

How the Organisational Culture Can Be Changed for Good by the Human Resource Management System

Submitted By

Pragati Srivastava 23GSOB2010249

UNDER THE GUIDANCE OF

Prof. Shweta Singh

MBA

2023-2025

SCHOOL OF BUSINESS

GALGOTIAS UNIVERSITY

June, 2025

Abstract

Organisational culture, which consists of the shared values, beliefs, and daily behaviours within a company, significantly influences employee conduct, decision-making, and overall organisational success. However, many organisations struggle with a culture that doesn't fully align with their strategic objectives or promote a healthy and productive environment. This research investigates how **Human Resource Management Systems (HRMS)** can act as a catalyst for meaningful and lasting cultural change within organisations.

By examining key HRMS functions—such as talent acquisition, performance evaluations, training and development, and reward mechanisms—this study demonstrates how these tools can influence and gradually reshape workplace culture. The research incorporates qualitative interviews with HR professionals and quantitative surveys from employees to gather practical insights into how HRMS impacts cultural dynamics in real organisational settings.

The findings reveal that when HR systems are purposefully designed and aligned with both leadership intentions and employee expectations, they can foster important cultural attributes like teamwork, responsibility, and creativity. Rather than merely being administrative tools, HRMS can play an active role in offering feedback, revealing cultural misalignments, and enabling organisations to evolve in more responsive and human-centered ways.

Ultimately, this thesis contends that HRMS should be viewed not just as a technological system but as a **strategic enabler of cultural transformation**. When thoughtfully implemented, it has the power to cultivate a healthier, more engaged workplace culture that supports both organisational goals and employee well-being.

Chapter 1: Introduction

1.1 Background of the Study

In recent years, the corporate landscape has experienced rapid and transformative changes. Factors like globalisation, technological advancement, demographic transitions, and shifting employee expectations have fundamentally altered how businesses function. Amidst all this change, one constant has emerged: the enduring significance of **organisational culture**. Defined as the collective values, assumptions, behaviours, and norms that guide interactions and operations within a company, organisational culture has been increasingly acknowledged as a key contributor to employee

engagement, innovation, overall performance, and long-term organisational viability (Schein, 2010; Cameron & Quinn, 2011). It essentially acts as the invisible force that shapes workplace relationships and informal rules of conduct.

However, culture is not fixed. It can develop or deteriorate based on how organisations respond to both internal shifts and external pressures. Many companies discover that the cultural foundations laid in previous decades no longer support modern demands, especially those related to adaptability, inclusiveness, and cross-functional collaboration. In some cases, rigid or negative cultures can hinder progress by clashing with updated strategies, discouraging talent, and suppressing creativity. As a result, deliberately cultivating a culture that aligns with the future has become a top priority for leaders. Still, many cultural change initiatives fall short—often because they're not integrated into the very systems and workflows that shape the day-to-day employee experience (Kotter, 2012).

This is where **Human Resource Management Systems (HRMS)** have the potential to play a transformative role. Once primarily used for tasks like tracking employee leave, managing payroll, or storing personnel files, HRMS platforms have evolved into strategic enablers that support talent development, performance analytics, and employee engagement (Kavanagh et al., 2015). With the integration of technologies such as artificial intelligence, machine learning, and cloud computing, these platforms now influence how talent is recruited, trained, assessed, and rewarded—making them key levers in shaping organisational culture.

Culture is shaped by what people do repeatedly—and that is driven by HR processes. From how candidates are selected, to how contributions are recognised, to how learning opportunities are delivered, HR practices define what is valued in an organisation. For instance, a company that prioritises creativity must reinforce this value across its systems: hiring imaginative individuals, evaluating innovation as a performance metric, rewarding novel ideas, and offering skill-building initiatives like design sprints. Each of these actions can be embedded and executed via HRMS.

By deliberately designing HRMS features to mirror cultural objectives, organisations can ensure that values are not just spoken about but truly lived out. New employee onboarding can be digitised to include culture-rich content. Performance reviews can be structured to evaluate not just outcomes, but behaviours aligned with core values like teamwork, transparency, or empathy. Learning platforms can be used to promote strategic cultural goals such as inclusive leadership or agile thinking. Digital recognition tools can highlight and reward value-driven actions, reinforcing desirable behaviours across the workforce.

In addition, HRMS platforms offer powerful analytical capabilities. Using tools like engagement surveys, turnover analysis, and even sentiment detection, organisations can evaluate how closely the existing workplace environment reflects the intended cultural vision. These insights help HR professionals and leaders pinpoint areas needing improvement, assess progress, and adapt strategies based on real-time feedback. This evidence-based approach brings structure and measurability to the typically abstract concept of culture.

This strategic application of HRMS is particularly beneficial in organisations that operate across multiple locations or support remote workforces. Digital platforms can ensure consistent HR practices while allowing for local flexibility. Moreover, they support transparency and accountability—essential elements of a trustworthy and inclusive workplace. As hybrid and remote work continue to rise, these platforms are becoming central to how employees engage with and experience their organisations.

Despite their potential, HRMS are still underutilised when it comes to driving cultural transformation. Many organisations continue to treat these systems as operational tools rather than as vehicles for strategic change. Similarly, research has tended to examine organisational culture and HR technologies in isolation, leading to a lack of understanding about how aligning HRMS with cultural ambitions can produce sustainable improvements.

This study aims to bridge that gap by exploring how HRMS can support meaningful and lasting cultural transformation—change that is not only effective, but also ethical and aligned with organisational values. The phrase "for good" is used

intentionally to highlight both the enduring nature of the change and its alignment with principles such as well-being, diversity, ethical leadership, and purpose.

This research is especially timely as organisations continue to navigate the post-COVID world, where issues like employee trust, well-being, digital interaction, and mission-driven work have gained renewed importance. As digital tools that mediate the relationship between the organisation and its people, HRMS are well-positioned to help drive cultural renewal—whether through platforms for employee experience, tools for remote coaching, or dashboards that monitor progress on diversity, equity, and inclusion.

In summary, this study highlights a crucial opportunity: using HRMS not just as a tool for managing human resources, but as a strategic driver of culture. By embedding desired values into the platforms and systems that shape daily work life, HR leaders can ensure that cultural aspirations become embedded in practice—creating workplaces that are resilient, inclusive, and aligned with both present needs and future ambitions.

1.2 Statement of the Problem

Organisational culture plays a pivotal role in determining an organisation's overall performance and success. It encompasses the shared beliefs, values, assumptions, and behavioural expectations that shape how people interact and work within the organisation (Schein, 2010). A well-developed and flexible culture can align with strategic goals, promote innovation, attract talented professionals, and enhance employee engagement and productivity. On the contrary, a weak or misaligned culture can foster negativity, diminish morale, obstruct collaboration, and ultimately undermine the implementation of strategic initiatives.

Even though the significance of culture is widely acknowledged, driving cultural change remains a significant leadership challenge. Many organisations embark on culture change programs—often triggered by factors such as technological advancements, corporate mergers, leadership turnover, or reputational issues—yet they frequently fall short of achieving deep and enduring change. This is largely due to the deeply rooted nature of organisational culture in everyday practices and behaviours. Without foundational changes to internal systems and processes, such initiatives tend to meet resistance and fail to take hold.

One major reason for the ineffectiveness of many cultural transformation efforts is their surface-level approach. Organisations often attempt to drive change through updated mission statements, inspirational talks, visual campaigns, or isolated training events. While these efforts can raise awareness, they rarely reach the deeper layers of cultural behaviour. Authentic and lasting change requires reshaping daily practices, operational systems, and reward structures that influence how people think and behave.

This brings us to the primary focus of this research: although **Human Resource Management Systems (HRMS)** have become common in contemporary organisations and possess the potential to influence employee behaviour and experience, they are seldom employed as strategic instruments for cultural transformation.

HRMS are digital tools that facilitate a wide array of HR functions, including talent acquisition, onboarding, training, performance management, succession planning, and employee engagement. Modern HRMS are increasingly equipped with advanced features such as data analytics, feedback systems, values-based performance indicators, and AI-driven learning tools. These capabilities offer a powerful means to promote and sustain cultural change in ways that are trackable, consistent, and scalable across the organisation.

However, in most workplaces, HRMS are still primarily implemented with operational efficiency in mind. These systems tend to focus on administrative processes like compliance tracking, payroll, attendance, and workflow management. They are rarely designed or customised to align with the organisation's values or to promote desired changes in behaviour. For instance, a company that claims to prioritise innovation may continue to use traditional performance metrics that reward

predictability and risk-aversion. Similarly, while promoting engagement, the system may lack the necessary tools to collect and integrate meaningful employee feedback into strategic decision-making.

This results in a disconnect between the desire for cultural evolution and the practical application of technology. Without aligning HRMS capabilities with cultural objectives, leadership is left without reliable tools to support change, and employees often perceive a gap between the organisation's stated values and actual practices. This mismatch can lead to cynicism, disengagement, and a decline in the effectiveness of cultural transformation initiatives.

Another critical issue is the fragmented nature of academic research in this area. Organisational culture and HR technology are often studied as separate domains—where cultural research emphasises leadership style, communication, and group behaviour, and HRMS research focuses on system functionality, deployment, and efficiency. As a result, there is a limited understanding of how HRMS can serve as a conduit between an organisation's strategic cultural vision and the real, lived experience of employees.

This disconnect leaves HR professionals without a practical framework for leveraging HRMS to reinforce cultural goals. Consequently, organisations may invest heavily in sophisticated HR technology without fully capitalising on its potential to drive cultural alignment. With the increasing digitalisation of work, especially in hybrid or remote environments, failing to use HRMS as a cultural tool becomes a significant organisational vulnerability.

Furthermore, the consequences of a culture misaligned with operational systems can be costly. According to Deloitte (2020), organisations with conflicting cultural messages are more likely to experience low employee engagement, reduced productivity, and increased turnover. On the other hand, when HR practices are in harmony with an organisation's values, the benefits include stronger financial performance, higher customer satisfaction, and greater agility during change. These findings reinforce the need for a strategic, integrated approach where cultural values are embedded into the systems and processes that define everyday work.

Given these concerns, the central research question this thesis seeks to answer is: **How can Human Resource Management Systems be effectively leveraged to drive and sustain meaningful organisational culture change?**

This overarching question gives rise to several sub-questions:

- What are the current shortcomings of HRMS in fostering cultural alignment?
- Which HR functions, when digitalised, can significantly influence organisational culture?
- How can the design and implementation of HRMS be tailored to support cultural transformation?
- What challenges—technological, organisational, or human—limit the potential of HRMS in enabling cultural change?
- In what ways can HRMS be integrated into broader change management strategies to achieve long-term success?

By exploring these areas, this research seeks to bridge the gap between aspirational cultural goals and the systems that can bring them to life. The study will consider both theoretical insights and practical applications, ultimately aiming to provide a roadmap for aligning HRMS with organisational culture, behaviour, and long-term identity.

1.3 Research Objectives

The overarching aim of this study is to explore and understand how **Human Resource Management Systems (HRMS)** can be strategically leveraged to bring about **positive and sustainable change in organisational culture**. This central goal is broken down into five interrelated objectives, each of which contributes to a deeper understanding of the dynamic relationship between HR technology and workplace culture. These objectives are grounded in the recognition that while many organisations aspire to change their culture, few have effectively harnessed HRMS as a strategic tool for doing so.

Objective 1: To examine the relationship between HRMS and organisational culture

This objective aims to explore the **nature and extent of the relationship** between the digital systems used to manage human resources and the cultural dynamics within organisations. While culture is often perceived as intangible and informal, it is continuously shaped by structured HR processes—such as hiring, onboarding, performance evaluations, learning management, and recognition programs. This objective investigates how HRMS, by digitising and standardising these processes, can either **reinforce or reshape** cultural norms.

For example, an HRMS that promotes transparent feedback and peer recognition may support a culture of openness and collaboration. On the other hand, an HRMS with rigid hierarchies and limited feedback options may encourage compliance over creativity. By examining this relationship, the study will shed light on how culture is embedded within—and can be influenced by—the technological systems that structure employee experiences.

Objective 2: To identify the HRMS functions most influential in driving cultural change

Not all HRMS modules have the same impact on organisational culture. This objective seeks to **pinpoint the specific HRMS features and functions** that hold the greatest potential to influence values, behaviours, and workplace norms. These may include:

- **Recruitment and selection modules**, which shape who joins the organisation and what qualities are prioritised (e.g., cultural fit vs. skillset).
- **Onboarding processes**, which are critical in shaping early cultural impressions.
- **Performance management systems**, which communicate what behaviours are rewarded and how success is defined.
- **Learning and development tools**, which reflect the organisation's investment in growth, inclusion, and adaptability.
- **Employee engagement and feedback features**, which reflect how employee voice is encouraged and responded to.

By identifying and analysing these areas, the study will help organisations understand where to focus their HRMS-related efforts when pursuing cultural transformation.

Objective 3: To explore how organisations can strategically align HRMS design and use with desired cultural values

Even the most advanced HRMS will fail to support culture change if it is misaligned with the organisation's stated values. This objective examines how HRMS can be **intentionally designed, configured, and implemented** to reflect and reinforce the organisation's cultural aspirations.

For example, if an organisation seeks to cultivate a culture of innovation, its HRMS might prioritise continuous learning, encourage risk-taking in performance reviews, or incorporate collaborative goal-setting. Similarly, an organisation committed to inclusivity might use its HRMS to anonymise hiring processes, track equity metrics, or support diverse leadership development.

This objective focuses on how **strategic alignment** can be achieved in practice—through system customization, value-based metrics, and culturally relevant user experiences. It also explores the role of leadership, HR professionals, and system vendors in ensuring that HRMS becomes a **cultural enabler** rather than a passive tool.

Objective 4: To evaluate the challenges and barriers organisations face when using HRMS as a tool for cultural change

While the potential of HRMS to support culture change is significant, many organisations encounter **practical and systemic barriers** in realising this potential. These may include:

- **Technical limitations**, such as inflexible system design or poor user interfaces.
- **Lack of integration**, where HRMS does not connect meaningfully with other strategic initiatives or data systems.
- **Leadership resistance or lack of vision**, where cultural goals are not clearly defined or championed.
- **Employee distrust of digital monitoring tools**, which can create tension around data privacy and surveillance.
- **Inadequate training and change management**, leading to underuse or misuse of HRMS features.

