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# The Role of Mystification in Organizational Identity and Digital Narratives



## **ABSTRACT**

**Objective:** This study investigates the role of mystification in contemporary organizational management, focusing on how digital tools such as deepfakes and hashtags shape organizational identities and public perceptions. It aims to understand how organizations utilize mystification to enhance their image, foster trust, and shape public narratives in a digitally driven world.

**Methodology:** The research adopts a qualitative approach, analyzing case studies of organizations that have utilized deepfake technology and hashtag-driven campaigns to craft their identities. Examples include corporate brand campaigns leveraging social media trends such as #Sustainability and deepfake videos to reshape public understanding of leadership transitions. The study examines public communications, marketing materials, and media coverage to assess mystification's effectiveness and ethical considerations.

**Findings:** The study finds that mystification through digital tools operates on two primary levels: reinforcing the desired narrative and maintaining an aura of mystery that conceals organizational complexities. Hashtags are particularly effective in constructing and consolidating organizational identities by aligning with broader societal movements. At the same time, deepfakes, though controversial, offer a powerful tool for presenting idealized yet potentially misleading corporate images. The study highlights the risks of trust erosion when digital mystification practices are exposed as false or manipulative.

**Value:** This research contributes to understanding the strategic use of mystification in organizational management. It provides insights into how organizations can effectively craft and manage their identities through digital tools while navigating the potential ethical pitfalls. The study underscores the importance of transparency and authenticity in maintaining organizational credibility.

**Recommendations:** Organizations are advised to use mystification strategically, ensuring that digital tools like deepfakes and hashtags align with core organizational values and contribute to long-term trust-building. Maintaining transparency and engaging stakeholders proactively to mitigate the risks of manipulating public perceptions is crucial. Clear ethical guidelines should be established to govern the use of digital mystification to avoid damaging reputational risks.

**Key words:** mystification, demystification, organizational identity, deepfakes, hashtags, hoaxes

**JEL codes:** M12, M14, D83

## Introduction

In an age dominated by information overload, digital manipulation, and increasingly complex communication tools, the process of mystification within management and organizational practices is evolving subtly and overtly. One of the most intriguing shifts in how organizations craft their identities and influence perceptions is through the use of digital and social media platforms, particularly hashtags and the phenomenon of deepfakes. These technological innovations are not just reshaping the landscape of marketing and management; they are altering how organizational identities are constructed and perceived in the public eye.

Mystification, as a concept in management, refers to the process by which leaders or organizations are imbued with an aura of mystique, often to preserve power, protect uncertain or ambiguous processes, or elevate the status of specific individuals or groups within the organization. This concept has roots in organizational theory, particularly the work of scholars like Young et al. (2011), who argue that the mystique surrounding leaders and organizational practices can empower and obscure an institution's actual workings. As organizations continue to harness the power of digital technologies, the ability to either mystify

or demystify their practices becomes a strategic tool in shaping perceptions, expectations, and public narratives.

This paper examines the role of mystification in contemporary management practices, with a primary focus on the impact of digital tools, including deep-fakes and hashtags. The rise of deepfake technology has enabled the creation of hyper-realistic videos and audio recordings that distort the truth, thereby creating new, often deceptive narratives. Similarly, hashtags – once a simple method for categorizing content on social media – have evolved into powerful symbols capable of mobilizing social movements, shaping political discourse, and crafting corporate identities.

The first section of the paper examines how mystification has historically functioned within management and marketing. We discuss the use of language, ambiguity, and symbolism to conceal the true nature of managerial practices and decisions. Additionally, we explore the implications of this mystification for organizational learning and power dynamics, drawing on critical perspectives that highlight the potential drawbacks of such practices. While mystification can be used to maintain the status quo and protect institutional power, it can also foster creativity and empowerment, particularly when the mystical qualities of leadership are tied to innovation and visionary thinking.

The second section explores the intersection of mystification and cultural phenomena, focusing on the impact of deepfakes and hashtags. Deepfakes, a technology that allows the creation of highly convincing fake media content, have raised new ethical, political, and social questions about the boundaries between reality and fiction. In organizational identity, deepfakes offer a powerful tool for manipulating perceptions, whether to build trust or undermine competitors. We examine how organizations can potentially use deepfake technology to craft compelling, albeit deceptive, narratives that align with desired corporate identities or public images.

