

Resilient Leadership and Its Impact on Organizational Culture

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Abstract

Resilient leadership has gained increasing importance in contemporary organizations due to rising uncertainty, complexity, and continuous change, as it plays a vital role in fostering a strong organizational culture that supports employee well-being, adaptability, and sustained performance. This study examined the impact of resilient leadership on organizational culture within the Organization for Talent and Entrepreneurship Development (OTED) in Kabul, focusing on trust and openness, communication effectiveness, employee engagement, adaptability to change, organizational commitment, and psychological safety. The findings reveal that resilient leadership has a significant and positive effect on overall organizational culture, with particularly strong relationships observed in trust and openness, communication effectiveness, employee engagement, psychological safety, and organizational commitment. Additionally, resilient leadership enhances employees' adaptability to change and fosters a supportive environment in which individuals feel safe to express ideas, learn from mistakes, and contribute beyond formal job roles. The study concludes that resilient leadership is a critical strategic capability and recommends its integration into leadership development initiatives to strengthen organizational culture, employee engagement, and long-term organizational effectiveness.

Keywords: Resilient Leadership; Organizational Culture; Employee Engagement; Psychological Safety; Trust and Openness; Adaptability to Change

Problem of Practice

In today's dynamic and unpredictable business environment, organizations across industries are confronted with constant change, uncertainty, and disruption. The global economy is increasingly shaped by technological innovation, shifting market expectations, economic volatility, and crises such as pandemics or geopolitical instability (Iyer and Raji, 2025). In this complex environment, organizations require leaders who can not only manage challenges effectively but also inspire confidence, adaptability, and collective resilience among their teams. This capability is best captured through the concept of resilient leadership. Resilient leaders demonstrate the ability to remain composed under pressure, recover quickly from setbacks, and guide their teams through uncertainty while maintaining clarity of purpose and optimism about the future (Walsh et al., 2024). They exhibit emotional intelligence, empathy, adaptability, and strategic foresight qualities that enable them to build trust and stability within their organizations even in times of crisis. Leadership resilience extends beyond personal strength or psychological endurance. It involves the deliberate practice of modeling positive behaviors, creating a supportive environment, and fostering organizational learning in the face of adversity (Sholokwu, 2024). Leaders who possess resilience help their teams interpret challenges as opportunities for growth rather than as threats to stability (Georgescu et al., 2024). By doing so, they not only enhance individual and team performance but also influence the deeper values, norms, and beliefs that constitute the organization's culture. Organizational culture, in essence, reflects the collective mindset and behavioral expectations that guide how people within an organization think, act, and interact. It determines how decisions are made, how innovation is pursued, and how employees respond to change or uncertainty (Ughulu, 2024). When resilient leadership is present, it can cultivate

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a culture characterized by adaptability, openness, collaboration, and trust features essential for sustainable success in today's volatile business landscape (Gichuhi, 2021).

However, despite the growing recognition of resilience as a critical leadership competency, many organizations continue to lack an intentional focus on developing resilience among their leaders (Porkodi, 2024). Traditional leadership paradigms often prioritize short-term results, efficiency, and control over adaptability and human-centered leadership. As a result, some organizational cultures remain rigid, risk-averse, or dependent on stability, leaving them vulnerable when confronted with crises or transformation (Klein et al. 2013). When leaders themselves struggle to cope with uncertainty or fail to model adaptive behavior, employees tend to mirror that fragility, resulting in low morale, high turnover, and resistance to change. In such contexts, organizational culture may deteriorate into one characterized by fear, mistrust, or disengagement, undermining both individual and collective performance (Sott and Bender, 2025). Furthermore, although leadership and organizational culture have been extensively studied, the specific role of resilient leadership in shaping and transforming culture remains insufficiently explored, particularly within emerging or developing organizational contexts. Much of the existing literature approaches resilience as an individual psychological attribute rather than as a systemic leadership capability that can influence organizational norms and collective adaptability (Adeniyi et al., 2024). This gap in understanding limits the ability of organizations to intentionally integrate resilience into leadership development frameworks and strategic cultural design. In an era where rapid adaptation and psychological safety are vital for innovation and long-term sustainability, this lack of clarity presents a significant challenge for both scholars and practitioners (Muadzah and Suryanto, 2024).

