
A STUDY ON CHANGE MANAGEMENT PRACTICES FOR FUTURE READY HR WITH REFERENCE TO PNC INFRATECH

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ABSTRACT: An HR framework geared toward the future that can keep up with increasing employee expectations and technology advancements is the topic of this study, which examines PNC Infratech's methods for managing change. It examines methods that help a company's transitions go more smoothly, including employee engagement initiatives, digital HR integration, proactive personnel management, and continuing education programs. Human resource strategies that are in line with corporate goals are seen in the study as having a multiplicative effect on resilience, innovation, and adaptability in the workplace. It further emphasizes the significance of well-defined change management strategies, open lines of communication, and enthusiastic backing from upper management for the program's success. The findings provide light on the best practices for HR change management, which in turn aids companies in anticipating challenges, implementing timely improvements, and sustaining long-term growth. Organizations can use the findings of this study to make their human resources departments more agile, futuristic, and smart.

KEYWORDS: *Agility, Digital Transformation, Employee Empowerment, Continuous Learning, Data-Driven Decision Making, Resilience Building, Culture of Innovation*

1. INTRODUCTION

As a result of increased employee expectations, new technology, and globalization, the corporate world is undergoing rapid transformation. In order to stay relevant, businesses must constantly innovate. Because of its profound effect on company culture, skill development programs, and employee engagement, human resources (HR) is an integral aspect of change management. The ability to effectively manage change is a crucial skill for human resource professionals to have. It allows them to better advise employees, streamline procedures, and align the company's objectives with the ever-changing business landscape. Changes that are seamless, long-lasting, and in harmony with the organization's long-term objectives are attainable through effective change management.

practices; it's also about fostering a more flexible and receptive workforce. Strategic human resource management aims to anticipate and prepare for change rather than merely react to it. This involves doing things like incorporating a degree of adaptability into the organizational structure, preparing for staffing needs in advance, and investing in one's own professional development. In times of change, such as organizational restructuring, the introduction of new technology, or changes to work practices, structured change management models can assist human resource professionals in reducing resistance, engaging people, and boosting performance. One of the primary forces propelling contemporary HRD forward is

technological advancement. Human resources departments are becoming more reliant on digital resources, such as remote teaming platforms, talent analytics driven by artificial intelligence, and cloud-based HR management solutions. However, comprehensive change management is required for initiatives of this type to ensure that employees can effectively learn and use new technology. Training programs, transparent communication techniques, and feedback systems are examples of future-focused HR practices that facilitate employees' usage of technology while maintaining their engagement and productivity. Technology can aid in a company's expansion when paired with effective change management. When it comes to human resource change management, it's not all about procedures and software. A culture of adaptability and lifelong education is its intended outcome. Human resources suggests that executives prepare for the future by fostering an environment that values teamwork, isn't afraid to try new things, and views setbacks as opportunities for growth.

PROBLEM STATEMENT

Companies in today's economy face numerous challenges due to the rapid pace of change, including unpredictable shifts in the market, workers' demands, and technology. In the past, human resource (HR) services mostly dealt with administrative and operational tasks. However, these days, HR is required to contribute strategically by fostering employee engagement, flexibility, and creativity. However, many HR departments are unable to adjust to these changes due to their reliance on antiquated practices, employees' resistance to change, and the absence of structured change management procedures. Human resource change management gone wrong may dampen morale, reduce output, and block the adoption of innovative tools like digital learning platforms, remote workforce management systems, and AI-driven talent analytics. In order to meet the increasing need for future-ready personnel, HR must anticipate changes, implement efficient techniques, and ensure that employees continuously acquire new skills that contribute to the company's objectives.

2. RESEARCH METHODOLOGY

RESEARCH DESIGN

Human Resources (HR) departments should investigate change management strategies that equip them to handle emerging challenges. Exploratory research in human resource management seeks out novel approaches and trends, whereas descriptive research sheds light on the current state of HR transformation initiatives.

DATA COLLECTION METHODS

Primary Data

- **Questionnaire/Survey:** The most critical change management methods, HR preparedness, and business outcomes will all be the focal points of a comprehensive questionnaire. In order to gather information, online surveys and email will be utilized.
- **Interviews:** Human resource managers will conduct semi-structured interviews to glean more detailed information regarding the strategies, challenges, and takeaways from implementing practices that are future-proof.

