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# EXPLORATION OF ROLE OF HR IN MANAGING ORGANIZATIONAL CHANGES” WITH SPECIAL REFERENCE TO ALF ENGINEERING PVT LTD AT SHOOLAGIRI.

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### ABSTRACT :

This study explores the evolving role of Human Resources in managing organizational change, with particular focus on ALF Engineering Pvt Ltd, a leading automotive chassis manufacturer. In today's dynamic business environment characterized by rapid technological advancements and market disruptions, effective change management has become critical for organizational sustainability and competitiveness. The research employs a mixed-methods approach, combining quantitative survey data from employees with qualitative insights from HR professionals. Findings reveal that HR has transitioned from a traditional administrative function to a strategic partner in change management, with employees rating HR's change initiatives as effective

### INTRODUCTION

In today's rapidly evolving business environment, organizations are under constant pressure to adapt to shifting market conditions, technological advancements, and changes in consumer preferences. As businesses face these external and internal pressures, the ability to manage and navigate change effectively has become a critical factor in ensuring long-term sustainability and competitive advantage. Organizational change, whether it involves restructuring, implementing new technologies, or adapting to shifting market conditions, requires not only strategic planning but also the effective management of human capital. At the heart of this process is the Human Resources (HR) department, which plays an integral role in managing and guiding employees through these transitions. Human Resources departments have traditionally been tasked with managing recruitment, employee relations, benefits, and compliance. However, in the context of organizational change, HRs has evolved to become a central pillar of transformation efforts. HR is no longer seen as simply a support function, but as a strategic partner that contributes to the success of organizational change initiatives. As role organizations move through change, HR must ensure that the human element is

### RESEARCH BACKGROUND

ALF Engineering Pvt Ltd is an auto ancillary, a company established in 1980 in suburban Mumbai. Recognized as a leading, and much awarded, supplier to OEs in India, its main business areas are in the Chassis Frame, Front & Rear Cradles, Suspension assemblies, Hydro formed components for SUV's, MUV's & LCV's. It currently manufactures and supplies over 1700 frames/day from 14 facilities pan India to Mahindra & Mahindra, Ashok-Leyland, Tata Motors, Isuzu Motors, Stellantis and Daimler India.

### GLOBAL TRADE DYANAMICS AND EXPORT OPPORTUNITIES

Chassis is the frame on which the vehicle is mounted, forming the lower part of the vehicle. It is one of the vehicle's most important components to be evaluated. A strong metal frame can support the entire vehicle's weight in static or dynamic situations. In the manufacturing industry, frame bars are called the backbone of the vehicle. It is described as an element that allows the assembly of other parts or components such as engines, gearboxes, brakes, axles, and tires. Automotive chassis is constructed to provide sufficient strength to withstand the load.

### IDENTIFIED PROBLEM

Requires a deep understanding of global market economical dynamics and challenges. In diversification of markets, it also involves high costs, risks, and competitive pressures that can impact profitability the challenges include fluctuating international demand, trade policies, foreign exchange risks, and compliance with global standards. Lack a systematic approach to evaluate financial returns, often overlook the hidden cost like Interim & tariffs.

## OBJECTIVES OF THE STUDY

- To examine the current role of the HR department in managing organizational changes in the chassis manufacturing sector.
- To identify the challenges faced by HR professionals during the implementation of organizational changes such as restructuring, automation, and policy updates.
- To analyze employee responses and resistance to change, and evaluate HR's strategies for overcoming this resistance.
- To assess the effectiveness of communication and engagement methods used by HR during organizational transitions.
- To explore the role of HR in reskilling and upskilling employees in response to technological or procedural changes.
- To study the involvement of HR in strategic planning and decision-making related to change management.
- To understand how HR manages organizational culture and employee morale during periods of change.