The problem of practice, therefore, lies in the insufficient understanding and implementation of resilient leadership behaviors that foster strong, adaptive, and positive organizational cultures. Many organizations attempt to address issues of morale, engagement, and performance through structural changes or policy reforms, but they often overlook the foundational influence of leadership resilience (Hall, 2017). Without resilient leadership, organizational culture remains reactive rather than proactive focused on surviving challenges rather than learning and evolving from them. Conversely, when leaders embody resilience, they help create environments where employees feel empowered to take initiative, collaborate openly, and view challenges as shared opportunities for growth. This transformation of mindset and behavior ultimately becomes embedded within the organizational culture, reinforcing resilience at the collective level (Xiao and Cao, 2017). Understanding how resilient leadership impacts organizational culture is therefore both timely and essential. As organizations increasingly operate in unpredictable environments, the ability of leaders to model resilience has become a determining factor in whether cultures thrive or deteriorate under pressure. The exploration of this relationship provides valuable insights for leadership development, organizational strategy, and human resource management (Tengblad and Oudhuis, 2019). It can inform the design of leadership programs that not only prepare leaders to endure adversity but also to convert it into a catalyst for cultural transformation and sustainable performance. Moreover, identifying the mechanisms through which resilient leadership shapes culture such as communication patterns, trust-building, and shared learning can help organizations institutionalize resilience beyond individuals, embedding it into their collective identity and operational philosophy (Țiclaui, Hințea, & Trofin, 2021).

Ultimately, resilient leadership serves as both a personal and organizational imperative. In a world where disruption is constant and change is inevitable, resilience must evolve from being a reactive trait to a proactive strategy embedded in leadership practice and organizational culture. The failure to cultivate resilience among leaders risks perpetuating fragile organizational environments that struggle to cope with adversity. Conversely, investing in resilient leadership enables organizations to nurture cultures of adaptability, optimism, and continuous improvement cultures capable of not only surviving uncertainty but thriving within it. This thesis seeks to address this problem of practice by examining the intricate link between resilient leadership and organizational culture, contributing to a deeper understanding of how leadership resilience can serve as the cornerstone of long-term organizational health and success (Ahsan & Khawaja, 2024).

Research Questions

1. How does employee engagement affect organizational culture in organizations with resilient leadership?
2. What is the impact of trust and openness on organizational culture?
3. In what ways does communication effectiveness shape organizational culture?
4. How does adaptability to change influence organizational culture?
5. To what extent does organizational commitment affect organizational culture?
6. How does psychological safety contribute to organizational culture?

Literature Review

Grimes et al. (2022), mentioned the shift of COVID-19 from a pandemic to an endemic phase has left profound consequences on the healthcare workforce and its leadership. High levels of stress, burnout, and unprecedented attrition have become major concerns. Drawing on data collected across the first four waves of the crisis and examining these trends longitudinally, the authors highlight persistent challenges for health leaders in fostering resilience and promoting psychologically supportive workplaces. The discussion is structured around three central questions: What transpired during Waves 1 to 4? What insights were gained? And how can future responses be improved? From this analysis, eight key actions emerged under the overarching principle of “leaders supporting leaders”: strengthening individual resilience; demonstrating compassionate leadership; exemplifying positive interpersonal behaviors; maintaining open and consistent communication; engaging in professional networks and communities of practice; balancing immediate demands with long-term priorities; adopting a systems-oriented perspective; and advancing a unified, collaborative national approach.

Mishra et al. (2023), highlight transformational leadership has emerged as a significant leadership approach due to its strong influence on employee engagement and organizational outcomes. This review provides an integrated examination of existing research to investigate the connection between transformational leadership, workforce engagement, and performance levels. By systematically analyzing empirical studies, the review aims to clarify the processes through which transformational leadership fosters employee engagement and, in turn, contributes to improved performance across organizations.

Tennakoon and Janadari (2021), said organizational resilience both as a theoretical construct and as a pressing socioeconomic concern, has been receiving growing scholarly and practical attention. However, clarity regarding what organizational resilience encompasses and what it does not remains limited. This study revisits existing definitions of organizational Resilience to better delineate its scope. The analysis qualitatively examined both the shared and distinctive elements of these definitions. Results reveal that organizational resilience is a multifaceted concept characterized by attributes that set it apart from related constructs. The study concludes that organizational resilience represents an organizational philosophy built on diverse capabilities that enable firms to adapt to and manage environmental challenges in an ongoing and progressive manner. The implications highlight that conceptualizations of organizational resilience should emphasize a long-term, continuous process of navigating external disruptions, rather than focusing solely on isolated abilities to recover from singular crises.

