



Implementation of HR Systems in a Remote Work Environment

Case Study: Strategies and Tools for Implementing HR Systems in a Remote Work Environment at The Mobius Agency

Bachelor's Thesis
International Business
Spring, 2025
Simona Macejková

DP International Business
Author Simona Macejková Year 2025
Subject Implementation of HR Systems in Remote Work Environment - Case Study: Strategies and
Tools for Implementing HR Systems in a Remote Work Environment at The Mobius Agency
Supervisors Annaleena Kolehmainen

This thesis investigates the implementation of Human Resource systems within remote work arrangements, using The Mobius Agency as a case study. As a mostly remote based company with a geographically dispersed team, TMA currently operates using fragmented and manual HR processes, resulting in inefficiency, reduced transparency, and inconsistent employee experiences.

To guide the research, this study starts with a theoretical framework of the evolving fields of remote work and Human Resource Management. It examines how technology-enabled remote work and flexible arrangements have changed traditional HRM activities, and its requirements new approaches to recruitment, performance management, employee engagement, and well-being. This framework provides the basis for the investigation into how HR systems can be implemented the best to meet organizational objectives as well as employee requirements within remote work arrangements.

Data was collected through an online survey of employees from a variety of roles and levels of tenure within the organisation. The findings demonstrate keen demand for the introduction of a centralised digital HR platform—particularly for time tracking, leave management, and internal communication. While most respondents lacked prior experience with HR systems, they showed high digital confidence and eagerness to adopt new tools, provided that effective onboarding, training, and user-centred design were followed.

The study recommends a phased implementation strategy, supported by internal champions, comprehensive training guides, and transparent communication to enable smooth adaption. The study concludes that virtual organisations like TMA can successfully introduce HR systems by aligning technology with employee needs and fostering inclusive change management.

Table of Contents

1	Introduction	1
1.1	Background of the Study	2
1.2	Commissioning Company	4
1.3	Research Question and Objectives	5
2	Theoretical Framework	6
2.1	Literature Review	6
2.2	Definition of Human Resource Management.....	7
2.3	Human Resource Management in Remote Environment	9
2.3.1	Key HR Functions in Remote Teams	10
2.3.2	Challenges	11
2.4	HR Strategies and Remote Team Tools.....	13
2.5	Remote Team Critical HR Tools	15
2.6	HR Tool Implementation Challenges and Best Practices	15
2.7	Digitalization of HR Functions.....	16
3	Methodology	20
4	Results	20
4.1	Survey Analysis	21
5	Recommendations	37
6	Conclusion	39
6.1	Answer to the Research Question	40
6.2	Limitations of the Research	41
6.3	Future Research Suggestions	42
	References.....	44

Figures

Figure 1. Roles of Participants at TMA (Macejková, 2025).....	23
Figure 2. Length of Service at TMA (Macejková, 2025).....	23
Figure 3. Work Setup (Macejková, 2025)	25
Figure 4. Time Tracking Practices (Macejková, 2025).....	25
Figure 5. Perception of HR Efficiency (Macejková, 2025)	27
Figure 6. HR Challenges (Macejková, 2025).....	27
Figure 7. Frequency of Feedback (Macejková, 2025)	29

Figure 8. Most Desired HR Features (Macejková, 2025).....	30
Figure 9. Leave Request Preferences (Macejková, 2025).....	32
Figure 10. Usefulness of an Integrated HR System (Macejková, 2025).....	32
Figure 11. Centralized HR Platform Importance (Macejková, 2025)	34
Figure 12. Previous Experience with HR Software (Macejková, 2025)	35
Figure 13. Helpful Features in Previous Systems (Macejková, 2025)	35
Figure 14. Digital Comfort Level (Macejková, 2025).....	37
Figure 15. Concerns about Transitioning (Macejková, 2025)	37

Appendices

Appendix 1. Survey Questions

Appendix 2. Data Management Plan

1 Introduction

There has been a significant amount of change in human resource management (HRM) over the past three decades, from the focus on individual practices to an integrated systems approach to human resources. Human resource systems were conceptualized as bundles of practices that are internally consistent and synergistic, strategically aligned with the company's goals and objectives, and optimized for employee performance. (Boon et al., 2019)

Work has rapidly changed over the past few years due to rapid technological advancement and the global shift toward remote work. The COVID-19 virus further accelerated this trend, changing the way organizations traditionally function and, by extension, how they manage their human resources. At the forefront of this shift is the need for effective HR systems that optimize administrative workflows while addressing the unique challenges of remote work environments, such as employee engagement, collaboration across time zones, and compliance with diverse labour laws. (Azizi et al., 2022)

Managing employees, assessing their performance, and team building is highly difficult in remote work environments due to a lack of face-to-face interaction. Organizations increasingly recognize that the foundation of smooth operations, great employee experiences, and effective strategic decision-making lies with the human resource system. (Chychun et al, 2023) Unfortunately, even with ever-growing adoption, very little research covers best strategies and tools for implementing HR systems in fully remote organizations with multinational, diverse teams. This gap underlines the need for further exploration and actionable insights into HR system implementations in these settings.

This study examines The Mobius Agency, a fast-moving marketing and branding agency that specializes in purpose-driven strategies, as a case study. The Mobius Agency operates with a mix of hybrid and fully remote teams comprising approximately 15 employees distributed across various countries and time zones. While the company employs a hybrid work model, this research focuses exclusively on the fully remote aspect of the organization. With no formal HR system in place, the agency faces specific challenges in preserving cultural diversity, maintaining uniform employee experiences, and ensuring productivity.

By focusing on the implementation of HR systems in a remote work environment within The Mobius Agency, this research aims to contribute to a greater understanding of best human resource practices in an increasingly digital and globalized workplace. The expected results will yield actionable recommendations for businesses facing similar challenges and will connect theoretical frameworks to practical applications.

1.1 Background of the Study

The concept of remote work has evolved much in the last few decades through technology advancements and changes in employee expectations. While initially considered an alternative work arrangement, nowadays, it is very popular among business organizations with its advantages for the employee as well as the organizations. (Gajendran & Harrison, 2007)

The transition to remote work has been facilitated largely by the rapid development of digital communication technology, cloud computing, and advanced information technology. Such technologies have helped organizations to decentralize and permit workers to telecommute from different locations. Remote working is a setting where employees perform their duties away from the traditional office environment, using virtual methods to connect and collaborate with fellow workers and customers. (Gajendran & Harrison, 2007), In a study conducted by Global Workplace Analytics, it is noted that over two-thirds of employer's report increased productivity in remote employees. Businesses that incorporate remote work into their models have seen cost savings regarding office space, utility bills, and employee travel. These cost savings, along with boosts to worker job satisfaction and worker retention, have helped fuel increased usage of remote work arrangements. (Marivic, 2019)

There are many advantages for employees and employers that remote work provides. The greatest advantage is probably increased flexibility, as workers can set their own work schedules, and therefore have more say in their working hours. This is especially helpful for those who have other commitments in their private lives, e.g., children or studying. (Gajendran & Harrison, 2007) Another big advantage is improved work-life balance. The adaptability of remote work or other places of convenience reduces commuting stress and rigid office hours. Workers can have a better balance between work and personal lives, leading to improved job satisfaction and overall well-being. (Busch et al., 2011)

Remote work has also been linked to increased productivity and efficiency. Without the interruptions of an office setting, remote workers can focus better on their tasks. Stanford University carried out a study with CTrip, a Chinese travel agency, and found that remote workers experienced a 13% increase in productivity compared to their in-office colleagues. Reduced cost is also an advantage because companies that adopt remote work can reduce operational expenses in the form of office space leasing, utilities, and supplies. The workers also save on commuting costs, professional attire, and daily meals (Marivic, 2019). Companies that adopt remote work also gain access to worldwide talent as they can hire professionals from different geographic locations. This approach enhances labour diversity and enables companies to attract top talent without being confined to a single city or country. (Naranan & Menong, 2017)

Despite these advantages, remote working has numerous challenges that employees and organizations must address. Communication and teamwork are some of the major challenges. The absence of direct interaction might lead to miscommunication and difficulties in teamworking. Although email, instant messaging, and video conferencing are ways of communication, they do not necessarily replace the effectiveness of face-to-face discussions. (Olgado & Nahz, 2017) Remote workers tend to be isolated and disconnected since they experience less social interaction with other co-workers. The absence of casual office interactions and work relationships can impact employee morale and motivation negatively. (Busch et al., 2011)

Another issue is the lack of boundaries between work and personal life. Most remote workers have difficulty creating a clear boundary between work and personal life, particularly in the absence of a physical workspace or office schedule. This can result in overwork and being always on call for work-related duties, which may cause burnout. (Gajendran & Harrison, 2007) Dependence on technology is also a major issue. Remote work relies heavily on stable internet connectivity, electronic communication platforms, and cloud applications. Technical issues such as software glitches or security incursions may interrupt productivity and lead to frustration for employees (Marivic, 2019).

Remote work environments also pose challenges in terms of management and performance assessment. Managers voice concerns regarding tracking employees' productivity in the absence of supervision. Global Workplace Analytics reports that although 75% of managers believe their employees, a third of them still feel the need to see the employees physically to be certain work is being done. (Marivic, 2019) Clear

performance standards and accountability measures are essential in making remote work effective. (Marivic, 2019)

While more and more people work remotely nowadays, there is an increasingly urgent need for businesses to create solutions to solve these problems. Continuous changes in technology within the workplace, paired with adaptive management practices, can ensure that working remotely remains a continuous viable and productive solution for both employers and employees. (Marivic, 2019)

As remote work evolves, businesses must develop robust HR systems that react to productivity, engagement, and compliance, and integrate technology and employee well-being initiatives. But there are knowledge gaps regarding the long-term impacts of remote HR policies on employee retention, organizational culture, and operational efficiency. (Busch et al.,2011)

By examining best practices and future trends, this study aims to contribute to the broader debate on HR management in virtual offices, offering insight into the most successful methods for optimizing workforce performance in remote environments.

1.2 Commissioning Company

The Mobius Agency is a Bangkok-based strategic advisory firm focused on marketing, branding, and communications consultancy. The company offers a range of services, such as strategic advisory, marketing strategy, and thought leadership initiatives, with a strong emphasis on executive coaching. The agency's methodology focuses on the provision of communications intelligence that enables organizations to drive an increasingly competitive and complex landscape. (The Mobius Agency, 2025)

The Mobius Agency uses a hybrid and all-remote work arrangement due to its dispersed workforce working in various time zones. While the company has successfully adapted to remote operations, it currently lacks a structured HR system, presenting challenges in areas such as performance management, employee engagement, and maintaining a cohesive organizational culture. Thus, the agency represents an ideal case study for gaining insight into successful HR system design and functioning in distant locations. (Pendoza, 2025)

This thesis aims to analyse the HR-specific challenges faced by The Mobius Agency and discuss potential strategies for optimizing workforce management using digital HR solutions. The implications of the findings will offer actionable suggestions to organizations seeking to improve their HR practices in virtual workplaces, thus informing wider debates on HR function digitalization.

1.3 Research Question and Objectives

The research question of this thesis is as follows: "Which strategies and tools are considered most suitable for the application of HR systems in remote working environments?"

This study examines how effective HR tools and practices are in fully remote settings, with a focus on their role in affecting efficiency, collaboration, and employee satisfaction. It further looks at how HR technologies address problems such as communication breakdown, monitoring of productivity, employees' well-being, and time zone differences, while also discussing the development of adaptive and sustainable models for enhancing compliance and inclusivity in the management of remote employees.

The thesis is based solely on quantitative research techniques, employing carefully crafted survey to gather information on HR system effectiveness in remote areas. The data are taken from feedback that measures the effectiveness of HR tools, employee engagement levels, and perceived productivity gains. Statistical analysis is employed to study trends, compare approaches, and determine best practices. These findings form the basis for the assessment of current HR practices and designing data-driven suggestions for the optimization of HR system implementation.

