancing measures contribute to the development of a more inclusive organizational culture and help reduce tensions arising from cultural differences, thereby increasing organizational effectiveness (Schein, 2010; Keleş & Aycan, 2023).

Our study highlighted the significance of mentoring. This is consistent with the tendency of the younger generation in intercultural interaction to prioritize immediate engagement in real activities, with the help of a professional mentor, rather than classroom knowledge acquisition and its application in real situations (Lifintsev et al., 2025).

Respondents emphasized importance of presence of assigned colleague who helps them adapt to the work environment and organizational culture: "*In our organization, a newcomer always has a buddy*" [R5], "*<…> we have a colleague who proactively integrates them <…> takes on this role*" [R1], "*<…> when new employees from other countries join us, we always assign a responsible person <…>*" [R4]. Respondents stressed that this person is usually not a direct manager or formal coordinator, but rather an experienced colleague: "*Not a manager or coordinator, but simply someone who has been working here longer <…>*" [R5], "*<…> this responsible person explains not only the tasks but also how all internal processes work <…>*" [R4]. Although this practice is not formally defined as mentorship, respondents acknowledged that it effectively fulfills this function: *"<...> it is not an official mentorship program <…> but in practice, it works as mentorship <…>*" [R4], "*When a new person arrives <…> a colleague takes them under their wing <…>*" [R3], "*<…> one colleague would check in for several weeks to see if I understood everything <…>*" [R3]. These findings indicate that mentorship within the organization is perceived as a daily practice that helps new employees feel more secure and adapt more quickly to the work environment. According to Pavlova (2020), mentorship and collegial support are among the most effective means of facilitating employee integration into a new organizational culture, particularly within culturally diverse teams.

Classical instruction and training remain important, as they enable the provision of structured knowledge to newcomers and the introduction of communication norms and interaction standards adopted within the organization. It is crucial that such training is not limited to initial onboarding but is continuous, with a focus on reflecting on experience and addressing emerging questions."*Once a month, we sit down and create space for people to speak <…>*" [R5]. Reflection enables not only the understanding of experience and the identification of potential communication problems and their prevention, but also the systematization of acquired knowledge and experience.

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Management of cultural diversity is an ongoing process that requires not only the application of existing practices but also their periodic evaluation and adaptation to the changing organizational environment (Shore et al., 2011; Morris, 2023). In addition, organizations that systematically reflect on their experiences and identify areas for improvement are better able to adapt to increasing workforce diversity and ensure a sustainable organizational culture (Schein, 2010; Zakarevičius, 2004).

Cultural awareness and the institutionalization of cultural knowledge. The growth of cultural diversity is primarily associated with the entry of new employees into an organization. New individuals become integrated into an already functioning group, adapt to it, and internalize its culture. Many authors emphasize the importance of core staff in transmitting organizational culture to new members and ensuring its continuity. It is undeniable that organizational culture's stability is a crucial factor enabling organizations to successfully adapt to change and integrate new employees (Daft & Armstrong, 2021). However, the emphasis that a stable core of the workforce helps preserve organizational values, work principles, and a culture of collaboration even as employee diversity increases (Naujanienė et al., 2016) may reflect a broader tendency within organizations to shift a substantial part of organizational culture transmission to informal interactions.

In our research, respondents also noted that the team's nucleus has remained largely unchanged over time, enabling the organization to maintain the continuity and stability of its operations. One respondent noted that *"<...> the base, the core of the team somehow remains stable*" [R1], while another emphasized that although the team has changed over time, most employees have remained the same. There has been no need to reconstruct the organization's operational principles from scratch: "*Over those four years, the team has indeed changed somewhat, but not to the extent that everything would need to be restarted each year. Most people have remained the same* <…>" [R3].

The need for a core group of employees as a guarantor of organizational culture continuity highlights an increasingly significant organizational risk — dependence on this core group. A substantial part of knowledge about organizational culture is embedded in the experience of employees constituting this core. When they leave the organization, there is a risk of losing important knowledge and experience. Ultimately, even qualitative onboarding of newcomers is delegated to them, even though they may not be the most qualified to determine what and how information should be transferred.

