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The Role of HR as Change Agent Towards Organizational Effectiveness - An Empirical Study with Respect to Pakistani Organizations

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Abstract

Over the last two decades, human resource (HR) experts have been confronted with a new obligation to become Change Agents (Storey, 1992; Ulrich, 1997). Since then, studies have concentrated on the many ways that HR plays this function to support long-term organizational performance and enable effective organizational change. (Alfes, Truss, & Gill, 2010; Long, Wan Ismail, & Amin, 2013). This research study aims to investigate to what extent the HR department plays the role of a Change Agent within organizations working within Pakistan. The data was collected all over Pakistan from different types of Organizations. The respondents were part of the Management Team and belonged to different departments of these organizations. The sample size was 387. A questionnaire was developed and distributed to receive responses from the professionals. A research model was developed to evaluate the proposed relationships, and Structural Equation Modeling (SEM) was employed for data analysis. The results indicate that Change Drivers (CD) – External Factors have no significant impact on the Change Management Process (CMP). In contrast, Change Drivers – Internal Factors exhibit a positive and significant effect on CMP. Furthermore, Human Social Capital (HSC) has also shown a positive influence on the Change Management Process. The mediating role of Human Social Capital (HSC) between Change Drivers (CD) and Change Management Process (CMP) has been statistically confirmed. In addition, a positive relationship has been identified between the Change Management Process (CMP) and Organizational Effectiveness (OE). The findings also reveal that the Human Resource (HR) Department functions as a moderator in the relationship between CMP and OE, thereby enhancing the influence of effective change management on organizational outcomes.

Keywords: *: Human Resource, Change Agent, Change Drivers, Change Management Process, Human Social Capital, Organizational Effectiveness*

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1. INTRODUCTION

Human Resource (HR) specialists have faced an emerging challenge in the last two decades: they need to turn out to be Change Agents. Since then, research has focused on the several ways that HR may adopt this role to facilitate long-term organizational performance and successful organizational transformation. Research has specifically shown that HR is essential for managing the nature (content) and implementation (execution) of change (Alfes et al., 2010). While the latter refers to HR activities meant to foster employee support throughout the many stages of the transition, the former relates to changes in HR processes aimed at producing positive employee responses to the shift.

Even though this body of study has made significant progress in helping us understand how HR can support organizational change, one area that has received less attention is HR's responsibility for managing the changing environment or the internal or external factors that affect how well change is implemented (Herold, Fedor, & Caldwell, 2007; Rafferty & Restubog, 2017; Self, Armenakis, & Schraeder, 2007). Past studies suggest that the failure to comprehend the changing context is a significant omission, apart from the substance and execution of changes, the evolving environment has a crucial role in shaping how employees respond to change, which makes it imperative to consider this aspect when assessing the feasibility of change initiatives (Choi, 2011; Rafferty & Restubog, 2017). In this manner, HR analysts and specialists need to pay close attention to comprehend how HR fosters a change-management environment.

The objective of the study is to investigate how HR departments might act as change agents to help organisations in achieving their goals. Building the organization's capacity to embrace change is one of HR's roles. It will ensure that HR Departments understand the need for change projects to be concentrated on building high-performance work teams, shortening the innovation cycle, and deploying technology as planned, created, and delivered promptly (Ulrich, 1998). As a change agent, HR's job is to transform resistance into determination, planning into results, and fear of change into excitement about its potential. It will enable the organizations to accomplish their goals of the Change Management Process. As businesses adapt to hybrid workforces, changing employee expectations, and rapid technological advancements, HR's role as a strategic partner will become even more critical. By leveraging the power of digital transformation and embedding a culture of adaptability, organizations can not only navigate today's challenges but also prepare for the uncertainties of tomorrow (Nyathani, 2024).

This research, first, will try to empirically analyze the factors or forces that constrain the top management to inaugurate the change process within the organization. Second, it will find out the features that help the top management to design a highly effective change program or process that ensures the desired outcomes. Third, it will analyze to what extent the Human Social Capital helps the top executives in the successful execution of the change process within the organization. As a result

of creating a common frame of reference, employees are better able to comprehend and support the change. Further, it will make sure that human social capital is a crucial component in the context of internal transformation. Fourth, it will examine how HR can play the part of a change agent within an organization. Ulrich's work on perceptions of HR's function as a Change Agent serves as a framework for my study. Since HR's ability to affect change outcomes has not yet been empirically investigated in the body of research, the study concentrates on this function. Lastly, it will measure the outcomes of the change process and Organizational effectiveness.

This study investigates the impact of a robust Human Social Capital on organizational-level outcomes, specifically on employees' capacity for change management and subsequent change-supportive behaviour. It attempts to recognize instruments through which solid Human Social Capital and employees' change responses are connected is vital since it makes a difference us get why HR frameworks are seen as reliable, a well-known and unique lead representative to reply emphatically to change and may illuminate far-reaching hypothetical models that look at the results of solid HR frameworks. The results of this study will also be useful in practice because they expand the change agent's remit from just focusing on HR content to also designing HR systems that assist organizations in managing organizational change while also boosting organizational effectiveness.

In this study, a model was developed in which we analyzed the effect of Change Drivers (CD) - Internal and External Factors on the Change Management Process (CMP), and then we analyzed the impact of Change Drivers (CD) on the Human Social Capital (HSC). Further, we analyzed the impact of Human Social Capital (HSC) on the Change Management Process (CMP). At last, we analyzed the repercussions of the Change Management Process (CMP) on Organisational Effectiveness (OE). Meanwhile, we have analyzed the moderating relationship of HR on the Change Management Process (CMP) and Organizational Effectiveness (OE), and the other hand, the mediating relationship of Human Social Capital (HSC) on Change Drivers (CD) and Change Management Process (CMP).

1.1 Problem Statement

According to past studies, managing change is one of the important duties of a strategic human resources department. Although there has been much prescriptive advice about how human resources departments should approach this, there hasn't been much empirical study that looks at the responsibilities that HR departments play in supervising change programmes regularly daily.

The objective of this research thesis is to recognize how an organisation's Human Resources (HR) Department can play the role of a change agent in implementing an organization-wide change management process. Most of the time, the objective of the change process is to help the organization achieve performance excellence, and the company can achieve it through boosting production and sales to generate more revenue without spending any additional cost. HR experts, as change agents, are not only accountable for helping the organization for attainment of these objectives but

also for minimizing the effects of changes within the organization and developing employees to cope with these inevitable changes effectively.

This study suggests that the organizations indulged themselves in the change process due to two major factors: External and Internal. These two factors are further classified into sub-factors. After analyzing the need for change, they design a comprehensive change policy or program, which they implement through the HR Department. The strength of Human Social Capital and the competencies of the HR Department play a pivotal role in the success of the change process within the organization. The success of the change process can be measured through overall organizational performance and the effectiveness of HR within the organization. HR specialists who cannot work as Change Agents will necessarily be an obstruction against their becoming a well-integrated key strategic partner. Hence, certain HR competencies and organizational performance are mediated by the role of a change agent.

This study supports the claim that talk has moved ahead of reality, with numerous human resources activities having a very limited impact on how organizations manage change. This study strengthens the statement that rhetoric has moved ahead of reality, with many human resources departments having a very limited role in managing change in the organizations. The research aims to investigate the factors/ forces that compel the organizations to inaugurate the Change Management Process within the organizations and to assess the role of HR Departments in implementing the Change Management Process. We will also analyze the impact of the Change Management Process on Organizational Performance.