As there is little to almost no research on this topic, the primary objective of this study is to evaluate the suitability of HR strategies and tools in remote work environments. As the author explores this subject, the focus is placed on identifying HR techniques that facilitate efficiency, allow collaboration, and enhance employee satisfaction. Furthermore, this research seeks to examine the extent to which HR technologies mitigate principal issues such as communication failures, performance monitoring, employee wellness, and complexities arising from time zone differences. By conducting an analysis of the role played by these tools, one aims to determine their effectiveness in enabling remote workforce management.

Another key objective is to analyze the impact of HR system implementation in remote settings. Through the use of quantitative data collection methods, this author will assess the functionality of current HR tools and investigate their connection with employee engagement, satisfaction, and performance. By contrasting various HR strategies, one hopes to uncover best practices that facilitate effective workforce management in remote organizations.

In addition, the research will work to create a model for implementing adaptive and sustainable HR systems. The intention is to analyze the most important factors that affect successful HR system integration into remote settings and provide evidence-based suggestions for enhancing system efficiency, guaranteeing compliance, and promoting inclusivity. Furthermore, the sustainability of digital HR solutions over the long term will be investigated to determine their applicability in remote-operating organizations.

Lastly, this author seeks to contribute to the broader conversation of HR digitalization by illuminating the ways digital HR solutions can be leveraged to more effectively manage remote employees. The findings will serve as a roadmap for businesses and HR practitioners wishing to optimize remote work initiatives using technology and data-driven decision-making. In conclusion, one would argue that the study will provide actionable suggestions designed to assist organizations in aligning their human resource systems with the evolving demands of virtual working environments.

2 Theoretical Framework

2.1 Literature Review

Remote work, or telecommuting, is an employment setup where workers can conduct their responsibilities outside of the traditional office-environment setup, in locations such as homes or other isolated venues. Such a setting is highly dependent on technology and communication tools that enable collaboration and support productivity. What was once a rather niche practice surged because of the COVID-19 pandemic, has now become a standard part of workflow. (Al – dahabi et al., 2024)

Critical aspects of working remotely involve evasion of commutes, the potentiality for working anytime, and opening organizations to global labour markets. Bringing benefits associated with autonomy, such as limited distractions at the workplace, remote work is

continuously plagued by issues about technology, connectivity among team members, and communication. (Alexander et al., 2021)

2.2 Definition of Human Resource Management

Human Resource Management (HRM) refers to the systematic and strategic method of managing people within organization. It ensures that the workforce is effectively utilized to achieve business goals while maintaining employee satisfaction and engagement. HRM evolved significantly from merely an administrative practice over time, shifting to becoming a vital aspect of organizational business strategy and planning with employee development, organizational culture, and success as its evolving pattern. (Bratton et al., 2022).

One of the fundamental responsibilities of HRM is recruitment and selection. Organizations must identify recruitment requirements and develop ways of attracting and retaining top tier employees. This includes job advertising, headhunting, and referral, followed by effective selection processes such as resume screening, interviewing, and testing of skills to ensure that the best fit employees are hired. After employees join an organization, HRM is responsible for training and developing them by providing continuous learning opportunities, assisting employees in adapting to changing job demands and enhancing their competencies. Training programs, mentorship programs, and leadership development are all critical elements of HRM that assist employee development as well as organizational success. (Wood, 2003)

Performance management is another critical function of HRM. It involves setting performance standards, regular assessments, and constructive feedback. Performance appraisal methods like key performance indicators (KPIs) and competency assessments help organizations evaluate the employee contributions and identify areas that require improvement. The identification and acknowledgment of high-performing employees and correction of underperformance are vital in maintaining productivity and motivation. (Bratton et al., 2022)

Compensation and benefits play a major role in attracting and retaining high performing employees. The HRM must design reward systems that are competitive in compensation, performance incentives, and benefits, which can include medical coverage, retirement

plans, and wellness programs. Apart from monetary rewards, organizations must also offer employees non-monetary rewards like flexible work schedules, career development opportunities, and a positive work environment for greater job satisfaction and employee commitment. (Ivancevich & Konopaske, 2013)

Strong employee relations are important in fostering a harmonious working environment. HR professionals mediate workplace conflicts, promote ethical behaviour, and ensure compliance with labour laws and regulations. Internal workplace policies related to prevention of harassment, diversity, and inclusion, and organizational ethics ensure a fair and inclusive organizational culture. Offering diverse employee well-being and mental health support has become a growing area of concern in HRM, where organizations recognize the importance of work-life balance and stress management programs. (Wood, 2003)

The field of HRM has completely changed, from their traditional administrative functions to more strategic roles within companies. In the past, HR spent most of the time on payroll and staff management. Nowadays, HRM employs technology, analysis of data, and artificial intelligence to fuel employee optimisation. Nowadays, organizations use HR analytics to track employees' performance, predict turnover, and make data-driven decisions about hiring and training of employees. Electronic HR platforms make the processes of hiring, performance evaluations, and employee engagement more efficient and responsive to business needs. (Legge, 1995)

Despite its advancement, HRM also faces series of challenges in the contemporary business environment. Talent recruitment poses a big challenge as companies compete for qualified professionals in competitive industries. Retention of employees is yet another challenge, as labour markets get more dynamic, and employees seek better opportunities. Remote work has created new challenges in managing employees since companies are pressured to develop policies that ensure productivity, communication, and cybersecurity while ensuring work-from-home arrangements. (Bratton et al., 2022)

Diversity, equity, and inclusion (DEI) have become top HRM priorities. Organizations must ensure that their hiring practices are equitable and unbiased and support an inclusive organizational culture. These programs address unconscious bias, equal opportunity, and workplace equity concerns so that employees with different backgrounds feel valued and respected. Organizations that use DEI programs effectively have more engaged

employees, improved team performance, and a strong employer brand. (Bratton et al., 2022)

Employee well-being is now also a significant aspect of HRM. Increased prevalence of work-related stress and burnout has led organizations to implement wellness initiatives that place focus on mental health management, stress management, and work-life balance. By placing employee well-being at the forefront, organizations can enhance productivity and reduce absenteeism while fostering a healthier workplace. (Legge, 1995)

HRM's role is no longer confined to executing day-to-day operations; it is currently a business success strategic ally. Companies that integrate HRM into their business strategy benefit from improved employee commitment, improved retention levels, and improved overall performance. HR professionals are expected to coordinate workforce planning with corporate goals, create a positive corporate culture, and implement leadership development programs to prepare future managers and executives. (Wood, 2003)

2.3 Human Resource Management in Remote Environment

Evolution of human resource management has been transformed by remote work and has led to the application of new ideas in managing and sustaining workforce effectively. One of the advances is the use of electronic human resource management (e-HRM) systems, which utilize information technology in performing HR activities such as recruitment, performance management, and employee development. This digital approach contributes to efficiency, reduces administrative costs, and provides employees with direct access to HR services, therefore, making it more efficient. (Kamazi, 2023)

Flexible work arrangements (FWAs) are another key element of modern HRM, which gives employees autonomy to decide where and when they should work. The satisfaction and employee retention can be improved by companies by implementing possibilities like flexible working time and option of remote work. Such arrangements provide the employees with greater capacity to plan their professional life and personal life, which increases job satisfaction and lowers rates of turnover. (Kamazi, 2023)

For remote teamwork, virtual management methods have been introduced to maintain productivity and collaboration. The main approaches are maintaining transparent communication standards, having set goals, and using collaborative tools. Virtual regular

meetings and collaboration drills are a necessity to establish an atmosphere of teamwork and for aligning organizational objectives. (Kamazi, 2023)

2.3.1 Key HR Functions in Remote Teams

The transition to remote working has significantly reshaped HRM to make changes to the traditional functions to effectively manage remote teams. With the increased reliance on electronic devices and communication software, the HR department is forced to synchronize its strategies with the new needs of remote working arrangements. (Tariq et al., 2020)

Recruitment and onboarding are two major HR functions in remote teams. In the past, recruitment was done through face-to-face interviews and onboarding in person, but now these activities are substituted with virtual testing, video interviews, and online onboarding software. Study points out that AI application in recruitment has made the selection of candidates more efficient by automating resume screening and using algorithms to match candidates with the requirements of the job. However, onboarding in virtual workplaces requires new strategies to make the workers feel included in the company and are familiar with its culture. Virtual orientation programs, managerial mentorships through remote means, and ongoing feedback are vital in making the employees feel included. (Tariq et al., 2020)

Performance management in remote teams has also been transformed. Traditional performance metrics, such as attendance and physical presence, cannot be applied in the scenario of a virtual workplace. Rather, HR professionals are moving toward outcome-based measurement, where they focus more on project completion, goal achievement, and overall results rather than time spent online. Chawla and Dhamija's (2021), research highlight the necessity of having clear expectations for remote employees and using digital technologies to monitor progress and provide real-time feedback. Online tools such as Trello, Asana, and Slack are invaluable in terms of task management, progress tracking, and providing performance feedback. Such tools allow HR professionals and team leaders to keep themselves updated on the performance of the workers, regardless of locations.

Employee engagement and motivation are critical in a virtual work environment where the lack of personal contact may lead to isolation and disengagement. HR must develop strategies that can foster connection and morale among the remote workers. As Adekola (2021) notes, virtual team-building activities, virtual coffee breaks, and reward programs

are crucial in guaranteeing a motivated workforce. Additionally, providing employees with flexibility and autonomy within the workplace can promote motivation and productivity. Flexible working hours, autonomy in work, and career development opportunities are crucial in employee retention in virtual teams.

Learning and development is a function that becomes particularly critical in remote environments. With the rapidly changing nature of the digital workplace, remote workers must continuously learn new skills. As digital transformation increases, employees need access to digital learning platforms, webinars, and virtual coaching to remain current with skills. (Adekola, 2021). According to Caligiuri et al. (2021), these initiatives in virtual teams must be tailored to virtual work opportunity and challenge specificity, such as using e-learning platforms, interactive sessions, and virtual peer interaction for continuous development.

Employee well-being and mental health have increased importance in remote HRM. Research by Mark et al. (2020), clarifies that remote employees are at higher risk of burnout, stress, and loneliness because the lines between work and life get blurred. The HR function must accord special priority to mental health by offering online consulting services, wellness programs, and recommending periodic breaks. It is also necessary to specify precise working hours and possess policies that ensure work-life balance. Organizations must ensure that workers are supported not only in their professional roles, but also in being able to maintain their mental health during remote work.

Legal compliance and data security are crucial in remote team management, especially when employees are based in various jurisdictions. Labor laws vary in various nations, and this can make compliance across locations challenging. HR departments must keep themselves updated with international labor laws and ensure contracts, working hours, and employee rights are in place appropriately. (Adekola, 2021) Data security is the second major concern as remote employees use personal devices and unsecure networks. Wang et al. (2020), state that HR professionals must implement strict cybersecurity policies, such the use of secure communication channels, VPNs, and training of employees on data security.

2.3.2 Challenges

Remote work has disrupted traditional HR practices, introducing new challenges that require innovative solutions. Communication and employee motivation remain key issues

that HR professionals must address to develop team cohesion and productivity. (Marivic, 2019)

Communication gaps and a lack of informal team interaction are key impediments to remote HR management. Without casual office conversation or face to face communication, confusion is more frequent, leading to inefficiencies, less teamwork, and misaligned team goals. This disconnection typically leads to employees feeling isolated which can negatively impact motivation and company loyalty. (Al-Dahabi et al., 2024)

Performance monitoring remains another major challenge. Most HR systems still operate with outdated office-based performance measurement that emphasizes attendance and visible activity rather than actual outcomes. Faults in such traditional systems show organizations the need of shifting towards outcome-based performance measurement rather than time-based measurement. Without clear standards for measuring productivity in remote working environments, organizations are bound to underrate the efforts of employees or overlook inefficiencies caused by distractions and digital fatigue. Additionally, employees in other time zones or under flexible working hours struggle with rigid performance expectations that do not complement the nature of remote work. (Kamazi, 2023)

Mental illness and employee well-being bring another level of complexity. The World Health Organization (2021) recognized a 25% rise in remote workers' mental illness issues as being attributed to blurred work-life boundaries, social isolation, and increased workloads. HR departments are challenged to create policies that enhance the well-being of employees without sacrificing productivity. The lack of work-life distinction usually results in overwork, as employees feel obligated to be always on call. Lack of formal breaks, excessive screen time, and minimal physical activity further intensify stress and burnout.