Secondary Data

To gain a comprehensive understanding of the most recent developments in change management and how to effectively apply them, scholarly journals, industry reports, organizational case studies, and human resource papers are all reviewed.

3. REVIEW OF LITERATURE

Nyathani, R. (2025): The significance of change management is growing in tandem with the adoption of digital tools by HR departments. By incorporating AI, cloud computing, and sophisticated analytics into their everyday operations, human resources departments will revolutionize employee recruitment, training, and management in 2025. Challenges with culture, employee resistance, a lack of digital skills, and poor communication are some of the topics covered in this research. It highlights the significance of a structured approach to change management that include all relevant parties, maintains open lines of communication, ensures leadership is on the same page, and eases into new technology. Additionally, the study highlights the significance of prioritizing the user experience of digital goods, maintaining staff skills, and cultivating an environment where individuals are continuously learning. Increased adoption rates, employee engagement, and quantifiable gains to HR efficacy and efficiency are all outcomes of strategic change management, according to real-world case studies.

Rasool, M., Ogunleye, K., & Shah, A. (2025): New technology, shifting employee expectations, and global competitiveness have created unprecedented challenges for firms in today's fast-paced business environment. Conventional human resources procedures can't cope with the current degree of complexity. This calls for the development of novel, long-term strategies that integrate human resource planning with digital transformation initiatives. This study investigates the ways in which businesses in the year 2025 make use of artificial intelligence (AI), predictive analytics, and digital HR tools to foresee staffing requirements, identify talent gaps, and optimize employee deployment. In order to align human capital objectives with overall business goals, HR directors should move away from reactive decision-making and toward proactive data-based decision-making, according to the report. The survey also highlights the significance of a flexible workforce, engaged employees, and continuous professional development for HR professionals in order to ensure that the HR function is prepared for the future. Digital tools not only strengthen enterprises, but they also increase productivity, morale, and creativity among personnel. Companies may create high-performing teams that can adjust to market changes, new technology, and employee expectations by integrating workforce planning with digital transformation, as shown in the article. By formulating HR policies with an eye toward the future, businesses may ensure their continued success, strength, and longevity in the face of rapid technological and industry shifts.

Amit Jain. (2024): Companies encounter challenges they have never encountered before due to the rapid pace of change in today's business world. Human resource methods that are both effective and flexible will be necessary to address these issues. The significance of human resources in effectively leading and managing organizational change is discussed in this post. Being adaptable, communicating effectively, and involving staff are key points. Methods for bringing about change that are well-organized, efficient, and sustainable are also covered. The most effective change management strategies are those that originate at the executive level and aim to foster an atmosphere where employees are respected, empowered, and prepared to embrace transformation. It equips HR managers with the resources they need to assess the company's readiness, identify potential points of resistance, and align employee skill sets with organizational objectives. The significance of consistent feedback systems,

open lines of communication, and tailored training programs are critical takeaways for developing a robust and future-proof workforce. By using a firm but people-focused approach, HR can bring about significant change, boost company performance, and secure long-term survival in an increasingly competitive world, according to the article's conclusion. Soheila Sadeghi. (2024): Integrating AI into HR processes has revolutionized the way businesses deal with their employees by allowing for data-driven, quicker, and more precise decision-making. This study examines the potential benefits and drawbacks of AI from the perspective of workers' attitudes, behaviors, and well-being on the job. While AI has the potential to streamline processes like hiring, performance reviews, and employee engagement, it also brings up concerns over privacy, transparency, fairness, and job security. An AI-Employee Well-Being Interaction Framework is proposed in the study to illustrate the relationship between employee experiences and technology adoption. Mental health, motivation, job satisfaction, and ability to stay at work are the main areas that are examined in relation to employees' attitudes regarding AI. There will be increased pushback, worry, and distrust if businesses utilize AI without consulting and informing their workers, according to the report. Conversely, workers are more inclined to trust, engage, and collaborate with AI when there are open AI systems, transparent ethical standards, and extensive upskilling programs. According to the research, HR must integrate people-centric strategies with cutting-edge tech in order to be future-proof. Incorporating AI into HR practices can boost organizational efficiency and build a resilient, adaptable, and optimistic workforce that is prepared to face any problems that come their way. Taking care of workers, promoting ethical AI practices, and facilitating productive collaboration between humans and AI are all ways they might achieve this goal.

