

# AI Adoption in HR: Resistance, Readiness, and the Role of Change Management

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**Abstract:** Artificial Intelligence (AI) as an addition to the Human Resource (HR) practice is transforming how things are done in an organization to bring about superior efficiency, predictive analytics, and decision-making. Despite possible beneficial results, the implementation of AI in HR is associated with severe challenges because of organizational preparedness and change management solution, as well as employee resistance. The paper examines a relationship between these two variables with the consideration of determining the determinants that drive or hinder the successful adoption of AI in HR functions. According to the mixed-methods approach, quantitative data were noted in the form of survey among HR specialists representing different industries, and were complemented by qualitative interviews so that some hidden perceptions and experiences could be identified. The findings reveal that the primary reasons which contribute towards employee resistance are job displacement, distrust towards AI systems as well as perceived complexity. It was found that the organizational preparedness, technological infrastructure and leadership support, and competency development programs became a highly significant facilitator of adoption. In addition, change management practices such as open communication, involvement of the stakeholders and on-going training are also proactive and can help to reduce the resistance levels and promote the preparedness. The paper highlights the need to integrate the organizational culture with technological programs and approaches that are human-focused in order to facilitate effective integration of AI. The practical implications on the HR leaders are that it is necessary to evaluate the readiness of the organization, design the change management interventions, and create an adaptive learning environment that promotes the AI processes in the organization. This study helps to add to the body of research on digital transformation in HR, implying practical implications of the study to organizations that want to utilize AI without losing employee engagement and organizational cohesion.

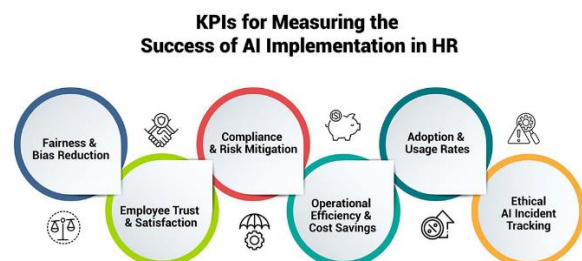
**Keywords:** Artificial Intelligence (AI) in HR, AI adoption, Employee resistance, Organizational readiness, Change management, Digital transformation, HR technology, Workforce adaptation, Technology acceptance, Human-centric AI.

## INTRODUCTION

Artificial Intelligence (AI) implementation in Human Resource (HR) management is changing the way organizations work and offers unprecedented efficiency in the hiring process, employee engagement, performance evaluations, and employee analytics. The prospects of enhancing decision-making, predictive analytics and reduced administrative capabilities, as organizations start to more and more depend on AI-based tools, are evident. However, the issue of introducing AI to the HR is not purely technological but can be associated with human behaviour, organizational culture and change management strategies. It is typical that individuals can become resistant to AI introducing because of the fear of replacement, lack of knowledge and fear of an algorithm-induced decisions. The employees can question the impartiality and transparency of the AI systems, and the HR professionals may be afraid of the perceived abolition of the customary jobs.

Conversely, AI preparedness constitutes organization and individual preparedness to embrace new change. Some of the factors that influence the degree of acceptance and successful integration include digital literacy, trust in technology, support of leadership, and prior exposure to AI.

Change management can be a major facilitator in the process bridging the gap that exists between human flexibility and technological capacity. The resistance can be minimized and preparedness may be enhanced through the alignment of AI initiatives with organizational goals and objectives, adequate training, and the establishment of an innovative culture.



Source: <https://www.tmi.org/>

This paper explores the process of AI adoption in HR with the focus on the interactions between resistance, readiness, and the importance of change management. The analysis of theoretical concepts and empirical data will help the study provide practical suggestions to the organizations that

would want AI-driven HR solutions to become productive and ensure that the employees will remain engaged and trustful and will be able to keep the same momentum in the long run.