Bringing new staff onboard and aligning them as part of a virtual workforce has become issue as well. Without in-person interactions, new employees usually struggle to socialize, fit into company culture, and orientate themselves around workflows. Effective onboarding requires to incorporate organized virtual learning, mentorship programs, and ongoing feedback mechanisms to ensure that remote employees feel embraced and empowered for their jobs. If organizations ignore these issues, they risk an increased turnover rates, disengagement, and worse employee morale. Data privacy and cybersecurity have also become top concerns in handling remote HR. Remote employees provide their personal information virtually, which increases the level of vulnerability to cyber threats and data

leakages. HR practitioners need to work closely with IT units to provide solid cybersecurity systems. (Kamazi, 2023)

Furthermore, remote work has brought to light the difficulty in sustaining corporate culture and employee interaction. Most companies find it difficult to establish a sense of community among remote workers who do not see their colleagues face-to-face. Corporate events, spontaneous conversations, and team lunches that are common among office-based interactions are hard to achieve in remote environments. Companies must revisit engagement practices with virtual social experiences, team buildings, and talent recognition programs to instil the sense of community and purpose. (Kamazi, 2023)

2.4 HR Strategies and Remote Team Tools

Due to the shift towards hybrid and remote work patterns, HR solutions and strategies must be rearranged to suit remote teams more effectively. Traditional HR practices based on physical presence are increasingly being replaced by virtual applications that facilitate productivity, employee satisfaction, and compliance when the workforce operates from home. Research indicates organizations with proper remote HR strategies exhibit increased efficiency, increased employee satisfaction, and reduced attrition. (Azizi et al., 2022)

Outcome-based performance management is required for remote teams since hours spent in-office is a poor measure in online settings. Organizations must instead prioritize measuring employees on what they produce and the overall impact, rather than tracking working hours. (Kamazi, 2023) The application of goal-setting frameworks such as objectives and key results (OKRs) and KPIs allows managers to track progress and remain adaptable. (Boon et al., 2019) Studies indicate, that companies with output-based performance models in place have experienced increased productivity and job satisfaction. (Bloom et al., 2015)

Flexibility of work arrangements has emerged as a central factor for the success of remote work. Asynchronous communication allows employees to function autonomously, while core working times find a balance between flexibility and collaboration. Flexible work schemes have been proven to minimize levels of stress and improve employee motivation, resulting in improved retention rates. (Chychun et al., 2023)

Employee engagement is also a foremost challenge for distributed teams since, in the lack of direct conversations, there arises disengagement and loneliness. To deal with this, there is a need for official engagement strategies like frequent check-ins, virtual team exercises, and programs for employee rewards. According to research, such organizations enjoy morale and reduced turnovers. (Harvard Business Review, 2020)

Diversity, equity, and inclusion have grown more salient as companies hire worldwide. Inclusive recruitment, cultural sensitivity training, and pay equity audits help companies build a diverse and equitable workplace. (Chychun et al., 2023) Studies show that companies with strong DEI programs are more profitable and have higher retention rates than companies without them. (McKinsey & Company, 2021)

Mental health and well-being programs are important for remote workers since they often suffer from burnout and jumbled work-life balance. Flexible work arrangements, employee assistance programs and mindfulness apps aid in improved well-being and performance. The World Health Organization study shows that businesses that spend money on mental health programs earn a significant return on investment through decreased absenteeism and higher worker engagement. (The World Health Organization, 2021)

Structured onboarding and continuous learning are needed to ensure that remote employees seamlessly integrate into the organization. Virtual onboarding websites, mentoring programs, and provision of access to online learning resources such as LinkedIn and Udemy enable remote employees to adapt well to their roles. (Azizi et al., 2022) Studies have proven that employees who undergo structured onboarding and continuous training are more likely to remain with their organizations in the long term. (Boon et al., 2019)

Compliance and employee management all over the world have also become very advanced since the virtual teams are in several countries and jurisdictions of law. Companies are forced to follow global labour laws, tax laws, and guidelines on contracts. Payroll and tax solutions automated, coupled with legal advisories, help corporations manage a global workforce coupled with adherence to laws. (Boon et al., 2019) Failure to stick to the global labour codes has the consequence of summoning financial penalties and business reputation loss (McKinsey & Company, 2021).

2.5 Remote Team Critical HR Tools

Remote teams need collaboration and communication tools to maintain the effectiveness of workflow. Tools such as Slack, Microsoft Teams, Zoom, and Notion enable real-time and effective communication, and thus the members of the team can collaborate even when they are in different time zones. Performance management tools such as Lattice, 15Five, and Culture Amp enable organizations to track employee performance, set goals, and offer ongoing feedback. (Chychun et al., 2023)

Employee motivation software such as Bonusly, Peakon, and Officevibe help companies monitor worker happiness and utilize reward schemes to drive team morale. Human resource information systems (HRIS) such as Workday, BambooHR, and SAP facilitate the simplification of HR administration, payroll, and compliance along with allowing an integrated platform to handle employees. (Jeske, 2021)

Training and development portals such as LinkedIn, Udemy, and Coursera provide continuous skill improvement through the presence of training material and professional courses for employees. Mindfulness promotion and virtual therapy apps such as Headspace, Calm, and BetterHelp are provided for remote employees in terms of access to mindfulness promotion as well as virtual therapy services. (Jeske, 2021)

For global payroll and compliance, software such as Deel, Remote, and Papaya Global facilitates payroll processing for remote employees across the world, ensuring that businesses remain in compliance with tax regulations and labor laws of different countries. These platforms help organizations effectively manage remote employees without falling into legal and financial trouble. (Chychun et al., 2023)

2.6 HR Tool Implementation Challenges and Best Practices

Organizations also face challenges in making HR technologies work despite their advantages. Resistance to change is also one of the key challenges, as managers and employees do not want to adopt new digital HR solutions. Companies can address this by investing in change management and training initiatives to assist in the transition to new tools. The challenge of implementing new technologies and integrating them with already installed systems is the other challenge, as this causes inefficiencies and disruptions in HR

processes. Selecting HR software that supports seamless integration with other systems can avoid this issue. (Marivic, 2019)

Cybersecurity is also a critical area in remote HR management because handling sensitive employee data through digital means increases the risk of data breaches. Businesses must implement strong cybersecurity strategies, including encryption, multi-factor authentication, and periodic security checks, to safeguard employee information. Automated HR processes may also be seen as impersonal by some employees, which can result in digital HR engagement dissatisfaction. Achieving balance between automated and human touchpoints is the secret to ensuring a positive employee experience. (Kommera, 2017)

Best practices of remote implementation of HR tools by teams include proper training of the employees and the managers, selection of tools suitable for organizational needs, integration of robust security mechanisms, and the right balance of digital efficiency with human touch. With these best practices, organizations can maximize the advantages of HR technologies while eliminating the problems that come with remote working. (Marivic, 2019)

2.7 Digitalization of HR Functions

Digitalization of human resource functions has developed into a guiding influence in today's workforce management, fundamentally altering how organizations keep and administer employees. With the integration of technology into HR procedures, corporations have streamlined administrative tasks, deepened decision-making, and enhanced employee experiences. The shift to digital HR solutions has been accelerated by the expansion of remote and hybrid work arrangements, which has compelled organizations to adopt cloud-based systems, artificial intelligence, and automation to maintain efficiency. HR systems are now at the core of managing talent acquisition, employee performance, payroll, compliance, and workforce engagement. Although the benefits of HR digitalization are firmly established, companies continue to grapple with system integration, data security, and employee adaptation to new systems. (Azizi et al., 2022).

HR systems have contributed significantly to organizational efficiency by automating traditionally time-consuming HR processes. The use of human resource information systems (HRIS) has assisted organizations in consolidating employees' information, which reduces administrative tasks and minimizes errors. By automating payroll processing,

benefits administration, and compliance tracking, HRIS systems allow HR staff to focus on more strategic functions such as workforce planning and employee development. Studies show that organizations using digital HR systems report payroll processing to be more accurate, regulatory compliance to be better, and response times to address employee inquiries to be faster. Additionally, automation of high-volume repetitive tasks such as document processing and onboarding has contributed to increased HR productivity, reducing the requirement for manual paperwork and minimizing errors. (Boon et al., 2019)

HR digitalization has also transformed recruitment, primarily through the creation of AI-driven applicant tracking systems. AI-driven hiring software has improved the accuracy of hiring and reduced time-to-hire, allowing companies to quickly identify and onboard top talent. Research estimates that businesses using AI-driven recruitment platforms are more likely to recruit staff that are better aligned with the company's culture and job requirements. However, concerns remain about algorithmic bias in AI-driven hiring, calling for continued monitoring and ethical oversight of hiring technology. (Kamazi, 2023)

Digital HR platforms have transformed performance management from the traditional annual performance review to continuous evaluation models. AI-driven analytics provide real-time feedback on employee performance, enabling managers to assess performance based on key deliverables rather than work hours. These systems also facilitate more open and objective performance reviews, reducing the subjectivity bias that can result from manager ratings. Research shows that firms that use AI-powered performance tracking tools experience increased employee engagement because of real-time feedback that allows immediate recognition of good performances and areas for development. Digital performance management tools also enable employees to set personalized goals, track their progress, and receive structured coaching, assisting in the development of a culture of continuous learning and improvement. (Chychun et al., 2023)

Another key area of HR digitalization has been employee engagement, and technology has been instrumental in enhancing collaboration, communication, and workplace happiness. Cloud-based employee experience platforms integrate a host of HR functions, from training and development to wellness programs, to deliver a seamless employee experience. Sentiment analysis and pulse surveys provide HR teams with real-time employee morale feedback so that organizations can address potential issues before they impact productivity. Research highlights that companies that invest in digital employee

engagement platforms have higher job satisfaction rates and improved workforce retention. However, digital engagement programs must be carefully implemented so that they do not replace human interaction since excessive use of automated engagement tools may sometimes cause loss of touch between employees and management. (Harvard Business Review, 2020)

Predictive analytics technology has allowed HR operations to forecast workforce trends, identify attrition risks, and initiate proactive talent management decisions. By analysing historical employee data, predictive models enable organizations to project staffing needs, simplify succession planning, and avert probable turnover. Companies using predictive analytics enjoy enhanced workforce planning efficiency as data-driven insights enable HR teams to implement targeted retention programs. While predictive analytics enhances HR decision-making, it also ushers in challenges of employee privacy and data ethics. (McKinsey & Company, 2021)

The use of big employee data for predictive modelling requires strict data protection procedures to continue complying with data privacy legislation. The use of blockchain technology in HR practices has gained significant traction, with notable applications including credential verification, payroll administration, and secure document storage. Blockchain ensures a decentralized and tamper-proof record-keeping process, which makes false credentials unlikely and employment history checking more transparent. Organizations utilizing blockchain-based payroll systems benefit from enhanced security and faster cross-border payment processing, particularly for remote workforces labouring in different countries. (Chychun et al., 2023).

While promising, blockchain application within HR remains in its embryonic stage, with research required to determine its long-term viability and effectiveness. While digital HR solutions have enhanced workforce management in many aspects, there are several gaps in existing research that need to be explored including the principal gaps in the long-term impact of AI-based HR systems on organizational culture and employee well-being. Even while AI has improved recruitment and performance management, their implications on employee satisfaction, motivation, and organizational trust have been insufficiently studied. Impacts of AI-based HR tools on diversity and inclusion are equally an area of inquiry, as algorithmic biases in hiring and performance appraisals can unknowingly disadvantage specific cohorts of employees. (Kamazi, 2023).