G. Wash. (2023): The purpose of this research is to examine the ways in which businesses may adapt to the ever-changing business landscape by developing human resource strategies and competencies. This book highlights the significance of human resources in driving organizational change by giving an outline of the essential skills, jobs, and planning tools required to reskill and upskill the workforce. According to the research, HR should examine the most effective methods of managing change at the moment to guarantee that their projects are in harmony with the company's overall strategy. The business will be able to adapt, bounce back, and think beyond the box as a result of this. A future-focused HR framework should prioritize developing leaders, utilizing technology, and continuing to learn, according to the research. If human resources professionals aspire to effectively lead transformational change, they would benefit from the piece's organized approach to combining these competencies.

Rahim Khanizad. (2023): Applying social network analysis to research collaboration trends, this study examines the emerging field of AI in HRM and the ways in which researchers collaborate. By examining the co-authorship network, the authors identify the primary authors, patterns of collaboration, and current research trends in AI-driven HR research. In the report, the four main areas of research are machine learning for sorting and prediction, artificial intelligence (AI) for human resources decision-making, AI for human resources analytics and performance management, and AI for system discovery and control. Human resources activities such as recruiting, managing, assessing performance, and making strategic decisions are increasingly reliant on AI, according to the findings. Additionally, the

article examines the impact that these tech developments have had on the expansion of HR companies that are prepared for the future. In it, the significance of data-driven approaches, analytical prowess, and familiarity with new AI-powered tools for HR professionals is emphasized. Experts and researchers now have a framework for considering how to integrate AI into HR to streamline processes and verify the strategy's soundness, thanks to this comprehensive assessment.

Prause, J. (2022): The importance of firms actively training their people to adapt to the fast-changing business world is highlighted by Jacqueline Prause in this post. The world is being transformed by globalization, automation, and digital transformation. The author emphasizes that human resources managers should not limit themselves to conventional methods of employee management but rather strive to create a resilient, adaptable, and future-proof workforce. Personalized learning paths for employees to continue skill improvement, a culture of innovation and flexibility in the workplace, and the use of advanced data analytics to aid in workforce planning and development are some of the most essential techniques advocated. Companies that prioritize their employees' mental health and work-life balance tend to have more engaged and loyal workers, according to Prause. By incorporating these techniques into their HR departments, firms may adapt to an uncertain and ever-changing business landscape, remain competitive, and achieve long-term success. In this way, we can guarantee that our workers' abilities are adapting to the evolving needs of our business.

Sequoia Consulting Group. (2022): Full study of how progressive HR directors are reshaping workplace regulations to meet emerging challenges is provided by Sequoia Consulting Group. Strategies that address corporate culture, talent development, and employee experience are crucial for future-proofing a workplace, according to the essay. Full benefit packages, mental health assistance, flexible work hours, and continuing professional development programs equip employees to thrive in dynamic environments; these methods are essential components of these plans. To demonstrate the impact these programs have had on employee retention, engagement, and overall productivity, the authors review case studies and real-world examples from businesses that have implemented them. To ensure that personnel policies foster innovation and business expansion, the article also stresses the significance of aligning long-term organizational objectives with human resources practices.

Agneeswaran, V. (2021): System updates and changes to how things work can cause huge problems and delays in fast-paced sectors like online shopping. This study primarily focuses on how to handle organizational and technological change. The study argues that due to the complexity of modern organizational systems and the ever-changing nature of processes, traditional change management solutions are often unable to anticipate or mitigate hazards. To fill this need, the authors propose an AI system that is built around humans and is specifically made to assess the risk of change. This method streamlines the process by which seasoned users can provide input that consistently enhances risk assessments by integrating machine learning techniques with human domain knowledge. The suggested approach facilitates the identification of potential hazards before to implementing changes, and it also promotes planning and decision-making in advance. Organizations may become more adaptable, business failures can be decreased, and HR and management teams can be better prepared for a strong, future-focused workforce by following the plan outlined in the paper, which combines human judgment with AI-driven insights.

