

SHAPING ORGANIZATIONAL CULTURE

UNDERSTANDING AND
INFLUENCING WORKPLACE
BEHAVIOR



Editor:
Jaspreet Kaur

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Shaping Organizational Culture: Understanding and Influencing Workplace Behavior

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FOREWORD

In an era defined by rapid technological change, globalization, and evolving workforce expectations, organizational culture has emerged as a critical determinant of success. More than just an abstract concept or a set of values written on a wall, culture shapes how individuals think, communicate, and act within their professional environments. It is the invisible yet potent force that governs behavior, influences leadership, and ultimately drives or impedes organizational performance.

Shaping Organizational Culture: Understanding and Influencing Workplace Behavior is a timely and necessary contribution to the ongoing conversation about how organizations can adapt, thrive, and lead in the face of complexity. This edited volume offers a comprehensive exploration of the mechanisms through which culture influences workplace dynamics, from leadership styles and communication patterns to employee engagement, job satisfaction, and innovation.

What distinguishes this book is its ability to balance robust theoretical insights with practical strategies and real-world examples. Readers will find critical analyses of pressing challenges such as toxic leadership, resistance to change, and the nuances of intercultural interaction—issues that are increasingly relevant in today's interconnected and diverse work environments. Equally valuable are the book's discussions on fostering cultural alignment, promoting psychological safety, and leading with emotional intelligence, all of which are essential to building resilient and high-performing teams.

This volume serves not only as an academic resource but as a practical guide for HR professionals, organizational leaders, consultants, and scholars seeking to understand, assess, and influence the cultural fabric of their organizations. Its interdisciplinary approach and accessible style ensure its relevance across sectors and industries.

As the world of work continues to evolve, so too must our understanding of the forces that shape human behavior within organizations. This book provides the insight and tools needed to navigate that evolution with clarity and purpose. It is a valuable addition to literature and to the toolkit of anyone committed to building healthier, more adaptive, and more inclusive workplaces.

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PREFACE

This book, *Shaping Organizational Culture: Understanding and Influencing Workplace Behavior*, focuses on how the culture of a workplace affects the way people behave, perform, and feel at work. In today's world, where technology, leadership styles, and employee expectations are continuously changing, it is important to understand what shapes organizational culture and how it can be improved.

The book covers a variety of topics such as leadership, communication, employee behavior, digital transformation, and cultural differences across industries. It also discusses problems like toxic leadership and poor work culture, while highlighting positive trends and future directions in workplace culture.

Our aim is to help readers, whether they are students, researchers, teachers, or professionals, gain insights into the factors that influence organizational culture. Each chapter has been written to offer useful knowledge that can be applied in real-life workplaces.

I would like to thank all the contributors for sharing their valuable work and ideas. I hope this book will be a helpful guide for anyone interested in making organizations better places to work.

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CHAPTER 1

Silent Hospitals, Silent Workers: The Cost of Toxic Leadership on Engagement and Care

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Abstract: Toxic leadership is one of the most harmful issues private hospitals face. It can lead to poor employee engagement, widened communication gaps, and poor quality of healthcare delivery. This chapter examines how authoritarianism, manipulation, and emotional distancing among managers create employee silence, emotional exhaustion or burnout, and disempowerment among healthcare professionals. This study draws on existing theories such as social exchange and abusive supervision. It also introduces two proposed frameworks- the Silent Workforce Pathway Model, which shows how toxic leaders can push healthcare professionals into silence and burnout, negatively impacting their work engagement and delivery of quality care, and the Healthcare Toxicity Spiral Model, which explains how toxic leaders can become reinforcing unless strong ethical actions break the cycle. This chapter offers practical guidance focused on evidence, theory, and new conceptual frameworks for creating a positive, safe, and healthier hospital culture.

Keywords: Employee engagement, Employee silence, Healthcare management, Psychological safety, Private hospitals, Patients, Toxic leadership.

INTRODUCTION

In healthcare settings, where strong leadership affects patient outcomes at every level, toxic leadership can have dangerous consequences. Traits of toxic leaders include authoritarianism, manipulation, and lack of empathy (Padilla *et al.*, 2007). Such behavior creates a climate of fear and disengagement, resulting in lower motivation, morale, and productivity. From withdrawal to turnover, disengagement takes many forms and poses a serious challenge to healthcare organizations (Kellerman, 2004).

Disengaged Employees, commonly an outcome of toxic leadership, are characterized by an emotional and psychological disconnection that people exp-

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erience in their jobs and within the organization they are part of. Active disengagement can involve acts of sabotage, while passive disengagement is more insidious - and just as harmful (Detert & Burris, 2007). In private hospitals, these can manifest as apathetic staff providing below-average patient care, reduced cooperation with co-workers, a loss of enthusiasm, and a growing reluctance to voice concerns and offer suggestions. This phenomenon is known as employee silence. This comes at the expense of patient satisfaction, safety outcomes, and the hospital's overall reputation. To help healthcare leaders mitigate the negative impacts of toxic leadership, it is important to know how it contributes to employee disengagement (Kahn, 1990).

Destructive leaders, by all accounts, lead to a toxic work environment, disengagement, and burnout. According to the theory of abusive supervision, employees who are exposed to continued abusive supervisor behavior will suffer psychological strain and, as a result, will be less satisfied with their jobs and less likely to perform well. In this sense, the Social Exchange Theory can also explain how perceived inequalities and unfair treatment affect organizational commitment. Specifically, personnel working in non-governmental hospitals may perceive a toxic superior's relationship as a violation of their psychological contract and reduce their willingness to perform beyond the call of duty (Schyns & Schilling, 2013). This violation leads to decreased organizational commitment and also suppresses employee voice, as employees may view speaking up as ineffective or potentially harmful. These theoretical perspectives provide robust scaffolding for subsequent analysis of how toxic leadership influences employee behavior (Akca, 2017).

Toxic leadership can thrive in an organizational climate where misconduct is overlooked and where support mechanisms for ethical leadership are inadequate or lacking altogether. Conversely, organizational climates that promote transparency, ethical leadership, and open communication are better able to immunize against the impact of toxic leadership. Such environments help counter employee silence by fostering fearlessness at work, where employees feel comfortable speaking openly without fear of repercussions. To prevent the spread of negative behaviors, psychological safety, trust, and respect must be actively maintained in private hospitals. As a matter of fact, they are the strategies that are involved in the development of a positive culture in the organization. Toxic leadership is not always overt. Subtler forms of toxicity - such as favoritism, exclusion, passive-aggressive behaviour can be equally damaging (Lipman-Blumen, 2006).

In the power dynamics of a hierarchical health care setting, employees could be simply afraid of getting into trouble (being punished or disregarded in the future),

which thus results in silent behaviour. Employees will feel confident to speak up if we create anonymous reporting mechanisms, preserve their anonymity, and provide robust support (Goleman, 2005). In summary, toxic leaders contribute significantly to employees' disengagement in a private hospital. The adverse effects are not only damaging employees' well-being but also harming patient care quality and the organization's performance. A clear grasp of its theoretical foundations, recognition of the warning signs of toxic leadership, and proactive measures can help private hospitals counter its detrimental effects. These ideas are depicted in Fig. (1), the Silent Workforce Pathway Model, which explains how toxic leadership creates employee silence, leading to poor outcomes and burnout.

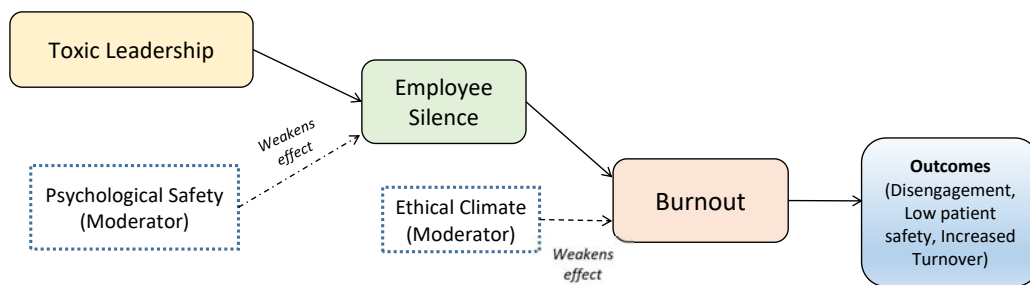


Fig. (1). Silent workforce pathway model.
Source: Author's work

TOXIC LEADERSHIP: CAUSES AND CONSEQUENCES

Toxic leadership in private hospitals occurs due to multiple causes and gives rise to many adverse effects on employees, hospital functioning, and patient care. Personal insecurities, a need for control, or little emotional intelligence can create toxic leaders in healthcare settings. Narcissism, authoritarianism, micromanagement — when leaders rely on personality traits like these, they create an environment where fear drives everything, and collaboration and innovation cannot thrive. Indeed, toxic leaders tend to use people in their environment for their own advantage, care more about themselves than the company they belong to, and favour aggressive communication, harming team morale (Edmondson, 1999).

