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STRATEGIC HR INTERVENTIONS IN MANAGING EMPLOYEE ADAPTATION DURING ORGANIZATIONAL TRANSFORMATIONS: A FOCUS ON THE IT INDUSTRY

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ABSTRACT

This study explores the role of strategic HR interventions in managing employee adaptation during organizational transformations in the IT industry. Using a quantitative approach, the research examines how HR fosters trust, delivers effective training, leverages digital tools, and manages resistance to change. Data collected from IT employees reveal that HR interventions are moderately effective, with clear communication being the strongest factor. However, perceptions vary based on organization size, while no significant differences were found across gender, age groups, or hierarchical roles. The findings highlight the need for tailored HR strategies to address the unique challenges of different-sized organizations and improve areas such as leadership communication, training relevance, and proactive engagement. The study underscores the importance of strategic HR interventions in ensuring successful employee adaptation during organizational transformations.

KEYWORDS: *HR interventions, employee adaptation, organizational transformation, IT industry, trust-building, training programs, digital HR tools, resistance management.*

1. INTRODUCTION

1.1 Research Background

The Information Technology (IT) sector is constantly evolving due to rapid technological advancements, changing market needs, and the need for competitive agility. Organizations must adapt to new systems, procedures, and workplace dynamics to stay ahead. Employees play a crucial role in adapting to these changes, as they must continuously improve their competencies to stay current. Insufficient support, lack of preparation, and resistance to change can lead to declining productivity and higher turnover. Human Resources (HR) plays a crucial role in driving organizational transformation by acting as a strategic partner. HR interventions can inspire confidence, increase preparedness, and provide staff with necessary tools and knowledge to negotiate changes. Digital HR solutions can simplify communication, upskill staff, and initiate trust-building projects to lower resistance. In the constantly changing IT sector, HR's responsibility in controlling employee adaptation is crucial for maintaining organizational development and innovation. By focusing on strategic HR interventions, companies can ensure their workforce remains involved, motivated, and flexible during times of upheaval. This study investigates how HR can efficiently control employee adaptation in the IT sector, addressing the difficulties presented by rapid technology changes and the crucial role HR plays in achieving effective organizational transformations.

1.2 Problem Statement

In the IT sector, organizational changes often cause major staff difficulties, including resistance to change, talent shortages, poor communication, and emotional stress. The industry's rapid technical developments and ongoing evolution aggravate these problems. Employees that lack strong support could find it difficult to adjust, which would lower output, increase turnover, and cause failed changes. This emphasizes the rather important need for strategic HR actions. Through building trust, offering training, using digital tools, and controlling employee impressions, HR can handle these difficulties. Nevertheless, where change is frequent and complicated in the IT sector, where these interventions particularly apply, there is a knowledge vacuum. This study investigates how HR may control employee adaptability during IT sector organizational changes, thereby guaranteeing both organizational success and employee well-being.

1.3 Research Objectives

The research objectives of this study are designed to explore the strategic role of HR in managing employee adaptation during organizational transformations in the IT industry. Specifically, the study aims to examine how HR fosters trust and readiness, evaluates the effectiveness of training and development programs, and assesses the impact of digital HR tools and e-HRM

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practices on employee adaptation. These objectives provide a focused framework for understanding the critical interventions that enable successful organizational change

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Objectives of the Study

1. To examine the role of HR in fostering trust and employee readiness during organizational transformations.
2. To analyse the effectiveness of HR-led training and development programs in equipping employees for change.
3. To explore the impact of digital HR tools and e-HRM practices on employee adaptation.
4. To assess the role of HR in managing employee perceptions and reducing resistance to change.

2. THEORETICAL FRAMEWORK

2.1 Lewin's Change Management Model

The study uses Lewin's Change Management Model to understand organizational change. The model consists of three stages: unfreezing, changing, and refreezing. Unfreezing involves preparing employees for change by addressing resistance and creating awareness. During changing, employees transition to new processes or structures, with HR-led initiatives like training and development programs. The final stage focuses on stabilizing the organization after change, ensuring new practices are embedded into the culture through continuous support and reinforcement. This theoretical framework provides a structured lens for examining how HR interventions—such as trust-building, training programs, and digital tools—enable employee adaptation during organizational change, particularly in the dynamic IT industry.

