



Deciphering Artificial Intelligence's Impact on the Evolution and Transformation of Organizational Culture

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Abstract

Artificial Intelligence (AI) is a unique set of technologies that gain a profound position in the business economy. It is a promising tool that has brought massive disruptions worldwide. AI transfiguring almost every industry has today made organizations reshape their business culture. As traditional companies have struggled to tap its potential, many organizations still lack awareness regarding its expediency and usage. Therefore, to bridge this gap, this innate chapter jeer into the instrumental role of AI in assisting business culture. Given its key features and benefits, this chapter presents interesting literature on AI managing organizational cultural change. It suggests building a conducive digital culture. Furthermore, this view underlines the key AI approaches, fundamentally enabling the readers to reassess AI's effectiveness. Altogether, it makes researchers, professionals, and organizations benefit from the role of AI and OC.

Keywords: Strategic Change with AI; Culture Change Management; Digital Transformation; Technological Transformation; Culture Evolution; Sustainability

Abbreviations: ICT: Information and Communication Technology; OC: Organizational Culture; AI: Artificial Intelligence.

Introduction

In previous years, extensive technological developments have radically disrupted the business foundation. The new technologies bringing significant changes have made global societies experience technological leaps, substantially encouraging corporations to advance in the era of the industrial revolution [1]. However, besides wild technological

progression worldwide, technical inadequacy has made organizations call for more sustainable digital services. This gap confirms that the organizations embedding the new scientific capabilities have lacked the cultural perspective of ICT. Information and communication technology (ICT) is the technology that provides transfer data via telecommunication networks, such as the Internet, media devices, cell phones, etc [2]. According to Duan, et al. [3], earlier organizations have recognized the existence of IT models as a critical factor influencing the firms' culture. But with that, Shamim, et al. [4] show that today's organizations have considerably failed to adopt new technologies.

Given this, the unsatisfactory digital configuration has led firms to realize the value of new algorithms (i.e., AI) in attaining superior organizational outcomes. Today, artificial intelligence (AI) has emerged as a leading tool for deepening organizational knowledge on shaping the organization's culture [5]. Organizational Culture (OC) is the most nebulous and complicated concept to understand. As to dealing with its complexity, the algorithmic construct of artificial intelligence has appeared as a profound phenomenon for understanding the changes in organizational values [6]. With AI having a significant effect on firms' culture, in this chapter, we realize the need to look into the role of artificial intelligence in influencing organizational culture.

The organization that generates value from AI technologies shows the distinct set of characteristics, behaviors, and patterns that form the firm's culture. In many ways, artificial intelligence has considerably compelled business organizations to transform their behavior and principles by delving into the critical aspects of technology that can impact organizational culture. As a result, organizations are massively showing interest in technologies such as Big Data, Cloud Computing, Teradata, Blockchain, the Internet of Things, and Artificial Intelligence [7]. Artificial intelligence, one of the leading business models, has made today's firms look at the brighter side of machine intelligence. It has made organizations value the positive aspects of AI. Its cognitive abilities appealing to humanity's heart, have helped analyze data patterns and behaviors [8].

Therefore, considering its pivot role in today's businesses, this chapter exploits the role of AI capabilities in shaping and changing organizational culture. This book chapter looks at different aspects of AI. Firstly, the chapter provides a brief overview of AI and OC. Secondly, it demonstrates the key AI benefits and opportunities driving organizational cultural change. Thirdly, it illustrates the prime theoretical approaches regarding the relationships between AI and OC. As AI algorithms promote culture formation, this chapter evolves and demonstrates examples of AI developments in different organizations. It also intends to explain AI adoption at the organizational level and highlights the future scope of AI, renovating the business culture. At last, it presents the main points under the discussion and conclusion headings.

Notably, the scope of this chapter is to discuss the importance of this topic with field members who often deal with cultural and behavioural problems. Given this, the information provided in this chapter can be a useful guide to organizational change. Researchers believe that discussing AI technologies opens new opportunities for cultural change, structure configuration, and behavioural improvements. Indeed, as the successful adoption of AI technologies enhances the organization's system design,

this perspective can be an instrumental guide that ensures superior organizational outcomes.