1.2 Research Objectives

1. The first and foremost objective of the research is to find out the factors or forces that compel the organization to inaugurate change within the organization.
2. The second objective is to find out the features of a highly effective change program that guarantees the desired results.
3. The third objective is to find out the correlation between HR -Social Capital and the change process.
4. The fourth objective is to find out the key roles that HR should play as a Change Agent during the implementation of the change process.

1.3 Research Questions

- Do Organizational Drivers of change affect the Human Social Capital Structure of the organization?

1. Do Organizational Drivers of Change – Internal Factors affect the Human Social Capital-Structural of the organization?
2. Do Organizational Drivers of Change – Internal Factors affect the Human Social Capital-Relational of the organization?
3. Do Organizational Drivers of Change – Internal Factors affect the Human Social Capital-Cognitive of the organization?

4. Do Organizational Drivers of Change – External Factors affect the Human Social Capital-Structural of the organization?
5. Do Organizational Drivers of Change – External Factors affect the Human Social Capital-Relational of the organization?
6. Do Organizational Drivers of Change – External Factors affect the Human Social Capital-Cognitive of the organization?

- Does the Human Social Capital of the organization significantly influence the Organization's Change Process?

1. Does the Human Social Capital- Structural of the organization significantly influence the organization's change process?
2. Does the Human Social Capital-Relational of the organization significantly influence the organization's change process?
3. Does the Human Social Capital-Cognitive of the organization significantly influence the organization's change process?

- Is the HR Department capable of playing the role of Change Agent as a mediator for the successful implementation of the change process within the organization?
- Has the Change Management Process had a positive impact on the Organization's Effectiveness?
- The Fifth objective is to find the tools that can measure the outcomes of the change process and HR effectiveness within the organization.

2 LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Change Drivers

Organizational transformation, according to researchers, is a challenging phenomenon that usually fails because of how intricate the environment where the shift is taking place (Jacobs et al., 2013; Roland Gareis, 2010; Lehmann, 2010); nevertheless, businesses must adjust and thrive within the quickly evolving corporate landscape. Organizational change is equally important and cannot be disregarded if one wants to stay relevant (Singh & Shoura, 2006). Organizational change refers to the actions performed to swap out a certain organizational component, such as rebuilding the organization or modifying its internal protocols (Nery Vanessa de Fátima et al., 2019). An organizational change can be differentiated based on the kind of change's justification.

2.2 Organizational Change Factors

The majority of organizations are more reliable and promote the possibility of achieving a high level of competency by relying on scheduled functions and consistency rather than change. However, the situation as it stands is often idealized. Organizations are not static; they constantly change both inside and externally in response to many forces. The difficulties faced by leaders are in anticipating and directing the cycle of transformation for better outcomes. A change may have external or internal features, depending on the circumstances. (Langley et al., 2013).

- External Factors of Organizational Change: External sources of change occur exterior the organization since these components have basic implications, undermine the organization's structure, and may support the approach used in the creation of the goods and services as well as the promotion. Technological advancements, social revolutions, economic changes, international agreements, etc., are examples of recent external causes. The advancement of forces like computers, mechanical independence, flexibility, broadcast communications frameworks, and mechanical independence, as well as the modification of current development and the execution of these innovations, has reasserted control on the organizations that endorse them. Other distinct external influences include the changing demographics, the corporate environment, globalization, political shifts, etc.

- Internal Factors of Organizational Change: The organization's internal forces of transition are seen in the morphology of signals indicating that it needs to change, with these changes translating into external changes. There is a strong need for progress within the organization. Such powers can be spoken of as moo values, or they can stamp inimitable indications such as destitute productivity and combat. Due to workforce problems and organizational actions, inside forces for change frequently develop. The urge to absorb business culture shows that anything, like the capacity to identify signals from internal pressures, may adapt. Internal forces are modifications to the desires of the workforce, the difficulty of the job, Crisis, growing effectiveness, improvements to the working environment, the inadequacy of the present system, etc.

2.3 Social Capital

"The entirety of the real and potential assets settled within, accessible through, and decided from the organization of associations had by an individual or social unit," is how we depict social capital (Nahapiet & Ghoshal, 1998, p. 243). Social capital is an asset that is woven into the relationships among people in a network or community (Coleman 1990). Both people and organizations may benefit from social capital in accomplishing their financial goals (Leana & Van Buren, 1999; Adler and Kwon, 2002). Studies indicate that social capital improves a person's professional results (Granovetter 1995), Innovation and information exchange within organizations (Tsai and Ghoshal 1998; Collins and Smith 2006), the emergence of new businesses (Maurer and Ebers 2006), a good atmosphere for industrial interactions (Locke 1995), and as well as the growth of national economies (Fukuyama 1995).

Nahapiet and Ghoshal (1998) state that social capital consists of three main types of embeddedness within the organizations: (1) structural, (2) relational, and (3) shared cognitive. The impersonal designs of connections inside a company are a part of the social capital's structural embedding. The word "relational embeddedness" describes how employees previously formed personal bonds through social interactions. Cognitive measurement is linked to the common mental models and dialects among the organization's members.

Social capital has three components: structural, relational, and cognitive.

- **Social Capital –Structural Dimension:** One type of social capital that has to do with the characteristics of the social structure and the larger network of connections is called structural social capital (Nahapiet & Ghoshal, 1998). The phrase refers to the impersonal arrangement of connections among individuals or objects. Rules, laws, precedents, processes, and roles (Uphoff & Wijayaratna, 2000) can exemplify this configuration, which is the pattern of connections between people. Structural social capital is tangible and measurable, in contrast to the other social capital components.

The grid of individuals that a person knows and can rely on for resources like advice and support is known as structural social capital. In any particular context, such as a group, organization, or community, it is often regarded as the solidity, affinity, hierarchy, and appropriability of the network of ties (Davenport & Daellenbach, 2011).

- **Social Capital – Relational Dimension:** "Relational social capital" is a component of social capital that describes the traits and aspects of interpersonal connections, including friendship, loyalty, and duties (Gooderham, 2007). The components of social capital's relationship dimension include four basic elements: character and proof of identity, obligations and anticipations, standards and disciplines, and faith and dependability (Nahapiet & Ghoshal, 1998).

The nature and significance of the relationships that have grown through time via engagement are referred to as the relational dimension of social capital, and it shows up in behavioural qualities including dependability, adherence to shared group standards, duties, and proof of identity (Davenport & Daellenbach, 2011). The emotional component is relational social capital, as it explains connections in terms of relational belief, the presence of shared customs, and empathy with other people. The quality or type of systems or links affects how the relational dimension contracts (Cabrera & Cabrera, 2005).

- **Social Capital – Cognitive Dimension:** A component of social capital known as cognitive social capital links resources that enable parties to exchange depictions, elucidations, and frameworks of significance (Nahapiet & Ghoshal, 1998). It is the cognitive meaning, plans, and frameworks that are evident in tales and ordinary language (Davenport & Daellenbach, 2011). Cognitive social capital refers to the common vernacular and conventions that underpin communication (Gooderham 2007).

Nahapiet and Ghoshal (1998) originally associated cognitive social capital with shared tales and dialect. As of late, several authors have characterized it in terms of similar culture and aspirations (Inkpen and Tsang 2005; Tsai and Ghoshal 1998).

2.4 Change Management Process

The change management process is the method that businesses and organizations utilize to actualize changes through building and conveying successful change procedures. Developing and implementing successful change strategies is the process through which corporations and organizations execute changes. It entails evaluating the arguments for change, implementing those changes, and helping people adapt to those changes. It can be necessary to use new technology, alter the organizational structure, save costs, increase profits, or do all of these to accomplish a certain goal. The purpose of management of change is to move the individuals, communities, and organizations involved from their present situation to a different one. Change is a purposeful tactic used to facilitate staff members' comprehension of the shift and speedy acceptance of modifications to their present work environment. As stated by Kotter: "The use of certain frameworks and tools to track any effort at organizational transformation is known as Change Management."

