



## **The Role of Human Resource in Change Management in the IT Sector in Bengaluru**

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### **ABSTRACT**

In Bengaluru's dynamic IT sector, organizations constantly adapt to technological advancements and global market demands. Human Resources (HR) plays a central role in facilitating these changes by aligning people strategies with business goals. This paper explores how HR manages change through transparent communication, reskilling initiatives, and by fostering a culture open to innovation. By addressing employee resistance, updating policies, and supporting leadership, HR ensures smoother transitions and sustained organizational performance. The findings highlight that HR is not just an administrative function but a strategic partner driving successful change management in Bengaluru's fast-evolving IT industry.

**KEYWORDS** *Change management, Organization, Human Resource, Employee Engagement, Strategic HRM*

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### **INTRODUCTION**

Change is no longer a once-in-a-decade event in organizations it is an everyday reality. Whether it's the adoption of new technologies, shifts in leadership, mergers, or evolving customer expectations, change is happening all around us. Yet, at the heart of every successful transformation lies one essential ingredient: people. And guiding people through that change is where Human Resources (HR) truly shines.

HR is not just about policies and paperwork; it's the emotional pulse of an organization. When uncertainty strikes and employees feel anxious about what lies ahead, it is HR that steps in to communicate honestly, reassure teams, and create a sense of direction. They are the architects of smooth transitions developing training programs, fostering trust, nurturing resilience, and ensuring that no one is left behind.

In essence, HR humanizes change. It brings empathy into strategy, turns resistance into engagement, and helps people see change not as a threat but as a path to growth. In a world where transformation is constant, the role of HR in change management is not just important it is indispensable.

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### **RESEARCH QUESTIONS**

1. How are HR professionals redefining their roles from administrative operators to strategic digital enablers in the context of AI and workplace automation?
2. What ethical frameworks and best practices can guide the integration of AI across the employee lifecycle to ensure fairness, transparency, and employee trust?
3. What core technical and human capabilities are essential for organizations to effectively adopt, implement, and scale digital HR solutions?
4. How can immersive technologies such as virtual reality (VR), augmented reality (AR), and the metaverse be leveraged to improve training, employee engagement, and internal collaboration?
5. What are the key barriers and enabling factors influencing HR digital maturity in various sectors post-pandemic, and how do strategy, organizational culture, and continuous learning contribute to successful digital transformation?

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### **REVIEW AND LITERATURE**

Recent literature offers a comprehensive view of how digital technologies especially artificial intelligence (AI), big data, and immersive tools are reshaping the field of Human Resource Management (HRM). Robert et al. (2020) and Vrontis et al. (2021) highlight the growing importance of ethical AI design, showing how poorly designed algorithms can unintentionally create bias in hiring or performance evaluations. Building on this, Fathi et al.

(2022) emphasize that adopting AI is not just about purchasing software it requires building supportive cultures, strategic alignment, and leadership readiness. ScienceDirect (2022) echoes this by stressing that digital transformation is socio-technical, requiring both system upgrades and mindset shifts. Nosratabadi et al. (2022) show that while AI is becoming common in recruitment and onboarding, it's not yet fully applied across the employee lifecycle. Pereira et al. (2023) add that AI can boost performance but must be carefully managed to avoid reducing autonomy or increasing stress. The COVID-19 pandemic accelerated digital adoption, but MDPI (2023) warns that digital maturity is about long-term planning, training, and governance not just fast implementation. Bouguerra and Marler (2023) highlight how HR analytics is making inroads

in the public sector, though challenges like political constraints and budget limitations persist. Similarly, Yu and Jinajun (2023) explore how big data is reshaping HR from chatbots to retention tools while raising concerns around privacy and ethics. Banerjee and Sharma (2024) emphasize that HR's role is evolving from administration to coaching, especially as organizations embrace Industry 4.0. Bratamanggala (2024) points out that successful digital transformation depends on bridging skill gaps and managing change intentionally. Aydın et al. (2024) explore immersive technologies like VR and the metaverse, noting that enthusiasm must be backed by infrastructure and trust. Frontiers (2024) remind us that AI affects different HR functions in unique ways and that its success depends on balancing efficiency with employee well-being. Caratù et al. (2025) argue that HR must act as both a digital innovator and a cultural steward, combining data-driven practices with empathy and ethics. Finally, Siddiqui, Zafar & Hussain (2025) show that while HR analytics is gaining traction in Pakistan's banking sector, progress is slow without investment in skills, data quality, and clear frameworks. Collectively, these studies paint a clear message: the future of HR is digital, but success lies in making technology work for people not the other way around.