This issue, therefore, requires organizational attention. Notably, respondents' statements indicated that although various integration and collaboration practices are already in place within the organization, there is sometimes a perceived need for greater clarity and consistency: "<…> *there is a lack of clearer guidelines on how things should be done here*" [R1], "<…> *sometimes it feels like there is a lack of a clearer structure* <…>" [R4]. These findings reveal that existing practices in the organization are mostly based on natural interpersonal relationships; however, in the long term, a more formalized approach may be necessary. Respondents' statements show that although various integration practices are already applied in the

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organization, they are often based on individual initiative or situational decisions; therefore, clearer procedures may be needed in the future: "<...> *it would be really nice to have written rules, an official onboarding process for new people into the team* <...>" [R6], "<...> *that there would be structure, knowledge, and perhaps preparation*" [R1], and "*To create a structure, a strong structure* <...> *formally approved in documentation* <...>" [R2]. It was also emphasized that the organization does not need strict rules, but clearer guidelines: "*Not strict rules, but clearer guidelines*" [R3].

The management of cultural diversity becomes more effective when organizations establish clearly defined guidelines, procedures, and learning opportunities that help employees understand shared rules of action and reduce uncertainty (Pavlova, 2020). Moreover, the presence of clear structures and consistent agreements supports organizational stability as workforce diversity increases (Naujanienė et al., 2016). In this context, it is particularly important for culturally diverse organizations to clearly define common work principles, as this helps reduce uncertainty, strengthen collaboration, and create conditions for smooth integration (Keleş & Aycan, 2023; Khan et al., 2024). In addition, documented rules of behavior and interaction within the organization enable the transfer of important cultural knowledge from individual experience to organizational knowledge.

Inclusiveness of culture, reflection, and guided change. Organizational culture is shaped not only by formally defined norms but also by everyday patterns of behavior, shared values, and interpersonal interactions among employees (Schein, 2010; Cameron & Quinn, 2011). As interview data revealed, one of the most important preconditions for the formation and development of collaboration and communication rules within the organization is human-centered interaction and mutual support. Respondents emphasized that interpersonal relationships play a crucial role in the organization, facilitating the acceptance and inclusion of employees from diverse cultural backgrounds: *"<...> the human factor plays a very important role here <…> from a human perspective*" [R1], "<…> *all colleagues quite naturally <…> try to include others*" [R1]. Another respondent, reflecting on her experience, noted that inclusion occurs through concrete acts of support and assistance: "<…> *colleagues patiently showed how everything works <…> now, when a new person joins, I see the same process — someone always demonstrates, explains, and helps them understand*" [R3]. This idea is further reinforced by the statement that: "*From my experience, I can say that the main tool here is not documents or rules, but normal human interaction and the willingness to help each other*" [R3]. These findings indicate that work and communication rules within the organization are significantly shaped through informal yet consistent practices of support and cooperation. This aligns with the perspective that organizational culture is strengthened when collaboration is based on trust, a sense of community, and mutual support, rather than solely on formal regulation (Vveinhardt, 2011; Grublienė, Urbonaitė, 2014). Furthermore, organizations that manage cultural diversity through inclusion and supportive relationships create more favorable conditions for employee engagement and

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adaptation to the organizational environment (Chantarat et al., 2023; Arminienė et al., 2024).

Clear communication and feedback standards are essential factors enabling organizations to effectively manage cultural diversity and reduce the risk of miscommunication (Cameron, Quinn, 2011) The research data showed that with the growing number of culturally diverse employees, managers began to pay more attention to information clarity and communication processes: "*When there were more foreign employees, the manager started to ensure more that everyone really understands*" [R1], "*<...> managers started to listen more and explain more*" [R3]; "*We even joked that sometimes you do not need a solution, but a translation from one communication style to another*" [R3]. Also, managers began to get to know the team better: "*You can feel the difference <...> because managers see more and learn more about the team*" [R6]. Research data also indicate managers' willingness to maintain individual relationships with employees and to build trust-based interactions. It can be argued that the presence of a feminine organizational culture (according to Hofstede (2005)) promotes these dynamics, and that efforts to develop an inclusive culture should therefore focus on strengthening the corresponding traits and characteristics.