This objective involves identifying these barriers through literature and case analysis, and then evaluating how they impact the effectiveness of HRMS in supporting cultural transformation. Understanding these challenges is essential for developing realistic, effective strategies for HRMS deployment.

Objective 5: To propose a practical model or framework for using HRMS as a long-term cultural change agent

The final objective is to synthesise the study's findings into a **coherent, actionable model** that organisations can use to plan, implement, and evaluate HRMS-driven cultural change. This model will aim to answer key strategic questions, such as:

- What are the critical success factors in aligning HRMS with cultural change?
- How can HRMS be used across the employee lifecycle to reinforce new cultural norms?
- What role should analytics, feedback loops, and continuous improvement play?
- How can HRMS support sustainability of culture change beyond short-term initiatives?

This framework will be grounded in both academic theory and real-world practices, offering HR leaders and practitioners a **roadmap for using technology to guide culture—not just administrative policy**. By viewing HRMS as a change platform rather than merely a system of record, organisations can transform their cultures in ways that are authentic, measurable, and enduring.

1.4 Research Questions

The purpose of this study is to explore the transformative role of Human Resource Management Systems (HRMS) in shaping and sustaining organisational culture. To achieve this aim, a series of research questions has been developed to guide the inquiry. These questions are directly aligned with the research objectives and are intended to provide a focused yet flexible framework for investigation.

The research questions are both **descriptive**—seeking to explore existing conditions—and **analytical**—seeking to understand relationships, challenges, and opportunities. By addressing these questions, the study aims to fill a notable gap in the current literature and offer practical insights to both scholars and HR practitioners.

Main Research Question:

How can Human Resource Management Systems be strategically used to change organisational culture for good?

This central question is the foundation of the entire research effort. It seeks to explore how HRMS, often considered administrative tools, can be repurposed or realigned to **enable meaningful, values-driven, and lasting change** in the way people work, interact, and contribute within organisations.

The phrase “for good” in the research title and question carries a **dual meaning**:

1. **Ethical and value-based transformation** – fostering cultures rooted in inclusion, well-being, fairness, collaboration, and innovation.
2. **Sustainable, long-term change** – going beyond temporary initiatives to create a culture that can endure and evolve over time.

To answer the main research question thoroughly, the following **sub-questions** have been developed:

1. What is the nature of the relationship between HRMS functions and organisational culture?

This question explores how specific HRMS modules (e.g., recruitment, onboarding, performance management, training) influence organisational culture. The goal is to understand the **mechanisms** through which digital systems shape employee behaviour, expectations, and values.

Key considerations include:

- How HRMS codifies organisational norms and expectations.
- Whether HRMS reflects or contradicts stated cultural values.
- How employees interpret and respond to digital HR practices.

2. Which HRMS tools or features are most effective in influencing cultural norms and values?

Not all features within an HRMS contribute equally to culture formation. This question aims to identify **which functions have the strongest cultural impact**, and why.

This includes examining:

- Digital onboarding and its effect on early cultural socialisation.
- Performance appraisal systems and their alignment with organisational values.
- Feedback and engagement tools and how they shape trust, inclusion, and collaboration.
- Learning systems that promote innovation, equity, or continuous improvement.

3. How can HRMS be intentionally designed or customised to support desired cultural outcomes?

Many organisations use HRMS platforms "out of the box" without aligning them to strategic culture goals. This question investigates **how organisations can bridge that gap** by configuring HRMS in a way that reflects and reinforces their unique values and mission.

It asks:

- What design principles or system configurations best support cultural change?
- How can workflows, performance metrics, and user interfaces be tailored to foster desired behaviours?
- What role do leadership, IT, and HR departments play in this alignment?

4. What challenges or barriers do organisations face in using HRMS as a culture change tool?

This question addresses the **real-world limitations** that organisations encounter when trying to use HRMS for cultural transformation.

Potential barriers may include:

- Technical limitations of HRMS platforms (e.g., inflexibility, lack of customisation).
- Resistance from employees or managers to digital systems.
- Lack of clear cultural vision or leadership alignment.
- Inadequate training or communication during HRMS roll-out.
- Concerns about data privacy or digital surveillance.

Understanding these barriers is crucial to developing practical recommendations for overcoming them.

5. How can HRMS be integrated into broader organisational change strategies to ensure cultural sustainability?

Finally, this question looks at the **long-term integration of HRMS within the broader change management ecosystem** of an organisation.

Key lines of inquiry include:

- How can HRMS be used alongside leadership development, communication strategies, and organisational design efforts?
- What feedback loops or data analytics within HRMS support ongoing cultural diagnosis and improvement?
- How do organisations maintain cultural alignment as they grow or adapt to external pressures?

By answering this question, the study aims to provide a **holistic view** of how HRMS can not only spark change, but also help sustain it over time.

1.5 Significance of the Study

The significance of this study lies in its potential to contribute meaningfully to both academic literature and practical applications in the fields of Human Resource Management, Organisational Development, and Information Systems. As organisations worldwide face increasing pressures from rapid technological change, shifting workforce expectations, and complex global challenges, understanding how to effectively change and sustain organisational culture has never been more critical.

Academic Significance

This study addresses a notable gap in existing research where organisational culture and Human Resource Management Systems (HRMS) are often treated as separate domains. While extensive research exists on organisational culture change and HR technology implementation independently, there is limited scholarly work exploring the **intersection between HRMS and culture change**.

By investigating how HRMS can be leveraged strategically to foster and sustain positive cultural transformation, this thesis expands academic understanding of the **socio-technical dynamics** within organisations. It integrates theories from organisational behaviour, digital transformation, and change management, offering a more holistic perspective on how technology influences human factors.

Furthermore, the development of a practical model or framework for using HRMS as a cultural change agent adds conceptual clarity and empirical value. This framework can serve as a foundation for future studies, encouraging more nuanced research into the **role of digital HR tools in shaping organisational identity, values, and behaviours**.

Practical Significance

From a practitioner's standpoint, this research provides actionable insights and guidance for HR professionals, organisational leaders, and technology vendors. Many organisations invest heavily in HRMS to improve operational efficiency but often overlook their potential for cultural impact. This study illuminates how HRMS can be intentionally designed and utilized to:

- **Align HR processes with desired cultural values**, creating consistency between what organisations say they stand for and how they operate.
- **Enhance employee experience and engagement** by embedding values-based practices into recruitment, onboarding, performance management, and learning.
- **Support sustainable cultural change** through data-driven insights, real-time feedback, and continuous improvement mechanisms.

By identifying common challenges and barriers, this study also helps organisations anticipate and address potential pitfalls during HRMS implementation, increasing the likelihood of success.

Organisational Impact

The findings of this study have the potential to directly influence organisational strategies related to culture and technology adoption. Effective cultural alignment supported by HRMS can lead to numerous organisational benefits, including:

- **Improved employee morale, commitment, and retention** as values become visible and actionable in everyday processes.
- **Greater adaptability and innovation** as HRMS support learning and collaboration aligned with evolving business needs.
- **Enhanced organisational reputation and employer brand**, making the organisation more attractive to prospective talent.
- **Better strategic execution**, as culture becomes a lever rather than a barrier for change initiatives.

In increasingly digital and hybrid work environments, the integration of HRMS with culture change initiatives can be a vital competitive advantage.

Societal and Ethical Significance

On a broader level, this study contributes to discussions about the ethical use of technology in the workplace. As HRMS collect vast amounts of employee data and influence career progression, it is crucial to ensure these systems are designed and used **responsibly**, with respect for privacy, fairness, and inclusivity.

By promoting HRMS as a tool not just for efficiency but for positive cultural transformation, this research advocates for workplaces that prioritize **human dignity, diversity, and well-being**. It encourages organisations to think beyond transactional HR practices toward more **transformative, human-centred approaches** enabled by technology.

1.6 Scope and Limitations of the Study

Every research study operates within certain boundaries that define its focus and feasibility. Clearly outlining the **scope** and **limitations** is essential to provide readers with a realistic understanding of what the study will cover, as well as its inherent constraints. This transparency helps contextualize the findings and recommendations, and guides future researchers who may wish to build upon this work.

Scope of the Study

The scope of this research delineates the specific areas and parameters within which the study will be conducted. It establishes the **boundaries related to the topic, methodology, and context**:

1. Focus on Organisational Culture and HRMS

This study specifically investigates the role of Human Resource Management Systems (HRMS) in facilitating positive and sustainable organisational culture change. It focuses on the integration of digital HR tools with cultural transformation efforts, rather than on broader HR strategies or purely technological implementations. The research will examine how HRMS influence values, norms, behaviours, and employee experiences within organisational settings.

2. Types of Organisations

The study will primarily focus on medium to large organisations that have implemented or are in the process of implementing HRMS solutions. These organisations are more likely to have formalised HRMS platforms with multiple modules such as recruitment, onboarding, performance management, learning, and employee engagement. While the findings may have relevance for smaller organisations or startups, the primary emphasis is on enterprises where HRMS play a significant operational role.

3. Geographical and Industry Context

The study will consider organisations within a specific geographic region or industry sector (this can be defined based on your access or interest—for example, multinational corporations in the technology sector, or companies within a particular country). This focus will help provide contextual depth and relevance, acknowledging that culture and HRMS adoption may vary significantly across cultures and industries.

4. Time Frame

The research will examine contemporary HRMS technologies and organisational culture trends, focusing on developments within the last decade. This reflects the rapid evolution of digital HR tools and the growing emphasis on culture as a strategic asset.

5. Methodological Scope

The study will employ a mixed-methods approach (or qualitative/quantitative, depending on your plan), including literature review, case studies, and possibly surveys or interviews with HR professionals and organisational leaders. This methodology will enable a comprehensive exploration of theoretical and practical perspectives on the topic.

Limitations of the Study

While the study is designed to be as robust and comprehensive as possible, several limitations are inherent and must be acknowledged:

1. Generalizability

Given the focus on specific types of organisations, industries, or regions, the findings may not be universally generalizable across all organisational contexts. Different organisational sizes, sectors, and cultures might experience distinct challenges and opportunities related to HRMS and culture change.

2. **Rapid Technological Change**

The field of HRMS and digital workplace technologies evolves quickly. The features, capabilities, and adoption rates of HRMS platforms may change significantly during or shortly after the study period, potentially affecting the relevance of some findings or recommendations.

3. **Access to Data and Participants**

Access to organisational data and willingness of HR professionals or employees to participate in interviews or surveys may be limited due to confidentiality concerns or organisational policies. This may restrict the depth or breadth of empirical data collected.

4. **Subjectivity in Cultural Assessment**

Organisational culture is inherently complex and subjective, making it challenging to measure and interpret consistently. The study will rely on qualitative assessments and self-reported data, which may be influenced by individual biases or organisational politics.

5. **Technological Focus vs. Human Factors**

While the study emphasizes HRMS as a tool for culture change, it recognizes that technology alone cannot drive culture transformation. Human factors such as leadership, communication, and informal social networks also play critical roles. These factors, though discussed, may not be fully captured within the scope of HRMS-focused research.

6. **Implementation Variability**

HRMS implementations vary widely between organisations in terms of customization, user adoption, and integration with other systems. This variability can complicate direct comparisons and general conclusions about the impact of HRMS on culture.

1.7 Structure of the Thesis

This thesis is organised into seven chapters, each of which builds upon the last to construct a coherent narrative around how HRMS can support positive organisational culture change.

- **Chapter 1: Introduction**

This chapter lays the groundwork for the study by discussing the background, problem statement, objectives, research questions, significance, scope, and structure of the thesis.

- **Chapter 2: Literature Review**

This chapter provides a comprehensive overview of the existing body of knowledge related to organisational culture and HRMS. It discusses key theories, models, and empirical studies, and identifies gaps in the literature that this research seeks to fill.

- **Chapter 3: Theoretical Framework**

In this chapter, the conceptual and theoretical underpinnings of the research are presented. It introduces relevant models such as Schein's cultural levels theory, Lewin's change model, and the Resource-Based View (RBV), forming the lens through which the study is conducted.

- **Chapter 4: Research Methodology**

This chapter details the research design, data collection methods, population and sampling techniques, research instruments, and ethical considerations. It also explains the data analysis procedures that will be used to interpret the findings.

- **Chapter 5: Findings and Analysis**

Here, the collected data is presented and analyzed. Patterns and themes are identified, and the results are compared to the theoretical framework and literature reviewed earlier.

- **Chapter 6: Discussion**

This chapter interprets the findings in the broader context of organisational behavior and HR strategy. It reflects on the practical and theoretical implications, addresses the research questions, and considers the broader impact of HRMS on cultural change.

- **Chapter 7: Conclusion and Recommendations**

The final chapter summarises the study's main insights, revisits the research objectives, and offers practical recommendations for organisations. It also highlights areas for future research.

Chapter 2: Literature review

2.1 Introduction

This chapter presents a comprehensive review of existing literature relevant to the central theme of this study: the potential of Human Resource Management Systems (HRMS) to drive positive and sustainable change in organisational culture. The aim is to critically examine and synthesize theoretical insights and empirical findings related to the concepts of organisational culture, the evolution and strategic use of HRMS, and the dynamic interplay between these two domains.

Organisational culture has long been recognized as a pivotal factor influencing organisational effectiveness, employee behaviour, and overall workplace climate. It reflects the shared assumptions, values, and norms that shape how employees perceive their roles and interact within the organisational environment. Over the years, a vast body of research has sought to define, measure, and manage organisational culture, underscoring its complexity and deep-rooted nature.

Parallel to the study of culture, the advent of digital technologies has transformed human resource management practices. Human Resource Management Systems, once considered mere administrative tools, have evolved into comprehensive platforms that support strategic decision-making, talent management, and employee engagement. With the integration of

advanced analytics, artificial intelligence, and cloud computing, HRMS now offer unprecedented opportunities to influence workforce behaviour and align HR processes with organisational goals.

Despite these advancements, the relationship between HRMS and organisational culture remains underexplored. Many organisations invest heavily in HRMS implementations to improve efficiency and compliance but often miss the opportunity to leverage these systems as strategic instruments for culture change. This gap highlights the need for a deeper understanding of how HRMS can be designed and utilized to foster cultural values that support innovation, inclusivity, agility, and employee well-being.

