A STUDY ON CHANGE MANAGEMENT IN HR TOWARDS DIGITAL INTEGRATION

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Abstract

With the era of accelerated technological progress, computerization of Human Resource (HR) practices is a strategic imperative for public sector enterprises. This research targets, a central public sector undertaking, to analyze the role of change management practices in facilitating the shift from conventional to computerized HR systems. The goal of this study is to study the change management initiatives undertaken, analyze challenges faced during digital change, and gauge the overall impact of these strategies in increasing acceptance by employees as well as operation efficiency.

The research design chosen was descriptive using primary data through questionnaires circulated among 130 employees. The convenience sampling approach was used in the study along with statistical instruments like correlation and one-way ANOVA to analyze the data. Findings show moderate yet significant positive relationship between change management practices and perceived challenges while going digital on the HR side.

With all the efforts for using digital equipment like HRIS and e-governance modules, concerns related to limited technical training, reluctance towards change, and poor communication are still continuing. Research shows that it becomes a key imperative to improve employees' acceptance through dedicated change management teams, strengthened feedback systems, and policy adjustment aligned with the purpose of digital transformation.

Finally, this research provides actionable insights for public sector organizations undertaking digital HR transformation, stressing that the success of such initiatives depends not only on technological backbone but also on

systematic change management frameworks that focus on people, processes, and readiness.

Keywords: Change Management, Digital HR Integration, Public Sector, Employee Resistance, Training & Development, HRIS Adoption, Organizational Readiness

Introduction

In today's rapidly changing trade scenario, digital change is a strategic requirement for organizations in every industry. Embedding digital technologies in Human Resources (HR) processes is not just a trend, but an indispensable development to enhance efficiency, data-operated decision making and employee engagement. Successful change management forces to embrace those strategies, reduce resistance, reduce acceptance and synchronize organizational objectives with employee expectations. For HR, digital adoption may include automatic HR solutions, electronic performance management, online recruitment, employee self-service web portal and data-operated decision making. Although equipment improves efficiency in operation, their success depends highly on what extent the organization prepares and strengthens its employees through the change process.

This research takes a major public sector organization, as its case as a study of its case to check the efficacy of change management strategies used in its HR digitization process. Research tries to analyze current practices, determine challenges for human resource employees, evaluate the effectiveness of strategies and provide action to increase digital integration.

Review Of Literature

- BENABDELHADI, A. (2024) examines the role of human resources in digital transformation and highlights how structured change management frameworks facilitate smoother transitions to digital HR systems.

- Hee, O. C., &Shanmugam, N. (2019) review change management strategies in the digital era, identifying common resistance points and recommending targeted

communication and training interventions.

- Nyathani, R. investigates practical strategies for ensuring a smooth transition to digital HR systems, emphasizing the importance of leadership engagement and employee readiness.

- Fenech, R., Baguant, P., &Ivanov, D. (2019) explore how HR's role evolves in digital transformation, arguing that analytics-driven decision-making and automation require parallel cultural and process changes.

- Bhatti, M. A., &Alqasa, K. M. A. (2025) analyze the influence of effective communication, data privacy, and information accessibility on digital integration in HR, underscoring the need for transparent change processes.

- Vardarlier, P. (2019) details digital applications and strategic tools in HRM, presenting a toolkit for practitioners to align technological deployment with organizational change objectives.

- Susilowati, Y. T., Nurcahyanti, A., &Sugiyarti, G. (2025) assess digital transformation maturity and change management's impact on work–life integration, demonstrating how tailored change initiatives improve employee adaptation.

- Yulianto, A., &Madiistriyatno, H. (2023) discuss integrating technology for organizational success, arguing that continuous learning and feedback loops are central to sustaining digital HR practices.

- Reiß, M., Rosenstiel, L. V., &Lanz, A. (2012) provide a foundational overview of change management principles, outlining stages and best practices that remain relevant for digital HR transformations.

- Strohmeier, S. (2020) offers a conceptual clarification of digital HRM, distinguishing between transactional, relational, and transformational digital tools and their change management implications.

- Biswas, B. (2024) examines digital transformation, cultural

integration, and diversity at Target Corporation, illustrating how inclusive change strategies support technology adoption.

- Peng, Y., & Lorenzo, L. C. (2023) investigate the relationship between HR technology integration and organizational performance, finding that effective change management significantly enhances ROI on digital HR investments.