Respondents' answers demonstrate that rules within the organization are not perceived merely as administrative requirements, but rather as a collectively constructed framework of agreements: "*<…> much is based on mutual agreements and organizational values <…>*" [R4]; "*We allocate time to sit down and explicitly agree on simple but important matters <…>*" [R5]. Cultural differences and the misunderstandings arising from them often become a catalyst for dialogue and the search for shared understanding: "*<…> we had one conflict related to communication, and we openly discussed how differently we understand criticism <…>*" [R4], "*These situations force us to sit down and talk <…>*" [R2], "*<…> after such an open conversation, the atmosphere among colleagues improved, and everyone began to express more clearly that they were criticizing the idea, not the person <…>*" [R4]. These statements suggest that, in a culturally diverse environment, organizational work and communication rules are transmitted through dialogue rather than through unilateral instruction. Moreover, such dialogue enables a more detached perspective on these rules, allowing for an assessment of their continued appropriateness in a changing context and the identification of opportunities for their revision and renewal.

Finally, the study data revealed a need not only for dialogue, but also for time and space for more in-depth communication, the consolidation of experience, and team strengthening. Respondents' statements show that an intense work pace sometimes limits opportunities to discuss important issues: "*<...> the 'team building' events stuck in my mind <...> I think that is really missing*" [R1]; "*There is also a lack of time to talk about it; we all work fast*" [R5], "*I think what is most lacking is time and space to talk about these things" [R3] calmly*. This suggests that employees value opportunities for communication and reflection as an important part of organizational culture. Such reflective conversations enable not only the consolidation of individual

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experience but also the review and discussion of shared experiences, problems, and challenges, as well as the evaluation of the existing organizational culture, allowing for updates to interaction rules and standards. This enables cultural change to be neither left to unfold spontaneously nor merely observed, but to be purposefully guided and developed in response to the challenges emerging from a changing context.

Conclusions

Organizational culture should be understood as an open-ended, continuously evolving phenomenon encompassing an organization's values, behavioral norms, communication principles, and decision-making practices. The study revealed that culture is not a static characteristic of an organization that is once and for all established; rather, it continuously develops as a response to a changing environment, employees' experiences, international relations, mobility, and the growing cultural diversity. As the organizational context changes, its culture inevitably changes as well. However, this transformation often occurs spontaneously, potentially generating ambiguity, tensions, or unintended consequences, or it may be deliberately managed. Therefore, in order for the impact of cultural diversity on an organization to be constructive, the process of organizational culture change should be systematically monitored, reflected upon, and managed.

The manifestation of cultural diversity within an organization is most clearly revealed through both formal and informal communication. In formal communication, cultural differences are expressed through employees' varying attitudes toward work rules, responsibility, time management, decision-making, and task execution. In informal communication, these differences become evident in everyday interactions, interpersonal relationships, support for new employees, informal meetings, and team members' ability to interpret and understand each other's behavioral norms. Cultural diversity can have a positive impact on organizations by fostering broader perspectives, generating new ideas, enhancing employee flexibility, promoting collaboration, and enabling adaptability to a changing environment. However, if these processes are not consciously managed, cultural diversity may lead to communication disruptions, conflicts, dissatisfaction, poorer task performance, weakened collaboration, and a deteriorating organizational climate.

The impact of cultural diversity on an organization is particularly evident in the process of integrating new employees. Integration may occur spontaneously through informal employee interactions, everyday communication, mutual assistance, and the informal transmission of organizational norms. Such a process can be inclusive and valuable; however, when left to develop on its own, it becomes chaotic in terms of both process and outcomes. Therefore, informal integration should not be left solely to individual employee initiative. Instead, it should be organizationally framed by combining natural interpersonal interactions with purposefully designed activities, reflection, team meetings, and clear integration guidelines.