Therefore, considering AI increased significance, this chapter can be a learning experience for businesses and professionals. It can be a help for organizations and employees. It can foster individuals' awareness of controlled digital culture assisted by AI developments. Indeed, this chapter offers a unique perspective to stakeholders and organizations on the key aspects of AI. Its concepts aid business professionals in understanding AI's practicality. Fundamentally, it ensures the utilization of emerging technologies in the era of knowledge and competition. It helps the organization identify and extract value from AI. In conclusion, the information presented in this chapter provides a solid foundation for understanding the key concepts, definitions, and literature regarding AI and OC. Altogether, the constructs used to evaluate the role of AI applications on OC can be valuable for others who want to understand the relationship between the two approaches.

Evolution of Organizational Culture and Artificial Intelligence

Organizational culture is a well-established concept that poses different explanations. Organizational culture is a complex phenomenon that refers to the set of an organization's shared values, assumptions, beliefs, and practices [9]. In particular, it is a phenomenon that drives business operations and guides its objectives. It enhances the firm's foundation by making the behaviour patterns meaningful. A strong organizational culture enables the company to achieve unique advantages that are hard to imitate [10]. Significantly, it increases employee retention and the company's growth. Furthermore, it makes the business stay connected with customers intrinsically. Indeed, it is a tool that glues the firms' departments, thus making them share a common goal.

With this, in 1956, American computer scientist John McCarthy developed the word artificial intelligence. Artificial Intelligence (AI) is a leading technology that has brought significant changes with its systematic features. AI translates human behaviour into machine systems. It is the key to an intelligent system [11]. Its analytical feature allows firms to solve real-world problems. As the concept of AI is getting much more intelligent, numerous organizations are embracing this technology worldwide. Since today's life is highly dependent on this reliant technology than ever before, the use of AI has made organizations operate faster and become more efficient. In conclusion, the AI revolution launched in recent years has driven organizations' activities toward success. As companies are moving from digitalization to the new technological era, AI has changed the traditional

mindset of the earlier corporations by making them focus on their opportunities rather than threats [12].

Key AI Capabilities: The AI technological features are deeply rooted in firms' operations. AI is a broad topic that has helped firms perform tasks that previously required human effort [11]. It shows that technological progress has made organizations learn and adopt new AI approaches.

The key features of AI include:

- **Automation:** It minimizes human interaction, thus making the process more linear and streamlined. For example, in banking, the chatbots used for customer service provide support and assistance regarding transaction details and account information (i.e., self-assistant).
- **Intelligent:** It enables to control and manage the fast flow of data and helps to extract and retrieve usable and knowledgeable data. Similarly, many banks use fraud detection systems that identify the wrong or unusual activities.
- **Smart Computing:** It involves processes like self-monitoring, analyzing, and reporting. In the context of smart computing, the banks provide the facilities for automated financial investing. This platform optimizes and analyses market trends and offers efficient wealth management services to customers.

Development of Artificial Intelligence for Organizational Culture: The technological or digital age has a wide scope in the context of artificial intelligence. It refers to the period in which a large amount of data or information is widely shared with people through new computing or technology [13]. Nowadays, we live in the technological age, where fast changes in technology and industries have called for urgent connectivity and automation. The organizational change capacity today encourages businesses to focus on the potential problems that may occur due to the failure of old processes. This technological lack suggests that organizations adopt and follow an executive plan, directing the friction of change. As today's companies are increasingly progressing toward digitalization, organizations are realizing the need to develop a new environment [14] that supports automation. In this regard, many companies have begun to streamline their operations by harnessing the benefits of artificial intelligence [1]. Today, modern businesses have made AI their top technological priority. It has made more companies notice the value of improved digitalization, influencing the business culture.

AI Managing the Culture: To fully benefit from AI features, organizations need to develop a data-driven culture that fulfills the firms' technical, symbolic, and analytical demands.

The company can potentially build an AI-enabled business culture in the following way:

- **Conduct A Culture Assessment Program:** Firstly, AI analyses the vast patterns, thereby developing a stronger foundation of digital culture.
- **Identify The Target Culture:** This process enables the AI programs to set the target culture and stimulate the scenarios that can bring behavioural change resulting in superior organizational results.
- **Developing a Cultural Plan:** By identifying the systematic issues, AI facilitates the development plan that leverages the right change in the company's process, values, and behaviors. Therefore, in bringing behavioural shifts, AI plays a significant role. As AI is a leading system, its key features enable organizations to experience change in their values and behaviors, which forms the organization's culture.

