

Redefining the Role of HR Manager in VUCA World

Akanksha Saxena

Research Scholar, Faculty of Commerce and Management, Rama University, Kanpur, India

* Corresponding author: aakankshasaxenacs@gmail.com

Received: 06th October 2021

Revised: 19th November 2021

Accepted: 06th December 2021

Abstract: We live in a world that is capricious and is constantly altering itself. We essentially call it the VUCA world. The dynamic ambiance with elements of VUCA calls for continuous modification in the roles of the HR personnel. HR elements of the 21st century have altered from “in the background” to becoming the “critical differentiator” in businesses. The managerial abbreviation “VUCA” demands that HR managers circumvent acceptable and asynchronous styles of management and leadership. HR functions are relied upon to assume a more inclusive role in commercial enterprise strategies to counter the challenges of VUCA times.

In this VUCA world, organizations must be ceaselessly putting resources into and arranging around reasonable and comprehensive business exercises to accomplish development. To guarantee economical development, the business chiefs ought to have an eye for detecting the megatrends and furthermore can use these outer patterns to their own advantage. These abilities must be combined with a culture of development that drives the whole business and every one of its workers towards a superior tomorrow. The research paper presents a common perspective of what Volatility, uncertainty, complexity, and ambiguity (VUCA) imply in the current setting. It then discusses the ramifications of VUCA for HR professionals to lead the organizations through the climate which is set apart by bedlam and vulnerability. It also provides an insight into how the HR function Transform, Reinvent and Reposition itself in the VUCA world and enable representatives to add to the organization's growth.

Keywords: Human Resource (HR), VUCA environment, agile, innovation

1. Introduction

The commercial enterprises environment these days is changing exceptionally at a high pace due to either change in the managerial structure or in view of impact of political or financial changes in both domestic and worldwide climate. Today associations and workers are hooking to oversee such circumstances which are outside their ability to control. Models incorporate vulnerability, turbulence, brief change, dynamism, disturbance, intricacy, hyper-rivalry, high-speed markets and transition. A condition of variability supplanted the intuition of certitude, firmness and commonality that individuals were utilized to. This array of altitude can be portrayed utilizing the "VUCA" abbreviation, which means "Volatile," "Uncertain,"

Redefining the Role of HR Manager in VUCA World

"Complex," and "Ambiguous." In the initial years, the idea of "VUCA" is acquiring notoriety as a term to cover the diverse components of these 'uncontrollable' surroundings.

The term VUCA stems from the United States Army War College to portray conditions attributable to the Cold War. The VUCA abstraction has since been embraced all over the commercial units and organizations in numerous enterprises to depict the ever-converting panorama of regional and worldwide economies. The top executives portray this business province of VUCA as the "new ordinary" to direct their initiative and plan of actions. This turbulent environment necessitate for creativity and innovation methodologies of the pioneers and administrators to work in a proficient and compelling way .This has constrained associations and industry fragments across geologies to redo their HR methodologies to have the option to support through VUCA times.

A scrutiny of the forces addressed in the VUCA archetypal and techniques to migrate the damages they may cause are vitally essential to deal with the crisis and cope with the consequences. It is impractical to subvert the contribution of human resources (HR) and VUCA as in the present climate it is one of the key highlights. This aids the human resource (HR) experts to have appropriate plans at the spot to deal with the expanding costs just as any changing guidelines and the exceptional decreases in staffing. Along these lines, HR professionals need to build up specific methodologies to address new conditions on the lookout (Saridakis, Lai, and Cooper, 2017). The four components of the VUCA framework replicate the eccentric driving forces that exert influence on influence associations, acute new competencies, tactics, and practices to alleviate them. The four components of VUCA identify with how individuals see the circumstances where they decide, figure plans, react to difficulties, develop change, and tackle issues.