## REVIEW OF LITERATURE

Human Resources (HR) has evolved from a primarily administrative function to a strategic partner in organizational change. **Ulrich (1997)** introduced the concept of HR as a "strategic partner," emphasizing its role in aligning human capital with organizational goals. This transformation is particularly significant in the manufacturing sector, where HR's involvement is crucial for adapting to technological advancements, market demands, and globalization.

Several theoretical models provide frameworks for understanding and implementing organizational change, highlighting HR's critical role:

**Lewin's Change Management Model (1947):** This model outlines three stages—unfreezing, changing, and refreezing. HR plays a vital role in each of these phases by preparing employees for change, facilitating smooth transitions, and reinforcing new behaviors and practices.

**Kotter's 8-Step Change Model (1996):** Kotter's model emphasizes the importance of creating urgency, building coalitions, and sustaining momentum. HR is essential in these areas, particularly in communication, training, leadership support, and team alignment.

**ADKAR Model:** The ADKAR model focuses on individual transitions during change, giving HR a direct role in managing awareness, desire, knowledge, ability, and reinforcement for each employee affected by organizational shifts.

These models underscore the importance of HR in guiding organizations through change processes, ensuring that both organizational structures and individual behaviors align with new objectives.

Effective HR practices are vital in facilitating successful organizational change in the manufacturing sector. Key HR practices include:

**Training and Development:** As technological advancements necessitate continuous skill upgrades, HR departments are responsible for identifying skill gaps and implementing training programs that equip employees with the necessary competencies to adapt to new technologies and processes.

**Performance Management:** Aligning performance management systems with change objectives ensures that employees' goals and behaviors are in sync with organizational changes.

**Employee Engagement:** Engaging employees through transparent communication, involvement in decision-making, and recognition programs can reduce resistance to change and enhance commitment.

**Leadership Development:** Developing leaders who can champion change initiatives and support their teams through transitions is crucial for successful change implementation. Studies have shown that organizations with robust HR practices experience smoother transitions during periods of change, highlighting the importance of HR's proactive involvement (Gupta, 2023).

Despite its strategic role, HR faces several challenges in managing organizational change:

**Resistance to Change:** Employees may resist change due to fear of the unknown, job insecurity, or perceived threats to established routines. HR must address these concerns through transparent communication, involvement in decision-making, and providing support mechanisms such as counseling and training.

**Resource Constraints:** Limited budgets and personnel can hinder the implementation of change initiatives. Overcoming these challenges requires HR to prioritize initiatives, seek management support, and leverage external resources when necessary.

**Cultural Barriers:** Organizational culture can impede change efforts. HR plays a crucial role in shaping and aligning culture to support change initiatives.

**Technological Challenges:** The integration of new technologies can be met with resistance or lack of competence. HR's role includes facilitating training and providing support to ensure successful adoption. Addressing these challenges requires HR to be agile, adaptable, and equipped with the necessary skills and resources to manage change effectively.

The effectiveness of HR in managing organizational change directly influences overall organizational performance. Strategic HRM practices, such as employee involvement and performance management, are closely linked to improved manufacturing performance (Shahnawaz, 2015). Organizations that align HR practices with strategic goals are better positioned to navigate change successfully and achieve desired outcomes.

Furthermore, HR's role in maintaining company culture during periods of change is crucial. Organizational change can disrupt existing cultural norms, leading to confusion and decreased morale, and organizing team-building activities that strengthen organizational identity.

The advent of Industry 4.0 has introduced new challenges and opportunities for HR in the manufacturing sector. The integration of digital technologies, such as artificial intelligence (AI), big data, and the Internet of Things (IoT), requires HR to manage a digitally skilled workforce and foster a culture of continuous learning and innovation.

encompasses workforce planning, talent management, and fostering a culture that supports continuous improvement. As organizations face rapid technological changes, HR is tasked with ensuring that employees possess the necessary skills and are adaptable to new processes and systems.

cash cycles, enabling quicker debt repayment. Long-term export contracts also served as collateral for securing trade credit, improving financial resilience and investment readiness.