2.5 Change Agents

Enhancing the organization's ability to accept and profit from the change is the change agent's responsibility. Agents of Change will guarantee that efforts to adopt new technology, shorten the innovation cycle, or build high-performing teams are identified, created, and delivered as per the defined schedule (Ulrich, 1998).

The Change Agent focuses on the methodology and outcomes of the change activity; nevertheless, it is the change mediators who bring about the change. Change agents are liable for creating the strategy and translating it into attainable objectives and activities with the help of senior management. Senior Management and Department Heads who are involved become Change sponsors at all corporate levels.

In contrast to other industries like manufacturing, where the Senior Management team plays a key role in driving change, the Chief Executive Manager leads the service sector's change agent team.

2.6 A Change Agent must:

Change agents motivate and encourage employees to switch from their current jobs to new ones.

Providing a reverse feedback loop to the line manager.
Sort potential barriers to change into categories and take action to remove them.
Change agents educate their workers on the ideas, objectives, and duties of the change plan and foster excitement for the new work environment.

Actively support new work practices or innovative worker techniques.

2.7 Organizational Effectiveness

Organizational effectiveness / Excellence will be referred to as organizational performance, in Financial, Ethical, and Social dimensions.

3. RESEARCH METHODOLOGY

3.1 Research Design

This empirical research study was carried out with the help of a survey. A questionnaire was developed to collect data to support the hypotheses and to find out the answers to the research questions.

3.2 Sampling

The survey was conducted from the listed companies in Pakistan. as per data, the total number of registered companies with SECP in FY-21-22 stands at 172,206 (SECP Registered Companies in FY22, 2022). The research was based on a sample size of 387 calculated with a sample size calculator, where Confidence Level = 95%, Confidence Interval 5%, and the percentage of the sample is 50% (Sample size calculator. (n.d.). A sampling frame is defined as "the list of elements from which the sample is drawn" by Cooper and Schindler (2001: 170). In this research researcher used a total of one hundred (387) responses, which comprised the top and middle management employees of different national and multinational manufacturing organizations operating their businesses in Pakistan.

Table 1: Questionnaire Items, are adopted from sources & Cronbach's Alpha.

Variables	Adapted From	No. of Items	Scale	Cronbach Alpha
Organization Change Drivers	– Developed by the Author	4	- Multiple Scale	-
External Factors		7	- Five-point Likert Scale	0.900
Internal Factors		7	- Five-point Likert Scale	0.913
		2	- Multiple Scale	-
HR-Social Capital				
Structural	– Developed by the Author	5	– Five-point Likert Scale	0..890
Relational		6	– Five-point Likert Scale	0.873
Cognitive		8	– Five-point Likert Scale	0.890
Change Process	– Developed by the Author	12	– Five-point Likert Scale	0.942
HR – Change Agent	– Dave Ulrich (1997)	10	- Five-point scale (1 – low, 5 – high)	0.952
Organizational Effectiveness	– Developed by the Author	7	– Five-point Likert Scale	0.909

3.3 Theoretical Framework

The Proposed research model is based on the research "Social Capital of the HR Department, HR's Change Agent Role, and HR Effectiveness: Evidence from South Korean firms" conducted by Sunghoon Kima, School of Organization and Management, Australian School of Business, University of New South Wales, Sydney, Australia; and Seongmin Ryub, Department of Business Administration, College of Economics and Business Administration, Kyonggi University, Suwon, South Korea. (Kim & Ryu, 2011)

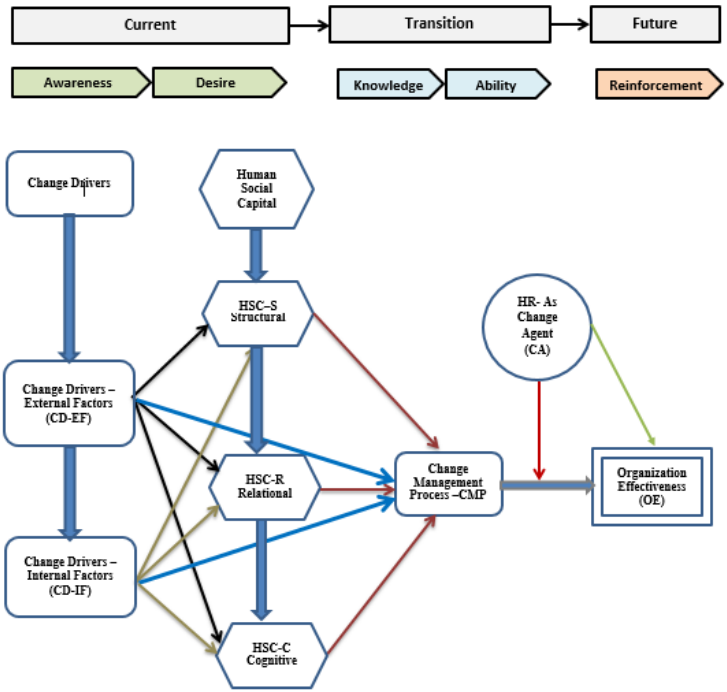


Figure 1 Proposed Conceptual Model

3.4 Hypotheses

H1: Organizational Drivers of Change –External Factors have a positive impact on the Change Management Process.

H2: Organizational Drivers of Change –Internal Factors have a positive impact on the Change Management Process.

H3: Organizational Drivers of Change have a positive impact on the Human Social Capital of the organization.

H3-a: Organizational Drivers of Change – External Factors have a positive impact

on the Human Social Capital - Structural of the organization.
H3-b: Organizational Drivers of Change – External Factors have a positive impact on the Human Social Capital - Relational of the organization.
H3-c: Organizational Drivers of Change – External Factors have a positive impact on the Human Social Capital - Cognitive of the organization.
H3-d: Organizational Drivers of Change – Internal Factors have a positive impact on the Human Social Capital - Structural of the organization.
H3-e: Organizational Drivers of Change – Internal Factors have a positive impact on the Human Social Capital - Relational of the organization.
H3-f: Organizational Drivers of Change – Internal Factors have a positive impact on the Human Social Capital - Cognitive of the organization.

H4: There is a significant positive impact of Human Social Capital on the Change Management Process.

H4-a: There is a significant positive impact of Human Social Capital - Structural on the Change Management Process.
H4-b: There is a significant positive impact of Human Social Capital - Relational on the Change Management Process.
H4-c: There is a significant positive impact of Human Social Capital - Cognitive on the Change Management Process.

H5: Human Social Capital Mediates the Relationship between Organizational Drivers of Change and the Change Management Process.

H5-a: The Human Social Capital - Structural mediates the relationship between Organization Drivers of Change - External Factors and Change Management Process.
H5-b: The Human Social Capital - Relational mediates the relationship between Organization Drivers of Change - External Factors and Change Management Process.
H5-c: The Human Social Capital - Cognitive mediates the relationship between Organization Drivers of Change - External Factors and Change Management Process.
H5-d: The Human Social Capital - Structural mediates the relationship between Organizational Drivers of Change - Internal Factors and Change Management Process.
H5-e: The Human Social Capital - Relational mediates the relationship between Organizational Drivers of Change - Internal Factors and Change Management Process.
H5-f: The Human Social Capital - Cognitive mediates the relationship between Organizational Drivers of Change - Internal Factors and Change Management Process.

H6: There is a positive relationship between the Change Management Process and the Organization's Effectiveness.