Everly et al. (2020), highlight this study employs presidential leadership as a proxy to investigate the factors that predict overall leadership effectiveness, particularly in times of adversity. Using C-SPAN data collected over a 19-year period, the analysis identifies the strongest predictors of resilience-oriented leadership, reaffirming and expanding upon earlier research. The results highlight four recurring determinants of effective presidential leadership: (1) articulating a clear and compelling vision of success, (2) demonstrating decisiveness in translating that vision into action, (3) fostering an atmosphere of transparent and authentic communication, and (4) adhering to a moral compass that builds trust. These elements can be understood as forming a covenant between leaders and their followers a mutual commitment that enhances leadership effectiveness.

Ghaleb and Dahiam (2024), stated organizational culture significantly shapes employee behavior, attitudes, and overall effectiveness within a company. This study examines the pivotal influence of organizational culture on business success. A strong culture that aligns with strategic objectives enhances employee satisfaction and performance, stimulates innovation, and sustains competitive advantage. Drawing on an extensive review of literature and case analyses, the research identifies leadership, communication, continuous improvement, and cultural diversity as core elements that shape organizational culture. The findings emphasize that a constructive and adaptable culture not only strengthens organizational resilience but also provides a lasting source of competitive differentiation. The study underscores the importance of organizations intentionally cultivating and evolving their culture to thrive in rapidly changing market conditions. Moreover, it demonstrates that a clearly defined, positive organizational culture plays a critical role in driving long-term success.

Mei et al. (2024), declared that the vital role of leadership in times of crisis, underscoring the importance of swift decision-making, clear communication, and emotional intelligence. It explores how successful leaders manage uncertainty by integrating immediate tactical responses with a long-term strategic outlook, thereby reinforcing organizational resilience. The paper also stresses the value of post-crisis evaluation as a mechanism for assessing the effectiveness of crisis management practices, extracting key lessons, and embedding them into future strategies. Furthermore, it highlights the continuous responsibility of leadership in anticipating future disruptions through proactive planning, encouraging innovation, and strengthening adaptability. The findings indicate that effective crisis leadership is inherently multidimensional, requiring a balance of decisive action, reflective

learning, and strategic foresight. Such an approach enables organizations not only to withstand crises but also to leverage them as opportunities for growth, ultimately emerging more resilient in a volatile global environment.

Monteiro and Joseph (2023), stated that the influence of workplace culture on employee mental health and overall well-being. It provides a comprehensive overview of existing research, highlighting the factors that contribute to both positive and negative organizational cultures and their impact on employees. The study systematically identifies and reviews relevant literature on workplace culture and its relationship with employee mental health and well-being. Emphasis is placed on peer-reviewed academic research, with the majority of data drawn from secondary sources, including journal articles and scholarly publications. The theoretical foundations underlying the studies are also considered to provide a well-rounded understanding. The analysis indicates that organizational culture plays a critical role in shaping employee mental health and well-being. Supportive cultures that foster effective leadership, social support, realistic job expectations, work-life balance, and sound policies contribute positively to employee outcomes. Conversely, cultures characterized by unsupportive leadership, inadequate social support, excessive workloads, poor work-life balance, and weak policies can negatively affect mental health and well-being. The review also identifies areas for future research, such as exploring the influence of workplace culture on specific mental health conditions and examining how individual traits may moderate these effects. By synthesizing the existing body of research, this review contributes significantly to the understanding of how workplace culture impacts employee mental health and well-being. The study provides practical guidance for organizations, policymakers, and practitioners seeking to cultivate supportive work environments and improve employee mental health outcomes. Overall, this paper enhances knowledge on the pivotal role of organizational culture in shaping employee well-being.

Research Objectives

- 1: The identify the relationship between resilient leadership and organization culture.
- 2: To examine the variation between Demographic profile and resilient leadership.

Hypothesis

- H₀2: There is no relationship between organization culture and resilient leadership
 H₁2: There is relationship between organization culture and resilient leadership.
 H₀3: There is no variation between demographic profile and resilient leadership.
 H₁3: There is variation between demographic profile and resilient leadership.

Survey Instrument Reliability

A pilot study was conducted to obtain the preliminary assessment of internal validity of the research survey instrument questionnaire. For this purpose, primary data were collected from 18 OTED employee. The results of the pilot study confirmed the internal reliability of the instrument deployed and hence, the same instrument was used in the identified sampling areas to collect the primary data needed for the present study. The survey instrument was tested with appropriate reliability analysis comprising the computed value of Cronbach alpha and the alpha value for all the study variable taken up in the survey instrument is found to be well above the suggested value of 0.6 (Nunnally, 1978). The specific, details of alpha value for each of the study variable constituting the present work is shown in the Exhibit-1.

