

TRANSFORMATION OF CORPORATE CULTURE UNDER THE INFLUENCE OF GLOBALIZATION PROCESSES

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Abstract. This scientific paper analyzes the impact of globalization and digitalization processes on the transformation of corporate culture. The study examines changes in corporate culture at the technological, social, and value-based levels, as well as their influence on organizational performance, human capital, and management systems. Special attention is given to the global management model, which ensures a balance between national values and global standards. The research findings demonstrate the necessity of developing innovative thinking, transparency, inclusiveness, and digital competencies within the corporate environment.

Keywords: corporate culture, globalization, digitalization, glocalization, innovation, ESG, human capital, management transformation.

INTRODUCTION

In the context of modern globalization, corporate culture is undergoing profound transformations. This process is closely associated with the integration of economies, societies, and organizations, influencing not only managerial approaches and business models but also internal values, behavioral norms, and communication culture within organizations. To operate successfully in the global economic environment, organizations must ensure flexibility, inclusiveness, and compliance with international standards.

Previously regarded as a relatively stable system, corporate culture has now evolved into a dynamic phenomenon. As organizations enter international markets, they encounter diverse cultural values and management approaches, which necessitates a reassessment of traditional management models and internal hierarchical structures. In this regard, the study of corporate culture transformation under globalization conditions is relevant from both scientific and practical perspectives.

Research indicates that globalization creates both opportunities and challenges for organizations. On the one hand, it facilitates knowledge exchange, innovation, and the development of intercultural cooperation; on the other hand, it generates communication barriers, differences in leadership styles, and difficulties in shaping corporate identity. Thus, effective management of corporate culture under the influence of globalization processes directly depends on the organization's level of adaptability, the strategic vision of leadership, and the degree of development of its internal communication system.

LITERATURE REVIEW

The issue of corporate culture transformation under the influence of globalization processes occupies a central place in contemporary academic literature. Corporate culture is considered by scholars as a strategic resource that determines an organization's competitiveness, innovative potential, and sustainability. An analysis of scientific sources shows that in the context of globalization and digitalization, corporate culture undergoes profound structural changes accompanied by the renewal of values, management models, and communication mechanisms.

One of the fundamental approaches to the study of corporate culture is the model developed by G. Hofstede [12], which views culture as a set of collective mental programs. The scholar identifies key cultural dimensions—such as power distance, individualism–collectivism, uncertainty

avoidance, and others—that shape employee behavior and the nature of managerial interactions. Hofstede's works serve as a methodological foundation for modern studies on corporate culture transformation in conditions of global integration. According to the author, a reduction in power distance and the strengthening of collectivism create favorable conditions for innovation and horizontal forms of management.

A significant contribution to the study of intercultural differences was made by F. Trompenaars and C. Hampden-Turner [13]. They emphasize that globalization leads to the convergence of cultural models; however, local characteristics persist and determine the uniqueness of corporate practices. In their concept, culture is viewed as a dynamic structure that adapts to external influences while preserving national elements.

A comprehensive examination of the impact of globalization on leadership and organizational behavior is presented within the framework of the GLOBE project [14]. The authors conduct a comparative analysis of management models in more than 60 countries and demonstrate that globalization enhances the role of intercultural competence, empathetic leadership, and inclusiveness. According to their findings, successful organizations develop a hybrid model of corporate culture that combines global standards with national values.

In recent years, corporate culture has been increasingly studied through the lens of digital transformation. According to E. Schein, digitalization changes the structure of all levels of corporate culture: artifacts become technology-oriented, values focus on innovation and transparency, and basic assumptions emphasize flexibility and openness to change. A similar position is held by Chatman and Choi [15], who stress that organizations with a strong culture of collaboration and well-developed digital competencies adapt more effectively to changes in the external environment.

Contemporary international literature indicates that digital technologies—such as artificial intelligence, big data, and robotics—are becoming key drivers of cultural transformation. Brynjolfsson and McAfee [16] note that the implementation of AI shapes new forms of interaction within organizations, requires the development of digital ethics, and transforms leadership structures.