Finally, we focus on hashtags, which have become ubiquitous in contemporary digital communication. When used strategically, these simple symbols can create or reinforce organizational identities by aligning companies with broader cultural movements, values, or causes. Hashtags such as #MeToo, #BlackLivesMatter, or #Sustainability have evolved beyond their original purpose and become powerful

vehicles for social and political change. In the corporate world, companies have begun leveraging hashtags to create a specific image of themselves – whether they are genuinely committed to sustainability, diversity, and social justice or merely using these issues to enhance their reputation. This use of hashtags for identity construction is a form of mystification, where organizations can present themselves in a way that may not always reflect the reality of their internal practices.

The paper explores the dynamic relationship between mystification, technology, and organizational identity in the digital era through these lenses. By understanding how mystification works in the context of deepfakes and hashtags, we can better grasp the complexities of modern management practices and how organizational identity is crafted, manipulated, and performed in an increasingly virtual and interconnected world. This exploration is not just academic; it speaks to real-world challenges that organizations face as they navigate the murky waters of digital transformation, public relations, and identity construction in the age of misinformation.

## Mystification and Its Role in Management: Navigating the Terrain of Narrative Construction

Mystification in management involves attributing mysterious or enigmatic qualities to successful leaders and organizational processes. This can be observed in how managers may rely on intuition and inner knowledge to transform workplaces (Pearlstein, 2008) or perceive themselves as possessing mystical talents, such as charisma and foresight (Young et al., 2011). Such perceptions often create uncertainty and a sense of elusiveness when trying to understand organizational learning. This is partly due to the diversity of concepts involved and the tendency to attribute human-like qualities to management practices (Friedman et al., 2005). Mystification can also serve as a rhetorical tool used by those in power to justify their elevated status, often masking their true intentions with ambiguous yet prestigious language (Woodward, 1975). While some believe that

mystical management can encourage creativity and empowerment (Pearlstein, 2008), others advocate for demystification to enhance clarity and effectiveness in organizational learning (Friedman et al., 2005). Furthermore, the mystique surrounding managers can shape expectations about success and even create a desire for physical closeness to these leaders (Young et al., 2011).

Mystification in management refers to obscuring or complicating organizational concepts and practices. It can be strategically used to maintain the societal status quo and reinforce existing organizational power structures (Watson, 2004). In organizational learning, mystification arises from the diversity of concepts, the tendency to anthropomorphize, and the reification of terminology (Ashforth et al., 2008). One form of mystification, managerial pseudo jargon, serves multiple purposes, such as reinforcing in-group/out-group dynamics and boosting managers' confidence in uncertain situations (Watson, 2004). Linguistic analysis at various levels of language can help identify mystification (Triki & Taman, 1994). Often, mystification presents management as an objective, technical process that obscures the political and value-laden aspects of managerial work (Watson, 2004). Addressing and understanding mystification is essential for clarifying organizational concepts and improving management practices (Friedman et al., 2005).

Mystification in marketing involves creating confusion or distorting reality in ways that influence consumer behavior. This often includes techniques that obscure people's ability to recognize their needs and desires (Alvesson, 1994). In this sense, marketing as a form of mystification can be seen as a modern manifestation of sophism, used to manipulate perceptions and promote inequality by shaping how social issues are perceived (Dholakia, 2016). The impact of mystification is evident across many marketing practices, from how marginalized groups are represented to advertisements that provide the consumers with a false sense of security in an increasingly uncertain world (Dholakia, 2016). By scrutinizing language, it becomes possible to uncover the underlying messages and intentions of such marketing strategies, revealing their effects on the audience (Triki & Taman, 1994). Despite the widespread use of mystification, efforts have been to demystify marketing practices, shifting the focus toward delivering genuine value and customer satisfaction (McKay, 1972). This ongoing tension between mystification and transparency continues to shape the marketing landscape.

The following table outlines critical directions for future research to explore the various dimensions of mystification in management, emphasizing its impact on organizational identity, leadership practices, and cross-cultural dynamics in the digital era.