4. CHANGE MANAGEMENT

When it comes to internal and external changes, change management is a systematic approach to implementing solutions. Staff members receive guidance and instruction throughout the phases of implementation, monitoring, and post-implementation.

For instance, businesses had to adjust their infrastructure and methods of operation when they were required to permit remote work. Team leaders and members were able to adapt to new methods of communication and collaboration with the support of organizations.

CHANGE MANAGEMENT PRACTICES FOR FUTURE-READY HR

Strategic Alignment with Business Goals: The first thing to do when managing HR change is to make sure that everything is aligned with the organization's big picture objectives. The ability to predict future changes in technology, labor trends, and business needs is crucial for HR teams to be future-ready. Organizations may facilitate change more easily and increase employee engagement and performance when HR practices are congruent with company objectives.

Employee-Centric Communication: There must be constant and honest communication for change management to be effective. It is HR's responsibility to inform workers of impending changes, provide an explanation for why they are occurring, and outline the advantages that workers might anticipate. By utilizing a variety of media like as interactive platforms, webinars, and emails, you may pique employees' interest in the change process, lessen resistance, and establish trust.

Agility and Adaptability: Prepared for the future. In order to adapt to the ever-changing demands of the workplace, HR must demonstrate its flexibility. A key component of effective change management techniques is a system for rapid feedback, as well as changeable policies and practices. With this most recent data on the business and its workers at their fingertips, the HR department can swiftly make adjustments and enhance strategies.

Technology Integration and Digital Enablement: The change management process can be accelerated with the use of state-of-the-art HR technologies such as virtual communication tools, HRIS systems, and analytics powered by artificial intelligence. The success and data-driven character of transformation programs are guaranteed by HR's ability to monitor progress, anticipate issues, and offer personalized assistance through digital technology.

Training and Skill Development: Part of effectively managing change is making sure that employees have the resources they need. Human resources should invest in programs that help teams become more skilled leaders, reskill existing employees, and continue their education so that they can adapt to new procedures and technologies. In the end, this strengthens the company and gives people more faith in it.

Change Champions and Leadership Support: It is much easier to swiftly implement new practices when leaders and those supporting internal change are involved. Leaders should promote change initiatives and act as role models for their followers. Assisting colleagues, resolving issues, and maintaining company operations are all tasks that change champions excel at.

Monitoring, Feedback, and Continuous Improvement: Methodical change management is effective. Obtaining employee feedback, monitoring key performance metrics, and determining the impact of organizational changes are all responsibilities of human resources.

By consistently improving HR processes to match business needs, an atmosphere conducive to learning and new ideas may be fostered.

5. BENEFITS OF CHANGE MANAGEMENT



Better Performance: With the help of change management, individuals and groups are able to perform to their maximum potential. Companies can increase productivity, decrease resistance, and clarify new procedures to help employees through the shift. Structured change projects allow teams to respond more swiftly and efficiently, which in turn improves their performance.

Financial Gains: An effective method of managing change can help reduce costs by reducing the number of difficulties that arise during transitions. By improving their response time to market or internal changes, businesses can save money by avoiding costly mistakes. Less downtime and more productivity from workers directly translate to less costs and larger potential earnings.

