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ASSESSING THE IMPACT OF ORGANISATIONAL CULTURE ON DIGITAL TRANSFORMATION IN THE SRI LANKAN FACILITIES MANAGEMENT INDUSTRY

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ABSTRACT

Amid rapid global technological advancements, the Facilities Management (FM) profession has undergone a significant transformation. Digitisation has emerged as a key driver in improving the efficiency, organization, and sustainability of physical infrastructure. Practitioners often perceive digital transformation beyond mere technological adoption, emphasizing the need for organizational change and strategic alignment to fully realize its benefits. This paper aims to analyse the impact of organisational culture on the digitalisation of FM functions in the Sri Lankan FM industry. To achieve the objective, this study employed a quantitative methodology using a survey approach. Data were collected through a questionnaire administered to a sample of 51 respondents[3] from the FM industry. Eight hypotheses were tested using a t-test to examine the impact of cultural dimensions on the digitalisation in FM functions. The findings indicate that organisational culture has a significant impact on the digitalisation of the FM functions. Specifically, factors such as, hierarchical structure, leadership support and advocacy, risk acceptance, cross-department collaboration, employee empowerment, learning and skill development, flexibility and the influence of subcultures were found to positively affect the digitalisation. Conversely, change management practices were not found to have a significant impact. This study makes a novel contribution by addressing an important gap in the existing literature, specifically, underexplored intersection of organizational culture and digitalization within the FM sector, an area that has received limited scholarly attention despite its growing relevance in the digital era.

Keywords: *Digitalisation; Facilities Management; Hypothesis Testing; Organisational Culture; T-Test.*

1. INTRODUCTION

The rapid evolution of digital technologies has significantly transformed the competitive dynamics of industries. While new technologies are driving digitalisation even in sectors traditionally dependent on physical value proposition, they also create new opportunities for businesses' growth (Hartl & Hess, 2017). Digital transformation has made a significant change in how firms operate and interact with their customers, partners, and

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staff, and it entails using digital technologies to develop new business models, increase efficiency, improve consumer experience, and gain a competitive advantage (Karawya, 2024). The introduction of digitalization has resulted in a significant shift in organizational culture, which includes the collective values, beliefs, attitudes, and rituals that determine a company's identity (Deep, 2023). In today's rapidly evolving market, it is critical for businesses to recognise how organisational culture influences the shift toward digitalisation (Deep, 2023). Digital transformation initiatives are prevalent throughout industries yet often experience failure due to inert organizational cultures preventing changes (Hartl & Hess, 2017). A comprehensive strategy that considers factors like flexibility, change management techniques, ongoing evaluation, knowledge acquisition, interdepartmental cooperation, and organisational culture is necessary for effective digital transformation (Deep, 2023; Karawya, 2024). However, the impact of organisational culture on digitalisation has not received sufficient attention in existing literature, in the facilities management industry (Bozkus, 2024; Karawya, 2024; Pradana et al., 2022). Given the limited research specifically addressing the intersection of digitalization and organizational culture in the facilities management sector, this study aims to address this gap by exploring how organisational culture influences the success of digital initiatives. The paper begins with an introduction to the study, followed by a literature review on digitalisation in the FM industry, organisational culture and the impact of organisational culture on digitalisation. It then outlines the research methodology, with the final section presenting the study's conclusion.

2. LITERATURE REVIEW

2.1 DIGITAL TRANSFORMATION IN FACILITIES MANAGEMENT

Digital transformation in FM is an inherent driver in the development of contemporary infrastructural practice. With unprecedented technological advancement occurring in the global context, the profession of FM has also witnessed a radical transformation with the inclusion of digitisation as a key driver for enhancing the organization and sustainability of physical infrastructures (Rane, 2023). The complex field of FM, a profession with numerous dimensions, is situated at the intersection of this paradigm. It is responsible for the flawless operation and optimisation of heterogeneous built environments. FM encompasses a collection of technological interfaces, operational management, and strategic methods that are designed to optimise, maintain, and manage the performance of the physical environment (Lindkvist et al., 2019). In this scenario, the integration of digital technologies emerges as a revolutionary force, redefining established strategies and unleashing unique opportunities for improved efficiency, sustainability, and innovation (Yaqot & Al-Ramadan, 2024).