Hypothesis

Null Hypothesis: There is no significant difference with respect to features of change management strategies.

Alternative Hypothesis: There is significant difference with respect to features of change management strategies

Correlation

Null Hypothesis (H0): There is no relationship between Change management strategies and

Challenges faced during change management process

Alternative Hypothesis (H1): There is a relationship between Change management strategies and challenges faced during change management process

Correlation

Null Hypothesis (H0): There is no relationship between Recommendations for improving change management practices and challenges faced by HR during change management process

Alternative Hypothesis (H1): There is a relationship between Recommendations for improving change management practices and challenges faced by HR during change management process

One Way Anova:

Null Hypothesis (H0): There is no significant difference between experience and challenges faced during change management process

Alternate Hypothesis (H1): There is a significant difference between experience and challenges faced during change management process

Methodology

This study appoints a descriptive research design to detect the effectiveness of change management in the facility of digital integration in HR. The purpose of the study is to analyze that change management strategies aim to install digital HR systems and deal with allied challenges. Primary data was collected from employees of various departments through a structured questionnaire.Changes in questionnaires were items on employees' perspectives towards suggestions for management practices, problems adopted during digital changes, success and improvement of strategies adopted strategies. Facility sampling was used to choose a sample of 130 respondents to provide adequate representation for analysis. The survey had questions to collect quantitative data.The reactions collected were compared to statistical methods such as correlation and one-way ANOVA. The Pearson correlation was used to face change management strategies and challenges. One-way Anova was used to examine significant differences in perception levels at different experience levels. The purpose of research is to provide intensive understanding of how the success of digital HR change within a public sector setting.

Research Model
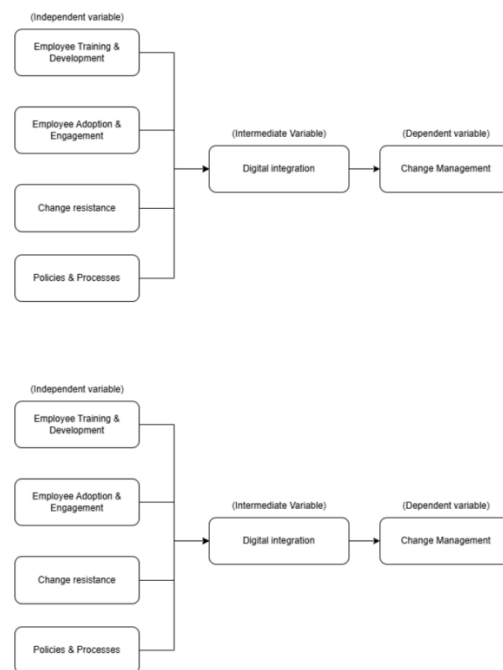
1. Correlation Analysis

		Change management strategies	challenges faced HR during change management process
Change management strategies	Pearson Correlation	1	.396**
	Sig. (2-tailed)		.000
	N	130	130
challenges faced by HR during change management process	Pearson Correlation	.396**	1
	Sig. (2-tailed)	.000	
	N	130	130

Correlation analysis changes show a moderate positive relationship (R = 0.396) between the management strategies and challenges faced by HR

during the process. Importance level (P = 0.000) confirms that this correlation is statistically important at 0.01 level. This suggests that such as the implementation of structured change management strategies increases, improves the ability to manage and reduce challenges during HR digital integration. In other words, effective changes play an important role in reducing difficulties faced during management infections, supporting smooth adoption to new systems.

2. Correlation

		challenges faced by HR during change management process	Recommendations for improving change management practices
challenges faced by HR during change management process	Pearson Correlation	1	.641**
	Sig. (2-tailed)		.000
	N	130	130
Recommendations for improving change management practices	Pearson Correlation	.641**	1
	Sig. (2-tailed)	.000	
	N	130	130

There exists a high degree of positive correlation (R = 0.641) between recommendations for enhanced challenges in HR and enhanced improvement in change management practices. The importance value of p = 0.000 shows that such a relationship holds high importance. This implies that the more organizational challenges are revealed during digital implementation of HR, the more highlighted are specific

actionable recommendations. The outcome change management focuses on ongoing feedback and the need for learning loops to optimize the strategies. It further points out that organizational intervals and employee concerns can generate more efficient digital changes results.