Table 1: Details of the Measurement Scales with Corresponding Reliability values

S.No.	Dimensions	Cronbach Alpha
(i)	Trust and openness	0.888
(ii)	Communication effectiveness	0.887
iii)	Employee engagement	0.892
(iv)	Adaptability to change	0.904
(v)	Organizational commitment	0.884
(vi)	Psychological safety	0.884
(vii)	Organizational culture	0.877

Sampling Size

Organization for talent and entrepreneurship development employees were taken as a population of the study because the study used a case study design. A total number of 109 employees out of 300 employees of different departments of the organization for talent and entrepreneurship development were selected that would give the in-depth coverage and analysis of the results or the findings. A total number of 109 employees out of 300 employees of different departments and units of organization for talent and entrepreneurship development were selected. I applied the Yamane formal for selecting the sample size the result are shown as below. It's to be mentioned that the total number of employee of OTED is 300.

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{300}{1 + 300(0.05)^2}$$

$$n = \frac{300}{1 + 300(0.0025)}$$

$$n = \frac{300}{1 + 0.75}$$

$$n = \frac{300}{1.75}$$

$$n = 109$$

Interrelationship among resilient leadership in its impact on organizational culture factors.

The possibility of 7 variables such as Trust and Openness, Communication Effectiveness, Employee Engagement, Adaptability to Change, Organizational Commitment, Psychological Safety and organizational culture relating with each other is defined in hypothesis- H₀₂ & H₁₂ taken up and its results are shown in the table-1, as an outcome of Bivariate Correlation test. From the results it can be inferred that Pearson ‘r’ values between the range 0.393 and 0.778 corresponding to 21 different correlations are found to be significant at 5 percent level. While these results form the basis to reject the hypothesis-H₀₂ and accept H₁₂. Thus, the details of all different correlations between 7 mentioned dimensions with varied levels of relationship are identified from the above results based on the standard approach (Nunnally, 1978) and provided in table-1.

		TrustAnd Open	ComEffec tiveness	Employee Eng	Adaptabili tyToChan ge	Organizati onalCom mitment	Psycholog icalSafety	Organizati onalCultu re
TrustAndOpen	Pearson Correlation	1						
ComEffectiveness	Pearson Correlation	.632**	1					
EmployeeEng	Pearson Correlation	.600**	.585**	1				
AdaptabilityTo Change	Pearson Correlation	.393**	.533**	.522**	1			
Organizational Commitment	Pearson Correlation	.547**	.494**	.578**	.497**	1		
PsychologicalSafety	Pearson Correlation	.611**	.611**	.461**	.416**	.705**	1	

Organizational Culture	Pearson Correlation	.655**	.647**	.536**	.443**	.778**	.744**	1
**. Correlation is significant at the 0.01 level (2-tailed).								

Trust and Openness and Communication Effectiveness (0.632)**

The findings demonstrate a strong and statistically significant positive association (0.632) between Trust and Openness and Communication Effectiveness. This indicates that employees who perceive higher levels of trust and openness within the organization tend to report more effective communication. The strength of this correlation suggests that transparent and trusting relationships substantially enhance the clarity, accuracy, and efficiency of information exchange. The low p value (below 1%) confirms that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, fostering trust and openness can reasonably be expected to produce a strong improvement in communication effectiveness

Trust and Openness and Employee Engagement (0.600)**

The findings demonstrate a strong and statistically significant positive association (0.600) between Trust and Openness and Employee Engagement. This indicates that employees who perceive higher levels of trust and openness within the organization are more likely to be actively engaged in their work. The strength of this correlation suggests that transparent and trusting relationships contribute meaningfully to fostering motivation, dedication, and involvement among staff. The low p value (below 1%) confirms that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, enhancing trust and openness can reasonably be expected to produce a strong increase in employee engagement.

Trust and Openness and Adaptability to Change (0.393)**

The findings demonstrate a moderate and statistically significant positive association (0.393) between Trust and Openness and Adaptability to Change. This indicates that employees who perceive greater trust and openness within the organization are moderately more capable of adjusting to new processes, structures, or strategies. Although the correlation is not very strong, it is meaningful enough to suggest that transparent communication and mutual trust reduce resistance and foster resilience during periods of transition. The low p value (below 1%) confirms that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, strengthening trust and openness can reasonably be expected to foster a moderate improvement in employees' adaptability to organizational change.