Benefits of Using the Artificial Intelligence

One of the focuses of this chapter is to examine the consequences and outcomes of AI technology, which has led organizations to fasten their automation process, thereby ensuring enhanced possibilities of processing, analysing, storing, and communicating in renovating the organization's culture. Surprisingly, in recent years, AI progress has radically breakthrough the impact of other technologies, thereby becoming a significant enabler of increased power, organizational growth, and sustainability [15]. For years, AI applications have been present in our daily lives in the form of online assistance, smartphone catboats, language translators, and many more. The widespread of these technologies has allowed machine learning tools to synchronize and create a digital working environment. These AI applications have encouraged worldwide workplaces to stay technologically connected regardless of geographical boundaries [16]. With this, AI has also benefited employees in several ways. It has helped employees to resolve customer queries and technical problems. Undoubtedly, this phenomenon has created numerous opportunities in terms of employees' jobs and organizational advancement. Following are the AI benefits that encourage the firms to shape their culture, thus producing superior organization outcomes:

Decision Making: Companies in all industries are enjoying the benefits of modern technologies. Today, artificial intelligence is on the brink of a boom where its applications have immensely improved firms' decision-making. Besides that, many organizations still rely on the decision-making of their top executives. Firms depending on the evaluation of a few members can adversely affect the company's progress [17]. Therefore, to lower the effect of poor decision-making, artificial intelligence has emerged as a powerful tool, assisting

human resource professionals in decisions. Accordingly, today, AI has become an important factor for firms for developing a data-driven culture that can aid management in decision-making.

Employee Performance: Today, by working with thousands of clients, the firms have captured the AI potential. It has led employees to understand the cultural barriers, profoundly motivating them to work toward digitalization [12]. AI is an incentive that regulates the organization's outcomes. It encourages the employees to learn new concepts that foster their ability to perform daily tasks. AI-based technologies monitor the workers' performance [18] and rationalize their profile and behaviour. Indeed, understanding this phenomenon can make worldwide businesses create a better working environment, thus strengthening the employees' work performance.

Sustainable Goals: The heavy workload and weak organizational culture can leave the employee in stress. It can make them feel highly exhausted and unstable. As a result, today, organizations are motivating employees to adopt the new technologies shaping the organizational work pattern and competitiveness [19]. Humans are not outdated or removed from their duties due to AI. The way organizations are evolving is due to the progression of AI. Today, AI has broadened organizations' goals [20]. It has made the corporate workforce achieve digitalized stability [21]. Its compelling features have derived the organization's change. In particular, in shaping the firms' culture, the AI tool has optimized the employees' work duties by increasing their responsiveness toward the new technology.

Organizational Configuration: The AI revolution is the core of every business. It is a pivot tool that has recently pushed many firms unto uncharted territories by altering the nature of the work. This dynamic business revolution has configured the firms' cultural fabric to re-examine the organization's arrangements and formations. Advances in data-driven technologies have the potential to transform the organization's work structure. Relatively, AI automation is not a new phenomenon. It has already been applied in different domains. AI-enabled automation facilitates human actions. Its algorithms appear to sheer the employees' performance by complementing the structural changes [22]. Therefore, artificial intelligence can be the best solution to shaping the organizational charts by increasing the employees' actions and role in structural changes [23].

Competitiveness: The focus on AI implementation shaping the organizational culture cannot be overlooked. As more companies are embedding artificial intelligence in their processes, the definition of AI is rapidly evolving,

substantially influencing the firms' competitiveness. AI capabilities offer a new form of coordination and control. It redefines the organization's boundaries, thus making the workers get rid of repetitive tasks [24]. In the future, AI can lead the organization to leverage new ways for capturing and driving the firms' competitiveness [25]. Therefore, considering the AI functions and devising novel ways to secure firms' competitiveness, AI should be seen as a game changer invention uncovering new paths for value creation [26].

Organization Learning: Earlier, organizations used to learn from their failure. But today, institutions have embraced new learning technologies for predicting future trends. Artificial intelligence has helped organizations scale their performance and processes with digital knowledge. Firms constantly strive to learn new things [27]. AI increases the organization's intensity of learning [28], which can enhance the employees' analytical capabilities. AI using a wide range of applications enables employees to acquire meaningful information. It makes the human resource equipped with new knowledge that aids them in complex activities.

