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# THE IMPACT OF DEI&B INTEGRATION ON THE ADAPTABILITY OF ORGANIZATIONAL CULTURE IN UKRAINE'S AVIATION SECTOR DURING POST-WAR RECONSTRUCTION

## ВПЛИВ ІНТЕГРАЦІЇ DEI&B НА АДАПТИВНІСТЬ ОРГАНІЗАЦІЙНОЇ КУЛЬТУРИ В АВІАЦІЙНОМУ СЕКТОРІ УКРАЇНИ ПІД ЧАС ПОВОЄННОГО ВІДНОВЛЕННЯ

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This article explores the critical role of organizational culture in the success and sustainability of aviation enterprises, particularly highlighting the challenges and opportunities within the Ukrainian context amidst ongoing instability and the imperative for post-war recovery. It emphasizes the significance of a strategically aligned and adaptive organizational culture for attracting talent, fostering innovation, and achieving strategic objectives. The study underscores the need for a systematic approach to cultural change, considering the unique segmentation of personnel within aviation enterprises and the pivotal influence of leadership. Furthermore, it addresses the importance of integrating values such as sustainable development and fostering a supportive psychological environment for employees navigating prolonged periods of instability. Ultimately, the article advocates for a proactive and value-driven approach to shaping organizational culture as a key factor in the resilience and future prosperity of Ukrainian aviation. And reveals the impact of the integration of DEI&B (Diversity, Equity, Inclusion & Belonging) principles on the adaptability of the organizational culture of the aviation industry of Ukraine. In the context of post-war development, this topic is of particular relevance, as the recovery of the sector requires modern approaches to human capital management.

**Keywords:** DEI&B (Diversity, Equity, Inclusion & Belonging) technologies, organizational culture, sustainable development, adaptability, aviation, digital transformation, innovation, aviation enterprises, strategy, competitiveness, post-war recovery.

У цій статті досліджується критична роль організаційної культури в успіху та сталому розвитку авіаційних підприємств, зокрема висвітлюються виклики та можливості в українському контексті на тлі постійної нестабільності та необхідності післявоєнного відновлення. У статті наголошується на важливості стратегічно узгодженої та адаптивної організаційної культури для залучення талантів, сприяння інноваціям та досягненню стратегічних цілей. Дослідження підкреслює необхідність системного підходу до культурних змін, враховуючи унікальну сегментацію персоналу авіаційних підприємств та ключовий вплив керівництва. Крім того, у статті розглядається важливість інтеграції таких цінностей, як сталий розвиток та створення сприятливого психологічного середовища для працівників. Зрештою, стаття акцентує увагу на проактивному та ціннісно-орієнтованому підході до формування організаційної культури як ключового фактора стійкості та майбутнього процвітання української авіації. Наряду з цим розкривається вплив інтеграції принципів DEI&B (різноманітність, рівність, інклюзія та приналежність) на адаптивність організаційної культури авіаційного сектору України. У контексті післявоєнного розвитку ця тема буде особливо актуальною, оскільки відновлення сектору вимагатиме сучасних підходів до управління людським капіталом. Дослідження також аналізує взаємозв'язок між гнучкістю організаційної культури та здатністю авіаційних компаній оперативно реагувати на непередбачувані зовнішні виклики, такі як глобальні пандемії чи геополітичні кризи. Особлива увага приділяється практичним аспектам формування культури безпеки та безперервного навчання, що є фундаментальним для авіаційної галузі. Стаття пропонує конкретні рекомендації щодо впровадження ефективних комунікаційних стратегій,

механізмів зворотного зв'язку та програм розвитку лідерства, спрямованих на зміцнення корпоративного духу та залученості персоналу. Вивчається роль цифрової трансформації у модернізації організаційної культури, включаючи використання сучасних технологій для оптимізації внутрішніх процесів та підвищення прозорості. Завершується дослідження обґрунтуванням необхідності розробки національної стратегії підтримки та розвитку організаційної культури в українській авіації, що сприятиме не лише її післявоєнному відновленню, а й забезпеченню довгострокової конкурентоспроможності на міжнародній арені.

**Ключові слова:** DEI&B технології, організаційна культура, сталий розвиток, адаптивність, авіація, цифрова трансформація, інновації, авіаційні підприємства, стратегія, конкурентоспроможність, післявоєнне відновлення.

