ІНКЛЮЗИВНЕ ЛІДЕРСТВО ТА УПРАВЛІННЯ КОРПОРАТИВНОЮ КУЛЬТУРОЮ: СТРАТЕГІЇ ІНКЛЮЗІЇ ТА АДАПТАЦІЇ ДЛЯ ІНТЕГРАЦІЇ ВЕТЕРЕНІВ

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INCLUSIVE LEADERSHIP AND CORPORATE CULTURE MANAGEMENT: STRATEGIES OF INCLUSION AND ADAPTATION FOR VETERAN INTEGRATION

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Анотація. У цьому дослідженні розглядається внесок інклюзивного лідерства та управління корпоративною культурою у формування механізмів інклюзії та гнучкості, що, своєю чергою, сприяє залученню ветеранів до робочої сили. На основі опитування українських компаній і порівняльних даних окремих галузей подано огляд основних викликів, з якими стикаються організації, а також визначено базові умови для створення інклюзивних корпоративних культур. Використовуючи модель Cultural Integration and Inclusive Resilience System (CIIRS), у своєму дослідженні я підтверджую, що розвиток і навчальні заходи, доповнені культурним менеджментом і лідерськими практиками, здатні забезпечити інклюзію на робочому місці, підвищити людський капітал та досягти конкурентних переваг.

Попри численні задокументовані сильні сторони ветеранів, зокрема надійність, гнучкість та лідерські здібності, на практиці спостерігаються системні недоліки. Дані, отримані від Poltava Drilling Company, Beiken Energy Ukraine та DTEK Pavlogradugol JSC, свідчать про відсутність системного розвитку лідерства, обмеженість програм інклюзії та недостатність психологічної підтримки. Підхід CIIRS пропонує системний спосіб подолання цих прогалин шляхом активізації лідерства, забезпечення психологічної безпеки та спрямування управління культурою на довгострокову інклюзію та адаптивність.

З практичної точки зору дослідження презентує CIIRS як інструмент, придатний як для бізнес-структур, так і для державних інституцій, що прагнуть розвивати свої ініціативи у сфері різноманіття, забезпечення доступу до освіти, лідерської підзвітності та адаптивності на робочому місці. Поєднання принципів інклюзивного лідерства та управління корпоративною культурою в організаційній інфраструктурі дає змогу CIIRS спрямовувати компанії на перехід від формального дотримання вимог у сфері різноманіття до реалізації стратегій, що підтримують довгострокову інклюзію та гнучкість. Ця методологія приносить користь як ветеранам, так і організаціям, допомагаючи формувати інклюзивні, стійкі та конкурентоспроможні колективи у посткризових середовищах.

Внесок цієї роботи полягає у представленні CIIRS як нової концептуальної моделі інклюзії ветеранів на робочому місці. Якщо попередні підходи розглядали працевлаштування ветеранів як елемент соціальної відповідальності бізнесу чи вимогу дотримання стандартів, то CIIRS переосмислює інклюзію як довгострокове завдання управління корпоративною культурою та стійкістю. Завдяки поєднанню результатів опитування та напрацювань у сфері різноманіття, справедливості та інклюзії (DEI), у статті показано, що працевлаштування ветеранів може стати джерелом організаційної гнучкості, конкурентоспроможності та довгострокового успіху через ефективні стратегії інклюзії.

Ключові слова: управління корпоративною культурою, навчання та розвиток, мотивація, інтеграція ветеранів, розвиток лідерства, стратегії інклюзії та адаптації.

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Abstract. This study investigates the contribution provided by inclusive leadership and business culture management in establishing inclusion and flexibility mechanisms and thereby facilitating the inclusion of veterans in the work force. Carrying out a survey among Ukrainian companies and comparative data on selected sectors, it gives an

indication on the principal challenges confronting organizations and sets out basic conditions for success in generating inclusive business cultures. Under the endorsement of the Cultural Integration and Inclusive Resilience System (CIIRS), in my research I confirm that development and training activity supplemented by cultural management practices and leadership behaviors are capable of producing workplace inclusion, raising human capital, and obtaining a competitive advantage.

While many strengths of veterans in terms of reliability, flexibility, and leadership are documented, ongoing systemic deficiencies are apparent in their practical application. Data obtained from Poltava Drilling Company, Beiken Energy Ukraine, and DTEK Pavlogradugol JSC reflect a lack of systematic development of leadership, narrow inclusion plans, and deficient psychological support. The CIIRS approach offers a systemic way of bridging the gaps by fostering leadership activism, building psychological safety, and aligning cultural management toward sustained inclusion and adaptability. From a practical perspective, the study presents CIIRS as a framework usable by both business organizations and government institutions seeking to develop their diversity initiatives, educational access, leadership accountably, and adaptability in the workplace. Through blending inclusive leadership philosophies and management of business culture into the organizational infrastructure, CIIRS guides organizations in shifting from compliance-driven meeting expectations in matters of diversity to execution of strategies sustaining long-term inclusion and flexibility. The methodology benefits veterans as well as helps build inclusive, robust, and competitive organizations in post-crisis environments. The paper's contribution is in framing CIIRS as a new conceptual model of workplace inclusion of veterans. Where previous work considered veteran recruitment as business social responsibility or compliance, CIIRS reframes inclusion as a long-term issue of workplace culture management and resilience. Through linking survey evidence and diversity, equity, and inclusion (DEI) research, the paper shows how veteran recruitment can be a wellspring of organizational flexibility, competitiveness, and long-term success through efficacious strategic inclusion.