Rodriguez F. & Silva M. (2023), “Export Activity and Financial Efficiency in Quartz Surface Firms”. This study examines financial efficiency among Portuguese quartz exporters using Data Envelopment Analysis (DEA) and linear discriminant analysis. Exporting firms reported up to 12% higher net profit margins and consistently lower operational slack, especially in companies targeting Northern Europe and North

Sethi A., & Ramesh K. (2024), “Role of Export Strategies in Enhancing Profit Margins in Indian Quartz Industry”. The study evaluates the role of proactive export strategies on profitability and sustainability. Export-intensive firms achieved a 3.1x improvement in EBITDA over five years. Exporters also had better work capital cycles, supported by advance orders and overseas warehousing.

Silva R., & Gomez T. (2022), “Exporting and Return on Investment in Brazil’s Quartz Industry”. The study analyses ROI among Brazilian quartz firms that expanded their export capacity. Return on Investment grew by 18% on average due to better asset utilization and longer production cycles. Export incentives helped mitigate logistics cost hikes during global supply chain disruptions.

## RESEARCH GAP

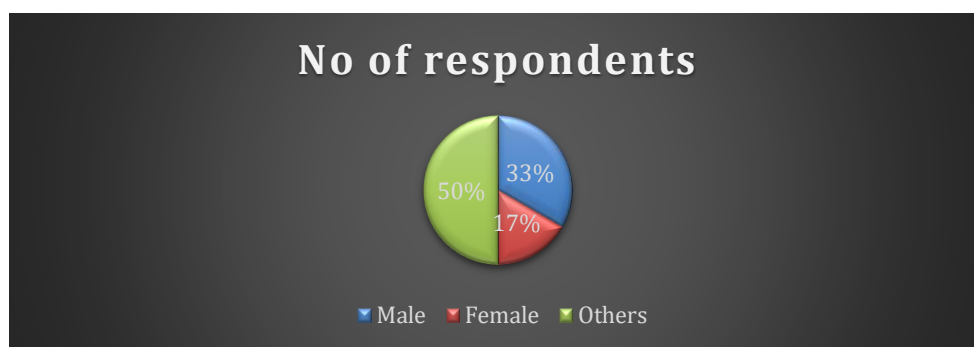
- Sector-specific limitation: Most organizational change research is concentrated in sectors like IT, banking, or education. The manufacturing industry—especially niche areas like chassis production—has not been thoroughly examined in the context of HR’s role in change management. The unique labor dynamics and industrial workflows are not captured in existing frameworks.
- Underrepresentation of HR as a change leader: Existing literature often highlights CEOs, consultants, or project managers as key figures in driving change. HR departments are frequently viewed as facilitators rather than leaders. This underplays their potential in guiding people strategy, workforce restructuring, and organizational readiness.
- Neglect of blue-collar and shop-floor employees’ experiences: Much of the academic focus remains on white-collar or managerial staff. However, in manufacturing sectors like chassis assembly, shop-floor employees make up the majority of the workforce. Their psychological response, adaptability, and training needs during change are underreported.
- Minimal linkage between HR practices and theoretical change models: While change management models such as Lewin’s and Kotter’s are well known, studies rarely integrate HR practices (like performance appraisal revisions or employee communication) with these models in a practical, step-by-step manner suited for manufacturing contexts.
- Psychological resistance and emotional responses are understudied: Organizational change often brings anxiety, uncertainty, and emotional pushback. However, the emotional and psychological impact of change—especially for technical or factory workers—is insufficiently covered, despite it being critical to HR planning.