Lewin's Change Management Model, highlighting the phases of unfreezing, changing, and refreezing, can be effectively utilized within the IT sector by incorporating trust and adaptability as essential elements of organizational transformation. Trust is essential in enabling employee adaptation during periods of change, as emphasized by Westover, who points out the significance of managers serving as "trust anchors" by engaging in transparent communication and inclusive decision-making (Westover, 2024). In the information technology sector, effective leadership plays a crucial role in overseeing transitions, as leaders must cultivate adaptability and enable teams to successfully navigate change (Bujor & Bichel, 2024). Neves and van Dam highlight that employee adaptability, in conjunction with elevated Leader-Member Exchange (LMX), fosters trust in change management, subsequently bolstering support for organizational changes (Neves & Dam, 2024). The research conducted by Gößwein and Liebherr on technology acceptance models reinforces the idea that trust, especially in technology, along with individual adaptability, are crucial factors influencing successful technology adoption in workplace settings (Gößwein & Liebherr, 2025). Endrejat and Burnes say that Lewin's model can be brought back to life by adding topological psychology. This type of psychology stresses using clear language and visual aids to explain how changes happen, which helps employees understand and accept them (Endrejat & Burnes, 2022). The insights gathered indicate that effective change management within the IT sector necessitates a comprehensive strategy that encompasses trust building, leadership, and adaptability, by Lewin's model, to facilitate seamless transitions and foster employee engagement.

2.2 Linking Theoretical Framework to Research Objectives

The theoretical framework, grounded in Lewin's Change Management Model and the role of trust in organizational change, aligns seamlessly with the study's objectives. The unfreezing stage of Lewin's model connects to Objective 1, emphasizing HR's role in fostering trust and readiness through clear communication and trust building, as highlighted by Morgan & Zeffane (2003) and Westover (2024). The changing stage supports Objective 2, where HR-led training and development programs equip employees with the skills needed to adapt, reinforced by insights from Gößwein & Liebherr (2025) on trust and adaptability in technology adoption. Finally, the refreezing stage and the use of digital HR tools align with Objective 3, as these tools facilitate the transition and stabilize new practices, with Endrejat & Burnes (2022) emphasizing the importance of clear communication and visual aids. Together, this framework provides a structured lens for examining how HR interventions—trust building, training, and digital tools—enable employee adaptation during organizational transformations in the IT industry.

3. REVIEW OF LITERATURE

In the context of managing employee adaptation during organizational change within the IT sector, the interplay of trust-building, training initiatives and digital HR tools is crucial. Establishing trust is vital as it creates a setting in which employees feel both empowered and supported. This is particularly important for addressing resistance to change and aligning leadership objectives, which frequently hinder the adoption of new digital tools and workflows (Xiao, 2024). Training programs designed to align with organizational objectives and incorporate technology-driven methodologies are essential for improving employee skills and equipping them for changing roles in the digital age (Rustam et al., 2024). It is essential for these programs to prioritize ongoing education, digital proficiency, and flexible skill development, facilitated by tailored learning pathways and online educational platforms to meet varied learning requirements (Rustam et al., 2024). Digital HR tools, including AI and big data, play a crucial role in the enhancement of digital skills and work flexibility, both of which are essential for swift technological adaptation and the improvement of organizational performance (Surianto et al., 2024). Furthermore, the function of HR in promoting an agile culture

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and facilitating upskilling is essential for the retention of IT talent, as well as for maintaining team agility and fostering innovation (Ječmenica et al., 2024). The progression of HR technologies within the digital economy underscores this by fostering innovation and efficiency across all facets of HR, consequently improving productivity and sustaining resilience in an ever-changing digital environment (Chernychko & Kozyk, 2024). Collectively, these components establish a thorough framework for effectively managing employee adaptation, thereby ensuring that organizations maintain their competitiveness and resilience in the face of swift technological advancements.