In hierarchical private hospitals, unchecked power, inadequate accountability systems, and the lack of meaningful feedback systems enable toxic behaviour to fester. Lack of leadership training and the absence of ethical action reinforce toxic behaviour. Additionally, if senior management tolerates or rewards toxic leaders because of good short-term results — financial or operational — it creates a vicious cycle of unhealthy leadership. Not only do poor workplace culture, a lack of psychological safety, and insufficient support systems exacerbate toxic

CHAPTER 2

The Poisoned Well: Eliminating Toxic Cultures and Promoting Healthful Work Environments

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Abstract: This chapter examines the causes, traits, and effects of toxic workplace cultures, emphasizing their negative effects on individuals, teams, and overall business performance. Drawing on important organizational theories, such as Schein's Cultural Model (2010) and the Competing Values Framework (Cameron & Quinn, 2011), this chapter identifies common traits of toxic cultures, including fear-based leadership, a lack of psychological safety, ineffective communication, and ethical failures. Incorporating toxic cultural elements into an organization can lead to widespread dysfunction, increased stress, and declining productivity. It takes consistent work, leadership accountability, and a dedication to moral principles to maintain a strong workplace culture. Organizations can establish a culture of trust, creativity, and long-term success by integrating integrity and inclusivity into day-to-day operations. In the end, this chapter emphasizes the critical role of proactive cultural management in eliminating toxicity and creating a productive workplace. Organizations must adopt focused tactics, such as employee empowerment, open communication, leadership reform, and the implementation of moral policies, to combat these detrimental effects. This chapter also examines how structured interventions, such as psychological safety programs, bystander intervention training, and culture audits, can help eliminate toxicity and create a more resilient, healthier workplace. Additionally, the study presents a framework depicting the main causes of toxic culture, its impact, and the progressive steps that lead to a positive workplace.

Keywords: Cultural change, Ethical leadership, Employee engagement, Employee well-being, Leadership transformation, Organizational behavior, Organizational resilience, Psychological safety, Toxic work environment, Workplace culture.

INTRODUCTION

According to Schein (2010), organizational culture is the fundamental layer of a business and consists of the common presumptions, values, and beliefs that shape

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how people interact and act at work. These core components can create a harmful environment that jeopardizes the organization's overall success as well as the welfare of its personnel when they are tainted or twisted. Toxic cultures are distinguished by deeply embedded, systemic behaviors that pervade the entire corporate fabric, as opposed to isolated cases of poor management.

This chapter will explore the causes of toxic cultures, their extensive and detrimental effects, and the practical measures companies can take to foster an environment that values cooperation, trust, and development. Toxic cultures are distinguished by deeply embedded, systemic tendencies that penetrate the entire organizational fabric, as opposed to isolated cases of poor management (Deal & Kennedy, 2000).

It is impossible to overestimate the significant impact that workplace culture has on worker engagement, well-being, and overall organizational performance. A toxic work culture debilitates efficient working as it promotes skepticism and discord, but a supportive and favourable culture promotes teamwork, innovation, and resilience. Toxic work cultures emanate from unresolved workplace issues, impaired communication channels, and leadership incompetence (Denison, 1996; Cameron & Quinn, 2011). Fear, mistrust, and even unethical behavior are common characteristics of toxic workplaces, which provide serious difficulties for both teams and individual workers. Studies indicate that toxic cultures can adversely affect productivity, staff retention, and an organization's market standing, thereby making it imperative to understand their dynamics (Cameron & Quinn, 2011).

Research indicates that whereas a poisonous culture produces negativity, conflict, and dysfunction, a positive and encouraging culture encourages innovation, teamwork, and resilience (Denison, 1996; Cameron & Quinn, 2011). According to research, unresolved workplace problems, poor communication channels, and incompetent leadership are some of the main causes of toxic cultures. These toxic surroundings can grow slowly over time, frequently going unnoticed until their negative effects are pervasive and ingrained. Workers who are exposed to toxic cultures' corrosive influence may feel more stressed and anxious and become significantly disengaged from their work, which can lead to burnout and higher turnover rates.

According to Cameron and Quinn (2011), companies that suffer from a toxic culture also run the danger of losing top personnel, experiencing a decline in profitability, and suffering reputational harm. Organizations must proactively implement complete policies that encourage ethical leadership, guarantee open and transparent communication, and empower staff members at all levels to

effectively manage toxicity. The distinguishing traits of toxic cultures will be examined in this chapter, along with their wide-ranging effects at different organizational levels and practical solutions for creating happier, healthier workplaces. Organizations may successfully establish positive cultures that encourage diversity, foster trust, and ensure long-term sustainability by learning to detect the warning signs of toxicity and accepting a commitment to change.

Understanding Organizational Culture

Gaining a thorough grasp of the fundamental idea of organizational culture is necessary before attempting to address the problem of toxic workplace cultures. Although Schein's description was presented in the original proposal, a more thorough examination of scholarly viewpoints indicates a more complex and nuanced understanding of this crucial component. The fundamental attitudes, presumptions, values, and modes of interaction that collectively shape an organization's distinct social and psychological climate can be referred to as its organizational culture (Schein, 2010). It includes not just written regulations or common ideals but also the customs, actions, and attitudes that characterize how people behave and work together toward a common goal.

An organization's reputation, profitability, and capacity to draw in top personnel are all negatively impacted by toxic cultures, so it is critical to have a solid understanding of their dynamics (Harter *et al.*, 2002). This culture influences every facet of a business, from resolving problems to making choices and fostering deep relationships, and it is a reflection of how stakeholders, vendors, employees, and customers view the company and its brand (Schein, 2010).

Organizational culture is essentially the collection of values, attitudes, beliefs, procedures, and regulations that define and shape employee conduct in a company. It can also be seen as a core set of principles that are molded by an organization's members through internal or external integration. Additionally, organizational culture is a set of common fundamental beliefs that a group acquires as it works through issues of internal integration and external adaptation. These beliefs are successful enough to be accepted as true, and as a result, they are taught to new members as the proper way to see, think, and feel (Schein, 2010).

(See Table 1 for an overview of key characteristics and their associated impacts in toxic workplaces).

CHAPTER 3

The Role of Organizational Culture in Enhancing Banking Efficiency: Evidence from Indian Banks

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Abstract: For this study, we have analyzed the secondary data obtained from five prominent Indian Public Sector Banks (PSBs) for the years 2020–2023, namely, State Bank of India, Punjab National Bank, Bank of Baroda, Canara Bank, and Union Bank of India. Adopting “Denison Organizational Culture Model,” this paper investigates the influence of four organizational culture factors, Involvement, Consistency, Adaptability, and Mission on Cost-to-Income Ratio (CIR), Return on Assets (ROA), and Return on Equity (ROE). Banks with more empowered and adaptable employees experienced greater improvements in ROA and ROE than banks with a high fixed structure and less adaptive behaviour, which revealed lower financial performance. Collectively, the results validate the role of organizational culture as a significant motivator of human capital capable of improving two performance levels, such as efficiency and strategic performance, namely in digital transformation and competition. The research offers useful and informative lessons for both managers and regulators of the banks in the fusion of cultural development with overall strategic organizational performance.

Keywords: Adaptability, Banking performance, Change management, Cultural mapping, Customer-centricity, Denison organizational culture model, Digital banking, Employee motivation.