H7: The HR Department of an organization being a Change Agent can affect the Organization's Effectiveness.

H8: The HR Department of an organization being a Change Agent can play the role of moderator between the Change Management Process and Organization Effectiveness.

3.5 Data Analysis Procedure

In this study, data was initially entered and analyzed and EFA was run using the latest version of Statistical Package for Social Science (SPSS) while Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) were done through Smart PLS.

3.6 Data Screening:

Initial data was screened through Multivariate Analysis (MVA) and outliers were detected.

The assumption of Multivariate Analysis (MVA) was checked to identify any violated assumption, & perform descriptive analysis, as parametric tests were being aimed to be applied.

Exploratory Factor Analysis (EFA) to extract the most suitable items with appropriate factors.

3.7 Model Assessment:

Two model assessments were carried out: Measurement Model Assessment and Structural Model Assessment.

Tested the measurement models for each by performing Confirmatory Factor Analysis (CFA) – First and second-order Model Fit.

Checked the reliability and validity of the study variables to establish if the extracted elements in Step 4 offered no issue of validity and reliability.
Performed Structure Equation Modeling (SEM) if the data offers a good model fit in Step 4.

4. RESULTS AND FINDINGS

4.1 Change Management Initiative

The following table shows the demographics of the Change Management Initiative that have been taken by the respondents' organizations in the past 10 years.

Table 2 Change Management Initiative

Change Management Initiative was taken by Organisations	No. Of Respons-es	Percent-age (%)
Yes	324	83.72
No	48	12.40
I Don't Know	15	3.88
Total	387	100.00

Source: Author Estimation

Factors / Forces of Change Management Initiative

The following tables show the factors/forces that compel the organizations to take change management initiatives within their organizations, as per the data collected:

Table 3: Factors of Change Management Initiative

Factors	No. of Responses	Percentage (%)
External Factors	41	10.60
Internal Factors	67	17.31
Both Factors	279	72.09
Total	387	100.00

Source: Author Estimation

Change Policy Developers

The following table shows which department was responsible for developing change management policy within the organizations, as per the data collected.

Table 4: Change Policy Developers

Name of Departments	No. of Responses	Percentage (%)
All Departments / All Department Heads are Responsible / Combination of Different Departments	15	3.88

The CEO along with HR / Top Management	6	1.55
Entrepreneur / Business Leadership / Management Committee	18	4.65
Corporate Strategy / Strategic Planning Department	117	30.23
Finance Department	12	3.10
Human Resources Department	169	43.67
Marketing Department	24	6.20
Operations / Production & Operations Department	13	3.36
Supply Chain Department	10	2.59
Transformation Department	3	0.78
Total	387	100.00

Source: Author Estimation

Change Policy Executors

The following table shows the demographics that which department was responsible for executing the Change Management Policy within the organization, as per the data collected.

Table 5: Change Policy Executors

Name of Department	No. of Responses	Percentage (%)
All Departments / All Department Heads are Responsible / Combination of Different Departments	32	8.27
Executive Committee Member / Top Management	06	1.55
Business Process Re-Engineering Department / Transformation Department	06	1.55
Finance Department	11	2.84

Human Resources Department	197	50.90
Marketing Department	17	4.39
Production & Operations Department / Operations Department	34	8.79
Strategic Planning Department	76	19.63
Supply Chain Department	08	2.07
Total	387	100.00

Source: Author Estimation

4.1 Measurement Model

In the measurement (outer) model (shown in Figure 2), scholars take into consideration diverse criteria of validity and reliability. In this model, the discriminant validity aids in verifying the construct's validity which is an essential step in the hypotheses testing (Hair et al., 2014). In this case, Chin (2010) provides two methods of measuring discriminant validity; "Former & Larker Method and Heterotrait-Monotrait (HTMT) Ratio". The maximum score of HTMT is 0.90. This study considers these two measures for checking discriminant validity.

Additionally, internal consistency and composite reliability (CR) are also examined by the outer model. The score of CR must not be less than 0.70 (Alarcón et al., 2015). Moreover, the indicators' reliability is tested through loading scores that must not be less than 0.50. Whereas, convergent validity is accessed by the scores of AVE (average variance extracted) that must not be lower than 0.50. Thus, these types of validity are established in this study (Hair et al., 2014).

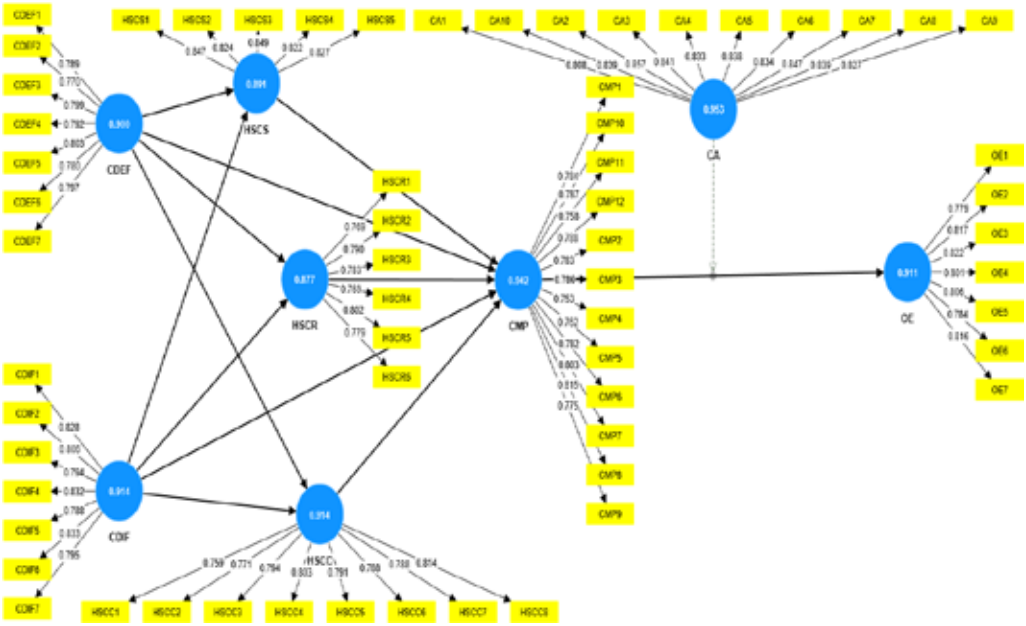


Figure 2: Measurement Model

4.2 Reliability & Internal Consistency

Reliability and internal consistency are accessed using Cronbach Alpha (α), rho_A, and composite reliability (CR).

Table 6: Reliability & Internal Consistency

Variables	Cronbach's Alpha (α)	rho_A	Composite Reliability
CD-EF	0.900	0.900	0.921
CD-IF	0.913	0.914	0.931
HSC-C	0.913	0.914	0.929
HSC-R	0.873	0.877	0.904
HSC-S	0.890	0.891	0.919
CMP	0.942	0.942	0.950
CA	0.952	0.953	0.959
OE	0.909	0.911	0.927
CD-EF	0.900	0.900	0.921
CD-IF	0.913	0.914	0.931

4.3 Discriminant Validity

According to Fornell and Larcker (1981), the square root of the average variance extracted (AVE) was commonly compared with the correlations across components to assess the instrument's discriminant validity. However, this method has faced criticism from several researchers (Benitez, Henseler, Castillo, and Schuberth, 2019; Fornell and Larcker, 1981) and is not considered a suitable measure of discriminant validity. Henseler, Ringle, and Sarstedt (2015) suggested using the Heterotrait-Monotrait (HTMT) ratio to assess construct discriminant validity to address this. According to their recommendation, the HTMT ratio should be below 0.85 (Henseler et al., 2015; Benitez et al., 2019; Ogbeibu, Senadjki, & Gaskin, 2018). In this study, the HTMT ratios of the constructs ranged from 0.191 to 0.627 (less than 0.85, as shown in Table 7), thus confirming the presence of discriminant validity.