Trust and Readiness

Within the realm of the IT sector, the concepts of trust and employee preparedness are fundamental in enabling effective organizational transformation. Trust is recognized as a crucial factor that enables employees to achieve outcomes during times of change, with managers serving as "trust anchors" through clear communication and inclusive decision-making (Westover, 2024). Leadership plays a crucial role in navigating change, as it encompasses promoting adaptability, empowering teams, and cultivating a culture that is prepared for transformation, which is vital in the ever-evolving IT sector (Bujor & Bichel, 2024). High-performance work systems (HPWS) have been demonstrated to improve employee preparedness for digital transformation by facilitating positive outcomes through training, performance-based evaluations, and adaptable work arrangements, thus cultivating a constructive attitude toward change (Narbariya et al., 2022). Trust is intricately connected to the capabilities of organizations to implement change, highlighting the importance of employee involvement and co-creation as strategies to foster trust and enhance innovation (Berggren, 2019). Additionally, trust, in conjunction with work involvement and experience, plays a crucial role in shaping organizational commitment among IT professionals. This underscores the significance of these elements in fostering a dedicated workforce during periods of transition (Tezergil et al., 2014). These studies collectively highlight the significance of trust and preparedness in managing change, indicating that organizations ought to strategically cultivate these elements to improve their change management initiatives.

Training and Development

Training and development initiatives spearheaded by human resources play a vital role in preparing employees for organizational transformation, especially within the IT industry, where swift technological progress necessitates ongoing skill improvement. Effective training programs should be aligned with organizational objectives and integrate technology-driven methodologies to enhance digital literacy and adaptive skills, as emphasized by Rustam et al. These programs need to prioritize ongoing learning and innovation, facilitated by tailored learning pathways and e-learning platforms that cater to a variety of educational requirements (Rustam et al., 2024). Mızrak and Caylan highlight the critical importance of HR training in reducing resistance and enhancing engagement during organizational transitions. This training equips employees with the essential skills and mindset required to adapt to new processes and technologies (Mızrak & Caylan, 2023). Within the IT sector, the responsibilities of HR encompass the promotion of an agile culture and the facilitation of upskilling initiatives to retain talent, which is crucial for sustaining team agility and fostering innovation. This entails the implementation of flexible working arrangements and the initiation of innovative projects to enhance organizational success within a dynamic context (Ječmenica et al., 2024). The evolution of digital HRM redefines training as an ongoing learning experience, enabling employees to assume accountability for their growth through self-directed learning and constructive feedback, thereby cultivating a culture of self-awareness and responsibility (Nhung, 2023). Chakraborty emphasizes the critical role of training and development in boosting organizational performance through the enhancement of employee skills, morale, and engagement, leading to improved business results (Chakraborty, 2023). The gathered insights underscore the efficacy of training initiatives spearheaded by HR in equipping employees for transitions within organizations, especially in the IT domain, by promoting a culture centered on ongoing learning and flexibility.

Digital HR Tools

The incorporation of digital HR tools and e-HRM practices plays a crucial role in facilitating employee adaptation amid organizational transformations in the IT sector, as it enhances efficiency, engagement, and adaptability. Digital Human Resource Management (DHRM) practices that integrate AI, machine learning, and cloud-based systems have demonstrated enhancements in organizational efficiency and employee satisfaction, thus facilitating adaptation to evolving business environments (Priya & Jayalakshmi, 2024). The transition to remote work, expedited by the COVID-19 pandemic, has underscored the significance of technology in improving adaptive performance, especially about cultural adaptation and the implementation of effective work practices (Halmen et al., 2024). Moving forward with human resource management strategies in the digital age shows how important electronic HRM systems and AI technologies are for improving HR efficiency and strategic capabilities, which are necessary to create a culture of learning and adaptability (Husen et al., 2024). Digital tools have demonstrated a 35% improvement in recruitment efficiency and have contributed positively to employee development and performance management. However, challenges persist, including resistance to change and gaps in digital skills (Bist et al., 2024). Moreover, the importance of strategic methodologies for digital transformation is highlighted by the requirement for efficient processes and traceability, which are essential for sustainable digitization strategies within the IT sector (Stef & Crisan, 2024). The findings from these studies indicate that although digital HR

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tools and e-HRM practices provide significant advantages in aiding employee adjustment during organizational changes, they necessitate meticulous implementation and oversight to address the associated challenges effectively.