INTRODUCTION

Organizational culture is a collective body of members' values, norms, and behaviors that partly govern their performances and the strategies used in the organization (Hofstede, 1991; Rehman *et al.*, 2018). It plays an important role in enhancing employee satisfaction, productivity, and the bottom line of the banks

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(Kaur, 2024). Research has demonstrated that a corporate culture fosters innovation and creativity, which is essential to the survival of today's dynamic financial industry (Serpa, 2016). In the Indian banking environment, it becomes a key element that will be an avenue to sustain in the long run, as regulatory norms, technology, and tastes & preferences of the customer are highly volatile (Kamath *et al.*, 2003).

Leadership is one of the foundations of a bank's culture. Leadership style dictates decision-making, employee motivation, and operational efficiency. Public sector banks operate on hierarchical and bureaucratic lines; hence, they may have certain cultural traits different from those of the private sector banks that are about what is efficient and customer-oriented (Hofstede, 1991; Thakor, 2015). This study also attempts to add to the literature regarding this set of cultural richness on religion-based cultures' influence on banking efficiency, as reflected in their financial statistics such as CIR, ROA, and ROE (Serpa, 2016).

There is some literature showing that organizational culture is important, but there are not many empirical studies on its direct influence on banking efficiency, particularly in the Indian context. While some studies have investigated the relationship between work culture and employee satisfaction, only a few have applied organizational culture to a wide variety of relevant financial performance parameters. The above literature gap argument provides a rationale for this study and gives shelter to greater research about how cultural factor affects banks' performance efficiency, especially public-sector banks in India. It is therefore important to grasp the subtleties of these relationships as only in this way will it be possible to develop targeted policies and improve the effectiveness of our measures, therefore leading towards a healthier financial system and economy (Hofstede, 1991; Uzokurt *et al.*, 2013).

Scope & significance: “Study of Indian Banks (2020-2023)” – The practical inputs for Leadership and Policy

There are several implications of the study for bank managers and policymakers. By identifying cultural drivers for/against efficiency, the results can be used to target efforts to facilitate an organization's culture supportive of efficiency. There is a significant demand for Indian banks which can be given to understand the dynamic between effective bankers and organizational culture. It is hoped that this study will fill this gap and provide research-based evidence, supported by the empirical investigations, resulting in practice propositions about the promotion of cultural and operational excellence within banks (Abdalla *et al.*, 2022).

ORGANIZATIONAL CULTURE IN BANKING

There is a bank culture that has a far-reaching effect on the way the bank is managed, on how employees conduct themselves, and, evidently, decision-making, as well as efficiency of service delivery. A culture of solidarity, principles, and customer service, responsiveness, and financial security, as well as growth, is essential (Ozcan and Ozturk, 2020).

Almost all facets of a bank's operations are influenced by its culture, which will determine to what extent it can respond effectively to changing regulatory pressures, client requirements, and technological developments. For example, the corporate culture at a bank is strong — they would not have a lot of extra employees who are going to easily find some way to collude on kinds of contracts or push away fraudulent contracts and be slow about implementing both your contract (Serpa, 2016).

On the contrary, firms with a weak or outdated culture will have internal conflicts, their decision-making process will be too slow, and there will be pre-established resistance that stops them from getting involved in the huge improvement of an agile financial environment (Abdalla *et al.*, 2022; Ozcan and Ozturk, 2020).

The cultural aspect of risk-taking is a part of strategic intent. A risk-based design system allows for the quantification of risk and managing it for financial security. Therefore, it means that if a bank has transparency and accountability, it would surely not find it hard to comply with all the regulatory agencies. That is the reason why such banks will find it easier to face crises and market uncertainty (Ozcan and Ozturk, 2020).

Cultural Differences in Public and Private Sector Banks

Differences in the cultural orientation of Indian public and private sector banks result in variations in operational efficiency and financial performance. Public sector banks, being government-owned, operate with a strategic mission for the public, social cost, and financial inclusion. It stands them out because there is too much bureaucracy in being extensive and centralized, which influences the entire institution's decision-making process (Ozcan and Ozturk, 2020). These banks are hierarchical, and that makes it hard for change to spread and drive new technology (Kaur, 2024).

On the other hand, those private sector banks are competing, and their top priority is efficiency and serving the customer, because of customer satisfaction, not to mention profit. They are high on performance work culture, that is, they make quick decisions and accept technology (Nagarkar, 2015). It is better placed to

CHAPTER 4

The Digital Reshape of Indian Organizational Culture

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Abstract: This chapter examines the cultural shifts occurring in Indian enterprises as they adapt to rapid digitization. It considers how digital technologies are transforming work values, communication patterns, power structures, perceptions of time, and professional identities. These changes signal a movement toward networked organizations, greater transparency in trust relations, and more fluid boundaries between personal and professional spheres. The discussion introduces five “Indian digital culture archetypes”—the Digital Maharaja, Panchayat, Bazaar, Gurukul, and Ashram—which illustrate how organizations address the challenge of balancing tradition with innovation. Each archetype represents a distinct approach to digital adoption shaped by cultural context. The chapter also highlights the emergence of culturally intelligent digital organizations that integrate Indian values with global practices. Such organizations demonstrate that cultural heritage and technological advancement can complement one another in shaping the future of work. By analyzing these developments, the chapter provides insights into how Indian enterprises manage digital transformation in a tradition-rich environment, offering guidance for leaders seeking to foster digital integration while respecting cultural continuity.

Keywords: Artificial intelligence, Digital change, Digital India, Digital tools, Employee role, Flexible work, Indian workplaces, Professional life, Work culture.

INTRODUCTION

In recent years, the Indian workplace has seen a remarkable shift. With digital technologies becoming deeply embedded in everyday operations, the essence of work culture in India has been redefined. Step into any corporate office in a major metropolitan city, and it’s immediately clear that there is a new energy and a different pace. The way people work, interact, and navigate their professional lives has evolved in ways that were hard to imagine just a decade ago (Kaur, 2025).

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In today's open collaboration spaces, it's common to see team members working side by side quietly, co-editing and sharing documents displayed on wall-mounted screens. At the same time, colleagues from different regional offices join in virtually with their faces on screens, almost making it feel like they're right there in the room (Kinicki & Fugate, 2018). Meetings that once required in-person attendance have changed into hybrid formats that combine virtual and in-person participation, frequently enhanced by augmented reality technologies. What was once considered only back-end technology support has now become part and parcel of how organizations operate and present themselves to the world. This shift raises some long-standing questions, like when did digital tools move from being a nice-to-have to being part and parcel of how we operate as an organization? And how do Indian workplace values, including respect for hierarchy, tight-knit collaboration, and emphasis on community, shift as we engage with this new digital reality?

This chapter takes a close look at those questions. It explores the deep and lasting cultural shifts across Indian companies that are embracing a range of digital tools, from basic messaging apps to advanced AI-powered systems. These aren't mere operational updates; instead, they're changing the very nature of how people relate at work, particularly in environments that have long been shaped by tradition and structure. In such a rapidly changing landscape, understanding the cultural side of digital transformation is considered vital, not just useful. For leaders, this means creating workplaces that balance innovation with empathy, speed with stability, and digital fluency with cultural authenticity (Trushkina *et al.*, 2020). India's digital future won't just be built on technology, but will depend on how well that technology blends with the values that have long defined Indian work culture.

The Cultural Digital Transformation: Beyond Tools and Systems

When people talk about digital transformation in Indian businesses, the conversation usually starts with the essentials, namely new software, system upgrades, automation, and tech roll-outs (Chatterjee *et al.*, 2022). However, there is something much deeper happening beneath the surface. What's really shifting is the culture itself. It's not just about changing tools but about changing how people think, interact, and make decisions. We're seeing a transformation in the very heartbeat of organizations, initiated from the values that guide them to the everyday behaviors and unspoken rules that shape how things get done.

From Traditional Hierarchies to Networked Relationships

For much of India's industrial history, organizations have operated within well-defined, top-heavy hierarchies. Information traditionally flowed through several layers of authority, reflecting a deep-rooted cultural emphasis on seniority and

respect for rank. But with digital technologies entering the picture, this long-standing structure is beginning to shift in noticeable ways. Increasingly, companies are shifting towards more flexible, network-oriented setups where communication can flow freely in multiple directions and not just from the top down. This change is especially evident in established manufacturing firms across India. The adoption of digital communication platforms has led to noticeable shifts in internal culture. Where once employees adhered to strict reporting lines, new digital tools now make it easy for individuals to connect across teams and seniority levels. In effect, these technologies are flattening traditional hierarchies (Bhutani *et al.*, 2025).