Table 7: Heterotrait-Monotrait (HTMT) Ration

Variables	CD-EF	CE-IF	HSC-C	HSC-R	HSC-S	CMP	CA	OE
CD-EF								
CE-IF	0.578							
HSC-C	0.526	0.519						
HSC-R	0.627	0.607	0.551					
HSC-S	0.585	0.622	0.569	0.629				
CMP	0.557	0.623	0.578	0.619	0.595			
CA	0.125	0.223	0.188	0.191	0.214	0.218		
OE	0.49	0.572	0.545	0.551	0.565	0.573	0.384	

Source: Author Estimation

To ensure the suitability of the model, I conducted a model fit test using three parameters: the Standardized Root Mean Square Residual (SRMR), the Normed Fit Index (NFI), and bootstrapped-based statistical inference for exact model fit. The SRMR measures the difference between the observed correlation and the correlation matrix implied by the model. A value below 0.08 (Hu & Bentler, 1998) indicates a good fit. Henseler et al. (2014) introduced the SRMR as a measure of goodness of fit specifically for PLS-SEM, which helps identify potential model misspecification.

Given that our model is saturated, meaning there are no free paths, the fit values of both the saturated model (measurement) and the estimated model (structural model) are nearly identical and meet the required criteria. The results presented in Table 8 demonstrate that the SRMR values for the saturated model and estimated models are 0.037 and 0.068 (less than 0.08) respectively. The NFI value is 0.869, which is close to the acceptable range of 0.90 (Byrne, 2008). Additionally, both d_ULS and d_G are smaller than the bootstrapped HI 95% values, indicating that

the data fits the model well.

Table 8: Model Fit Indices

	Saturated model	Estimated model
SRMR	**0.037**	**0.068**
d_ULS	**2.659**	**9.118**
d_G	**1.078**	**1.158**
Chi-square	**2246.376**	**2348.331**
NFI	**0.869**	**0.863**

Source: Author Estimation

4.4 Multivariate Analysis

The research model was further investigated through Structural Equation Modeling (SEM). The hypothesis of the study was further tested through multiple regression analysis. Multiple regressions are performed in SmartPLS to statistically test the hypothesis of the study. The findings are discussed hereafter.

4.5 Final Model – Structural Equation Model (SEM)

All hypotheses are tested using a structural equation model (SEM). The full model is executed at once (Figure 3). The results obtained through structural equation modelling (SEM) are reported in Table 9.

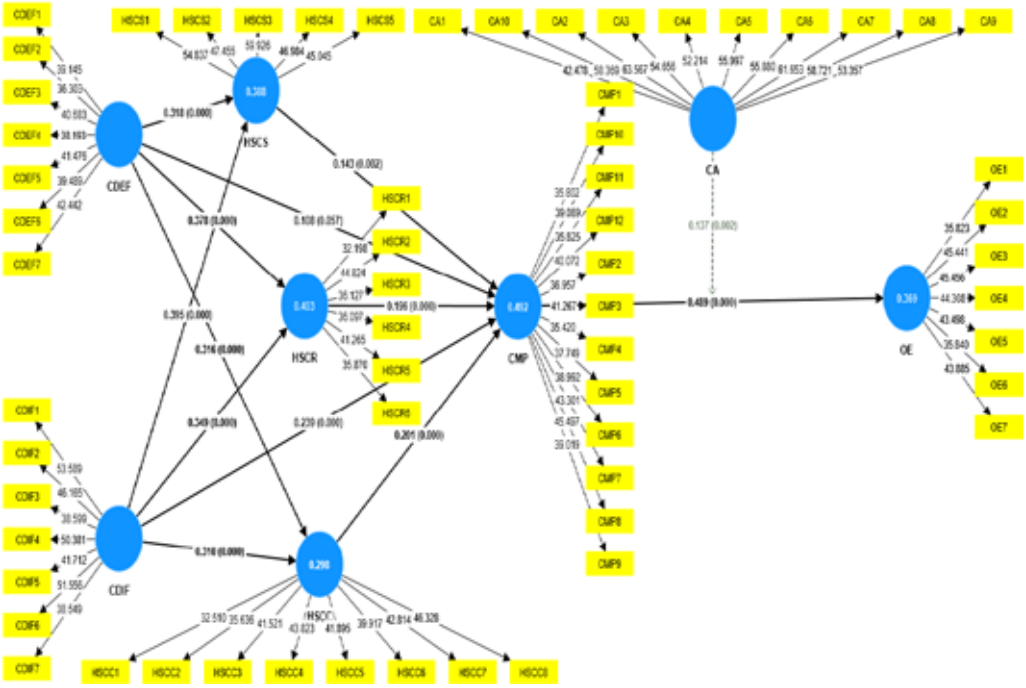


Figure 3: Complete Model

Table 9: Direct effect of determinants on DNATT

	Original sample (O)	Standard deviation (STDEV)	T statistics (|O/ STDEV|)	P values	f-Square	Hypothesis accepted
CDEF -> CMP	0.108	0.057	1.905	0.057	0.013	H1- Rejected
CDIF -> CMP	0.239	0.050	4.816	0.000	0.063	H2 - Accepted
CDEF -> HSCS	0.318	0.048	6.555	0.000	0.120	H3-a - Accepted
CDEF -> HSCR	0.378	0.048	7.849	0.000	0.174	H3-b - Accepted
CDEF -> HSCC	0.316	0.053	5.954	0.000	0.103	H3-c - Accepted
CDIF -> HSCS	0.395	0.048	8.296	0.000	0.185	H3-d - Accepted
CDIF -> HSCR	0.349	0.047	7.492	0.000	0.148	H3-e - Accepted
CDIF -> HSCC	0.310	0.051	6.023	0.000	0.099	H3-f - Accepted
HSCS -> CMP	0.143	0.047	3.035	0.002	0.022	H4-a - Accepted
HSCR -> CMP	0.196	0.047	4.177	0.000	0.041	H4-b - Accepted
HSCC -> CMP	0.201	0.050	4.035	0.000	0.051	H4-c - Accepted

CMP -> OE	0.489	0.042	11.547	0.000	0.361	H6 – Accepted
CA -> OE	0.261	0.047	5.514	0.000	0.103	H7 - Accepted
CA x CMP -> OE	0.137	0.043	3.161	0.002	0.029	H8 - Accepted

Source: Author Estimation

Table 10: R-square

Outcome	R-square
CMP	0.492
HSCC	0.298
HSCR	0.404
HSCS	0.388
OE	0.369

The findings revealed that CD-EF has no significant positive ($\beta = 0.108$, $p < 0.10$; $f2 = 0.013$) impact on CMP. H1 can be rejected at a 90% significance level (p-value is very close to 5%). CD-IF is found to be significantly positively ($\beta = 0.239$, $p < 0.001$; $f2 = 0.063$) related to CMP, so the results supported the H2. CD-EF effect on HSC-S is positive ($\beta = 0.318$, $p < 0.001$; $f2 = 0.120$) and significant, hence the H3a is accepted. CD-EF association with HSC-R ($\beta = 0.378$, $p < 0.001$; $f2 = 0.174$) and HSC-C ($\beta = 0.316$, $p < 0.001$; $f2 = 0.103$) is also significantly positive. The findings supported H3b & H3c. Further, the results showed that CD-IF has a significant positive impact on HSC-S ($\beta = 0.395$, $p < 0.001$; $f2 = 0.185$), so the H3d is accepted. The direct effect of CD-IF on HSC-R ($\beta = 0.349$, $p < 0.001$; $f2 = 0.148$) and HSC-C ($\beta = 0.310$, $p < 0.001$; $f2 = 0.099$) indicated a significant positive association, respectively. It allows accepting H3e and H3f at a 95% significance level.