Another area in which there is a lack of research is the effectiveness of virtual HR systems for complete virtual organizations. While many studies have addressed HR digitalization in hybrid environments, little evidence exists on how digital HR solutions operate in remotely based organizations. It would be valuable to understand how digital HR platforms address remote employee motivation, training, and retention issues because this would provide valuable insights for organizations transitioning to complete virtual work structures. (Boon et al., 2019)

Additionally, there is a lack of studies on HR technology integration with mental health and well-being programs. Although organizations have begun implementing digital wellness programs, studies that evaluate their impact in mitigating employee stress, enhancing productivity, and overall well-being are not available. Given the rise in mental health problems among remote workers, studies are needed to determine the effectiveness of digital HR interventions for employee well-being. (World Health Organization, 2021)

Long-term sustainability of HR digitalization is another research theme that warrants further investigation. Although many organizations have launched digital HR solutions as a response to short-term operational problems, few studies investigate how such systems evolve and transform over time. Studies on the long-term impact of HR technology on workforce dynamics, employee careers, and organizational agility would allow companies to develop their digital HR strategies for long-term success. (McKinsey & Company, 2021)

Small and medium-sized enterprises (SMEs) face particular challenges in adopting digital HR solutions, yet most research on HR digitalization focuses on large firms with plentiful resources. SMEs frequently struggle with the cost, integration, and scalability of HR technologies, which undermines their ability to reap benefits from automation and AI-based HR tools. Further research on how best SMEs can leverage digital HR solutions would have important implications for smaller organizations seeking to modernize their HR functions. (Azizi et al., 2022)

The digitalization of HR functions has revolutionized workforce management by enhancing efficiency, improving recruitment and performance management, and boosting employee engagement. New trends such as AI, predictive analytics, cloud-based HR suites, and blockchain continue to drive HR technology advancement. However, there remain some research gaps, for instance, the ethical application of AI in HR, the effectiveness of digital HR systems in fully remote organizations, and the long-term viability of HR digitalization. Connecting these research gaps with further studies will provide organizations with the

information needed to develop more and more sustainable HR digital strategies. (Azizi et al., 2022)

3 Methodology

In academic research, two common methods of inquiry are qualitative and quantitative methods, each serving specific functions and methods. Qualitative research seeks to examine phenomena using rich, descriptive data, most obtained through interviews, focus groups, observations, or text analysis. It is intended to tackle the "why" and "how" of behaviour, decisions, and social processes, and thus especially useful when doing studies across culture, human experience, and organisational practice. (Bryman & Bell, 2015) Qualitative research tends to be adaptable, interpretive, and inductive, allowing for theory to be derived from data rather than prescriptively imposed.

Quantitative research is aimed at numerical data and statistical analysis. It is focused on measuring variables, testing hypotheses, and discovering patterns or relations in a data set. It provides systematic, reproducible, and generalizable results, thereby most appropriate for studies that seek to determine quantifiable results or trends in big populations. (Saunders et al., 2019) Because of the purposes of this research—evaluating HR system efficiency, employee satisfaction, and implementation of remote HR tools at The Mobius Agency—a quantitative research approach was most appropriate.

Surveys are typical in quantitative studies since they gather standardised information from a diverse set of respondents in an efficient way. They typically consist of multi-choice questions, Likert-scale questions, and close-ended formats that make data coding and statistical analysis easy. Surveys are particularly reliable in attitude measurement, opinions, behaviours, and experiences, especially in organisational settings where consistency and comparability are needed. (Creswell, 2014) The use of web-based questionnaires in this study allowed for extensive access by the employees irrespective of their geographical location, which is critical in hybrid or remote work settings.

By applying survey-based quantitative research, the current study was able to gather measurable data on HR system implementation at The Mobius Agency. The collected data makes it easier to analyse employee engagement, communication, performance evaluation tools, and satisfaction in general, which in turn helps in developing practical recommendations regarding how to best optimize remote HR practice.

4 Results

The main tool for data collection was an online questionnaire that was designed using Webropol to allow structured data gathering and graphical reporting. The questionnaire had a combination of multiple-choice, Likert scale, and open-ended questions. The design ensured that the survey could be completed within 5–7 minutes to prevent respondent fatigue and encourage respondents to participate.

The survey was conducted in March 2025 and was distributed to 12 employees at The Mobius Agency. The respondents received a link via email, allowing them to complete the questionnaire at their own convenience. 7 out of the 12 recipients completed the survey, which represents a response rate of approximately 58%. This method offered equal access to all employees regardless of their locations, complementing the company's remote work culture. Online distribution helped maintain anonymity and ensured genuine, unbiased feedback.

The questionnaire consisted of 15 questions and was designed mainly to find out from current employees at TMA about:

- Work arrangements experience in the company
- The efficiency of current HR practices
- HR-related challenges
- Comfort level with digital tools
- Preferences regarding potential HR system features

4.1 Survey Analysis

In this chapter, the results of the online survey conducted with employees of TMA are interpreted and analysed. The survey was conducted to understand the current HR practices in a virtual working environment, the expectations of the employees, and their willingness to adjust to a digital HR system.

To establish context among the respondents and allow for salience of responses, the survey began by obtaining information regarding their occupation and work experience at TMA.

The initial question asked the participants to declare their present occupation in TMA. Answers ranged from Junior Associate to Brand and Content Director, Creative Director, Media Relations, Associate Account Director, Project Manager, and CEO & Managing Director (Figure 1). This range underlines that the data identifies views across all organisational levels—from entry-level employee to an executive management. This variation makes the research credible, as it identifies strategic and operational understanding of HR systems and processes.

Figure 2 outlines how long the respondents had worked at the company. The responses were as follows:

- 14% for less than 6 months
- 28% for 6 months to a year
- 29% for 1 to 2 years
- 29% for more than 2 years.

The majority (86%) had been in the company for more than half a year, suggesting that they had sufficient experience to comment on HR-related issues, such as internal communication, time tracking, and onboarding processes. Additionally, the presence of at least one new hire provides valuable information about onboarding experiences and first impressions of HR arrangements, a significant factor when evaluating the potential of system variations.

Overall, this confirms that the sample includes breadth and depth of knowledge to be able to provide a good foundation for assessment of the current HR environment and employee readiness for system implementation.

Figure 1. Roles of Participants at TMA (Macejková, 2025)

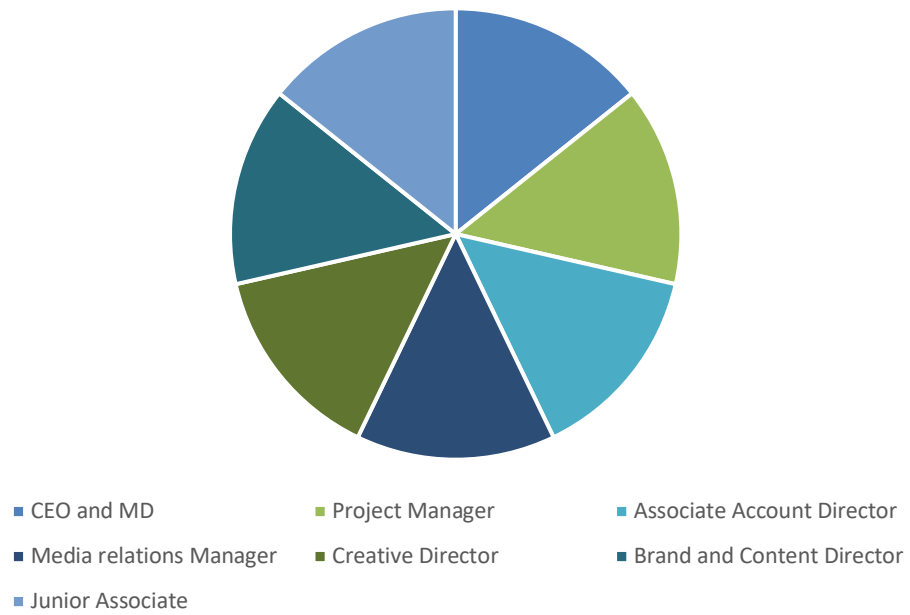
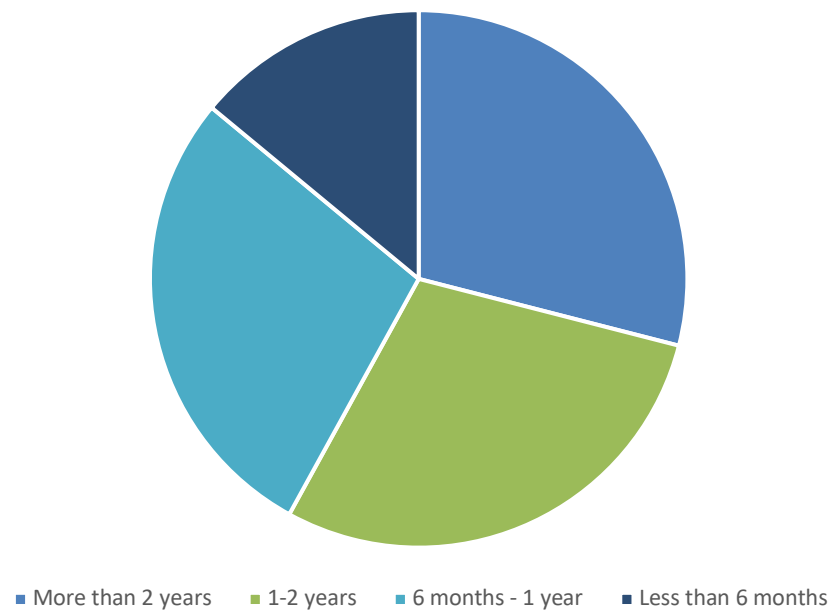


Figure 2. Length of Service at TMA (Macejková, 2025)



As shown in Figure 3, most respondents (57.3%) reported working remotely, while 42.7% indicated their setup as hybrid. This indicates that TMA operates in a predominantly remote-first environment, with the largest number of the employees not attending physical office locations on a regular basis, or not at all.

The presence of remote work highlights the necessity of designing HR systems not only digital but also highly accessible and responsive to geographically dispersed teams. In such a situation, open communication, structured onboarding, and seamless task coordination become critical determinants of productivity as well as employee satisfaction. Thus, any future HR software needs to make remote accessibility, mobile support, real-time notifications, and open workflows a priority to accommodate employees from various locations and time zones.

Turning task and time management approaches, Figure 4 reveals a significant divide regarding how employees manage their working hours or monitor the project milestones. The majority 57.1% responded that they utilize outside tools—including the use of third-party applications separate from any official TMA infrastructure. Though 28.6% reported keeping hours manually, typically with nonformal instruments, such as Excel files or even note-taking by hand. Interestingly, 14.3% reported that they never track hours or project status, highlighting a potential blind spot in management and team accountability.

The absence of an internal, standardized tool indicates an operational vulnerability that may result in several issues: inconsistencies in time reporting, ambiguous productivity targets, inefficiencies in performance measurement, and difficulties in invoicing or payroll management for project-based work. These are especially relevant in a remote work environment, where visibility into day-to-day operations is naturally limited by the lack of physical observation.

Besides, without a systematic tracking system, employees can also experience uncertainty in expectations, delayed feedback, or stress related to performance evaluation. Managers themselves may struggle to measure effort, output, and teamwork factors objectively—especially among geographically dispersed employees.

All these findings combined suggest that TMA would greatly benefit if it implemented an integrated HR system with embedded time tracking and project monitoring features. It would not only unify operations, but also facilitate more fair evaluation, open processes, and closer coordination of individual activities and corporate objectives. It would also

relieve workers and supervisors from the paperwork burden of tracking hours, reminders, generating performance reports, and allowing real-time interaction.