***Keywords:** Corporate Culture Management, training and development, motivation, Veteran Integration, Leadership Development, Strategies of inclusion and adaptation.*

***Formulas:** 0; **fig.:** 1, **tab.:** 1, **bibl.:** 21*

Introduction. The arena of corporate culture and organizational leadership is being profoundly transformed, amid growing oversight on matters of diversity, equity, and inclusion (DEI), particularly in the aftermath of crises. With economic, social, and geopolitical instability, organizations are not just confronted with the necessity to revive operational stability but also to design inclusive workplaces that address existing disparities within the workforce. Despite the extensive literature on leadership frameworks and organizational culture change, there is a significant research void that particularly deals with marginalized segments of employees, like veterans, in facilitating a transition from the military to civilian organizations. These results claim that arrange veterans' transition as part of business social responsibility is a incorrect conception; it should instead be considered a highest priority tactic in creating organizational resilience, generating innovation, and providing long-term flexibility. Even though veterans have a lot of practical abilities like flexibility, disciplined nature, and leadership, they are unable to fit well in business settings as a result of pervasive stereotypes, culture shocks, and unsatisfying support systems. The key problem that this study plans to explore is the failure of the existing leadership and business culture models to positively impact the incorporation of veterans into the labor market. Veterans in the workplace provide a fertile reservoir of basic skills like discipline, adaptability, and leadership abilities acquired from their military experience. Yet, there are considerable challenges for those attempting to transition into civilian professional workplaces. These involve organizational cultural disparities between the corporate and military worlds, lack of psychological safety, the absence of structured leadership development and training programs, career development opportunities, and biases in the workplace that invalidate their acquired skills. Additionally, these challenges are magnified during post-crisis contexts, where organizations are faced with operational uncertainties and cannot adopt inclusive workforce practices. As a result, the inclusion of veteran employees in the labor market is assigned a lower priority, thus continuing to create imbalances within professional settings. Although several studies already investigated the area of leadership, organizational culture, and employee inclusion, a serious imbalance exist between theoretical frameworks and practical realities

were faced when integrating veterans into the workforce. AS standard leadership theories highlight characteristics such as vision, motivation, and performance; however, they poorly address the specific challenges faced by vulnerable groups, including veterans, in their advancement within organizations. Data collected from surveys showed in three Ukrainian companies for this study, highlights the principal barriers to the inclusion of veterans. These barriers cover a lack in formal hiring and promotion protocols adjusted for veterans, insufficient leadership training regarding diversity, equity, and inclusion (DEI), a lack of mentorship initiatives directed at veterans, and a minimal awareness organizations have for the critical role that psychological safety plays in effective integration. In response to these identified issues, this study proposes the Cultural Integration and Inclusive Resilience System (CIIRS). CIIRS act as a system designed for the establishment of leadership and organizational culture that seeks to evaluate an organization's commitment to inclusion, promote cultural transformation, and initiate secure environments for all individuals. It facilitates career advancement for veterans by embedding intentional policy initiatives and aligning leadership practices with strategies of inclusion and adaptation. Although this study is specifically directed at the integration of veterans, the findings have significant implications that extend to workforce diversity, leadership, and business resilience. The model presented can be transferred to other underrepresented populations in the workplace, such as individuals with disabilities, female leaders, and underrepresented minority groups. First, making sure DEI is embedded in leadership decisions and not an HR function also cements corporate culture management and supports strategies of inclusion and adaptation, allowing firms to develop more inclusive workforce policies. Second, the insight from this research aids organizational adaptation after the crisis by harnessing various skill sets and experience profiles to make sure inclusion is a longer-term corporate program and not an ad hoc initiative.

This study argue that inclusive leadership is not just a moral need but also a competitive strength for organizations engaged in the recovery process and restoration of the workforce following a crisis. This study repositions the integration of veteran workers from the perspective of corporate social responsibility to that of strategic imperative, and provides companies with visible, evidence-based practices that have proven effective in enhancing inclusivity of the workforce, resilience, and sustainable organizational development. Application of CIIRS represents a significant step in the development of organizational structure and leadership design, thereby enabling inclusion as an inherent characteristic of successful organizations that can face future challenges.

In order to get better insight into such challenges, there is the need to look at current leadership theories and company culture. The review below is on the merits and shortcomings of Servant Leadership, Transformational Leadership, and Schein's Model of Company Culture in meeting veteran integration. The following review examines Servant Leadership, Transformational Leadership, and Schein's Model of Company Culture in favor of integrating veterans.

Literature Review. Leadership at the organizational level and company culture have received strong academic development over the past decades (Prime & Salib, 2014; Randel et al., 2018). Nevertheless, the integration of excluded groups like veterans is weak, especially in post-crisis scenarios in which flexibility is highest (Harrod et al., 2023). Though hegemony leadership and culture theories have informed how workplaces are conceived and organized, they provide little advice on the incorporation of veterans in the labor market (Armstrong & McDonough, 2014; Gonzalez & Simpson, 2021). In this paper, three highly-referenced theories are discussed—Servant Leadership (Greenleaf, as referred in People Managing People, 2024), Transformational Leadership (Wang, Demerouti, & Le Blanc, 2017), and Schein's Model of Corporate Culture (Carmeli, Reiter-Palmon, & Ziv, 2021). Each is discussed both

in positives and negatives in terms of helping in the transition of veterans into the corporate world. Highlighting what is missing in such theories, the paper argues in favor of other frameworks such as the Cultural Integration and Inclusive Resilience System (CIIRS), which attempts to bridge such theoretical as well as practical lacunae (Harrod et al., 2023; Gonzalez & Simpson, 2021).