At the next level, the mediator (Human Social Capital-HSC) impact on the Change Management Process (CMP) was examined. The findings showed that HSC-S is significantly positively associated ($\beta = 0.143$, $p < 0.001$; $f2 = 0.022$) with CMP, hence H4a is accepted. The relationship of HSC-R with CMP ($\beta = 0.196$, $p < 0.001$; $f2 = 0.041$) is also positive and statistically significant, the results allowed accepting H4b. Finally, the direct effect of HSC-C on CMP is also positive ($\beta = 0.201$, $p < 0.01$; $f2 = 0.051$) and statistically significant; the findings support the H4c.

At the third level CMP effect on OE was determined with the moderating role of CA. Reported results revealed that CMP ($\beta = 0.489$, $p < 0.001$; $f2 = 0.361$) and OE are statistically significantly related, hence H6 is accepted. The moderator CA also has a significant positive ($\beta = 0.261$, $p < 0.001$; $f2 = 0.103$) impact on OE, so H7

is supported at 5%. At the final stage, the moderating effect measured through the interaction term (CA x CMP) was found to have a significant positive ($\beta = 0.137$, $p < 0.001$; $f2 = 0.029$) impact on OE. The moderating hypothesis H8 is accepted based on the results.

The coefficient of determination (R-squared) for CMP is 0.492. This indicated that CD-EF, CD-IF, and Human Social Capital (HSC) explain 49.2% variation in CMP. Whereas the R-square for OE has a value of 0.369. As per the complete model assessment, all factors predict a 36.9% variation in OE.

Human Social Capital (HSC)-Mediation Analysis between CD-EF, CD-IF, and CMP:

The mediating role of human social capital dimensions (Structural, Relational, and Cognitive) between external and internal factors and CMP is examined through specific indirect effects. Specific indirect effects were obtained through running the bootstrapping algorithm. The results are presented in Table 10.

The findings revealed that the specific indirect effect from external factors on human social capital structural dimension to CMP (CDEF→HSCS→CMP) is found to be statistically significant ($\beta = 0.045$, $p < 0.001$) at a 95% significance level. This allows accepting the hypothesis H5a. Similarly, the path through human social capital relational from CD-EF to CMP (CDEF→HSCR→CMP) is also significantly positive ($\beta = 0.074$, $p < 0.001$), which supported the H5b. Finally, the indirect path from External factors (CD-EF) to cognitive human social capital to CMP (CDEF→HSCC→CMP) was found to be positive and significant ($\beta = 0.064$, $p < 0.001$), so H5c is accepted.

In the next stage, the specific indirect effects of organizational change internal factors (CD-IF) to CMP are examined through human social capital dimensions. The first path from CDIF to structural human social capital to CMP (CDIF→HSCS→CMP) indicated the statistically significant positive ($\beta = 0.057$, $p < 0.001$) association at 95% significance level, hence the hypothesis H5d is approved. In second path through relational human social capital (CDEF→HSCR→CMP) described that this indirect path is positive and significant ($\beta = 0.069$, $p < 0.001$). H5e supported. At last, the cognitive human social capital specific indirect path (CDIF→HSCC→CMP) indicated the significant ($\beta = 0.062$, $p < 0.001$) mediating effect between internal factors and CMP, so H5f is accepted at a 95% significance level.

Table 11: Specific Indirect Effects for Mediation

	Original sample (O)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Hypothesis accepted
CDEF -> HSCS -> CMP	0.045	0.017	2.699	0.007	H5-a - Accepted
CDEF -> HSCR -> CMP	0.074	0.020	3.723	0.000	H5-b - Accepted
CDEF -> HSCC -> CMP	0.064	0.020	3.202	0.001	H5-c - Accepted
CDIF -> HSCS -> CMP	0.057	0.020	2.816	0.005	H5-d - Accepted
CDIF -> HSCR -> CMP	0.069	0.019	3.560	0.000	H5-e - Accepted
CDIF -> HSCC -> CMP	0.062	0.018	3.488	0.000	H5-f - Accepted

Source: Author Estimation

4.6 Moderation Analysis

Moderation Figure 4 (Graph) shows the conditional effects of CA between CMP and OE. The lower value of the moderator below one standard deviation from the mean shows the flat slope between CMP and OE. This indicates that when CA has a lower value increase in CMP it has a weak positive influence on OE. At the higher value of CA above the one standard deviation of the mean the slope becomes upward. This confirms that at a high value of CA increase in CMP leads to an increase in OE. So this relationship becomes strong and positive at the high value of CA.

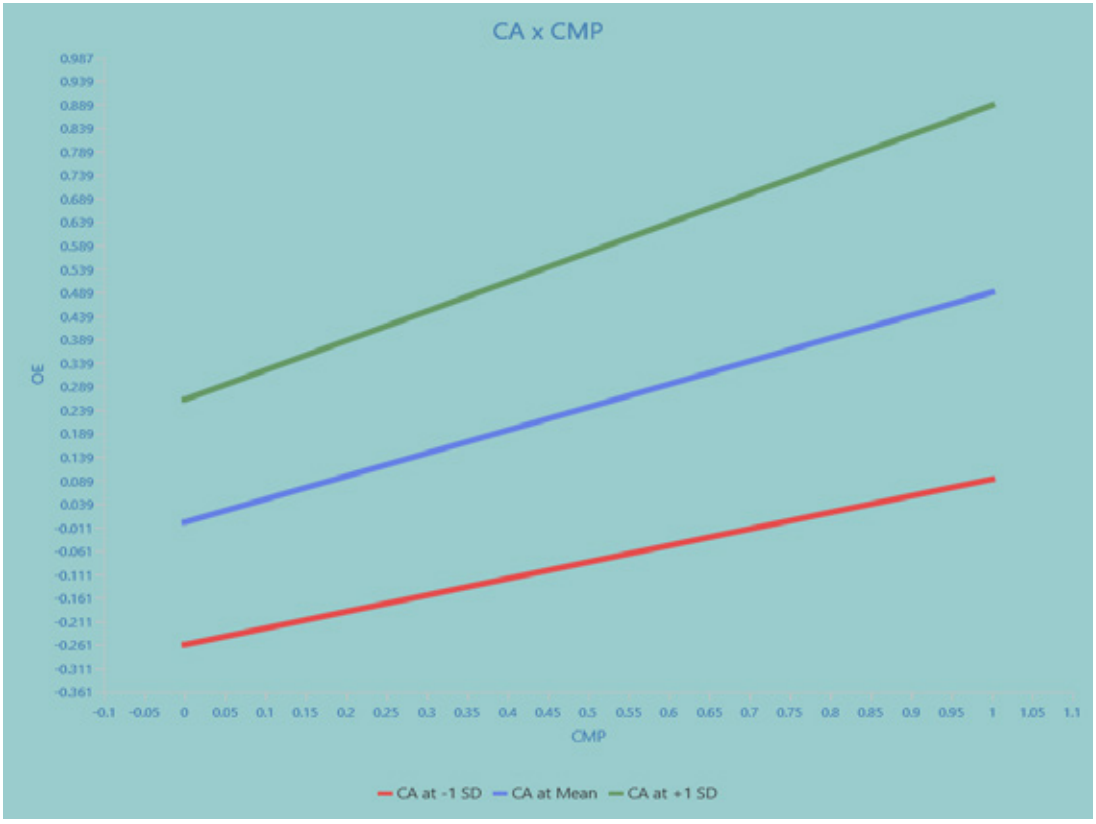


Figure 4: Conditional Moderating Effect of CA

5. CONCLUSION

5.1 Discussion

A strategic choice greatly affects the resources used, the activities carried out, or the established points of reference (Eisenhardt et al., 1992). Commonly important components for strategic decision-making are the external environment surrounding the issue region as well as the inside organizational features (Papadakis et al., 1998). Managers deal with decision-making conditions for known reasons (Eisenhardt et