Of course, this transition hasn't been entirely smooth. In the early stages, many organizations grappled with discomfort, particularly when junior staff began reaching out directly to senior executives, bypassing longstanding protocols. This challenged the ingrained practice of deference (Kaur, 2025). However, as time passed and teams adjusted, many companies began to see clear advantages, including faster decision-making and more fluid collaboration across departments.

Recent workplace culture surveys provide an even deeper understanding. Young employees across diverse Indian industries are defining how they think about career progression. Instead of measuring advancement solely by years of experience, younger employees assess value through visible outcome-based contributions and interactions, such as generating noteworthy ideas, frequent usage of digital platforms, and the ability to generate novelty or innovation. For this group of employees, career advancement is defined by value-added impact, not by how many years they have worked in a position.

Transparency and the Evolution of Trust

In more traditional Indian workplaces, trust was something that grew slowly over time and was built through in-person interactions, strong personal relationships, and consistent displays of loyalty (Ministry of Electronics and Information Technology, 2020). However, with the rise of digital tools, a new kind of transparency has taken hold. Activities that once took place behind closed doors are now visible across entire organizations, changing the very foundation of how trust is built and sustained (Bhutani *et al.*, 2025).

This shift is especially noticeable in India's professional services sector. The roll-out of project management platforms has quietly yet significantly altered how firms handle client relationships. With the help of these tools, teams can conveniently access client communications, project schedules, and deliverable updates in one location. For many senior professionals, who have long seen client relationships as personal and carefully nurtured, this openness can feel jarring. In

CHAPTER 5

The Network Effect: Social Network Analysis to Drive Organizational Culture and Innovation

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Abstract: In today's dynamic and VUCA world, the speed at which information is disseminated is just as crucial to any organization as the accuracy of the information. Social Network Analysis (SNA) can provide a powerful framework for identifying hidden patterns and analyzing and visualizing complex systems and relationships within organizations. By mapping out the communication pattern, SNA helps to understand the real-time communication and collaboration, and find the area of improvement within the organization by identifying bottlenecks and silos. It allows the leaders to discover key connectors, foster innovation, and respond promptly to the ever-changing organizational conditions. The objective of this chapter is to explore the concept of SNA and its applicability to uncover the relationships among individuals, teams, organizations, and their goals in a dynamic environment. It aids in making data-driven decisions about team structure and dynamics, driving innovation and communication strategies within an organization, and thereby increasing productivity while preserving employee morale and engagement. SNA brings a lot of opportunities for HR leaders and managers. A few challenges remain in this process that HR managers need to tackle.

Keywords: Graph theory, Innovation, Network organizations, Organizational culture, Social network analysis.

INTRODUCTION

In today's constantly changing business landscape, organizations need to reinvent their strategy and processes to keep up with emerging digital technologies. The traditional markers of organizational environment – rigid hierarchies, formal structures, and clear KRAs - are getting replaced by agile and fluid organizational formats with flexible and informal structures, continuous process improvement

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models, *etc.* This transition is driven by the growing influence of technology on the environment, culture, and context, and the need for organizations to maintain resilience in times of Vulnerability, Uncertainty, Complexity, and Ambiguity (VUCA) of the future world. Technology has merged into our everyday work practices, which has blurred the boundaries between formal and informal work environments. The formal organization, with its rigid roles and standard procedures, has started showing signs of cracking. The pressures of the fast-moving digital economy have laid the groundwork for the smooth transition from traditional (or formal organizations to informal or network organizations that promote fluidity in communication, reporting lines, hierarchical structure, and individual roles, thus enabling employees to collaborate beyond conventional boundaries. These changes call for HR leaders to adopt proactive strategies that integrate technology with people management, ensuring that the organization remains competitive and adaptive to the ever-changing environment. SNA provides a compelling framework for understanding employees within an organization, mapping the flow of information across the vertical/horizontal communication channels for both formal and informal networks. Hence, even passive data collection can help understand how leadership is evolving, the pace at which innovation is shaping the organizational path, and how influence and power are dynamically impacting the growth of employees and organizations. Through graph theory, which represents individuals as nodes and their interactions as edges, organizations can visualize hidden structures within their workforce. Such visualizations provide critical insights that support decision-making in areas such as 'Talent Management,' 'Leadership Development,' and 'Change Management.' Researchers have underscored that “understanding network structures is essential to identifying key actors and their influence in the organization” (*Reagans & McEvily, 2003; Grand Jean, 2021*).

Moreover, digital tools and big data have enabled the collection of “digital exhaust” (emails, chats, collaboration logs) that can be mined to construct real-time maps. These network maps reveal not only formal reporting relationships but also the informal networks that drive creativity and knowledge sharing. With the ongoing transition of the organizations from static to more decentralised and responsive formats, HR leaders must also leverage the technological insights to design more flexible and responsive organizational cultures. For instance, as demonstrated by Ramos *et al.* (2019) in their studies, consensus strategies in network analysis can uncover the power dynamics that shape organizational behaviour. Moreover, the shift towards network organizations is propelled by the need to harness the opportunities for more dynamic interactions. This has led to a paradigm shift where the focus is not only on individual competencies but also on the quality and strength of preparing for a future where success depends on balancing formal structures with the agility of informal networks. HR leaders are

now challenged to reconceptualise organizational design by integrating technology with everyday work practices. Digital platforms and collaborative tools have fundamentally altered how knowledge is created, shared, and leveraged. This transformation requires a re-evaluation of leadership roles – from mere supervisors in a top-down hierarchy to facilitators of networked collaboration. Consequently, HR functions must develop strategies that cultivate both formal managerial competencies and informal network-building skills.

The objectives of this chapter are as follows:

RQ1: What are the key values that Social Network Analysis (SNA) offer to an organization's managers and leaders?

RQ2: What are the main obstacles that an organization faces when performing Social Network Analysis (SNA)?

Given this evolving context, the purpose of our chapter is twofold. First, we present an overview of SNA and graph theory as key analytical tools for basic understanding. The next section highlights the use cases of SNA in an organization in various HR contexts such as innovation, leadership development, managing bottlenecks, change management, and mergers & acquisitions (M&A). The chapter builds on existing literature and case studies to provide insights from people analytics and offer a holistic view of how SNA can drive organizational success in the digital era. From the viewpoints of the organization, people, and technology, we also attempt to comprehend the different challenges that arise. To prepare our organizations for the VUCA world, we wrap up the chapter by offering insights into potential future applications of SNA.

NETWORK ORGANIZATION VS TRADITIONAL ORGANIZATION

Historically, organizations have been modeled on a hierarchical, formal structure. Such traditional organizations are less bound by formal structures and instead rely on interpersonal relationships to drive collaboration. Informal networks emerge organically based on shared interests, expertise, or social ties. Digital communication technologies make it easier for employees to connect. These networks often provide a more accurate picture of how work gets done. Researchers have noted that “the true engine of innovation is not the formal structure but the informal ties that facilitate the exchange of knowledge and ideas” (Rogers, 2003; Gargia, 2015).

As organizations are evolving from formal hierarchical structures to more networked entities, they are impacted by both external pressures and internal demands. External pressures come from globalisation and technological

CHAPTER 6

Leading Culture: How Successful Organizations Align Culture and Values with Business Strategy

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Abstract: In the fast-changing business world today, organizational culture is considered a central part of strategy and not just a soft topic. As organizations are making a shift towards being digital and globally connected, the leaders are facing the challenge of shaping cultures that are flexible, inclusive, and resilient. Cultural alignment has become more complex and essential as a result of the shift from a traditional face-to-face workplace to virtual, multicultural teams. This chapter examines how workplace digitization and globalization are reshaping workplace culture, highlighting differences across the globe. It emphasizes the need for business leaders who are not only financial or technical experts but also have a deep understanding of cultural dynamics. This chapter addresses the importance of cultural intelligence, digital knowledge, and systemic alignment as critical ingredients for long-term sustainability in the 21st century. The conceptual model of “Digital Culture Shift,” presented in the study, shows the transition of organizations from traditional to post-digital culture that values flexibility, innovation, and inclusion.

Keywords: Agile organizations, Cultural mapping, Digital fluency, Diversity management, Global leadership, Hybrid workplace.