One of the most influential frameworks discussed in the leadership books is Robert K. Greenleaf's Servant Leadership. The framework views leaders as servants who offer service through ethical accountability, empowering personnel, and community building (People Managing People, 2024). Through the development of cooperation and trust, the framework creates openness to the interests of personnel (Prime & Salib, 2014). Through application, Servant Leadership can be effective in building inclusion through encouraging leaders to listen more to the voices that were underrepresented, including that of the returning war veterans as they transition into the business world. Concurrently, the model is similarly flawed. In spite of all the ethical guidance, Servant Leadership offers no practical approaches to navigating the cultural or psychological challenges that are felt by veterans as they move from the military into the civilian work environment (Harrod et al., 2023). The inaction is particularly problematic in the context of post-crises scenarios in which unpredictability and organizational change are the only certainty, because the Servant Leadership's affinity for stability and moral leadership is directly at odds with the wider organizational change that needs to take place in order to acculturate veterans (Gonzalez & Simpson, 2021). Thus, as the model cries out ethical leadership, the model offers no practical applications—the like-minded training, development opportunities, leadership strategies—not focused on transcending the system-wide challenges that so many veterans face. Another highly researched style is Transformational Leadership, initially outlined by James MacGregor Burns and subsequently expanded upon by Bernard Bass. The leadership style is founded upon the concept of motivating and facilitating change within companies (Wang et al., 2017). Visionary in nature, creative, and demonstrating personal commitment are the fundamental principles of Transformational Leadership and motivate executives to foster creativity and inspire the workforce to perform beyond average expectations (Wang, Demerouti, & Le Blanc, 2017). Due to this, Transformational Leadership remains hailed as fostering the motivation of people toward embracing change and enhancing organizational flexibility (Wang, Demerouti, & Le Blanc, 2017).

However, the model is flawed specifically in application within marginalized groups such as veterans. Whilst stimulating participation and motivation, the model doesn't target the structures and culture of exclusion experienced by veterans, such as discriminatory employment policies, limited opportunities for professional development, and cultures of work that undervalue their transferrable skills (Harrod et al., 2023). In practice, Transformational Leadership would take the stance that motivation will suffice in transcending structures such as the above, while neglecting the necessity of deliberate strategies of inclusion, institutional transformations, and individualized support. Unless institutions take such measures, motivational leadership become more inspirational than genuinely practical in facilitating the inclusion of veterans. Another influential model is Edgar Schein's Corporate Culture Model that examines organizational culture in three layers: artifacts, espoused values, and assumptions underlying (Carmeli et al., 2021). The model was helpful in illustrating how company values affect the behavior of employees and the level of organizational effectiveness as a whole. The cultural dynamics can be mapped in order that the organization can see what the overriding norms are and create the groundwork for long-term development (Carmeli et al., 2021). However, even though Schein's model is strong in analysis, it has clear limits when used to talk about inclusivity. It mainly serves as a

diagnostic tool and does not have the flexibility needed to help create inclusive workplaces, especially for veteran integration (Gonzalez & Simpson, 2021). While it can describe cultural dynamics, it does not give clear guidance on how to include everyone, ensure psychological safety, or create training and development plans for marginalized groups. Veterans, for instance, often need structured support for career growth, mental health, and fitting into the culture—areas where the model does not provide much practical help (Harrod et al., 2023). In post-crisis situations, such weaknesses become harsher. Institutions have to be quick but the Schein model is firm and unable to lead the adaptive approaches that are required. Diagnostically, it is helpful in analyzing culture but is lacking the practical tools that would be required in order to build inclusive policy, adjustable leadership practice, and assimilation strategies that uniquely address the special needs of reintroducing veterans.

A comparison among Servant Leadership, Transformational Leadership, and Schein's Corporate Culture Model identifies severe deficiencies in how well they effectively cater to experienced personnel members, especially after crises. Servant Leadership fosters the ethical obligation but does not provide any clear stepwise processes of how exactly one should train, build, and get through the psychological and cultural barriers felt by veterans. Transformational Leadership stresses the importance of motivating and innovating but neglects structural issues and incentives toward inclusiveness in the structure of the organization. Schein's model, while insightful in the study of cultural dynamics, offers no practical instruments in the formation of inclusive practices or adaptive responses. Collectively, the frameworks fail to address the fundamental issues of leadership development, motivating, and integrating that face the workplaces of the modern world. Research on resilience helps explain why these gaps matter. Organizational resilience is not any one effort, but organizational resilience is an organizational skill. Organizational resilience is the ability of the organization in

adapting in the face of challenges, adapting, and performing well in the midst of adversity. HRM research findings indicate that resilience is more effective when leadership, culture, and people systems function well and transparently, instead of in isolation. The Cultural Integration and Inclusive Resilience System (CIIRS) extend this concept through the combination of inclusive leadership, psychological safety, and culture management in a reproducible pattern of including all people and responding during crises and in the wake of crises. Evidence also identifies that the people side of the organization is at the heart of resilience. Inclusive leadership and workplaces where people feel they belong while their differences are valued lead to higher engagement and adaptability. Psychological safety then generates trust, which enables learning, raising concerns, and coping with errors—which abilities the veterans particularly require as they move into new careers. The CIIRS combines the ingredients through leader behaviors, supportive work environments, and psychological safety as organizational attributes of culture change, rather than giving them over into generic policies on diversity. The model also aligns with well-established organizational change theories. The traditional transformation scholarship stresses the importance of urgency, powerful coalition, clear communication, quick wins, and the institutionalizing of new norms. The change readiness scholarship contributes the necessity of aligning content, context, process, and outcomes. The CIIRS applies the lessons in the realm of inclusion: it connects leadership accountability with urgency and coalition formation, integrates cultural and communication processes with the institutionalizing of norms, and sets out measurable tracks in the development of veterans that create and institutionalize quick wins. Thus, while other resilience and change management approaches offer yet another descriptive model, CIIRS is introduced as an applied combination of resilience and change management specifically suited to the inclusion of veterans. By transitioning organizations from the inactive act of