al., 1992). The capabilities and how assets are used and abused determine how a possible change will affect a certain organization (Teece et al., 1997). Most research either looks at an external or an internal change separately. Organizations must take into account all of these aspects to satisfy demand and promote lifelong learning (Murk & Walls, 1999; Vuorinen & Martinsuo, 2019). This study reveals that most organization attempts to change the management process within the organization due to both factors external & internal. Upon analysis of the collected data it has been discovered that the Change Drivers – External Factors (CD-EF) have no significant impact on the Change Management process (CMP), so, Hypothesis -1 has been rejected. On the contrary, it has been found that Change Drivers - Internal Factors (CD-IF) have a constructive effect on the Change Management Process (CMP), so, Hypthesis-2 has been accepted. We can say that in the past decade or last 10 years, most organizations have initiated change Management processes due to their internal factors, within the organizations.

Nahapiet and Ghoshal (1998) identified three components of the social capital of the HR department: Structural, Relational, and Cognitive. First, When the business encourages cross-functional mobility inside the organization, the HR department may develop a sizable quantity of structural social capital concerning line managers. Second, HR managers and the line managers of other departments can have regular, direct encounters that strengthen the relational aspects of HR's social capital. Third, interdepartmental social capital will have a significant cognitive component if HR department personnel are aware and competent in other business responsibilities. Here, we found a positive relationship between Change Driver factors (External and internal) and Human Social Capital. After the data was analysed, it was discovered that the structural, relational, and cognitive aspects of Human Social Capital and Change Drivers—External Factors, or CD-EF—had a positive association, so, Hypotheses-3-a, 3-b, & 3-c have been accepted. Further, we have analyzed the impact of Change Drivers – Internal Factors (CD-IF) on HR Social Capital -Structural, Relational, and Cognitive, dimensions and found a positive relationship between them, so, we have accepted the Hypotheses, H3-d, H3-e, & H3-f. The analysis shows that the organizations' Human Social Capital is influenced by Change Driver factors and they adopt the necessary changes to facilitate the organizations to cope with the emerging changes and help them to set the organization's strategic direction accordingly.

Operations are optimized by strategic decision-making, often known as planned change, as stated by Bryson et al. (1993). It is an essential part of project management success. Aronsson et al., (2021) have identified the Change Drivers (CD) factors/ forces, as discussed in prior studies (Aronsson et al., 2021), and their positive relationship with Human Social Capital, and a resource incorporated into how people interact with one another in a network or group (Coleman 1990). Individuals and organizations may benefit from using human social capital to help them achieve their financial goals (Leana and Van Buren 1999; Adler and Kwon 2002). According to other research, social capital improves people's job results (Granovetter 1995), the sharing and production of knowledge inside organizations (Tsai and Ghoshal 1998; Collins and Smith 2006), the accomplishment of new ventures (Maurer and Ebers 2006), a good atmosphere for industrial interactions (Locke 1995), as well

as the growth of national economies (Fukuyama 1995). In this research study, we have found a positive relationship between Human Social Capital – Structural, Relational, and Cognitive, dimensions and Change Management Process (CMP), so, we, have accepted hypotheses H4-a, H4-b, & H4-c.

Further in this study, I have analyzed the mediating indirect effect of the Human Social Capital – Structural, Relational, and Cognitive, dimensions between Change Drivers (CD), External and Internal factors, and the Change Management Process (CMP) and found a positive indirect effect, so, the H5-a, H5-b, H5-c, H5-d, H5-e, and H5-f Hypotheses have been accepted. This study reveals that the Change Management policy of most organizations is influenced by their existing Human social capital formulation of the organizations.

The key to organizational effectiveness is attaining the intended goals and objectives. In general, most businesses want to increase productivity, improve quality, cut costs, and maximize profits to stay competitive in their existing markets. In this research study, after analyzing data we have found a positive relationship between the Change Management Process (CMP) and Organisational Effectiveness (OE), so, we have accepted Hypothesis H6.

Effective management of people in organizations is essentially what it takes to comprehend, engage in, and create change. As a result, the term "change agent" refers to a person or organization "capable of driving change" (Balogun & Hope-Hailey, 2004). According to Ulrich (1998), it is the job of HR to motivate a company to advance and transform. He stated that HR should take the lead in driving ongoing transformation by influencing the culture and business practices that increase an organization's effectiveness. As a change agent, HR's job is to transform opposition into resolve, planning into outcomes, and fear of change into enthusiasm for its duties (Ulrich, 1998:3). In this research we have also analyzed the moderating effect of HR as an Agent of Change between the Change Management Process (CMP) and Organization Effectiveness (OE) and discovered that HR has a favorable impact on CMP and OE as a change agent. The purpose of this study is to examine the moderating function of the human resources (HR) department in the change management process (CMP) inside organizations and to determine the benefits of HR as a Change Agent (CA) in the CMP, which aids in increasing the effectiveness of the organizations, the results are following the prior studies, The HR Manager as Change Agent: Evidence From the Public Sector (2010). The outcomes of the data analysis confirm that the HR Department in the organizations performs the moderating function of the Change Management Process (CMP) and Organization Effectiveness (OE), so Hypothesis H8 has been accepted.

The study also supports the reasons why, as described in a previous study, in every company, human resources (HR) are a transformation agent that fosters organizational excellence, it can be seen in the results, that the significant relationship between Change Agetn (CA) and Organizational Effectiveness (OE), so, the Hypothesis, H7, has been accepted. HR specialists are change agents tasked with reducing the impact of organizational changes and preparing staff members for their negative effects. Additionally, they help organizations in achieving performance excellence,

and with HR's assistance, businesses may increase productivity without incurring significant additional costs.

6 CONCLUSION

The change management process model serves as a compass to aid in or direct change initiatives by detailing the specific actions to be performed, outlining the many variables that influence change, or indicating the levers utilized to make the change management process effective. In a complex and dynamic business environment, organizations constantly work to adapt and adjust their operations to fit within the changing environment. As a result, to respond to the changing environment, companies have to invest a significant amount of money in various changes. However, implementing change is a difficult and risky task. Because of this, many businesses struggle to execute organizational transformation initiatives and fall short of their goals. Numerous studies indicates that the failure rate of organizational transformation projects is estimated to be between 60 and 70 %. A high failure rate prompts persistent concern and curiosity about the factors that could lower failure and increase the success of organizational change. To raise the success rate of change initiatives, academics and consulting firms have developed several change management models. Although there are several models, it is still required to properly identify these components and fill in the knowledge gaps to manage organizational change successfully. The past research describes twelve (12) factors that help the organization to effectively manage the change: 1) Clear and shared vision and strategy of change, 2) Change readiness and capacity for change, 3) Change team performance, 4) Activities for managing change management, 5) Resistance management, 6) Effective communication, 7) Motivation of employees and change agents, 8) Stakeholder engagement, 9) Leadership and sponsorship, 10) Reinforcement and sustainment of change, 11) Approach and planning for change, and 12) Monitoring/measurement, The Determinants of Organizational Change Management Success: Literature Review and Case Study (2121). Using a questionnaire, I was able to determine the organizations' Change Management Process Models for this study. Next, I examined how Change Drivers—both internal and external factors—impacted the Change Management Process and found a positive relationship between Change Drivers and Change Management Process (CMP), one may argue that the Change Management Process (CMP) of any organization is either influenced by External Factors, Internal Factors, or Both of the Factors. In this research, it has been revealed that 72% of the organizations indulged in the Change Management process due to both factors (External and internal), 10.60% of organizations indulged due to External Factors, and 17.31% of organizations indulged due to Internal Factors. In this research, I have also looked into how HR Social Capital acts as a mediator between Change Driver and Change Management. 43.67% of the respondents responded that the HR Department is responsible for developing a Change Policy within the organization. 50.90% of respondents responded that the HR Department is responsible for executing the Change Policy within the organization, and where they are not directly responsible, they play the role of facilitator during the organization's internal application of the Change Policy.