2. Elucidating VUCA

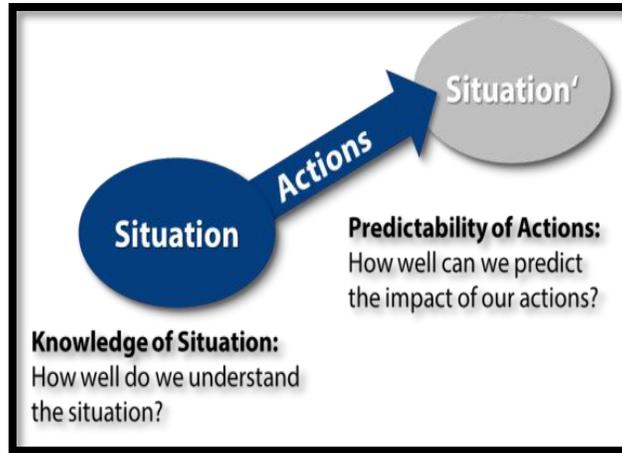
VUCA which typifies Volatility, Uncertainty, Complexity, and Ambiguity portrays the approach in which commercial enterprises regard themselves in the modern state of affairs and how they adapt themselves up for the forthcoming. It has to turn out to be significant for commercial enterprises to think deliberately and reexamine VUCA challenges into promising circumstances. "VUCA looks like a continuous test that any office needs to the gorge with an end goal to win.".(Sahu and Panda, 2016)

For getting a clear understanding of the problem in hand, VUCA poses two inquiries:

- How well do we comprehend the circumstance?
- How well would we be able to anticipate the effect of our activities?

Figure 1

VUCA Dimensions



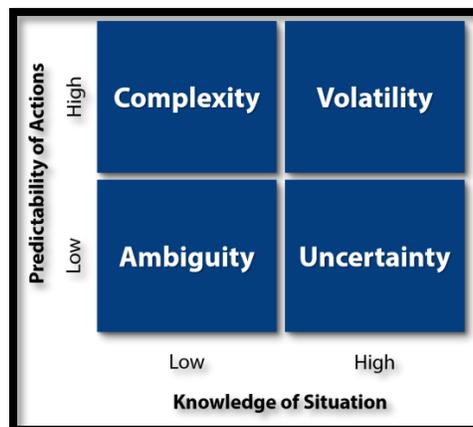
[Source: <http://mybusinessagility.com/>]

The worldwide and interconnected world characterized with heterogeneous strata of consumers and ferocious rivalry, risks yet in addition possibilities are plentiful. The enterprise milieu is extremely vivid with new contenders penetrating markets, industry frontiers dissolving and new ecological systems shaping consistently. Understanding the circumstance completely is increasing sophisticated one doesn't realize which moves will have the finest impact today along with endurable later on.

VUCA at that point utilizes the bi-dimensional to generate a 2x2 Matrix with every one of the four VUCA components depicting a circumstance with an alternate mix of the solution to the two inquiries.

Figure 2

VUCA situation matrix



[Source: <http://mybusinessagility.com/>]

Redefining the Role of HR Manager in VUCA World

An inconvenience emerges from the way that it is not invariably apparent which VUCA detail is presently at issue. This conveys the danger of making incorrectly moves with conceivably unfavorable impacts.

Table 1

Defining VUCA elements

VUCA Element	Description	Example	Risks
Volatility Situation: high Actions: high	Volatility is characterized as fast and unforeseen changes with imprecise duration however not certainly difficult to comprehend.	The costs of products can rise or fall significantly in a brief timeframe and the heading of a pattern may invert unexpectedly.	Obsolete statistics, too apathetic reactions, aversion to risk
Uncertainty Situation: high Actions: low	Uncertainty is characterized as the inherent consistency of proceedings that implies despite the fact that the analogy between cause-effect might be perceived; it proves challenging to examine the potential results of future.	An unexpected dispatch of a comparative yet prevalent item offering by a close contender.	Fundamental causation are known, insufficient substantive details, change is conceivable however not given
Complexity Situation: low Actions: high	Complexity is characterized as a scenario or a phenomena having many interconnected factors bringing about an over-burden data organization	Shifting into unfamiliar market is oftentimes perplexing, undertaking an activity in new nations frequently includes deep analysis and examination of taxes, protocols, regulations and calculated risk	Numerous connected components and variable, overpowering volume of data handling and ability to take appropriate decisions at times of adversity
Ambiguity Situation: low Actions: low	Ambiguity is characterized as lack of transparency. In a nutshell, when the cause effect correlation is muddled and there is plausibility of making more than one translation.	The effect of the Internet of Things (IoT) and the effects of for example security defects, direct M2M correspondence and information security.	Inability to comprehend the meaning of proceedings, failure to adopt adequate measures, misapprehension

