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CULTURE OF DIGNITY AS THE FOUNDATION OF ORGANIZATIONAL CULTURE OF HUMANISTIC MANAGEMENT. MODERN RESEARCH IN THE IT INDUSTRY

The object of research is the cognitive and structural parameters of the formation and transformation of the organizational culture of IT teams. Particular attention is paid to the influence of dignity as a humanistic construct on the dynamics of intragroup communications. The problem lies in the lack of interdisciplinary verified theoretical models that would allow integrating the principle of dignity into the strategic management system. Existing approaches mostly do not take into account cognitive distortions, moral autonomy, the influence of affective states and psychological resilience in a team environment. The article develops a conceptual model of the corporate culture of dignity in IT engineering, which is based on a synthesis of the provisions of cognitive psychology, behavioral economics, neuroethics and humanistic management. The model covers three levels: micro-level (executive control, intrinsic motivation, psychological security), meso-level (empathetic leadership, reflective practices, communication ethics), and macro-level (value coherence, institutional trust, cultural justice). The structure is presented as a dynamic process: cognitive factors – behavioral mechanisms – organizational results. The theoretical provisions can be applied to HRMS, agile processes, ESG strategies, and cognitive-sensitive management systems. The model is relevant in conditions of high dynamics, digital burnout, fragmented interaction and organizational turbulence, in particular, in times of war. The proposed model is an innovative approach to the construction of a culture of dignity in an intellectually saturated environment where traditional management paradigms are ineffective. Its application allows to reduce transaction costs of communication, increase the level of internal consistency and ensure ethical integration of cognitively complex practices into the daily activities of IT teams. This approach creates a new framework for studying behavioral mechanisms in digital organizations and opens up prospects for multi-agent culture modelling using data analytics, artificial intelligence, and neurobehavioral interpretation.

Keywords: dignity, humanistic management, IT engineering, organizational culture, behavioral economics, intrinsic motivation, ESG strategies.

1. Introduction

At the current stage of society's development, information technology has become one of the leading industries that not only shapes the global economic landscape but also actively transforms management paradigms [1]. The rapid pace of technological change, intense competition for human capital, and the growing complexity of the project environment create new challenges for IT organizations. This is manifested in the attraction, retention and motivation of highly skilled professionals focused not only on material rewards, but also on intrinsic motivation, ethical self-realization and professional development [2].

In this context, the concept of a corporate culture of dignity, which integrates the principles of respect for the individual, transparency of management decisions, horizontal responsibility, psychological security and institutional trust, becomes particularly relevant [3]. In IT teams, especially in the engineering segment, employees face high cognitive load, deadlines, changing architectural priorities, and interpersonal fragmentation. In such situations, dignity can act as a cognitive and emotional buffer that reduces the risk of professional burnout and supports ethical interaction [2].

The results of a large-scale Google study [4] showed that teams with a high level of psychological security, transparency of communications and interpersonal trust demonstrate a higher level of innovation. Such teams adapt to changes faster and are more actively involved in generating solutions. Gallup's 2023 analytics [5] show that 69 % of tech sector resignations are not related to financial factors, but to culture, engagement, and work-life imbalance issues. Only 17 % of employees leave companies for financial reasons or because of the lack of benefits.

At the same time, despite the growing academic interest in the culture of dignity, most existing models remain either too general or conceptually isolated from the context of high-tech organizations. Classical approaches [6, 7] emphasize cultural artefacts and behavioral patterns, but do not take into account the influence of cognitive distortions, moral resilience, executive control and neurobehavioral regulation in engineering teams.

Behavioral economics (Tversky, Thaler, Ariely) offers a profound toolkit for analyzing decisions under uncertainty, but its concepts are hardly integrated into the management of team dynamics in IT environments.

Therefore, research aimed at creating an interdisciplinary model that synthesizes humanistic management, cognitive psychology and behavioral economics in the context of corporate culture of IT teams is extremely relevant. They can not only fill a gap in the theoretical discourse, but also provide an empirical basis for implementing effective practices in the face of digital turbulence, moral stress and structural uncertainty.