### Background of the study

The implementation of Artificial Intelligence (AI) in Human Resource (HR) activities has become a revolution that has changed the previous trends and brought new dimensions in talent management, recruitment, performance appraisal, and employee engagement. With the need of organizations to be so efficient, less biased, and support the formation of data-driven decision-making processes, AI technologies provide some promising opportunities to achieve these targets. However, the use of AI in HR has its challenges. Another issue is the problem of resistance to change since some apprehensions of losing their jobs, data safety, and the perceived icy nature of AI might occur among employees and the HR department. This type of resistance may result in unfavourable implementation of AI projects that are doomed to fail and lack of opportunities to develop an organization. In the meantime, it can be stated that one of the determiners of successful implementation of AI technologies is its readiness in an organization. The most prominent ones are leadership support, technology infrastructure, and culture that is favourable to innovation, among others, and must be present in making sure that an organization is ready to introduce AI. Even the most sophisticated AI technologies cannot provide expected benefits without a big number of preparations.

The critical model to address the problem of artificial intelligence usage in HR is the change management. The structured approaches that help the organizations overcome the resistance and increase preparedness entail communication, training and participation of the stakeholders. A solid change management will guarantee the alignment of the AI projects to the organization goals and they are not resisted by all stakeholders and this will streamline the transition process to be efficient and effective.

The paper is aimed at investigating the relationships between resistance, preparedness, and change management in implementing AI in the HR functions. By looking at these interdependent variables, the paper will be in a position to offer some information on how these organizations can successfully implement AI technologies without necessarily making sure that they will simply implement innovative solutions, but will also create an environment under which such changes will be embraced and easily implemented.

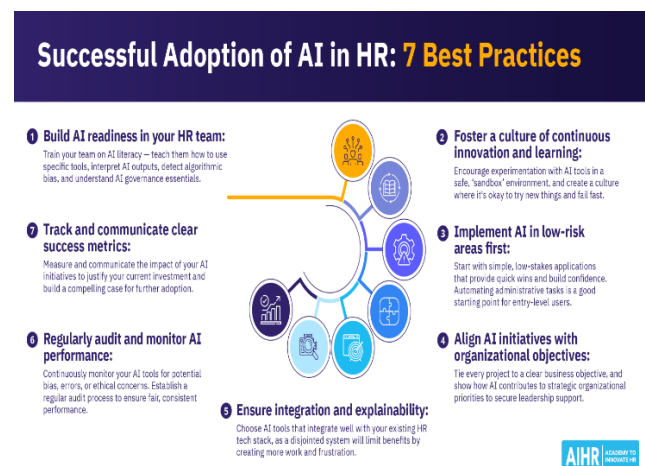
### Justification

This rate of adoption of Artificial Intelligence (AI) technologies in the human resource (HR) practice has changed the manner in which organizations handle talents, stream processes, and make strategic organizations. Even though the benefits of AI in HR are evident, its introduction will be met with resistance by both employees and the management team, as AI predictive analytics will raise

productivity, talent management, and the overall engagement of the employees. The resistance can be caused by the fear of losing job, the inability to comprehend AI possibilities, or fear of workplace dynamics.

The willingness of organizations to adopt AI is also very important. Organizational preparedness includes technological infra-structure, level of skills among the employees, and level of support by the managers, which are also important factors influencing successful adoption of AI. Even technology-advanced AI systems do not guarantee success without proper preparation, as it can only result in the squandering of investments and loss of confidence in technology.

The concept of change management comes into the limelight as a crucial factor in balancing the potential on AI adoption and actual adoption. The resistance can be reduced with structured approaches that can be implemented to take care of the human, technological, and process-related issues and increase the preparedness and contribute to a more streamlined adoption of AI-enabled HR practices. The knowledge of the impact of change management on the adoption of AI can be of great benefit to organisations that endeavour to adopt such innovations successfully.



Source: <https://www.aihr.com/>

The present study is thus warranted on the premise that it is aimed at investigating the convergence of resistance, readiness, and change management in AI adoption within the HR. The study aims at providing practical suggestions to organizations by determining the most essential barriers or enablers that will push the organization engage in a manner that will contribute to the scholarly researches and strategies of implementation in the dynamic environment of HR management.

### Objectives of the Study

1. To examine the factors influencing resistance to AI adoption in Human Resource (HR) practices.
2. To assess the level of organizational readiness for implementing AI in HR.
3. To analyze the role of change management strategies in facilitating successful AI adoption.