## RESEARCH GAP

Sl. No	Citation	Design of Research	Objective of Research	Findings
1	Robert et al. (2020)	Conceptual/Theoretical (Justice Theory)	To explore fairness and bias in AI-based HR systems and propose design solutions for ethical AI.	AI can cause bias in hiring and evaluations if not designed ethically. Fair AI requires transparency, redress systems, and trust-focused design.
2	Vrontis et al. (2021)	Systematic Literature Review & Bibliometric Analysis	To map the evolution of AI in HRM and outline future research themes.	AI is reshaping recruitment, appraisals, and ethics. Future work should tackle adoption, bias, and value-based governance.
3	Fathi et al. (2022)	Conceptual Framework	To explore how organizations can maximize AI's value in HR through strategic alignment and capability building.	AI adoption needs a mix of tech tools and human capabilities. Success lies in aligning people, infrastructure, and leadership.
4	Science Direct (2022)	Systematic Literature Review	To identify key themes of HRM 4.0 and understand the human-digital interface.	HRM is moving toward a socio-technical model. AI supports—not replaces—humans; mindset and system transformation are vital.
5	Nosratabadi et al. (2022)	Narrative Review	To analyze AI's application across different stages of the employee lifecycle.	AI is widely used in recruitment but underused in retention/offboarding. The field is early-stage with room to grow.
6	Pereira et al. (2023)	Integrative Review	To assess the impact of AI on HR outcomes like productivity and employee experience.	AI improves efficiency but may harm autonomy. Implementation must consider emotional and experiential employee impacts.
7	MDPI (2023)	Post-COVID Organizational Case Review	To evaluate how COVID-19 accelerated digital maturity in HR functions.	Rapid digitization occurred post-pandemic, but true digital maturity requires training, alignment, and long-term planning.
8	Bouguerra & Marler (2023)	Sector-Specific Review (Public HRM)	To assess how public sector HR adopts analytics amidst unique institutional challenges.	Public sector adoption is slower due to constraints. Transparency, fairness, and adaptation to context are critical.
9	Yu & Jinajun (2023)	Thematic Review	To examine how big data and digital platforms are reshaping HR services and strategies.	Big data improves services, but raises ethics/privacy issues. HR must develop new metrics and human-centered digital strategies.
10	Banerjee & Sharma (2024)	Literature Review	To explore the influence of Industry 4.0 Technologies on talent management strategies.	AI enables collaborative, growth-driven workplaces. HR shifts toward coaching and capability-building in digital ecosystems.

11	Bratamanggala (2024)	Case- Based Review	To understand challenges and enablers of HR digital transformation.	Barriers include resistance and skill gaps. Success requires intentional planning, training, and change leadership.
12	Aydin et al. (2024)	Survey- Based Study	To investigate HR professionals' perceptions of immersive tech like AR/VR.	Adoption is mixed. Potential is high but depends on leadership, trust, and infrastructure. People-readiness is key.
13	Frontier s (2024)	Scoping Review	To evaluate AI's impact on eight core HR functions.	AI enhances performance but risks deskilling and autonomy loss. Tech must balance efficiency and employee well- being.
14	Caratù et al. (2025)	Strategic Review	To analyze HR's role in ethical digitalization and workforce upskilling.	HR must balance tech, ethics, and people development. Success lies in training, empathy, and dual strategic roles.
15	Siddiqui, Zafar & Hussain (2025)	Empirical (Surveys Banks)	To evaluate HR analytics in do Ppatkioisntainn banking and propose a practical framework.	Analytics is valued but underused due to skills and infrastructure gaps. A structured framework is needed for adoption.

