Organisational AI Culture: A Model at the Nexus of Human Resources, Management, and AI Technology

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Abstract: Inarguably, artificial intelligence (AI) is redefining business models and strategies, evolving organisational structures, systems, processes, and human resource management (HRM). What is less clear is how AI is impacting organisational culture and the short-, mid-, and long-term implications of this transition to a more advanced digital state of operations. Furthermore, understanding what role culture plays in influencing employee populations to harness the potential of algorithm-based tools and resources remains an under-investigated research area in business management. The research in this study explores evolving institutional dynamics between organisational culture, HRM, and broader employee populations, coexisting to achieve business objectives in the age of AI. This study takes a quantitative approach, surveying 431 business managers' perceptions of organisational culture and intention to adopt AI technologies in the workplace. A series of hypotheses is investigated, and the results contribute to the development of a conceptual model. We propose a model which centralises AI culture as a point of convergence of employees, resource management, and AI technologies to optimise strategic technological investments. Our research suggests that there is a pivotal role HRM plays in seamlessly integrating AI technologies and employees within organisations to develop AI culture. This paper extends understanding and knowledge of the evolving dynamics between AI and organisational culture within commercial organisations.

Keywords: AI, HRM, Organisational culture, AI readiness, AI attitudes, AI culture

1. Introduction

Many aspects of established and accepted institutional cultural norms are being disrupted by artificial intelligence (AI) technology implementation, causing complexity and ambiguity throughout organisational employee populations (Minbaeva, 2021; Singh and Pandey, 2024). While research is emerging on several aspects of AI, organisations, and human resource management (HRM), findings from existing studies are fragmented (Bujold *et al.,* 2023; Chowdhury *et al.,* 2024) and do not provide clear direction for business management and leadership on how best to navigate the internal complexities of this new era of digitalisation. There is evidence to suggest that underestimating the role organisation culture plays in new technology implementation can be detrimental to project investment and strategic uptake (Hoffman and Klepper, 2008; Kappos and Rivard, 2008). It is believed that this too will be the case with AI initiatives. Acknowledging the complex and broad terminology associated with AI, it is crucial to define and contextualise our application of the term AI applied to this research. For this current research, we define AI as machines performing tasks currently performed by humans (Dwivedi *et al.,* 2021); we further contextualise AI in this research as narrow AI, embedded in general-purpose technology applications and solutions.

As a result, organisational culture needs to evolve (Frangos, 2022; Rožman *et al.,* 2022) and take a more adaptive approach to both harnessing the potential of digitally advanced tools and technology while protecting and developing its human resources in the age of AI. Increasingly, research suggests this can be achieved through effective HRM (Goswami *et al.,* 2023), specifically the development of organisational AI culture (Fenwick *et al.,* 2024a, 2024b; Fountaine, 2019; Frangos and Paine Schofield, 2025). There is a research gap in understanding how managerial perceptions of AI impact and influence readiness, attitudes, and organisational culture in the workplace. This study investigates the evolving business dynamics of organisational culture by examining adoption intention, attitudes towards AI, and institutional AI readiness.

2. Background

Global markets and business environments are experiencing unprecedented change and disruption, creating both tremendous opportunities and challenges for organisations and how they manage their human resources (Harney and Collings, 2021). Traditionally, the role of human resource (HR) departments and the broader business function of HRM focused on managing all aspects of employee acquisition, talent development, organisational culture, and institutional wellbeing to achieve firm objectives and goals (Bujold *et al.,* 2023). As business models evolve, so too are structures and priorities for many HRM teams and professionals (Cappelli and Nehmed, 2024). Some of these structural changes have been motivated by financial pressure, organisational agility (McMackin and Heffernan, 2021; van de Wetering *et al.,* 2023), and technology accessibility

and applicability (Minbaeva, 2021). Regardless of organisational size, structure, or digital maturity, effectively managing human resources remains a requirement for all firms.