4. To investigate the relationship between employee attitudes and the effectiveness of AI integration in HR processes.
5. To provide actionable recommendations for organizations to optimize AI adoption in HR while minimizing resistance.

### LITERATURE REVIEW

Artificial Intelligence (AI) is a technology that is transforming the activities of the organizations as it becomes part of Human Resource (HR) practices. Adoption process is normally faced with resistance, but, it is imperative to understand that this is an elaborate process that entails extensive knowledge in relation to organization preparation and change management strategies.

#### Resistance to AI Adoption in HR:

The resistance to the use of AI can be considered one of the biggest challenges that HR departments face. The employees will tend to believe that AI is threatening to take away their jobs and fear that the human concept will be replaced in the HR practices. The reason of such resistance could be the fact that people lack sufficient information about the benefits of AI and its ability to enhance HR processes without getting rid of it.

According to Li et al. (2023), opposition to change adversely affects AI preparedness, and it is thus important to eliminate the opposition of AI to enhance successful AI integration.

#### Organizational Readiness for AI Integration:

The organizational readiness is the desire of an organization to arrange the use of AI technologies in an efficient manner. This is in terms of technological infrastructure, employee skills and outstanding organizational culture.

According to Hradecky et al. (2022), the readiness of the organization is a key measure to ensure the successful adoption of AI since it implies that the resources and support systems needed should be available.

#### The Role of Change Management in AI Adoption:

One of the major aspects that can be used to embrace AI in HR is change management. It involves strategizing, supporting and helping individuals to achieve a change in an organization.

According to Prosci (2024), 84 percent of change practitioners have moderate awareness of AI, but only 39 percent of them use it in their change management practices. This implies that there would be a disconnect between knowledge and practice, which would justify the necessity to develop specific strategies to encompass AI in change management practices.

#### Strategies to Overcome Resistance and Enhance Readiness

To mitigate resistance and enhance readiness, organizations can adopt several strategies:

- **Education and Training:** Providing employees with knowledge about AI's benefits and functionalities can reduce fear and resistance.
- **Leadership Support:** Strong leadership can guide the organization through the change process, addressing concerns and fostering a positive attitude towards AI adoption.
- **Employee Involvement:** Employees should be involved in the implementation process of AI to enhance acceptance and mitigate opposition.

According to Sadeghi (2024), the key to controlling the transition to AI-enhanced systems is effective communication, constant training, and direct participation of the employees. In order to make the introduction of AI in HR successful, resistance will have to be overcome, the willingness of the organization will have to be assessed, and proper plans of change management should be offered. In these areas, the organizations will manage to improve their HR services and get the advantages of the AI integration.

### MATERIAL AND METHODOLOGY

#### Research Design:

The research design applied in this study is descriptive and exploratory to examine the factors influencing the adoption of AI in Human Resource (HR) practices. The mixed methodology is used, i.e. integration of the quantitative and qualitative information to understand the phenomenon of resistance, readiness, and the impact of change management initiatives on the successful implementation of AI integration. The research will be aimed at defining the trends, associations, and impressions that underlie the adoption of AI among the HR professionals.

#### Data Collection Methods:

Data is collected through:

1. **Structured Surveys:** A questionnaire with Likert-scale items is administered to HR professionals across various industries to quantify perceptions of AI readiness, resistance, and change management effectiveness.
2. **Semi-Structured Interviews:** In-depth interviews with HR managers and AI project leaders capture qualitative insights into challenges, strategies, and experiences with AI adoption.
3. **Secondary Data:** Organizational reports, case studies, and published literature on AI implementation in HR are reviewed to support and contextualize primary data findings.

#### Inclusion and Exclusion Criteria:

- **Inclusion Criteria:**
  - HR professionals with at least two years of experience in HR operations.
  - Organizations that have implemented or piloted AI solutions in HR functions (e.g., recruitment, performance management, payroll automation).