Table No.01: Showing Research Gap

## CONCEPTUAL MODEL

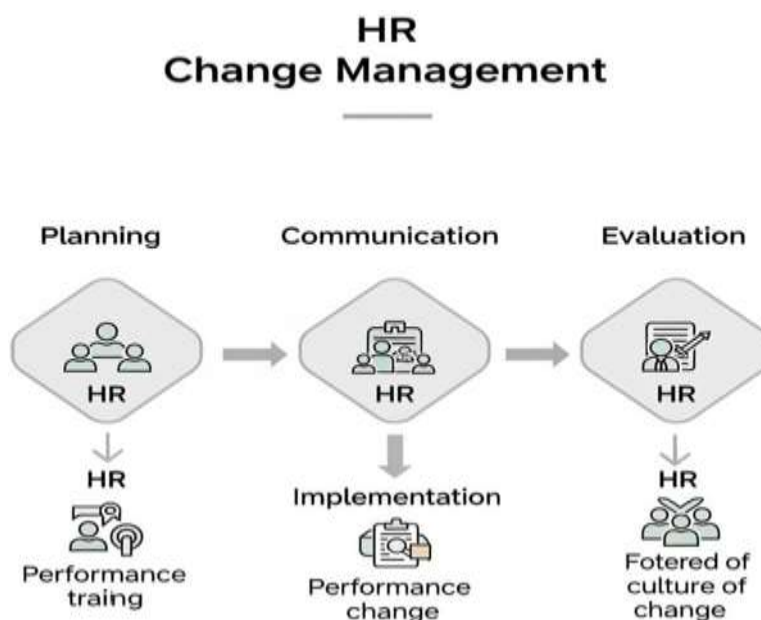


Fig No.01: Showing conceptual model of HR in change management

## PROBLEM STATEMENTS

- Despite being at the heart of organizational culture, HR departments are often underutilized during major change initiatives, leading to poor employee engagement and resistance.
- Many HR professionals still operate in traditional administrative roles, making it difficult for them to drive strategic change or influence decision-making at leadership levels.
- Employees frequently feel left out of the change process due to inadequate communication and lack of emotional support—areas where HR could play a much stronger role.
- There is a noticeable gap in skills and capabilities among HR teams when it comes to managing modern change drivers like digital transformation, hybrid work models, and AI adoption.

## RESEARCH METHODOLOGY

### • Research Method

This study adopts a mixed-methods approach, combining both quantitative and qualitative research. Quantitative data helps measure perceptions and outcomes related to HR's role in change initiatives, while qualitative insights capture deeper employee experiences and HR strategies in real-world change contexts.

- Quantitative tools include structured surveys with Likert-scale questions.
- Qualitative methods involve semi-structured interviews with HR professionals and middle managers.

This dual approach ensures a balanced understanding—data-driven yet grounded in lived experience.

### • Variable Description

To measure the impact and role of HR in change management, the following variables are considered:

- Independent Variable: HR Practices in Change Management (e.g., communication, training, employee engagement efforts).
- Dependent Variable: Success of Organizational Change (e.g., employee adaptability, speed of implementation, performance outcomes).
- Control Variables: Industry type, organization size, change type (e.g., digital transformation vs. structural change).

Each variable is operationalized clearly to ensure consistent and valid measurement.

### • Sampling Techniques

A purposive sampling technique is used, targeting professionals with direct involvement in change management processes. This includes HR managers, department heads, and employees who have recently experienced organizational change.

To enhance representation, stratified sampling is employed within the purposive pool to ensure diversity in industry sectors (IT, manufacturing, education, healthcare, etc.) and organizational sizes (small, medium, large).

### • Sample Size

A sample size of 55 respondents is targeted:

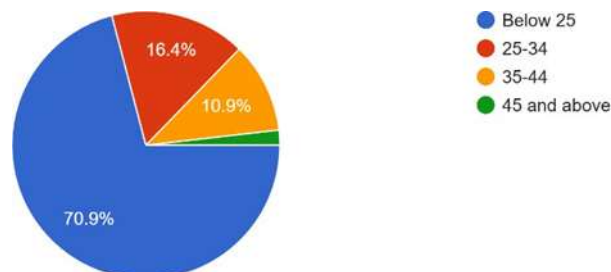
- 35 participants for the quantitative survey (employees across various departments).
- 20 participants for in-depth interviews (HR managers and change leaders).

This size ensures both breadth and depth enough to reveal patterns while allowing room for detailed, narrative-rich insights.

## ANALYSIS AND DISCUSSION

This study offers a comprehensive analysis of the data collected from structured responses to Google Forms by manufacturing employees and professionals located in Bengaluru. The primary objective of this analysis is to assess the extent, effectiveness, and perceptions surrounding reskilling and upskilling initiatives led by Human Resource (HR) departments within these organizations.

The data was obtained from a diverse cohort of participants, varying in age, gender, educational background.