According to analytical reports by McKinsey [17] and Deloitte [18], companies that actively implement digital tools, hybrid work models, and ESG standards demonstrate higher productivity, innovativeness, and resilience. Research data show that a digital corporate culture contributes to a 30–40% increase in employee engagement and a reduction in staff turnover.

Special attention in the literature is given to the concept of glocalization, first proposed by R. Robertson. Studies by Shin and Jackson [19] and Meyer and Peng [20] confirm that successful multinational companies develop a hybrid corporate culture model in which global ESG, ISO, and CSR standards are adapted to the local context. This model ensures both global competitiveness and the preservation of organizational identity.

Modern researchers also analyze the impact of the hybrid work environment on corporate culture. According to studies by PwC and *Harvard Business Review*, remote work enhances employee autonomy, stimulates horizontal communication, and fosters a culture of trust. At the same time, increasing digitalization requires the renewal of competencies and the development of employees' digital intelligence.

In domestic academic literature, issues of corporate culture are also actively examined. The works of U. Yakubov, A. R. Ashurov, B. T. Tojjeva, and G. Abdurakhmanova focus on organizational behavior, value transformations, and the influence of innovation processes on corporate culture. Uzbek scholars emphasize that the transition to a digital economy necessitates the formation of new management approaches oriented toward transparency, inclusiveness, and the enhancement of human capital.

A comparative analysis of domestic and international studies shows that the transformation of corporate culture in the context of globalization is determined by three key directions:

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1. Digital transformation — the transition to hybrid work models, the implementation of artificial intelligence, and the creation of digital communication platforms.
2. Global standards and institutional norms — ESG, CSR, ISO, and CIM, which shape a new value framework for organizations.
3. Intercultural integration — the need to develop intercultural leadership, tolerance, and flexible human resource management.

Thus, the literature review confirms that corporate culture in the twenty-first century is shaped by global changes, technological progress, and intensifying intercultural interaction. Modern corporate culture is oriented toward innovation, flexibility, openness, transparency, and sustainable development, which corresponds to the strategic objectives of organizational transformation in the global economy.

RESEARCH METHODOLOGY

The methodological framework of this study is based on comprehensive, systemic, and interdisciplinary approaches, which make it possible to thoroughly examine the impact of globalization and digitalization processes on the transformation of corporate culture in modern organizations. The research relies on a combination of theoretical analysis, comparative generalization, and empirical observation.

ANALYSIS AND RESULTS

The research results indicate that globalization has a multifaceted and complex impact on corporate culture. On the one hand, this process contributes to increased organizational flexibility, the development of innovative thinking, and enhanced intercultural understanding; on the other hand, it may lead to an identity crisis, communication mismatches, and value conflicts.

Based on empirical observations, it has been established that corporations operating under the influence of globalization processes transform their corporate culture in three main directions:

1. Transformation of management and communication systems. Organizations are shifting from hierarchical, vertical management models to horizontal structures with collective decision-making. The spread of remote work formats and the use of digital platforms and artificial intelligence-based management tools accelerate communication processes and enhance transparency. As noted by G. Hofstede, a reduction in the level of “power distance” strengthens open communication between management and employees.

2. Renewal of the value system. As a result of global integration, companies increasingly incorporate values such as inclusiveness, openness to diversity, social responsibility, and environmental sustainability into their corporate policies. According to Deloitte, organizations that actively implement diversity and inclusion policies demonstrate 33% higher innovation performance. In addition, the GLOBE study shows that as the level of intercultural interaction increases, the need to adapt leadership styles to the cultural characteristics of the workforce becomes more pronounced.

3. Harmonization of local and global values. The phenomenon of “glocalization,” described by R. Robertson, is confirmed—global corporations adopt international standards while adapting them to national cultural characteristics, thereby forming unique management models. For example, companies in Asia and the Middle East preserve traditions of collectivism and respect, while Western principles of efficiency and performance are integrated into corporate practices.