**Table 1.** Directions for exploring mystification in management

Direction	Description	Examples	Manifestations in practice
<b>Mystification as an organizational strategy</b>	Examining how organizations use mystification as a deliberate strategy to shape perceptions, manage internal power dynamics, and create ambiguity around decision-making.	Deepfake technology can be used in corporate communications to create compelling narratives around leadership changes.	Companies introduce complex internal rituals or exclusive jargon to create a sense of elitism among employees, reinforcing organizational loyalty while obscuring actual power structures.
<b>Mystification and cross-cultural management</b>	Analyzing how mystification is perceived and employed in cross-cultural contexts and how it impacts global management practices.	The use of hashtags like #Diversity or #Innovation in multinational corporations with diverse employee bases.	Multinational companies launch global “cultural exchange” programs that, in practice, serve more as PR initiatives rather than actual intercultural development.
<b>Digital mystification and organizational identity</b>	Investigating how digital tools like deepfakes and hashtags contribute to constructing and maintaining organizational identity in the digital age.	Social media campaigns promoting a brand’s commitment to corporate social responsibility (CSR) using deepfake images or strategically crafted hashtags.	Companies use AI-generated customer reviews and employee testimonials to enhance their credibility while masking real workplace challenges.
<b>The role of mystification in crisis management</b>	Exploring how mystification can be used in crises to manage perceptions, communicate effectively, and maintain organizational stability.	Deepfake videos are used to portray an organization’s response to an environmental crisis like a factory spill.	Firms issue highly produced crisis-response videos featuring emotionally charged narratives to shift attention away from regulatory failings.

Direction	Description	Examples	Manifestations in practice
<b>Mystification and organizational learning</b>	Understanding how mystification can impact organizational learning and interpreting complex processes and decisions.	Using ambiguous language and visual metaphors (e.g., deepfake art) to teach employees about organizational values and strategic goals.	Leadership training programs introduce complex terminology and “exclusive” methods that appear innovative but do not introduce real learning improvements.
<b>Mystification and power dynamics in organizations</b>	Analyzing how mystification serves to reinforce power imbalances within organizations and impact managerial decisions.	High-profile managers who use mystification to maintain authority and influence over organizational policies and direction.	CEOs create an aura of inaccessibility by surrounding themselves with layers of gatekeepers and symbolic decision-making processes.
<b>The role of mystification in employee engagement and motivation</b>	Investigating how mystification can engage employees by creating compelling narratives that align with their professional identity and motivations.	Deepfake imagery can create inspirational figures or internal heroes within the organization.	Internal employee success stories are selectively highlighted to create an illusion of universal upward mobility, even in rigid corporate structures.
<b>Mystification in leadership and charismatic authority</b>	Investigating how leaders create an aura of mystique to enhance their authority, manage uncertainty, and maintain their position.	Corporate storytelling mythologizes founders to sustain employee loyalty.	Public appearances of executives are carefully curated, with scripted interactions designed to reinforce their charismatic presence.

Source: own elaboration.

The table highlights diverse aspects of mystification in management, ranging from its strategic use in organizational power dynamics to its implications for cross-cultural management. It emphasizes how digital tools, such as deepfakes and hashtags, shape organizational narratives and influence public perception. Understanding these dimensions can help managers navigate the complexities of identity construction and crisis management in an increasingly digital and interconnected world.

In management, the process of demystification is crucial in making complex concepts and practices more accessible and practical; rather than relying solely on classical and technological approaches, knowledge management benefits from recognizing the influence of organizational politics and power dynamics (Haynes, 2005). This process also challenges traditional notions of talent, which are often framed as simply possessing a greater degree of certain qualities, advocating instead for a more sophisticated and context-dependent understanding (Adamsen, 2016). In Chinese management, demystification serves to clarify how business practices are adapting to ongoing economic shifts (Warner & Rowley, 2013). More broadly, it highlights the multifaceted nature of knowledge management, which extends beyond simple information handling to encompass processes of knowledge creation, dissemination, and application across diverse disciplines, such as human resource management and information systems (Pillania, 2009). Ensuring that management theories and frameworks are not oversimplified is crucial for both researchers and practitioners who aim to fully leverage their potential.

## A Cultural Approach to Mystification: The Impact of Deepfake News and Hashtags on the Culture of Influence

The term “mystification” originates from the Greek word “mystikós”, meaning initiation. The consequences of communication mystification can be observed, particularly in the realm of art. They can be painful, ridiculing social relationships, beliefs, or tribes we divide. These hoaxes reveal a distorted mirror of what commonly seems normal, ordinary, or colloquial. Artists who employ a hoax aim to mislead and challenge stereotypical thinking. The game of appearances is used to break up the existing world and alter the thinking of those involved in mystifying activities. A mystificator can be the author of a performance or

happening. In Poland, the work of Zuzanna Janin, who faked her funeral to present a personal reflection on passing, absence, and death (artmmuseum.pl, 2024) was considered an iconic hoax.