Key technologies driving this transformation include Building Information Modelling (BIM), the Internet of Things (IoT), Artificial Intelligence (AI), and Digital Twins (DT), which facilitate real-time data integration and predictive maintenance (Hakimi et al., 2024; Schmitter et al., 2024). According to Opoku & Lee (2022), these technologies enable FM professionals to optimise energy usage, reduce operational costs, enhance occupant comfort, and ensure compliance with safety and sustainability standards. Despite these advantages, the digital transformation of FM poses several challenges. These include a shortage of skilled personnel, high initial investment costs, data privacy concerns, and resistance to change within traditional FM structures (Vimak et al., 2023).

For successful digital adoption, organizations must invest in skill development of the workers, change management strategies, and robust digital infrastructure.

2.2 KEY DIMENSIONS OF AN ORGANISATIONAL CULTURE

Organisational culture is a critical component of operation that influences the efficiency and efficacy of the organisation (Sap, 2021). Organizational culture refers to the shared values, beliefs, norms, and practices that influence the behaviour of individuals within an organisation. It is defined as the set of shared values that a group holds, which shapes how it understands, proposes, and responds to its surroundings (Tadesse & Debela, 2024). Culture of an organisation can be identified through its symbols, rituals, language, and artifacts unique to an organization. According to Cameron & Quinn (2006), there exists four primary types of organizational culture: clan (team-oriented culture), adhocracy (innovative culture where accepts risk), market (competitive and results oriented), and hierarchy (structured and controlled). A strong organizational culture aligns employee behaviours with strategic goals, enhancing performance and productivity (Tadesse & Debela, 2024), while also fostering employee engagement, satisfaction, and retention (Denison & Mishra, 1995).

The culture within organisations is the primary focus of organisational culture dimensions (Tadesse & Debela, 2024). Organisational culture is assessed by researchers using a variety of dimensions. Organisational culture was assessed in certain studies using workplace interactions, norms, and beliefs. Yip et al., (2020) asserted that the fundamental principles of an organisation can be perceived as internal norms and beliefs that influence behaviour. Values and norms are associated with group beliefs and customs regarding the significance of specific behaviours, work methods, and/or how to respond to change, as per Ouellette et al. (2020). Organisational value encompasses innovation, outcome orientation, collaboration, and attention to detail, as stated by Baird et al. (2018). Additionally, Binder (2016) emphasises the importance of environmental sustainability, community service, and innovation in the ethos of non-profit organisations. Furthermore, Belay et al. (2023) investigated cultural dimensions, including innovativeness, adaptability, collaboration, and ethical orientation. Table 1 demonstrates the key cultural dimensions cited by different scholars in their studies.

Table 1: Key cultural dimensions

Dimension	Description	Reference
Norms and beliefs	Group beliefs and customs regarding the significance of specific behaviours	(Yip et al., 2020)
Innovation	Acceptance of innovative ideas and support towards innovations.	(Baird et al., 2018; Binder, 2016; Ouellette et al., 2020)
Responses to change	How openly and quickly an organization and its members adapt to and support organizational transformation efforts	(Alshammari et al., 2024; Azeem et al., 2021; Ouellette et al., 2020)
Cross-Collaboration	Extent to which different departments and teams work cohesively to achieve shared goals	(Baird et al., 2018; Horvey & Moloi, 2024; McNett, 2015; Ouellette et al., 2020)

Dimension	Description	Reference
Adaptability	Organization's ability to respond to internal and external environmental changes through innovation.	(Belay et al., 2023)
Risk acceptance	The degree to which an organization encourages risk-taking and experimentation without fear of failure.	(Bosire & Kinyua, 2022; Fedotova et al., 2024; Horvey & Moloi, 2024)
Hierarchical structure	Clarity and rigidity of authority levels and decision-making processes	(Bencsik, 2024; Bosire & Kinyua, 2022; Fedotova et al., 2024; McNett, 2015)
Learning and skill development	Organization invests in employee education, upskilling, and continuous learning.	(Bencsik, 2024; Rostain, 2021; Suifan, 2021)
Employee empowerment	Autonomy and decision-making power are delegated to employees at various levels.	(Alshammari et al., 2024; Azeem et al., 2021; Bencsik, 2024; Bosire & Kinyua, 2022)
Flexibility	Organization's openness to change in roles, procedures, and strategies.	(Belay et al., 2023; Rostain, 2021)
Leadership support	Leaders actively foster a supportive environment.	(Moreno-Monsalve et al., 2021; Suifan, 2021)