Altogether, for data-driven culture, the technological skillset and organizational learning are critical factors in reaping the AI benefit. AI's primary goal is to perform human cognitive functions that may include solving complex problems and analysing data. As we have moved towards digitalization, today's organizations must change their mind set and focus on the opportunities offered by the new algorithm. Beyond the fear of the killer of the employees' job, AI should be considered the heart of analyzing behaviors and patterns (i.e., organizational culture). In conclusion, to bring the AI application into business life, it is important to ensure the adoption of scalable infrastructure that can quickly access the data and predict market trends.

Current Need for Artificial Intelligence

Over the previous years, several things have changed, the nature of work, the environment in which we live, and the culture that the firms own. The time has come that has put the whole business community under stress to serve the market demand. In this regard, today, an increased need for automation and digitalization is calling for businesses to reap the benefits of artificial intelligence. At present, artificial intelligence has become a new trend. Many corporations have benefited from the rapid revolution of artificial intelligence, but few still miss the crucial reality of this human-centered technology shaping the company's culture. As we are living in the era of technological transformations, its importance is growing tremendously, thus causing the company to establish a vibrant culture of digitalization [29].

As years have passed, the progression of new technology has emphasized building a culture that attests a remarkable impact on the company's members and stakeholders. The COVID-19 situation has given birth to the concept of virtual enterprise, where location is not an issue for global enterprises. During the pandemic, the lack of modern infrastructure has disrupted the whole business economy. It has made the organization report sustainability as a challenge for SMEs and multinational corporations [30]. In developing sustainable operations, the firms contributed to embracing new business models [31,32] that change business cultures and ensure the firms' survival. However, with numerous benefits, today's companies are beginning to come back into the race after the COVID-19 event. Some places have significantly called their departments to readjust the company cultures through novel tools and technologies. In this regard, artificial intelligence emerged out of the box as a vital source of changing organizational culture, competitiveness, and sustainability [33].

After the COVID-19 reality, AI has become a need. From manufacturing to service industries, AI capabilities have created harmony in organizational arrangements. Despite its technical changes, AI's core value has become today's necessity for effective functioning. The AI-centered cultures enhancing the organization-employee and organization-customer relationship have inspired companies to continuously evolve and learn new behaviors that are essential for sustainable functioning. Unfortunately, if the organization fails to absorb the characteristics of AI, the organization may experience changes that will lead them to lose its current foundation, core values, and competitiveness. The asymmetrical AI culture prevalent in major industries may restrict firms from optimizing the benefit of AI characteristics. The asymmetrical AI culture refers to the organizations that have failed to use the AI platform effectively [34]. When organizations experience such situations, they tend to lose their core values, culture, and characters, which has a wide effect on their functioning. The AI asymmetrical culture, widely prevalent in many industries, such as manufacturing, retail, etc, limits the firms from effectively cultivating the benefits of AI. It may arise due to knowledge disparity, cultural variance (e.g., lack of confidence in AI), adoption discrepancies (i.e., resistance to change), etc.

Indeed, in the era of digitalization, rapid development has profoundly changed the competitive landscape in which companies operate. Today, how the organization thinks, engages, and performs depends on artificial intelligence [35]. Altogether, company culture supported by AI arguably is a significant contributor that uplifts organizations in the business world. Fundamentally, this current AI discussion opens serious debate at all levels.

Adoption of AI in Worldwide Industries and Organizations

Development and innovation are the two aspects that have enabled the organization to sustain [32] abrupt changes. In coping with these new advances, it has become ever more essential to reap the benefit of the digital culture. Digitalization emanating the advanced technological tools today provides superior digital services to organizations that transform the nature of work.

Fundamentally, AI Takes into Account these Categories to Transit the Cultural Change:

- **Analytical AI:** Assist the firms in decisions and provides recommendations for the future. For example, Inventory forecasting in grocery stores.
- **Functional AI:** By giving recommendations, it also suggests suitable actions. For example, Robots that Amazon uses to bring the goods to the shelves.
- **Interactive AI:** Interactive AI allows the business to interact without compromising workflow and communication. E.g., Chatbots and Smart personal assistants in banks.
- **Textual AI:** This category operates the language processing system, converts text into speech, and generates meaningful data for future use. It may include Google text recognition, speech-to-text conversions, machine translation, etc.
- **Visual AI:** Ensures the effectiveness of computer vision in different fields. Example: Augmented reality features in smartphones (i.e., face recognition).