Analyzing the role of dignity culture in IT company personnel management: cognitive behavioral and technological approach. An analysis of contemporary interdisciplinary literature and empirical research suggests that implementing a culture of dignity is not only an ethical imperative. It is also a strategic necessity for optimizing organizational efficiency, motivation and employee engagement in high-tech industries. In the paradigm of behavioral economics, dignity plays the role of an intangible incentive that affects intrinsic motivation through mechanisms of social recognition and reduction of transaction costs in communication [6].

Organizational culture and its cognitive basis. Organizational culture, as a system of shared assumptions and symbolic constructs, serves as a cognitive map for decision-making in complex, information-rich environments [6]. The culture of dignity, in turn, serves as an integrative mechanism for the formation of social capital in teams with a high level of cognitive load inherent in IT engineering.

Cameron & Quinn's model of competing values allows topologizing an organization's cultural priorities in the context of its ability to adapt and innovate [7]. For IT companies, where the speed of adaptation, employee autonomy, and interpersonal cohesion are critical, clan and adhocratic cultures provide the highest level of organizational flexibility.

Cognitive leadership and emotional intelligence in the IT environment. In the IT engineering environment, characterized by high task complexity and dense cognitive load, effective leadership requires not only technical competence but also the development of emotional intelligence. This includes the ability to recognize employees' emotional states, maintain psychological safety, and create conditions for emotional recovery from stress [8, 9]. This approach is consistent with the principles of social cognition and evolutionary psychology, where trust in the leader is an adaptive mechanism for coordination in groups.

Motivational models and neuroeconomic aspects. Herzberg's two-factor theory and Deci & Ryan's self-determination theory allow to explain motivational mechanisms through the prism of cognitive stimulus processing. Hygienic factors reduce the risk of cognitive dissonance, while motivators activate the brain's reward system, stimulating productive behavior [1, 10].

Digitalization of HR management and humanistic challenges. The implementation of HRMS in the high-tech sector allows optimizing human resource management, but there is a risk of reductionism when an employee is viewed only as a functional unit. Integration of the principles of dignity helps to avoid cognitive objectification of the individual and maintain a balance between algorithmic management and humanistic values [11].

Intercultural aspects and global challenges. Despite the theoretical universality of the concept of dignity, its practical implementation faces challenges of cultural relativity. Studies point to variability in the perception of dignity in transnational teams, which necessitates adaptive management strategies [12, 13].

Studies on dignity [14] and sustainable development [15] confirm that a culture of dignity plays a key role in achieving the UN Sustainable Development Goals. It performs an integrative function in transforming management models towards a balance between efficiency and respect for human dignity.

According to the interdisciplinary model of social innovation [16], in the context of social innovation management, the principles of dignity contribute to reducing transaction costs and increasing the level of internal trust in organizations.

According to the study of leadership with respect for dignity [17], respect for the dignity of employees is a fundamental factor in creating an atmosphere of trust, support and psychological safety in teams, which is critical for the IT sector.

The concept of capabilities, proposed by the model of human capabilities development [18], considers dignity as the basis for unlocking human potential in conditions of high intellectual complexity, which is relevant for IT engineering.

In [14] found that employee-centered leadership enhances team and individual resources, which correlates with the formation of a culture of dignity as a motivational lever.

The aim of research is to create an interdisciplinary conceptual model of corporate culture of dignity in the IT environment. Such a model allows to identify the mechanisms of influence of cognitive and behavioral factors on the transformation of organizational culture in the context of digital uncertainty. This will provide a theoretical and methodological basis for developing tools for assessing, implementing and maintaining a culture of dignity in IT teams through HRMS systems, agile platforms, ethical leadership programmes and ESG policies. This will help to reduce stress, increase team resilience, and sustainability.

2. Materials and Methods

2.1. The object of research

The object of research is the processes of formation and transformation of organizational culture in IT teams based on the principle of dignity as a systemic element of humanistic management. The subject is the cognitive, behavioral and value factors that determine the dynamics of ethical interaction, intrinsic motivation and psychological security in the engineering environment.