3. One Way Anova

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	17.307	3	5.769	.689	.004
Within Groups	1054.416	126	8.368		
Total	1071.723	129			

The one-way anova test reflects a statistically significant difference (p = 0.004) how employees from various experience levels feel difficulty while undergoing the change management process. With the F-value of 0.689 and less than 0.05, it reflects that employee experience influences how they perceive easy to implement digital HR practices or difficult. This implies that employees with more experience can be better prepared with the internal processes, while inexperienced employees can fare poorly without proper training or direction. These results corroborate the importance of individual change management intervention through the

workforce experience to provide balanced adoption in every employee category

Discussion

Results of correlation and anova tests provide valuable information on relationships between management strategies and success of digital integration in HR. Positive moderate relationship between management and change management strategies indicates that active and planned plan reduces resistance and obstacles faced during the process of transition. It validate the importance of communication, training and leadership support with the organization's digital goals.

Strong positive correlation changes of issues facing the need for strategic guidance gives more importance to the important role of continuous monitoring in the management process. When employees face problems in change, it acts as a good response to installing future practice patterns. These findings indicate that the change is not uniform, but one that needs to be consistent with the room for employee engagement.

In addition, the rigorous difference in ideas from the experience level, as discovered using one-way anova, highlights the need for adaptation of change management approaches. Workers with varying levels of tenure and exposure can have varying experiences of digital transformations. Therefore, providing differentiated support such as role-based training, mentoring, and user-friendly digital tools can facilitate higher participation and reduce friction.

All together, the conclusions suggest that successful HR digitalization is as much a function of the human and strategic dimensions of change as it is of the deployment of technology. The research affirms that successful change management is the cornerstone of digital change in HR, particularly in large public sector organizations where change usually meets with systemic resistance. These findings provide pragmatic insights for policymakers, HR managers, and organizational leaders seeking to realize smooth and sustainable digital integration through systematic change practices.

Suggestions

Organized Training Program:

To reduce and adopt errors, providing continuous and organized training programs is important for employees. It should be designed according to job functions and digital qualification levels so that the infection becomes smooth. Employees of new systems can help to strengthen knowledge, reduce training errors and increase confidence in the process of digital integration.

Employee-centric communication:

Open and regular communication from senior management can reduce uncertainty and increase the employee trust. Transparent messages about changes goals, benefits and process enable employees to feel busy and involved. Concerns should be discussed to ensure continuous positive participation during the change process, as well as successes

Reaction-operated strategy purification

Including the formal response mechanisms as part of digital change enables companies to know employee concerns and emotions. These feedbacks can be used to address timely reforms while implementing them. A feedback-centered approach promotes inclusion and helps in harmonizing the strategy of changes with employee aspirations, thus promoting more acceptance.

Change management teams with only surrender

Creating a committed team to oversee the change process guarantees accountability and systematic implementation. Such teams should include HR professionals, IT support and departmental representatives. Their function is to track progress, provide support and guarantee that the initiative of change is in line with the overall organizational goals.

Support according to the level of experience:

Experiences have a major impact on the approach of employees towards digital change. Providing sewn guidance, advice, or training for low-melodious or junior employees stops the interval and ensures that all employees can adjust well. Personal support guarantees equal participation and eliminates anxiety of new systems.

HR policy alignment with digital purposes:

Human resource policies should be modified and synchronized with the organization's digital change goals. New policies provide a favorable environment for digital processes such as E-Bharti, online evaluation and self-service HR portals. Synchronization helps ensure stability and consistency in all HR functions.

Fostering a Culture of Innovation

Encouraging employees' participation in digital activities stimulates innovation and a sense of ownership. Having employees feel stimulated to offer suggestions and be involved in improving matters, the participation culture is cultivated. Acknowledgment of efforts of this kind may stimulate the employees further to accept change and sustain digital change.

Conclusion

Research indicates that HR digital changes need more than technical equipment - this transformation relies largely on the suitability of management strategies. Findings indicate that systematic communication, ongoing training, leadership backing and individual guidance lead to successful digital integration in HR practices depending on the experience level. Issues like resistance to change, unawareness and low digital preparedness can be overcome by positive plan and worker involvement. Using focused strategies and engaging workers during the change period, organizations may enhance readiness as well as curtail disruption. This study puts forward that within public sector corporations, people, process and digital goals need to get aligned through effective change management.

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