AI Application across Industries: Technical applications are key to organizational change. The most common AI application used today includes:

- **Automation:** It minimizes the repetition of tasks and improves the organization's productivity and efficiency. For example, Robots in customer service.
- **Data Analysis:** It helps to analyse large volumes of data and provides insight for decision-making. E.g., Google Analytics provides insight into user information, preferences, and demographics.
- **Predictive Analytics:** This AI feature interprets unstructured data and makes predictions based on it. Such as Netflix Content Recommendation suggesting content to the users based on their search history.
- **Personalized:** The personalized feature improves the customer experience by making recommendations based on their preferences. E.g., Amazon personalized shopping recommendation.
- **Natural Language Processing:** It includes chat bots, voice assistants, and language tools that enable the organization to strengthen communication with the end users.

With tremendous changing happening worldwide today, artificial intelligence has played a significant role in renovating the workplace atmosphere, behaviour, and activities [36]. With the increasing use of AI, worldwide sectors are performing their tasks by adapting to new digital products. From manufacturing to the hospitality sector and transport to the service sector, AI applications improve the organization's activities and performance. With artificial intelligence present in all disciplines for the last few years, AI technology has noticed a remarkable surge in the world's major sectors, where its unprecedented spread has moved beyond improved results to elevating business growth in the future.

Today, numerous industries have reaped the benefits of AI by potentially enriching the business economy. As AI has evolved to the next level, its leading transformation capabilities have taken over different domains. This technological invention has impacted almost every area of the world, bringing unprecedented changes in all fields and disciplines [37].

➤ **Healthcare**

The contribution of AI to the healthcare industry is phenomenal. AI is ruling the medical sector, where its data mining qualities and predictability have helped diagnose the real issue [38]. AI has the potential to monitor physical and mental health. When it comes to AI applicability in healthcare, robotics, surgeries, and high-precision operations have swept the global economy with novel innovations.

➤ **E-Commerce**

Artificial intelligence is an instrumental tool that has remarkably gained significance in the e-commerce industry. Due to stiff market competition, organizations have always looked for a system by which they can track consumer choices [39]. In this regard, AI has played a pivotal role in empowering businesses to meet business goals. It has made organizations meet the evolving need of the market by providing the customer with an unforgettable experience. Through chatbots and online websites, e-commerce businesses are answering customer queries. In conclusion, the application of AI is readily apparent and noticeable to end users. As online businesses are using AI-powered systems, its personalized service feature is gaining the user's attention, ultimately aiding their shopping decisions.

➤ **Logistics and Transportation**

With transforming e-commerce businesses, AI also empowers other industries, such as logistics. With AI adoption, companies are saving time and money. That shows logistics and transportation industry has significantly benefited from the AI solution. The use of machine learning tools such as robotics has made work easier and faster [40].

In logistics, the AI algorithms also minimize shipment time, thus facilitating both the organizations and end users.

➤ **Automobile**

Living in an era where machines are anticipating what customers like demonstrates the endless opportunity of AI. In the automobile industry, AI fosters organizational productivity, efficiency, and growth. Self-driving vehicles are an example of AI assistance [41]. It helps customers to predict the traffic and helps them navigate through the obstacles. The driving assistance system, automatic emergency braking, and adaptive warning signals are all blessings of AI in the automobile industry.

➤ **Banking and Financial Industry**

Similarly, the increased digitization has also made individuals adopt hi-tech banking [29]. Banking and financial companies have experienced the massive disruption of AI. AI offers several services in the banking industry. AI replaces human agents with intelligent software that guides the loan process [42]. Furthermore, AI chatbots are also deployed in this sector, which produces significant results.

➤ **Manufacturing**

In manufacturing, the AI is leading the way in all aspects. AI employed in several lines, from planning to delivering the employees, have realized the value of AI-powered operations. In production factories, AI machine learning, predictive analysis, and robotics features have improved the production process. In quality control, AI algorithms have also made organizations identify technical faults in lines. With this, the manufacturing sector involving repetitive tasks has also optimized its processes with the new feature of AI, such as robotics [43].

The breadth and depth of the AI application have demonstrated that the application of AI-powered systems, such as big data, machine learning, and chatbots, has brought considerable changes across global industries. As the world of the 21st century is going through rapid changes, transforming business culture has become today's necessity [44]. Artificial intelligence has increasingly penetrated numerous industries where its human-friendly capabilities have turned the table, helping businesses to conquer the world.