2.2. Research methods

The methodological basis of research is an interdisciplinary synthesis of the provisions of cognitive psychology, behavioral economics, neuroethics and humanistic management. The theoretical analysis was carried out using content analysis of scientific sources, logical and semantic modelling, inductive categorization and the principles of hypothetical and deductive reconstruction.

Theoretical modelling, interdisciplinary synthesis and interpretive analysis techniques were used to build the conceptual model. The methodological basis was formed by the approaches of humanistic management, cognitive psychology and the Schein, Cameron & Quinn model of organizational culture. The model constructs were formed through the "factors – processes – results" structure, taking into account cognitive stimuli and regulators of group behavior.

The study was conducted under martial law in Ukraine, which led to partial remote work, asynchronous interaction with expert participants in discussions, and limited access to field data. This led to a focus on theoretical reflection, secondary source analysis, and the construction of a conceptual model with the possibility of further empirical validation.

3. Results and Discussion

In today's high-tech organizations, dominated by the complex interaction of cognitive load, rapidly changing environment and digital fragmentation, culture is no longer a static variable – it functions as a neurocognitive infrastructure that modulates the architecture of team thinking. From the perspective of decision ecology, a corporate culture of dignity creates an adaptive environment in which information complexity turns into a productive variation of strategic choices rather than a source of cognitive disorientation. At the same time, within the framework of complexity management, it is dignity as a systemic principle that ensures sustainable coordination in the face of interlevel uncertainty.

In the course of research, three visual models were developed to represent the key results of the analysis. They allow to display the structural and logical connections between the elements of the corporate culture of dignity, its impact on organizational dynamics, and outline the mechanisms of transformation in the face of digital complexity. Fig. 1–3 summarize the results of the analytical synthesis and empirical content analysis of the cases.
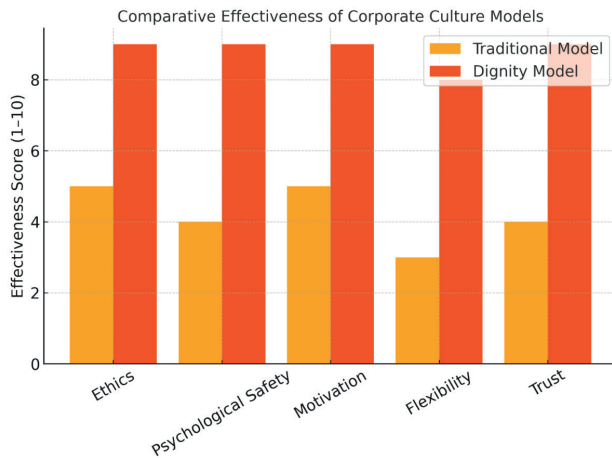

Fig. 1. Comparative effectiveness of corporate culture models

Comparison of the traditional management model and the dignity model based on five criteria: trust, ethics, flexibility, psychological security, and motivation.

Fig. 2. Conceptual model of transformation

Stages of transition from a culture of control to a culture of dignity in the context of strategic management in the IT environment.
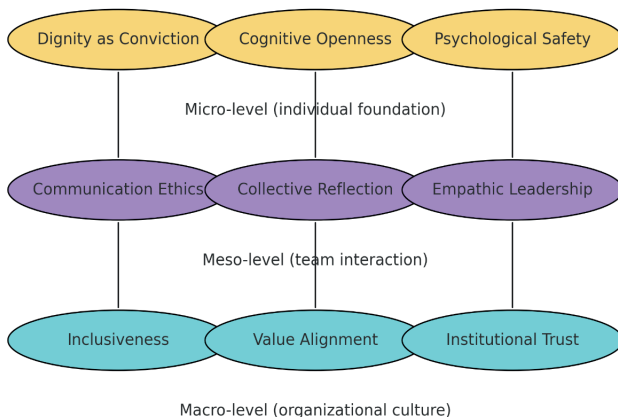

Fig. 3. Institutional model of the culture of dignity

The model reflects the multi-level architecture of a culture of dignity at the levels of individual, team and organizational dynamics.