Extant literature suggests organisational culture, its development, role, and the impact it has on institutional wellbeing (Lopez-Martin and Topa, 2019; Belıas and Koustelıos, 2014) and business performance (Barney, 1986; Martínez-Caro *et al., 2020*) has a long and deep history. Organisational culture has many definitions; however, it can often be summarised as a firm's basic assumptions, espoused values, artefacts and symbols, which bind organisations together and motivate human behaviour (Schein, 1990). Human resource management has long been associated with the development and management of organisational culture (Pettigrew, 1979; Ulrich, 1984; Carroll *et al.,* 2010). Emerging research is investigating evolving variable relationships between HRM, organisational culture, and associated managerial implications advanced digital technologies are bringing to the workplace (Fenwick *et al.,* 2024b).

The business function of HRM has evolved significantly in recent decades, much of which can be attributed to advances in technology automation (Hendrickson, 2003; Johnson *et al.,* 2016; Kim *et al.,* 2021). Technology is transforming the previously highly administrative function (Mahoney and Deckop, 1986) into a strategic partner in many organisations (Fenwick *et al*., 2024b; Thite *et al*., 2012). Organisations are integrating AI technologies into their HRM systems and processes to create efficiencies (Budhwar *et al.,* 2022), thus enabling HR professionals to contribute to organisations at a more strategic level (Fenwick *et al.,* 2024b). It is important to note that this varies based on the size and complexity of organisational structures, legacy systems, access to AI, and implementation maturity. An extensive range of AI tools and solutions exists to meet the evolving needs of HRM, each of which includes multifaceted social and ethical considerations and implications.

As machine resources are increasingly entering the workforce, the nature of organisational culture is changing (Akyazi, 2023; Fountaine *et al.,* 2019). Research on this less tangible aspect of management is limited and fragmented; however, research suggests many human-centric AI acceptance barriers have been driven by human fear (Fountaine *et al*., 2019; Uren and Edwards, 2023), lack of technical skills (Brock and von Wangenheim, 2019), lack of AI knowledge (Alsheibani *et al*., 2019; Bérubé *et al.,* 2021), and trust (Gillespie *et al.,* 2021), all important aspects in organisational culture (Fenwick *et al.,* 2024b*)*. Research also suggests organisational readiness plays an important role in AI acceptance (Jöhnk *et al*., 2021). Developing a safe, open environment and encouraging positive attitudes towards new technology introduction across employee populations encourages AI acceptance (Farrow, 2021).

Research suggests culture is a contributing factor to AI readiness and adoption in organisations, thus influencing employee populations to accept AI technologies (Jöhnk *et al.,* 2021; Chiu *et al.,* 2021). AI culture involves organisational collaboration, innovation, and experimentation (Frangos, 2022; 2025). An AI culture requires organisations to reimagine and reframe the concept of collaboration (Jöhnk *et al*., 2021; Kiron and Candelon, 2021), breaking down silos (Fountaine *et al*., 2019), bringing human and machine resources closer together. Furthermore, AI culture creates an opportunity to build a platform for experimentation (Daugherty and Wilson, 2018) and innovation (Ransbotham *et al.,* 2021). HRM AI technology is enabling efficiencies in talent attraction, recruitment, training, career development, general process management, as well as other traditional HR responsibilities (Budhwar *et al.,* 2022; Pereira *et al.,* 2023). HRM is a well-positioned business function to influence broader employee populations to embrace AI technologies.

3. Theoretical Grounding and Hypothesis Development

Academic, industry, and practitioner research is being explored to better understand individual and organisational technology acceptance specifically solutions embedded with artificial intelligence (Maslej *et al*., 2023). This study focuses on narrow AI, as a general-use technology, utilising machine learning to achieve strategic organisational goals. Due to its size, scope, complexity (Holström, 2022), and rapid rate of evolution (Issa *et al*., 2022), AI is unlike any other technological phenomenon (Berente *et al.,* 2021; Kaplan and Haenlein, 2019). For AI to be effective in organisations, leaders must understand both human perceptions and attitudes toward these technological phenomena and the organisational evolution required to build and navigate a successful AI-driven firm.