Figure 3. Work Setup (Macejková, 2025)

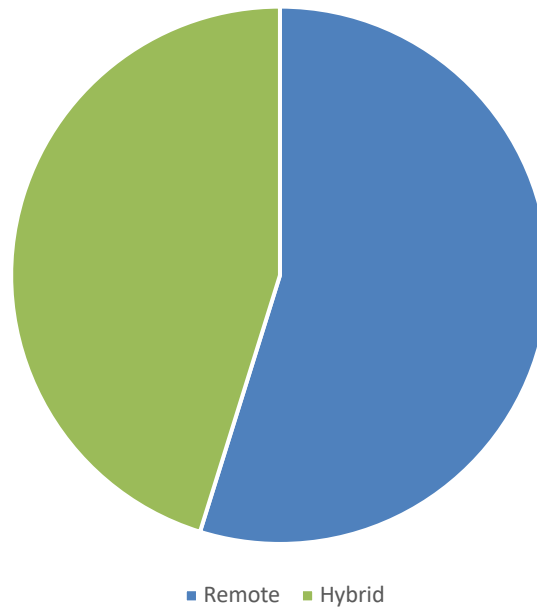
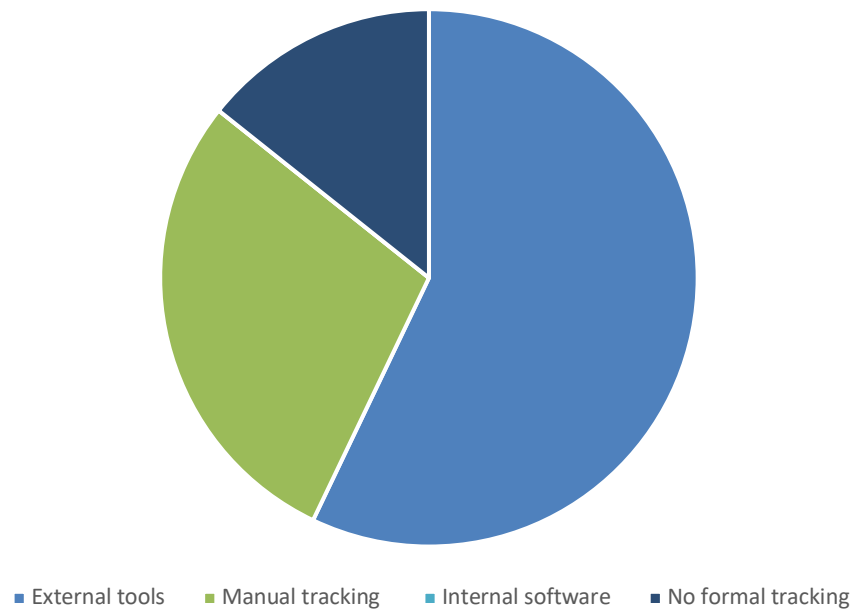


Figure 4. Time Tracking Practices (Macejková, 2025)



As illustrated in Figure 5, the respondents to the survey showed a mixed but overall positive view of TMA's current HR processes. A combined 57% rated the HR processes as either "efficient" or "somewhat efficient," while 28.6% being neutral and 14.3% rating the processes as "somewhat inefficient." Although no one rated the system as "very inefficient," the presence of neutral and less favourable responses suggest that although the system is running at a basic level, there is plenty of room for improvement and optimization.

This distribution is a sign of a partial satisfaction with the present HR approach, possibly due to the adaptive and people-oriented character of the company. However, in the absence of formalized systems or established protocols, processes may rely heavily on word-of-mouth communication and manual processes—something that is increasingly impossible as the team grows or as jobs become more complex. The findings highlight a critical chance for the business to capture its HR practice, streamline processes, and enhance consistency, especially in remote and blended teams.

Figure 6 also breaks down this depth of analysis further by detailing unique challenges employees have in day-to-day HR-related interactions. Some of the most common complaints mentioned were:

- Handwritten tracking approaches, which could be labour-intensive, unreliable, and variable
- A lack of onboarding framework that produces inconsistent new-hire experiences and potential knowledge-transfer deficits
- Variable payroll and performance feedback processes that can adversely impact employee trust, motivation, and satisfaction
- Difficulty in customizing HR solutions to fit the firm's evolving needs and flexible staff structures

These issues collectively suggest the absence of an integrated digital HR system that would be capable of more automated, transparent, and streamlined processes. That such issues were brought up by employees at different levels— from junior staff to senior management—suggests that the impact is systemic and not specific, affecting operational processes as well as employee experience.

Furthermore, problems such as variable feedback and onboarding procedures might contribute towards low engagement and unclear expectations, especially for new employees managing a virtual environment. Manual or non-standardised systems might

also put unfair pressure on managers who need to balance handing over projects with ad hoc HR responsibilities.

Figure 5. Perception of HR Efficiency (Macejková, 2025)

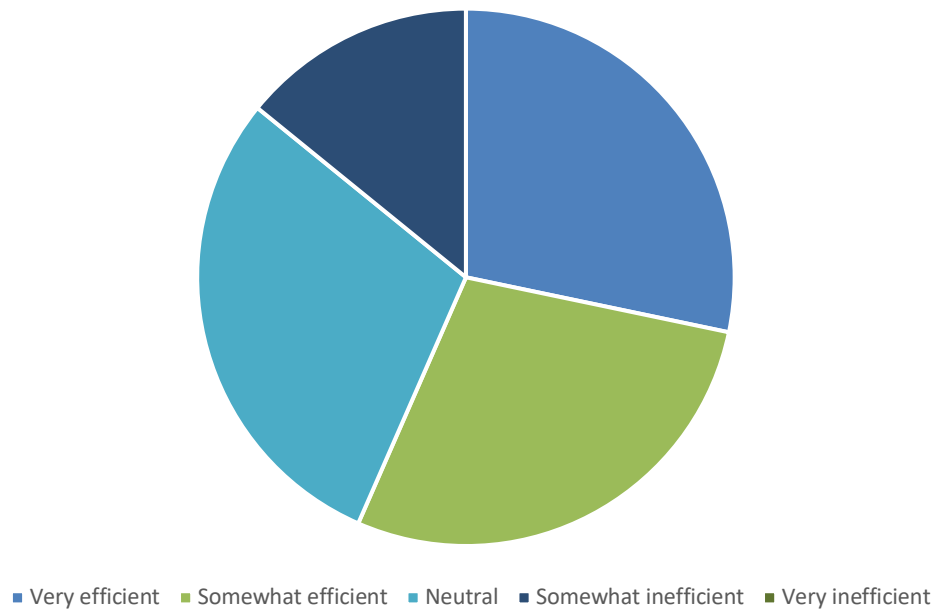


Figure 6. HR Challenges (Macejková, 2025)

Responses	
Y	Performance tracking and onboarding seem to be quite difficult
Y	None
Y	I have gotten enough support whenever I needed any.
Y	"During my first month, I was not familiar with the payroll system and had to prepare an invoice. However, this year, I no longer need to do it
Y	Payment slip should come faster. The system internally should be standardized.
Y	No basis for the previous process so everything needs to be created from scratch, custom to the work environment we currently have.
Y	Performance tracking, Feedback loops, time efficiency, clarity on capacity of people, KPIs

Figure 7 presents an encouraging image of the current feedback culture at TMA. A significant 86% of the participants indicated that they receive feedback on a regular basis, either monthly or weekly. Only 14% indicated that they receive feedback rarely, which

suggests that feedback is not so much absent as perhaps it might be inconsistent or informal in some cases.

This trend supports an active management practice at TMA, where communication and performance reflections are relatively embedded in work culture. Regular feedback is especially vital in remote environments, where employees work independently and utilize virtual check-ins to stay aligned with team expectations and individual development trajectories. However, while this intense level of participation is a good foundation, feedback systems within TMA appear largely informal and lack structure, as can be understood from the above responses on HR systems' lack of consistency.

Deploying a specialized HR platform would formalize and enhance the feedback process with automated performance tracking tools, frequent feedback sessions, goal setting, and real-time performance review. This would enable the organisation to provide more consistency and visibility, reduce administrative burden for team leads, and provide employees with clear growth metrics and actionable feedback.

We can see on Figure 8 what HR system functionalities are most valuable to employees. The top features selected were:

- Automation of payroll
- Performance appraisal tools
- Communication and collaboration features

These priorities suggest that TMA's employees are not only seeking effectiveness in day-to-day administrative tasks but are also desiring platforms that increase transparency, accountability, and team connectivity. Payroll automation is especially relevant given past feedback related to irregular or manual payment systems. An integrated payroll system would consolidate transactions, reduce errors, and enhance trust between the company and employees.

Similarly, performance management tools directly correlate with the feedback culture described in Figure 7. Employees are naturally open to mechanisms that can aid systematic improvement and appreciation, especially if the tools can offer visibility, record keeping, and measurable progress.

Finally, the demand for communication and collaboration features highlights a broader organisational need: to bring project, people, and performance data together in a shared ecosystem. Employees no longer view HR systems as purely administrative; instead, they now expect these platforms to enable cross-functional collaboration and improve the way teams interact with each other, especially across distributed environments.

Taken together, the results in Figures 7 and 8 indicate that TMA employees are not resistant to system change. Rather, they are looking for tools that will improve business flow as well as improve their professional experiences. This reinforces the overall thesis argument: that the implementation of an integrated HR system is both a practical necessity and a strategic opportunity for The Mobius Agency.

Figure 7. Frequency of Feedback (Macejková, 2025)

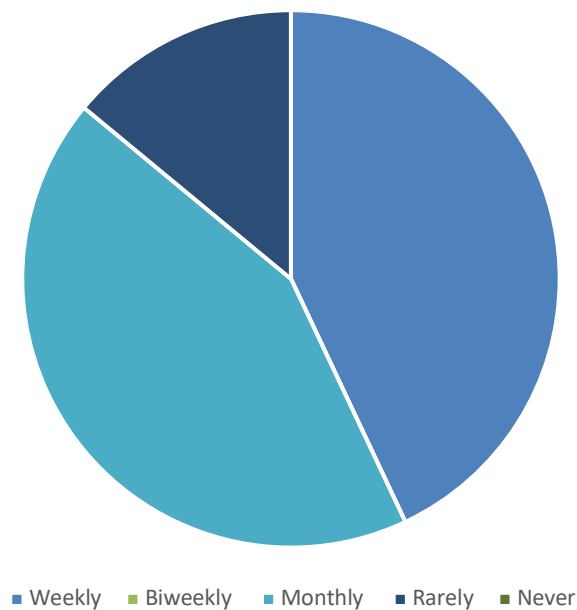
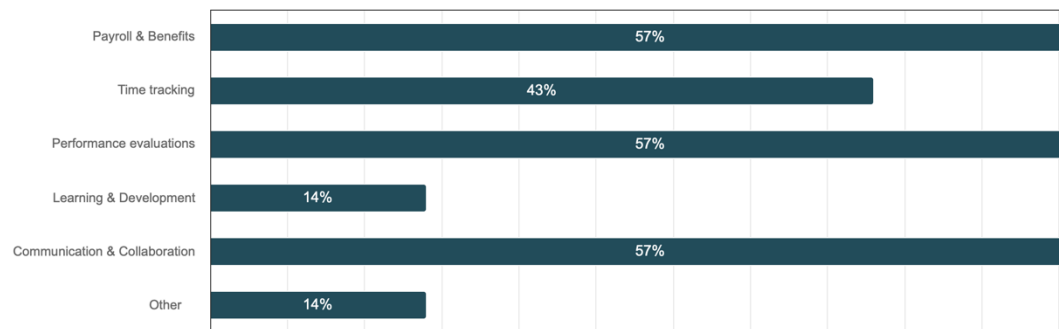


Figure 8. Most Desired HR Features (Macejková, 2025)



Choice of concerning leave administration, a necessary administrative function of any HR system, can be seen on figure 9. The figure shows that 72% of the respondents were inclined to use an online HR portal to apply for leave, with the remaining 28% having other alternatives or no preferred choice. This resounding majority in the favour of software leave requests simply indicates that employees feel comfortable using digital tools for administrative tasks and believe in the convenience and ease that follow organized approaches.