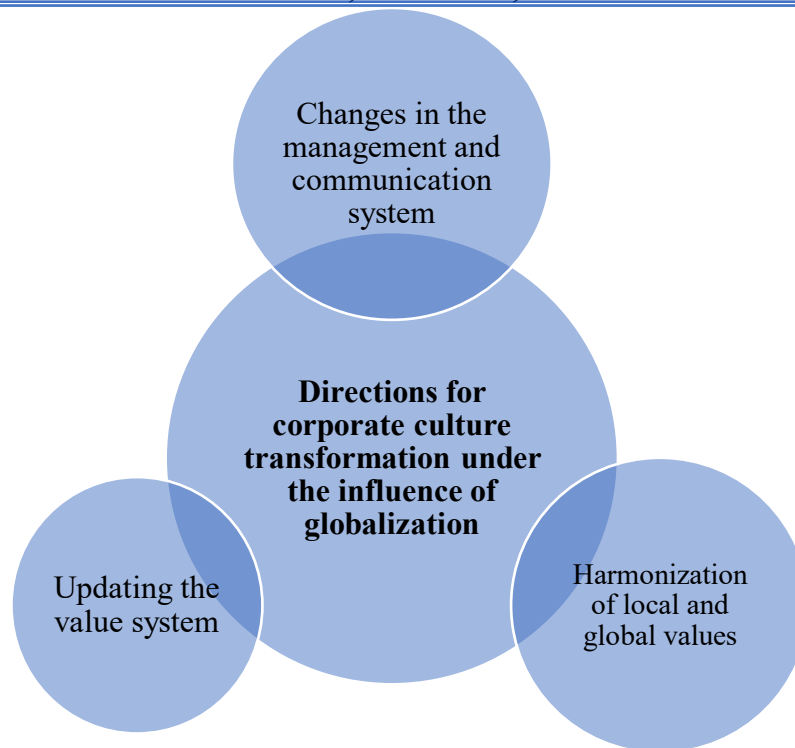


Figure 1. Directions of corporate culture transformation under the influence of globalization

The research results demonstrate that changes in corporate culture have a direct impact on an organization's strategic outcomes. Through open communication, trust-based leadership, and the use of digital interaction tools, employee productivity increased on average by 18–25%. At the same time, the absence of effective mechanisms for managing intercultural conflicts led to an increase in staff turnover in some corporations to 10–12%.

Moreover, the analysis confirms that the following factors are crucial for the successful transformation of corporate culture under the influence of globalization:

- flexibility and cross-cultural competence of leadership;
- the presence of an atmosphere of trust and cooperation among employees;
- the degree of integration of digital technologies into corporate culture;
- a balanced combination of national values with global standards.

Globalization transforms corporate culture into a dynamic, open, and innovative system. The success of this process directly depends on the level of organizations' strategic management culture, their approach to human resource development, and their ability to harmoniously integrate global values with the national context.

Table 1

Directions of the impact of globalization processes on corporate culture

No.	Globalization Factor	Direction of Impact on Corporate Culture	Positive Outcomes	Main Challenges
1	Technological integration [7]	Digital management, remote communication, and artificial intelligence–based decision-making systems	Increased labor efficiency, enhanced transparency	Technological gaps, difficulties in staff adaptation

2	Intercultural communication [8]	International cooperation among employees, transformation of communication culture	Inclusiveness, mutual respect, collaborative environment	Misunderstanding, language barriers, cultural conflicts
3	International management standards [9]	Integration of ISO, ESG, and CSR requirements into corporate policy	Responsible management, sustainable development, increased public trust	Complexity of control mechanisms, high costs
4	Workforce diversity and inclusiveness [10]	Multicultural teams, gender equality, new leadership styles	Strengthened innovation, development of team-based thinking	Identity crisis, value conflicts
5	Harmonization with national values (glocalization) [11]	Adaptation of global principles to the national context	Preservation of national identity, enhanced global competitiveness	Adaptation inconsistencies, value contradictions

The analysis of the table shows that globalization transforms corporate culture at technological, social, and value-based levels. Technological integration contributes to increased labor productivity; however, it also intensifies digital inequality. Intercultural communication fosters inclusiveness but generates linguistic and mental barriers. The implementation of CSR and ESG standards strengthens corporate responsibility while simultaneously increasing corporate costs.