2.3 ORGANIZATIONAL CULTURE AND DIGITAL TRANSFORMATION IN FACILITIES MANAGEMENT

Organizational culture plays a critical role in either enabling or obstructing digital transformation in FM, a field that increasingly relies on smart technologies, data analytics, and automation to enhance efficiency, sustainability, and user experience. Practitioners often perceive digital transformation beyond mere technological adoption, emphasizing the need for organizational change and strategic alignment to fully realize its benefits (Moreno-Monsalve et al., 2021). Organizational culture that comprises a cultural environment of flexibility, ongoing learning, and openness for change allows the incorporation of digital technologies (Alshammari et al., 2024; Fahmi, 2024). Organizational culture is then a success or failure determinant of digitalization as it affects the attitudes, communication, and executions of technological change among employees. An innovative, learning, flexible, and communicative culture provides an environment in which digital transformation is embraced rather than opposed (Fahmi, 2024). In such cultures, workers will be more willing to experiment with new tools, adapt to evolving digital workflows, and collaborate across departments behaviors that are essential to integrating technologies like artificial intelligence, cloud computing, and automation into the core business processes (Hakimi et al., 2024; Vimak et al., 2023). Conversely, rigid, risk-averse, or hierarchical organizations may be plagued by resistance to change, slow uptake, and inability to realize the complete potential of digital tools due to fear, unfamiliarity, or lack of leadership support (Hakimi et al., 2024).

Furthermore, cultural factors including employee empowerment, leadership endorsement, and interdepartmental collaboration significantly influence the rapidity and efficacy with which digital initiatives are implemented (Horvey & Moloi, 2024). When

organizational leaders actively support digital initiatives and designate resources for both training and infrastructure, this behaviour conveys a strong commitment and mitigates uncertainty among personnel (Bencsik, 2024). Further to the author, a culture that emphasizes learning, prioritizing the advancement of skills and innovation, guarantees that employees maintain adaptability and proficiency in response to digital disruptions. Ultimately, digitalization is not just a technical shift but a cultural one its success depends largely on whether the organization's culture aligns with the principles of agility, experimentation, and forward-thinking.

In the Sri Lankan FM industry, organisations exhibit a rigid and resistant culture towards technological adaptation, as revealed by Peiris et al. (2024). According to them, Sri Lankan FM organisations are characterised by several cultural deficiencies, including lack of strategic level involvement, delayed adoption of technology, insufficient knowledge and experience and a lack of skills in implementing technological solutions. As an example of a proactive and innovative culture, FM practitioners in developed regions such as Hong Kong emphasize leadership and technology competencies (Peiris et al., 2024). Sri Lankan FM organisations, by contrast, often operate within hierarchical structures and place greater emphasis on routine service activities and cost control (Rajini & Kaluarachchi, 2019). According to Weerasinghe and Sandanayaka (2013b, 2013a), traditional and relationship-based management styles are often reinforced in Sri Lankan FM integration practices, largely due to organisational factors such as ownership type and closeness of client relationships. FM service consistency is further affected by cultural factors such as poor communication, limited decision-making autonomy, and significant employee turnover (Herath et al., 2019). These characteristics indicate a culture that struggles to adjust to rapid technological changes, highlighting the critical importance of studying digitalisation within the industry. Compared to Sri Lankan FM, the construction and hospitality industries exhibit a higher level of digital maturity, largely due to their more supportive organisational cultures. Driven by innovation-oriented leadership and collaborative work environments, construction firms often adopt technologies such as BIM (Chathuranga et al., 2025). Similarly, the hospitality industry is characterised by customer-centric and adaptive cultures, reflected in its adoption of digital tools such as AI and IoT (Muwandeniya & Eranda, 2022). On the other hand, Sri Lankan FM organisations remain constrained by their lack of digital readiness, limited strategic involvement, and rigid hierarchical structures (Peiris et al., 2024). Insights of these sectors clearly indicate that the FM industry in Sri Lanka must undergo significant cultural transformations to enable successful digitalisation.

3. METHODOLOGY

Aiming to analyse the impact of organisational culture on the digitalisation of the FM functions in the Sri Lankan FM industry, this study adopts a quantitative methodology using a survey-based approach. Using a convenience sampling method, a sample of 51 professionals from the FM industry was selected based on their accessibility and availability to the researcher. The target group comprised individuals/professionals directly involved in or affected by digital transformation within the FM sector, particularly those with relevant insights into organizational culture and change. A questionnaire survey was developed and administered based on insights from existing literature. It comprised two sections: demographic information of the participants and the impact of cultural dimensions on digitalisation. The organisational culture of the

respondents was assessed based on their flexibility in adopting new initiatives and their acceptance of innovations, reflecting their level of digital maturity. Likert style rating questions, using a five-point scale, were used to elicit respondents' opinions of the impact of each nominated variable. The scale intervals are interpreted as follows:

1 = Strongly Disagree
2 = Disagree
3 = Neither Agree nor Disagree
4 = Agree
5 = Strongly Agree

Based on the collected data, hypothesis was developed to assess the study's objective, and hypothesis testing was subsequently conducted. For the data analysis, SPSS v.23 software was used.