In remote environments, where employees are not likely to have quick access to HR personnel or paper-based procedures, the benefit of a centralised leave request system is needed. Email- or manual-based requests often lead to miscommunication, delay in approvals, or recordkeeping issues. In contrast, a digital system, on the other hand, allows for employees to track their leave balances, send leave requests with ease, and receive instant approvals—while leaving an easily traceable path for both employer and employee.

The positive encouragement here reinforces the willingness to take up self-service elements that promote autonomy and reduce back-and-forth communication on straightforward HR matters. It also suggests that user experience and simplicity of the system will be important to successful adoption, as employees have already indicated a preference for straightforward, electronic procedures.

On figure 10, the question of perceived value in applying an integrated HR system to TMA was openly asked in the survey. An overwhelming 86% of the sample agreed that with this

system, HR-related activities could be streamlined and overall efficiency improved. This speaks for itself and provides unequivocal seal of approval for the central tenet of the thesis: that an integrated digital HR system is not only needed but also wanted by the employees themselves.

The extent of this support suggests that employees are extremely attuned to the inefficiencies and discontinuities in current HR procedures and regard integrated systems as an option. The value perceived is likely due to prior issues of onboarding, monitoring performance, and time management, coupled with requirements for better communications tools and records consistency.

In addition, this review reflects a broader pattern in the way employees envision HR systems to operate—whereby HR technologies are not only regarded as administrative aids but as essential platforms for realizing employee experience, participation, and operational transparency. In TMA's remote-first culture, where online processes are the foundation for daily operations, successful implementation of such a system may introduce long-term benefit in productivity, alignment, and worker happiness.

Collectively, these findings are to affirm the claim that TMA's personnel not only value the inadequacies of current practices but actively look for solutions which provide for easy fit into their business context. Their openness to system-based leave administration and strong faith in the viability of an integrated HR platform are strong testaments in favour of going ahead with a formalized plan of rollout.

Figure 9. Leave Request Preferences (Macejková, 2025)

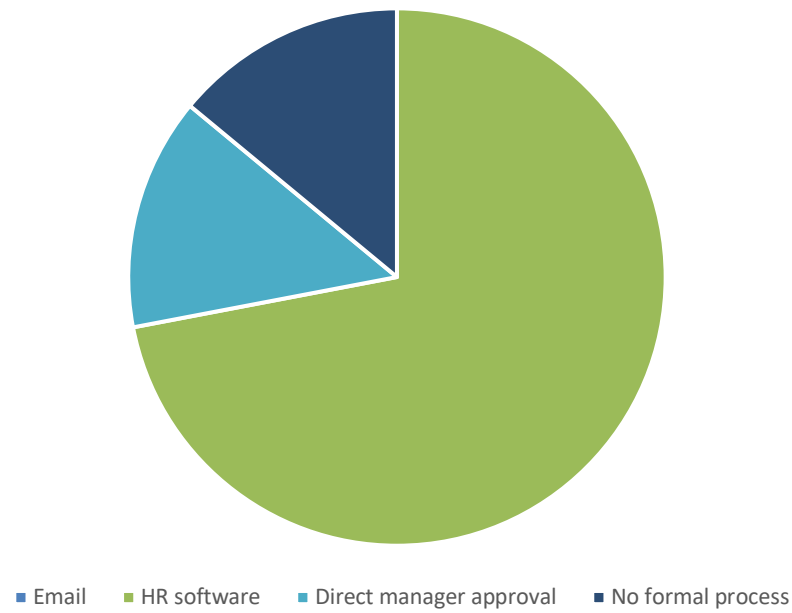


Figure 10. Usefulness of an Integrated HR System (Macejková, 2025)

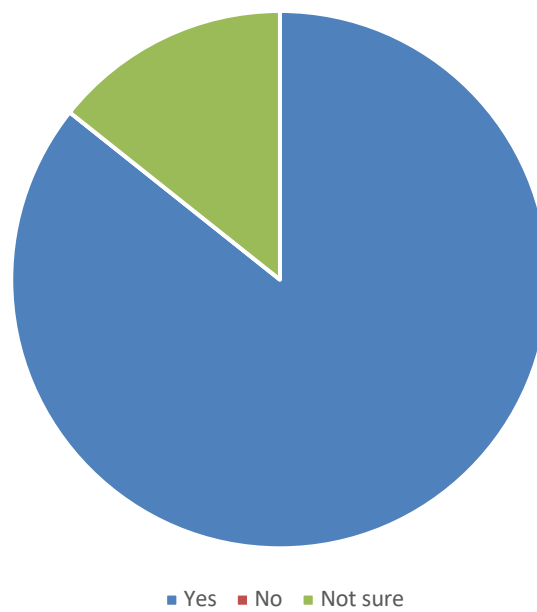


Figure 11 looks at attitudes toward the value of a centralised HR platform—a platform that consolidates several functions such as time tracking, leave management, payroll,

performance management, and internal communication into one interface. The results indicate a high level of desire for such a platform: 28.5% of the respondents considered a centralised HR platform "very important," 28.6% considered it "somewhat important," 28.6% were "neutral" and only 14.3% considered it "not very important". Notably, none of the participants said that a centralised platform was unimportant.

The heavy lean towards centralisation points to a key organisational requirement at The Mobius Agency: the desire for efficiency, consistency, and cohesion in remote and hybrid teams. In a distributed work arrangement where employees work from different locations and time zones, decentralised systems—or, worse, disconnected manual processes—can generate confusion, duplicated effort, and variable employee experiences.

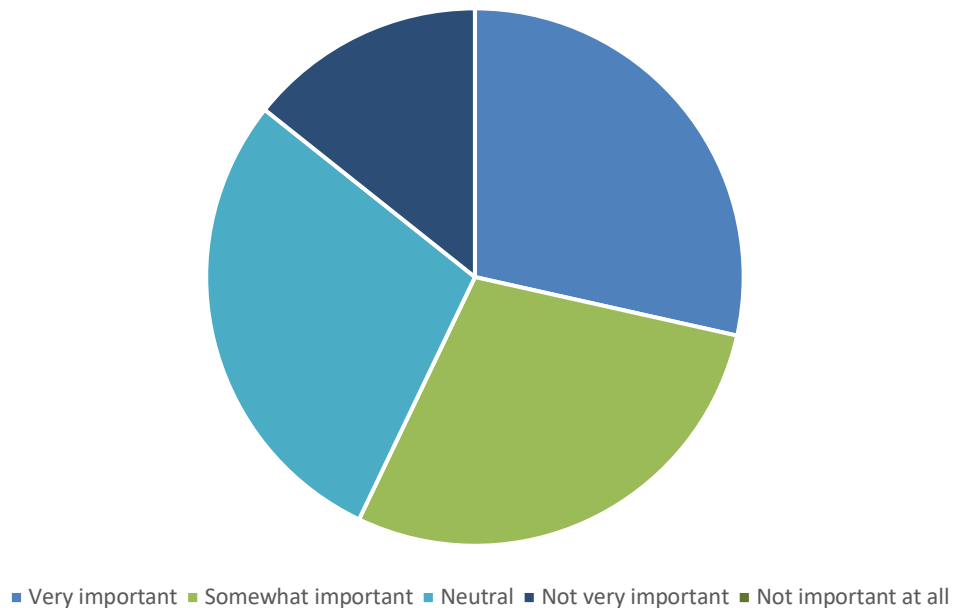
The findings underscore that TMA's employees recognise the limitations of working with fragmented tools or informal procedures, which can make routine tasks like leave requests, contract management, or payroll coordination unnecessarily complicated. An integrated platform promises to eliminate these issues by providing a single source of truth for all HR-related activities, accessible to all employees regardless of their role or location.

Additionally, centralisation allows for more data integrity and easier decision-making for leadership. Rather than having to pull information from multiple disparate sources or relying on ad hoc updates from various departments, leadership can have real-time access to workforce data, performance trends, and compliance metrics—all in one place.

From an employee perspective, one platform also enhances transparency and trust, as they have easier access to their own records, greater visibility of organisational expectations, and more timely attention to their HR-related needs. This sense of autonomy and clarity can improve engagement, especially in remote settings where communication gaps are more common.

These findings make the case for investment in a TMA structure and workflow-specific centralised HR system. Employees are in consensus that such a platform would not only reduce inefficiencies but also lead to a better-integrated and empowered remote workforce.

Figure 11. Centralized HR Platform Importance (Macejková, 2025)



To find out the level of familiarity of the employees with HR digital tools, the survey asked whether the respondents had ever used HR software in their past organizations. It can be observed in Figure 12 that just 14.3% of the respondents had ever used such systems, while a huge percentage of 85.7% had never used them. This finding demonstrates that most employees at The Mobius Agency are entering the transition to a digital HR system with no prior experience.

Rather than indicating a resistance to new technology, this result highlights the importance of a strong onboarding and training process. Employees will need appropriate support to build confidence in using the system, for example, a briefing on how it improves their day-to-day activities relative to the manual or ad hoc processes that are being applied. Effective onboarding can be achieved through materials like video tutorials, step-by-step manuals, and direct engagement with internal system champions or HR officials. These resources will assist in closing the knowledge gap and potentially alleviating anxiety associated with usability or computer navigation.

Functionally, Figure 13 shows that the most helpful features to the experienced were holiday tracking and leave requests. This aligns with the earlier results (as in figure 9), where most of the respondents wanted to request leave from a digital HR system. The repetition of answers goes to strengthen further the requirement for simple, high-impact features in the initial implementation stages.

Highlighting these functional tools provides employees with a direct, tangible benefit—such as scheduling control and quicker approval access—that can be used to establish positive attitudes towards the system overall. It also encourages adoption by pointing out how the platform can remove administrative drag and streamline routine work.

Figure 12. Previous Experience with HR Software (Macejková, 2025)

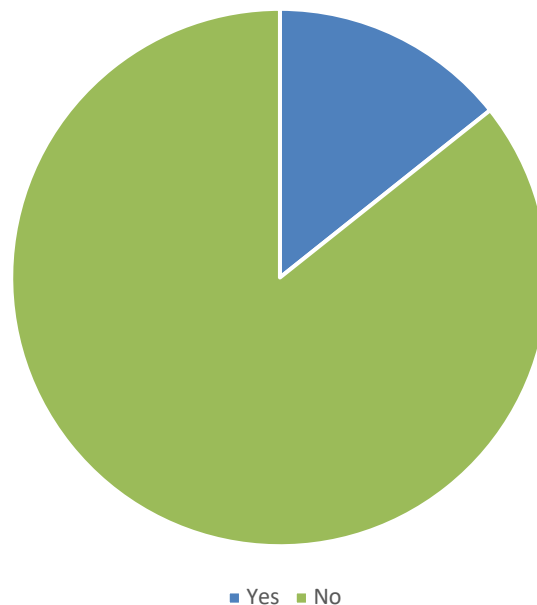
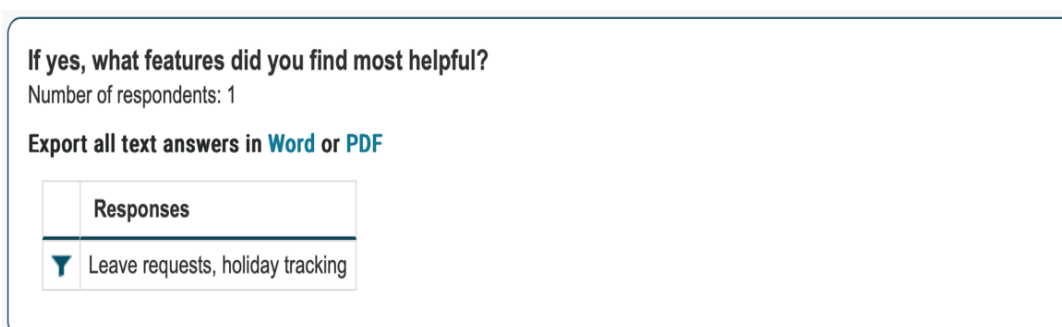


Figure 13. Helpful Features in Previous Systems (Macejková, 2025)



As indicated in Figure 14, most—57.1% of the participants—were very comfortable with the use of such tools. The remaining participants were neutral or mildly uncomfortable, and no participants were found to have strong resistance or technophobia.

