


Chapter 16


Strategic Human Resource Transformation in the E–Economy and Navigating the Nexus of Technology and Society

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ABSTRACT

In this chapter, the transformative function of strategic human resource management (SHRM) within the evolving e-economy is examined, with a focus on the intersection of technology and society to redefine HR practices. HR must transform into a strategic driver of inclusivity, innovation, and agility as organizations navigate digital disruption and societal shifts. This chapter addresses SHRM strategies, ethical challenges, accessibility, emerging trends, and practical recommendations by incorporating conceptual and theoretical frameworks. It proposes models for sustainable, ethical, and technologically aligned HR transformation while laying the groundwork for future research through a focus on human-centric adaptation and data-informed decisions.

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INTRODUCTION

The E-Economy a digital economic environment based on e-commerce, automation, AI, and data-centric ecosystems is transforming the global business landscape due to rapid technological advancements and societal evolution. In this new paradigm, Strategic Human Resource Management (SHRM) must go beyond administrative and transactional responsibilities to build organizational agility, creativity, and resilience (Ulrich, 2016). The digital economy requires advanced technical skills and an adaptive, inclusive, and strategically oriented workforce (Schwab, 2017). Technology and human-centric transformation are at the heart of strategic HRM today. Strategic HR transformation in the e-economy requires rethinking policies, procedures, systems, and people strategies to match human resources with digital capabilities. In this new environment, employees co-create digital value rather than just perform duties. Cloud computing, machine learning, virtual collaboration platforms, and remote work have transformed corporate operations and HR assistance for workforce planning, performance management, talent development, and organisational culture (Bersin, 2021). While societal demands for justice, sustainability, and purpose rise, HR drives Environmental, Social, and Governance (ESG) goals (CIPD, 2022). The Fourth Industrial Revolution and AI, block chain, IoT, and augmented reality are changing industrial methods and work (World Economic Forum, 2023). These advances generate new prospects for wealth generation and innovation, but they also raise ethical issues, digital inequalities, surveillance concerns, and automation-related job losses (Susskind & Susskind, 2015). Indeed, HR directors must rethink existing talent paradigms and create technologically native, ethical, and socially responsible methods. HR must use technological foresight and human empathy to navigate this technology-society intersection. Organisations must balance efficiency with upskilling, mental well-being assistance, diversity and inclusion (D&I) programs, and purpose-driven leadership (Boudreau & Jesuthasan, 2018). Thus, strategic HR transformation involves creating a flexible, inclusive, and ethical organization that integrates data and choices while putting people first. In the e-economy, work is redefined not only where and how but also why. Millennials and Gen Z expect purpose, flexibility, equity, and progress in the workplace (Gallup, 2021). These expectations are changing employee value offerings and requiring firms to rethink workforce acquisition, engagement, and retention. The pandemic exposed worldwide digital preparedness weaknesses in workforce resilience, leadership communication, and digital infrastructure (Carnevale & Hatak, 2020). Strategic HR is now essential for recovery, innovation, and transformation. Additionally, data-driven HR provides predictive insights for workforce analytics, performance optimization, and employee experience design. People Analytics helps organisations pinpoint engagement, burnout, inclusiveness gaps, and learning

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