4. RESEARCH METHODOLOGY

This research utilizes a quantitative approach to examine the impact of HR interventions on employee adaptation amidst organizational changes within the IT sector. The data collection process involves the administration of a structured questionnaire to employees engaged in IT organizations. The survey comprises Likert-scale items designed to assess employee perceptions regarding HR interventions, including trust-building initiatives, training programs, and digital HR tools. Additionally, it collects demographic information such as age, gender, education level, work experience, current role, organization size, and employment type. The sample comprises employees from a variety of IT organizations to guarantee representativeness. When you look at data, descriptive statistics are used to describe demographics and important variables. Inferential statistics, like correlation and regression analysis, are used to test hypotheses and find out how HR interventions affect how employees adapt. In the realm of data processing and analysis, tools like SPSS and Excel are employed to guarantee precision and dependability in the extraction of insights. This methodology offers a structured framework for analysing the efficacy of HR strategies in promoting employee adjustment amid organizational transitions.

5. DATA ANALYSIS & FINDINGS

This section provides a detailed examination of the survey data and the resultant findings, meticulously organized to align with the research objectives. The analysis is performed in a systematic, stage-wise approach, initiating with demographic profiling, progressing to a section-wise evaluation of key themes, and culminating in hypothesis testing. Each stage is meticulously crafted to yield insights into how HR interventions affect employee adaptation throughout organizational transformations within the IT sector.

5.1 Descriptive Statistics

The analysis commences with a demographic profile of the respondents to establish a contextual framework for the findings. We provide summary statistics for variables such as age, gender, education level, work experience, current role, organization size, and employment type. This facilitates the identification of patterns or trends within the data, including the examination of whether specific groups, such as mid-level employees or individuals within larger organizations, demonstrate varying perceptions of HR interventions. The demographic analysis guarantees that the findings are understood within the correct context and emphasizes any notable differences based on the characteristics of the respondents.

Descriptive Statistics					
		Demographics	**N**	**Mean**	**S.D.**
	1	Age	105	1.34	0.516
	2	Gender	105	1.50	0.502
	3	Education Level	105	1.53	0.636
	4	Work experience	105	1.33	0.566
	5	Role	105	1.50	0.709
	6	organization size	105	1.76	1.024
	7	Employee type	105	1.43	0.842
Trust and Readiness for Change	TAROC.1	I trust that my organization's leadership prioritizes employee well-being during change.	104	3.00	1.231
	TAROC.2	HR provides clear and timely communication regarding organizational changes.	104	3.28	1.038
	TAROC.3	My organization encourages trust-building activities among employees and management.	104	3.17	1.186
	TAROC.4	I feel prepared to adapt to organizational changes due to the support provided by HR.	104	3.19	0.986
	TAROC.5	HR ensures that employees are informed about the reasons behind changes.	104	3.20	1.202
Training and Development Programs	TADP.1	HR provides relevant training programs to prepare employees for technological changes.	104	3.01	1.178
	TADP.2	The training programs offered are accessible to all employees.	104	3.11	1.088
	TADP.3	HR development programs are tailored to individual employee needs.	104	3.16	1.098
	TADP.4	I feel confident about adapting to changes after attending HR-led training sessions.	104	3.19	1.089
	TADP.5	Regular feedback is collected to improve training programs.	104	3.12	1.135
Digital HR Tools & e-HRM Practices	DTAHP.1	Digital HR tools simplify the process of understanding organizational changes.	105	3.02	1.217
	DTAHP.2	I frequently use HR digital platforms for communication during organizational changes.	104	3.23	1.045

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	DTAHP.3	e-HRM practices improve my ability to adapt to workplace transformations.	105	3.11	1.211
	DTAHP.4	Online training sessions are effective for preparing employees for changes.	105	3.22	1.092
	DTAHP.5	The HR system provides easy access to resources for adapting to changes.	105	3.24	1.156
Managing Employee Perceptions and Resistance to Change	MEPRC.1	HR proactively identifies and addresses employee concerns about organizational changes.	104	2.97	1.092
	MEPRC.2	HR communicates the benefits of organizational changes effectively.	104	3.10	1.128
	MEPRC.3	3. I feel that HR values employee feedback during the change process.	104	3.14	1.144
	MEPRC.4	Resistance to change is reduced when HR engages employees in the planning process.	104	3.20	1.037
	MEPRC.5	HR creates a positive perception of change by emphasizing growth opportunities.	104	3.23	1.143