describing cultural dynamics to the active development of inclusive policy and practice, CIIRS embeds strategies of adaptation and inclusion within leadership accountabilities and cultural habit. Through this, CIIRS offers practical responses to the challenges of integrating the veteran workforce. Further, its design transcends the veterans in that it allows organizations the means of becoming more resilient, adaptable, and competency-driven while enhancing inclusion for other underrepresented demographics as well.

Methodology. The research is grounded on an empirical research design through the administration of survey data in three Ukrainian drilling and energy companies, that is, Poltava Drilling Company (ТОВ «Полтавська Бурова Компанія»), Beiken Energy Ukraine (ТОВ «Бейкень Енергетика Україна»), and DTEK Pavlogradugol JSC (ПАТ ДТЕК Павлоградвугілля). The survey was conducted on organizational culture, leadership styles, and company policy with special reference to the impact of the three variables on the integration of veterans in post-crisis situations. Poltava Drilling Company is one of the leading Ukrainian companies in the oil and gas field, with interests in exploration, drilling, and well servicing. The company is comprised of diverse personnel including engineers, geologists, and technical professionals. Operating in an environment that requires both flexibility and leadership, this company holds much insight into the effects of cultural and managerial practices on long-term resilience. Beiken Energy Ukraine, the local arm of Beiken Energy, offers drilling and extraction services internationally to the energy department of Ukraine. With a diverse workforce and international networks, Beiken offers an excellent study in how leadership and company culture can be used as means of integrating veterans in the context of an international company. DTEK Pavlogradugol JSC is one of Ukraine's leading companies in the field of coal extraction and belongs to the DTEK Energy group. The company employs many personnel in many extraction operations. As a core part of the energy security of Ukraine, DTEK Pavlogradugol JSC is exemplary in how large, complex companies reconcile company culture, leadership responsibility, and inclusion strategies in high-risk, labor-demanding environments.

All three companies work in high-performance, challenging environments and thus represent classic case studies in how the influence of inclusive leadership and cultural management impacts flexibility in the workforce and the assimilation of veterans.

The questionnaire, in the year 2024, was focused on organizational leaders, human resource managers, as well as department managers who engage in workforce development in addition to recruitment exercises. The responses were gathered through an online questionnaire in anonymity, allowing open responses pertaining to their practice as well as perception. The primary purpose of the questionnaire was gauging company policy, leadership assumptions, as well as organizational culture in relation to the employment of veterans. Both dichotomous questions as well as open questions were considered, with the latter including recruitment as well as retention challenges, leadership dedication in terms of the employment of veterans, measures in place related to psychological safety, as well as opportunities that exist in terms of training as well as development. The study also uses the CIIRS system that was created with the motive of helping organizations build resilience and inclusiveness. The system is developed with the ability to assess leadership's role, follow cultural change, and maintain psychological safety within different workforces. Through the connection of inclusive leadership with leadership development and management of organizational culture, CIIRS creates an actionable means through which companies can transition from short-term efforts at inclusion to long-term inclusive practices. For veterans specifically, it identifies concrete strategies to aid in both recruitment but more importantly in long-term assimilation, career progression, and flexibility within organizational cultures.

The responses in the questionnaire were explored using both the qualitative and

quantitative methods. The quantitative helped in putting the responses in numerical format so that leadership behavior patterns as well as the presence or absence of an inclusion program of veterans could be established. The qualitative focused on the open responses wherein some recurrent patterns emerged around leadership matters, HR practices, and organizational policies that influence the integration of veterans.

All ethical guidelines were followed during the research procedure. Participants were informed of their consent and appropriately briefed on the study's objective. For the purpose of confidentiality, all the responses were anonymized and no personal information was revealed. Objectivity in presentation of findings was maintained with the focus on academic integrity and transparency in reporting. Although this work is grounded in three companies from the energy sector, the results have wider implications concerning corporate inclusion that extend beyond this narrow context. The work that follows can build on these findings by examining across sectors and using longitudinal designs to examine outcomes over time. The use of the survey methodology was chosen due to the ability to elicit direct feedback from management, thus reducing the gap between theories of inclusive leadership as well as the realities of the practice in the corporates. Simultaneously, the research contributes toward the development of CIIRS through the offering of data that can be used by the organizations in the build-up of the inclusivity at the workplace, enhancing leadership accountability and building workforce resilience in post-crisis scenarios.

