

Chapter 14

Strategic Human Resource Innovations for Sustainable Organizational Futures: Scenario Planning, Resilience Strategies, and Ethical Innovation

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ABSTRACT

This chapter explores the strategic role of human resource innovations in shaping sustainable organizational futures within the evolving e-economy. Focusing on scenario planning, resilience strategies, and ethical innovation, the chapter examines how forward-looking HR practices can enhance organizational adaptability, long-term competitiveness, and stakeholder trust. Drawing from theories of dynamic capabilities, foresight, and ethical decision-making, the chapter provides a conceptual framework supported by case examples from digitally transformative organizations. It analyzes the integration of future-oriented planning into HR systems, the development of resilient and agile workforces, and the implementation of ethically grounded innovation in HR processes. By synthesizing academic research and practitioner insights, this chapter contributes to the discourse on sustainable and strategic human capital management in technology-driven environments.

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INTRODUCTION

The development pace within the digital economy has significantly altered the form and function of organized businesses and the ever-changing nature of human resources within organizations. Organized businesses find themselves pressed to change HR practices to survive and sustain themselves as well as live up to their ethical responsibilities towards society (Lengnick-Hall, Beck, & Lengnick-Hall, 2011). As globalization, automation, and digitization change traditional ways of conducting businesses, change is also needed within human resources to ensure that they function strategically within organizations (Schiuma & Santarsiero, 2018).

Strategic innovations in human resources, especially scenario planning, building resilience, and ethical innovations, are now indispensable for organizations to manage uncertainty and get ready for disruptions. Scenario planning allows HR practitioners to look into possible or imagined futures to achieve pro-active rather than reactive decision-making approaches (Wright, Bradfield, & Cairns, 2013).

Conversely, the emerging technology-enabled 'smart' HR approach has raised various ethical issues pertaining to inclusivity and transparency, especially with regard to decision-support technology and AI recruitment tools, giving rise to new challenges for HR ethics (Tursunbayeva, Pagliari, & Bunduchi, 2018). Contemporary ethical practices in HR are no longer confined to ensuring statutory or reputational obligations but are instead essential for ensuring legitimacy and stakeholder confidence (Greenwood & Freeman, 2011).

To effectively address these, HRM needs to develop a more human-centered approach to its strategies. This is because while technology development is important, focus on human dignity, justice, and well-being must also get equal emphasis. As companies are integrating information technology into various human resource tasks, it has become important to pursue work relations that are not only technical but also ethical. This means that instead of only seeking to develop technology-aided strategies for better human resources, HRM needs to also seek to develop strategies for more resilient and inclusive organizations.

Worldwide inequalities in terms of digitization, labor laws, and institutional development also add to the difficulties in the execution of strategic HR innovations. For instance, companies operating within the jurisdiction of the European Union are expected to adhere to very tough data protection legislation including the provisions of GDPR, while companies operating within emerging countries tend to operate in environments where they are exposed to limited regulation, including within new market environments where they are confronted with more significant ethical issues.

The rapidly increasing pace of digitization has also emphasized the need for 'digital literacy' in organizations. As technology and advanced technology-enabled systems become more pervasive in day-to-day HR tasks, every employee in organizations

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