Interpretation

The descriptive statistics indicate that the sample is largely composed of a youthful, educated workforce (mean age = 1.34, education level = 1.53) with 0–5 years of experience (mean = 1.33), primarily hailing from medium to large organizations (mean = 1.76). Employees view HR's effectiveness in promoting trust and readiness as moderate, with mean scores ranging from 3.00 to 3.28 and identify clear communication as the most prominent strength. Training programs are perceived as beneficial yet lacking significant impact (mean scores: 3.01–3.19), suggesting opportunities for enhancement in both relevance and accessibility. Digital HR tools are regarded as beneficial, with mean scores ranging from 3.02 to 3.24; however, there is potential for improvement in their capacity to facilitate change processes. The effectiveness of HR in managing resistance is assessed as moderate, with mean scores ranging from 2.97 to 3.23. Notably, the proactive identification of employee concerns emerges as the area requiring the most improvement. In summary, although HR interventions tend to yield positive outcomes, there exists considerable opportunity for enhancement in areas such as leadership communication, the relevance of training programs, and proactive engagement strategies to more effectively facilitate employee adaptation amid organizational changes.

5.2 Hypothesis Testing

Inferential statistics are used to test hypotheses and draw conclusions about the population based on sample data. For this study, inferential analysis will be conducted to examine the relationships between HR interventions and employee adaptation during organizational transformations. Each research objective is analysed using a suitable demographic variable and an appropriate statistical test. Hypotheses are formulated to test the significance of these relationships.

Research Hypotheses and Data Analysis

S. No.	Objective	Section	Demographic Variable	Statistical Test	Hypotheses
1	Role of HR in fostering trust and readiness	Trust and Readiness for Change	Organization Size	ANOVA	H01: There is no significant difference in the role of HR in fostering trust and readiness based on organization size.
2	Effectiveness of HR-led training programs	Training and Development Programs	Gender	Independent Samples t-test	H02: There is no significant difference in the effectiveness of HR-led training programs based on gender.
3	Impact of digital HR tools	Digital HR Tools & e-HRM Practices	Age Group	Independent Samples t-test	H03: There is no significant difference in the impact of digital HR tools on employee adaptation based on age group.
4	Role of HR in managing resistance	Managing Employee Perceptions	Current Role	ANOVA	H04: There is no significant difference in HR's role in managing resistance based on current role.

5.2.1 Objective 1: Role of HR in Fostering Trust and Employee Readiness

Null Hypothesis (H_{01}): There is no significant difference in the role of HR in fostering trust and readiness based on organization size.

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ANOVA is chosen because it allows for comparing the mean scores of trust and readiness across multiple groups of organization size (<50, 51–200, 201–500, 501+ employees), making it suitable for testing differences between more than two independent groups.

ANOVA One-Way						
Trust and Readiness for Change		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1. I trust that my organization's leadership prioritizes employee well-being during change.	Between Groups	35.444	3	11.815	9.8	0.000
	Within Groups	120.556	100	1.206		
	Total	156	103			
2. HR provides clear and timely communication regarding organizational changes.	Between Groups	21.093	3	7.031	7.828	0.000
	Within Groups	89.82	100	0.898		
	Total	110.913	103			
3. My organization encourages trust-building activities among employees and management.	Between Groups	32.398	3	10.799	9.6	0.000
	Within Groups	112.487	100	1.125		
	Total	144.885	103			
4. I feel prepared to adapt to organizational changes due to the support provided by HR.	Between Groups	19.067	3	6.356	7.838	0.000
	Within Groups	81.087	100	0.811		
	Total	100.154	103			
5. HR ensures that employees are informed about the reasons behind changes.	Between Groups	39.689	3	13.23	12.13	0.000
	Within Groups	109.07	100	1.091		
	Total	148.76	103			

Interpretation

The ANOVA results for the above hypothesis test reveal statistically significant differences ($p < 0.05$) in employee perceptions of HR's role in fostering trust and readiness across organization sizes (<50, 51–200, 201–500, 501+ employees). For all five statements—ranging from trust in leadership to HR's communication and support—the p-values are 0.000, indicating that employees in different-sized organizations perceive HR's efforts differently. This suggests that organization size significantly influences how HR interventions are perceived, with employees in smaller organizations potentially experiencing different levels of trust, communication, and support compared to those in larger organizations. These findings highlight the need for tailored HR strategies to address the unique dynamics of organizations of varying sizes during transformations.