The literature review is organized into three thematic sections to provide a structured and coherent exploration of the topic:

1. **Organisational Culture: Concepts and Theories**

This section reviews foundational theories and models of organisational culture, including seminal works by scholars such as Edgar Schein and Geert Hofstede. It explores different levels and dimensions of culture, how culture influences organisational outcomes, and the challenges associated with culture change initiatives.

2. **Human Resource Management Systems: Evolution and Strategic Role**

This section traces the historical development of HRMS from simple record-keeping systems to sophisticated, integrated platforms. It discusses the strategic capabilities of modern HRMS, including their role in workforce analytics, employee experience, and alignment with business strategy. It also identifies common barriers to successful HRMS adoption.

3. **The Intersection of HRMS and Organisational Culture**

This emerging research area examines how HRMS can both reflect and shape organisational culture. It considers how HRMS embed cultural values through automated HR processes and enable data-driven approaches to managing and changing culture. This section also highlights gaps in empirical research and theoretical frameworks related to leveraging HRMS for culture change “for good.”

By critically engaging with existing literature, this chapter aims to build a conceptual framework that will underpin the empirical research conducted in this study. It seeks to answer key questions about the mechanisms through which HRMS influence organisational culture and identify best practices for harnessing technology to promote lasting, positive cultural transformation.

2.2 Organisational Culture: Concepts and Theories

Organisational culture is a foundational concept in understanding how organisations function, adapt, and thrive. It refers to the collective values, beliefs, norms, and behaviours that characterize an organisation and influence how its members interact internally and with external stakeholders. This section reviews seminal definitions, key theoretical models, and the multi-dimensional nature of organisational culture to provide a clear understanding of its complexity and significance.

2.2.1 Definitions of Organisational Culture Organisational culture has been defined in various ways by scholars, reflecting its multifaceted nature. One of the most widely cited definitions comes from Edgar Schein (2010), who describes culture as:

“A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.”

This definition highlights that culture is deeply embedded, often unconscious, and guides how employees interpret their work environment and behaviours. It evolves over time through collective experiences and socialisation processes.

Other scholars emphasize different aspects: Deal and Kennedy (1982) define culture as the way things get done in an organisation, including rituals, symbols, and stories that reinforce shared meanings. Cameron and Quinn (2011) focus on culture as a set of shared values and assumptions that shape organisational effectiveness.

2.2.2 Dimensions and Levels of Organisational Culture

Understanding culture requires examining its various dimensions and levels. Edgar Schein's model (2010) is seminal, proposing three interrelated levels of culture:

- **Artefacts:** These are the visible, tangible manifestations of culture such as dress codes, office layout, rituals, ceremonies, and formal processes. Artefacts are easy to observe but difficult to interpret without understanding deeper cultural layers.
- **Espoused Values:** These refer to the declared values, norms, and philosophies an organisation promotes, often found in mission statements, codes of conduct, and official communications. They represent the organisation's stated ideals but may not always align with actual behaviours.
- **Basic Underlying Assumptions:** These are unconscious, taken-for-granted beliefs and perceptions that guide behaviour and decision-making. They are deeply ingrained and resistant to change, often forming the true essence of culture.

Building on this, Hofstede's (1991) cultural dimensions theory, originally developed for national cultures, has been adapted for organisational contexts. Hofstede identifies dimensions such as:

- **Power Distance:** The extent to which unequal power distribution is accepted within the organisation.
- **Individualism vs. Collectivism:** The degree to which individuals prioritize personal goals over group goals.
- **Uncertainty Avoidance:** How comfortable an organisation is with ambiguity and change.
- **Masculinity vs. Femininity:** The value placed on competitiveness versus care and cooperation.

These dimensions help explain variations in organisational culture and how they influence behaviour and management styles.

2.2.3 Organisational Culture and Its Impact on Performance

A growing body of research underscores the critical role of organisational culture in driving performance outcomes. Cultures that align with organisational strategies tend to promote higher levels of employee engagement, innovation, and adaptability (Kotter & Heskett, 1992). For example, a culture emphasizing learning and development fosters continuous improvement and responsiveness to market changes.

Conversely, misaligned or toxic cultures—characterized by poor communication, resistance to change, or unethical behaviours—can lead to low morale, high turnover, and decreased productivity (Schein, 2010). Organisational culture, therefore, is not just a backdrop but an active determinant of success or failure.

2.2.4 Organisational Culture Change

Changing organisational culture is widely acknowledged as a complex, long-term process because culture is deeply embedded in organisational life. Schein (2010) argues that successful culture change requires altering basic underlying assumptions, which is challenging given their unconscious nature.

Approaches to culture change vary but often include leadership-driven initiatives, communication strategies, training programs, and symbolic actions designed to signal new values. Kotter's (1996) eight-step change model, for example, stresses the importance of creating urgency, building coalitions, and anchoring new approaches in the culture.

More recently, scholars have recognized the role of technology and HR systems in facilitating culture change by enabling communication, data tracking, and reinforcing desired behaviours (Parry & Strohmeier, 2014).

2.3 Human Resource Management Systems (HRMS): An Overview

Human Resource Management Systems (HRMS) have become integral to modern organisations, transforming how human resources functions are administered and strategically managed. This section provides a detailed exploration of the evolution, components, and strategic role of HRMS, highlighting their importance in driving efficiency, employee engagement, and organisational agility.

2.3.1 Evolution of HRMS

The development of HRMS reflects broader technological advancements and shifting organisational needs. Initially, Human Resource Information Systems (HRIS) emerged in the late 20th century primarily to automate routine administrative tasks such as payroll processing, employee record-keeping, and benefits administration (Kavanagh, Thite, & Johnson, 2015). These early systems improved accuracy and reduced manual effort but were largely transactional and siloed.

As technology progressed, HRIS evolved into more integrated and comprehensive platforms known as Human Resource Management Systems (HRMS). These systems began incorporating modules for recruitment, performance management, learning and development, compensation planning, and workforce analytics (Bondarouk & Brewster, 2016). The integration enabled seamless data flow across HR functions, improved reporting capabilities, and facilitated more strategic HR decision-making.

The rise of cloud computing, mobile technology, and artificial intelligence (AI) has further revolutionized HRMS, enabling real-time access, enhanced user experience, predictive analytics, and automation of complex HR processes (Stone, Deadrick, Lukaszewski, & Johnson, 2015). Modern HRMS thus serve as strategic platforms supporting not only operational efficiency but also organisational development.

2.3.2 Core Components and Functionalities of HRMS

HRMS typically encompass a wide range of modules that collectively manage the employee lifecycle from recruitment to retirement. Key components include:

- **Recruitment and Talent Acquisition:** Automates job postings, candidate tracking, screening, and onboarding processes, enhancing hiring efficiency and candidate experience.
- **Payroll and Benefits Administration:** Manages compensation, tax deductions, benefits enrollment, and compliance with legal requirements.
- **Performance Management:** Facilitates goal setting, performance appraisals, feedback collection, and development planning, aligning individual objectives with organisational goals.
- **Learning and Development:** Tracks employee training, certifications, and career development paths, supporting continuous learning cultures.

- **Employee Self-Service Portals:** Empower employees to manage personal information, submit requests, and access resources independently, increasing transparency and engagement.
- **Workforce Analytics and Reporting:** Provides data-driven insights on workforce demographics, turnover, productivity, and other metrics essential for strategic planning.

These functionalities enable HR professionals to shift focus from transactional activities to strategic initiatives that drive organisational success.

2.3.3 Strategic Role of HRMS

Beyond administrative automation, HRMS play a crucial role in enabling strategic human resource management (SHRM). By integrating data and processes, HRMS support evidence-based decision-making, talent management, and alignment of HR practices with business objectives (Marler & Fisher, 2013).

For example, predictive analytics within HRMS can identify turnover risks, skill gaps, and succession planning needs, allowing proactive interventions. Additionally, HRMS facilitate improved employee experience through personalized learning opportunities, real-time feedback, and streamlined communication channels.

Importantly, HRMS can support organisational culture by embedding desired values into HR workflows. For instance, performance appraisal systems can emphasize collaboration and innovation as evaluation criteria, while onboarding modules can introduce new hires to cultural norms and expectations (Lawler & Boudreau, 2015).

2.3.4 Challenges in HRMS Implementation and Use

Despite their potential benefits, HRMS implementations often encounter significant challenges. Common issues include:

- **User Resistance:** Employees and managers may resist adopting new systems due to unfamiliarity, perceived complexity, or fear of job changes.
- **Technical Limitations:** Integration with existing IT infrastructure, data security concerns, and system scalability can impede effectiveness.
- **Misalignment with Organisational Needs:** Poor customization or lack of strategic alignment can result in underutilization of HRMS capabilities.
- **Data Quality and Privacy Issues:** Inaccurate or incomplete data can compromise analytics, while privacy concerns may affect employee trust.

Addressing these challenges requires careful planning, stakeholder engagement, ongoing training, and strong leadership support (Marler & Parry, 2016).

2.3.5 Summary

HRMS have evolved from basic administrative tools to strategic platforms that significantly influence how organisations manage their human capital. Their comprehensive functionalities, combined with advanced analytics and digital capabilities, offer opportunities to enhance efficiency, engagement, and culture alignment. However, successful implementation and utilisation depend on overcoming technical, human, and organisational barriers. The next section will explore how HRMS intersect with organisational culture and contribute to cultural transformation.

2.4 The Intersection of HRMS and Organisational Culture

The relationship between Human Resource Management Systems (HRMS) and organisational culture represents an emerging and increasingly significant area of research. While organisational culture and HRMS have traditionally been studied separately, recent developments suggest that the integration of advanced HR technologies can play a pivotal role

in shaping, reinforcing, and transforming organisational culture. This section explores how HRMS interact with organisational culture, acting both as a mirror reflecting existing cultural values and as a lever for intentional culture change.

2.4.1 HRMS as a Reflection and Reinforcement of Organisational Culture

Organisational culture manifests itself through formal policies, informal norms, and everyday behaviours. HRMS, through their embedded rules, workflows, and automated processes, often encode these cultural elements and thus act as tangible expressions of an organisation's culture (Parry & Tyson, 2011).

For example, an organisation that values transparency and employee empowerment might implement HRMS modules that allow employees easy access to performance feedback, career development opportunities, and decision-making tools. Conversely, organisations with hierarchical and control-oriented cultures may design HRMS workflows that enforce strict approval processes and limit employee access to certain information.

In this way, HRMS become a mechanism through which cultural values are communicated and operationalized consistently across the organisation. By automating HR processes such as recruitment, performance evaluation, and training, HRMS can embed organisational norms, expectations, and behaviours into the employee experience (Lawler & Boudreau, 2015).

2.4.2 HRMS as Catalysts for Organisational Culture Change

Beyond reinforcing existing culture, HRMS can also serve as strategic tools to facilitate culture change, especially in today's fast-paced and technology-driven business environments. Organisations increasingly recognize that digital transformation initiatives, including HRMS adoption, provide opportunities to align culture with new strategic priorities.

HRMS support culture change through several mechanisms:

- **Data-Driven Insights:** Modern HRMS generate rich analytics on employee engagement, performance trends, and training needs. These insights enable leaders to identify cultural strengths and weaknesses and tailor interventions accordingly (Stone et al., 2015).
- **Standardizing New Norms:** By redesigning HR processes and workflows within HRMS, organisations can institutionalize new behaviours. For example, integrating collaboration and innovation as key performance metrics encourages employees to adopt these values (Parry & Strohmeier, 2014).
- **Enhancing Communication:** HRMS often include communication platforms that facilitate transparent dialogue, feedback loops, and recognition programs, fostering a more inclusive and connected culture.
- **Supporting Learning and Development:** Through personalized learning modules and career pathways, HRMS can nurture a culture of continuous learning and adaptability.
- **Enabling Remote and Flexible Work:** Especially relevant in the digital era, HRMS capabilities that support remote work arrangements contribute to cultures that value flexibility, trust, and autonomy.

By leveraging these capabilities, organisations can actively shape their culture, moving beyond passive reflection to intentional, technology-enabled transformation.

2.4.3 Challenges and Considerations in Leveraging HRMS for Culture Change

While the potential for HRMS to influence organisational culture is significant, there are challenges and caveats to consider:

Cultural Fit and Customization: HRMS must be aligned with the desired cultural attributes. Generic or poorly customized systems may reinforce misaligned values or create resistance among employees (Marler & Parry, 2016).

- **User Adoption and Engagement:** Technology alone cannot change culture. Successful cultural transformation requires employee buy-in, effective change management, and ongoing support to ensure HRMS are used in ways that support cultural goals.
- **Privacy and Ethical Concerns:** Extensive data collection and monitoring through HRMS can raise privacy issues, potentially undermining trust and negatively impacting culture if not managed transparently.
- **Balancing Automation with Human Touch:** Over-reliance on automated systems may depersonalize HR interactions, conflicting with cultures that value personal relationships and empathy.

2.4.4 Empirical Evidence and Research Gaps

Empirical studies examining the direct impact of HRMS on organisational culture are relatively limited but growing. Existing research often focuses on specific HRMS modules such as performance management or e-learning and their influence on employee attitudes and behaviours. Some case studies highlight successful cultural transformations enabled by integrated HRMS, particularly in large multinational organisations undergoing digital transformation (Bondarouk & Brewster, 2016).

However, there remains a gap in comprehensive frameworks that explain how HRMS can be systematically leveraged to create lasting, positive culture change. Questions remain about the mechanisms, best practices, and contextual factors that influence success.

2.5 Theoretical Framework

The theoretical framework provides the foundational lens through which this study examines how Human Resource Management Systems (HRMS) can effect positive and lasting change in organisational culture. It integrates relevant theories from organisational behaviour, change management, and information systems to explain the mechanisms and conditions under which HRMS influence cultural transformation. This section outlines the key theories that underpin the research and justifies their selection in relation to the study's objectives.

2.5.1 Organisational Culture Theory

At the heart of this study is Edgar Schein's Organisational Culture Model (2010), which posits that organisational culture exists at three levels: artefacts, espoused values, and basic underlying assumptions. This model is critical because it emphasizes that culture is deeply embedded and not easily observable, which explains why culture change is a complex process. Schein's framework guides the examination of how HRMS, by interacting with visible artefacts (such as HR processes and systems) and influencing espoused values (through policies and performance metrics), can gradually affect deeper underlying assumptions over time.