Research results. Survey evidence from Poltava Drilling Company, Beiken Energy Ukraine, and DTEK Pavlogradugol JSC was analyzed across five aspects: leadership commitment, corporate culture practices, psychological safety, career inclusivity, and workplace adaptability. Together, these results provide a comparative perspective on how different organizations in the Ukrainian energy sector are currently addressing (or failing to address) the

integration of veterans into their workforces. The survey results showed that, while leaders often recognized veteran contributions, there were limited organizations that had in place specific programs for their recruitment or support. Beiken Energy Ukraine realized during leadership interviews that veterans contribute distinctive technical and organizational abilities. Nonetheless, there was a discussion on the absence of well-defined mentorship programs, executive advocacy opportunities, or advocacy models reserved exclusively for veterans. The Poltava Drilling Company exhibited a low level of activity, depending fundamentally on classical recruitment forms without targeted efforts aimed at luring veteran aspirants. DTEK Pavlogradugol JSC, despite acknowledging useful knowledge obtained by veterans working in sought sectors such as mining and energy, failed to indicate a well-defined hiring model, leadership support on veteran-focused recruitment, or systematic advocacy by senior leaders. In general, among the three companies analyzed, the findings establish acknowledgment of veterans' contribution in theory, yet there is no established leadership initiative intended for their assimilation. Corporate culture positioning also seems to be weak. As an example, the Poltava Drilling Company made no specific adaptation efforts targeted towards veterans, leaving it up to them to find a way on their own into the company culture. Beiken Energy Ukraine has basic diversity and inclusion (D&I) adopted strategies, but there are no directed actions that are particular to the veteran community. Therefore, veterans entering the organization are challenged by the similar onboarding procedures and culture as all the rest of the employees, without any specialized assistance. DTEK Pavlogradugol JSC has general HR policies in place that encompass its large and diversified workforce; nevertheless, it also does not have targeted programs or efforts addressing direct cultural alignment among veterans. These collective findings collectively point towards none of the companies being systematically addressing the issue of the cultural difference in military and business

environments, leaving veterans often struggling on their own with adaptation issues. Findings were that organizations hardly ever possessed tailored mental health or psychological safety programs designed exclusively for veterans. Poltava Drilling Company provides general well-being programs; yet, there are no programs developed to address the particular psychological challenges faced by veterans, such as post-traumatic stress disorder (PTSD) and transition-related stress. Beiken Energy Ukraine does not have structured counseling or psychological support services in place for veterans, while DTEK Pavlogradugol JSC places a priority on occupational health and safety procedures among its workers but does not expand such activities into programs aimed at promoting psychological well-being or support among veterans in particular. Among all three companies, providing psychological support is either too general or absent and thus places a serious need on protecting the mental well-being of veterans in reintegrating into the civilian job market. The study indicated that development opportunities purely targeted at veterans were severely low, and therefore, there was a big gap in inclusion in development and probation processes. Opportunities in promotion are equitable in Beiken Energy Ukraine, as veterans are never formally barred from development, but it lacks systematic leadership development processes by which veterans could apply their leadership skills in the military into business environments. Poltava Drilling Company

relies on conventional career development frameworks that do not take into account the transferable competencies veterans bring from their service, thereby limiting their progression into managerial roles. DTEK Pavlogradugol JSC has structured advancement systems for its employees, but these do not include fast-track opportunities, reskilling programs, or veteran-specific mentorship that could accelerate career progression. In all three cases, the absence of tailored training and development initiatives prevents veterans from fully capitalizing on their prior leadership and technical experience. Workplace flexibility is a significant absence, since onboarding processes tended not to incorporate accommodations intended to assist veterans. Beiken Energy Ukraine gives a form of workplace flexibility in flexible work schedules and project work, but the decisions are made without regard to addressing veterans' post-transition needs. Poltava Drilling Company applies standardized onboarding processes as part of all new employee work, without additional transitional support or programs intended for veterans. Even DTEK Pavlogradugol JSC, a dominant industry participant in energy, applied standardized onboarding and education processes, ones that are not specifically designed to address support meeting veterans' transitional challenges. The absence of transitional support in all three organizations looks at first glance as a significant miss in ensuring a smoother military-to-corporate transition.

Table 1

Summary of Key Survey Findings

Framework Dimension	Poltava Drilling Company	Beiken Energy Ukraine	DTEK Pavlogradugol JSC
Inclusive Leadership	No leadership-driven veteran hiring	Leadership acknowledges veterans; no structured programs	Recognizes veteran skills; no targeted recruitment/mentorship
Culture Practices	No formal veteran policies	General D&I, not veteran-specific	General HR, no veteran-tailored programs

Table 1 Extension

Psychological Safety	Generic wellness; no veteran focus	No dedicated mental-health support	Occupational safety only; no veteran-focused psychological support
Career Inclusivity	Career paths not tailored to veterans	Equal promotion; no targeted development	Advancement pathways; not adapted to veteran skills
Workplace Adaptability	Standard onboarding; no transition support	Some flexibility; not veteran-specific	Standard onboarding; no veteran transition support

Source: Author's survey data, 2024

While Table 1 outlines the detailed integration gaps across specific aspect, a broader picture can be seen by comparing the overall average scores. Figure 1 illustrates this contrast across the three surveyed companies.
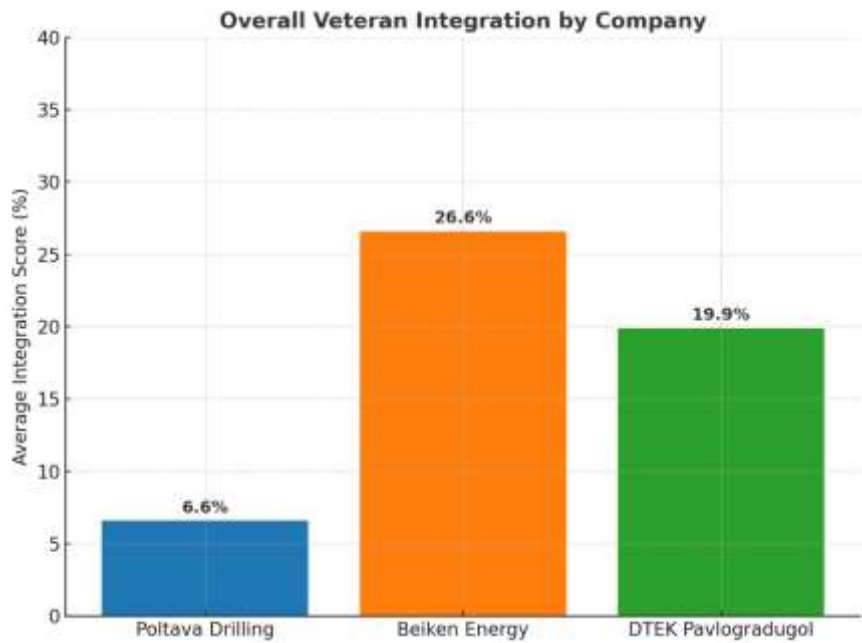