Trust and Openness and Organizational Commitment (0.547)**

The findings demonstrate a moderately strong and statistically significant positive association (0.547) between Trust and Openness and Organizational Commitment. This indicates that employees who perceive higher levels of trust and openness within the organization are more likely to remain loyal and dedicated to its goals. The strength of this correlation suggests that transparent and trusting relationships play a meaningful role in fostering long-term attachment and reducing turnover intentions. The low p value (below 1%) confirms that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, enhancing trust and openness can reasonably be expected to produce a notable increase in employees' organizational commitment

Trust and Openness and Psychological Safety (0.611)**

The findings demonstrate a strong and statistically significant positive association (0.611) between Trust and Openness and Psychological Safety. This indicates that employees who perceive higher levels of trust and openness within the organization are more likely to feel safe in expressing ideas, taking risks, and acknowledging mistakes without fear of negative consequences. The strength of this correlation highlights the central role of trust and openness in creating a supportive environment where individuals can contribute freely and innovatively. The low p value (below 1%) confirms that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, fostering trust and openness can reasonably be expected to produce a strong improvement in employees' psychological safety.

Trust and Openness and Organizational culture (0.655)**

The findings demonstrate a strong and statistically significant positive association (0.655) between Trust and Openness and Organizational Culture. This indicates that employees who perceive higher levels of trust and openness within the organization are more likely to contribute to a positive, collaborative, and supportive culture. The strength of this correlation suggests that transparent communication and mutual trust are foundational

elements in shaping cultural values, norms, and practices. The low p value (below 1%) confirms that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, fostering trust and openness can reasonably be expected to produce a strong improvement in the overall organizational culture.

Communication Effectiveness and Employee Engagement (0.585)**

The findings demonstrate a strong and statistically significant positive association (0.585) between Communication Effectiveness and Employee Engagement. This indicates that employees who perceive communication within the organization as clear, transparent, and effective are more likely to be actively engaged in their work. The strength of this correlation suggests that effective communication plays a meaningful role in fostering motivation, involvement, and dedication among staff. The low p value (below 1%) confirms that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, improving communication effectiveness can reasonably be expected to produce a strong increase in employee engagement.

Communication Effectiveness and Adaptability to Change (0.533)**

The findings demonstrate a moderately strong and statistically significant positive association (0.533) between Communication Effectiveness and Adaptability to Change. This indicates that employees who perceive communication within the organization as clear, transparent, and effective are more likely to adapt successfully to new processes, structures, or strategies. The strength of this correlation suggests that effective communication plays a meaningful role in reducing uncertainty, building confidence, and fostering resilience during organizational transitions. The low p value (below 1%) confirms that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, improving communication effectiveness can reasonably be expected to foster a notable increase in employees' adaptability to change.

Communication Effectiveness and Organizational Commitment (0.494)**

The findings demonstrate a moderately strong and statistically significant positive association (0.494) between Communication Effectiveness and Organizational Commitment. This indicates that employees who perceive communication within the organization as clear, transparent, and effective are more likely to remain loyal and dedicated to organizational goals. The strength of this correlation suggests that effective communication plays a meaningful role in fostering trust, alignment, and long-term attachment among staff. The low p value (below 1%) confirms that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, improving communication effectiveness can reasonably be expected to produce a notable increase in employees' organizational commitment.

Communication Effectiveness and Psychological Safety (0.611)**

The results reveal a strong and statistically significant positive association (0.611) between Communication Effectiveness and Psychological Safety. This indicates that employees who perceive communication within the organization as clear, transparent, and effective are more likely to feel psychologically safe in expressing ideas, taking risks, and acknowledging mistakes without fear of negative consequences. The strength of this correlation highlights the critical role of effective communication in building a supportive environment where individuals can contribute openly and confidently. The low p value (below 1%) confirms that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, improving communication effectiveness can reasonably be expected to produce a strong enhancement in employees' psychological safety.

Communication Effectiveness and organizational culture (0.647)**

The analysis indicates a strong and statistically significant positive association (0.647) between Communication Effectiveness and Organizational Culture. This suggests that employees who perceive communication within the organization as clear, transparent, and effective are more likely to contribute to and experience a positive organizational culture. The strength of this correlation highlights the critical role of effective communication in shaping shared values, norms, and collaborative practices across the workplace. The low p value (below 1%) confirms that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, improving communication effectiveness can reasonably be expected to produce a strong enhancement in the overall organizational culture.