**Problem statement.** In the Ukrainian context, a culture of resilience and indomitability is of particular importance. Businesses that have been able to retain their staff, reorient business processes, and continue operations often rely on a strong internal culture that unites employees around a common goal of survival and recovery. This culture can include elements such as belief in victory, patriotism, willingness to sacrifice, and mutual support. Building upon the global trend of international cooperation in aviation for environmental sustainability, Ukraine's integration into the European aviation space post-war can be significantly enhanced by embracing Diversity, Equity, Inclusion, and Belonging (DEI&B) technologies. While currently focused on resilience and recovery, Ukrainian aviation enterprises can leverage international partnerships and EU initiatives, like ReFuelEU Aviation, to not only adopt Sustainable Aviation Fuels (SAF) but also to build organizational cultures that are inclusive and equitable. This alignment with European Green Deal objectives necessitates a holistic approach where environmental sustainability is intertwined with social sustainability.

**Analysis of recent research and publications.** Many scientists, such as: Novak V., Arefieva O., Gurina G., Kyrilenko O. [2] Pakhota N. [3] have been engaged in research on organizational culture, but not all aspects related to the specifics of the aviation sector and post-war recovery have been considered. In general, no attention has been paid to the post-war recovery of the industry, and especially to inclusion, without which a modern understanding of innovative organizational culture is impossible.

**Formulation of the article's objectives.** The primary goal of this article is to analyze the current state of organizational culture within Ukrainian aviation enterprises amidst the challenges of ongoing instability and the imperative for post-war recovery. Furthermore, it aims to explore the potential for leveraging integrated models of organizational culture and the strategic implementation of Diversity, Equity, Inclusion,

and Belonging (DEI&B) technologies as crucial catalysts for fostering resilience, attracting talent, and ensuring sustainable development within the sector during its reconstruction phase and future integration into the global aviation community.

**Presentation of the main material.** International collaboration can provide Ukrainian aviation stakeholders with best practices and resources for implementing DEI&B frameworks tailored to the specific context of post-war recovery. This includes adapting successful strategies from European airlines and airports that have already integrated DEI&B to foster innovation, attract diverse talent, and enhance employee engagement – crucial elements for rebuilding a competitive and resilient aviation sector. Moreover, as Ukraine aims for closer integration with the EU, adopting progressive organizational culture practices, including DEI&B, will not only align with European values but also strengthen its position as a reliable and forward-thinking partner in the global aviation community.

The adoption of EU environmental standards and the pursuit of net-zero emissions by 2050 will necessitate a workforce and leadership that reflect diverse perspectives and experiences. DEI&B technologies can facilitate the creation of such an environment, fostering a culture of innovation needed to implement sustainable practices and adapt to the challenges of climate change. International partnerships can provide access to training programs and technological solutions that support both environmental and social sustainability goals in the Ukrainian aviation sector's recovery and long-term development. Most leaders recognize how critical organizational culture is to their organization's success, and most also strive to achieve it.

Developing a stable culture is important for achieving sustainable competitive advantages: enterprises with a targeted organizational culture outperform their competitors because they attract and retain the highest-skilled workforce, they empower employees to collaborate and

innovate quickly, thereby inspiring them to work in the company's best interests, and they allocate employees and resources to achieve strategic goals. The link between organizational culture and the chosen strategy of the enterprise plays an important role in the planning process. Typically, organizational culture is an established entity that lays the foundation from the very beginning of the enterprise's creation.

However, in domestic enterprises, most people working there are unaware that they belong to a specific category of organizational culture. Therefore, such institutions have the opportunity to shape a culture that aligns with their strategic direction.

The main problem in implementing changes in organizational culture is the incomplete planning of the change process itself, without a breakdown into specific stages with a detailed description of the implementation tactics for each element of the organizational culture. A strategic vision of the outcome of changes, unsupported by tactical actions, can face failure and a lack of understanding of management's steps at each specific stage of implementing these changes.

It is worth noting that aviation enterprises have a certain peculiarity that affects organizational culture: the separation between groups of office-oriented employees (management personnel, support personnel, technical personnel (mechanics), accompanying personnel). Differences in organizational culture may form separately in each group, which may be absent in another group but will remain within the overall organizational culture of the enterprise. This peculiarity creates a certain problem in the implementation of organizational culture in aviation enterprises, as it is necessary to take into account different groups of employees and select their own implementation methods and their own elements of organizational culture for each group. These peculiarities need to be considered, and a systematic approach should be taken to the implementation of organizational culture in aviation enterprises.

