



Notice for the PhD Viva-Voce Examination

Mr Jibu P Joseph, Registration Number: 2070118, PhD Scholar at the School of Business and Management, CHRIST (Deemed to be University) will defend his PhD thesis at the public viva-voce examination on Monday, 24 November 2025 at 3.00 pm in Room No. 044, Ground Floor, R & D Block, CHRIST (Deemed to be University), Bengaluru – 560029, Karnataka, India.

Title of the Thesis : **The Relationship Between Digital Leadership and Organizational Culture: Role of Trust, Commitment and Digital Literacy**

Discipline : **Management**

External Examiner - I : **Dr Vinod Sharma**
Associate Professor
Symbiosis Centre for Management
and Human Resource Development
Symbiosis Infotech Campus
Pune - 411057
Maharashtra

External Examiner - II : **Dr U Faisal**
Professor and Head
Department of Management Studies
Kannur University
Thavakkara Civil Station Post
Kannur - 670002
Kerala

Supervisor : **Dr Ganesh L**
Professor
School of Business and Management
CHRIST (Deemed to be University)
Bengaluru - 560029
Karnataka

Co-Supervisor : **Dr Ravikumar T**
Professor (Former)
School of Business and Management
CHRIST (Deemed to be University)
Bengaluru - 560029
Karnataka

The members of the Research Advisory Committee of the Scholar, the faculty members of the Department and the School, interested experts and research scholars of all the branches of research are cordially invited to attend this open viva-voce examination.

Place: Bengaluru
Date: 14 November 2025

Registrar (Academics)

ABSTRACT

Leadership holds a pivotal role in determining an organization's outcome in achieving its mission, vision, and objectives by improving employee effectiveness. The presence of digital leadership can accelerate the transformation of an organization. Digital leadership plays an essential role in strengthening organizational capabilities. It positively impacts employees, especially trust, commitment, and digital literacy. Digital transformation helps the organization to go beyond the undeniable, reshaping its strategies and operations.

Moreover, the association between digital leadership, organizational changes, employee commitment, trust, and digital literacy is complex and context-dependent. Embracing such changes requires aligning culture, structure, and employees with effective and efficient skills to compete with the changing environment. The research relies on primary data for its insights. The results indicate that BFS managers, regardless of gender, marital status, and education, demonstrate higher perceptions of digital leadership. The mediating analysis results reveal that the primary connection between observations of digital leadership and organizational culture is important. The ongoing analysis examines the connection between digital leadership and organizational changes, evaluating the character of trust, commitment, and digital literacy. The findings reveal that digital leadership is more noteworthy in converting and maintaining employees' competencies, even during organizational changes. Digital leadership positively correlates with commitment, trust, and digital literacy amidst organizational changes. Digital leadership encompasses the aptitude of leaders to navigate, leverage, and then harness the potential of numerical technologies to propel their organizations forward. Organizational culture contemplates values, beliefs, principles, and how people work.

Keywords: *Digital Leadership, Digital Literacy, Organizational Culture, Innovation, Emotional Intelligence.*

Publication:

1. **Joseph, J. P., & T. R.** (2024). Relationship between digital leadership and organizational culture: Role of digital literacy. *International research journal of multidisciplinary scope (IRJMS)*, 5(2), 493-500.<https://doi.org/10.47857/irjms.2024.v05i02.0551>
2. **Joseph, J. P., T. R., L. G., & Mehroliia, S.** (2025). A Model Explaining Nexus between Digital leadership, Organizational Culture, Employee trust and Organizational Commitment in Banking and Financial Service Sector.” (Patent Publication), Application no. 202541022324A, Publication Date: 28/03/2025