The documentary “The Czech Dream” (Klusák & Remunda, 2004) refers to a hoax that combines art, social commentary, and marketing experiments. The hoax outlined in the film involved creating false information about a fantastic new discount store in the press, including newspapers and television. The grand opening day has long been promoted as a significant consumer event. Instead of going to the dream shopping center, the recorded crowd of customers goes to an empty field. The advertising campaign of the eponymous supermarket is a hoax because the store does not exist. Publicists, marketers, and scientific circles widely commented on this effect contained in the document.

Stanisław Dróżdź, an artist working within concrete poetry, visualized it and focused on its expressions. He used to say, “Sentences lie, words don’t” (Dwu tygodnik, 2021). The author’s installation, entitled “Between” (Polish: “między”), refers to this word, which does not appear in the usual notation but is constantly visible against the background of his work. This work also metaphysically reflects contemporary organizations that exist precisely between words, meanings, converses, and inexhaustible combinations of ideas.

**Figure 1.** Stanisław Dróżdź’s installation “Between”, presented at the MOCAK Gallery in Poland



Source: MOCAK Gallery (MOCAK, 2021).

The avant-garde of the 70s in Poland resulted in similar artists who were clever in capturing social contexts – leaning toward inner asceticism but also conceptualization, a reservoir of sophisticated intellectual conversation with the help of unconventional art. Perhaps it flourished during the times of the Polish People’s Republic, which was stifling social and worldview freedom and sparking an artistic longing for the power of unfettered expression. The consumerist breeze from America was another force of influence, shaping dreams of what is abundant and materialistically beautiful in the eyes of Generation X (Przastek, 2017). Perhaps, then, in this world, Drózdź was correct to attribute truth to individual words. In post-postmodern times, this point of view is no longer so obvious. Visual culture eliminates sentences and introduces words. Images convey multiple meanings; individual words carry their meanings and comments, spreading rapidly in virtual reality. Therefore, they allow for something that Drózdź did not foresee – building communities based on specific associations. These communities do not fit into one particular physical disposition; they can extend to many circles, encompassing national, local, and age contexts, or differentiate themselves by opposing them. They have a libertarian aspect because they do not contain the barriers we recognize in the physical or real world, assuming that virtuality is a category of unreality. Philosophers settle this dispute. In J. Baudrillard’s most famous work, “Simulacra and Simulations”, the author posits that reality does not exist because the distinction between actual reality and what is imaginable, unreal, and virtual becomes blurred (Baudrillard, 2005). Therefore, metacommunication in the organizational environment of modern technologies has an even more comprehensive range of dilemmas and requires reflexivity at the level of many socio-cultural discourses.

# The Power of Hashtags: A Cultural and Commercial Analysis of Manipulation in the Age of Social Movements

A modern message containing multiple meanings and communication possibilities is a hashtag, an Internet phrase preceded by the “#” sign. Efficient reading of it requires awareness and knowledge about a given matter and the significance of the information contained in it. This message is a kind of a slogan that can reach many recipients who understand its context thanks to the power of meaning. Hashtags have become a vital tool in communication on social media platforms, allowing organizations to reach various audiences. They can create an organizational identity by creating a shared narrative in which the organization becomes part of a broader movement, such as ‘sustainability’, ‘innovation’, or ‘diversity’. Hashtags can, therefore, have a mystifying function, creating an image of the organization that does not necessarily reflect reality but is consistent with what the organization wants to communicate externally (Keller, 2013).

An example is a hashtag campaign promoting the idea of an employee-friendly organization that emphasizes values such as work flexibility, team integration, and equal opportunities when the organization is struggling with severe problems in these areas. Such activities aim to create a positive image of the organization, which can affect its perceived identity in the eyes of potential employees and customers.