Employee Engagement and Adaptability to Change (0.522)**

The correlation shows a moderately strong and statistically significant positive association (0.522) between Employee Engagement and Adaptability to Change. This suggests that employees who are more engaged in their work are also more capable of adjusting to new processes, structures, or organizational strategies. The strength of this relationship highlights that engaged employees tend to display greater resilience and flexibility when faced with change. The low p value (below 1%) confirms that this association is unlikely to be due to chance,

underscoring its statistical significance. Therefore, fostering higher levels of employee engagement can reasonably be expected to produce a notable improvement in adaptability to change.

Employee Engagement and Organizational Commitment (0.578)**

The results reveal a moderately strong and statistically significant positive association (0.578) between Employee Engagement and Organizational Commitment. This suggests that employees who are more engaged in their work are also more likely to remain loyal and dedicated to the organization. The strength of this correlation highlights that engagement fosters a deeper emotional attachment and long-term commitment among staff. The low p value (below 1%) confirms that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, increasing employee engagement can reasonably be expected to produce a notable improvement in organizational commitment.

Employee Engagement and Psychological Safety (0.461)**

The evidence highlights a moderate and statistically significant positive association (0.461) between Employee Engagement and Psychological Safety. This suggests that employees who are more engaged in their work are moderately more likely to feel safe in expressing ideas, taking risks, and acknowledging mistakes without fear of negative consequences. While the correlation is not very strong, it is meaningful enough to indicate that engagement contributes to building a supportive and secure environment. The low p value (below 1%) confirms that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, fostering employee engagement can reasonably be expected to produce a moderate improvement in psychological safety.

Employee Engagement and organizational culture (0.536)**

The data confirm a moderately strong and statistically significant positive association (0.536) between Employee Engagement and Organizational Culture. This suggests that employees who are more engaged in their work are also more likely to contribute to and experience a positive organizational culture. The strength of this correlation highlights that engagement fosters shared values, collaboration, and supportive workplace practices. The low p value (below 1%) verifies that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, enhancing employee engagement can reasonably be expected to produce a notable improvement in the overall organizational culture.

Adaptability to Change and Organizational Commitment (0.497)**

The correlation reveals a moderately strong and statistically significant positive association (0.497) between Adaptability to Change and Organizational Commitment. This suggests that employees who are more capable of adjusting to new processes, structures, or strategies are also more likely to remain loyal and dedicated to the organization. The strength of this relationship highlights that adaptability fosters stability, resilience, and a deeper sense of belonging among staff. The low p value (below 1%) confirms that this association is unlikely to be due to chance, underscoring its statistical significance. Therefore, enhancing employees' adaptability to change can reasonably be expected to produce a notable improvement in organizational commitment.

Adaptability to Change and Psychological Safety (0.416)**

The results reveal a moderate and statistically significant positive association (0.416) between Adaptability to Change and Psychological Safety. This suggests that employees who are more capable of adjusting to new processes, structures, or strategies are moderately more likely to feel safe in expressing ideas, taking risks, and acknowledging mistakes without fear of negative consequences. While the correlation is not very strong, it is meaningful enough to indicate that adaptability contributes to building a supportive and secure environment. The low p value (below 1%) confirms that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, enhancing employees' adaptability to change can reasonably be expected to produce a moderate improvement in psychological safety.

Adaptability to Change and Organizational culture (0.443)**

The analysis indicates a moderate and statistically significant positive association (0.443) between Adaptability to Change and Organizational Culture. This suggests that employees who are more capable of adjusting to new processes, structures, or strategies are moderately more likely to contribute to and experience a supportive organizational culture. While the correlation is not very strong, it is meaningful enough to highlight that adaptability helps reinforce shared values, collaboration, and openness within the workplace. The low p value (below 1%) confirms that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, enhancing employees' adaptability to change can reasonably be expected to produce a moderate improvement in the overall organizational culture.

Organizational Commitment and Psychological Safety (0.705)**

The results reveal a strong and statistically significant positive association (0.705) between Organizational Commitment and Psychological Safety. This suggests that employees who are highly committed to their organization are also more likely to feel psychologically safe in expressing ideas, taking risks, and acknowledging mistakes without fear of negative consequences. The strength of this correlation highlights that loyalty and dedication to the organization foster a secure and supportive environment where individuals can contribute openly and confidently. The low p value (below 1%) confirms that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, strengthening organizational commitment can reasonably be expected to produce a strong enhancement in employees' psychological safety.