3.1 HYPOTHESIS OF THE STUDY

Drawing from the literature, the effects of organisational culture on digitalisation was assessed using 8 hypotheses formulated based on identified cultural dimensions. Although 11 dimensions were initially identified, only 8 hypotheses were developed by consolidating those dimensions that shared similar definitions and suitability to the FM industry. They are:

Hypothesis 1

$H0_1$: The organization's existing hierarchical culture does not significantly influence the adoption of digital technologies.

H1: The organization's existing hierarchical culture significantly influences the adoption of digital technologies.

Hypothesis 2

$H0_2$: The organization's leadership support and advocacy do not play a significant role in facilitating the adoption of digital technologies.

H2: The organization's leadership support and advocacy play a significant role in facilitating the adoption of digital technologies.

Hypothesis 3

$H0_3$: The organization's history of change management does not play a crucial role in the adoption of digital technologies.

H3: The organization's history of change management plays a crucial role in the adoption of digital technologies.

Hypothesis 4

$H0_4$: The organization's cross-department collaboration does not greatly influence the adoption of digital technologies.

H4: The organization's cross-department collaboration greatly influences the adoption of digital technologies.

Hypothesis 5

$H0_5$: The organization's willingness to accept risk does not significantly influence the adoption of digital technologies.

H5: The organization's willingness to accept risk significantly influences the adoption of digital technologies.

Hypothesis 6

$H0_6$: The organization's culture of continuous learning and skills development does not significantly influence the adoption of digital technologies.

H6: The organization's culture of continuous learning and skills development significantly influences the adoption of digital technologies.

Hypothesis 7

$H0_7$: The organization's approach to employee empowerment does not play a significant role in the adoption of digital technologies.

H7: The organization's approach to employee empowerment plays a significant role in the adoption of digital technologies.

Hypothesis 8

$H0_8$: The organization's flexible and adaptive subculture does not greatly impact the adoption of digital technologies.

H8: The organization's flexible and adaptive subculture greatly impact the adoption of digital technologies

3.2 T-TEST

According to Norman (2010), t-tests can be used with Likert scale data irrespective of the normality of the distribution. Since the data are in a Likert scale format, the study adopts one sample t-test with 95% confidence interval to test the hypothesis. A one-sample t-test was applied to statistically assess whether respondents' views substantially deviated from a reference point. This test is suitable for assessing whether a sample mean diverges from a specified theoretical value (Field, 2018), especially in research using perception-based survey data (De Winter & Dodou, 2010). Since the aim was not to compare between groups but to test if the mean level of agreement for each hypothesis was significantly above the reference point, the one-sample t-test provided a suitable inferential tool.

To select a t-test for hypothesis testing, two main requirements need to be fulfilled as per Kim & Park (2019).

The data should preferably conform to a normal distribution since the t-test presumes that the sample means follow a normal distribution.

An appropriate sample size is necessary. While larger sample sizes can help mitigate issues with normality due to the central limit theorem, smaller samples require careful consideration of normality. However, Kwak & Kim (2017) mentioned that if the sample size is closer to 30, the studentized sampling distribution approximates the standard normal distribution.

The t-test equation can be seen in Equation 1.

$$t = \frac{m - \mu}{\sigma/\sqrt{n}} \qquad Equation\ (1)$$

t = *Student's t-test*
m = *mean*
μ = *theoretical value*
σ = *standard deviation*
n = *variable set size*

Decision rule: Reject or accept the hypothesis. If Sig. value < 0.05, then H1 is accepted, and H0 is rejected.

4. RESULTS AND ANALYSIS

The study was conducted with 51 professionals in the Facilities Management industry to examine the impact of various cultural dimensions within organisations on the digital transformation of the FM industry. As shown in Table 2, the majority of the participants (54.9%) are from FM service-providing organisations, while 60.78% of the participants are from organisations with a moderately innovative and adaptable culture. Notably, no participants represented organisations with highly rigid and traditional cultures, and only a small portion (3.92%) were from organisations with moderately rigid and traditional cultural environments.

