

EHRM STRATEGIES TO RESPOND VUCA WORLD

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Abstract

The world is becoming increasingly VUCA (Volatile, Uncertain, Complex, and Ambiguous). Deep undercurrents of volatility, uncertainty, complexity, and ambiguity will shock enterprises and organizations, putting Human Intelligence, Talents, and Skills to the test. Will E-HRM assist in a smooth transition? E-HRM will simplify things and improve results in terms of volume and profit margins. The goal of this paper is to define the function and future of E-HRM in the VUCA world, as well as how E-HRM will adapt, reinvent, and reposition itself in the VUCA era, and how E-HRM will build a roadmap to assist organizations through a chaotic and unpredictable environment.

Keywords: E-HRM, VUCA, Information Technology, Future workplace

1. Introduction

Human Resource Management has a critical role to play in assisting individuals in using digital platforms to access their employment, as well as supporting organizations in their attempts to keep the business running. A rising tide of volatility, uncertainty, and business complexity is pumping markets and evolving to compete across many industries, as Dohney, Nagali, and Weig (2012) documented over a decade ago; researchers and industry leaders have a sense of commitment that we now live in a "VUCA world", Given the contemporary environment's fast changes on social, economic, political, and technological fronts, the COVID-19 pandemic has emerged as a striking example of a VUCA world (Nangia&Mohsin, 2020). Almost suddenly, digital changes were made to recruitment, onboarding, induction training, employee job monitoring, and corporate meetings.

The purpose of this article is to have a better understanding of VUCA and the function of E-HRM to create a roadmap for navigating the present environment.

1.1 Understanding the VUCA Framework

Volatility is a feeling of unease brought on by quick or dramatic changes (Kail, 2010a). **Uncertainty** refers to the absence of information that makes predicting the possibility and outcome of negative consequences difficult (Renn, Klinke, & Van Asselt, 2011). The term "**complexity**" describes a situation with many interconnected elements and variables. **Ambiguity** is a system taken by "unknown unknowns," in which the cause-and-effect relationship is ambiguous (Bennett & Lemoine, 2014).

1.2 Objectives

- To study the strategies of E-HRM functions in a VUCA environment;
- To provide HR managers with advice on how to survive the present VUCA world's challenging times.

2. Review of Literature

Volatility is created by rapid technology advancement, uncertainty is caused by unanticipated business models, and complexity is caused by multi-dimensional exposure, according to Jain (2019). The need for innovation must continue to grow for uncertainty to exist. Internal HR procedures must be adjusted for the optimal business function in a difficult corporate setting (Sharma and Sharma 2019). This research discusses this tendency by indicating that a lengthy competitive edge is better suited to the VUCA environment, which is characterized as a globe where an organization is efficient in hiring, has a sustainable workplace policy, and captivates and maintains human talent. Fostering diversity, employing and selecting innovative personnel, performance management, and training and development are all successful HR practices for developing a competitive edge in a VUCA environment, according to Hamid (2019). Kimura (2019), as well as Jarrah, Karadsheh, Naser, and Alhawari (2019), agree that modern businesses must be adaptable and should believe on the engagement of skilled people to achieve goals of organization. Top management can help organizations obtain a long-term competitive edge in this circumstance. Among other things, the adoption of e-HRM contributed to the improvement of efficiency, uniformity, and reduced costs. According to Srivastava (2010), "Electronic human resource management has a good influence on human resource management and development, and e-HRM assists in e-Learning Training." "Davoudi and Fartash investigated the significant effect/impact of e-HRM (electronic human resource management) on organizational performance" (2012). The newest and current methods to human resource management techniques, which serve to boost productivity and efficiency, are critical to organizational performance and effectiveness." According to Snell et al., (2002), information technology can reduce administrative costs, increase productivity, reduce reaction time, assist decision-making, and improve customer service all at the same time

3. Research Methodology

The study is based on exploratory research, we gathered qualitative data from both primary and secondary sources. Journals, research papers, organizational reports, official reports, media sources, and articles information on the web were used to perform a thorough review of the literature. Due to the topic's novelty, the authors adopted a qualitative approach to it, attempting to gather a range of theoretical resources that may be used to improve future studies on pandemic-related consequences on the Human Resource function. Researchers conducted a thorough literature analysis to identify and comprehend crucial components of the VUCA environment.