5.2.2 Objective 2: Effectiveness of HR-led Training and Development Programs

Null Hypothesis (H_{02}): There is no significant difference in the effectiveness of HR-led training programs based on gender.

Independent Samples t-test is chosen because it allows for comparing the mean scores of training effectiveness between two independent groups (male and female employees), making it suitable for testing differences between two categorical groups.

Independent Samples Test						
Effectiveness of HR-led Training and Development Programs	**Variances**	**Levene's Test for Equality of Variances**		**t-test for Equality of Means**		
		F	**Sig.**	**t**	**df**	**Sig. (2-tailed)**
1. HR provides relevant training programs to prepare employees for technological changes.	EVA	0.012	0.913	-0.084	102	0.933
	EVNA			-0.084	101.944	0.933
2. The training programs offered are accessible to all employees.	EVA	0.007	0.935	-0.109	102	0.914
	EVNA			-0.109	101.896	0.914
3. HR development programs are tailored to individual employee needs.	EVA	0.086	0.77	0.773	102	0.441
	EVNA			0.772	101.185	0.442
4. I feel confident about adapting to changes after attending HR-led training sessions.	EVA	0.461	0.499	0.504	102	0.615
	EVNA			0.505	101.693	0.615
5. Regular feedback is collected to improve training programs.	EVA	1.298	0.257	0.324	102	0.746
	EVNA			0.325	100.957	0.746
*Equal Variances Assumed - EVA, **Equal Variances Not Assumed - EVNA						

Interpretation

The Independent Samples t-test results from the testing of H_{02} show that there are no statistically significant differences ($p > 0.05$) in the effectiveness of HR-led training programs based on gender. For all five statements—ranging from the relevance and accessibility of training programs to confidence in adapting to changes and feedback collection—the p-values (ranging from 0.441

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to 0.933) are greater than 0.05, indicating that male and female employees perceive the effectiveness of HR-led training programs similarly. This suggests that gender does not significantly influence perceptions of training effectiveness, and HR-led training programs are equally effective across genders. These findings imply that HR interventions in training and development are gender-neutral and consistently meet the needs of all employees during organizational transformations.

5.2.3 Objective 3: Impact of Digital HR Tools and e-HRM Practices
Null Hypothesis (H_{03}): There is no significant difference in the impact of digital HR tools on employee adaptation based on age group.

ANOVA is chosen because it allows for comparing the mean scores of digital tool impact across multiple age groups (18–25, 26–35, 36–45, 46+ years), making it suitable for testing differences between more than two independent groups. This approach ensures a comprehensive analysis of how digital HR tools influence employee adaptation across different age demographics.

Test of Homogeneity of Variances

Impact of Digital HR Tools and e-HRM Practices		Levene Statistic	df1	df2	Sig.
1. Digital HR tools simplify the process of understanding organizational changes.	Based on Mean	3.833	2	101	0.025
	Based on Median	3.953	2	101	0.022
	Based on Median and with adjusted df	3.953	2	98.399	0.022
	Based on trimmed mean	3.935	2	101	0.023
2. I frequently use HR digital platforms for communication during organizational changes.	Based on Mean	2.749	2	101	0.069
	Based on Median	1.818	2	101	0.168
	Based on Median and with adjusted df	1.818	2	98.435	0.168
	Based on trimmed mean	2.849	2	101	0.063
3. e-HRM practices improve my ability to adapt to workplace transformations.	Based on Mean	1.915	2	101	0.153
	Based on Median	1.804	2	101	0.17
	Based on Median and with adjusted df	1.804	2	98.988	0.17
	Based on trimmed mean	1.927	2	101	0.151
4. Online training sessions are effective for preparing employees for changes.	Based on Mean	1.604	2	101	0.206
	Based on Median	1.569	2	101	0.213
	Based on Median and with adjusted df	1.569	2	99.997	0.213
	Based on trimmed mean	1.595	2	101	0.208
5. The HR system provides easy access to resources for adapting to changes.	Based on Mean	0.245	2	101	0.783
	Based on Median	0.133	2	101	0.876
	Based on Median and with adjusted df	0.133	2	99.185	0.876
	Based on trimmed mean	0.262	2	101	0.77