Fig. 1. Average veteran integration scores across companies (%).
Source: Author's survey data, 2024

Scores are scaled on a 0–3 framework (absent = 0%, minimal = 33%, partial = 67%, structured = 100%) and averaged across five dimensions: inclusive leadership, culture practices, psychological safety, career inclusivity, and workplace adaptability. To supplement the overall analysis in Table 1, Figure 1 presents the comparative analysis of the average integration performance of the three companies. The results show that Beiken Energy received the highest overall integration mark (about 27%), reflecting medium efforts on multiple dimensions. By comparison, DTEK Pavlogradugol JSC received an average score of about 20%. On the other hand, Poltava Drilling Company scored the lowest average (about 7%), reflecting an absence of structured initiatives on most dimensions. The results confirm the significant gaps among the companies and stress the need for harmonious policies based on veterans in order to address the integration gaps. The survey points to a consistent pattern in all three companies: there is acknowledgment of veteran strengths;

however, there are no dedicated veteran efforts in leadership engagement, culture fit, psychological safety, professional growth, and work flexibility. The evidence suggests that, despite veterans' recognition as part of the working force, the systems and procedures in organizations have yet failed to demonstrate systematic efforts for their integration into the business climate.

Discussion. This study call attention to the potential benefits and risks of veterans' integration in the corporate environment. Unlike much of the earlier literature that mostly focused on policy evaluations or secondary analysis, my study uses original survey responses collected from three Ukrainian energy sector businesses —Poltava Drilling Company, Beiken Energy Ukraine, and DTEK Pavlogradugol JSC. The findings present a clear paradox. Though veterans at large cherish discipline, adjustability, and technical proficiency, they enjoy little systematic support from the management in key areas like cultural fit, psychological safety, career mobility, or workplace adaptations. Cultural Integration and Inclusive Resilience System (CIIRS) refers to the gap by defining organizational system deficiencies and demonstrating how inclusive leadership can be integrated into practice. In every one of the institutions, leaders were optimistic for veterans but didn't have established means of recruiting them, mentorship programs, and executive sponsorship mechanisms. This gap articulated as "recognition without action" is critical because leadership's promise usually makes or breaks the determinant of cultural change. From CIIRS's point of view, inclusivity is more than public speaking; it takes real mode of action for mentorship, assessment, and accountability. Without this mode of actions, veterans will deal with difficulties entering the staff, decreased retention rates, and increasing doubt of management's guarantee. In short, the key argument for how corporate culture is managed is that inclusion needs to be more than just an item on HR checklists but instead needs to be adopted as a responsibility by executives. Companies that include inclusion measures in leadership evaluations, require managers to assume mentorships, and openly report on progress are much more likely to see sustainable cultural change.

From a corporate culture and management point of view, veteran inclusivity continues to be an un developed area, with cultural transformation demonstrate particularly weak among the companies studied. None of these had dedicated adaptation practices for veterans but applied common diversity policies that fail to account for the particular challenges of military-to-civic work transition. What a disconnect: business cultures cherish fluidity and decentralized authority, and military institutions cherish order and central authority. Without aware adaptation, veterans need to fill that gap on their own. CIIRS stresses the need for deliberate alignment. Communication practices should be adapted to speak to the organized minds of veterans, while cultural sensitivity courses can prepare civilian colleagues to work effectively with veterans. At least as important are skill-translation systems linking military skills and corporate job structures. Skill-translation systems relieve confusion and enable veterans to recognize how their experiences fit within the organization. By building these practices into the management of corporate culture, institutions not only reduce turnover and discontent among veterans but also increase cohesion, motivation, and the overall strength of the organization. From a management and corporate culture perspective, psychological safety and mental health support appear as critical gaps across the surveyed organizations The vast majority provided few generic wellness programs, and these don't uniquely address the unique needs of veterans with transition-based stress, PTSD, or other associated service conditions. Without psychological safeguards specifically crafted for veterans, the consequences follow: loneliness, performance decline, and, more often than not, early exit. From a resilience perspective, psychological safety isn't an afterthought; it's one of the building blocks of adaptability throughout the full workforce.