3.1 Findings and Analysis

The VUCA environment, according to Das (2015) and Codreanu (2016), enumerates all of the challenges that contemporary businesses face to compete effectively, including improved technology, trying to shift business strategies, a lack of time to reflect changes, and the need to adapt performance management. Researchers investigate how E-HRM might help organizations gain a long-term competitive advantage in a VUCA world. Individuals become more able to work in a VUCA environment as a result, demonstrating enhanced performance and technical prowess (Inbavanan, 2018; Singh & Sorum, 2018). The phrase "electronic human resource management" (E-HRM) refers to the processing and interchange of digitized information used in HRM, such as text, audio, video, and visual images, from one computer to another, according to Noe, et al. (2000). E-HRM is defined by Kovach et al. (2002) as a web-based channel that gives awareness and the ability

to execute HR-related transactions to the management and employees of a business. According to Hendrickson (2003), information technology is an important component for enabling the HR function's activities, just as it is for other organizational functions, and the HR department is currently closing the gap in terms of integrating new IT capabilities into traditional functions. The use of technology in HR duties, according to Sanchita C. Banerji Thakur (2013), assists managers in measuring management effectiveness. E-HRM is the next generation of human resource management. HRM, according to Buller and McEvoy (2016), may transform a company's competitive potential since skilled human resources are the key to long-term success. According to Jain (2019), HR managers are responsible for striking a balance between leveraging human strengths and leveraging new technologies to get a market edge. As a consequence, in the way to stay in today's competitive environment, competent, and competent in adopting new technologies in operations, E-HRM must be taught and developed. People have to be adaptable to changing conditions for a firm to stay a market leader. As to Naznin and Hussain (2016), a company's ability to survive in a VUCA environment depends on HR managers' ability to guarantee that talent works for them, receives proper training and support, improves skills, and develops commitment. This position is backed by Shahnaz Hamid 3 Kimura (2019) and Jarrah, Karadsheh, Naser, and Alhawari (2019): modern enterprises must be agile on the collective empowered skills to succeed. HR managers' role is to ensure that staff is enthusiastic about assisting a firm in achieving greater success through improved performance, energy, creativity, and adaptability (Holbeche, 2015). Researchers looked at how different companies have utilized E-HRM to gain a long-term competitive edge and thrive in the market.

4. Discussion

The COVID-19 pandemic's VUCA environment has a greater impact on the mentioned dimensions of Human Resource management. **Government** all around the world enforced lockdowns. HR Managers had a critical role in engaging with government officials to ensure that the authorities' statutory requirements were satisfied. **Remote work** came at a cost as HR managers battled limited resources to get employees to work effectively from home. **For Employee and family safety** all appropriate measures must be made to ensure the safety of the worker and their loved ones. **Activities for Performance Management** was challenging to work from home or with a lesser team. **Employee Engagement Activities in Lockdowns** and flexible work hours have had an impact on the quality of work life. Finally, what is presently available matches what is sought? HR's prominence as a focal point of company change and transformation is growing. This is particularly true in today's chaotic environment.

5. Conclusion

Since the current VUCA environment affects so many facets of human resources, HR managers and leaders must create comprehensive solutions to address the four VUCA concerns. Each facet of the VUCA world is distinct and necessitates a distinct response to adapt to the constantly changing scenario, with the fundamental element that Human Capital be used to recognize the various problems caused by breakdowns, which can be successfully implemented by HR management to courageous the uncertain meltdowns.

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