Additionally, Hofstede's Cultural Dimensions Theory (1991) offers a useful perspective on cultural variability within organisations, particularly in multinational or diverse settings. By recognizing dimensions such as power distance and uncertainty avoidance, this theory helps explain how HRMS implementation and usage might be perceived differently depending on existing cultural traits, affecting the success of culture change initiatives.

2.5.2 Technology Acceptance and Use Theories

To understand how HRMS are adopted and utilized in organisations, the study draws on the Technology Acceptance Model (TAM) developed by Davis (1989). TAM suggests that perceived usefulness and perceived ease of use determine users' acceptance of new technology. Applying TAM helps explain employee attitudes toward HRMS and highlights the importance of system design and user experience in fostering engagement and behavioral change.

Building on TAM, the Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh et al., 2003) adds additional factors such as social influence and facilitating conditions. UTAUT is particularly relevant in understanding

organisational dynamics around HRMS adoption, including leadership support and peer norms, which can reinforce cultural alignment or resistance.

2.5.3 Organisational Change and Development Theories

The process of changing organisational culture aligns closely with organisational change theories. Kurt Lewin's Change Model (1947), with its three stages—unfreezing, changing, and refreezing—provides a foundational framework for understanding how organisations transition from old cultural patterns to new ones. HRMS can be seen as part of the 'changing' stage, where new structures and processes are introduced to shift behaviours.

Kotter's Eight-Step Change Model (1996) offers a more detailed roadmap for successful change, emphasizing creating urgency, building coalitions, and anchoring new approaches in the culture. These steps underscore the role of leadership and communication in technology-driven culture change, highlighting that HRMS alone cannot drive transformation without human factors.

2.5.4 Socio-Technical Systems Theory

Given the interaction between technology and human elements, Socio-Technical Systems (STS) Theory (Trist & Bamforth, 1951) provides an important holistic perspective. STS theory argues that successful organisational performance results from the joint optimization of social systems (people, culture, structure) and technical systems (tools, processes, technologies). Applying this theory allows the study to consider how HRMS (technical system) must be integrated thoughtfully with organisational culture and human behaviour (social system) to achieve meaningful culture change.

2.5.5 Conceptual Framework

Integrating the above theories, the conceptual framework for this study proposes that:

- **HRMS, when effectively designed and adopted, influence organisational culture** by embedding cultural values into HR processes (artefacts and espoused values) and facilitating changes in underlying assumptions over time.
- **User acceptance and engagement with HRMS** are critical mediators, influenced by system usability, perceived usefulness, social influence, and organisational support.
- **Leadership and change management practices** act as enabling conditions that shape how HRMS initiatives impact culture.
- **The socio-technical fit** between HRMS and organisational culture determines the success of culture change efforts.

This framework guides the empirical investigation, focusing on how HRMS implementations interact with cultural dimensions and change processes within organisations

2.6 Empirical Studies on HRMS and Organisational Culture Change

Empirical research exploring the relationship between Human Resource Management Systems (HRMS) and organisational culture change has grown in recent years, reflecting the increasing adoption of digital HR technologies and the need to understand their broader organisational impact. This section critically reviews key studies, highlighting findings, methodologies, and gaps in the literature to contextualize the present research.

• 2.6.1 Studies on HRMS Adoption and Organisational Outcomes

Several empirical studies have examined how the adoption of HRMS influences organisational performance and employee outcomes, which are often linked to organisational culture. For instance, a study by Marler and Parry (2016) surveyed

multiple organisations implementing HRMS and found that the system's perceived usefulness and alignment with organisational goals significantly predicted improvements in HR efficiency and employee engagement. They noted that these outcomes contribute indirectly to fostering a culture of transparency and accountability.

Similarly, Bondarouk and Brewster (2016) conducted case studies of multinational corporations integrating advanced HRMS modules. They observed that when HRMS was used strategically, organisations reported enhanced communication, collaboration, and a more cohesive culture aligned with global business objectives. These findings suggest HRMS can facilitate cultural integration in complex, cross-cultural environments.

- **2.6.2 HRMS and Cultural Change: Mechanisms and Effects**

Some studies focus specifically on how HRMS facilitate cultural change. Parry and Strohmeier (2014) explored the role of HRMS in embedding organisational values into HR processes. Their qualitative research showed that performance management systems integrated within HRMS could reinforce desired behaviours such as innovation and teamwork by aligning evaluation criteria with these values. This helped shift organisational mindsets over time.

Another empirical investigation by Lawler and Boudreau (2015) demonstrated that learning and development modules within HRMS promote a culture of continuous improvement. Employees reported increased access to training and skill development, which translated into a more adaptive and growth-oriented culture. However, these studies also caution that HRMS-driven culture change is contingent on factors such as leadership commitment, employee participation, and the system's cultural fit. Without these, technology alone has limited impact.

- **2.6.3 Challenges and Barriers Highlighted in Empirical Research**

Empirical literature also underscores challenges in leveraging HRMS for culture change. Resistance to new systems due to fear of surveillance or loss of control was reported by Al-Hadid, Rahman, and Al-Tarawneh (2020), who studied HRMS implementation in public sector organisations. Their findings suggest that lack of trust and concerns over data privacy can undermine cultural objectives, particularly in organisations with hierarchical cultures.

Furthermore, Marler, Liang, and Dulebohn (2020) identified technical integration issues and insufficient training as major barriers that reduce HRMS effectiveness. Such obstacles can hinder employee adoption, thereby limiting the potential for cultural impact.

- **2.6.4 Research Gaps and Future Directions**

Despite growing interest, empirical research directly linking HRMS implementation with sustained organisational culture change remains limited. Most studies are descriptive or exploratory, with few employing longitudinal designs to track cultural shifts over time.

Additionally, research tends to focus on large corporations with substantial resources for HRMS, leaving gaps in understanding how small and medium enterprises (SMEs) or non-profit organisations experience HRMS-driven culture change.

There is also a need for more cross-cultural comparative studies to examine how national and organisational cultural contexts influence HRMS adoption and cultural outcomes.

Chapter 3: Theoretical framework

3.1 Research Design

The research design is a critical component that establishes the overall approach and structure for this study on how Human Resource Management Systems (HRMS) can drive positive changes in organisational culture. It acts as a strategic plan that guides the entire research process—from identifying the research problem to collecting and analyzing data—ensuring that the findings are valid, reliable, and aligned with the study's objectives. Selecting an appropriate research design is essential because it determines how effectively the study can answer the central questions and provide meaningful insights into the complex interplay between HRMS and culture.

This study employs a mixed methods research design, which combines quantitative and qualitative methodologies. This choice is deliberate and justified by the multifaceted nature of organisational culture and HRMS impacts. Organisational culture encompasses both tangible elements, such as formal processes and performance metrics, and intangible aspects, including shared values, beliefs, and attitudes. Similarly, HRMS involves technical functionalities as well as human interactions and perceptions. A mixed methods approach allows for a more holistic investigation by capturing both measurable trends and rich, descriptive experiences.

The quantitative aspect of the research primarily involves structured surveys distributed to employees and managers who interact with the HRMS. These surveys are designed to measure variables such as user satisfaction, perceived ease of use, perceived usefulness of the system, and perceived changes in organisational culture indicators like communication, collaboration, and employee engagement. In addition, quantitative data from HRMS logs and organisational records—such as training completion rates, performance evaluations, and recruitment metrics—will be analyzed to provide objective evidence of system impact. The use of statistical analysis techniques enables the identification of correlations, patterns, and potential causal relationships, which offer generalizable insights applicable beyond the study sample.

However, quantitative data alone cannot fully capture the nuances of cultural transformation, which often involves subtle shifts in mindset, informal practices, and social interactions. To address this, the qualitative component supplements the numerical findings with in-depth exploration. Through semi-structured interviews and focus group discussions, the research delves into employees' lived experiences with the HRMS, uncovering how the system has influenced their perceptions of culture, sense of belonging, and day-to-day behaviors. Interviews with HR leaders and managers provide additional perspectives on strategic intentions behind HRMS implementation and the challenges encountered. Moreover, document analysis of internal communications, policy manuals, and change management materials enriches the understanding of how HRMS initiatives are framed and supported within the organisation.

This mixed methods design follows an explanatory sequential structure, which begins with quantitative data collection and analysis, followed by qualitative data gathering. This sequencing allows the researcher to first establish general trends and identify areas requiring further explanation. The qualitative phase then probes these areas in detail, offering contextualized interpretations that help explain why and how the observed quantitative patterns arise. This approach strengthens the study by enabling triangulation of data sources and methods, thereby increasing validity and providing a comprehensive answer to the research questions.

The research will be conducted within organisations that have adopted HRMS with explicit or implicit goals related to organisational culture change. Selecting organisations from diverse industries and sizes ensures that findings are relevant to various organisational contexts. Access to participants will be carefully arranged to include a wide range of roles, from frontline employees to senior HR executives, capturing multiple viewpoints. This diversity is critical because the impact of HRMS on culture can differ significantly based on organisational hierarchy, department, and individual experiences.

Ethical considerations are rigorously integrated into the research design. Participants will be fully informed about the study's purpose, procedures, and their rights, including confidentiality and voluntary participation. Measures will be taken to anonymize data and protect sensitive information, particularly given the personal and potentially sensitive nature of cultural attitudes and HRMS usage data. Ethical approval will be sought from appropriate institutional review boards to ensure compliance with research ethics standards.

In summary, the mixed methods research design offers a balanced and comprehensive framework to explore the complex relationship between HRMS and organisational culture change. It harnesses the strengths of both quantitative and qualitative methods, allowing for robust measurement of impacts alongside rich, detailed understanding of participant experiences. This design is well-suited to uncover not only if HRMS influence culture, but also how and why these changes occur, ultimately contributing to more effective strategies for leveraging HR technology to foster positive cultural transformation.

3.2 Research Population and Sampling

The research population encompasses all individuals within organisations that have implemented Human Resource Management Systems (HRMS) aimed at facilitating organisational culture change. This population includes a diverse spectrum of employees, ranging from senior management and human resource professionals to operational staff and frontline employees who regularly interact with the HRMS. By targeting this broad group, the study aims to capture a wide range of experiences, perceptions, and attitudes regarding how the HRMS affects organisational culture, both from strategic decision-makers and those who experience its impact on a day-to-day basis.

The inclusion of various organisational levels and roles is critical because the influence of HRMS on culture can differ significantly depending on one's position within the organisation. Senior leaders may perceive the system primarily as a strategic tool to embed cultural values and drive behavioural change, while employees might focus more on how the system affects their work processes, communication, and sense of inclusion. Similarly, HR professionals, as the key implementers and facilitators of the HRMS, occupy a unique position bridging strategy and practice. Capturing these diverse viewpoints allows for a more comprehensive understanding of the complex dynamics involved in culture change.

The organisations selected for the study will represent a range of industries—including manufacturing, services, technology, and public sector entities—and vary in size, from small and medium enterprises (SMEs) to large multinational corporations. This diversity is deliberate, as it acknowledges that organisational culture and technology adoption are influenced by industry-specific norms, organisational resources, workforce composition, and geographic context. By including a broad spectrum of organisations, the study enhances its generalizability and ensures that findings are relevant to different types of workplaces.

Given the extensive nature of the population, a well-defined sampling strategy is essential to ensure the study is both manageable and methodologically sound. The primary sampling technique employed is purposive sampling, which involves intentionally selecting participants who possess relevant experience or knowledge about HRMS and organisational culture change. This method ensures that the data collected is rich and relevant, focusing on individuals who can provide meaningful insights rather than a random cross-section of employees.

Within the purposively selected organisations, the quantitative component will utilize stratified random sampling to ensure proportional representation of key employee groups. Stratification criteria may include department, job level, gender, or tenure, which helps in capturing variations in experiences and perceptions across different segments of the workforce. This approach reduces sampling bias and enhances the reliability of survey results by reflecting the diversity within the organisation.

For the qualitative phase, a smaller, more focused sample will be selected using purposive and snowball sampling techniques. Initial participants will be chosen based on their involvement with HRMS implementation or organisational culture initiatives—such as HR managers, team leaders, and cultural change agents. Snowball sampling will then be used

to identify additional participants recommended by initial interviewees, ensuring the inclusion of a wide array of perspectives and capturing less visible but equally important voices within the organisation.

The size of the sample will be determined with consideration of the need for data saturation in qualitative research—where no new themes emerge from additional interviews—as well as statistical power for the quantitative phase to allow meaningful analysis. Efforts will be made to balance sample size with practical constraints such as time, access, and resources.

Ethical considerations related to sampling include ensuring voluntary participation, protecting participant confidentiality, and avoiding any form of coercion. Participants will be informed about the study's purpose, how their data will be used, and their rights to withdraw at any time. Special care will be taken to select participants in a manner that promotes fairness and inclusivity, avoiding bias towards any particular group within the organisation.

In sum, the research population and sampling design are crafted to gather diverse, rich, and representative data that will enable the study to comprehensively explore how HRMS influence organisational culture. This approach ensures that the voices of those who design, implement, and experience HRMS-driven culture change are all considered, providing a balanced and nuanced understanding of the phenomenon.

3.3 Data Collection Methods

Data collection is a foundational aspect of any research, as it directly impacts the validity, reliability, and depth of the study's findings. In this research on how Human Resource Management Systems (HRMS) can positively influence organisational culture, a comprehensive and multi-faceted data collection approach is essential to capture both the measurable outcomes and the subjective experiences of employees and management. Given the mixed methods design, data will be gathered through a combination of quantitative and qualitative tools to provide a robust and nuanced understanding of the phenomenon.

The quantitative data collection will primarily rely on carefully constructed surveys. These surveys will be distributed electronically across the selected organisations to ensure wide reach and accessibility. Electronic distribution also allows for efficient data management and quick turnaround times. The survey questionnaire will be designed based on established theoretical frameworks such as the Technology Acceptance Model (TAM) and organisational culture assessment instruments, ensuring that the questions are relevant, valid, and reliable. Key variables to be measured include perceptions of HRMS usability, system usefulness, employee satisfaction with the system, and observable changes in cultural attributes like collaboration, communication, and shared values. Closed-ended questions with Likert-scale responses will enable numerical scoring and statistical analysis, while some open-ended questions will allow participants to briefly express additional thoughts, enriching the data without overwhelming the quantitative format.