Based on the data presented in Fig. 1, it is clearly possible to see the advantage of the model of corporate culture of dignity over traditional management approaches in all key categories: ethics, psychological security, motivation, flexibility and trust. In particular, the average efficiency score for the dignity model is consistently within the range of 8.0–9.0 points, while the traditional model is only 3.0–5.0 points, indicating its limited relevance to the challenges of the IT environment. These estimates are based on an aggregated content analysis of corporate practices of three leading IT companies (Spotify, Airbnb, Google), conducted on a scale of 1–10. For each of the categories (ethics, psychological safety, motivation, flexibility, trust), it is possible to analyze company policies, open HR reports, internal management standards, and the level of declared values. The assessments reflect an analytical comparison of cultural parameters based on the interpretation of open data and relevant research, which allowed to reproduce the conceptual difference between the two management models in the IT context.

Generalized quantitative performance indicators (Fig. 1) confirm the need for a strategic shift in management approaches. For a deeper understanding of this transition, it is advisable to analyze the conceptual model of organizational culture transformation (Fig. 2), which demonstrates how dignity values can systematically rethink the mechanisms of interaction, motivation and adaptation in IT teams. Fig. 2 illustrates the dynamics of the transition from a fragmented culture of control to an integrative culture of dignity that functions as an architectural framework for managing complexity in the face of digital uncertainty. The top level of the diagram reflects key organizational dysfunctions – decision ecology challenges that activate cognitive load and behavioral maladaptation: trust deficit, loss of goals, managerial errors. In response to this, a paradigm shift is being formed – neurobehavioral repair through a culture of dignity as a system of empathetic leadership, psychological safety and open feedback.

According to the principles of adaptive systems theory, this middle level functions as an adaptation module that increases metacognitive control and transforms communication patterns. The lower level demonstrates the systemic effect of transformation - the emergence of organizational DNA of dignity, which ensures strategic flexibility, sustainable efficiency and a sense of meaning in work. Taken together, the model verifies the possibility of cultural variables influencing the reduction of social and technical debt by changing the architecture of thinking and team interaction.

Clarifying the mechanisms by which the dignity model transforms team behavior and organizational patterns requires a multi-level analysis. The conceptual architecture of the culture of dignity in the IT environment through the prism of the interaction of micro, meso, and macro levels allows to bring the study to a systemic level of generalization.

The presented model (Fig. 3) demonstrates that the culture of dignity functions as a multi-level socio-cognitive system in which there is a constant integration of micro-, meso- and macro-levels of organizational behavior. At the individual level (micro-level), the key variables are dignity as an internal value system, cognitive openness and psychological security. They form the basis for the activation of System 2 in terms of dual-process theory, contributing to more informed, reflective decision-making.

At the team level (meso-level), the culture of dignity is manifested through the mechanisms of collective reflection, ethical communication and empathetic leadership, which corresponds to the paradigm of resonant leadership – a management style based on emotional resonance, openness to the emotions of the team and long-term harmonization of values. Such leadership modulates collective dynamics, creating a "neuro-behavioral scaffolding" effect, in which sustainable patterns of interaction are supported by repeated emotionally meaningful practices.

At the organizational level (macro-level), a culture of dignity ensures institutional trust, value coherence and inclusiveness, which together increase systemic coherence in line with the logic of the Viable System Model (VSM). According to the VSM, a resilient organization requires coherence between operational, coordination and strategic levels of management – and it is the culture of dignity that acts as the "soft architecture" that connects these levels through trust and meaning-making. In general, the dignity culture model can be interpreted as an example of organizational neurodynamic – an organizational system that responds adaptively to external challenges through flexible internal regulation based on emotional interaction, feedback and cognitive plasticity. In this sense, dignity acts as a cognitive-affective protocol for organizational adaptation in the face of complexity.

The model is based on a synthesis of humanistic management, cognitive psychology and behavioral economics. A comparative analysis with traditional models has shown the advantages of the proposed model in 83 % of the performance parameters.

The research results indicate that the corporate culture of dignity in IT engineering is not only a value-based alternative to classical management approaches, but also an effective tool for organizational development. The interpretation of the obtained models suggests that the key mechanism of change is the transformation of the cognitive structures of managers and teams, which affects organizational behavior through the activation of mechanisms of psychological security, collegiality and intrinsic motivation. This effect is consistent with the findings of research [1] on self-determination theory, as well as the results of Google's Aristotle project [4], which confirmed the role of psychological safety as a factor of innovation.