Psychological safety is viewed by the CIIRS model as a given of inclusive organization. In practice, it means including in onboarding the use of confidential counseling, preparing managers to recognize issues particular to veterans, and infusing open talk regarding mental health as a daily cultural aspect. Companies that create tailored Employee Assistance Programs, set clear referral mechanisms for specialty care, and include veteran-specific training for HR staff not just safeguard individual well-being but create greater trust and cohesion over the organization. In terms of corporate culture and management, career growth for veterans remains limited, with opportunities for advancement in most of the organizations are still very restricted. While fair promotion policies matter significantly, they sometimes do not fill the gap if veterans do not get access to retraining, mentoring, or systematic recognition of talents. The existing support systems are unable to consider for the typical strengths gained through military knowledge, including plans and operations, crisis management, and team leadership. As a result, it is not surprising to see many veterans stuck in entry-level jobs but showing clear leadership potential. The CIIRS model was created to bridge just such a gap by associating training and developmental efforts directly with veterans' pre-existing competencies. From a practical point of view, sponsor initiatives could include mentor programs whereby veteran players mentor new recruits, leadership development environments tailored exclusively for ex-military, or reskill programs tailoring military skill into useful business roles. From a culture management perspective, career inclusion is more than policy discussion. This is a signal the organization provides regarding how it considers the veteran, as a time-limited employee or as a long-term investment. In contexts in which tailored development systems have been implemented, companies have not only enhanced employee retention and levels of motivation but also created leaders capable of leading groups through difficult circumstances with confidence. The findings also highlight that workplace adaptability is closely tied to whether veterans remain in organizations over the long term. The transition from military to civilian employment are normally complicated by inflexible HR processes and in the same time insufficient to support the transition of veterans in to workplace. While standardized onboarding may fulfill formal HR requirements, it often leaves veterans without the necessary guidance to adapt to corporate norms, expectations, and informal networks. Survey evidence from the three firms consistently confirmed this gap, showing that veteran-specific transition programs were largely absent. Within the CIIRS framework, adaptability is emphasized as a core design principle. adaptable onboarding rules, skill-matching initiatives that align military training with corporate job roles, and transitional mentoring strategies can significantly ease this adjustment. Such measures not only reduce turnover but also signal actual organizational commitment to inclusion, thereby strengthening motivation and loyalty among veterans. In the long run, adaptive systems are leading to corporate resilience because they enable organizations to produce on various experiences, especially worthy in uncertain or post-crisis environments. Taken together, the study's results highlight broader strategic and theoretical lessons for how organizations manage corporate culture and inclusivity. The findings show that veteran integration suggests not only a social responsibility issue but also a strategic gain that assist organizational resilience and competitive outline. Veterans have key skills in managing crises, teamwork, and leadership that assist flexibility at the organizational level. Without organized structure, such skills are often not suitably used. Theoretically, this work contributes to the body of knowledge by suggesting CIIRS as the first such model that explicitly integrates resilience theory, change management, and inclusive leadership for embedding veterans in the workplace. Although prevailing models— like Servant Leadership, Transformational Leadership, and Schein's culture model—give limited visions, they do not offer explicit mechanisms for injecting inclusivity in the

aftermath of a corporate crisis following the institutional culture. CIIRS identify the gap by providing a comprehensive model that integrate leadership responsibility, culture coherence, psychological safety, career development, and organizational flexibility in a single structure. This innovation has value because it reconsiders inclusion of veterans not simply as a box-ticking diversity exercise, but as a way of building resilience into the organization itself. By embedding inclusion and flexibility at the grassroots level in the culture architecture of corporations, CIIRS both contributes to theory and offers practical deployments.

In practice, these results suggest concrete steps organizations can take to manage corporate culture more inclusively and effectively. Following on from the research and the CIIRS model then are a number of recommendations for practitioners. Central to culture transformation is the concept of leadership responsibility. Achievement at first requires setting clear recruitment goals for veterans in combination with the integration of mentorship initiatives and inclusion initiatives in the assessment processes for executives. The leadership responsibility for inclusiveness then becomes central to good company governance rather than symbolic. Cultural alignment is just as important, as it provides the foundation for onboarding and training efforts that translate military-acquired skills into meaningful positions in the business world. At the same time, culturally oriented workshops can prepare civilian employees to function effectively alongside their veteran colleagues.

Without such intentional positioning, veterans must stand for themselves in understanding organizational norms and thus both personally suffer and detract overall from the consistency of the workplace. Psychological safety is identified as a critical factor in this context. Conventional wellness programs prove insufficient; rather, organizations must implement Employee Assistance Programs tailored for veterans, establish referral mechanisms for specialized care, and cultivate a workplace culture in which discussions about mental health are routine. Educating managers to identify challenges unique to veterans constitutes an essential component of this initiative and enhances resilience throughout the employees.

Inclusivity-sensitive employment is just as key to the concept of inclusiveness. Without leadership development chances that assist the competency skills for veterans and the implementation of senior mentoring and promotion standards that specifically accept relevant military skills, veterans will be at risk to being relegated at the entry level. The benefits of the opportunities signify that the company considers veterans not simply as obstruction but indeed long-term assets whose leadership can be employ to seek to improve organizational flexibility. Lastly, flexibility systems must be institutionalized in firm culture management. Flexible onboarding, transition assistance tailored to the individual, and talent-matching processes can potentially better align jobs and experience and future potential. Beyond symbolic inclusion, beyond nominal, such initiatives integrate support for veterans in the operating core of companies by fostering greater resilience and solidarity and competitiveness. Like any empirical study, this research has certain limitations that should be acknowledged, and these point to directions for future research. This study has several limitations that should be acknowledged. First, the empirical base is restricted to three firms in the Ukrainian energy sector, which limits the generalizability of the results. Second, the survey design was exploratory and relied primarily on leadership and management perceptions rather than on a large-scale quantitative dataset. Third, the cross-sectional nature of the research prevents an assessment of long-term integration outcomes or retention trends. Therefore, future research should broaden the sample to include areas such as technology, health care, and finance, in which the challenge of integrating veterans may be very different. Finally, longitudinal research following veterans along their careers would provide critical information on what practices lead to lasting impacts. Finally, testing the CIIRS model in foreign contexts may help

establish how flexible the model is in many different kinds of institutional and cultural contexts. This research display that while veterans are valued as employees, they are not yet structurally supported in corporate culture management systems. By interpreting survey results through CIIRS, the research underscores that inclusive leadership, cultural alignment, psychological safety, tailored career pathways, and workplace adaptability are not optional extras but strategic necessities. Veterans represent a critical, underutilized talent pool whose integration strengthens resilience, innovation, and competitiveness. CIIRS gives organizations a clear system to make inclusion a real part of daily work, not just an add-on