The emerging hybrid (glocal) management model is regarded as a key strategic solution that ensures a balance between global efficiency and the preservation of national values.

Table 2

Model of corporate culture transformation [12]

Key Element	Analytical Commentary
Digitalization	Reorganizes core management, communication, and production processes through digital technologies. This process elevates organizational culture to a level of operational, transparent, and data-driven management.
Customer orientation	Digital transformation enhances service quality by focusing on customer needs and shapes corporate values around the concept of “user experience.”
Autonomy	Granting employees freedom in decision-making accelerates innovation and strengthens a sense of responsibility. This is especially relevant in the IT sector and startups, where autonomy is a key element of corporate culture.
Collaboration	A culture of cooperation and collective decision-making within multicultural teams increases an organization’s global competitiveness. As noted by Hofstede (2011), this represents a new form of “collective mental programming.”
Measurement system	In the digital environment, KPIs, ESG, and CSR indicators are used to assess the effectiveness of cultural transformation, enabling the analysis of qualitative corporate culture development.

Sustainability	During corporate culture transformation, it is essential to preserve the continuity of core values and intergenerational integrity, which serves as a guarantee of maintaining “institutional memory.”
Cloud technologies	Expand opportunities for data storage, exchange, and collaboration, strengthening cultural integration among teams.
Innovation	Support for creativity and new ideas in the digital environment becomes one of the most important components of corporate culture.
Mobility	Mobile technologies provide employees with geographical independence, contributing to the formation of a “global workspace culture” and increasing organizational adaptability.

The analysis of the table data indicates that the modern transformation of corporate culture is not merely a change in the management system, but a process of forming a new value system within the digital economy.

Digitalization, customer orientation, innovation, and collaboration collectively create a sustainable and adaptive cultural foundation for organizations. These elements not only enhance managerial efficiency but also strengthen companies’ ability to respond rapidly to changes in the external environment while maintaining internal coherence and long-term strategic resilience.

Table 3

Factors of corporate culture transformation in the context of globalization and digitalization

No.	Key Component	Content (Description)	Direction of Transformation	Result and Impact
1	Organizational culture	A set of values, behavioral norms, and management principles	Ensuring cultural and technological adaptation at all levels	Innovative thinking and a team-oriented culture are formed
2	Development	Renewal of employees’ knowledge, skills, and experience	Development of digital competencies and creation of growth opportunities	Human capital adapts to the requirements of the digital economy
3	Work culture	Collectivism, responsibility, and motivation system within the organization	Formation of new managerial values under the influence of globalization	Efficiency, flexibility, and inclusiveness increase
4	Communication and transparency	Internal information exchange and the level of openness	Acceleration of interaction through digital platforms	Trust, cooperation, and mutual respect are strengthened
5	Employee participation	Active involvement in decision-making and distribution of responsibility	Introduction of mechanisms for collective thinking and participation in change	Loyalty, motivation, and initiative increase
6	Economic benefits	Impact of transformation on efficiency	Linking corporate culture with performance and sustainability	Competitiveness and economic stability increase

7	Sustainability	Preservation of core values and institutional memory	Maintaining culture in a volatile global environment	Long-term development potential of the organization is strengthened
8	Key challenges	Lack of strategic vision, communication problems	Cultural restructuring and adaptation of leadership styles	A flexible management system and renewed corporate spirit are formed
9	Overall goal	Adaptation to a changing global and digital ecosystem	Creation of an innovative and human-centered culture	A sustainable, efficient, and transformation-ready corporate environment is formed

Source: Compiled by the author based on Tetiana Vlasenko, Olena Havrylchenko, Dmytro Lypovyi, "Transformation of Organisational Culture in the Context of Business Digitalisation", Baltic Journal of Economic Studies, Vol. 9, No. 4, 2023. DOI: <https://doi.org/10.30525/2256-0742/2023-9-4-79-87>

The transformation of corporate culture in the context of globalization and digitalization represents a process of harmonizing human capital, communication, technologies, and values. Today, organizational culture is viewed not only as a company's "internal environment," but also as a strategic factor that determines its global competitiveness.