It is important to note that organizational culture is formed primarily based on the values of the organization's leader. The implementation of such values should begin from the "head" of the company and move to the lowest levels of personnel. In the case of certain inconsistent elements of organizational culture in different departments of the organization, they should be reduced to a common denominator. If any of them contradict the management style of senior management, then such values

should be gradually replaced with new ones. An important aspect is also the role of leadership in shaping an organizational culture oriented towards sustainable development. European leaders are increasingly demonstrating personal commitment to the principles of sustainable development and actively promoting them in their organizations. Their vision and support are key to ensuring that sustainable development values become not just a declaration but a real part of the daily work of every employee. Equally important is leadership that translates and supports an adaptive organizational culture. Leaders who demonstrate flexibility, decisiveness, optimism, and the ability to make difficult decisions inspire their employees and set the tone for the entire organization [6]. Their ability to communicate effectively, transparency in decision-making, and willingness to engage in dialogue with the team contribute to strengthening trust and unity, which is critical for successful adaptation.

In addition, organizational culture plays a significant role in supporting the psychological well-being of employees. Prolonged instability and stress associated with war can negatively affect motivation and productivity. Organizations that care for their employees, create an atmosphere of mutual support, provide psychological assistance, and promote the maintenance of social connections within the team demonstrate greater resilience and ability to recover. A culture of empathy and care becomes an important factor in preserving human capital in difficult conditions.

The new system of values of organizational culture should include the following elements: positive values that are the basis for the improvement and development of the organization; negative values that should be transformed and taken into account by the organization's personnel; and missing values that should be introduced into the organizational culture of organizations and accepted by personnel. At the same time, the war has become a catalyst for changes in the organizational culture of many Ukrainian businesses. The need to quickly adapt to new realities, search for innovative solutions and rethink business models have contributed to the development of a more flexible, entrepreneurial and result-oriented culture. Unnecessary bureaucratic procedures are disappearing, and the value of initiative and the ability to learn new things quickly is growing.

Thus, organizational culture is an invisible but extremely powerful force that determines the ability of Ukrainian enterprises not only to

survive, but also to adapt and develop in the face of unprecedented challenges. Flexibility, resilience, collaboration, learning, innovation, employee support, and responsible leadership are key elements of organizational culture that facilitate successful adaptation and secure the future of Ukrainian business.

The integration of DEI&B principles – diversity, equity, inclusion and a sense of belonging – is a key factor in shaping such an adaptive culture. This transformation not only meets the requirements of the times, but also ensures the sustainable development of the industry in a globally competitive environment. DEI&B is an evolution of classic HR concepts that focus on human capital as the basis for organizational success. Diversity (D) denotes the presence of representatives of different social, ethnic, age, and gender groups in the team. Equity (E) is the creation of conditions that allow everyone to have access to resources and opportunities. Inclusion (I) is the active involvement of all employees in all processes of the organization, regardless of their differences. Belonging (B) refers to an emotional sense of security and recognition in the team.

A number of the leading global airlines, including Lufthansa, Delta Airlines, Emirates, have been implementing DEI&B strategies for decades. Key approaches are as follows:

- mentoring programs for representatives of underrepresented groups;
- platforms for open dialogue on discrimination;
- management certified in inclusive leadership;
- analysis of the level of satisfaction of employees with different social backgrounds.

It is impossible not to notice that despite the apparent multi-faceted nature and volume of research, many properties and mechanisms of the relationship between organizational culture and enterprise strategy still require additional consideration. International cooperation is pivotal in building capacity to address the global environmental and sustainable development challenges facing the aviation sector. EU-funded measures have improved relations with partner countries on the implementation of CORSIA and other environmental protection areas. Other measures related to carbon pricing initiatives, relevant to the aviation sector, are being discussed in Europe [2]. Air pollutant emissions from aviation have increased in the EU. Effective action requires a better characterisation of the specific contribution of aviation compared to