INTRODUCTION

The concept of organizational culture has evolved from being a delicate issue to a strategic necessity in the current business world (Warrick, 2017). Culture encompasses the dominant way people think, what they do, value, and the symbols that represent these values. With the increase of globalization and the digitization that is defining how work gets done, managing organizational culture is becoming a complicated and moving target. The social conventions that worked so well for local, face-to-face situations are being tested by virtual work, cross-cultural teams, and automation (Ghaleb, 2024). This chapter addresses how organizations can lead and shape their cultures in a digital world in which global

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connection is the new norm. This chapter maps the cultural landscape in the 21st century by offering an A to Z of practical tools and critical insights pointing to industry-specific and cross-cultural particularities.

THE NATURE OF ORGANIZATIONAL CULTURE

Organizational culture is the hidden language that shapes the way people behave and interact in the workplace (Shao, 2019). Edgar Schein famously unpacked it into three levels: artifacts (visible, touchable things, such as dress codes and rituals), espoused values (the beliefs and strategies one states one holds), and basic underlying assumptions (unconscious, taken-for-granted beliefs). This tripartite structure shows that culture is far more than rallying cries that appear on the wall; it is rooted in how the business is governed, how problems are resolved, and how leaders act. Culture and a company's ability to innovate, to retain, and to succeed drive its long-term sustainability almost more than anything else. Culture is deeply rooted but not static (Schneider, 2013).

REAL WORLD EXAMPLES: RESOLVING THE REGIONAL CULTURAL MANAGEMENT DIFFERENCES

To illustrate the differences in cultural management style, the current study examines five multinational corporations from five different parts of the world. In the U.S., Google embodies a culture of innovation, liberation, and psychological safety. In India, the Tata Group embodies a culture that's very rooted in tradition, where integrity, giving back, and family-run leadership are key. In Japan, it's Toyota's structured culture of discipline that is defined by what it terms Kaizen. In Germany, SAP juggles compliance with innovation. In South Africa's MTN Group, it adopted local leadership and inclusive set communication on the continent (Wu *et al.*, 2019).

Assessing and Analyzing Organizational Culture

It is important to measure organizational culture to help align strategy and assess room for improvement. Popular tools include the OCAI (Organizational Culture Assessment Instrument), the Denison Culture Model, and qualitative assessments such as ethnographic interviews or culture audits. Quantitative surveys allow for some level of benchmarking across time and industries. Examples include employee engagement, turnover, Leadership Alignment and Innovation Indices (Dixit & Nanda, 2011; Kaur & Arora, 2024).

Culture mapping is a common practice to make visible the delta between what our culture is today and what we want it to be (Table 1).

Table 1. Real world examples of regional management of organizational culture.

Region	Industry	Cultural Focus	Key Practices Implemented
North America	Tech	Innovation & Agility	Flat hierarchies, Agile Teams
Europe	Public Sector	Transparency & Accountability	Performance- linked systems, Communication
Asia	Manufacturing	Discipline & Standardization	Process orientation, Command structures
Middle East	Financial Services	Compliance & Trust	Risk assessments, Client engagement

Source: Author's compilation.

THE DILEMMAS OF CULTURAL CHANGE IN THE PUBLIC SECTOR

Culture change is difficult and complex. Typical obstacles include inconsistent leadership, entrenched habits, mistrust, and diverse subcultures. Leaders frequently underestimate the time it takes to actually position a deep cultural code. Change fatigue can result from an overwhelming number of initiatives without integration. Equally, a culture change programme can be disrupted if it is not linked to systems such as performance management, recruitment, and rewards. To navigate around these barriers, leaders must model, lead, communicate vision, take symbolic action, and align systems (Marker, 2009) (Table 2).

Table 2. Various tools of culture assessment/measurement.

Tool Name	Type	Description
OCAI	Quantitative	Measures culture type using the competing values Framework
Denison Culture Model	Quantitative	Links culture to performance indicators
Ethnographic Interviews	Qualitative	In-depth interviews to understand lived experiences
Culture Audits	Qualitative	Reviews artifacts, systems, and policies
Employee Engagement Surveys	Quantitative	Measures motivation, satisfaction, and involvement
Culture Mapping	Mixed	Visualizes current vs. desired cultural states

Source: Author's compilation.

THE TRANSFORMATION OF CULTURE IN POST-DIGITAL TIMES

Digitization allows remote working, refines decision-making, and invents new types of collaboration; however, it also comes with the risk of isolation, informal communication loss, and lack of engagement (Kudyba *et al.*, 2020; Ancillo *et al.*, 2021). Digital is a cultural shift in an organization to embrace agility, data-driven thinking, and comfort with ambiguity (Table 3).

CHAPTER 7

From Resources to Results: An Executives' Perception on Drivers of Strategic Outcomes in Small Businesses

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Abstract: Small businesses are an integral component of the Indian economy. They are largely recognized for their contribution to the nation's industrial, societal, and economic development. Despite the importance, they struggle with their strategic coursework. While a successful strategic management cycle is essential for them to flourish and grow, environmental complexities make it difficult to perform this task. The shift in focus toward the internal environment has complicated the process as these units face a major setback in maintaining an adequate resource base. The present study attempts to unveil the impact of organizational resources on strategy execution, a yardstick for strategic outcomes, in Haryana-based small businesses, *i.e.*, MSMEs. Data was collected using a structured questionnaire from 338 units. Results of descriptive and factor analysis showed the presence of adequate resource management practices. Multiple regression results revealed the existence of a significant relationship between the variables. Both human and non-human resources stood important, with the former having an upper edge. The study recommended that MSMEs ensure an adequate and well-maintained resource base for effective strategic outcomes.

Keywords: Financial resources, Human resources, MSMEs, Strategy implementation, Strategy execution, Technological resources.

INTRODUCTION

Small businesses are an integral component of the Indian economy. Under its array come the micro, small, and medium enterprises, MSMEs, which are largely recognized for their contribution to the nation's industrial, societal, and economic development (Ministry of MSME, 2024). An ideal example of employment generation, innovation, and regional development, these units statistically add 30

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percent to the nation's GDP (BS Web Team, 2022) and 45 percent to the total exports. The sector is a true representative of the nation's industrial condition and serves as the backbone of the Indian economy. Despite the importance, MSMEs struggle with their strategic coursework.

The development and execution of strategic plans is a major task for all forms of business. Be it a large or micro unit, everyone needs to devise strategies to compete and survive in the hypercompetitive market. A successful strategic management cycle is essential for MSMEs to flourish and grow. However, environmental complexities make it difficult for them to perform this task. Like every organization, MSMEs operate in a highly complex, dynamic, and multifaceted business environment (Hans, 2018). There are external and internal forces driving the organization, possessing either a direct or indirect bearing on its operations and strategy. While the external environment, such as economic trends, government rules and restrictions, political influences, socio-cultural requirements, technological upgradations, *etc.*, are critical to the MSMEs because of their very nature, they alone cannot provide an adequate basis for a long-term strategy (Grant, 1991). An organization needs to consider its internal factors to kick-start the strategic planning process. This debate has changed the focus of strategic management scholars and academicians toward the internal environment and the strategy link. There is a need to evaluate the role of resources in ensuring the effective achievement of strategic outcomes.

Resources are the foundational assets of an organization's competitive advantage (Grant, 1991). They are vital to the delivery of its results and superior performance. Small businesses in India face various setbacks in maintaining an adequate resource base. The lack of capital, lack of skilled labor, complex managerial activities, inadequate marketing know-how, technological obsolescence, limited innovation and scale of operations, supply chain inefficiencies, and improper information handling mechanisms are some issues to name a few (Yadav & Tripathi, 2018). There is constant pressure to manage internal inconsistencies and come up with effective strategies. The present study attempts to understand the current position of organizational resources in Haryana-based small businesses and determine their impact on effective strategy execution, as the outcome of the entire process. Haryana is an entrepreneurial hub, known for its attractive business culture. It is home to some of the nation's best MSMEs. The upliftment of this sector is a priority for the state government. It points to the relevance of the sector and, therefore, the need to ensure effectiveness in its work and results. The research objectives include:

RO1: To analyze the present position (nature) of organizational resources in Haryana-based small businesses.

RO2: To unveil the impact of organizational resources on strategy execution in Haryana-based small businesses.