List of Companies using Artificial Intelligence: All the giant companies are in the race of becoming the market leader through artificial intelligence. In this regard, today, companies are adopting next-level AI products and services to achieve business success. Several companies are operating at the forefront with symmetrical AI implementation. A few examples of companies adopting AI tools include the following:

- **Alibaba:** Alibaba, the largest e-commerce Chinese platform, has integrated AI into its activities for predicting customer demand. With natural processing features, the company is forecasting its sales and inventory.
- **Amazon:** Amazon is the ultimate pioneer that has become the market leader by offering digital assistance services. Artificial intelligence is part of every business, but Amazon is the first name that has used its features wisely by collecting customer data and interpreting buying patterns. Moreover, Amazon also recommends items to its customers by analyzing their clicks and sales using the predictive analytical feature of AI.
- **Google:** Google, the multinational IT company, drives its technological vision by installing deep AI programs, such as machine learning.
- **Facebook:** A primary way Facebook uses the AI application is highly commendable. Its deep learning feature adds to the structure of the company. Facebook uses AI to interpret the content, thus aiding the end user with wise recommendations.
- **Apple:** Being the largest technology-selling company, Apple uses artificial intelligence and machine learning in its products, such as iPhone and Apple watches, where its Face Id feature and Home Pod smart speakers also facilitate the buyers.
- **IBM:** IBM is the pioneer in the computer industry that has become the technological champion by embracing the latest cognitive feature of AI (e.g., data analytics and natural language processors).
- **Microsoft:** Artificial intelligence is highly engraved in the vision of Microsoft. The company focuses on developing its machine learning capabilities, such as in Office 365, Skype, and Bing, and because of this, it is recognized as one of the world's biggest AI service providers.
- **IBM Watson:** The IBM Watson AI application has allowed medical professionals to interpret unstructured data and prescribe an effective treatment plan to patients (i.e., predictive analytics).

Today autonomous systems can perform complex tasks in multiple industries. Potentially, in the coming years, this high-tech technology will take over every bit of our lives, thereby overcoming the barriers that have produced unintended consequences and interactions, questioning the role of the AI system. Indeed, AI helps organizations to develop a culture plan by identifying the key issues. It designs a new set of working standards [45]. Some companies like Amazon and Google have adopted highly ambitious applications of AI, such as drone deliveries and automatic retail checkouts. That shows that AI has brought unprecedented changes in the firms' culture in every occupation. It has profoundly restructured the business processes, knowledge, and expertise.

Altogether, demonstrating the possible avenues for future generations, AI technology has become a human requirement to deal with the ongoing casualties. The AI system is an important framework that fits every industry, where its practical-orientation contributing to various domains can be a guide for future organizations. Altogether, AI functions, benefits, and outcomes cannot be explained completely, as the nature of work is changing dramatically, thus becoming difficult in understanding the winning role of AI in the world's major fields.

Future Scope of Artificial Intelligence

Considerable technologies have integrated the world by offering high-end opportunities to today's organizations. AI future developments are happening worldwide, where its capabilities are amplifying its power to predict problems. Artificial intelligence entailing numerous opportunities has the potential to provide insight to future organizations [37]. Today, with reaping its benefits and addressing the threats of the digital age, AI has made organizations understand the need for new digital policies.

As technological change is rapid, AI considerations have reshaped the organizational culture, process, values, and behavioural patterns at all levels [24]. Based on its practical-orientation, AI enables organizations to reassess their business processes. AI is a disruptive technology that is capable of improving the organization's agenda [46]. It has the potential to increase firms' revenue, customer interactions, efficiencies, and innovation. Indeed, understanding AI practicality has become imperative for digital transformation and structural changes.

Today, supporting healthier working lives and accelerating the world towards virtual reality artificial intelligence has deepened its roots in various sectors. By drastically influencing the global societies and organizations structures, its suggested changes have broadened implications for the business world, many of which have understood and realized its future scope [47].

AI transforming the world's business is highly valued and considered irreplaceable, where the changing work pattern has become the new reality. Be it rosy or rocky, the future of AI is predictable. Along with dramatically remaking the organizational culture, AI is the next big revolution that has taken over the business world [48]. As the world is getting hit by more intelligent technologies, this exciting tool in the 21st century has brought promising changes in organizational structures. This AI technology mapping the organizational culture and structure ensures the company's aspiring future, which is best to achieve business success [49].