other emission sources. The main impacts of aviation on the environment include noise, air quality and climate change. Key risks for the EU aviation sector due to climate change have also been identified, namely: rising temperatures, changes in rainfall and snow patterns, changes in storm patterns, changes in wind and hurricane patterns, more frequent and longer droughts, increased frequency and scale of forest fires, sea level rise, permafrost thaw. Recommendations aimed at increasing the level of environmental protection in civil aviation and helping the EU to ensure the contribution of the aviation sector to achieving the goals of the European Green Deal include the following areas of development for the EU aviation sector: supporting the achievement of European environmental goals (establishing long-term noise and emission reduction pathways, complementing the information underlying the EAER, and ensuring a robust EU monitoring system for the environmental performance of the European aviation sector), integrating effective environmental measures into the European air traffic management system (increasing the efficiency of the SES («Single European Sky») initiative implementation, stimulating the promotion of international solutions and minimising network constraints, further exploring economic incentives that promote greater efficiency and improved environmental performance of airspace users, developing environmental indicators), expanding the supply and increasing the use of environmentally sustainable aviation fuels, promoting research and identifying solutions aimed at combating environmental and climate impacts, as well as increasing resilience to climate change, stimulating technological innovation through continuous international cooperation in the field of regulatory norms, promoting the greening of airport operations and infrastructure, promoting investment and market-based measures to enhance the sustainability of the aviation sector. According to the plan, the aviation sector should reduce net CO<sub>2</sub> emissions from all flights within the EU and departures from the EU by 45% by 2030 compared to a hypothetical baseline scenario; achieve net zero CO<sub>2</sub> emissions by 2050 on all flights within the EU and departures from the EU. Improvements in aircraft and engine technologies are expected to include: hydrogen-powered aircraft on intra-EU routes from 2035; a gradual shift in energy efficiency from new aircraft types over the next decade; optimised range and capacity of hybrid-electric aircraft. It is projected that in 2050, in-sector measures

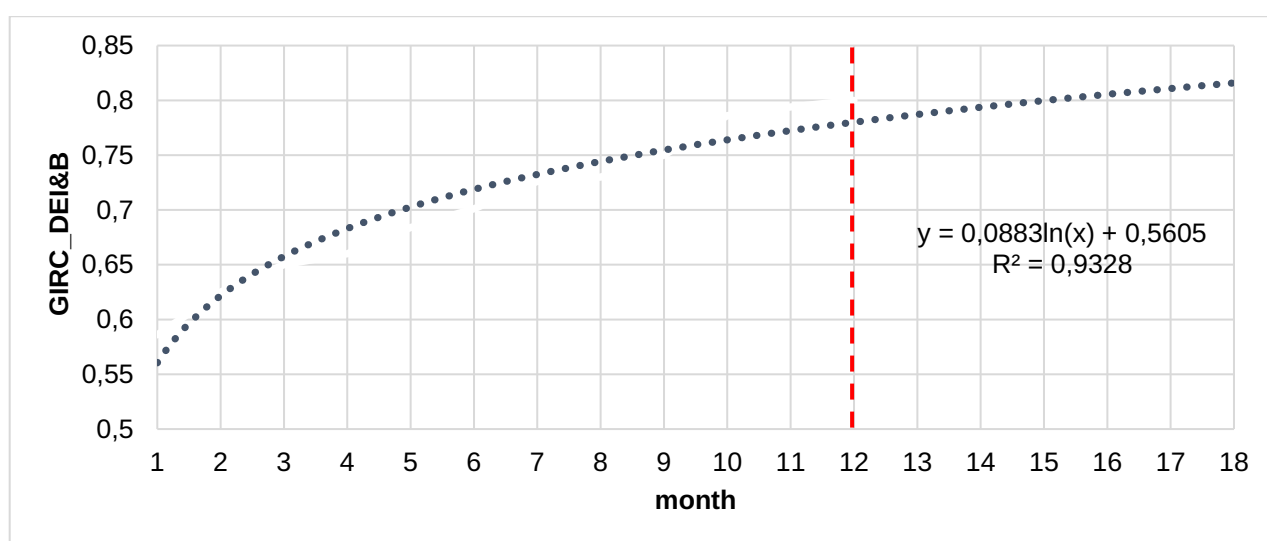


could reduce CO<sub>2</sub> emissions by 69% to 59 Mt compared to a business-as-usual 'technology freeze' scenario (19% from technologies/design, 8% from ATM-Ops, 37% from SAF and 5% from electric/hydrogen aircraft) [5]. The Council of Europe adopted its general approach on the proposal aimed at creating a level playing field for a sustainable air transport sector (ReFuelEU Aviation initiative), which is part of the EU plan to reduce greenhouse gas emissions by at least 55% by 2030 compared to 1990 levels. According to the regulatory proposal, fuel suppliers will have to blend 2% of SAF by 2025, 5% by 2030 and at least 63% by 2050 [5; 7]. European countries are actively introducing and considering policies to stimulate the future use of SAF. European airlines, including the International Airlines Group, have also joined the initiative. In September 2023, Members of the European Parliament approved a new law aimed at increasing the use of clean fuels such as advanced biofuels or hydrogen in the aviation sector. From 2025, an EU label for the environmental performance of flights is being introduced; a requirement is established for aircraft operators departing from EU airports to only refuel with the amount needed for the flight; and airports must ensure that their refuelling infrastructure is available and suitable for the distribution of SAF. Demand for aviation fuel in Europe is projected to grow, making the introduction of SAF promising. However, key challenges on the path to the transition to sustainable aviation fuel in the EU have been

identified, namely: the lack of agreements on the certification of SAF for international flights, the avoidance of tankering in the EU region, overlaps between the production of SAF and other clean synthetic fuels, unregulated and uncontrolled cultivation and harvesting of SAF feedstock, the availability of feedstock and competition for it, the economic viability of SAF, the time to market, infrastructure, the energy intensity and productivity of the process.