ANOVA One-Way

Impact of Digital HR Tools and e-HRM Practices		Sum of Squares	df	Mean Square	F	Sig.
1. Digital HR tools simplify the process of understanding organizational changes.	Between Groups	0.6	2	0.3	0.198	0.821
	Within Groups	153.362	101	1.518		
	Total	153.962	103			
2. I frequently use HR digital platforms for communication during organizational changes.	Between Groups	0.676	2	0.338	0.305	0.738
	Within Groups	111.786	101	1.107		
	Total	112.462	103			
3. e-HRM practices improve my ability to adapt to workplace transformations.	Between Groups	0.097	2	0.048	0.032	0.969
	Within Groups	152.519	101	1.51		
	Total	152.615	103			
4. Online training sessions are effective for preparing employees for changes.	Between Groups	0.196	2	0.098	0.08	0.923
	Within Groups	123.718	101	1.225		
	Total	123.913	103			
5. The HR system provides easy access to resources for adapting to changes.	Between Groups	0.15	2	0.075	0.055	0.947
	Within Groups	138.84	101	1.375		
	Total	138.99	103			

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Interpretation

The ANOVA results of H_{03} indicate that there are no statistically significant differences ($p > 0.05$) in the impact of digital HR tools on employee adaptation across age groups (18–25, 26–35, 36–45, 46+ years). For all five statements—ranging from the simplification of organizational changes through digital tools to the effectiveness of online training sessions and easy access to resources—the p-values (ranging from 0.738 to 0.969) are greater than 0.05. This suggests that employees across all age groups perceive the impact of digital HR tools and e-HRM practices similarly. Therefore, we fail to reject the null hypothesis (H03), concluding that age does not significantly influence how employees perceive the effectiveness of digital HR tools in facilitating adaptation during organizational transformations. These findings imply that digital HR tools are equally effective across different age demographics, and HR strategies in this area do not need to be tailored based on age.

5.2.4 Objective 4: Role of HR in Managing Employee Perceptions and Resistance to Change

Null Hypothesis (H_{04}): There is no significant difference in HR's role in managing resistance based on current role.

ANOVA is chosen because it allows for comparing the mean scores of resistance management across multiple groups of current roles (Entry-level, Mid-level, Senior-level), making it suitable for testing differences between more than two independent groups.

Test of Homogeneity of Variances

Managing Employee Perceptions and Resistance to Change		Levene Statistic	df1	df2	Sig.
1. HR proactively identifies and addresses employee concerns about organizational changes.	Based on Mean	2.451	2	101	0.091
	Based on Median	1.963	2	101	0.146
	Based on Median and with adjusted df	1.963	2	99.927	0.146
	Based on trimmed mean	2.498	2	101	0.087
2. HR communicates the benefits of organizational changes effectively.	Based on Mean	2.777	2	101	0.067
	Based on Median	3.088	2	101	0.05
	Based on Median and with adjusted df	3.088	2	98.276	0.05
	Based on trimmed mean	2.815	2	101	0.065
3. I feel that HR values employee feedback during the change process.	Based on Mean	2.116	2	101	0.126
	Based on Median	2.241	2	101	0.112
	Based on Median and with adjusted df	2.241	2	100.177	0.112
	Based on trimmed mean	2.082	2	101	0.13
4. Resistance to change is reduced when HR engages employees in the planning process.	Based on Mean	1.741	2	101	0.181
	Based on Median	1.445	2	101	0.241
	Based on Median and with adjusted df	1.445	2	99.55	0.241
	Based on trimmed mean	1.85	2	101	0.162
5. HR creates a positive perception of change by emphasizing growth opportunities.	Based on Mean	0.129	2	101	0.879
	Based on Median	0.293	2	101	0.747
	Based on Median and with adjusted df	0.293	2	100.457	0.747
	Based on trimmed mean	0.114	2	101	0.893