Although artificial intelligence is fundamentally different from many antecedent digital technologies, the constitutional intention and practice of technology adoption are not. Understanding organisational behaviour and its relationship with information technology (IT) implementation and integration projects has been examined extensively throughout the past few decades (Collins *et al*., 2021; Weber *et al*., 2022). Much of the

existing research on organisational behaviour and IT implementation focuses on what resources are required to effectively incorporate new technologies into an organisation (Collins *et al*., 2021) and, to a lesser extent, what impact the new technology has on the organisation's existing resources and institutional culture. Research into organisational behaviour, specific to AI technologies, is growing (Collins *et al*., 2021) however, as the use of AI in organisations accelerates so too does the need for more research and better understanding of what drives strategic AI acceptance in the workplace (Uren and Edwards, 2023; Tjebane *et al*., 2022). This study is underpinned by Davis' technology acceptance model (TAM) (Davis, 1989) to better understand managerial perceptions of AI in the workplace. The TAM framework has been applied extensively in social science research and remains a relevant theory in investigating technology behavioural intention (O'Dea et al., 2024). It is important to understand how an organisation's intention to adopt AI influences readiness and attitudes towards AI. (Alsheibani *et al.,* 2019). This study investigates the hypothesis: *H1: Intention to adopt AI positively influences organisational AI readiness.*

While many organisations have yet to fully integrate AI into their business models, others have struggled to realise the potential of AI initiatives they've invested in. As a result, an emerging stream of academic research has started to investigate the challenges and barriers to AI adoption (Dwivedi *et al.,* 2021; Hradecky *et al.,* 2022). To capitalise on the potential of AI, more research is required to understand how AI influences employee attitudes towards AI in the workplace. This study investigates: *H2: Intention to adopt AI positively influences attitudes towards AI.*

Increasingly, organisations are developing readiness mechanisms to predict the success of IT and IS initiatives (Lokuge *et al.,* 2019). As the role of artificial intelligence in organisations continues to grow, so does the need to understand firm-level preparedness for AI adoption (Uren and Edwards, 2023). This research study positions AI readiness as a predictor variable for AI culture. Hypothesis number three explores: *H3: Organisational readiness positively influences AI culture.*

Employee attitudes play an important role in social science research to predict intention and behaviour. They are also a critical element of organisational culture. This study explores how attitudes towards AI impact organisational AI culture. The study investigates the following hypothesis: *H4: Attitudes towards AI positively influence AI culture.*

Figure 1: Hypothesised Model

4. Methodology

The data for this study was collected in May 2023 using a structured questionnaire distributed electronically to a panel of business managers. The panel was sourced from a third-party research provider. The instrument consisted of 43 questions, which included questions from pre-validated scales (Table 1). The instrument was piloted, refined based on feedback, and distributed via email to managers across the US, UK, Japan, Singapore, and India. The instrument measured 2-3 items per construct on a 5-point Likert scale (1-strongly disagree to 5-strongly agree).

Five hundred managers consented to and participated in the study by completing and submitting surveys. Responses were manually reviewed and analysed for completeness and unusual or duplicated response patterns. Incomplete and suspicious responses were removed from the data analysis, resulting in the final dataset of 431 participants (n=431).

Table 1: Instrument

5. Analysis and Findings

The analysis commenced by confirming the normality of the data. The results indicate all values for skewness fall into the acceptable range between -2 and +2 (Collier, 2020). The critical ratio is less than 8 for all values. The kurtosis values fall between the range of -10 and 10, which indicates normal distribution (Collier, 2020). The data was examined for collinearity issues. No evidence of multicollinearity issues was detected as the variance inflation factor (VIF) presented values at acceptable levels below 5 (Dormann *et al*., 2013). Analysis for sampling adequacy indicated an acceptable value of .94 (Hadi *et al*., 2016). The analysis found significance (.000) in Bartlett's test of sphericity. The reliability of the instrument was analysed by calculating Cronbach alpha scores for the constructs. The Cronbach alpha score for intention to adopt was .90, readiness was .88, attitudes was .93, and AI culture was .82. The scores for each of the constructs met the required threshold (p>.70) (Collier, 2020) to determine reliability. Based on these measures, the instrument was considered reliable and valid.

Discriminant validity was examined to determine if items were adequately aligned to the defined constructs (Fornell and Larcker, 1981). Calculated AVE values exceed the required .50 criteria to indicate convergent validity, and the values meet Fornell and Larcker's criteria for discriminant validity (Table 2).