Because of the complexity and dynamism of the current business environment, many organizations are compelled to implement organizational change efforts to solve performance difficulties. Programs for organizational transformation are being used increasingly often to revitalize and reorganize enterprises. they work on several tasks, such as launching new businesses, implementing new policies, acquiring rival businesses, merging with them, forming new alliances, etc. They are large investments that require suitable management strategies. Organizational change management is a difficult process, and there is no "one best way" to handle it. As a result, many businesses are unable to guarantee that the desired results of changes will materialize. According to Jayashree and Hussain, organizations may struggle to achieve their goals if they don't have a strategy for measuring organizational change management performance. However, by using a strategy for measuring change management, organizations can quickly address impending challenges and resistance to change, lowering the risk of organizational change management failure. (ERRIDA et al., 2018). In this research, we have developed a tool (questionnaire-Organization Effectiveness-OE) and explored the connection between the Change Management Process (CMP) and Organization Effectiveness (OE), where we have seen a positive effect of CMP on OE and found that most of the organizations have achieved their desired objectives through implementing change.

As a Change Agent, HR is in charge of assisting in the planning and design of the change management program. They should be the ones to communicate a message of hope for the impending transformation. They should be the ones to allay the employees' worries about change. They ought to provide answers to issues such as why change is happening, what the risks are if nothing changes, why change is happening now, etc. Staff ought to be informed of how the change will affect them personally, including how it will affect their daily job and their group. However, the actual situation is very different. Employees don't want to hear from an HR Professional, administrator, Information specialist, or change management consultant. People want to hear from someone in a position of power, along with the person they are accountable to. Therefore, HR has to make themselves available as the preferred sender of these communications. Top Management should convey the messages; however, they may also deliver presentations, split the audience into groups, prepare talking points, and even plan communication events.

The Human Resource department is not much involved in organizational change processes, as human resources professionals at the ground level were not consulted on the internal plan regarding restructuring. This entails that only higher authorities decide and implement human-related decisions regarding the future of the organization without much input from HRM personnel. Furthermore, HRM professionals do not seem to be given information on plans regarding restructuring, which makes it difficult to\ address staff concerns when the primary department (Human Resource Management) is without such information. This means that HRM cannot offer advice or comfort to staff in such a difficult time of possible job losses. The lack of a business-partnering role can be seen as the root cause of HRM being ineffective in the restructuring process. This is because HRM plays more of a support and administrative role rather than a strategic business-partnering

role. HRM should ideally function as a business partner to provide organizational effectiveness (Muzanenhamo, 2023).

HRMPs play a pivotal role in enabling successful OC by fostering positive employee attitudes, enhancing adaptability and creativity, and driving commitment to change initiatives. Most existing research offers valuable insights into HRs' multifaceted role during OCs and the influence of tailored HRMPs on productivity, drawn predominantly from Western cultural contexts. Studies reveal that hard changes, such as restructuring and downsizing, exert the most negative impacts on employees compared to other types of OC, which require strategic HR efforts to mitigate the impact and embed cultural evolution. Holistic HRMPs that safeguard workers' spiritual, intellectual, emotional, and physical well-being are essential, along with increasing autonomy, involvement in decision-making, collaboration, and teamwork. Fostering occupational health and emotional commitment is critical for readiness and effectiveness in transition (AL-NAKEEB & GHADI, 2024).

Assessing the organization's readiness for change, developing a change management strategy, locating and preparing change management resources, evaluating and preparing executive sponsors, creating and managing change management plans, managing change management projects, auditing compliance, and creating strategies to support the change in the organization, including celebration events, are some of HR's main duties as a change agent in any organization. This means that an HR professional has to possess these essential skills. They should be business-focused, well-integrated strategic partners in developing organizational excellence, as well as change agents, motivators, and messengers. Maintaining a high level of energy, developing retention plans for top performers, and continuing on providing value-added services to employees to spot potential problems throughout the transformative shift are among the required competencies. "HR must be the Planner of Change, Organizer of Change, Executor of Change, Developer of Change, and Champion of Change in his way."

6.1 Key Points:

In this study, it has been found that the Organization's Change Driver – External Factors (CDEF) has minimal effect or no effect on the organization's Change Management Process (CMP); most organizations initiate the Change Management Process (CMP) within their organizations due to Internal Factors (CDIF).

This study reveals that the Organization's Change Drivers (External & Internal Factors) have a positive influence on Human Social Capital (HSC) – (Structural, Relational & Cognitive).

It has also been found that Human Social Capital (HSC) – (Structural, Relational & Cognitive) has a positive effect on the Change Management Process (CMP).

This study also reveals that Human Social Capital (HSC) mediated the relationship between the organizations' Change Driver (CD) and Change Management Process

(CMP).

In this study, it has been proved that a Change Agent Human Resource (HR) Department can play the role of moderator between the Change Management Process (CMP) and Organizational Effectiveness (OE).

6.2 Limitations of the Study

The study has provided an in-depth understanding of HR's function as a change agent. The study, however, had several limitations. The study has used quantitative data that has reduced its scope and applicability. Another limitation is that it is specific to Pakistan, and during the research data has been collected only from Pakistani organizations, so, the results of this study cannot be generalized.

As a result, more researchers may concentrate on using pertinent research techniques, along with qualitative techniques, to examine the function of human resources as a change agent inside organisations, and data can be gathered from global organisations to further reinforce the implications of research generally

6.3 Future Research Directions

This research study offers a detailed examination of the extent of the role of HR as a Change Agent towards Organizational Excellence – concerning Pakistani Organizations. In future, the researcher can carry out the research to analyze the role of HR as a Change Agent on a Global level and can collect data from multiple countries, to further strengthen the study.

6.4 Theoretical Implications

Several theoretical implications focused on by the study, Change Management Process in the organizations influenced by Change Drivers –External and Internal factors or forces that compel the organizations to inaugurate change process within the organization. Highly effective Change Management programs are correlated with HR-Social Capital – Structure, Relational and Cognitive, dimensions. The HR Department can play the role of a Change Agent during the implementation of the change process and has the ability to produce the desired results.

6.5 Managerial Implications

The study offers several managerial implications besides theoretical implications. To become an effective Change Agent HR Department should focus on developing highly effective Human Social Capital in all dimensions, within the organisation.

HR Managers should develop their Human Social Capital as an asset embedded in the productive relationship between the members of the organisations. It will enable them to develop and create an environment within the organisation that helps the Top Management to achieve economic goals, which are mostly the key objectives

of Change Processes.

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