*America.*

### DATA ANALYSIS AND INTERPRETATION

**Table 1. GENDER OF RESPONDENTS**

Gender	No of respondents	Percentage (%)
Male	48	65.7%
Female	24	34.3%
Total	72	100%



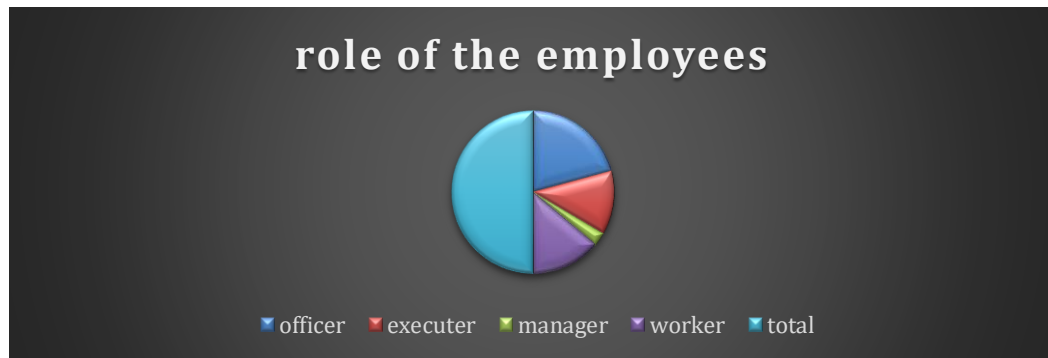
**CHART NO: 1 GENDER OF RESPONDENTS**

### INTERPRETATION:

The table indicates that 65.7% of respondents are male and 34.3% are female, showing a majority of male respondents. This suggests a gender distribution that's not evenly balanced, with males outnumbering females.

**Table 2. OCCUPATION STATUS OF RESPONDENTS**

Response	No of respondents	Percentage (%)
officer	30	42.9%
executer	18	25.7%
manager	4	5.7%
worker	20	28.6%
total	72	100%

**Chart 2. OCCUPATION STATUS OF RESPONDENTS****INTERPRETATION:**

The table indicates that Officers (42.9%) have the highest representation, followed by Workers (28.6%) and Executers (25.7%), while Managers (5.7%) have relatively low representation. This suggests Officers have a significant presence, while Managers are underrepresented.

**Table 3. TYPES OF ORGANIZATIONAL CHANGES EXPERIONCED**

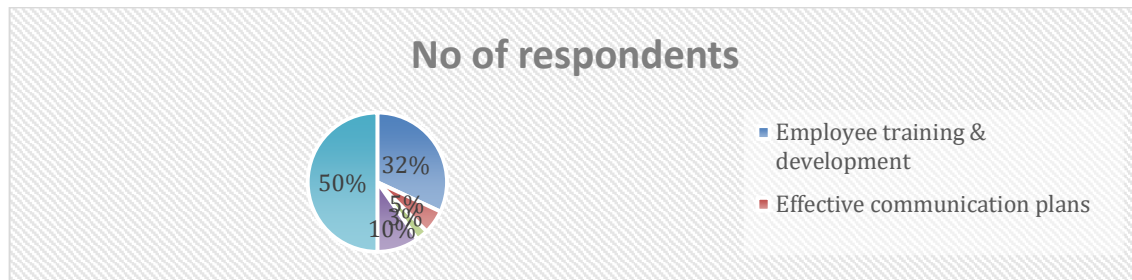
Response	No of respondents	Percentage (%)
Restructuring	32	42.9%
Leadership	24	34.3%
Mergers& acquisitions	2	2.8%
Digital transformation	14	20%
Total	72	100%

**Chart 3. TYPES OF ORGANIZATIONAL CHANGES EXPERIONCED****INTERPRETATION:**

The table shows that 42.9% of respondents associate with "Restructuring", 34.3% with "Leadership", 20% with "Digital transformation", and 2.8% with "Mergers & acquisitions". This suggests that restructuring and leadership are the most prominent themes.