LITERATURE REVIEW

The literature review process spanned over the past two decades, from 2000 to 2025. Some of the most suitable and cited works are as follows:

Theoretical Foundation 1 – The Resource-based View (RBV)

A major shift in the strategic management approach took place during the 1990s when economists like Barney, Grant, and others pointed to the internal context as a source of superior performance. Their contributions gave rise to the RBV theory, which focuses on a firm's internal capabilities in developing a strategy for creating and maintaining a competitive advantage in the operating markets (Henry, 2011). The theory promotes that a firm is a bundle of resources. It organizes a firm's resources into three categories: physical resources like plant, land, technology, equipment, *etc.*, human resources, *i.e.*, the workforce, its skills, abilities, experience, training aspects, *etc.*, and organizational resources such as organizational structure, systems, processes, and reputational resources. All the competitive advantage lies in identifying and evaluating the unique combination of these resources and capabilities. To Barney, a supporter of this view, resources need to fulfill the VRIO criteria – valuable, rare, inimitable, and non-substitutable, and well-organized and exploited by the organization (Barney, 1991). Only then will these serve as a starting point for strategy and help an organization gain returns and build a sustainable competitive advantage.

Theoretical Foundation 2 – Higgins 8S Model of Strategy Execution

On the notion that with changes in the business context, a firm needs to reformulate its strategies and align its cross-functional organizational factors with the new strategy, James Higgins, in 2005, proposed a practical framework for successful implementation of strategies known as the “Eight S’s of Strategy Execution” (Higgins, 2005). The model serves as a roadmap for strategy execution. The 8Ss include strategy and purposes, structure, systems and processes, style, staff, resources, shared values, and strategic performance. Higgins debated that the first seven factors are context factors and need to be properly aligned for the eighth factor, strategic performance, to be optimal. To Higgins, resources are the people, money, information technology, time, systems, reputational aspects of goodwill, brand value, patents, copyrights, trademarks, *etc.*, physical factors such as land, plant and equipment, raw materials, furniture and fittings, *etc.* An organization cannot execute a strategy successfully without having adequate access to its resource base.

CHAPTER 8

Transformational Leadership in the Digital Age: Navigating Change, Innovation, and Employee Well-being in Modern Workplaces

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Abstract: The pace of change in digital technology and workplace dynamics in recent decades has forced a re-evaluation of transformational leadership to drive innovation, employee well-being, and organizational resilience. This chapter demonstrates how Transformational Leadership (TL) has adapted to the challenges of today's digital workplaces, including remote, hybrid work models, the integration of AI, and rising employee burnout, which impact motivation, engagement, morale, and workplace cultures. We explore TL's efficacy in virtual environments, its potential to spur digital innovation, and whether TL can facilitate employee care and maintain well-being in digital transformation (based on recent research findings: 2019–2024). Key findings indicate that transformational leaders are essential for encouraging adaptiveness, cultivating psychological safety in digital teams, and understanding the ethical implications of automation. Nevertheless, issues like the excessive dependence on the charismatic leader and the imperative for data-informed decisions reveal limitations in the contemporary TL framework. The chapter also highlights emerging areas for future research, such as the sustainability of TL within AI-augmented workplaces, the generational and cultural differences in TL effectiveness, and the ethical implications of AI under TL. The authors' practical recommendations for organizations seeking to develop and train digitally fluent leaders focus on cultivating emotional intelligence, inclusive leadership, and agile decision-making.

Keywords: Artificial intelligence, Digital workplaces, Employee well-being, Hybrid work models, Leadership development, Transformational leadership.

INTRODUCTION

The dynamic nature of the digital age has brought about a fundamentally different work environment, requiring us to re-examine traditional forms of leadership. In

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an era of unprecedented technological innovation, distributed and hybrid work models, and changing employee expectations, Transformational Leadership (TL) has become an important paradigm for building adaptable, innovative, and healthy workplaces (Arora & Kumari, 2022). Transformational Leadership (TL) is characterized as a leadership style that seeks to inspire and motivate followers to achieve extraordinary outcomes (Bagozzi & Yi, 1988). This style influences followers through intrinsic motivation, intellectual stimulation, and individualized consideration, which renews the relevance of TL for addressing contemporary organizational challenges. However, the digital age brings forth new intricacies, including AI-centric automation, remote teamwork, and diversified workforces, that require us to recognize TL as a dynamic framework to be employed (Brackin, 2007).

Digital transformation and employee well-being are among the most pressing topics in today's world. While technology makes the workforce efficient and scalable, it comes with risks of burnout, disengagement, and job insecurity (Cahusac & Kanji, 2014).

Studies indicate that transformational leadership is crucial for mitigating these risks by creating a culture of trust, psychological safety, and continuous learning (Crawley, 2004). In remote work contexts, for example, TL behaviors, including regular check-ins, transparency in communication, and empathetic support, have been linked to improved engagement and productivity (Eversole *et al.*, 2012). Furthermore, in an era where Artificial Intelligence (AI) is transforming job functions, leaders face the challenge of balancing automation with human-centric leadership approaches to preserve morale and uphold ethical standards (Fornell & Larcker, 1981).

A second important aspect is TL's role as an innovation driver. In today's competitive landscape, where speed and innovation are key to maintaining a competitive advantage, transformational leaders must create a culture where everyone is encouraged to explore and test new ideas (Crawley, 2004). TL has been shown to foster innovation by encouraging intellectual stimulation and motivating employees to think critically and engage in novel ideas (Gaston-Spears, 2024). However, the digital workplace also poses challenges, including information overload and digital fatigue, which may hinder creative thinking if not managed effectively (Gilley *et al.*, 2015).

Although TL is not without criticisms, its benefits are consistently demonstrated. It has been argued that constant reliance on charismatic leadership can result in dependency among employees, rendering them incapable of exercising rationality without the leader's "messianic" guidance (Gupta & Arora, 2024).

THEORETICAL FOUNDATIONS OF TRANSFORMATIONAL LEADERSHIP

Transformational leadership (TL) is among the most studied leadership paradigms in contemporary organizational studies. This is primarily based on the work of Burns (Gupta *et al.*, 2024) and later studies by Bass and Riggio (Bagozzi & Yi, 1988), building on the idea that leaders inspire, motivate, and intellectually engage followers to achieve exceptional results. Given the rapidly evolving nature of digital workplaces, Transformational Leadership (TL) remains relevant, providing conceptual resources focused on adaptability, vision, and employee empowerment (Huang, 2021). In this section, we discuss the key features of TL, distinguish it from other leadership perspectives, and present recent empirical evidence of its effectiveness.

Core Components of Transformational Leadership

Transformational Leadership (TL) is a long-standing theory that seeks to inspire and motivate followers to transcend the ordinary to achieve extraordinary outcomes. Initially, TL was defined by Burns (Gupta *et al.*, 2024) and further developed by Bass (1985) and is rooted in four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bagozzi & Yi, 1988). This combination helps organizations develop leaders who are not only results-focused but also act as stewards of organizational culture. This section discusses each dimension below, drawing on contemporary research (2019–2024).

Idealized Influence (Charisma and Role Modeling)

Idealized influence is defined as the extent to which the leader provides a role model, demonstrating ethical behavior and confidence, and winning the trust and respect of their followers. Transformational leaders practice what they preach, inspiring their followers to trust and admire them (Huang, 2021). In an era where trust sometimes falters in the tensions of remote work and swift upheaval, this element is crucial. Employees rely on leaders to communicate ethics and stability, especially in AI-based workplaces, which have significant implications for human well-being (Cahusac & Kanji, 2014).

Recent research indicates that idealized influence creates an environment of psychological safety, which helps employees take risks without fear of reprisal (Kalra *et al.*, 2024). Leaders who are open about failures and share lessons learned foster an atmosphere conducive to innovation. On the other hand, critics warn that excessive dependence on charismatic leaders should be avoided when they do not

Ethics and AI in Healthcare: Balancing Innovation with Patient Rights and Organizational Culture

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Abstract: At present, all areas are being influenced by AI and its utilization. Organizations are increasingly adopting AI tools to enhance the productivity, efficiency, and effectiveness of their processes. However, the critical question remains: Are we really prepared for this transformation? Do we fully understand the implications of introducing these tools in our systems? Are we, perhaps unknowingly, putting data security, privacy, or ethical standards at risk? This chapter examines ethical challenges of AI in healthcare, specifically on the intersection of technological progress and the protection of patients' rights. The chapter also examines how organizational culture, including leadership practices, communication practices, and workplace values, shapes the responsible and ethical use of AI across healthcare settings.