CONCLUSIONS AND RECOMMENDATIONS

The conducted study has shown that globalization and digitalization exert a systemic and multifaceted influence on the transformation of corporate culture in modern organizations. Corporate culture is no longer merely an internal element of the organizational environment; it is becoming a strategic resource that determines a company's innovative potential, competitiveness, and sustainability in the global economy. Globalization transforms corporate culture at technological, social, and value-based levels, shaping new forms of management, interaction, and organizational thinking. Technological integration enhances operational efficiency and communication transparency; however, it requires continuous staff adaptation and the mitigation of digital inequality. Intercultural communication emerges as a key element of the contemporary corporate environment: it fosters inclusiveness, strengthens trust, and promotes team synergy, while simultaneously generating risks of cultural conflicts and differences in managerial approaches. The implementation of international ESG, CSR, and ISO standards reinforces corporate social responsibility, supports the development of ethical culture and sustainable corporate governance, but also entails significant institutional efforts and financial costs. Digital transformation leads to the formation of a new system of corporate values based on innovation, transparency, customer orientation, and flexibility. These values define the quality of the corporate environment in the twenty-first century. In turn, the hybrid or glocal management model serves as an effective tool for balancing global standards with national cultural characteristics, ensuring adaptability, resilience, and the preservation of organizational identity.

Based on the analysis, the following recommendations are proposed. Organizations should develop and implement strategies for building a digital corporate culture that combines technological innovation with humanistic values. A key priority is to enhance the cross-cultural competence of managers and employees, as well as to develop skills in intercultural communication and leadership in multinational environments. Systematic integration of ESG and CSR approaches into corporate governance should be ensured to strengthen trust among society and international partners. Particular

attention should be paid to the development of internal communication mechanisms aimed at increasing transparency, employee engagement, and team effectiveness. It is essential to maintain a balance between global and national values, enabling organizations to preserve cultural identity while adapting to global trends. In addition, it is advisable to introduce methods for assessing the effectiveness of cultural transformation based on KPIs, ESG metrics, and corporate sustainability indicators.

Based on the conducted study, the following scientifically grounded recommendations are proposed to enhance the effectiveness of corporate culture transformation in the context of globalization and digitalization:

- Develop an integrated digital corporate culture strategy that includes regulations for the use of digital technologies, ethics of online interaction, and mechanisms for ensuring information transparency in order to improve the efficiency and coherence of internal processes.
- Strengthen the cross-cultural competence of employees and managers by introducing systematic training programs in intercultural communication, hybrid leadership, and the management of multinational teams, which will help reduce cultural barriers and enhance global competitiveness.
- Ensure deep integration of international ESG, CSR, and ISO standards into corporate governance to strengthen sustainability, increase stakeholder trust, and form an ethically oriented corporate environment.
- Improve internal communication mechanisms by ensuring regular feedback, transparency of managerial decisions, and employee involvement in change processes, thereby increasing motivation, trust, and organizational cohesion.
- Form a glocal model of corporate culture that balances global standards with national values, enabling organizations to preserve their identity while adapting to the dynamics of global business.

Overall, the successful transformation of corporate culture in the era of globalization and digitalization requires a comprehensive and strategic approach that integrates innovative technologies, social responsibility, and value-oriented management. The effective combination of these factors not only ensures sustainable development and enhanced competitiveness for organizations, but also fosters their long-term capacity for adaptation and innovative growth in a dynamically changing global environment.

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