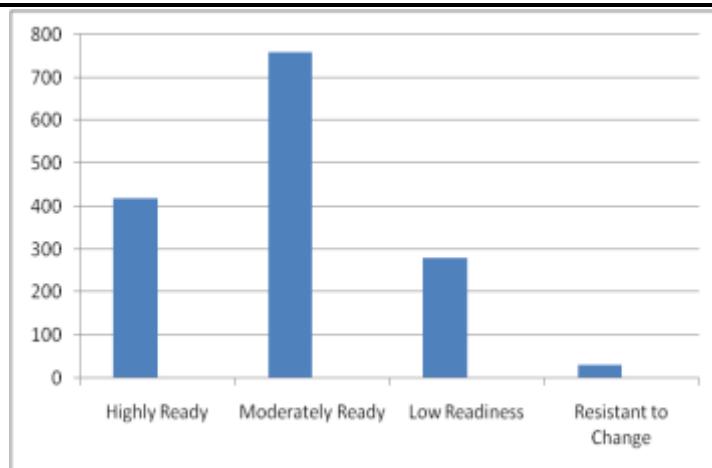
Better ROI (Return on Investment): The return on investment (ROI) for companies' project investments is higher when they employ systematic change management strategies. On time and under budget completion of a project is more probable with better change management. Spending money on new initiatives is more likely to have the intended impact if this is in place.

Efficient Budgeting: Managing change makes it easier to create better budgets and plans for finances. Possible hazards and costs can be identified and addressed more swiftly with a well-defined plan and pre-planning conversations. Consequently, there is better financial management overall, more precise planning, and fewer unexpected costs.

6. DATA ANALYSIS AND DISCUSSION

TABLE 1 – EMPLOYEE READINESS FOR HR DIGITAL TRANSFORMATION

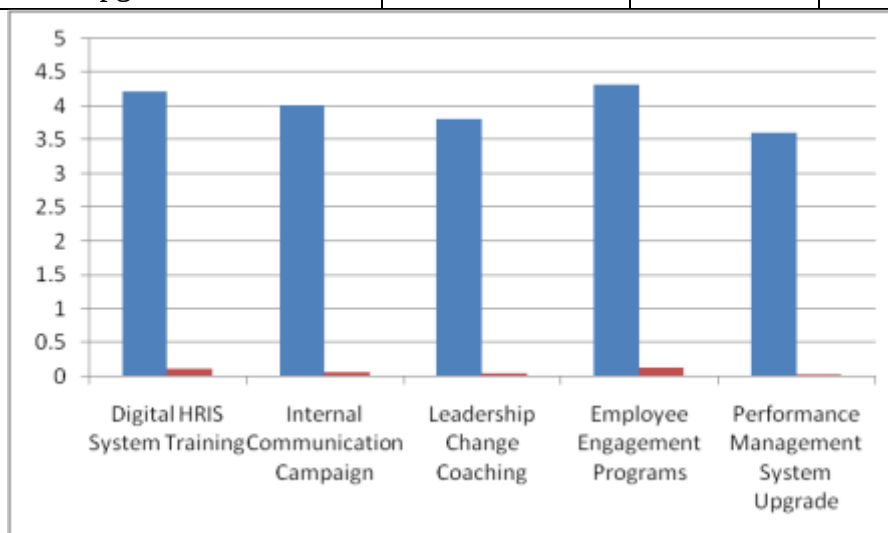
Category	No. of Employees	Percentage
Highly Ready	420	28%
Moderately Ready	760	51%
Low Readiness	280	19%
Resistant to Change	30	2%



DISCUSSION: The fact that 51% of employees are just moderately prepared for change is indicative of the generally optimistic attitude. They are capable change agents, and half of them are well-prepared. The need of targeted training and clear communication is shown by the fact that 2% exhibit resistance and 19% are still not prepared. As long as less prepared groups are considered, transformation is typically possible.

TABLE 2 – EFFECTIVENESS OF CHANGE MANAGEMENT INTERVENTIONS

Intervention Type	Implementation Period	Employee Satisfaction Score (1–5)	Productivity Impact
Digital HRIS System Training	3 Months	4.2	11%
Internal Communication Campaign	2 Months	4	7%
Leadership Change Coaching	4 Months	3.8	5%
Employee Engagement Programs	6 Months	4.3	13%
Performance Management System Upgrade	5 Months	3.6	4%