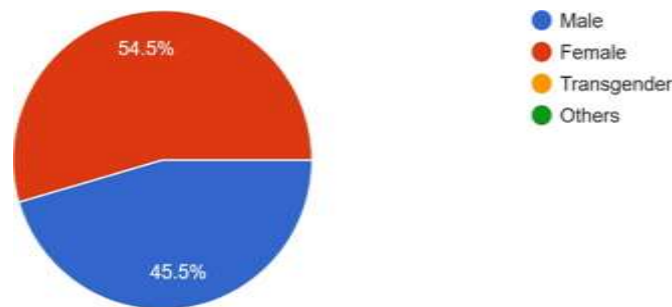


**Fig No.2: Showing Demographic profile of responded**

### Interpretation

Out of 55 respondents, the majority (70.9%) are aged Below 25, indicating that the sample is predominantly composed of younger individuals. This suggests a youthful demographic, possibly students or early-career professionals. The 25–34 age group accounts for 16.4%, representing a smaller but still notable portion of the population, likely early- to mid-career individuals. The 35–44 age group comprises 10.9%, showing a further decline in

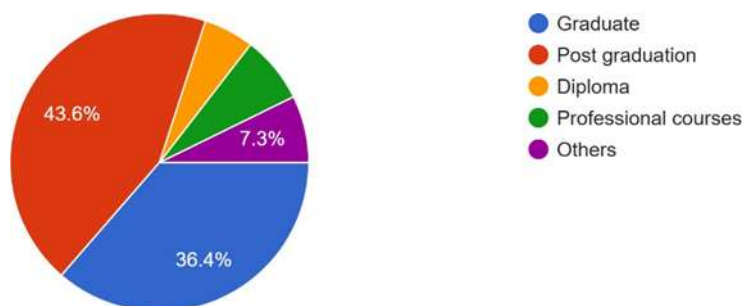
representation. Lastly, those aged 45 and above form a very small minority of the sample, with almost negligible representation (approximately 1.8%).



**Fig No.3: Showing gender representation**

#### Interpretation:

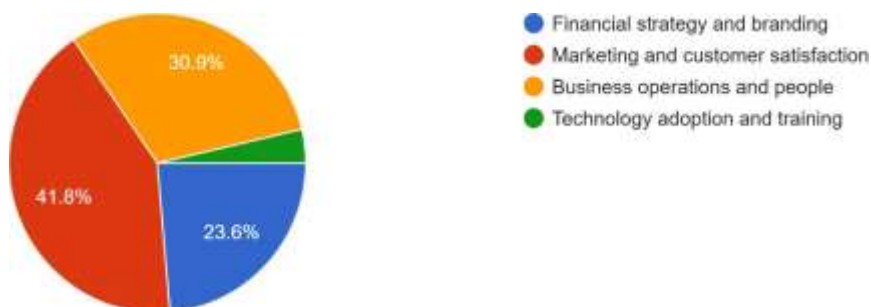
Among the 55 participants, female respondents slightly outnumber male respondents, making up 54.5%, while males constitute 45.5% of the total. There is no representation from transgender or other gender identities, indicating a lack of gender diversity beyond the male- female binary in this sample.



**Fig No.4: Showing Education Qualification**

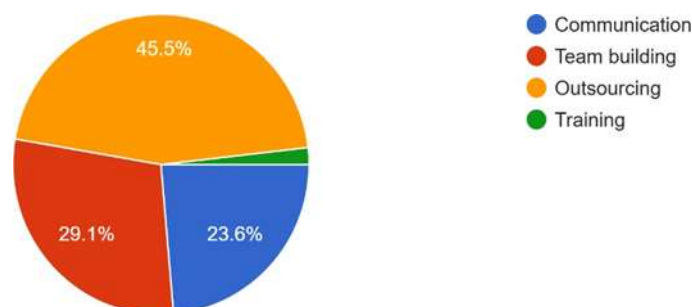
#### Interpretation:

The data shows that a majority of respondents (43.6%) hold a Post Graduate degree, followed closely by Graduates at 36.4%. A smaller portion has pursued Professional Courses and Others (around 7.3% each), while Diploma holders are the least represented.



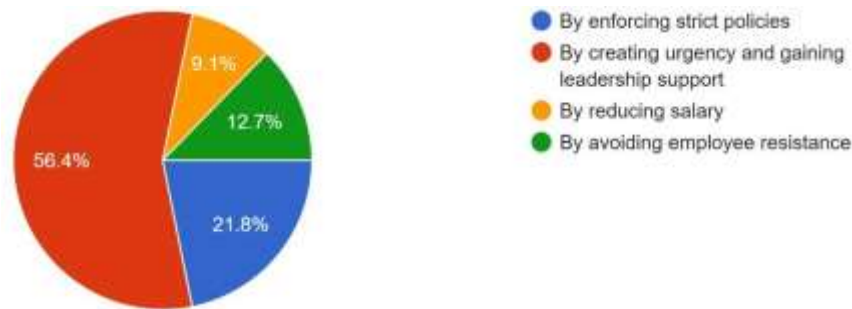
**Fig No.5: Showing dual focus of change management according to the first statement Interpretation**

The chart shows that most respondents (41.8%) believe the dual focus of change management is marketing and customer satisfaction, followed by business operations and people (30.9%). Financial strategy and branding (23.6%) and technology adoption and training (3.6%) are seen as less important. This highlights a stronger focus on external customer needs during change.