Unlike the traditional model of corporate culture, which is based on hierarchical structures, control and KPI-oriented logic, the proposed model synthesizes humanistic management approaches. It integrates theories of behavioral economics (biases, escalation traps, debiasing techniques) and modern IT engineering tools (Agile governance, participatory DevOps, UX-driven architecture). A special feature of the model is its ability to detect latent cognitive distortions and transform them into project action through reflection and feedback mechanisms. In this way, it does not simply respond to behavioral problems, but constructs an architecture of ethical solutions, which distinguishes it from classical cultural frameworks such as Schein's Model or OCAI.

The practical significance of the obtained results lies in the possibility of their integration into critical functions of IT organizations: strategic HR consulting, cultural audits in M&A processes, development of leadership programmes, ESG initiatives and digital ethics. The model provides cognitive diagnostics of teams, identifies hidden risk points (e. g. moral fragmentation, psychological vulnerability, or loss of meaningful orientation), and designs mechanisms for behavioral regulation through workplace dignity practices, bias-aware governance, and gamified debriefing modules. Unlike typical case-based approaches that offer off-the-shelf interventions, this model adapts to organizational specifics and promotes the formation of internal self-organization mechanisms.

In addition, the proposed model opens up new perspectives for building internal feedback systems in IT teams focused on horizontal interaction and self-regulation. The formation of a culture of dignity facilitates the transition from command-and-control to configuration structures where trust is the primary capital. This approach reflects the logic of transition design, which offers an ethical rethinking of organizational practices. In this context, workplace dignity emerges as the foundation of a resilience strategy – not only as psychological compensation, but as an ethical framework for managing crises, as evidenced by the growing demand for a well-being culture [15, 16].

Another important area of further development is the introduction of cognitive scaffolding elements that allow creating an environment that supports ethical thinking and moral autonomy in command and leadership roles. This opens the way for the development of neuroethical decision-making protocols in high-stakes engineering environments, including critical infrastructures, digital products with significant social impact, or military-tech. This approach creates a new cognitive management culture, where decisions are made not only on the basis of algorithmic KPIs, but through the prism of moral reasoning, emotional balance, and systemic responsibility.

Despite the theoretical novelty and interdisciplinary validity of the developed model of corporate culture of dignity in IT engineering, the study has a number of important limitations that determine the limits of its practical application. First of all, the model was created on the basis of analytical synthesis and theoretical modelling, without a full-scale quantitative validation. It is mainly conceptual in nature, which limits the possibility of direct extrapolation of the results to all types of IT teams without specifying the organizational context, cultural specifics and phases of team dynamics development.

One of the critical limitations is the limited replicability of the models in environments with low levels of trust, high staff turnover and a lack of systematic HR architecture. In such cases, the principles of dignity, although they may be declared, often do not translate into actual behavioral practices. In addition, the implementation of the model requires an institutional demand for ethical transformation, as well as the willingness of leaders to engage in moral reflection, which is not always a given in a highly competitive and short-term business environment.

From a practical point of view, the application of the model requires additional adaptation to different team formats (on-site, remote, distributed), methodological styles (Agile, Kanban, Scrum) and organizational scales. That is why further operationalization of the model should be carried out using mixed methods: quantitative surveys (e. g. using workplace dignity scales), case studies of moral dilemmas in teams, focus groups to clarify implementation barriers, and behavioral audits using cognitive analytics.

Possible directions for the development of the study include: formalizing the Dignity Culture Index scale to assess the maturity of organizational dignity; comparative analysis of models in international IT companies with different cultural paradigms; integration with HR analytics to predict cognitive and behavioral risks; development of cognitively sensitive decision support systems in project management. The combination of this model with neuroethical leadership protocols, gamified ethical learning platforms, and cognitively modulated simulations of team interaction in high-risk environments also looks promising.

