

## **Strategic Human Resource Management in the 21<sup>st</sup> Century: A Practitioner Perspective Track - Employee Relations: New Ways of Working**

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### **Abstract**

The modern business landscape is increasingly characterised by volatility, uncertainty, complexity, and ambiguity (henceforth, VUCA). This dynamic context challenges traditional human resource management (HRM) approaches and compels organisations to adopt more strategic, flexible, and forward-looking human resource (HR) practices. This paper explores the strategic role of human resource management (SHRM) in responding to the VUCA world from the perspective of human resource managers. It further examines the challenges, emphasising agility, resilience, and continuous learning as key enablers of organisational success. The paper employs qualitative research methodology through an interpretivist lens to attain a more profound comprehension of the issues. The study reveals that HR practitioners operating in a VUCA environment prioritise technological integration, particularly AI and remote work capabilities, to drive creativity and problem-solving. The study emphasises employee wellness programs as fundamental to productivity, advocates gender diversity in male-dominated sectors like mining, and recognises the critical importance of accommodating younger generations' technological aptitudes. The study's originality lies in capturing practitioner voices from diverse industries in Ghana. It demonstrates how contextual realities shape strategic HR responses. The findings highlight a shift from rigid, rule-based management toward outcome-focused, flexible approaches that balance human relations with performance accountability while leveraging generational strengths.

