

The most effective communication style was found to be hybrid. Respect, moderate freedom with management support, as well as an atmosphere of psychological safety, proved to be the most important aspects of corporate culture. The most valued qualities of a leader turned out to be the ability to clearly set tasks and flexibility/openness to new solutions. The elements of corporate culture that respondents considered unacceptable were toxic promises and disrespect, as well as the cult of overtime and burnout.

Generation Z is shaping a new demand for corporate culture, where flexibility, psychological safety, and clear rules are not optional but mandatory requirements. Organisations seeking to attract and retain young talent need to transform traditional management approaches, emphasising hybrid communication and meaningful work to enable the creation of a modern and effective working environment.

### **References**

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## **DIGITAL TRANSFORMATION AND CULTURAL ADAPTATION IN GLOBAL BUSINESS**

### **Цифровая трансформация и культурная адаптация в глобальном бизнесе**

The twenty-first century has become an era of rapid digital transformation, fundamentally changing how organizations operate and interact with customers, partners, and employees. For global companies, digitalization is not only a technological process but also a cultural one. As artificial intelligence, data analytics, and remote communication tools penetrate business practices, they redefine organizational cultures, leadership models, and cross-cultural interactions.

The aim of this study is to analyze how digital transformation influences cultural adaptation processes in international business and to identify challenges faced by multinational companies in balancing global digital strategies with local cultural contexts.

The relevance of the research lies in the increasing need for businesses to combine technological innovation with cultural sensitivity to succeed in diverse markets.

The study employs a qualitative comparative approach based on secondary data from international corporations such as Google, Unilever, and Huawei. The analysis focuses on how these companies implement digital technologies in culturally diverse environments and how employees from different regions adapt to new communication, management, and collaboration models. Special attention is paid to cultural values such as individualism versus collectivism, hierarchy, and uncertainty avoidance, which influence how digital tools are perceived and adopted in various societies.

The results show that digital transformation enhances transparency, speed, and efficiency but simultaneously creates cultural tension. For example, the implementation of remote work technologies challenges traditional hierarchies in collectivist cultures, while data-driven management may conflict with cultures that value personal relationships and informal communication. Successful digital adaptation depends on companies' ability to integrate local cultural norms into global strategies. Cross-cultural training, participatory management, and localized digital solutions are identified as key success factors.

Moreover, the study reveals that digital transformation contributes to the formation of a new type of corporate culture – hybrid and borderless – where cultural identity is less tied to geography and more to shared digital behavior and values. However, such transformation also risks cultural homogenization and the loss of local identity if not managed responsibly.

In conclusion, digital transformation in global business is a dual process: technological and socio-cultural. Its success depends not only on technological capabilities but also on cultural awareness and adaptive leadership. Companies that invest in cultural intelligence, diversity management, and context-sensitive innovation demonstrate higher resilience and competitiveness in the global market. Future research should explore how emerging technologies such as artificial intelligence and the metaverse reshape cross-cultural communication and redefine organizational culture in the digital age.

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## **SOCIO-CULTURAL CHARACTERISTICS OF DOING BUSINESS IN THE MIDDLE EAST**

### **Социально-культурные особенности ведения бизнеса в странах Ближнего Востока**

The Middle East represents a business environment shaped by cultural traditions, social values, and the strong influence of religion. Although the region includes diverse