Keywords: AI, Ethics, Health, Innovation, Organizational culture, Patient rights.

INTRODUCTION

Artificial Intelligence (AI) is the ability of a digital computer or computer-controlled robot to perform tasks commonly associated with intelligent human behavior. In simple words, the intelligence that is not natural but is programmed into a system by humans is called AI. The intelligence of any system depends on how strong the knowledge base is. Like the ability of humans to take decisions or act depends on how strong their knowledge base is, similarly, machines or systems act depending on how strong the data fed into them is, which makes the knowledge base of any system (Kaur, 2024).

In the current scenario, all sectors are witnessing the impact of AI in their daily operations, and the health sector is also not an exception. The health sector is getting transformed with the integration of AI, spanning applications from medi-

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cal diagnostics and personalized treatments to drug discovery and hospital operations. This chapter discusses the ethical considerations and challenges emerging from this technological shift, where healthcare, a human-centered field, interacts with data-driven AI (Guan, 2019). The use of AI in healthcare is more than a technological shift; it dramatically changes how organizations work, reshaping roles, flows, and ethics across medical and administrative personnel. Just as technologies are assuming diagnostic, administrative, and predictive roles, the very organization of health care institutions is mutating. This change requires new forms of collaboration, decision-making, and workforce development that support the institutionalization of ethical concerns (Singh, 2023).

ETHICAL PRINCIPLES IN MEDICINE AND ORGANIZATIONAL CULTURE

Traditionally, in healthcare, four core principles guide the medical practice: Autonomy, Beneficence, Non-Maleficence, and Justice. With the rise of AI and its integration in healthcare, these principles also have new dimensions to explore (Solanki *et al.*, 2023).

- **Autonomy:** Autonomy includes a patient's right to privacy, which AI systems must uphold. However, the lack of transparency in some AI systems can pose a serious challenge to this principle (Benzinger *et al.*, 2023).
- **Beneficence and Non-Maleficence:** The outcomes should be in the interest of people, but if the algorithm is faulty, it can produce incorrect results, potentially causing harm. Therefore, careful oversight and validation are essential (Albahri *et al.*, 2023).
- **Justice:** There should be no discrimination based on color, religion, region, *etc.*, in patient treatment. However, biased datasets can lead to disparities in AI-generated recommendations, reinforcing existing inequalities (Kaur, 2024).

These ethical principles require the careful design of AI systems, transparency in the workflow of AI algorithms, unbiased datasets, and robust oversight, which generate trust in AI-driven Healthcare systems (Singh, 2023).

Conventional healthcare ethics, including autonomy, beneficence, non-maleficence, and justice, should be embedded in the organizational culture. These principles are not merely the guidelines for individual practitioners; they are essential for influencing decision-making, employee training, and institutional policy development. An organization that consistently upholds ethical principles across its activities will be better positioned to build trust, promote fairness, and encourage informed, values-based behavior among its employees (Kaur, 2024).

BIASNESS AND FAIRNESS IN AI-ENABLED HEALTHCARE MODELS: IMPACT ON ORGANIZATIONAL CULTURE

Biased models can significantly impact the fairness and equity of AI-based decisions in healthcare systems.

- **Sources of Biasedness:** Biasedness can be generated when the training data does not represent a true picture of the population, implicit assumptions, and the historical data is skewed to influence future predictions (Albahri *et al.*, 2023).
- **Implications for Healthcare:** When the model is trained on certain datasets that are not generalized for other datasets, it can lead to sub-optimal care or exclusion of minority groups (Amann *et al.*, 2020).
- **Mitigation Strategies:** Continuous reassessment can help reduce bias by re-balancing datasets, applying fair algorithms, and regularly monitoring AI tools' performance (Chen *et al.*, 2023).

Usage of fair AI-enabled systems ensures that all patients are receiving equitable care, and disparities are not raised due to technological issues. Hidden biases within AI models can affect the quality of patient care and undermine an organization's culture of fairness and inclusion. When databases mirror histories of inequity or systemic discrimination, they also perpetuate such biases in treatment decisions. This can undermine the moral integrity of healthcare workers. There should be proactive actions that organizations can take to monitor and audit these AI tools and to encourage a culture of justice and equity (Ahmad *et al.*, 2023).

INFORMED CONSENT, TRANSPARENCY, AND INTERNAL COMMUNICATION CULTURE

AI helps in making complex decisions faster and more efficiently, but obtaining informed consent from patients remains both essential and challenging.

- **Transparency Challenges:** Most AI algorithms function as “Black box” lacking transparency, which makes the decision-making process difficult due to the inability to explain how certain outcomes are reached (Meier *et al.*, 2022).
- **Explainable AI:** Efforts are ongoing to develop AI systems capable of explaining their recommendations, which will enhance understanding and accountability in A-Driven decisions (Calvert, 2023).
- **Empowering Patients:** Transparency allows patients to make informed choices and decisions regarding their line of treatment, which in turn helps in building trust and maintaining their autonomy (Davenport & Kalakota, 2019).

Shaping Inclusive Work Environments: The Impact of Career Breaks on Female Academics

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Abstract: This study investigates the influence of career breaks on the career re-entry of female faculty members employed in private universities within the Delhi NCR region. Data was collected through a structured questionnaire, utilizing a convenience sampling method. Out of 400 distributed questionnaires, 337 valid answers were received, yielding an 84.25% response rate. The questionnaire was adapted from established scales (Soumya & Hazarika, 2021; Arora & Kumari, 2022) and employed a 7-point Likert scale for measurement. Findings indicate that career breaks significantly influence financial independence and self-actualization, both of which, in turn, affect career re-entry. However, career re-entry enablers did not focus on career re-entry. Furthermore, mediation analysis revealed an indirect effect of career breaks on career re-entry through financial independence and self-actualization. These insights contribute to understanding career transitions among female academicians and underscore the need for targeted support mechanisms to facilitate career re-entry.

Keywords: Academia, Career break, Career re-entry, Financial independence, Organizational culture, Self-actualization, Support mechanism, Work-life balance.

INTRODUCTION

Academic participation by women, including those in the private university sector, experienced major changes during recent decades. Female academics continue to face important career disruptions because of both professional obligations and personal responsibilities, yet few substantial improvements in the situation have occurred. Women encounter major career disadvantages during breaks due to maternity absences, caregiving responsibilities, and health demands (Gaston-Spears, 2024). These disruptions mean faculty members face disadvantages such as limited advancement avenues, delayed salary development, and reduced potential for leadership positions. This study examines how career

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breaks affect professional outcomes for female teachers employed in private institutions throughout Delhi NCR.

Private educational institutions provide less support for faculty return-to-work guidelines than public institutions since they omit both flexible schedule programs and specific maternity leave benefits (Tower & Dilks, 2015). Private university faculty face challenges when returning to work after long absences because teaching and research responsibilities and administrative duties form additional barriers to meeting performance standards. Traditional gender norms and societal prejudices create multiple obstacles against women academics coming back to their careers, which produce both professional challenges and decreased self-confidence (Arora & Kumari, 2022; Sandhu *et al.*, 2026).

Soumya and Hazarika (2021) demonstrate that economic independence, combined with self-realization, stands as a fundamental factor for achieving successful re-entry among women in their careers. A career break disrupts a woman's ability to manage her economic life, but consistent employment leads to financial independence, which gives women control of both their personal finances and their professional future (Kalra *et al.*, 2024a). After taking a career break, women find that self-actualization drives their return to work because they want to achieve their complete potential. According to Singh & Vanka (2021), the effectiveness of re-entry enablers such as mentorship, re-skilling, and institutional support systems tends to be insignificant for career transition facilitation.

Career re-entry depends heavily on organizational culture, which creates accepting workplaces that practice respect and provide guidance programs (Gupta *et al.*, 2024). The combination of flexible work approaches and purpose-designed reskilling initiatives, along with cultural elements, leads to better women's success in returning to work and their career advancement after childbirth absences. Women's smooth transition into employment after an absence depends on the DEI hiring approaches of their prospective employers, together with support from supervisors and coworkers, and work-life balance measures that stem from organizational culture. The findings show that workplace culture plays a major role in determining career development factors, thus creating positive conditions for career progression, which helps employees return to work with fewer challenges in Indonesian corporations.