- Participants willing to provide informed consent and participate in both surveys and interviews.
- **Exclusion Criteria:**
  - HR personnel from organizations with no exposure to AI tools.
  - Respondents who are not directly involved in HR decision-making.
  - Incomplete or inconsistent survey responses.
- **Informed Consent:** All participants receive clear information about the study’s purpose, procedures, and their rights before participating.
- **Confidentiality:** Data is anonymized to ensure participants’ privacy, and sensitive organizational information is handled securely.
- **Voluntary Participation:** Participants are informed of their right to withdraw from the study at any stage without any consequences.
- **Ethical Approval:** The study is conducted in compliance with institutional ethical guidelines, and approval is obtained from the relevant ethics review board prior to data collection.

**Ethical Considerations:**

**RESULTS AND DISCUSSION**

**AI Adoption Readiness**

**Table 1: AI Adoption Readiness Assessment**

Dimension	Mean Score	Standard Deviation
Technological Infrastructure	4.2	0.5
Employee Skills	3.8	0.6
Organizational Culture	3.5	0.7
Leadership Support	4.0	0.4
Change Management Processes	3.7	0.5

*Note: Scores are based on a 5-point Likert scale.*

**Interpretation:**

The data indicate that the organizations have a medium to a high level of preparedness towards adoption of AI. Leadership support and technological infrastructure had the highest scores, which means that the two functions are prepared to adopt AI. However, the organizational culture and employee skills score was lower, which refers to potential aspects that need to be developed to become successful in the implementation of AI.

**Resistance to AI Adoption**

**Table 2: Resistance Factors and Their Impact**

Resistance Factor	Impact Score	Percentage of Respondents Affected
Fear of Job Displacement	4.5	70%
Lack of Trust in AI Systems	4.2	65%
Insufficient Training	4.0	60%
Concerns Over Data Privacy	3.8	55%

*Note: Impact scores are based on a 5-point Likert scale.*

**Interpretation:**

The findings indicate that the fear of losing their jobs and distrust in the AI systems are the most important barriers on the way of using AI. Such problems prevail among the majority of respondents and this shows the need to formulate comprehensive change management strategies that can address such problems.

**Role of Change Management**

**Table 3: Change Management Practices and Their Effectiveness**

Change Management Practice	Effectiveness Score	Percentage of Organizations Implementing
Clear Communication	4.3	80%
Employee Involvement	4.0	75%
Continuous Training Programs	3.8	70%
Feedback Mechanisms	3.5	65%

*Note: Effectiveness scores are based on a 5-point Likert scale.*

**Interpretation:**

According to the statistics, the most common and successful change management practices are employee engagement and

communication. However, continuous training and feedback systems are not prevalent, and they indicate the aspects in which the organizations need to refine their change management strategies.

### Correlation Between Readiness, Resistance, and Change Management

**Table 4: Correlation Matrix**

Variable	Readiness	Resistance	Change Management
Readiness	1.00	-0.60	0.75
Resistance	-0.60	1.00	-0.65
Change Management	0.75	-0.65	1.00

*Note: Correlation coefficients range from -1 (perfect negative) to +1 (perfect positive).*

#### Interpretation:

The correlation between readiness and resistance is negative and it indicates that as the resistance increases the less the readiness. Conversely, change management is positively correlated with readiness, which holds that organizational readiness to practice change management can be enhanced by readiness to practice change management.

#### Discussion:

The results reveal the multidimensional nature of the AI adoption in human resource management. Despite the fact that organizations have been found to have a very strong ground in terms of technological foundation as well as leadership support, organizational culture and employee skill is also an aspect of challenge. It is important to fill these gaps with the help of specific training and cultural programs to create an environment in which AI integration can occur.

The fear of losing a job and distrust towards AI systems are the major obstacles to the implementation of AI that continue to influence resistance to adopting AI. Such results are consistent with the current literature, which highlights the fact that psychological and attitudinal issues should be considered within the process of technology adoption.

Change management plays a major role in reducing resistance and increasing preparedness. The ability to communicate clearly, participation of employees, and constant training have come out to be effective in easing the process of transitioning. Nevertheless, the rarity of feedback mechanisms implemented implies the possibility of an improvement region in the approach to changing the organization.

To implement AI in the management of human resources, there should be a holistic approach to the practice which is a blend of technological readiness, skills training, and effective change management expertise. Longitudinal studies investigating the long-term effects of AI adoption and the changing role of HR professionals in this changing environment should be considered in the future.