Table 2: Demographic data of the participants

Demographic	Overall frequency	Percentage
Experience in the FM field		
11-15 Years	4	7.84
6-10 Years	13	25.49
2-5 Years	22	43.14
Less than 2 Years	12	23.53
FM organisation type		
Consultant	5	9.80
FM service provider	28	54.90
In-house FM department	13	25.50
Technology vendor/provider for FM	5	9.80
Organisational culture (Based on Digital Maturity)		
Highly innovative and adaptable	10	19.61
Moderately innovative and adaptable	31	60.78
Neutral	8	15.69
Moderately rigid and traditional	2	3.92
Highly rigid and traditional	0	0

4.1 HYPOTHESIS TESTING

A one-sample t-test analysis was conducted with t-test value of 3.5 and 95% confidence interval to evaluate the acceptance or rejection of the developed hypothesis. The t-test value 3.5 was chosen based on the rationale that it appropriately aligns with the ordinal

nature of the scale used in the study, making it suitable for identifying meaningful differences from a neutral midpoint (Kang et al., 2005; Vieira, 2016). While 3.0 is the mathematical median of a five-point Likert scale, it signifies a purely neutral response. This study used a test value of 3.5 to represent an appropriate midpoint that differentiates neutrality from moderate agreement. This threshold enables the study to identify those who favour a positive view, as opposed to those who remain merely indifferent. Employing 3.5 as the reference point aligns with prior studies (Chyung et al., 2017; Zumrawi & Macfadyen, 2023) indicating that values slightly beyond the numerical midpoint provide a more significant distinction in the interpretation of ordinal Likert-type data.

Table 4: One sample t-test

	Test value= 3.5				
Hypothesis	**T**	**df**	**Sig. (2-tailed)**	**Mean Difference**	**Result of the test**
H1	3.749	103	.000	.308	H01 Rejected
H2	8.361	103	.000	.558	H02 Rejected
H3	1.164	103	.247	.087	H03 Accepted
H4	9.282	103	.000	.577	H04 Rejected
H5	-3.498	103	.001	-.260	H05 Rejected
H6	3.117	103	.002	.212	H06 Rejected
H7	2.218	103	.029	.154	H07 Rejected
H8	9.282	103	.000	.577	H08 Rejected

Confidence interval percentage 95%
α=0.05

Table 4 presents the results of the one-sample t-test, indicating the acceptance and rejection of the null hypothesis based on the test statistics. At the 95% confidence level, a p-value less than or equal to 0.05 indicates the rejection of the null hypothesis, leading to the conclusion that certain dimensions of organizational culture significantly impact the digital transformation of FM functions. The analysis shows that seven out of eight hypotheses led to the rejection of the null hypothesis, suggesting that these specific cultural dimensions significantly influence the digitalisation of FM functions within organisations.

- Pre-existing culture (H1)
- Leadership support and advocacy (H2)
- Cross-departmental collaboration (H4)
- Willingness to take risks (H5)
- Continuous learning and skills development (H6)
- Employee empowerment (H7)
- Flexible and adaptive subcultures (H8)

In contrast, the results indicate that the history of change management (Hypothesis 3) does not have a statistically significant effect on the digitalisation of FM functions within organisations, as the null hypothesis ($H0_3$) for this dimension was not rejected. This suggests that, within the context of this study, the history of change management as a

dimension of organizational culture may not play a significant role in driving digital transformation in the FM industry.

4.2 DISCUSSION

Organisational culture plays a key role in digitalisation by fostering openness to change and building trust, which supports digital transformation processes. The core values and beliefs that constitute various dimensions of organisational culture shape how an organisation adapts to and embraces digital change. The Sri Lankan FM industry is characterised by rigidity, resistance to technological adoption, limited strategic involvement, and low digital readiness. These issues are compounded by traditional, hierarchical structures and relationship-based management styles, which hinder adaptability and innovation (Weerasinghe & Sandanayake, 2013b, 2013a). In contrast, FM sectors in developed regions like Hong Kong prioritise leadership and technological competencies, enabling faster digital progress (Peiris et al., 2024). Similarly, the construction and hospitality industries in Sri Lanka demonstrate higher digital maturity due to more supportive, innovation-oriented cultures (Chathuranga et al., 2025; Muwandeniya & Eranda, 2022). These comparisons highlight the urgent need for cultural transformation within the Sri Lankan FM to enable effective digitalisation. Thus, this study employed a range of organisational culture dimensions to analyse their impact on the digitalisation of the functions within the FM industry.