Table 2: Discriminant Validity

Linear regression was conducted to determine if variable relationships were statistically significant. Statistical significance was confirmed with p-values less than .05 ($p<.05$) and highly significant with p-values of less than .001 ($p<.001$). Results of this analysis (Table 3) indicate highly significant ($p<.001$) relationships between each of the variables. This study investigated four hypotheses in total. Research findings in this study demonstrated affirmative, statistically significant support of hypothesis 1: *Intention to adopt AI positively influences organisational AI readiness* ($R^2=.62$, $F(1,429) = 685$, $p<.001$); hypothesis 2: *Intention to adopt AI positively influences attitudes towards AI* ($R^2=.55$, $F(1, 429) = 806.34$, $p<.001$). Findings include support of hypothesis 3: *Organisational readiness positively influences AI culture* ($R^2=.62$, $F(1, 429) = 712.69$, $p<.001$); and hypothesis 4: *Attitudes towards AI positively influence AI culture* ($R^2=.51$, $F(1, 429) = 438.99$, $p<.001$). Pearson correlation analysis was explored to better understand the strength and direction of the variable relationships (Table 4). The analysis found positive statistically significant relationships between each of the variables examined in this study.

Table 3: Regression Analysis

Table 4: Correlation Analysis

6. Discussion

The study findings support the stated hypotheses regarding the roles intention to adopt AI, organisational readiness, and managerial attitudes play in influencing firmwide culture. The regression analysis indicates robust, statistically significant relationships between the constructs with variance levels between .61 to .65. Furthermore, the analysis reveals highly correlated and positive variable relationships between each of the constructs. Culture is central to this research, where all human and machine resources converge; however, it is also important to note the intertwining relationships and activities between each of the variables as they each actively contribute to developing and managing AI culture. Figure 2 highlights the dynamic and evolutionary relationships between organisational human resource management, employee populations, and AI technologies. AI culture requires resource management and employee acceptance of AI technologies. Furthermore, it is important to note that the relationships in this model are dynamic and will continue to evolve as organisational structures and systems continue to regenerate.

Figure 2: AI Culture

Contributions, Limitations, and Future Research

This study extends established technology adoption theory and applies it to artificial intelligence technologies in commercial organisational settings. This study finds empirical support of AI impact through exploring managerial perceptions of readiness, attitudes, and behavioural intention to adopt new technology. Secondly, this research adds to an emerging body of literature on organisational technology readiness in the context of AI. The findings add empirical support to existing research, contending that organisational technology readiness is integral to developing an AI culture. Thirdly, this research enriches discourse on the developing area of managing organisational culture in the age of advanced digital technology.

AI is rapidly becoming an imperative part of contemporary business models. For most organisations, advanced technologies embedded with AI are impacting institutional culture, changing how employees work, feel, and perform in their roles. Better understanding organisational readiness, managerial perceptions, and attitudes towards AI can be instrumental in evolving institutional culture towards one which aligns human and machine resources. Developing AI culture nurtures human resources while optimising machine resource investments. The business function of human resource management is uniquely positioned to influence both employee populations and AI technology implementation and acceptance, thus motivating the development of AI culture.

Consistent with all academic research, this study has limitations which provide opportunities for future research and investigation. This study was limited to investigating managerial perceptions across developed economies in terms of AI implementation and adoption. There may be value in conducting further research across more geographies, including less-developed economies, to determine if the stage of AI access, development, and implementation maturity influences organisational culture. This study was limited to quantitative analysis and interpretation.

7. Conclusion

Artificial intelligence's true impact on business is yet to be determined; however, evidence suggests its impact can be profound. AI is not only changing how employees work, but it is also changing how they feel about their work. For better or worse, AI has become an inevitable necessity for many organisations and employees may soon no longer have the option as to whether to accept it or not. Our research proposes that there is a pivotal role HRM plays in seamlessly integrating AI technologies and employees within organisations to develop AI culture. The convergence of HRM, employee populations, and AI technologies promises a powerful space for internal alignment and innovation in the age of advanced digital technology. AI culture develops human and machine resource alignment to leverage technical and human intelligence to drive organisational outcomes.

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AI declaration: No AI tools or systems were used in writing this paper.

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