A hashtag is used to group text and identify some abstract concept, mobilize users on a matter, or express views within a virtual community (Przyborowicz, 2014, p. 92). One word preceded by the # sign in the virtual world can refer to numerous contexts that convey a strong message, such as a view, judgment, manifesto, or stance on an issue. They can also convey trivial content and mundane issues, or communicate mood, state of mind, or well-being. Some messages have achieved global status in the virtual space, referring to essential phenomena. An example is the hashtag #MeToo, which has become an Internet phenomenon and a civic movement that draws attention to the problem of sexual harassment. The action comes from Tarana Burke, who inspired this movement

to help women and girls who have experienced sexual violence (Ohlheiser, 2017). However, the power of the expression was so strong that it exploded after Hollywood's sex crimes were exposed. The power of the #MeToo message, its association, and the impact of the wording contained in the two words have become the emblem of Internet culture.

In the online world, the word can have great value, as exemplified by the conclusion contained in the biographical film directed by John Lee Hancock, based on the script by Robert Siegel, "Mc Imperium" (Siegel, 2017). Viewers follow the main character's fate as they seek an answer to why he unconditionally believed in the success of the McDonald's brand. The answer is provided in the film and contained in the word McDonald's. Fast food visionary Ray Kroc said it has become the way to success. When spoken, the familiarity of its sound and its American overtone contains all the brand's magic. Mc Imperium, however, can be considered a world of appearances. Fast food is not an emblem of rich American culture, nor is it a symbol of familiarity, which is more closely associated with a traditional and long-standing family feast rather than the immediate consumption of a fast meal. It is worth recalling a term that directly refers to deliberate pretense, misrepresentation, and social play, namely – a hoax. "Mc Imperium" appears to be a type of hoax in this respect.

## Shaping Organizational Identity through Perception: The Influence of Deepfakes, Hashtags, and Hoaxes

Organizational identity is a set of beliefs that an organization holds about itself, shaping the way its members perceive and communicate it to the outside world. Many theories explain the mechanisms of building organizational identity, including narrative theories that emphasize the role of stories in shaping the identity of an organization (Brown, 2015). Today's organizations live in an age of digitalization, where communication tools such as social media, online video, and

artificial intelligence technologies significantly impact creating and maintaining an organization's image. In this context, phenomena such as deepfakes, hashtags, or hoaxes are becoming increasingly important in shaping organizational identity and organizational culture.

The phenomenon of mystification, understood as the creation of an artificial image of reality to manipulate the recipient's perception, is an integral part of this process. Mystification in organizations can manifest itself in creating controlled narratives that aim to create a specific image of the organization in the eyes of its employees and environment. This can be the case, for example, with a branding strategy in which an organization portrays itself in an idealized way, hiding real problems or exaggerating its achievements (Friedman et al., 2005). An essential tool of deception is storytelling, which allows organizations to create emotional connections with employees and customers by presenting stories that are often a simplified version of reality (Hatch & Schultz, 2002).

Deepfake is a technology that enables the creation of fake video content, where people, events, or situations are portrayed in a manner that does not accurately reflect reality. Although it was initially used mainly in the context of entertainment, in recent years these technologies have also become used in marketing and public relations to manipulate the image of an organization. An example is the use of deepfakes in advertising campaigns that present false images of an organization's successes or idealize the behavior of its leaders. While this can effectively capture attention in the short term, it can lead to a loss of trust in the long term when recipients discover that what was being portrayed was a hoax (Oza et al., 2024).

In the context of an organization, deepfakes can also affect how an organization is perceived by its employees and customers. Employees may feel cheated when they discover that the messages they have been presented with do not correspond to reality. Organizational leaders must understand the potential risks of using such technologies and skillfully manage the organization's image, ensuring transparency and consistency with the values they promote.

A hoax, or a deliberate misinformation, can severely affect an organization's image. In today's world, where information spreads quickly, hoaxes can influence public opinion and manipulate an organization's perceived identity. It is essential

to understand how organizations react to false information about them. Often, such organizations try to debunk disinformation, but an improperly managed response can further exacerbate the image crisis (Woodward, 1975).

Organizations must be prepared for crisis management in the event of hoaxes and to prevent the spread of false information that can damage the organization's reputation and the trust of its stakeholders. Proper communication, transparency and quick response are crucial to minimizing the damage resulting from the spread of hoaxes. Phenomena such as deepfakes, hashtags, and hoaxes are modern tools of mystification that significantly impact the perceived organizational identity. They can both help build a positive image of the organization but also pose a threat if they are misused or exposed as false. Organizations must be transparent, use technology responsibly, and manage crises to ensure consistency between what they communicate and represent.