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Increasing cultural diversity requires an inclusive organizational culture grounded not only in mutual support but also in a strong focus on communication and the continuous reflection, review, and adaptation of existing rules that shape collaboration and interaction.

The renewal of organizational culture is closely related to organizational framing and a certain degree of formalization. A managed process requires clear documents, guidelines, procedures, and descriptions that define organizational principles, communication norms, employee integration practices, and collaboration rules. The formalization and documentation of organizational culture reduce the organization's dependence on a stable core group of employees and on individual employee experience. When values, principles of action, communication norms, and integration practices are clearly articulated and documented, individual knowledge is transferred into organizational memory. This enables cultural continuity even amid employee turnover and helps new employees understand the organization's operating logic more quickly and integrate into it.

Authors Declarations

Both authors contributed to the study conception and design. Material preparation, data collection, analysis, and manuscript preparation were performed collaboratively by the authors. Both authors reviewed and approved the final version of the manuscript.

Conflict of Interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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Data Availability

The theoretical and legal sources used in the study are publicly available and listed in the references.

Use of AI Tools

During the preparation of this manuscript, artificial intelligence tools (Grammarly) were used for supportive language editing. The author reviewed all outputs and bears full responsibility for the scientific quality, accuracy, and academic integrity of the article.

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ПЕРЕОСМИСЛЕННЯ ОРГАНІЗАЦІЙНОЇ КУЛЬТУРИ В УМОВАХ ЗРОСТАННЯ МУЛЬТИКУЛЬТУРНОГО РІЗНОМАНІТТЯ

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Анотація. У статті досліджується вплив зростаючого культурного різноманіття працівників на організаційну культуру сучасних організацій. Попередні дослідження переважно зосереджуються на проблемах міжкультурної комунікації та практиках управління різноманіттям, тоді як трансформація організаційної культури в умовах посилення мультикультуралізму залишається недостатньо вивченою. Дослідження спрямоване на заповнення цієї прогалини шляхом аналізу того, як культурне різноманіття впливає на комунікаційні практики, інтеграцію працівників, норми співпраці та процеси організаційного розвитку. У дослідженні використано якісний підхід із застосуванням напівструктурованих інтерв'ю, проведених у мультикультурній організації, що характеризується культурно різноманітним персоналом та міжнародними програмами стажування. Результати свідчать, що культурне різноманіття найвиразніше проявляється у формальних і неформальних комунікаційних контекстах, впливаючи на ставлення до роботи,

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стилі прийняття рішень, міжособистісні відносини, вирішення конфліктів та щоденну взаємодію працівників. Культурне різноманіття позитивно сприяє креативності, адаптивності, інноваційності та розширенню підходів до розв'язання проблем. Водночас за відсутності належного управління воно може спричиняти комунікаційні бар'єри, непорозуміння, міжособистісну напругу, зниження згуртованості та неузгодженість у практиках співпраці. Дослідження показало, що інтеграція працівників часто відбувається через неформальну взаємодію та колегіальну підтримку. Хоча такі спонтанні практики інтеграції сприяють інклюзивності та міжособистісній довірі, без організаційної координації вони можуть бути фрагментарними та непослідовними. Тому ефективна адаптація працівників потребує збалансованого поєднання механізмів неформальної соціалізації та формальних організаційних практик, зокрема наставництва, рефлексивних зустрічей, командоутворювальних заходів і чітко визначених комунікаційних правил. Результати дослідження підкреслюють важливість системного управління організаційною культурою в мультикультурному середовищі. Формалізація та документування організаційних цінностей, комунікаційних стандартів і практик інтеграції є необхідними для збереження культурної безперервності, зміцнення організаційної пам'яті та забезпечення ефективного трансферу знань у культурно різноманітних організаціях.

***Ключові слова*:** організаційна культура, культурне різноманіття.

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