This overall confidence with digital interfaces places The Mobius Agency in a strong position to adopt an advanced HR system. While there may be some further need for

support or reassurance for the minority of staff, the high levels of digital comfort indicate high levels of readiness for system take-up. Such findings also imply that onboarding activities can focus on system explanation rather than ploughing through underlying fears around technology.

But familiarity with digital tools is not the only motivator for adoption. Employees were also asked to respond to any issues they might have regarding transitioning to a formal HR system, and their responses—summarized in Figure 15—offer helpful insight into the psychological and practical concerns that could arise.

Although most of the participants did not show much or any concern regarding the changes that were to come, there were some who showed areas of uncertainty. These were:

- The usability and user experience of the platform—particularly for those who may be less at ease with structured systems
- The timeline for implementation, with concerns regarding how quickly the system would be rolled out and whether it would disrupt workflows
- The fear of over-automation, where rigid structures could easily erode the company's culture of flexibility and human touch.

All of these are not out of the ordinary when talking about organisational change, particularly in startups or creative environments where velocity is often over formalisation. Their presence in the figures means that the rollout strategy must consider beyond mere installation—it must explicitly deal with change management, staff engagement, and open communication along the way.

To address both these issues, TMA may adopt a roll-out in stages strategy, where pilot groups or early adopters pilot test the system, provide feedback, and lead the experience before releasing on a large scale. Training does not have to demonstrate how the system is meant to function, but why it is worthwhile, with demonstration of the advantage to all employees. Finally, having the system retain some element of human-centred design and customisability will limit worries about losing the personal touch to automation.

Generally, Figures 14 and 15 suggest a highly digitally confident, change-ready workforce that still needs a considered, inclusive, and flexible implementation process. Being able to address these concerns upfront will be key to ensuring that the new HR system is not only embraced—but valued—as a helpful and empowering part of everyday work at TMA.

Figure 14. Digital Comfort Level (Macejková, 2025)

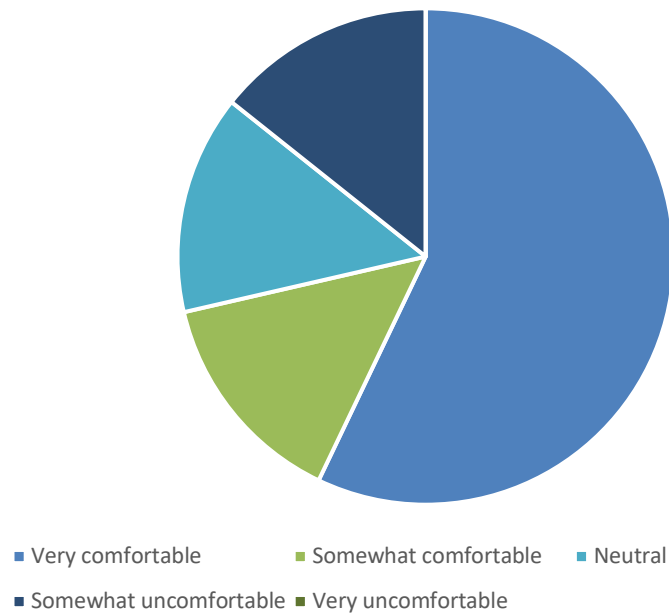


Figure 15. Concerns about Transitioning (Macejková, 2025)

	Responses
⚡	No concerns
⚡	Shouldn't become a burden on time. Simple and easy to use.
⚡	Nothing really.
⚡	"The system is quite difficult to use and not yet well-suited to our work processes
⚡	N/A
⚡	Implementation and training
⚡	None really. I think this is the wave of the future. Helps put process in place for work/life management.

5 Recommendations

Based on the findings of this study, several essential recommendations can be made to enable TMA to achieve the successful deployment of a digital HR system suited to its remote work environment. Findings from the web-based survey, combined with HR digitalisation studies and remote work frameworks research, suggest that deployment must be technologically sound and human-centric in design. The following are recommendations with the vision of facilitating sustainable adoption, organisational productivity, and improving the overall employee experience.

Firstly, TMA is recommended to invest in a single, integrated, and centralised HR platform that consolidates key functionality such as leave applications, timesheet tracking, payroll automation, performance review, and internal communication. As outlined by Kamazi (2023), remote and hybrid working models require digital tools that streamline administrative processes and offer accessibility regardless of employees' physical location. Employee input through surveys indicated that employees are currently utilizing a mix of manual processes and third-party tools, which not only creates inefficiencies but also provides room for miscommunication and errors. Having one platform would simplify the workflows between departments and give one point of access to all the HR activity, offering consistency, transparency, and accessibility to all employees in all locations.

Second, since 85.7% of survey respondents had no prior experience with HR systems, there is a need to give top priority to thorough onboarding and training. This recommendation is consistent with literature emphasising the importance of guided adoption of HR technologies. (Chawla & Dhamija, 2021) The adoption of any digital tool depends greatly on the quality of preparation that users must utilize it. TMA must create a formal onboarding plan with live demos, step-by-step guides, tutorial videos, and technical support. The company can also benefit from appointing internal champions—employees who receive pre-rollout training and serve as peer guides during the mass deployment. This step not only reduces anxiety among users but also fosters a culture of collaborative learning and assistance.

Third, it is preferable to implement the system via a phased or pilot-based approach rather than rolling it out organisation-wide in one shot. A small test group of users representing diverse roles can test the system at an early stage, and feedback can be used to refine system configuration and training material. A phased rollout would help in limiting risks, reducing resistance, and allowing problems to be identified early on before a full-scale rollout.

Fourth, to achieve high employee adoption of the new system, flexibility and usability should be at the heart of system design. The theoretical framework highlights the growing relevance of Diversity, Equity, and Inclusion (DEI) in HRM practices. (Ivancevich & Konopaske, 2013) The survey did pinpoint some concerns over over-automation and formal structures potentially conflicting with the company's innovative and people-oriented culture. Therefore, the selected HR platform must have customisable modules and features that can map to TMA's unique workflows. It must support, rather than replace, the human factor in feedback, performance conversations, and well-being support.

Fifth, the system should have integrated in-built consistent and automated tools for time tracking, a vital area where the current practices are highly unequal within the organization. As Bratton et al. (2022) note, effective performance management in digital environments depends on reliable data collection and user-friendly feedback loops. By having this feature in the HR system, TMA can control project timelines, resource allocation, and employee workloads better, which ultimately means more fair appraisals of performance and enhanced planning.

Finally, a proper change management and communication plan is recommended. Change initiatives fail more frequently because of ineffective communication, low participation, or inadequate communication than because of bad tools. During the planning process from start to finish and even after launch, TMA needs to maintain open communication lines, involve employees in the selection and development process, and communicate effectively the benefits of the system. Involvement will help establish confidence and achieve buy-in across the organisation.

6 Conclusion

This thesis set out to explore how HR systems can be successfully implemented in remote working environments to meet the needs of employees as well as organisational objectives, with a case study of The Mobius Agency. Using a review of current literature and an analysis of primary data collected via a structured employee survey, various findings of importance to addressing this overarching research question were found.

The study concluded that the effective implementation of HR systems in remote organisations requires strategic technology and human-centric practice integration. Theoretical observations emphasized flexibility, digital accessibility, inclusivity, and employee involvement in modern HRM. Survey results, however, indicated that employees in The Mobius Agency are already making use of fragmented HR tools, have limited exposure to HR systems, and desire greater clarity, efficiency, and consistency in internal operations.

Together, the data supports the proposal of a centralized, intuitive HR platform with systematic onboarding, phased rollout, and culture-sensitive capabilities. It is more likely to increase transparency, improve adoption rates, reduce administrative burden, and facilitate an integrated, supported workforce—even for a geographically dispersed team.

6.1 Answer to the Research Question

The general aim of this thesis was to investigate the successful application of human resource systems in remote work environments using The Mobius Agency TMA as a case study. The research was guided by the following question:

"Which strategies and tools are considered most suitable for the application of HR systems in remote working environments?"

The findings from this study report that TMA, while ideally set up for the digital and remote-first workplace, is faced with a variety of HR-related concerns that are outcomes of the absence of a unified, structured, and automated system of HR functions. The respondents to the survey reported that currently, employees were utilizing disparate means—manual recording, email correspondence, and third-party tools—to manage key HR processes such as onboarding, performance, leave management, and time logging. This decentralised approach not only generates inefficiencies but also has the potential to undermine employee experience, organisational transparency, and overall administrative control.

Despite these challenges, the survey also found some encouraging signs that confirm the viability of implementing an integrated HR system. Employees had high digital confidence, with the majority showing comfort in the use of software tools and willingness to adopt a more formalised system. In addition, respondents named fundamental features that they believed would augment their work processes—i.e., automatic payroll, management of leave requests, and more streamlined performance evaluation. These reflect in need for added structure and support without sacrificing the company's informal, people-centred culture.

The study therefore supports that successful implementation of HR systems in a remote environment depends not just on technology, but on a human-focused solution combining user-centred design, phased roll-out, training and communication measures. At TMA, all these are appropriately suited to such an intervention: a technology workforce, a comprehensible set of work-related problems, and an innovative and collaboration-oriented culture.

In conclusion, the author of this thesis makes a conclusion that HR systems may be successfully adopted in remote businesses like TMA provided that the process is inclusive, employee needs-based, and value-aligned with the business. An HR platform that is well selected and supported stands to transform the day-to-day operations, drive employee engagement, and enable the long-term scalability of the company.

6.2 Limitations of the Research

While this study provides useful insights and actionable recommendations, several limitations must be acknowledged.

The most obvious constraint is the sample size. The fact that just seven respondents have taken part in the survey means that the evidence cannot be thought of as being representative of some larger population. While the respondents had various roles within the company - from junior associates to top-level leadership - the fact that it was such a limited sample means the statistical generalisability of the findings are limited. Thus, the outcomes are best explained as an internal case study rather than an ideal model for every remote organisation.

A second limitation relates to the range and depth of data collection. Only one data collection technique - an online survey - was used. While this was appropriate given the nature of the workforce and the constraints of a bachelor-level research study, it was less deep than it could have been had qualitative techniques such as semi-structured interviews or focus groups been employed. These other approaches might have provided more in-depth perspectives on employees' attitudes, worries, and expectations regarding HR digitalisation.

Apart from that, research provides us merely with a pre-implementation perspective. The conclusions were gathered before any formal HR system had been implemented, so it follows that the conclusions are based on speculative and hypothetical opinions rather than actual user experience. It is not feasible to define the eventual effectiveness of an HR system post-implementation or be able to calculate the level of behavioural or cultural change that will be induced by it without accessing longitudinal data.

Lastly, the research does not account for cultural and geographical considerations that may influence computer systems attitudes in a globally distributed workforce. While TMA

operates remotely, regional variations in work culture, expectations, or availability of digital media will certainly influence system usage and adoption.

6.3 Future Research Suggestions

To extend the findings of this study and deepen the academic understanding of HR digitalisation in remote environments, certain possible directions of research are set out.

To begin with, future studies should consider adopting a longitudinal research design, tracking employees' experiences before, during, and after the implementation of a digital HR system. Such an approach would enable researchers to measure adoption levels of the system, employee satisfaction levels, and HR process efficiencies over time. Longitudinal data would enable organisations to spot the key phases of system roll-out that demand most support and adjustment.

Secondly, comparative studies in more than one organisation of different sizes, industries, and levels of digital maturity would be useful. Such research would help explain the impact of different organisational cultures, leadership approaches, and demographics of workers on the success of HR system adoption in remote work settings. Comparative study would facilitate the identification of broader patterns and a more robust basis for best practice frameworks.

A second area of future study is conducting a cost-benefit or ROI (return on investment) analysis of HR systems within distant firms. Whereas the present investigation suggests perceived benefits such as improved transparency, automation, and availability, quantitative assessment might quantify tangible cost savings, productivity gains, and increased retention resulting from system adoption.