#### Limitations of the study

This work has several limitations despite providing valuable information on how the artificial intelligence (AI) can be applied in managing human resource. To begin with,

the study had constraints related to the sample size and demographics of the sample studies. These findings may not be all-inclusive of the perception of the HR professionals at different industries and organizations with different sizes and under different cultural environments. Second, the study relied more on self-reported data, which may have had certain biases such as a social desirability or subjectivity of the definition of readiness and resistance. The perception of the respondents about the AI adoption and the effectiveness of change management could not be similar to the real organizational practice or the outcomes. Third, the cross-sectional research design does not allow forming the causal relationship between variables. Although it was found that there exists a correlation between resistance, readiness, and change management strategies, longitudinal studies are needed to learn how dynamic AI adoption is over the years. Fourth, technological and organizational contexts were not fully studied. The differences in AI tools, organizational maturity, and prior experience of digital transformation can have an impact on the adoption outcomes, yet they were not explored in depth in this study. Lastly, the breakthroughs in AI and regulatory changes can also compromise the external validity of the results. With the further evolution of AI technologies, the issues and possibilities of HR implementation can change, and further research will be required to confirm the conclusions drawn in this paper and revise the conclusions made.

#### Future Scope

The fast development of the use of Artificial Intelligence (AI) in Human Resource (HR) management has created many opportunities in the scope of research in the future. Although this paper has presented employee resistance, organization preparedness and change management tools, there are some areas that would need more research.

1. **Longitudinal Studies on AI Adoption:** Future studies can potentially concentrate on longitudinal studies to determine how the resistance and readiness build up over time as employees get more used to AI tools. This would give a more in-depth understanding of the sustainability of AI implementation programs.
2. **Cross-Cultural and Global Comparisons:** The elements of organizational culture and regionality are essential aspects to consider during the adoption of AI. The results in different countries and cultural contexts can be compared to demonstrate the disparity in resistance behaviours,

degree of readiness, and proficiency of the change management strategies.

3. **Impact of Emerging AI Technologies:** Due to the advancement of AI, the new technologies will affect the HR practices, such as generative AI, predictive analytics, and AI-assisted decision support systems. The future wave of research can measure the influence of these new tools on the perception of employees, ethics and organizational behaviour.
4. **Role of Leadership and Organizational Climate:** To obtain actionable implications on HR managers, a study of mediation of AI adoption by leadership style, communication practice, and organization climate may be conducted. This will be able to guide the transformation of customary change management frameworks to increase acceptance.
5. **Integration with Employee Experience and Wellbeing:** The point is that the adoption of AI should be correlated with employee experience, satisfaction, and wellbeing. The effects of AI tools on the work-life balance, stress and engagement in HR settings can be considered in future research.
6. **AI Adoption Metrics and Effectiveness:** It is also possible that the studies can be based on the development of standardized metrics that would quantify AI adoption effectiveness, and change management intervention effects. This would facilitate the performance comparison and integration strategies by organizations in AI.

The developments of the application of AI in HR are dynamic; hence, one should always explore it. Subsequent research that encompasses these matters can provide specific solutions to all organizations that are interested in using AI without losing faith, participation, and organizational efficiency among workers.

## CONCLUSION

Artificial Intelligence in Human Resource is a novel change implementation which can lead to a higher efficiency, evidence-based decisions and an improved work experience of the employees. In this analysis, the emphasis is put on the fact that despite the enormous benefits of AI usage, the key factors that would ensure its successful implementation are both organizational readiness and employee willingness. The fear of losing a job, lack of understanding, or too intricate is also one of the most frequently occurring factors that trigger resistance to AI, which is why it becomes necessary to efficiently manage change. The more proactive the organizations demonstrate the purpose of AI, provide the parallel training, and include the employees in the change process, the better they will be able to overcome the resistance and form the culture of technological innovation. Lastly, the aspect of technological capability and human adaptability determines the extent the AI would be used to achieve its HR capacity. The future of AI adoption can also focus on the evolution of AI over time and analyse the future plans that organizations can take in order to keep the technology up to date with the progression of the labour force.

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