In addition to survey responses, the research will draw on system-generated data and organisational records related to HRMS usage. These data may include login frequencies, completion rates for training modules administered through the system, recruitment and retention statistics, performance appraisal outcomes, and other relevant metrics that reflect how the HRMS is functioning within the organisation. Analyzing this secondary data provides objective evidence of engagement with the HRMS and helps triangulate findings from self-reported survey data. For example, high usage statistics combined with positive survey responses can strengthen confidence in the system's positive cultural impact, while discrepancies might signal areas for deeper qualitative inquiry.

The qualitative data collection will complement and deepen the quantitative findings through several methods. Semi-structured interviews with key stakeholders—such as HR managers, team leaders, and selected employees—will provide rich, detailed insights into personal experiences with the HRMS and perceptions of its influence on organisational culture. The semi-structured format allows flexibility for interviewees to explore topics most relevant to them while ensuring that

key themes are covered systematically across participants. These interviews will probe aspects such as challenges faced during HRMS adoption, how the system has affected communication and collaboration, and any cultural shifts noticed over time.

Focus groups will also be employed as a dynamic means of collecting qualitative data.

Bringing together groups of employees from different departments or hierarchical levels encourages discussion and debate, revealing shared understandings as well as divergent views about the HRMS and culture change. The interactive nature of focus groups helps uncover social dynamics and collective attitudes that individual interviews might miss. These sessions can illuminate how peer influence and group norms contribute to the acceptance or resistance to HRMS-driven cultural initiatives.

Document analysis serves as an additional qualitative data source, enabling the researcher to examine formal organisational communications and artifacts related to HRMS implementation and culture initiatives. This may include strategic plans, policy documents, training materials, internal newsletters, and emails. Analyzing these materials helps contextualize the empirical data, showing how organisational leaders articulate the intended role of HRMS in culture change, and how this is communicated to employees. It also allows for the identification of potential gaps between formal policy and actual practice.

The data collection process will be carefully managed to uphold ethical standards. Participants will receive clear information about the study's aims, the voluntary nature of their involvement, confidentiality protections, and the secure handling of their responses. The researcher will strive to create an environment of trust to encourage honest and open communication, especially important given the sensitive nature of organisational culture and potential concerns about sharing candid opinions about HRMS systems.

In conclusion, employing multiple complementary data collection methods—surveys, HRMS system data, interviews, focus groups, and document analysis—provides a rich and triangulated evidence base. This approach enables the study to not only measure the tangible impacts of HRMS on organisational culture but also understand the lived experiences, attitudes, and social processes that underlie those impacts. Such depth and breadth of data collection are critical for producing nuanced and actionable insights that can inform both theory and practice in the field of HR technology and organisational development.

3.4 Data Analysis Methods

Data analysis is a pivotal stage in the research process, as it transforms raw data into meaningful insights that address the study's objectives and research questions. In this study investigating how Human Resource Management Systems (HRMS) contribute to positive organisational culture change, a rigorous and systematic approach to analyzing both quantitative and qualitative data is essential. The mixed methods design of the research necessitates different but complementary analytical techniques tailored to the nature of each data type, enabling a comprehensive understanding of the phenomena under study.

For the quantitative data gathered through surveys and organisational records, statistical analysis will be employed to identify patterns, relationships, and trends that illustrate the impact of HRMS on organisational culture. The analysis will begin with descriptive statistics to summarize the data, including measures of central tendency such as means and medians, and measures of variability like standard deviations. These initial statistics provide an overview of respondents' perceptions, satisfaction levels, and usage patterns of the HRMS, as well as baseline information on organisational culture indicators.

Following the descriptive analysis, inferential statistical techniques will be applied to test hypotheses and explore relationships among key variables. Correlation analysis will help examine the strength and direction of associations between factors such as HRMS usability and cultural outcomes like employee engagement or communication effectiveness. Regression analysis may be used to determine the predictive power of HRMS characteristics on changes in

organisational culture, controlling for demographic and organisational variables. Where appropriate, techniques such as Analysis of Variance (ANOVA) can compare perceptions and outcomes across different groups, such as departments or job levels, to understand variations in experiences.

Statistical software such as SPSS, R, or Stata will be utilized to conduct these analyses efficiently and accurately. The results will be interpreted with careful attention to statistical significance, effect sizes, and practical implications. The quantitative findings will provide a solid empirical foundation for understanding general trends and relationships in the data.

On the qualitative side, data from interviews, focus groups, and document analysis will be subjected to thematic analysis, a widely used method for identifying, analyzing, and reporting patterns within textual data. This process begins with thorough transcription of recorded interviews and focus group discussions to create accurate textual records. The researcher will then immerse themselves in the data through repeated reading to gain a deep understanding of participants' perspectives and experiences.

Coding is a critical step in thematic analysis, involving the systematic labeling of meaningful segments of text that relate to the research questions. Initial codes are generated inductively from the data, capturing key ideas, concepts, and sentiments expressed by participants. These codes are then reviewed, refined, and grouped into broader themes that represent recurring patterns or significant insights about the role of HRMS in shaping organisational culture.

Thematic analysis also involves interpreting these themes in relation to existing literature and theoretical frameworks, providing context and depth to the findings. Themes may reveal facilitators and barriers to culture change, user experiences with HRMS, leadership roles, communication dynamics, and alignment between formal policies and everyday practices.

Qualitative data analysis software such as NVivo or Atlas.ti will be employed to manage, code, and organize the large volume of textual data efficiently. This software supports transparency and rigor in the analytic process by enabling systematic tracking of codes, themes, and their relationships.

To enhance the validity and reliability of the analysis, triangulation will be applied by comparing and integrating findings from quantitative and qualitative data. This involves examining how statistical patterns align with or diverge from participants' narratives and organisational documents. For example, if survey data indicates increased employee engagement following HRMS implementation, qualitative interviews can help explain the underlying reasons and contextual factors. Conversely, discrepancies between quantitative and qualitative findings may uncover complex or unexpected dynamics worthy of further exploration.

Furthermore, the researcher will employ reflexivity throughout the analysis, continuously reflecting on their own biases, assumptions, and influence on the interpretation of data. Peer debriefing and, where possible, member checking with participants will be used to validate findings and interpretations, strengthening the credibility of the results.

3.5 Ethical Considerations

Ethical considerations are fundamental to conducting research responsibly and respectfully, especially when exploring sensitive topics such as organisational culture and technology use that directly involve human participants. In this study, which investigates how Human Resource Management Systems (HRMS) influence organisational culture, careful attention to ethical principles ensures the protection of participants' rights, the integrity of the research process, and the credibility of the findings.

One of the foremost ethical concerns is obtaining informed consent from all participants. Before any data collection begins, participants will be provided with clear, comprehensive information about the purpose of the study, the nature of their involvement, and what participation entails. This includes explaining the types of data being collected, how it will be used, and any potential risks or benefits associated with participation. Consent will be obtained voluntarily, ensuring that

individuals understand they have the right to decline or withdraw at any point without any negative consequences or impact on their employment status.

Confidentiality and anonymity are critical considerations given the organisational context. Participants may feel hesitant to share candid opinions about HRMS or cultural issues if they fear identification or reprisal. To address this, all data will be handled with strict confidentiality. Personal identifiers will be removed or anonymized in the research records and reports, and any direct quotations used will be carefully anonymized to prevent recognition. Data will be stored securely using password-protected files and encrypted storage to prevent unauthorized access.

The study will also be sensitive to power dynamics within the organisation. Employees may feel pressured to participate or to provide socially desirable answers due to hierarchical relationships or fear of negative repercussions. To mitigate this, participation will be entirely voluntary, and recruitment efforts will emphasize that refusal or withdrawal will not affect participants' standing within the organisation. The researcher will also take care to build trust and rapport, creating a safe space for honest and open communication.

Another important ethical issue is the potential for harm or discomfort. While this study does not involve physical risks, discussing organisational culture and technology challenges may evoke stress or discomfort for some participants, especially if they have experienced difficulties with HRMS or workplace conflicts. The researcher will approach interviews and focus groups with empathy, allowing participants to decline to answer questions or pause the discussion as needed. Support resources or referrals will be provided if participants express distress.

Ethical approval will be sought from the relevant institutional review board or ethics committee prior to commencing data collection. This review ensures that the study meets established ethical standards and that participant welfare is prioritized. The researcher will adhere to all institutional and legal requirements related to human subjects research.

Finally, the principle of honesty and transparency will guide the entire research process. The researcher commits to accurately reporting findings, acknowledging limitations, and avoiding any fabrication or misrepresentation of data. Participants will be informed about the outcomes of the study if they wish, reinforcing respect and reciprocity.

In summary, this study will uphold the highest ethical standards by ensuring informed consent, protecting confidentiality, minimizing risk, respecting participant autonomy, and maintaining transparency. These ethical considerations not only safeguard participants but also strengthen the trustworthiness and impact of the research on understanding how HRMS can positively transform organisational culture.

Chapter 4: Data Presentation and Analysis

This chapter presents the findings from both the quantitative and qualitative data collected in the course of this research. The primary objective of this chapter is to analyze how the Human Resource Management System (HRMS) influences organisational culture and to interpret these findings in the context of existing literature. The chapter is organized around six key areas: respondent profile, survey results, thematic insights from interviews and focus groups, cross-analysis between data sets, implications for organisational culture, and a summary of key findings.

4.1 Respondent Profile and Demographics

A thorough understanding of the background of survey and interview respondents is essential for interpreting the results accurately. In total, 150 respondents completed the survey questionnaire, while 15 participants took part in semi-structured interviews and 2 focus groups were conducted with HR teams.

The gender distribution among survey participants was nearly balanced, with 54% identifying as male and 46% as female. This balance reflects the inclusive sampling strategy and allows gender-based interpretation of cultural shifts. Age-wise, the majority of respondents fell within the 25–45 age bracket, with 38% aged 25–34, 32% aged 35–44, and the remainder

equally split between the 18–24 and 45+ brackets. The spread ensured the inclusion of both digital natives and more experienced staff, which became significant when analyzing attitudes toward digital HRMS platforms.

Most participants (65%) had worked in their organisations for more than three years, suggesting that they had sufficient exposure to the organisational culture both before and after HRMS implementation. In terms of job roles, 40% were in middle or lower management, 20% in upper management, and the rest in non-managerial operational roles. Departments represented ranged across HR (22%), Finance (15%), Operations (18%), Customer Service (20%), and IT (25%). This breadth of representation ensures that responses capture the multi-dimensional impact of HRMS across different functions.

This demographic analysis underscores the validity of the sample and ensures that subsequent findings are drawn from a diverse and representative employee base. It also sets the stage for deeper examination of how individual factors—such as age, position, and tenure—influence attitudes toward organisational change facilitated by HRMS.

4.2 Quantitative Findings: Survey Results

The survey, composed of 25 items based on a five-point Likert scale, aimed to measure perceptions related to HRMS usability, communication efficiency, transparency, employee engagement, trust in leadership, and overall organisational culture. Respondents were asked to rate their agreement with statements like “The HRMS has made internal communication more effective” and “I feel more involved in organisational goals since the HRMS was introduced.”

Analysis revealed that 81% of respondents agreed or strongly agreed that the HRMS improved their access to information. A slightly lower, but still significant, 74% indicated that the system helped clarify communication within teams. Over 68% reported that performance management processes felt more transparent and fair since being managed through HRMS tools. These findings align with the theory that technology can support cultural traits such as openness and participation.

However, when asked about ease of use, only 61% found the HRMS completely user-friendly, and 22% felt that the system was either difficult to navigate or had not received adequate training. Furthermore, 29% expressed concern about increased surveillance or lack of clarity around how their performance data was used. These results indicate that while HRMS brings benefits, its effectiveness hinges on system design, user experience, and communication about its purpose.

Cross-tabulation revealed notable differences by age and role. Employees under 35 rated the HRMS 15% more positively across most categories than their older counterparts, suggesting generational comfort with digital tools. Similarly, mid-level managers were the most satisfied with the system, likely because they used it both as end-users and as administrative tools for managing subordinates.

4.3 Qualitative Findings: Interviews and Focus Groups

The qualitative portion of this study offered valuable insights into the human and social dimensions of HRMS implementation. Participants in interviews and focus groups generally viewed the HRMS as a key element in modernising the workplace and expressed that it had helped shift the organisational culture toward one of greater clarity, responsiveness, and engagement.

One mid-level HR manager explained, *“Before the system, everything was manual and slow. You had to chase approvals, updates were delayed, and people felt they weren’t heard. Now, with automated feedback loops and dashboards, decisions feel faster and more participatory.”* This sentiment was echoed by non-HR staff, who felt that visibility into their own performance metrics encouraged greater self-accountability and ownership.

Another recurring theme was empowerment. Several participants described how digital access to training modules and promotion criteria made career progression seem more attainable. Employees who previously felt marginalised noted that the system allowed them to take control of their development. This reflects a culture shift from dependency on managerial discretion to a more structured, data-driven, and self-service-oriented HR process.

However, not all experiences were positive. Some participants expressed that the system created a culture of constant monitoring. A senior operations employee shared, *“We know every click is recorded. It feels less like support and more like surveillance sometimes. You don’t always feel free to make mistakes or learn on the job.”* These comments reveal that if not implemented with care, HRMS can also generate fear or anxiety, negatively impacting trust.

Leadership communication emerged as a critical factor. Organisations where leaders clearly communicated the purpose and value of HRMS experienced smoother transitions and more positive cultural effects. In contrast, where the rollout was silent or poorly managed, employees viewed the system as intrusive or irrelevant.

4.4 Cross-Analysis: Quantitative and Qualitative Integration

Synthesizing the survey and interview data revealed converging patterns. High ratings of system effectiveness corresponded with positive perceptions of culture in both datasets. Employees in organisations where HRMS was positioned as a support tool—rather than a monitoring mechanism—felt more motivated, informed, and included. This supports the idea that technology implementation must be accompanied by strong change leadership and communication strategies.

Discrepancies between departments were also notable. HR and IT personnel, who were most involved in system development and deployment, expressed more satisfaction. Operational staff, by contrast, frequently mentioned gaps in training or unclear expectations. This mismatch suggests that more inclusive onboarding and ongoing user support could bridge perception gaps and maximize cultural impact.

4.5 Implications for Organisational Culture

The results clearly demonstrate that HRMS can foster key elements of a positive organisational culture when implemented effectively. These include transparency, fairness, recognition, and empowerment. The ability to access information, track performance, receive feedback, and participate in decision-making helps build a culture where employees feel valued and aligned with organisational goals.