3. Objectives of the Study

- To comprehend the business setting from a VUCA outlook
- To explore and examine the variables prompting the development of a VUCA world
- To ascertain the converting HR paradigm and positioning the HR feature from the VUCA framework

4. Statement of the Problem

The business ambience is rapidly evolving; there are myriad forces that are adding to its change. This novel business impulsiveness is named in the business circles as VUCA - Volatile, Uncertain, Complex, and Ambiguous. The issue is that the VUCA framework has explicit ramifications for human resource management (HRM), and executives need to overpower volatility allied with innovation advancement and clients' requirements, the vulnerability identified with the uncertainty of novel framework, intricacy associated with the need of working with assorted representatives, and vagueness identified with the necessary spotlight on development. Thus, it is intricate for HR proprietors to add to the production of a reasonable upper hand of a firm in an elaborated business ambience (Codreanu, 2016).

The current rational study examines the diverse convergent forces driving a VUCA world setting and is centered on a comprehensive understanding of how the Human Resource Management work needs to situate itself in the event that it needs to set up the association for what's to come. Certain organizations have embraced contemporary technology and achieved inventive and fundamental changes in the administration of these organizations. This study will empower firms to get mindful and delicate to the changing necessities of the firm and the workers.

5. Research Methodology

The current study is exploratory in nature and data has been collected from various secondary sources which include websites, journals, organization reports, government reports, articles available on web and various published and unpublished research papers. Comprehensive literature examination has been done by researcher to characterize and comprehend different dimensions of VUCA climate.

6. Notable Fortuity for HR to Lead

In the business, with the regrowth of the VUCA climate, it is fundamental for the HR division to ensure that the approaches and the practices ought to be in line with the evolving needs. HR work force should ensure that they are not simply following the conventional methodologies, and have distinguished the need to adapt up to the VUCA climate.

Redefining the Role of HR Manager in VUCA World

Human Resource (HR) has an unparalleled opportunity to play a prominent role for business in the VUCA world. This is attributed to the fact that the degree of challenges associations face in the VUCA world is with the end goal that numerous arrangements need to come from human resource (HR). HR has a vital task to carry out across every one of the seven standards:

Table 2

HR Standards and Strategy

S.No	Standards	Strategy
1	Innovate and shape the future	Culture that promote innovation, creativity and entrepreneurial spirit
2	Execution speed and deftness	Employing competent talent, working with fast dynamic
3	Anchors	Constructing and supporting organization reason, culture, and qualities + fabricating and supporting the center group
4	Simplicity	Organization framework and measures
5	Collaboration	Organization layout, culture, and correspondence
6	Learning	Making it pertinent for the business, shrewd stage
7	Resilience	Bringing about change in management

7. Area of Intervention

As a way out to overcome the challenges bestowed by the VUCA environment, HR needs to concentrate on the areas listed below in the coming future:

- **Globalization:** With globalization mourning the perch, influencing a wide range of business, HR Managers need to relook at their people-centric management practices. The HR executives must remember the culture of the domestic place prior to concocting/Implementing any new practice for the employee there.

- **Lining up with Business:** HR proficient need to comprehend the business for fostering competent employee strategy for the business. By positioning HR activities and procedures with the aspirations of the business, he will be playing a pivotal role in influencing the business ramification.

- **Developing leadership skills:** As the worldwide financial and modern situation is unsure and onerous, HR is needed to foster the appropriate skills to confront the formidable and make it rain for the organization.

- **Encouraging Innovation:** To be ahead of the rivals the business needs to come out with creative, vicissitude, and innovative practices, procedures, product cycles, Products, and so on. Also, HR needs to provide a conducive environment that alleviates individuals from getting more visionary, inventive, and productive in their methodology.

- **Business ethics:** With downturns in the worldwide economy employee self-esteem and allegiance at the work location are being piloted in the day-to-day operations of the business. Subsequently, it's essential to re-ingrain aesthetic values, faithfulness, and implant characteristics like compassion, benevolence, severity, synergy, morals, ethics, and adhering at the workplace.

- **Alluring and Retaining Talent:** With an intense battle for talent accompanied by low employment and demand for more specialized skills in the high-qualified line of work, it is a growing menace for HR not exclusively to attract yet, in addition, to retain talent at the work location. Alleviating the scarcity of talent may expect organizations to relocate their concentration from merely enlisting to training, up skilling, or re-skilling laborers. This strategy could require recruiting applicants who probably won't have all the ideal and required abilities and capabilities; however who could play out the work well with suitable training. However, selecting choosing right model for the Industry is vital and HR has a critical role to play in determining this.