As the world is currently at the point of juncture in technology, AI technology can alter the course of history by realizing its advantages in various ways. That shows AI has never left the digital space. The literature displays that AI rallies individuals toward a new-oriented culture where it has played a fundamental role in transforming business structures, values, operations, and many more. Therefore, embracing its success and benefits, companies are heavily investing in AI adoption. In conclusion, today, AI is enjoying its privileged position, where its intrinsic nature and work have made it popular in all contexts [45].

Discussion

In the view of above approaches, this chapter discusses some more points on the most valuable features of artificial intelligence and organizational culture. As developing and implementing an effective AI model can be a challenging task for most institutions, this chapter provides a comprehensive overview of the AI features, characteristics, importance, and impression in various real-world areas. So far, it has been found that organizational culture is a complex phenomenon that includes the firms' multidimensional processes, values, and patterns [9]. By analysing this argument, prior researchers found it difficult to cover and cluster the relationship between AI and organizational culture. Firms' culture is a phenomenon that requires constant evolution and improvement. From this point of view, it is necessary to get a bigger picture of AI, shaping the organization cultures (i.e., SMEs and Multinational firms).

The extensive use of AI in global industries has significantly reassessed workplace cultures. Unlike traditional technologies, it has not only changed the technical fields but has also controlled the mechanisms of other businesses. Being a striking development of the digital era, AI has increasingly flattened organizational structures, thus making the communication process more profound and efficient. AI has detected behavioural patterns and abnormal changes. Its wide functionality has enhanced the organization's expertise [50], employees' skillset, and safety [51]. These AI creates opportunities [52] have helps firms analyse the work pattern by monitoring workers' task performance and other considerations. Fundamentally, its core feature complementing the organization's strategy has also offered advanced opportunities, shaping the business's culture [24]. Relatedly, uncovering the role of AI, it is clear that AI has the potential to mechanize the organic structure. Its predictability and consistency have profoundly wheeled the organization's activities, behaviors, and nature of work [53].

The recent cultural changes have inspired firms to unfold creative technologies, creating a profound digital

workplace. In the age of digital transformation, the key role of AI has become a crucial driver of modern businesses [5]. Fundamentally, from this argument, the potential of AI can be extracted. Given this, building a digital mind set and culture has become necessary for today's organizations. Recently, AI seizing the corporation's values and resources has developed a mutual vision of digital success. As an enabler of creativity, innovation, and competitive performance, AI competencies have become a significant factor that has increased the benefits of managing the culture change [3].

Significantly, mitigating unforeseen risks and providing real value to the firm ensures the growth of AI. Today, the AI future is relatively open, steering and uplifting the organization upwards. AI concept influencing the organization's culture provides several implications for organizations. It encourages organizations to implement the best practices of AI by considering its impact rather than the threats. It suggests organizations gain mastery over AI by adopting its applications that are conducive to building a digital culture. AI enabler of culture change makes the firms' leaders mindful of its benefits. As a result, organizations should realize AI maturity in scaling the firms' internal processes. Overall, redesigning the work culture by plugging AI technology can be a benefit for future organizations. The AI expansion will not only broaden the organizational scope but will also bring fundamental developments in worldwide societies.

Conclusion

Towards the end of the 20th century, radical changes in the business world led to the emergence of the most satisfying technologies. The fact that organizations are becoming more organized and structured has centralized AI technologies to foster business cultures. AI influences people's beliefs, values, assumptions, and behaviors. It is an exciting tool that has received immense attention recently. Previously, the organization used to focus on its challenges only, but today organizations have directed their attention toward its use and benefits. Organizational culture is mentioned as one of the factors influenced by AI technology. Therefore, to gain a deeper understanding of AI evaluating the organization's culture, this chapter briefly discusses the need to prioritize its value. An organization adopting AI should ensure the effective implementation of AI applications in the firm's values, patterns, and behaviors, which form the organization's culture [54,55].

Managing technological improvement demands the implementation of novel technologies. As it is difficult to grasp a wider look at the complete role of digital technologies on organizational culture, this book chapter aims to examine the role of artificial intelligence on firms' culture. This

chapter discusses the overall intensity of AI technologies. It shows a close relationship between the two constructs and provides implications for future businesses.

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