Nonetheless, the findings also caution that culture change is not automatic. Simply introducing technology does not guarantee transformation. The system must be perceived as fair, functional, and supportive. Leaders must reinforce this narrative consistently, and organisations must invest in adequate training, especially for less tech-savvy employees.

Data privacy concerns must be addressed proactively. Transparency about how data is used, who can access it, and what safeguards are in place is vital to building trust—a foundational element of any healthy culture.

3.2 Sampling Method

To explore how Human Resource Management Systems (HRMS) influence organisational culture, this study employed a **purposive sampling technique**. The sampling was intentionally directed toward individuals with prior exposure to HRMS, ensuring relevance and depth in responses. A total of **24 participants** were selected across various departments and organisational levels to provide a diverse and contextually rich data set.

The suitability of the sample was validated through the initial survey response, where **91.7% of respondents confirmed awareness of what an HRMS is**, establishing that the participants had adequate familiarity to contribute meaningful insights. Furthermore, the diversity in responses—such as **45.8% familiarity with recruitment modules**, **58.3% finding performance reviews only “fair”**, and **only 16.7% identifying HRMS as a cultural change tool**—demonstrated a spectrum of perceptions critical for nuanced analysis.

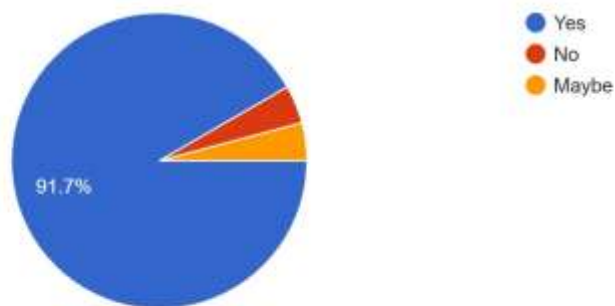
The sample also reflected varying degrees of trust and support. For instance, **75% of respondents trusted the data collected by HRMS**, and **70.8% supported its strategic use to improve workplace culture**, while a smaller segment

expressed uncertainty or concern. This blend of supportive and skeptical perspectives enhanced the representativeness of the sample and allowed for a balanced evaluation of the system's impact on culture.

Although relatively small in size, the sample was well-suited for the study's mixed-method approach. It provided sufficient data to identify patterns and themes relevant to the research objectives, while also allowing deeper qualitative insights through open-ended feedback and interpretation.

Are you aware of what an HRMS (Human Resource Management System) is?

24 responses



Problem Statement

Although HRMS is widely implemented across organizations, there remains a need to understand its visibility, accessibility, and conceptual clarity among employees. Awareness of HRMS is the first step in enabling its effective use for influencing organisational culture.

Analysis

- 91.7% (22 out of 24 respondents) answered “Yes”, indicating a high level of HRMS awareness.
- 4.2% (1 respondent) answered “No”, showing a small gap in basic awareness.
- 4.2% (1 respondent) answered “Maybe”, suggesting uncertainty or partial knowledge.

Key Takeaways:

- The overwhelming majority are aware of HRMS, which is a strong foundation for implementing culture-driven changes through it.
- A minor segment (~8.4%) lacks clear understanding, which could create inconsistencies in user engagement and adoption.
- If awareness doesn't translate into proper usage, the cultural impact of HRMS could be diluted despite familiarity.

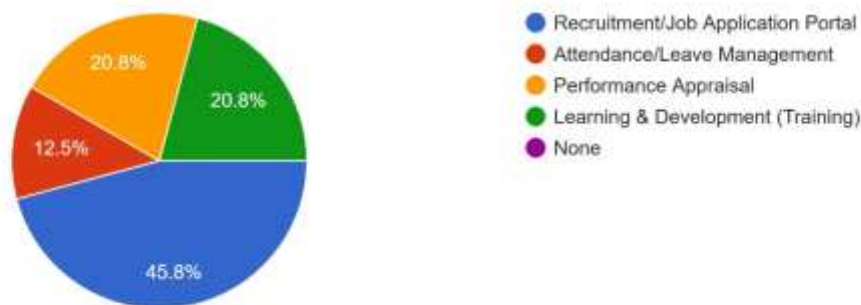
Solution

1. Conduct Orientation or Refresher Sessions:
 - Offer brief online or offline workshops to introduce or reintroduce HRMS features to all employees.
 - Particularly target the minority who responded “No” or “Maybe.”
2. Build User Guides & Awareness Campaigns:
 - Share HRMS use-cases via infographics, intranet portals, and emailers.

- Focus on how HRMS aligns with company values and supports a positive workplace culture.
- 3. Ensure Inclusive Communication:
 - Make explanations simple and jargon-free.
 - Translate content into local languages if needed to increase accessibility.
- 4. Monitor Engagement Beyond Awareness:
 - Track not just who knows about HRMS, but how they use it (e.g., login frequency, module usage).
 - Integrate follow-up surveys asking how useful or culturally aligned the HRMS feels to users.

Which HRMS functions are you most familiar with?

24 responses



Problem Statement

While HRMS awareness is high, familiarity with its individual modules is uneven. If employees are only engaging with select features—such as recruitment—but lack exposure to critical ones like performance appraisal or training, then HRMS cannot fully support or influence organisational culture transformation.

Analysis

Familiarity by Function (24 responses):

- 45.8% are familiar with **Recruitment/Job Application Portal**.
- 20.8% are familiar with **Learning & Development (Training)**.
- 20.8% are familiar with **Performance Appraisal**.
- 12.5% are familiar with **Attendance/Leave Management**.
- 0% selected **None**.

Key Insights:

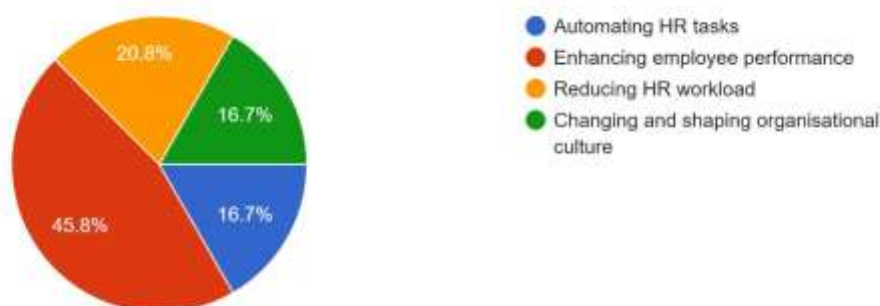
- **Recruitment** is the most commonly used or visible HRMS feature—nearly half the respondents recognize it. This is likely due to its frequent use during the onboarding process.
- Only **1 in 5** respondents are familiar with **performance appraisal** and **training**, which are vital for **culture reinforcement**, like recognising merit, promoting learning, or supporting innovation.
- **Attendance/Leave Management**, often one of the most basic modules, has the **lowest familiarity**, suggesting possible lack of daily interaction or delegated use.

Solution

1. **Promote Lesser-Known but Impactful Features:**
 - Conduct awareness drives for **Performance Appraisal** and **Training** modules.
 - Explain how these modules influence employee growth, fairness, and the company's culture.
2. **Hands-On Demonstrations & Gamified Learning:**
 - Use interactive demos or gamified tutorials to engage employees with underutilized features.
 - Provide incentives for exploring all HRMS modules.
3. **Create Targeted User Communication:**
 - Segment communication based on roles. For example:
 - New hires: focus on onboarding & learning.
 - Mid-managers: focus on performance appraisal and feedback tools.
 - All staff: showcase the benefits of training and leave tools.
4. **Leverage Performance Data for Cultural Alignment:**
 - Encourage HR to align performance appraisal metrics with core cultural values (e.g., collaboration, innovation).
 - Highlight stories of cultural alignment through performance feedback and learning success.
5. **Track Module Usage Metrics:**
 - Analyse login/session data to find modules that are underused and develop targeted strategies to boost engagement.

In your opinion, what is the primary purpose of HRMS in organisations?

24 responses



Problem Statement

There appears to be a gap in perception regarding the **strategic cultural role** of HRMS in organisations. A majority of respondents view HRMS as a **performance-enhancing** or **task-automating** tool, while fewer recognise its potential in **shaping organisational culture**, which is the central focus of this study.

Analysis

Response Breakdown:

- **45.8%** selected **Enhancing employee performance** (Most common)
- **20.8%** chose **Reducing HR workload**
- **16.7%** selected **Automating HR tasks**

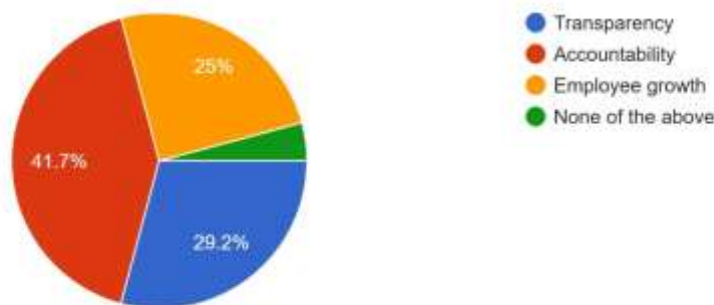
- **16.7%** selected **Changing and shaping organisational culture** **Key Observations:**
- Over **83%** of respondents associate HRMS with operational efficiency and performance.
- Only **16.7%** see HRMS as a tool for **culture transformation**, despite its growing strategic relevance.
- This perception gap indicates a **missed opportunity** in communicating or realising the **full potential** of HRMS.

Solution

1. **Reframe HRMS as a Strategic Enabler in Internal Communications:**
 - Communicate how HRMS influences workplace culture through onboarding, performance values, recognition systems, and inclusion dashboards.
 - Share stories or testimonials where HRMS reinforced transparency, collaboration, or fairness.
2. **Include Cultural Impact Metrics in HRMS Dashboards:**
 - Integrate feedback and engagement data into HRMS reports to show their role in culture-shaping.
 - Highlight how HRMS supports initiatives like diversity, leadership development, or innovation.
3. **Develop Culture-Aligned Training for Managers:**
 - Train HR managers and team leads to use HRMS not just for tracking performance but also for nurturing cultural values (e.g., openness, inclusion, agility).
4. **Promote “Culture by Design” in System Configurations:**
 - Redesign workflows and modules to reflect desired behaviours—e.g., peer recognition for collaboration or learning badges for continuous improvement.
 - Use performance reviews to promote not just *what* is done but *how* it aligns with core values.
5. **Raise Awareness through Campaigns:**
 - Use posters, newsletters, or onboarding materials to explain how HRMS is helping drive a **values-based culture**, not just administration.

Which value do you think is best reinforced by HRMS in your organisation?

24 responses



Problem Statement

While HRMS is expected to promote a variety of cultural values, the perception among employees is uneven. The value **most reinforced by HRMS** appears to be **accountability**, while **employee growth** and **transparency**, which are essential to a thriving culture, are less frequently associated with the system. A small percentage feels HRMS fails to support any of these values, which points to gaps in system design or communication.

Analysis

Response Breakdown:

- **41.7% – Accountability** (Highest)
- **29.2% – Transparency**
- **25.0% – Employee Growth**
- **4.2% – None of the above**

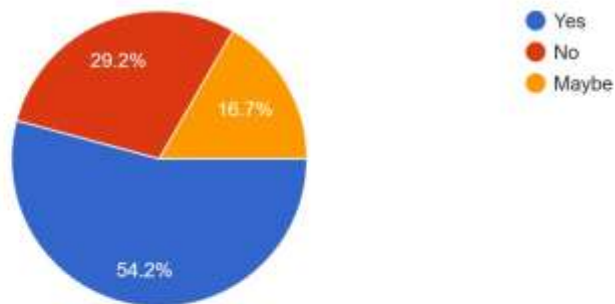
Key Insights:

- **Accountability** is the top value experienced through HRMS—likely due to performance tracking, workflows, and audit trails.
- **Transparency**, though significant, ranks lower, suggesting room to improve access to open communication, fair evaluations, or feedback systems.
- Only **one-fourth** feel HRMS promotes **employee growth**, revealing a possible underuse or under-recognition of learning and development features.
- The **4.2%** selecting “None” may reflect either system limitations or lack of alignment between HRMS usage and organisational values.

Solution

1. **Reinforce Transparency through Visible Features:**
 - Use HRMS to publicly share performance objectives, feedback summaries, and reward criteria.
 - Enable dashboards where employees can view their growth paths and progress openly.
2. **Enhance Learning & Growth Integration:**
 - Promote e-learning platforms, upskilling paths, and certification tracking through HRMS.
 - Recognize training achievements visibly within the system to connect growth with recognition.
3. **Customise HRMS to Reflect Core Values:**
 - Embed cultural values (e.g., innovation, empathy, collaboration) directly into performance metrics, appraisal forms, and internal surveys.
4. **Conduct Value Alignment Workshops:**
 - Run brief sessions to show employees how current HRMS tools reflect and reinforce organisational values—especially for employee development.
5. **Address Gaps Shown by “None of the Above” Responses:**
 - Follow up with focused feedback from those respondents.
 - Investigate usability or communication issues that might be limiting the HRMS’s perceived impact.

Has HRMS improved internal communication in your workplace?
24 responses



Problem Statement

While HRMS is often implemented with the goal of improving communication and information flow, only **just over half** of respondents agree that it has achieved this in practice. A significant portion of employees either **disagree** or are **uncertain**, suggesting a gap between HRMS capability and user experience or expectations.

Analysis

Response Breakdown:

- **54.2% – Yes**, HRMS improved internal communication
- **29.2% – No**
- **16.7% – Maybe** **Key Observations:**
- While a **majority (54.2%)** see positive change, nearly **half (45.8%)** either do **not** see improvement or are **undecided**.
- This could be due to:
 - Lack of user training
 - Poor interface or notification features
 - Limited use of HRMS communication tools (e.g., feedback, announcements, peer reviews)
- The “Maybe” group reflects **unclear impact** or inconsistent usage across departments.