The analysis of the impact of the integration of DEI&B principles on the adaptability of organizational culture in the aviation sector of Ukraine in the context of post-war recovery allows us to make a number of important theoretical and practical generalizations. First of all, the implementation of DEI&B is not an optional initiative, but is becoming a strategic necessity for the transformation of the industry in response to the challenges of the 21st century. This is due to changes in the social structure, demographic shifts, growing expectations of employees and passengers for an inclusive and ethical environment, as well as the need to integrate Ukraine into global standards and practices.

Adapting DEI&B practices to the national context is also important. For example, Canada has an Employment Equity Act program that obliges employers to take into account the interests of four groups: women, people with disabilities, national minorities, and indigenous peoples. In the United States, the FAA has implemented the Aviation Workforce



**Figure 1. Forecast for 18 months after the introduction of DEI&B technologies into the activities of aviation enterprises**

*Source: developed by the author based on [1; 4]*

Development Grants strategy with an inclusive focus. These approaches demonstrate that DEI&B should be part of national-level policy. Effective implementation of DEI&B could only be achieved if there is open communication between business, government and civil society organizations. The role of trade unions, veterans' and gender associations is critical for building a culture of mutual support. It is important to introduce public hearings, social platforms for employee feedback, and whistleblower protection mechanisms in case of discriminatory practices. Technological solutions to ensure DEI&B is maintained by modern digital tools can enhance the effectiveness of DEI&B. These include the use of platforms for anonymous monitoring of the level of engagement, chatbots for primary psychological support, software for analyzing pay equity, virtual simulators for empathy and communication skills, and gamified (interactive) formats of DEI&B education.

Thus, DEI&B in the post-war aviation sector of Ukraine is not just about ethics and morality, it is about efficiency, innovation and trust. Successful integration of these principles will ensure not only a qualitative recovery, but also a new competitive paradigm for Ukrainian aviation companies in the global space. Ultimately, an organizational culture based on DEI&B becomes a guarantee not only of adaptation but also of leadership in the new reality.

**Conclusions.** In the next few years, DEI&B will become not only a requirement of international partners, but also a competitive advantage. Creating an enabling environment for talented professionals regardless of their background will contribute to the industry's technological breakthrough. The introduction of mental health support systems, flexible work schedules, and transparent career paths will allow airlines to attract a new generation of professionals. Effective implementation of DEI&B principles requires not only business initiative but also systemic support from the state. The state, as a regulator, employer, and customer

of strategic changes, must provide a regulatory, institutional, and infrastructural framework for the sustainable implementation of DEI&B in the aviation sector.

Under the influence of the war, the Ukrainian aviation sector is experiencing not only an economic crisis, but also a crisis of values and trust. In these conditions, the adaptability of organizational culture is a key condition for the survival and development of enterprises. DEI&B provides exactly the mechanisms that facilitate the transition from a rigid hierarchy to a flexible, ethical and socially responsible management model. By creating an environment where every employee – regardless of gender, age, experience, social status or background – feels valued and engaged, organizations increase innovation, employee loyalty and overall productivity.

International experience shows that DEI&B is becoming a new benchmark for corporate culture that ensures resilience to change, transparency of management decisions, and effective internal communication. Successful cases from the EU, Canada, the US, and other countries confirm that a long-term investment in DEI&B leads to a reduction in staff turnover, improved brand image, and better financial performance. Ukraine has the opportunity not only to adapt these practices, but also to develop its own model of inclusive transformation, taking into account its unique socio-cultural and historical context.

Within the aviation sector, it is especially important to integrate DEI&B into key functional areas: recruitment and development, strategic planning, team building, project management, and passenger service. At the same time, inclusive leadership, backed by systemic government support, is the main driver of change. The direct involvement of the state in shaping the regulatory, educational, and economic framework for DEI&B will allow these principles to be enshrined not only in the internal policies of individual enterprises but also at the level of industry standards.

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