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ANOVA One-Way						
Managing Employee Perceptions and Resistance to Change		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1. HR proactively identifies and addresses employee concerns about organizational changes.	Between Groups	2.823	2	1.412	1.187	0.309
	Within Groups	120.09	101	1.189		
	Total	122.913	103			
2. HR communicates the benefits of organizational changes effectively.	Between Groups	1.83	2	0.915	0.715	0.492
	Within Groups	129.209	101	1.279		
	Total	131.038	103			
3. I feel that HR values employee feedback during the change process.	Between Groups	3.041	2	1.521	1.165	0.316
	Within Groups	131.795	101	1.305		
	Total	134.837	103			
4. Resistance to change is reduced when HR engages employees in the planning process.	Between Groups	0.056	2	0.028	0.025	0.975
	Within Groups	110.704	101	1.096		
	Total	110.76	103			
5. HR creates a positive perception of change by emphasizing growth opportunities.	Between Groups	0.792	2	0.396	0.299	0.742
	Within Groups	133.67	101	1.323		
	Total	134.462	103			

Interpretation

The ANOVA results for Objective 4 indicate that there are no statistically significant differences ($p > 0.05$) in HR's role in managing resistance to change based on current roles (Entry-level, Mid-level, Senior-level). For all five statements—ranging from HR's proactive identification of employee concerns to effective communication of change benefits and valuing feedback—the p-values (ranging from 0.309 to 0.975) are greater than 0.05. This suggests that employees across different roles perceive HR's efforts in managing resistance and creating a positive perception of change similarly. Therefore, we fail to reject the null hypothesis (H04), concluding that HR's role in managing resistance does not significantly vary based on employees' current roles. These findings imply that HR strategies for managing resistance are equally effective across hierarchical levels, and no role-specific adjustments are necessary.

6. FINDINGS AND DISCUSSION

The study's findings indicate that human resource interventions are crucial in facilitating employee adaptation amid organizational changes within the IT sector. Employees evaluate the initiatives undertaken by HR to cultivate trust and preparedness as having a moderate level of effectiveness, with the clarity of communication identified as the most prominent factor. Nonetheless, perceptions differ markedly according to the organization's size, as employees in smaller entities express varying degrees of trust and support in contrast to their counterparts in larger organizations. This highlights the necessity for customized human resource strategies to tackle the distinct challenges organizations of varying sizes face. Moreover, people perceive HR-led training programs as moderately effective, observing no significant gender variations. This suggests that such programs are neutral in terms of gender and adequately address the requirements of all employees. Nonetheless, there exists an opportunity to enhance the pertinence and accessibility of training initiatives to more effectively prepare employees for change.

The influence of digital HR tools on employee adaptation is viewed favourably, with no notable disparities among age groups, indicating that these tools demonstrate uniform effectiveness for employees regardless of age. In a similar vein, the effectiveness of HR's role in managing resistance to change is regarded as moderate, with no notable differences observed across various roles. This suggests that HR strategies for managing resistance are uniformly effective regardless of hierarchical position. In summary, although HR interventions produce beneficial results, there remains significant potential for enhancement in aspects like leadership communication, the relevance of training, and proactive engagement to better support employee adaptation amid organizational changes. The results underscore the significance of implementing strategic human resource interventions that are customized to address the unique requirements of both employees and organizations within the information technology sector.

7. CONCLUSION

The study concludes that HR interventions play a pivotal role in managing employee adaptation during organizational transformations in the IT industry. Employees perceive HR's efforts in fostering trust, readiness, and training as moderately effective, with clear communication being the strongest aspect. However, perceptions vary significantly based on organization size, highlighting the need for tailored HR strategies to address the unique challenges of different-sized organizations. While digital HR

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tools are seen as beneficial across all age groups, and HR's role in managing resistance is equally effective across hierarchical levels, there is considerable scope for improvement in areas such as leadership communication, training relevance, and proactive engagement. These findings emphasize the importance of strategic HR interventions that are customized to meet the specific needs of employees and organizations, ensuring successful adaptation during organizational transformations in the IT sector.

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