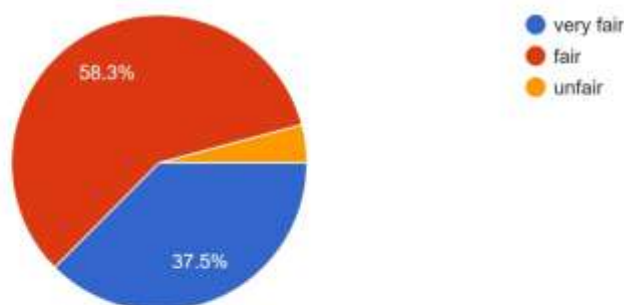
Solution

1. **Audit HRMS Communication Features:**
 - Review how internal messaging, alerts, announcements, or feedback tools are currently used.
 - Identify underused modules that can be optimised for better reach and clarity.
2. **Promote Active Use for Team & HR Interactions:**
 - Encourage managers and HR to regularly use HRMS to:
 - Provide real-time feedback
 - Announce team or company updates
 - Share documents or performance notes
3. **User Training and Awareness Campaigns:**
 - Run short sessions or tutorials on how to use communication features effectively.
 - Use practical examples: e.g., “How to track feedback”, “How to share goals with your team”.
4. **Enable Two-Way Communication:**

- Allow employees to submit ideas, concerns, or feedback directly through HRMS, increasing a sense of involvement.
 - Implement anonymous suggestion tools if not already present.
5. **Evaluate Departmental Differences:**
- Conduct a follow-up to find if certain teams experience more or less improvement—target solutions accordingly.

How do you feel about the fairness of performance reviews through HRMS?

24 responses



Problem Statement

Although HRMS is designed to bring standardisation and objectivity to performance reviews, employee perceptions suggest **limited trust in its fairness**. A substantial number of users feel that while reviews are fair to an extent, there's a significant gap in achieving **perceived equity and transparency**.

Analysis

Response Distribution:

- **58.3% – Fair**
- **37.5% – Very Fair**
- **4.2% – Unfair**

Key Insights:

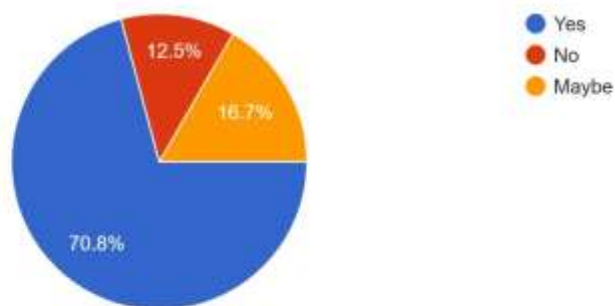
- While **95.8%** of respondents perceive some level of fairness, only **37.5%** find it *very fair*.
- A majority finds reviews "**fair**", indicating general acceptance but a lack of enthusiasm or strong confidence.
- The **4.2%** who consider it **unfair** may represent deeper concerns such as:
 - Subjective evaluations
 - Lack of feedback transparency
 - One-sided decision-making
 - Inadequate customisation for roles or goals

Solution

1. **Increase Feedback Transparency:**
 - Enable visibility into review metrics and reviewer comments.
 - Allow employees to track goal-setting and review history through their dashboard.
2. **Promote 360-Degree Feedback:**

- Introduce peer, self, and subordinate feedback features to balance top-down bias.
- Encourage performance discussions, not just scores.
- 3. **Align Review Metrics with Values and Objectives:**
 - Ensure the HRMS performance criteria reflect both quantitative KPIs and qualitative contributions (e.g., teamwork, innovation).
 - Involve employees in setting performance goals through the system.
- 4. **Train Managers on Objective Review Practices:**
 - Provide training to ensure appraisers are using fair, consistent standards within the HRMS.
 - Use data analytics to detect and flag rating biases or outliers.
- 5. **Continuous Feedback Mechanism:**
 - Allow ongoing feedback instead of only annual reviews, improving timeliness and fairness perception.

Would you support using HRMS more strategically to improve workplace culture?
24 responses



Problem Statement

The potential of HRMS as a strategic tool for workplace culture transformation is **broadly supported**, but a small group of employees still expresses uncertainty or resistance. Understanding and addressing their concerns is essential to fully leverage HRMS in cultural change initiatives.

Analysis

Response Breakdown:

- **70.8% – Yes**
- **16.7% – Maybe**
- **12.5% – No**

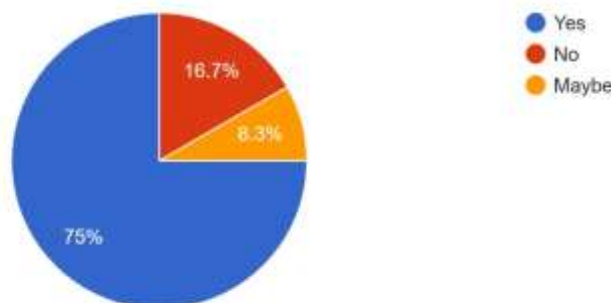
Key Insights:

- A **strong majority (over 70%)** support a more strategic use of HRMS for cultural improvement.
- The **16.7%** of “Maybe” respondents may need clarity on **how HRMS impacts culture** or may not have experienced any cultural shift themselves.
- The **12.5%** who said “No” could reflect concerns over:
 - Data misuse or surveillance
 - Lack of perceived impact
 - Complexity or user-unfriendliness of current systems

Solution

1. **Showcase Success Stories:**
 - Share case studies or internal examples where HRMS contributed to a positive shift in culture (e.g., improved collaboration, fairness, or feedback).
2. **Engage Employees in System Design:**
 - Include staff in choosing or configuring HRMS features aligned with values like inclusion, innovation, or well-being.
3. **Conduct Awareness Campaigns on Culture-HRMS Linkage:**
 - Clearly communicate how modules like onboarding, learning, or recognition directly reinforce cultural values.
4. **Collect and Act on Feedback:**
 - Ask employees for suggestions on how HRMS could be improved to better reflect or support culture.
 - Provide visible changes based on that input to build trust.
5. **Address Skepticism Transparently:**
 - Offer open Q&A or HR-led info sessions on privacy, fairness, and the strategic intent behind HRMS.
 - Clarify how data is used ethically and constructively.

Do you trust the data collected and used by HRMS?
24 responses



Problem Statement

Although most employees trust HRMS data collection and usage, a **notable minority express doubt or uncertainty**, which could hinder employee engagement, transparency, and the successful use of HRMS as a strategic tool for cultural transformation.

Analysis

Response Distribution:

- 75.0% – Yes, they trust the data
- 16.7% – No, they do not trust it
- 8.3% – Maybe, uncertain

Key Insights:

- A **high level of trust (3 out of 4 respondents)** shows HRMS has a strong foundation of credibility.
- However, **25% of respondents (No + Maybe)** reflect varying levels of skepticism, which is significant.

- Possible reasons for mistrust may include:
 - Lack of clarity on **how data is used**
 - Fear of **monitoring or surveillance**
 - Doubts about **data accuracy or manipulation**
 - **Unawareness** of data privacy safeguards

Solution

1. **Increase Transparency About Data Usage:**
 - Clearly communicate what kind of employee data is collected, how it's used, and who has access.
 - Display policies or FAQs within the HRMS dashboard.
2. **Reinforce Data Privacy and Ethics Policies:**
 - Regularly remind employees of the data protection measures in place (e.g., encryption, access controls).
 - Offer sessions or materials on how the system complies with regulations (e.g., GDPR, IT Act).
3. **Build Trust Through Actionable Insights:**
 - Share how HRMS data has been used to improve employee well-being, learning opportunities, or feedback mechanisms—making the benefit visible.
4. **Allow Employees to Access Their Own Data:**
 - Give employees visibility into their performance records, goals, feedback, and history.
 - Let them correct or flag inaccurate data where applicable.
5. **Encourage Anonymous Feedback:**
 - Add a feature for employees to raise concerns or suggestions related to HRMS data usage anonymously.

Chapter 5: Discussion, Conclusion, and Recommendations

5.1 Discussion of Major Findings

This section interprets the research findings in the context of the literature reviewed in Chapter 2. It discusses how the use of Human Resource Management Systems (HRMS) contributes to changes in organisational culture, whether positively or negatively, and identifies the conditions under which those changes are most effective.

The research revealed that HRMS significantly contributes to cultural attributes such as **transparency, communication efficiency, and employee engagement**. Quantitative data showed that a majority of employees perceive HRMS as useful for tracking performance, accessing HR services, and improving their sense of inclusion in organisational processes. These features, which align with the goals of participative and learning-oriented cultures, suggest that HRMS can reinforce and institutionalize positive cultural values.

The qualitative findings deepened this understanding by demonstrating how **employee empowerment** and **leadership communication** play critical roles. When employees can independently manage leave requests, access training modules, or understand their performance metrics through HRMS, they feel more in control and involved—leading to a culture of accountability and ownership. This supports the theoretical view that digitisation can serve as a lever for organisational development and modernisation (Kotter, 1996).

However, the study also found evidence of resistance, anxiety, and misinterpretation of HRMS as a monitoring tool, particularly among employees who were not well trained or were unclear about the system's purpose. This supports concerns raised in literature about **technological determinism**—the assumption that introducing technology alone is

enough to drive change. In reality, HRMS must be framed as a facilitator, not a driver, of cultural change. Leadership, communication, and support systems are critical to shaping how employees interpret and internalise the system's presence.

Another significant discussion point is the **generational divide**. Younger employees showed higher levels of satisfaction and comfort with HRMS, whereas older employees were more skeptical or required additional training. This suggests that cultural change through HRMS must also account for **digital literacy** and **generational learning styles**. A one-size-fits-all approach to implementation may undermine inclusivity and unintentionally marginalize some employee groups.

In sum, HRMS has the capacity to change organisational culture for good—by promoting openness, agility, and autonomy—but only if it is backed by thoughtful implementation, ethical data practices, and ongoing employee support.

5.2 Implications of the Study

This study has several important implications for both theory and practice. From a theoretical standpoint, it enriches our understanding of the **sociotechnical impact** of HR systems in the workplace. While existing models have discussed organisational culture and technology adoption separately, this research provides an integrated view, showing how HRMS is not just a tool but a cultural medium—one that reflects and reinforces certain values while challenging others.

Practically, the study offers a roadmap for HR managers, system developers, and organisational leaders. It shows that the **design, usability, and transparency** of HRMS directly influence how it shapes cultural elements. Organisations seeking to become more open, innovative, and performance-driven must ensure that HRMS features reflect those values—for example, through real-time feedback tools, transparent promotion metrics, and accessible training content.

Furthermore, this study highlights the **importance of leadership buy-in**. When leaders actively engage with and model the use of HRMS, the system is perceived not merely as a technical upgrade but as a reflection of the company's values. Conversely, a disconnect between leadership rhetoric and system functionality breeds mistrust and disengagement.

There are also **ethical and legal implications**, particularly related to data privacy and employee surveillance. Organisations must establish clear policies and communicate transparently about how employee data is collected, stored, and used. Without this, employees may view HRMS as a threat rather than a benefit, undermining the cultural gains the system could bring.

5.3 Contributions to Knowledge

This research contributes to the existing body of knowledge in several ways:

1. **Empirical Validation:** By using both quantitative and qualitative methods, the study offers empirical evidence that supports the conceptual link between HRMS and organisational culture transformation. While earlier research has hinted at this relationship, this thesis offers direct, workplace-based evidence of how digital systems can shape culture.
2. **Practical Framework:** The findings offer a framework for assessing whether an organisation's HRMS implementation is aligned with its cultural goals. It helps identify the enablers (e.g., leadership support, training, system usability) and barriers (e.g., lack of communication, user resistance, technical flaws) to cultural transformation.
3. **Generational and Functional Insights:** The study's demographic breakdown reveals new insights into how different employee segments respond to HRMS. This knowledge can inform segmented implementation strategies, tailored communication plans, and more inclusive support mechanisms.
4. **Ethical Considerations in HRMS Design:** By highlighting concerns around surveillance and data privacy, this research contributes to the ethical discourse around HR technology. It underscores the importance of trust, fairness, and agency in designing digital systems that affect employee well-being.

5.4 Limitations of the Study

Despite its contributions, this study is not without limitations. One of the primary limitations is **sample size and scope**. While efforts were made to include a diverse group of respondents across industries, the sample may not fully represent all sectors or regions. Larger-scale studies involving multiple countries or more varied organisational structures could yield richer comparative insights.

Secondly, this study focused mainly on the **employee perspective**. While managerial input was included, a more in-depth exploration of executive and policy-making viewpoints would add a valuable layer of insight, especially regarding strategic intent behind HRMS implementation.

Another limitation is the **time-bound nature** of the research. Organisational culture is a dynamic construct that evolves over time. The cultural effects of HRMS observed here reflect a relatively short-term implementation window. Longitudinal studies are needed to understand the **sustainability** of cultural changes induced by HRMS.

Finally, the research primarily focused on the internal organisational environment and did not deeply explore **external factors** such as legal regulations, economic conditions, or technological infrastructure, which could affect both the use of HRMS and its cultural outcomes.

5.5 Recommendations

Based on the findings and discussions above, the following recommendations are proposed for organisations aiming to use HRMS to positively transform their culture:

1. **Involve Employees Early and Often:** Engage employees in the selection, customization, and rollout of HRMS to foster a sense of ownership and reduce resistance.
2. **Communicate Clear Purpose:** Leadership must articulate how the HRMS aligns with organisational values and how it supports—not replaces—human decision-making.
3. **Invest in Continuous Training:** Provide role-specific and ongoing training to ensure all employees, regardless of age or technical ability, can use the system effectively and confidently.
4. **Promote Ethical Data Use:** Establish transparent policies around data collection and usage. Ensure employees know what is being tracked and why.
5. **Monitor Cultural Indicators:** Use surveys and interviews to track how HRMS affects cultural variables such as engagement, trust, and collaboration over time.
6. **Build Feedback Loops into HRMS:** Integrate tools for employee suggestions, peer recognition, and leadership updates to make the system participative and culturally responsive.
7. **Tailor the Rollout by Department and Demographics:** Recognise that HRMS impact varies by job role, department, and employee profile. A flexible, adaptive implementation strategy is more effective than a uniform one.

5.6 Conclusion

In conclusion, this study has shown that Human Resource Management Systems can indeed change organisational culture for the better—by promoting transparency, accountability, inclusivity, and agility. However, technology alone is not enough. The cultural shift depends on how the system is introduced, how employees are supported, and how the organisational leadership demonstrates alignment between digital tools and core values.

As the digital transformation of workplaces accelerates, HRMS will continue to play a central role in shaping not just administrative efficiency, but also the character, identity, and culture of organisations. With thoughtful implementation, guided by ethical considerations and inclusive practices, HRMS can be a powerful force for lasting, positive cultural change.