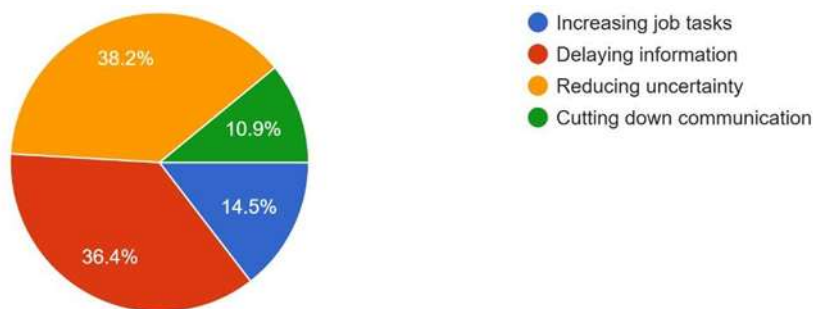
**Fig No.6: Showing not listed as tool HR for smooth change management Interpretation**

Most respondents (45.5%) correctly identified Outsourcing as not a tool used by HR for smooth change management. However, many were confused, with 29.1% choosing Team Building and 23.6% choosing Communication, both of which are actually key HR tools.



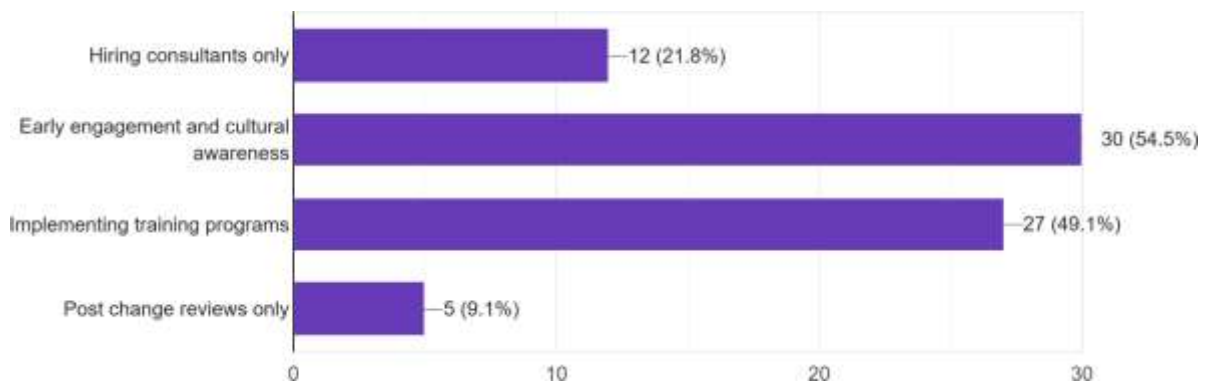
**Fig No.7: Showing HR professional Act as drivers of change Interpretation**

Most people (56.4%) believe HR drives change by creating urgency and gaining leadership support. Fewer think it's through strict policies (21.8%), avoiding resistance (12.7%), or reducing salary (9.1%). This shows HR is seen more as a motivator and change leader than a rule enforcer or cost cutter.



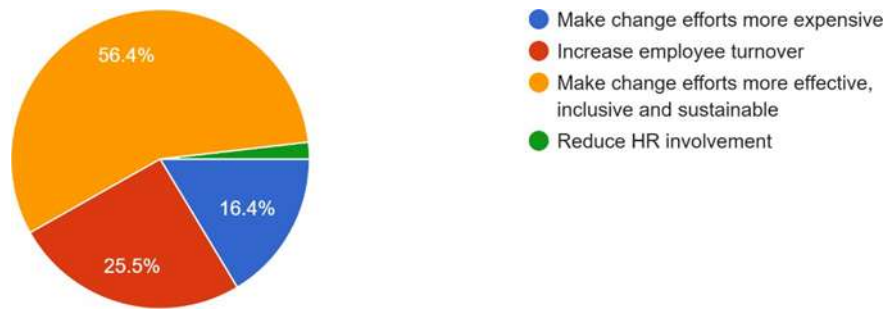
**Fig No.8: Showing one way HR helps employees during change Interpretation:**

According to the responses, 38.2% believe HR helps most by reducing uncertainty during change. Close behind, 36.4% say HR delaying information is common, though not ideal. Fewer think help comes from increasing tasks (14.5%) or cutting communication (10.9%). This suggests employees value clear, timely information and emotional reassurance from HR in times of change.