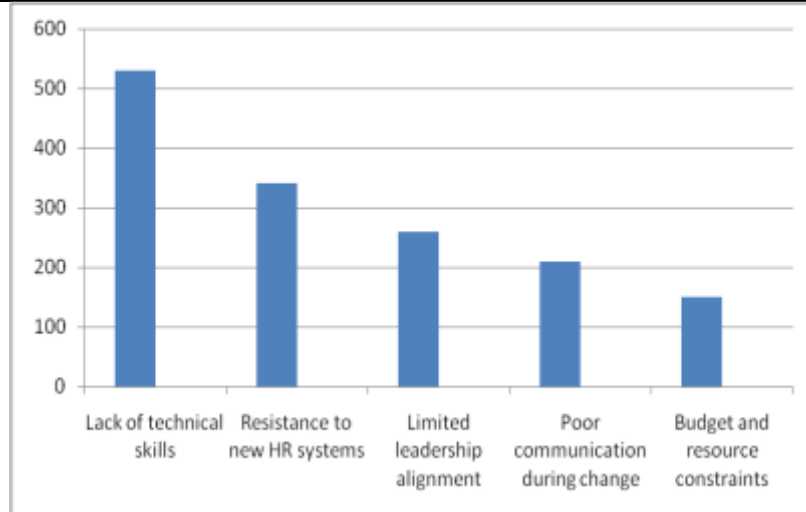


DISCUSSION: Programs that engage employees yield the highest results. These initiatives result in a 13% increase in productivity and receive the maximum satisfaction score of 4.3. Also making a significant impact is training in digital HRIS systems, which leads to a 4.2 percent satisfaction rating and an 11% increase in productivity. In contrast, the Leadership

Transition Coaching and Performance Optimization System Upgrade identifies areas for development to boost morale and output.

TABLE 3 – BARRIERS TO IMPLEMENTATION OF CHANGE

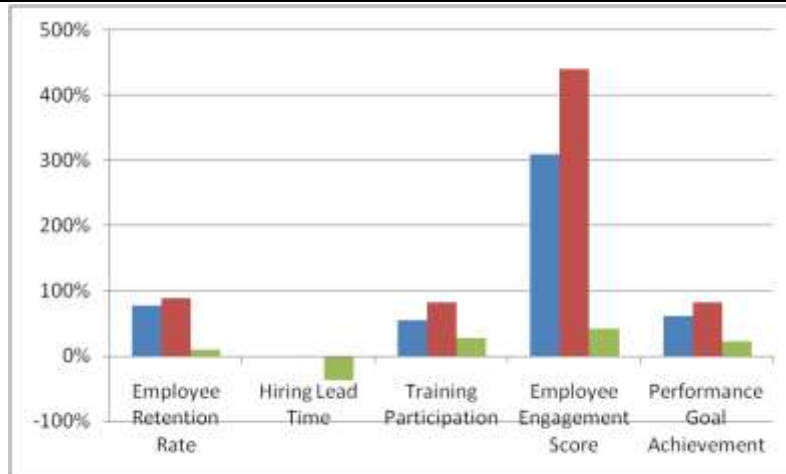
Barrier	Response Count	Percentage
Lack of technical skills	530	36%
Resistance to new HR systems	340	23%
Limited leadership alignment	260	18%
Poor communication during change	210	14%
Budget and resource constraints	150	9%



DISCUSSION: The majority of individuals are hesitant to make changes because they lack the necessary technical abilities, according to statistics (36%). This highlights the importance of further education and development. Other major obstacles that hinder progress include a lack of unified leadership (18%) and a reluctance to embrace modern HR tools (23%). Both the budget (9%) and the lack of touch (14% of the concerns) are minor but significant issues.