## Discussion and Conclusion

The management of perception and identity is crucial for leaders, managers, and organizations in today's highly competitive and interconnected environment. As organizations strive to establish their public image and gain a competitive edge, the role of perception management becomes more pronounced. Leaders, in particular, must understand how their actions, words, and decisions shape not only their image but also the identity of the entire organization. Organizational identity is closely linked to internal culture and external perceptions, making it a vital area of focus for strategic management.

Effective perception management necessitates that the leader be strategic in their communication and decision-making. Research has shown that an organization's perception is influenced by various factors, such as leadership behavior, organizational values, and the authenticity of its brand (Hatch & Schultz, 2002). Leaders must create an image that resonates with both internal stakeholders (employees and shareholders) and external audiences (consumers and

the public). This requires a careful balance of transparency, authenticity, and strategic messaging.

Additionally, managers must navigate the complexities of organizational identity, which can often be fluid and susceptible to external pressures. A study by Whetten and Mackey (2002) emphasizes that organizational identity is a dynamic construct that can evolve in response to market conditions, cultural trends, and leadership decisions. This dynamic nature of organizational identity means that leaders must be flexible, adapting their strategies to reflect changes while maintaining a consistent and authentic brand message.

Understanding the psychological aspects of identity is equally important for leaders and managers. According to social identity theory (Tajfel & Turner, 1986), individuals and organizations derive a sense of belonging and self-worth from the groups with which they identify. As such, leaders must foster a sense of belonging and pride among employees, which can directly affect organizational performance and loyalty (He & Brown, 2013). Leaders should create environments where employees feel valued and integral to the organization's identity, which, in turn, helps reinforce the desired external perception.

However, while leaders can manipulate and craft their identity, they must do so responsibly. "Mystification" – a concept associated with creating a deliberately mysterious or enigmatic image – can be a double-edged sword. On one hand, it can build intrigue and differentiate an organization in a crowded marketplace. On the other hand, it can backfire if perceived as inauthentic or deceptive (Maitlis, 2005). Leaders must ensure that their strategies for managing organizational identity do not undermine trust or alienate stakeholders.

In conclusion, managing perception and identity is a complex and ongoing process that requires careful consideration and strategic leadership. This involves crafting an authentic and transparent image for leaders and managers while maintaining flexibility to adapt to changing circumstances. Organizations that manage their perception and identity tend to attract loyal employees, build strong reputations, and maintain a competitive advantage. However, leaders must exercise caution when employing tactics such as mystification, ensuring they are used in a manner that aligns with ethical practices and organizational

values. The responsible use of mystification in branding strategies can enhance organizational visibility and differentiation in the market. However, this tactic must not compromise the organization's core values. Leaders and managers must adopt an ethical approach to perception management, balancing innovation with authenticity, and ensuring that their actions reflect a genuine commitment to organizational success.

Practice recommendations emphasize the importance of strategic communication, authenticity, and adaptability in managing organizational identity and perception. First and foremost, leaders should prioritize clear, consistent, and transparent communication to build and maintain trust with internal and external stakeholders. In an era where information is readily accessible and rapidly disseminated, fostering trust through transparency becomes crucial in shaping a credible and authentic image. At the same time, organizations must strike a delicate balance between mystification and authenticity. While mystification can be a powerful tool for creating intrigue and capturing attention, leaders must avoid crossing the line into deception. This requires continuous reflection on the ethical implications of such strategies and a commitment to ensuring that any mystification employed does not undermine the organization's integrity or long-term credibility.

Another key recommendation is to invest in a strong organizational culture. A positive internal culture that fosters employees' sense of belonging and pride directly influences the organization's external image. Leaders must focus on cultivating a work environment where employees feel valued and connected to the organization's values and mission, as this will be reflected in the organization's public persona and reputation.

Lastly, leaders must adapt their approach, remaining agile in response to market demands, employee expectations, and broader cultural shifts. Organizational strategies should be continually evaluated and adjusted to remain relevant in a rapidly changing environment. By staying attuned to these evolving dynamics, leaders can effectively navigate the complexities of perception and identity management, ensuring sustainable, positive outcomes for the organization and its stakeholders.

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