Organizational Commitment and Organizational culture (0.778)**

The analysis indicates a very strong and statistically significant positive association (0.778) between Organizational Commitment and Organizational Culture. This suggests that employees who are highly committed to their organization are also more likely to contribute to and experience a positive organizational culture. The strength of this correlation highlights that loyalty and dedication among staff reinforce shared values, collaboration, and supportive workplace practices. The low p value (below 1%) confirms that this relationship is unlikely to be due to chance, underscoring its statistical significance. Therefore, strengthening organizational commitment can reasonably be expected to produce a substantial enhancement in the overall organizational culture.

Psychological Safety and Organizational Culture (0.744)**

The correlation shows a strong and statistically significant positive association (0.744) between Psychological Safety and Organizational Culture. This suggests that employees who feel psychologically safe able to share ideas, take risks, and admit mistakes without fear of negative consequences—are also more likely to experience and contribute to a positive organizational culture. The strength of this relationship highlights that psychological safety is a cornerstone for fostering shared values, collaboration, and openness across the workplace. The low p value (below 1%) confirms that this association is unlikely to be due to chance, underscoring its statistical significance. Therefore, enhancing psychological safety can reasonably be expected to produce a substantial improvement in the overall organizational culture.

Variations in organizational culture with Gender

The variations in the organizational culture with various levels of demographic profiles among the employee of OTED were measured with one-way ANOVA and independent sample t test. The corresponding results of these measurements were provided in the following sections. The details of demographic profiles considered for measuring these variations are gender, age, Education level, Job level, Work Experience, Work Environment Preference, Department / Functional Area, Employment Type.

Variations on organizational culture with gender category

The variations in organizational culture between male and female employees of OTED, taken up and its results are shown in the table-2, as an outcome of independent sample t-test. From the results of this Independent sample t-test, it can be inferred that the T value of 2.353 corresponding to organizational culture is found to be significant at 5 percent level.

Table 3: Result of t test-Gender							
	Gender	N	Mean	Std. Deviation	Std. Error Mean	T value	sig
Organizational Culture	Male	78	33.7821	3.63478	.41156	2.353	.000
	Female	31	25.6774	4.17442	.74975		

This result suggests that the Organizational culture is varying significantly with gender category of the OTED employee considered as grouping variable. More specifically the mean value of 33.7821 estimated for the gender category male is significantly higher than the estimated mean value of 25.6774 for the gender category female. This result suggests that the OTED employee is significantly higher for the gender category male than that of female among the OTED employees.

Variations in organizational culture with Age

The variations in the organizational culture between different age groups such as those who are less than 25 years, those who are between the age 25 – 30 years, those who are between the age 30 – 35 years, those who are between the age 35 – 45 years and those who are above 45 years among the employees of OTED, taken up and its results are shown in the table-3, as an outcome of one-way ANOVA model conceptualized.

Table 4: Result of ANOVA for age					
Organizational Culture					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	129.445	4	32.361	2.258	.000
Within Groups	1490.316	104	14.330		
Total	1619.761	108			

From the results of this one-way ANOVA model shown in table-3, it can be inferred that the F values of 2.258 corresponding to Organizational culture on each different considered age group are found to be significant at 5 percent level. This result clearly shows that there exist significant variations in the organizational culture among different age group. This indicates that employees of different age groups differ in relies leadership and organizational culture.

Variations in organizational culture with Education level

The variations in the organizational culture between different education level such as Primary education, Baccalaureate, bachelor, Master and PHD among the employees of OTED, taken up and its results are shown in the table-4, as an outcome of one-way ANOVA model conceptualized.

Table 5: Result of ANOVA for Education level					
Organizational Culture					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	92.557	2	46.279	3.212	.000
Within Groups	1527.204	106	14.408		
Total	1619.761	108			

From the results of the one-way ANOVA model shown in Table 4, it can be inferred that the F-value of 3.212, corresponding to organizational culture across different educational levels, is significant at the 5 percent level. This result clearly indicates that there are significant variations in organizational culture among different educational levels.

Variations in organizational culture with Job level

The variations in the organizational culture between different job level such as Non-supervisory / Staff, Supervisor, Manager, Senior Manager / Executive and other (please specify) among the employees of OTED, taken up and its results are shown in the table-5, as an outcome of one-way ANOVA model conceptualized.

Table 6: Result of ANOVA for Job level					
Organizational Culture					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	139.783	4	34.946	2.456	.000
Within Groups	1479.978	104	14.231		
Total	1619.761	108			

From the results of the one-way ANOVA model shown in Table 5, it can be inferred that the F-value of 2.456, corresponding to organizational culture across different job levels, is significant at the 5 percent level. This result clearly indicates that there are significant variations in organizational culture among different job levels.