This study adopts a quantitative approach to examine the impact of career breaks on financial independence, self-actualization, and career re-entry among female faculty members in Delhi NCR private universities. The study acquired data from 337 responses collected through an adapted structured questionnaire based on existing scales developed by Soumya & Hazarika (2021), combined with findings

from Arora & Kumari (2022) and Singh & Vanka (2021). Results show that professional interruptions trigger major effects on both financial independence and self-actualization because these factors actively shape re-entry into new careers. Career re-entry enablers exhibited no direct effectiveness in the research data, which undermines institutional support against personal financial incentives that drive re-entry outcomes.

Review findings demonstrate that current institutional guidelines and policy systems have numerous unresolved areas of concern. Private universities must develop formal support structures that specifically target the unique concerns of female academicians who want to return to work despite increasing corporate attention toward inclusive work environments. The lack of appropriate facilities at universities becomes a barrier to serving women in their return to employment because these academic institutions fail to provide flexible scheduling, individualized career assistance, and professional testing systems, according to Gupta & Arora (2024).

Women in academia face two levels of adverse consequences because of societal discrimination against career breaks, which impact how both their employers and themselves view their capabilities during and after work re-entry. Female academic faculty members who took career breaks experience professional life after their absences in a way that adds new knowledge to existing academic analysis. Specialized intervention methods require development based on analyses that incorporate financial independence and self-actualization factors to support better academic career transitions for women (Kalra *et al.*, 2024b). The research advocates that academia must shift away from broad academic standards to develop targeted interventions that meet the polyvalent needs of female academic instructors.

The next sections of this chapter conduct an in-depth assessment of academic studies about combining career interruptions and re-entry with financial independence and self-actualization. Fig. (1) presents the research framework guiding this study, and it includes the linkage between career break and career re-entry with the due effect of self-actualization and financial independence, and this also shows how the career re-entry enablers help in the re-entry of females in the corporate sector. The figure highlights some of the issues that influence women's lives and shows why women occasionally take career breaks. Female career halts are caused by societal, organizational, and personal issues. Women have a difficult time juggling their professional and personal lives. These elements fall into the push and pull categories for choosing to opt in or out of the career path.

CHAPTER 11

Concluding Reflections: Building Ethical, Resilient, Future-Oriented Organizations

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Abstract: This book examined the intersection between organizational culture, digital transformation, and leadership practices in contemporary workplaces within healthcare, banking, SME, and the higher education sector. Though each chapter addressed a different setting, they affirm a central truth: the forms and qualities of leadership, cultural values, approaches to organization management, and technology management are interconnected with systemic outcomes. Organizational success cannot be built on strategy alone in a business environment that is highly Volatile, Uncertain, Complex, and Ambiguous (VUCA). It depends on ethical leadership, inclusive work practices, and a resilient climate.

The following sections highlight the major reflections from the book:

TOXIC LEADERSHIP, CULTURAL FAILURES, AND THE HUMAN COST

The opening chapter highlighted the unfavourable impact of toxic leadership, especially within the healthcare sector, where not only employee mental and physical health and well-being are involved, but also patient care outcomes. An authoritarian form of leadership, manipulation, and emotional distancing affects trust and leads to employee silence, burnout, or emotional exhaustion, and poor quality of healthcare delivery. The initial discussion proposed and suggested that the silent workforce pathway model, as well as healthcare toxicity, become repetitive unless halted by ethical practices and strong accountability. In the healthcare sector, toxic leadership and poor ethical practices were found to be negatively affecting overall performance and sustainability. These findings illustrate that resilience starts with a trust-based, transparent, and ethical culture.

Leaders influence the ethics of an organization, but its culture decides how plans are actually put into action.

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HOW ORGANIZATIONAL CULTURE AFFECTS STRATEGY

Apart from diagnosing toxicity, the book focuses on how the ability of culture can be a facilitator of success. To show how Denison's cultural traits - Involvement, adaptability, Consistency, and mission were correlated with financial operation, public sector banks in India were researched. Organizations responding proactively to digitization formulated new digital culture archetypes exhibiting how organizations balance cultural strength with technological advancements.

Taken together, these insights manifest that organizational culture is not a passive background but instead an enabler of adaptability, performance, and creative thinking.

However, culture itself cannot guarantee adaptability unless supported by leadership that embraces technology and inclusivity.

TECHNOLOGY, LEADERSHIP, AND INCLUSIVE FUTURE

There may be cases of unauthorized data sharing, which may erode the trust of patients in the hospital. Hence, it becomes the prime responsibility of the leaders to frame and implement stringent regulations or policies to prevent incidents of unethical, unauthorized sharing of data, as it will lead to brand reputation damage and severe financial and legal repercussions.

Another study mentioned in the book on female faculty in Indian universities revealed that financial independence, re-entry opportunities, and self-actualization may be limited by the ties of career breaks with family responsibilities. Inclusivity, if desired by organizations, can't be achieved through superficial gestures but must be built into the work culture. Organizations must focus on unlocking talent by designing practices that promote diverse career paths, strengthening both equity and performance.

HIDDEN NETWORKS, AND RESOURCES

This book also focuses on the role of factors such as informal networks and hidden communication connections in shaping organizational outcomes. This shows that not all factors are visible in an organization's policy or plans. A study on Social Network Analysis (SNA) in small and medium enterprises (MSMEs) highlighted that both human and non-human assets are crucial for organizational success, with human capital being most important. These findings suggest that resilience not only depends on formal plans or strategies but also on how well organizations manage their employees, resources, and relationships.

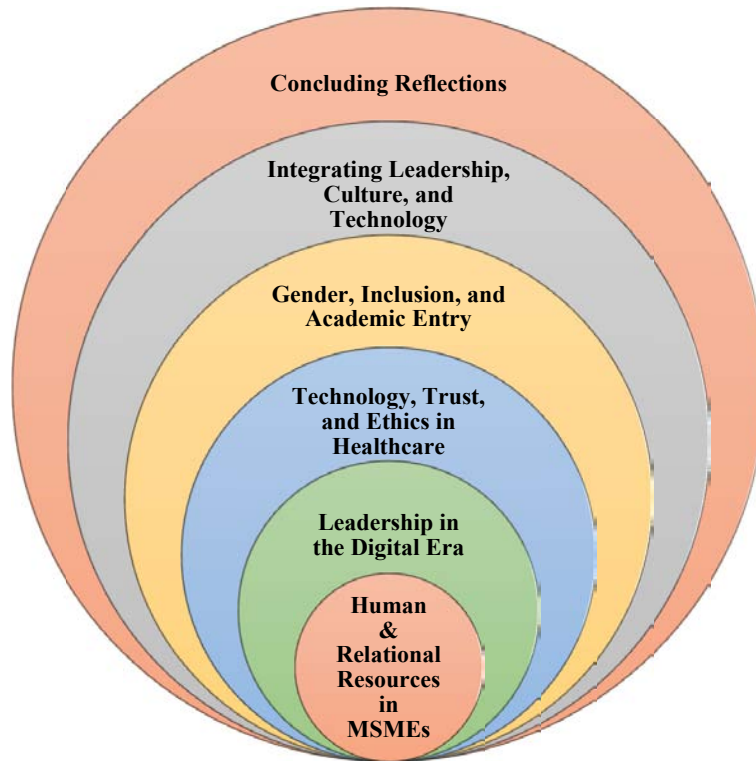
FINAL INSIGHTS

Fig. (1). Major reflections from the book.

The future of organizations doesn't depend solely on technology adoption. This book has shown that actual resilience comes from ethical leadership, fair day-to-day operations, and supporting values. To survive in uncertain times, organizations must be led by trans-formative dynamic leaders who focus on building trust, positive empathetic work environments that give employees opportunities to voice their opinion, and have confidence in the system. Across the chapters, one core theme was highlighted: technological adoption may change the way work is done, but whether an organization will succeed or fail depends on human relationships and ethical, inclusive practices. Successful organizations are required to not only change as per future requirements but also lead with a responsible, innovative, humane approach that supports both employees and overall organizational performance.

The lasting message of the chapter is: Becoming a future-ready organization doesn't begin with machines or robots, but with humans, values, and culture at the heart of everything.

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