

**EMBRACING INTERCULTURAL DIFFERENCES: THE IMPACT ON  
CORPORATE CULTURE AND ENTERPRISE SUCCESS**

**Omanova Nargiza Rustam qizi\***

\*Basic Doctoral Student,

Department of Corporate Governance,  
Tashkent State University of Economics,  
UZBEKISTAN

Email id: nargizaomanva96@mail.ru

**DOI: 10.5958/2249-7307.2023.00010.5**

---

**ABSTRACT**

*In today's globalized world, businesses operate in increasingly diverse environments, bringing together individuals from various cultural backgrounds. This convergence of cultures has a profound impact on corporate culture and the overall success of enterprises. Embracing and understanding intercultural differences within organizations is not only crucial for fostering a harmonious work environment but also for unlocking the immense potential that lies within a multicultural workforce. In this article, we will explore the significance of intercultural differences and their impact on corporate culture, as well as the benefits that organizations can reap by embracing diversity.*

**KEYWORDS:** *Intercultural Differences, Corporate Culture, Efficiency, Enterprise.*

---

**REFERENCES**

1. Schein, E. H. (1997). *Organizational culture and leadership* (2nd ed.). Jossey-Bass.
2. Peters, T. J., & Waterman, R. H. (2004). *In Search of Excellence: Lessons from America's Best-Run Companies* (25th Anniversary Edition). Harper Business.
3. Edgar, H. (2004). *The Corporate Culture Handbook: How to Plan, Implement, and Measure a Successful Culture Change Program*. McGraw-Hill.
4. Peters, T. J., & Waterman, R. H. (2004). *In Search of Excellence: Lessons from America's Best-Run Companies* (25th Anniversary Edition). HarperBusiness.
5. Trompenaars, F., & Hampden-Turner, C. (2012). *Riding the Waves of Culture: Understanding Diversity in Global Business* (3rd ed.). Nicholas Brealey Publishing.
6. Jehn, K. A., Northcraft, G. B., & Neale, M. A. (1999). Why differences make a difference: A field study of diversity, conflict, and performance in workgroups. *Administrative Science Quarterly*, 44(4), 741-763.
7. Meyer, E. (2020). *The Culture Map: Decoding How People Think, Lead, and Get Things Done Across Cultures*. Public Affairs.
8. Mannix, E. A., & Neale, M. A. (2005). What differences make a difference? The promise and reality of diverse teams in organizations. *Psychological Science in the Public Interest*, 6(2), 31-55.
9. Gelfand, M. J., Erez, M., & Aycan, Z. (2007). Cross-cultural organizational behavior. *Annual Review of Psychology*, 58, 479-514.

10. Mor Barak, M. E. (2005). *Managing Diversity: Toward a Globally Inclusive Workplace*. Sage Publications.
11. Meyer, E. (2014). *The Culture Map: Breaking Through the Invisible Boundaries of Global Business*. Public Affairs.
12. Gelfand, M. J., Erez, M., & Aycan, Z. (2007). Cross-cultural organizational behavior. *Annual Review of Psychology*, 58, 479-514.
13. Adler, N. J. (2002). *International Dimensions of Organizational Behavior*. South-Western College Pub.
14. Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. John Wiley & Sons.
15. <https://uzkimyosanoat.uz/oz/opendata>
16. The graph is developed by the author
17. Decision of the Senate of the Oliy Majlis of the Republic of Uzbekistan "On approval of the strategy for achieving gender equality in the Republic of Uzbekistan until 2030".
18. Decision of the Senate of the Oliy Majlis of the Republic of Uzbekistan "On approval of the strategy for achieving gender equality in the Republic of Uzbekistan until 2030".
19. The graph is developed by the author.
20. Ashkanasy, N. M., Wilderom, C. P. M., & Peterson, M. F. (Eds.). (2011). *Handbook of Organizational Culture and Climate* (2nd ed.). Sage Publications.