According to the analysis, H1 (hierarchical culture) was supported based on a t-value of 3.749 at a 95% confidence interval, indicating that organisational hierarchical culture has a significant positive impact on the digitisation of its functions. This finding aligns with the conclusions of Bencsik (2024), an organisation's existing hierarchical culture, leadership role and support, continuous learning and employee empowerment all have a significant impact on the digitalisation of the organisation. Confirming the findings of Bencsik, 2024 and Moreno-Monsalve et al. (2021), H2 indicated that leadership and its supporting role have a significant impact on the digitalization of FM functions within the FM industry. Further, in comparison to Bencsik's study, this research presents a similar perspective on the roles of continuous learning and employee empowerment. H6 and H7 were evaluated with t-values of 3.117 and 2.218, respectively, at a 95% confidence level. This suggests that continuous learning and employee empowerment have a statistically significant effect on the digitalisation of FM functions. However, Alshammari et al., (2024) found that employee empowerment does not significantly impact the success of digital transformation projects, contrary to the findings of the current study, where t-test results of Hypothesis 7 led to the rejection of the Null hypothesis ($H0_7$), indicating a significant effect of employee empowerment on the digitalisation of FM functions. According to the findings of the study, hypothesis 3 demonstrates a p-value (0.247) which is greater than 0.05, accepting the null hypothesis ($H0_3$), suggesting that the organisational history of change management does not have a significant impact on digitalisation. Alshammari et al. (2024) revealed that dimensions such as support of change do not significantly impact the success of digital transformation projects, confirming the results of this study, as the t-test accepts the H0 in hypothesis 3.

Hypothesis 4 yielded t-values of 9.282 (accepting H4), indicating that an organisation's cross-departmental collaboration has a significant effect on the digitalisation of the FM functions. These findings are broadly consistent with the research by Horvey & Moloi (2024), which emphasised that effective digital transformation necessitates cross-

collaboration to manage digital implementation effectively. According to Elena & Johnson (2015) organisations that accept risk and failures have a significant adoption rate of digital tools for their operations. Confirming to that Zhao et al. (2024) explained that openness towards calculated risks, where reacting fast and adapting to challenges in the rapidly changing environment, supported adopting new technologies in the organisation. H5 supported this by rejecting the null hypothesis (H05) and confirming that willingness to take risks significantly influences the adoption of digital technologies. Lastly, Fahmi, (2024) stated that the successful implementation of digital technologies is driven by flexibility and innovativeness, which support more agile responses to market changes and facilitate faster decision-making. In line with this assertion, the results of hypothesis 8 rejected the null hypothesis, confirming that the innovativeness and flexibility of an organisation's culture have a significant impact on the digitalisation of FM functions.

With seven out of eight hypotheses (87.5%) rejecting the null and supporting the alternative hypotheses, the study provides strong evidence that organisational culture significantly influences the digitalisation of FM functions. This study offers a novel, context-specific practical directive regarding the identification of specific organisational cultural dimensions that should be prioritised when integrating digital tools into FM functions. The results, which concentrate on the Sri Lankan FM industry, indicate that successful digitalisation is considerably influenced by dimensions such as leadership support, employee empowerment, cross-departmental collaboration, and organisational flexibility. Conversely, variables such as an organization's history of change management fail to demonstrate substantial influence. These insights assist FM managers and policymakers in culturally constrained environments in identifying the most effective cultural levers to drive digital transformation.

5. CONCLUSION

This study aimed to explore the extent to which organizational culture influences the success of digitalization initiatives within the FM sector. As FM increasingly integrates digital technologies to enhance efficiency, service quality, and sustainability, the role of culture emerges as a critical factor that can either enable or hinder this transformation. To achieve the objective, eight hypotheses were developed based on relevant cultural dimensions. The study employed t-tests to empirically analyse these hypotheses, focusing on key cultural variables affecting the effectiveness of digital transformation efforts. Data were collected from practitioners within the FM industry.

The results revealed that, based on the significance values, the null hypothesis (H0) was rejected for seven of the eight hypotheses, while one hypothesis failed to reject the null hypothesis. In conclusion, the study demonstrates that organisational culture has a significant impact on the digitalisation of FM functions. In particular, factors such as hierarchical structure of the organisation, leadership support and advocacy, risk acceptance, cross-department collaboration, employee empowerment, learning and skill development, as well as the flexibility and adaptability of subcultures, play a key role in enabling digital transformation. These findings underscore the importance of fostering a culture that supports these key dimensions to successfully drive digital transformation within the FM industry.

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