**Fig No.9: Showing successful HR involvement in transformation Interpretation:**

The chart shows that most people (54.5%) believe early engagement and cultural awareness are key to successful HR involvement in transformation. Nearly half (49.1%) also value implementing training programs. Fewer believe that just hiring consultants (21.8%) or doing post-change reviews (9.1%) is enough. This suggests that employees see HR's success in change as being proactive, people-focused, and supportive through training not just bringing in outsiders or reviewing things after the fact.



**Fig No.10: Showing one goal of offering word recommendations for HR in change efforts**

#### **Interpretation:**

More than half of the respondents (56.4%) believe the main goal of offering real-world HR recommendations is to make change efforts more effective, inclusive, and sustainable. A smaller portion (25.5%) worry it could increase employee turnover, while 16.4% think it might make change more expensive, and only 1 respondent (1.8%) sees it as a way to reduce HR

involvement. This shows that people view strong HR recommendations as a positive force for meaningful and lasting change not something that adds cost or pushes HR aside.

## **CONCLUSION, LIMITATIONS, IMPLICATIONS, FUTURE RECOMMENDATIONS**

### **CONCLUSION**

Organizational change is no longer an exception it is the norm. Amid this reality, the role of Human Resources has evolved into something far more vital than policy implementation or administrative oversight. HR is the human face of change. It is the bridge between organizational vision and the lived experiences of employees. This study reaffirms that successful change management depends not only on strategic planning, but on how people feel, adapt, and grow during the process. HR professionals, when empowered with empathy, communication skills, and cultural awareness, can drive sustainable transformation by addressing the emotional, psychological, and practical needs of the workforce. They are the storytellers, the listeners, the trainers, and the moral compass in times of transition.

### **LIMITATIONS**

While this exploration sheds light on the critical role of HR in change management, several limitations should be acknowledged:

- **Contextual Variability:** HR practices and effectiveness differ widely across industries, regions, and organizational cultures. A strategy that works in one organization may not be transferable to another.
- **Lack of Empirical Data:** This discussion is largely based on qualitative insights and literature reviews. More empirical evidence is needed to measure the direct impact of HR-led change initiatives on organizational performance.
- **Evolving Nature of HR:** The HR function itself is undergoing transformation. The expectations placed on HR are increasing, but many departments may still lack the influence, technology, or strategic alignment to meet them.
- **Leadership Dependency:** The success of HR in leading change often depends on leadership's willingness to involve and empower HR. Without executive buy-in, HR's role remains limited.

### **IMPLICATIONS**

The findings carry several important implications for both theory and practice:

- **For Organizations:** Companies must reposition HR as a strategic partner in change not just a support function. This means including HR in decision-making, budgeting for training programs, and valuing its role in culture-shaping.
- **For HR Professionals:** There is a growing need for HR teams to build competencies in change leadership, data analytics, emotional intelligence, and digital transformation to stay relevant.
- **For Employees:** When HR leads change effectively, employees feel more supported, less resistant, and more engaged improving morale, trust, and performance.
- **For Academia:** The study encourages deeper academic exploration into the intersection of HR, emotional well-being, and organizational transformation, particularly through longitudinal studies.

## ***FUTURE RECOMMENDATIONS***

To build on the findings of this study and further elevate the role of HR in change management, the following recommendations are proposed:

- **Strengthen HR Capabilities:** Organizations should invest in HR upskilling, especially in areas like change facilitation, digital fluency, coaching, and organizational psychology.
- **Involve HR from the Start:** HR should be involved at the earliest stages of any change initiative not as an afterthought but as a core strategic contributor.
- **Promote Human-Centric Change Models:** Shift from rigid, top-down change models to more inclusive and people-focused frameworks that value emotional readiness and two-way communication.
- **Foster Leadership Collaboration:** Encourage stronger partnerships between HR and senior leadership to ensure alignment and shared ownership of change goals.
- **Conduct Further Research:** Future studies should explore how HR's role differs in large vs. small organizations, across sectors, or during digital transformation, and how this role affects long-term organizational health.

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