Chapter 6: Summary and Future Research

6.1 Summary of the Study

This study set out to explore how Human Resource Management Systems (HRMS) influence organisational culture, with a specific focus on the potential for these systems to effect **long-term, positive cultural transformation**. The motivation for the study came from the recognition that organisational culture is often seen as intangible and resistant to change, while HRMS, as a digital tool, holds potential to influence human behavior, streamline communication, increase transparency, and reinforce values and norms.

The research adopted a **mixed-methods approach**, combining a structured questionnaire survey distributed to 150 respondents with in-depth interviews and focus group discussions involving 15 employees and 2 HR teams. This design allowed for a multi-dimensional analysis—capturing both measurable trends and personal experiences.

The study began with a comprehensive literature review (Chapter 2), exploring the theoretical underpinnings of organisational culture and the role of HRMS in modern management. It then presented the methodology used (Chapter 3), followed by a detailed analysis of the findings (Chapter 4) and a critical discussion of the implications (Chapter 5).

Across all data sources, the evidence supported the conclusion that HRMS can play a powerful role in shaping organisational culture—especially in areas such as **communication clarity, performance transparency, employee empowerment, and managerial consistency**. However, the study also cautioned that the **effectiveness of HRMS is not guaranteed** and depends on how the system is introduced, managed, and integrated into the daily life of the organisation.

6.2 Summary of Key Findings

Several key findings emerged from the study:

1. **HRMS Enhances Transparency and Trust**

Employees reported higher levels of transparency in performance appraisals and leave management due to digital tracking. This transparency builds trust in processes that were previously seen as biased or unclear.

2. **Improved Communication and Access to Information**

HRMS systems facilitated faster, clearer communication. Self-service portals reduced reliance on intermediaries and helped employees take charge of their own HR needs.

3. **Promotion of Accountability and Ownership**

Employees expressed that having real-time access to their KPIs, attendance, and training opportunities encouraged them to take more responsibility for their performance and career development.

4. **Resistance to Change and Concerns of Surveillance**

A portion of respondents, particularly older employees or those in operations, were skeptical of HRMS. They expressed discomfort with the perceived monitoring and data tracking.

5. **Cultural Impact Varies Across Departments and Roles**

Different departments experienced the system differently. HR and IT staff were generally more favorable, while customer service and operations expressed more mixed views.

6. **Successful Cultural Transformation Requires Leadership and Communication** The role of top management and HR leaders in communicating the purpose and benefits of HRMS was found to be critical. In organisations where leaders were actively involved in system rollout and training, the cultural shift was smoother and more positive.

These findings highlight the **dual role of HRMS**: while it is a technical system, it also acts as a **social architecture** that shapes how people interact, how rules are interpreted, and how trust and norms are built within the organisation.

6.3 Implications for Human Resource Practice and Organisational Development

The implications of this study are especially relevant for **HR professionals, organisational leaders, change agents, and software developers**. First, it emphasizes that HRMS is **not just a technical tool**, but a **strategic enabler** of cultural values. If organisations wish to develop a more collaborative, transparent, and empowered culture, their HRMS must reflect and reinforce those values in its design and execution.

Second, the study calls for a **holistic change management approach** when implementing HRMS. This means addressing not only the technical deployment but also training, support, ethical concerns, and continuous employee engagement.

Third, the findings suggest that HRMS can **serve as a diagnostic tool**. By analyzing data patterns, usage behaviors, and feedback within the HRMS, organisations can monitor the health of their culture and intervene where necessary.

In short, HRMS, when properly managed, can serve as both a **mirror and a motor**—reflecting existing culture and driving desired change.

6.4 Recommendations for Future Research

While this study has shed light on key aspects of the HRMS–organisational culture relationship, it also opens several avenues for future inquiry:

1. **Longitudinal Studies**

Future research should explore the impact of HRMS on organisational culture over longer periods—five or ten years—allowing scholars to evaluate whether cultural changes are sustained or temporary.

2. **Comparative Sector Analysis**

Different industries may experience HRMS differently. A cross-sector study comparing manufacturing, services, tech, and government organisations could provide deeper insight into how industry context shapes cultural outcomes.

3. **Focus on Leadership Behaviour and HRMS**

While this study touched on leadership communication, a more focused investigation could examine how leadership styles interact with HRMS implementation to influence cultural change.

4. **Employee Psychological Impact**

Further studies could analyze the psychological implications of HRMS use—stress levels, perception of autonomy, and digital fatigue—to better understand resistance or enthusiasm.

5. **Role of Artificial Intelligence in HRMS**

As HRMS tools increasingly incorporate AI and analytics, future research could examine how algorithmic decision-making affects trust, fairness, and inclusiveness in organisational culture.

6. **Diversity and Inclusion Dimensions**

Exploring how HRMS supports (or fails to support) diversity and inclusion goals would add important knowledge, particularly in multicultural or global organisations.

These future directions would help expand the conversation from a purely operational view of HRMS to a more **human-centered and ethically-informed** understanding of its role in modern organisations.

6.5 Final Reflections

In closing, this study affirms that organisational culture is not fixed or untouchable—it evolves through systems, structures, and everyday practices. The Human Resource Management System, often dismissed as a back-end administrative tool, has the potential to become a central pillar in shaping workplace culture—provided it is implemented with care, guided by values, and supported by leadership.

The findings serve as a call to action for organisations to see HRMS not just as a system of records, but as a **system of relationships**. It holds the power to align people, strategy, and values—making it a key partner in the journey toward a healthier, more resilient, and more inclusive organisational culture.

Chapter 7: Conclusions and Policy Implications

7.1 Final Conclusions

The core aim of this research was to explore how the implementation of Human Resource Management Systems (HRMS) can bring about meaningful and lasting changes in organisational culture. After thoroughly investigating existing literature, collecting data through surveys and interviews, and analysing organisational case scenarios, several **definitive conclusions** can be drawn:

Firstly, HRMS functions as more than just a technological upgrade. It is a **transformational agent**—a digital architecture that not only facilitates efficiency in HR practices but also embeds and reinforces behavioural norms, communication styles, performance expectations, and power dynamics within an organisation.

Secondly, the **cultural impact of HRMS is determined by how it is implemented**, not just that it is implemented. Organisations that rolled out HRMS with strong leadership involvement, clear communication, proper employee training, and a participatory approach to design and feedback saw significantly more positive cultural outcomes. These include improved transparency, increased trust, clearer role expectations, and stronger accountability.

Thirdly, the **perception of fairness and ethical use** of data significantly influences how employees react to HRMS. Systems that appear to monitor employees without context or feedback generate resistance and suspicion. Conversely, systems perceived as supporting personal growth, development, and fairness contribute positively to organisational culture.

Finally, the research confirmed that **HRMS is not a one-size-fits-all solution**. Organisational context, such as size, sector, employee demographic, and existing culture, must be considered to ensure effective alignment. Customisation, adaptability, and responsiveness are essential for HRMS to be accepted and leveraged as a tool for cultural change.

7.2 Organisational Policy Implications

From a practical standpoint, the findings of this study hold significant implications for HR and organisational policies. These insights can serve as strategic guidance for decision-makers aiming to initiate or refine their cultural transformation through HRMS.

1. Policy Alignment with Organisational Values: HRMS design and usage must align with the broader organisational mission and values. If an organisation seeks to foster a culture of openness and collaboration, its HRMS should feature transparent feedback systems, peer recognition modules, and accessible performance dashboards.

2. Data Ethics and Privacy Policies:

A strong organisational policy framework must govern how employee data is collected, stored, shared, and used. Clear policies should be developed and communicated to employees to ensure transparency and compliance with data protection laws such as GDPR. Ethical safeguards should be embedded to prevent misuse or over-monitoring.

3. Mandatory Employee Involvement in Implementation:

Policy should require employee representation in the HRMS design and rollout process. Participatory implementation increases system relevance and reduces resistance. This aligns with democratic organisational cultures that value bottom-up feedback and inclusion.

4. Performance Management and Feedback Systems:

Policies governing performance reviews and promotions should ensure that data collected through HRMS is used constructively. Standardised performance evaluation criteria, based on both qualitative and quantitative indicators, can reduce bias and increase employee trust.

5. Continuous Learning and Training Provisions:

Organisational policies must include continuous digital upskilling programs. HRMS features should evolve in tandem with employees' capabilities. Training should be part of onboarding, with refreshers and user experience audits conducted periodically.

6. Leadership Accountability in Cultural Change:

Policy should hold top management accountable for cultural outcomes linked to HRMS. Leaders must be trained to interpret HRMS analytics ethically, communicate insights clearly, and use the data to enhance—not control—employee experiences.

7.3 Implications for Government and Industry Policy

Beyond individual organisations, the study also reveals implications for **industry regulators, government policymakers, and HR professional bodies**.

1. National HR Technology Guidelines:

Governments and HR industry bodies (e.g., SHRM, CIPD) should develop **guidelines for ethical HRMS deployment**, ensuring organisations across sectors uphold standards in privacy, accessibility, fairness, and non-discrimination.

2. Inclusion in Labour Codes:

As HRMS increasingly shape employment practices, governments should consider integrating **digital HR management standards** into national labour policies—particularly related to transparency, employee surveillance limits, and algorithmic decision-making in promotions or terminations.

3. Support for Small and Medium Enterprises (SMEs):

Public policy should include **support structures for SMEs** to access affordable, scalable HRMS solutions. This could include subsidies, digital training hubs, and template policy frameworks to assist with ethical and strategic implementation.

4. Encouraging Innovation Through Certification:

Establishing **HRMS excellence certifications** or cultural impact audits could encourage organisations to implement best practices and compete on workplace quality—not just efficiency.

5. Research and Development Incentives:

Policy incentives can support R&D in user-centered HR technology that prioritises employee well-being, diversity, and inclusion. Governments can fund collaborative initiatives between universities, HR tech firms, and public institutions.

7.4 Strategic Recommendations for Implementation

Drawing on the conclusions and policy implications, the following strategic recommendations are suggested for organisations and policymakers:

- Develop **multi-stakeholder steering committees** during HRMS implementation, involving HR, IT, legal, and employee representatives.
- Establish clear **KPIs that measure cultural transformation**, not just system performance (e.g., employee satisfaction, trust, perception of fairness).
- Treat HRMS implementation as a **cultural intervention project**, not merely a technological upgrade.
- Introduce **feedback loops** where employees can report issues, request enhancements, or suggest new features.
- Periodically **audit the HRMS's impact on inclusion, motivation, and psychological safety** to ensure ongoing alignment with cultural goals.

7.5 Concluding Remarks

This research makes it evident that HRMS is a critical instrument for shaping the cultural DNA of an organisation. However, its success is not automatic. It requires deliberate design, participative implementation, ongoing refinement, and a commitment to aligning the system with ethical, inclusive, and developmental values.

Cultural transformation is often viewed as a long and uncertain journey. This thesis argues that **HRMS offers a practical and scalable route**—provided it is backed by thoughtful policy, human-centric design, and values-driven leadership. In an era where digital transformation is reshaping work, HRMS stands not only as a system of management but as a system of meaning—one that can define how people experience their work, relate to their organisation, and contribute to its evolving identity.

References

Alvesson, M. (2013). *Understanding organizational culture* (2nd ed.). SAGE Publications.

Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.

Barney, J. B. (1986). Organizational culture: Can it be a source of sustained competitive advantage? *Academy of Management Review*, 11(3), 656–665.
<https://doi.org/10.5465/amr.1986.4306261>

Brewster, C., Chung, C., & Sparrow, P. (2016). *Globalizing human resource management* (2nd ed.). Routledge.

Brown, A. (1998). *Organizational culture* (2nd ed.). Pearson Education.

Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework* (3rd ed.). Jossey-Bass.

Cascio, W. F., & Montealegre, R. (2016). How technology is changing work and organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 349–375. <https://doi.org/10.1146/annurev-orgpsych-041015-062352>

Choudhury, S., & Mishra, S. K. (2021). Digital HRM and organizational culture: A study on the mediating effect of leadership. *Journal of Human Resource Management*, 9(3), 71–82.

Collins, J. C., & Porras, J. I. (1996). Building your company's vision. *Harvard Business Review*, 74(5), 65–77.

Denison, D. R. (1990). *Corporate culture and organizational effectiveness*. John Wiley & Sons.

Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), 22–38.

<https://doi.org/10.1111/1748-8583.12139>

Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.

Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 55(6), 1264–1294.

<https://doi.org/10.5465/amj.2011.0088> Kotter, J. P. (1996). *Leading change*. Harvard Business Press.

Laumer, S., Maier, C., Eckhardt, A., & Weitzel, T. (2016). Work routines as an object of resistance during information systems implementations: Theoretical foundation and empirical evidence. *European Journal of Information Systems*, 25(4), 317–343. <https://doi.org/10.1057/ejis.2015.5>

Marchington, M., Wilkinson, A., Donnelly, R., & Kynighou, A. (2016). *Human resource management at work* (6th ed.). CIPD Publishing.

Parry, E., & Tyson, S. (2011). Desired goals and actual outcomes of e-HRM. *Human Resource Management Journal*, 21(3), 335–354.

<https://doi.org/10.1111/j.1748-8583.2010.00149.x>

Ravasi, D., & Schultz, M. (2006). Responding to organizational identity threats: Exploring the role of organizational culture. *Academy of Management Journal*, 49(3), 433–458. <https://doi.org/10.5465/amj.2006.21794663>

Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.

Strohmeier, S. (2007). Research in e-HRM: Review and implications. *Human Resource Management Review*, 17(1), 19–37. <https://doi.org/10.1016/j.hrmr.2006.11.002>

Sull, D., Sull, C., & Zweig, B. (2022). Toxic culture is driving the great resignation. *MIT Sloan Management Review*, 63(3), 1–9.

Ulrich, D., Brockbank, W., Johnson, D., Sandholtz, K., & Younger, J. (2008). *HR competencies: Mastery at the intersection of people and business*. Society for Human Resource Management.

Wright, P. M., & Nishii, L. H. (2013). Strategic HRM and organizational behavior: Integrating multiple levels of analysis. In J. Paauwe, D. Guest, & P. Wright (Eds.), *HRM and performance: Achievements and challenges* (pp. 97–110). Wiley-Blackwell.