- **Best Vs Next Practices:** In the present changing sequence of events, keeping an eye on the best practices to be ahead of the competition as a strategy may not work for long as others also are following. So the organizations need to reckon with the future & proceed with the implementation of the next practices. So HR, while recruiting the prospective candidate should not only evaluate them on the grounds of knowledge, skills, abilities, and other attributes, collaboratively known as KSAO's but also on the worthiness of the person for the future need.

8. Human Resource Challenges in VUCA Business Environment

- **Volatile:** Stability has become a relic of times gone by. The HR administrators currently need to manage greater unsteadiness, more extensive variances, and abrupt changes. The technical renovation at unprecedented scales is prompting instability. The labor force is likewise moving from persistent jobs to authoritative jobs. The HR experts continually need to rethink and redesign the operational models as their organizations formulate to retort.
- **Uncertain:** The vacillations of functional business models are prompting to develop vulnerability in a nonlinear and deviated way. The hazard for those emerging organizations is that transformation in one process may require changes at other process too thus, making a huge difference. The epochs are peculiar and there is no outline for contriving techniques.
- **Complex:** The technological application of interfacing with individuals all over has made more interdependencies and feedback channels than hitherto. Across those multifaceted organizations, measures can have inadvertent consequences that are inconceivable to prognosticate and exposure to such acreage prompts intricacy.
- **Ambiguous:** 'Obscure questions' lead to an expansion in vagueness. Where no points of reference exist, it gets more diligently to arrive at a location of lucidity and understanding. The steady requirement for advancement is prompting uncertain circumstances and times. The HR executives would need to work pair with the administration to conceptualize and adjust to the culture that is imperative. The HR practices need to be revised and redrafted to contemplate the business injunction of adaptability and agility.

9. Conclusion and Recommendations

The VUCA world will not recede from view. As innovation grows quicker and the world turns out to be increasingly more a worldwide commercial center, there is no spot to cover up. Change is persevering and the workplace environment is continually fluctuating. The current business climate requires organizations just as their HR groups to think on a turnkey basis and concoct creative ways to deal with endure the decline and hold employees together to counter the VUCA danger. The HR Department has a critical part in this sequence of events, becoming acquainted of the progressions that will come in their direction and setting up a guide to deal with the difficulties will be an assignment that HR should be adroit at.

However, the authors would like to suggest that the VUCA ambience requests that HR Managers dodge customary and obsolete styles of initiative particularly in a tumultuous environment. A more comprehensive style of authority is needed to counter the hardships of VUCA times.

Fostering the capacity to adjust as indicated by both the present moment and long haul objectives of a business will be the way to exploring the current climate. Seen starting here of view VUCA turns into a chance for improvement and more noteworthy joint effort, instead of a threat to be relocated.

REFERENCES

- Bennet, N. and Lemoine, J. (2014). What VUCA really means for you. *Harvard Business Review*. Vol 92, No 1/2. pp. 27- 42.
- Codreanu, A. (2016). A VUCA action framework for a VUCA environment: Leadership challenges and solutions. *Journal of Defense Resources Management (JoDRM)*, 7(2), 31-38.
- Das, J. (2015). A brave new world of challenges and opportunities. *NHRD Network Journal*, 8(3), 51-57.
- Hamid, Shahnaz. (2019). The Strategic Position of Human Resource Management for Creating Sustainable Competitive Advantage in the VUCA World. *JOURNAL OF HUMAN RESOURCES MANAGEMENT AND LABOR STUDIES*. 7.10.15640/jhrmls.v7n2a1
- Sahu, M. K. and Panda, Dr.A. K. (2016). A 'VUCA' Metrics Analysis of Organized Retail Sector in India. *European Journal of Business and Management*, 8(31),1-6.
- Saridakis, G., Lai, Y., & Cooper, C. L. (2017). Exploring the relationship between HRM and firm performance: A meta-analysis of longitudinal studies. *Human Resource Management Review*, 27(1), 87-96.
- Sharma A, Sharma L. VUCA World: The Road Ahead for HR *NHRD Network Journal*. 2019; 12(2):151-158. doi:10.1177/2631454119851992.