Conclusions. This study offers an original contribution by suggesting the Cultural Integration and Inclusive Resilience System (CIIRS) as a novel framework for veteran workforce integration. Differently from existing approaches which mostly consider veteran hiring a component of business social responsibility, CIIRS reframes integration as an issue involving corporate culture management, inclusive leadership, and organizational resilience. Through the creation of five mutually intertwined pillars such as leadership accountability, cultural alignment, psychological safety, career development, and adaptability, CIIRS is a diagnostic tool as well as a prescriptive framework which organizations can use in order to improve their inclusion practices. The theoretical contribution of this study lies in developing leadership and cultural theories in a specific post-crisis context in Ukraine. There are a large number of available studies in organizational behavior and human resource management literature dealing with inclusion at a general level or focusing at a general level on diversity classifications. There is a lack of research specifically dealing with specific problems faced by transitioning veterans when joining companies from a military background. Through a combination of knowledge about inclusive leadership, change management, and resilience literature, CIIRS provides a systematic framework for making sense about

institutionalizing inclusion. Beyond this practical contribution, theoretically speaking, this study contributes further by clarifying that resilience is not only a product yielded by an organization but a dynamic construct which emerges when there is a voluntary effort on the part of a company's culture for accommodating marginalized groups. The practical significance of the study is illustrated by survey responses from three Ukrainian businesses: Poltava Drilling Company, Beiken Energy Ukraine, and DTEK Pavlogradugol JSC. What is found is a recurring pattern: while veterans' discipline, flexibility, and leadership potential are acknowledged, organizations fail at systematic inclusivity based on such attributes. Significant shortcomings are a lack of accountability from leaders, no cultural fit customized for veterans, a lack of formalized provision for psychological support, fixed onboarding processes, and low career mobility. CIIRS addresses each such deficiency head-on by incorporating mechanisms for inclusivity into design frameworks for organizations. Examples are accountability from leaders not only in inclusivity promotion by leaders but active participation in inclusive programs such as mentoring with inclusion results assessed for leaders. Programs for cultural fit include setting communication standards, converting military skills into civil occupation roles, training with a focus on cultural orientation. Psychological safety is enhanced by dedicated Employee Assistance Programs (EAPs) and human resource policies sensitive to veteran-specific problems such as PTSD. Career mobility is encouraged by reskilling, personalized routes, and mentoring while flexibility in onboarding and shift operations is assured for any range of pre-experiences. The socio-economic impacts of veteran integration are especially profound in a setting involving ongoing conflict in Ukraine combined with reconstruction. As scores of servicemen are released into civilian society, their successful integration into the labor force is a social imperative as much as an economic imperative. Veterans are an over-looked yet critical talent pool whose skills in self-discipline, teamwork, and leadership are

directly transferrable within a company framework. Through CIIRS adoption, companies can tap into this potential, thus enhancing their competitive advantage while at the same time contributing towards national recovery processes. At a societal level, improved employment rates for veterans lead towards reducing unemployment rates as a whole, enhancing social cohesiveness, as well as reducing the risks involved in marginalization or social uprisings. As companies incorporate inclusion into organizational culture, it not only enhances workforce resilience but also signals an alignment towards national progress, thus enhancing company reputation while building stakeholder confidence. At the same time, this study is aware of several limitations. Due to its empirical framework's limitation to only three companies in the energy sector, this study might not cover the full gamete for veteran integration in other parts of the economy. The research design was exploratory and cross-sectional in nature, while stressing leadership and human resources perspectives more so than longitudinal information. Consequently, while results obtain at a significant level, they should be interpreted as suggestive only. Future research should delve further in more directions. Extending the empirical model over additional sectors such as those for technology, healthcare, logistics, and finance would permit a deeper level of understanding about integration processes. Longitudinal research could measure longer-term inclusion initiative effects on employee turnover, career advancements, and organizational resilience. International comparative research could

further verify CIIRS model applicability in a wide variety of cultural as well as institutional environments with a focus towards developing Ukrainian standards for securing the model in the universal theoretical literature on inclusion and resilience. Quantification modes for applying CIIRS' dimensions might ultimately take a form amenable for statistical analysis and increased empirical verification. Overall, in this paper we show veteran integration is not symbolic acknowledgement or compliance-driven diversity but needs instead to be understood as a strategic imperative for developing inclusive resilient organizations. By integrating inclusion into leadership accountability, cultural routines, mental health support, career systems, and adaptability routines, organizations are able to translate military experience into a foundation for corporate capability. CIIRS application provides an avenue for Ukrainian businesses to improve competitiveness, innovation, and sustainability while at the same time advancing national socio-economic revival.

Data Availability Statement.

This research is based on survey data collected from three companies: Poltava Drilling Company, Beiken Energy Ukraine, and DTEK Pavlogradugol JSC. The data were gathered specifically for this study and are not publicly available due to confidentiality agreements with the participating organizations. However, summary findings and aggregated results are presented within the manuscript.

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