**CHART4.HR STRATAGIES USED TO FACILITATE ORGANIZATIONAL CHANGES**

Response	No respondents	Percentage (%)
Employee training & development	46	63.9%
Effective communication plans	8	11.1%
Employee engagement programs	4	5.6%
Leadership support & coaching	14	19.4%
total	72	100%



#### INTERPRETATION:

Employee training & development tops the list at 63.9%, indicating a strong focus on enhancing employee skills. Leadership support & coaching follows at 19.4%, highlighting its importance in driving success. Effective communication plans and employee engagement programs also contribute, but to a lesser extent. This suggests organizations prioritize employee growth and development

#### SUMMARY OF FINDINGS

- HR is involved from the planning phase of change initiatives, ensuring alignment between people strategies and organizational goals.
- A major focus of HR during change management is on clear and transparent communication, helping to reduce uncertainty and build trust among employees.
- HR serves as a bridge between management and staff, communicating the rationale for change and addressing employee concerns in real-time.
- The department actively conducts training and development programs to prepare employees for new roles, technologies, and procedures introduced during change.
- Upskilling initiatives have been critical in reducing resistance and improving employee adaptability, especially in technical and process-driven roles.
- HR implements structured feedback mechanisms (e.g., surveys, suggestion boxes, town halls) to gauge employee sentiment and adjust strategies accordingly.
- There was notable resistance to change, particularly from long-serving or older employees who were accustomed to traditional ways of working.
- HR addressed resistance through individual counseling, employee engagement activities, and involvement of staff in early discussions about upcoming changes.
- The HR team contributed to the revision of organizational policies and job descriptions to reflect new business priorities and ensure role clarity.
- HR played a central role in organizational restructuring, including realignment of departments, shifts in reporting lines, and workload redistribution.

#### SUGGESTION

Develop a Clear Change Strategy – Align HR initiatives with business goals to ensure a structured and smooth transition.

- ❖ Enhance Communication & Transparency – Regularly update employees on changes to reduce uncertainty and resistance.
- ❖ Invest in Employee Training & Upskilling – Focus on automation, digital tools, and lean manufacturing skills.
- ❖ Engage Employees in the Change Process – Involve employees in decision-making to boost commitment and morale.
- ❖ Strengthen Leadership Development – Train managers to effectively lead change and support their teams.
- ❖ Monitor Employee Well-being – Implement support programs to manage stress and maintain motivation.
- ❖ Use HR Analytics for Decision-Making – Leverage data to track progress, address challenges, and optimize workforce performance.
- ❖ Ensure Legal Compliance & Ethical Workforce Transition – Follow fair labor practices during restructuring and role changes.
- ❖ Encourage a Culture of Innovation – Promote a mindset of continuous improvement and adaptability.

#### CONCLUSION

This study examined the critical role of the Human Resources (HR) department at Chasses Manufacturing in managing organizational changes. The findings reveal that HR plays an integral role in facilitating change by ensuring effective communication, providing training, addressing employee concerns, and aligning human resources strategies with organizational goals. HR's proactive involvement in managing transitions, particularly through its focus on transparency and skill development, has helped reduce resistance and improved overall adaptability. However, the research also identified challenges such as resource limitations and resistance from certain employee groups, highlighting areas where HR can further strengthen its efforts. In conclusion, HR at Chasses Manufacturing has demonstrated its value as a strategic partner in driving organizational change. To build on this success, it is recommended that the company invest further in structured change management practices, enhance training programs, and continue fostering open communication between all levels of the organization. By doing so, Chasses Manufacturing can better navigate future changes and maintain a productive and engaged workforce. Collaboration between HR and senior leadership has been essential; HR was treated as a strategic partner

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## DIRECTIONS FOR FUTURE RESEARCH

In this research we focus on only US & Euro currency dealing in the export, in the future can have analysis in the various currency fluctuations apart from the US & Euro. The research can have a comparison of the Natural and Engineered quartz and their financial rewards of export. The research can have both financial rewards and the financial risk in the engineered quartz export. The research can implement the cost incurred in the utilizations of the schemes and their documentations and the process cost can be analyzed.

The research can be implemented various countries export and the import rewards and the best country for export and import of engineered quartz can be identified based on the financial aspects.

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