Additionally, future researchers may also be keen on examining the psychological and ethical sides of HR technology. As automation, AI, and data analytics become increasingly embedded in HR processes, there is a need to research how these technologies affect employee trust, privacy, and well-being in the workplace. Questions such as digital surveillance, algorithmic bias, and the trade-off between efficiency and empathy in HR practices are becoming more relevant in contemporary workplaces.

Finally, it would be worth researching change management practices particularly tailored to remote companies. Such a study might give valuable instruments and communication

systems for effective use of digital frameworks in organisations with limited social interaction.

By discussing these issues, subsequent research will be able to produce a deeper and more advanced analysis of how HR systems can promote modern, adaptable, and human-centred workforces in diverse environments.

References

- Alexander, A. De Smet, A., Langstaff, M., Ravid, D. (2021). *What employees are saying about future of remote work*. https://emplea.ceu.es/wp-content/uploads/what-employees-are-saying-about-the-future-of-remote-work_vf.pdf
- Al – dahabi, Z. M. A., Algazo, F.A., Hajjaj, R.Y., Abukhait, R. O. (2024). *Remote work and human resource management: Challenges and solutions*. World Journal of Advanced Research and Reviews. <https://wjarr.com/content/remote-work-and-human-resource-management-challenges-and-solutions>
- Azizi, M. R., Atlasi, R., Ziapour, A., Abbas, J., Naemi, R. (2022). *Innovative human resource management strategies during the COVID-19 pandemic: A systematic narrative review approach*. [https://www.cell.com/heliyon/fulltext/S2405-8440\(21\)01336-0](https://www.cell.com/heliyon/fulltext/S2405-8440(21)01336-0)
- Bloom, N., Liang, L., Roberts, J., Ying, Z. J. (2015). *Does Working from Homework? Evidence from a Chinese Experiment (Quarterly Journal of Economics 130(1): 165-218)*. <https://academic.oup.com/qje/article-abstract/130/1/165/2337855>
- Boon C., Den Hartog, D. N., Lepak D.P., (2019). *A Systematic Review of Human Resource management Systems and Their Measurements (Volume 45, Issue 6)*. Sage Journals. <https://journals.sagepub.com/doi/10.1177/0149206318818718>
- Bratton, J., Gold, J., Bratton A., Steele (2022). *Human Resource Management*. https://books.google.sk/books?hl=en&lr=&id=GphcEAAAQBAJ&oi=fnd&pg=PR6&dq=human+resource+management&ots=2Pru9KR3OJ&sig=vr8B9NjeejIJtyLj9G-Qesbemos&redir_esc=y#v=onepage&q=human%20resource%20management&f=false
- Bryman A., Bell E. (2015). *Business Research Methods*. https://www.academia.edu/35725749/Business_Research_Methods_by_Bryman_A_and_Bell_E_2015_1
- Busch, E., Nash, J., Bell, B.S. (2011). *Remote Work: An Examination of Current Trends and Emerging Issues*. <https://op.bna.com/dlrcases.nsf/r?Open=lchi-8nlp6k>
- Chychun, V., Chaplynska, N., Shapatakova, O., Pankova, A., Saienko, V. (2023). *Effective Management in Remote Work Environment*. Journal of System and Management Sciences, Vol. 13. <https://www.aasmr.org/jsms/Vol13/No.3/Vol.13.3.17.pdf>
- Creswell, J. W. (2014). *Research Design: Qualitative, quantitative, and mixed*. https://www.ucg.ac.me/skladiste/blog_609332/objava_105202/fajlovi/Creswell.pdf

Drisko, J.W., Maschi, T. (2016). *Content Analysis*.
https://books.google.ie/books?hl=en&lr=&id=07GYCgAAQBAJ&oi=fnd&pg=PP1&dq=Content+Analysis&ots=nqSIPiSWbx&sig=B-xqvm2pHeeP5f5gUgmbKwzunFc&redir_esc=y#v=onepage&q=Content%20Analysis&f=false

Gajendran, R., Harrison, D. (2007). The Good, the Bad, and the Unknown about Telecommuting: Meta-analysis. <https://www.apa.org/pubs/journals/releases/apl-9261524.pdf>

Ivancevich, J. M., Konopaske, R. (2013). *Human Resource Management*.
<https://thuvienso.hoasen.edu.vn/handle/123456789/9602>

Jeske, D. (2021). *Monitoring remote employees: implications for HR*.
<https://www.emerald.com/insight/content/doi/10.1108/shr-10-2020-0089/full/html>

Kamazi, F. (2023). *Remote Employment and Human Resource Performance*.
https://d1wqtxts1xzle7.cloudfront.net/107101603/kamanzi_felix_final_libre.pdf?1698934332=&response-content-disposition=inline%3B+filename%3DKamanzi_felix_final.pdf&Expires=1731942344&Signature=SD3qtBT--ZkHWn3OJI9Zpv9eRy2N~-YmeWQKI~AMsCPUfna7XVXZig3bvrf9PhbjPIhkltkI7kCxnW0DDNMI3UagmUWjvd3ByeW~SZX-gycw6yBqDZ7Pjt0ecYCh1glBbzfl-WKkWL~Xd9SiB9EuDcHZMSwMLHqudCS6pVKU5SICwMH79d3mIEkZrKtGDwuAIO8LLDily8U5jKzFkZPU4-mlfNGq4qFsxY5U-9m~xrlLx-VoNIhKlbhfbNJXfb2nXPFXbeWd2YzeBdF2BBagfcT382e3gJlu0YfWdMbbAGukaZ3quMDZLH54ORz5dYxK7mN3Wezfb0HMkuTxBVhQ__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA

Kommer, H., K., R. (2017). *Choosing the Right HCM Tool: A Guide for HR Professionals*.
https://www.researchgate.net/profile/Harish-Kumar-Reddy-Kommer-2/publication/385717586_CHOOSING_THE_RIGHT_HCM_TOOL_A_GUIDE_FOR_HR_PROFESSIONALS/links/67329668a78ba469f05e9c75/CHOOSING-THE-RIGHT-HCM-TOOL-A-GUIDE-FOR-HR-PROFESSIONALS.pdf

Legge, K. (1995). *What is human resource management?*
https://link.springer.com/chapter/10.1007/978-1-349-24156-9_3

Marivic, F., F. (2019). *Understanding The Challenges Of Remote Working And It's Impact to Workers*. International Journal of Business Marketing and Management (volume 4, Issue 11, page 40-44). <http://ijbmm.com/paper/Nov2019/824043604.pdf>

Marshall, G., Jonker, L. (2010). *An introduction to descriptive statistics: A review and practical guide*. <https://www.sciencedirect.com/science/article/abs/pii/S1078817410000027>

McKinsey & Company (2021). *McKinsey Global Surveys, 2021: A Year in a Review*.
<https://www.mckinsey.com/~media/mckinsey/featured%20insights/mckinsey%20global%20surveys/mckinsey-global-surveys-2021-a-year-in-review.pdf>

Nicholas, R.W., (2004). *Political Systems and the Distribution of Power (Functions chapter)*. <https://www.taylorfrancis.com/chapters/edit/10.4324/9780203715208-2/factions-ralph-nicholas>

Pendoza, M. (2025). Interview.

Saunders, M., Lewis, P., Thornhill, A. (2019). *Research Methods for Business Students*.
https://www.researchgate.net/publication/240218229_Research_Methods_for_Business_Students

The Mobius Agency (2025). <https://www.themobiusagency.com>

Willing, C., Rogers, W.S. (2017). *The SAGE Handbook of Qualitative Research in Psychology (page 17-37)*.
https://books.google.ie/books?hl=en&lr=&id=AAAniDgAAQBAJ&oi=fnd&pg=PA17&dq=Thematic+Analysis&ots=dj3huBbFV&sig=NR5yFBaj7fddv1ZO9T518OXeM&redir_esc=y#v=onepage&q=Thematic%20Analysis&f=false

Wood, S. (2003). *Human Resource Management and Performance*.
<https://onlinelibrary.wiley.com/doi/abs/10.1111/1468-2370.00020>

World Health Organization (2021). *Mental Health and Remote Work: The Hidden Crisis*.
 Who. <https://www.who.int>

Yurtsseven, M.K., Buchanan, W.W. (2013). *Socio-technical system design: a general systems theory perspective*. <https://copec.eu/congresses/icece2013/proc/works/4.pdf>

Appendix 1/2

1. What is your role at The Mobius Agency?

2. How long have you worked at TMA?

Less than 6 months

6 months - 1 year

1-2 years

More than 2 years

3. Do you primarily work remotely or hybrid?

Remote

Hybrid

4. How do you currently track your working hours and project progress?

Manual tracking

Internal software

External tools

No formal tracking

5. How would you describe the efficiency of the current HR processes at TMA?

Very efficient

Somewhat efficient

Neutral

Somewhat inefficient

Very inefficient

6. What challenges have you faced in HR-related processes (e.g., payroll, performance tracking, onboarding)?

7. How often do you receive feedback from your manager or team lead?

Weekly

Biweekly

Monthly

Rarely

Never

8. Which HR functionalities would be most beneficial to you? (Select all that apply)

Payroll & Benefits

Time tracking

Performance evaluations

Learning & Development

Communication & Collaboration

Other

9. What is your preferred method for submitting leave requests?

Email

HR software

Direct manager approval

No formal process

10. Would you find an integrated HR system useful in streamlining your administrative tasks?

Yes

No

Not sure

11. How important is it for you to have access to a centralized HR platform?

Very important

Somewhat important

Neutral

Not very important

Not important at all

12. Have you used HR software in previous jobs?

Yes

No

13. If yes, what features did you find most helpful?

14. How comfortable are you with using digital HR tools?

Very comfortable

Somewhat comfortable

Neutral

Somewhat uncomfortable

Very uncomfortable

15. What concerns, if any, do you have about transitioning to an HR system?

Appendix 2/2

1. Description of thesis research data

The data for this thesis is consisted of primary, non-sensitive survey responses obtained via an online survey tool. Webropol was utilized in carrying out the survey that included multiple-choice, like scale, and open-ended questions. What will be obtained is employees' attitude, perception, and experiences regarding HR systems within the context of remote working. Personal identifiers (i.e. names, email, IPs) were not collected, and the data was kept anonymous throughout.

2. Management and storage of the research data

The data will be stored and processed on the thesis author's own password-protected computer. Backups of the data will be saved in a separate folder, which will be kept apart from the files being analyzed. In addition to the thesis author, the thesis supervisor may also handle the data.

3. Processing of personal data and sensitive data

No personal or sensitive data will be collected or processed in this thesis research. The online survey is totally anonymous and does not solicit or record any personal identifiers such as names, email addresses, IP addresses, age, gender, or other demographic details. The data collected was solely on participants' professional experiences, attitudes, and perceptions regarding HR systems in a remote working environment at The Mobius Agency. Consequently, the research does not include confidential information or personal data, and an additional privacy notice is unnecessary. All responses were kept anonymous throughout the process, and data was processed according to GDPR-compliant processes.

4. Ownership of research data

a) Ownership of Data

The data collected for this thesis research is the property of the author, Simona Macejková. The data is collected independently using an anonymous web-based questionnaire that was created and distributed by the author, and does not belong to any bigger study,

development, or research project commissioned by Häme University of Applied Sciences (HAMK) or by any third party. No external data sets were used, and all data collection was conducted at the author's initiative and under her control.

b) Ownership of Results

The result of the thesis, all the analysis, and written material are also owned by the author, Simona Macejková. Without any external commissioner or partner being involved in the research process, there are no other claims for using or owning the results or data. The effort is individually carried out within the author's bachelor thesis at HAMK and complies with the ethics and academic standards of the university. As the thesis will be published in HAMK's open repository, the result will be made available under applicable copyright law, with rights to cite to the author. No individual rights transfer agreement is required here.

5. Further use of research data after the completion of the thesis

The research data of this thesis will not be reused. The thesis author will securely store the data for one year from the date of thesis approval to ensure the results can be verified if necessary, and then securely destroy the data.