TABLE 4 – IMPACT OF CHANGE MANAGEMENT ON HR KPIS

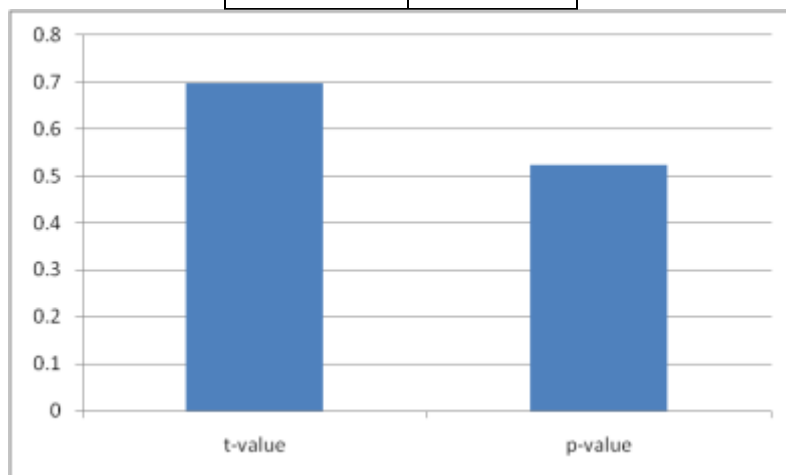
HR KPI	Before Change	After Change	% Improvement
Employee Retention Rate	78%	88%	10%
Hiring Lead Time	72 days	45 days	-37.50%
Training Participation	55%	82%	27%
Employee Engagement Score	3.1	4.4	42%
Performance Goal Achievement	61%	83%	22%



DISCUSSION: Key HR KPIs shown significant improvement following the reform effort, as seen by the comparison. Employee engagement was the most affected, increasing by 42%. Meeting performance targets was second with 22%, and training participation was third with 27%. recruiting appears to be going more smoothly as the wait time for recruiting decreased by 37.5 percent while retention increased by 10 percent.

TABLE 5– PAIRED T-TEST: HR KPIS BEFORE VS AFTER CHANGE

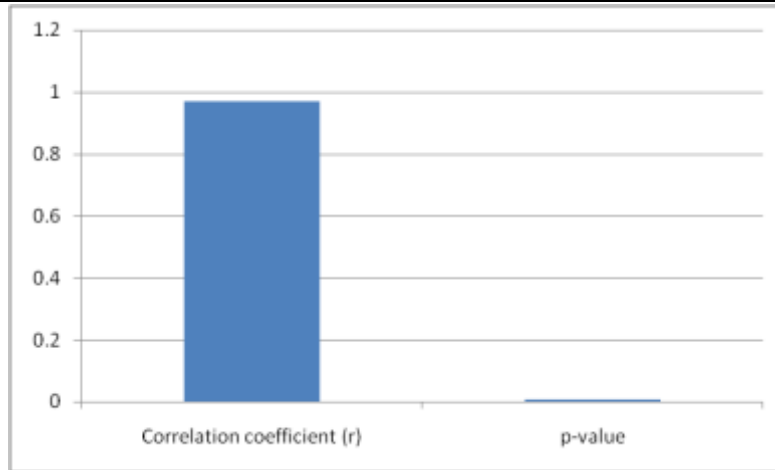
Statistic	Value
t-value	0.6978
p-value	0.5237



DISCUSSION: Looking at the total KPI scores before and after the adjustment as a single group, there is no statistically significant difference ($p > 0.05$). It is still possible for improvements to be effective despite the fact that there is a great deal of heterogeneity among metrics. To get a clearer picture, try breaking down the KPIs one by one.

TABLE 6 – PEARSON CORRELATION: SATISFACTION VS PRODUCTIVITY INCREASE

Metric	Value
Correlation coefficient (r)	0.969
p-value	0.0064



DISCUSSION: The couple's connection is flourishing. Employee happiness with change efforts is a strong predictor of increased productivity. $P < 0.01$ indicates that the findings have statistical significance.

7. CONCLUSION

Human resources must have effective change management methods in order to be future-proof and adaptable in their work environments. Companies that prioritize proactive communication, employee involvement, and continuous growth cultivate a culture that is robust and adaptable. Human resources can swiftly ascertain workforce requirements and implement strategies with the use of data-driven insights and technological solutions. There is less opposition and more organizational commitment when workers from diverse departments collaborate and have opportunities to be a part of change initiatives. In order to adapt to shifting market conditions and technological advancements, future-proof human resources prioritize adaptability. Leadership that takes the lead and makes decisions clearly is essential for building trust during times of transition. Systems for tracking performance and providing continuous feedback allow for rapid improvement, which guarantees progress over the long run. New talent management strategies allow HR to maintain employee satisfaction and increase productivity. Company performance in the long run is directly proportional to the degree to which its culture promotes experimentation and adaptability. Finally, in an ever-changing environment, human resources may become a strategic facilitator by practicing good change management. This will increase the company's performance and success.

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