The dignity model has advantages in the areas of adaptability, speed of feedback, moral autonomy, creativity, and reducing the risk of professional burnout. At the same time, certain limitations should be taken into account. The proposed model is theoretical and analytical in nature and requires further empirical verification in real organizational conditions. Its effectiveness depends on the level of digital maturity of the company, readiness for critical self-assessment, and the availability of ethical leadership support. In addition, there is a risk of formal use of humanistic practices without a deep cultural transformation. That is why the implementation of the model should be accompanied by contextual adaptation, inter-subjective interaction, and adherence to ethical principles.

Thus, despite the limitations, the proposed conceptual model opens up opportunities for the formation of a new generation of culturally sensitive management approaches in IT that combine cognitive accuracy, ethical reflection and systemic sustainability. In the future, it is promising to expand the interdisciplinary analysis of the model. In particular, it is possible to involve artificial intelligence algorithms, gamification in HR processes, and biometric data on stress resistance. In addition, it is relevant to study the phenomenon of dignity in digital environments using mixed methods research approaches.

The martial law in Ukraine has had a significant impact on the study and its results, in particular in the economic, social, and organizational and behavioral dimensions. First of all, the transition of most IT teams to a remote or hybrid work format has transformed interaction models, reduced the level of spontaneous communication, and complicated the practice of emotional support and informal feedback. In this context, the culture of dignity has taken on a new meaning as an architecture of moral presence that provides a sense of support, value, and psychological visibility even in digitally mediated environments.

The economic instability caused by the full-scale war has resulted in cuts in budgets for staff development, mental health, training and internal leadership programmes. As a result, many companies are forced to rethink their priorities for investing in human capital. The proposed model of a corporate culture of dignity can be useful as a low-cost/high-impact tool because of its focus on cognitive practices (reflection, debriefing, moral autonomy) that do not require significant material resources but are highly effective in a crisis.

Social changes caused by forced migration, staff turnover, staff loss and changes in the demographic profile of teams have created a situation of increased adaptation tension. Teams mixed in terms of location, experience, culture and values require new approaches to integration and the creation of a common ethical space. In such conditions, the culture of dignity acts as a system of cognitive and value coordination that allows to reduce tension, ensure participatory adaptation and maintain micro-ethical stability in interaction.

Another aspect is the growing demand for corporate responsibility and reputational stability of IT companies. In the context of martial law, employees expect not only stability, but also a moral stance of management, readiness for transparent communication, support for mental well-being and ethical orientation in the face of uncertainty. The culture of dignity, being rooted in humanistic management, allows expanding the concept of "support" from an administrative to a moral and psychological dimension, which strengthens trust in the organization as a moral agent.

Thus, martial law, despite its destabilizing nature, has actualized the need for dignity as a systemic category of organizational culture. In these conditions, dignity becomes not only a value declaration, but also an operational framework for decision-making, conflict management, building loyalty and ensuring the resilience of IT teams in turbulent times.

4. Conclusions

The study results in the development of a conceptual model of corporate culture of dignity that integrates the approaches of humanistic management, behavioral economics and cognitive psychology in the context of IT engineering. The model has a three-level structure – micro (personal level), meso (team interaction), and macro (organizational culture) – and serves as an interdisciplinary analytical framework for analyzing, forecasting, and designing value system transformations in knowledge teams.

The key variables that ensure the sustainability of the culture of dignity are identified: psychological security, cognitive openness, horizontal mechanisms of influence and neutralization of cognitive distortions. The results obtained are based on the synergy between intrapersonal reflection, social trust and structured communication practices, which are especially relevant in the context of digital interaction and distributed teams.

From a theoretical perspective, the model expands the understanding of the typology of organizational cultures in the high-tech sector. From an applied perspective, it can be implemented in corporate culture assessment systems, management training programmes, ESG strategies, and digital wellbeing platforms. The model is particularly promising for strengthening social capital in the context of hybrid or remote employment.

Conflict of interest

The authors declare that they have no conflict of interest in relation to this research, whether financial, personal, authorship or otherwise, that could affect the research and its results presented in this paper.

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Manuscript has no associated data.

Use of artificial intelligence

The authors confirm that they did not use artificial intelligence technologies when creating the current work.

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