Furthermore, it suggests that employees from different age groups perceive leadership and organizational culture differently.

Variations in organizational culture with Work Experience

The variations in the organizational culture between different years of work experience such as Less than one year, 1-2 years, 2-3 years, 2-4 years and More than 4 years among the employees of OTED, taken up and its results are shown in the table-6, as an outcome of one-way ANOVA model conceptualized.

Table 7: Result of ANOVA for Work Experience					
Organizational Culture					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	287.277	4	71.819	5.605	.000
Within Groups	1332.485	104	12.812		
Total	1619.761	108			

From the results of the one-way ANOVA model shown in Table-6, it can be inferred that the F-value of 5.605, corresponding to organizational culture across different levels of work experience, is significant at the 5 percent level. This result clearly indicates that there are significant variations in organizational culture among employees with different work experiences. Furthermore, it suggests that employees with varying work experience perceive leadership and organizational culture differently.

Variations in Organizational Culture with Work Environment Preference

The variations in the organizational culture between different Work Environment Preference groups such Remote, Hybrid, fully in office and No preference among the employees of OTED, taken up and its results are shown in the table-7, as an outcome of one-way ANOVA model conceptualized.

Table 8: Result of ANOVA for Work Environment Preference					
Organizational Culture					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	165.024	4	41.256	2.949	.000
Within Groups	1454.738	104	13.988		
Total	1619.761	108			

From the results of the one-way ANOVA model shown in Table-7, it can be inferred that the F-value of 2.949, corresponding to organizational culture across different work environment preferences, is significant at the 5 percent level. This result clearly indicates that there are significant variations in organizational culture among employees with different work environment preferences. Furthermore, it suggests that employees with varying work environment preferences perceive leadership and organizational culture differently

Variations in Organizational Culture with Department / Functional Area

The variations in the organizational culture between different Department / Functional Area such as Human Resources, Finance, Operations, IT/Technical and Training and development among the employees of OTED, taken up and its results are shown in the table-8, as an outcome of one-way ANOVA model conceptualized.

Table 9: Result of ANOVA for Department / Functional Area					
Organizational Culture					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	180.253	4	45.063	3.256	.000
Within Groups	1439.508	104	13.841		
Total	1619.761	108			

From the results of the one-way ANOVA model shown in Table- 8, it can be inferred that the F-value of 3.256, corresponding to organizational culture across different departments or functional areas, is significant at the 5 percent level. This result clearly indicates that there are significant variations in organizational culture among employees from different departments or functional areas. Furthermore, it suggests that employees working in different departments or functional areas perceive leadership and organizational culture differently.

Variations in organizational culture with Employment Type

The variations in the organizational culture between different Employment Type such as Full-time, Part-time, Contractual and Freelance/Consultant among the employees of OTED, taken up and its results are shown in the table-9, as an outcome of one-way ANOVA model conceptualized.

Table 10: Result of ANOVA for Employment types					
Organizational Culture					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	172.048	4	43.012	3.090	.000
Within Groups	1447.714	104	13.920		
Total	1619.761	108			

From the results of the one-way ANOVA model shown in Table-9, it can be inferred that the F-value of 3.090, corresponding to organizational culture across different employment types, is significant at the 5 percent level. This result clearly indicates that there are significant variations in organizational culture among employees with different employment types. Furthermore, it suggests that employees in different employment categories perceive leadership and organizational culture differently

The variations in the overall organizational culture between different demographic characteristics such as gender, age, Education level, Job level, Work Experience, Work Environment Preference, Department / Functional Area, Employment Type among the organizational culture in hypothesis-H₀₃ & H₁₃, as an outcome of different independent sample t-tests and one-way ANOVA models. From the results of different independent sample t-tests and one-way ANOVA models shown in above tables, it can be inferred that most the t and F values corresponding to overall organizational culture on each different considered demographic characteristics are found to be significant at 5 percent level. Hence, hypothesis-H₀₃ is rejected and H₁₃ is accepted at 5 percent level of significance. The result clearly shows that there exist significant variations in the organizational culture among different demographic group.

Conflict of Interest

The authors affirm that no conflicts of interest are linked with this publication. The research was conducted autonomously without financial or non-financial assistance from external entities.

Author Contribution Statement

The author meticulously crafted the study, devised the methodology, executed the investigation and data analysis, composed the original manuscript, and undertook the review and editing of the document. The author autonomously executed every aspect of the research and the development of the manuscript.

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