

The '4V' Approach in Strategic Human Resources Management Post- COVID -19

Supratim Chowdhury, CMT.

(MBA, PGDRM, ALCQFS, CFHWP, CBT, REBT)

HR and Management Professional, Researcher, Author, Social Activist, & Mentor, INDIA

Corresponding Author: supratimbubun@gmail.com

Website: <https://supratimchowdhury.wixsite.com/supratim-chowdhury>

ABSTRACT

The '4V' approach is administered throughout the operational level in an organisation. Expression of empathy among all levels of the hierarchy of the taskforce is the foundation of this '4V' approach and need of the hour. The proposed '4V' approach is a continual process; it requires continuous support and initiative of top management for transforming organisational work environment.

It is peak time for top management's leadership to instigate and develop a candour relationship between its people and the organisation's vision. The approach addresses and dilutes the psychological distress of the workforce arising from the deadly COVID -19 pandemic.

In this research, the '4V' approach is a strategic-compliance deliberation, that is developed based on 'Managerial Good Practices' within the operational system of the organisation. The study also confirms upon offering a pious work environment to every individual in the organisation. Comprehending the detailed analysis of each 'V' of the '4V' approach, it is definite that the '4V' approach is psychologically administered.

The uncertainty of COVID-19 is raising without any specific deadline, in this scenario it is judicious to accept the new normalness and get our systems ready in parlance with COVID-19 management at the workplace.

The need of the hour is to enhance flexibility and adaptability to accept the conscious changes in life along with re-imaging and innovative ideas to restructure the business setbacks due to the COVID -19 pandemic. Making the employee feel safe, at ease, imperative to the organisation, ought to be the prime concern of this strategic HR approach and ensuring combating-traits among people against the pandemic situation.

Keywords-- Work Excellence, Managerial Good Practices, Dysfunctional Conflicts, People Management, Fellow-Feelings, Fellow-Compassion, Intrapreneurship, Collective Trauma, Shared Risk & Shared Responsibilities

SCOPE OF THE STUDY

"This study signifies, the strategic guidelines of addressing the physiological imbalance of the taskforce as an effect of VUCA mind due to COVID -19 pandemic and the resultant impact on the sustainability of the business."

I. INTRODUCTION

COVID -19 has not just changed the world but also changed the DNA of our workplace ecosystem in many ways. Our leaders must change as well to lead effectively in this new era. If this pandemic experience has taught us anything, it's that leadership matters and for many organizations facing decidedly fragile futures, it may matter now more than ever as the country tries to emerge from forced hibernation and rebuild a broken economy. Throughout this tragedy, we've witnessed certain leadership traits and approaches that may have made the difference between life and death. Similarly, our organizations will require distinct leadership traits to restore and revive stressed and flailing supply chains, product lines, even entire industries.

II. INCREASING EFFECT OF VUCA ON HUMAN LIFE DUE TO COVID-19

The VUCA effect on human life is increasing to peak due to the COVID -19 pandemic situation across the world. The volatility of the human mind has geared in manifolds, with an uncertainty of a broken economy along with constantly losing their near ones due to Coronavirus. Confusion about restructuring the economy from micro to macro level, at the national and international level has made everyone to go into despair. Decision making and productive means of working are uncertain in every people-driven operation in the industry.

The effect of VUCA was enhancing and questioning the sustainability of business much before COVID -19 pandemic, but the VUCA effect has taken a high-leap grasping human mind due to anxiety of COVID -19 in drastic ways. It is becoming challenging for the business house for the efficient deployment of human intelligence in decision making.

Post-COVID -19; workplace safety, legal requirements, statutory compliances at national and international business environments are inconsistent and having rapid volatility affecting business and livelihood

widely across the world without any positive anticipation.

The supply chain and industrial recovery rate are very slow in pace, the world is undergoing lockdown and unlocking process simultaneously to create a balance of economy and reduction of COVID -19 cases. In such meshed up scenario preservation of the employees' intellectual capacity and transforming them with tenderness is most crucial and should be a prime concern

of any organisation to generate productive and increasing the tempo of development. Without high morale, high productive desire its will be not easy to have re-imagining, re-focusing, re- structuring of business system in parlance to the new-normalness of the COVID-19 scenario.

2.1. Covid-19 Effect on Taskforce and Organisation:-

BASIS OF EFFECT	TASKFORCE OF ORGANISATION	ORGANISATION
ECONOMIC	Reduction in earnings causing an imparity between earnings and purchasing capacity. Economical slow down of growth. Uncertainty on return on investment, improbability of next level of economic decelerate and downsizing of employment, earning & livelihood.	Supply chain disruption, increasing cost of production, reduction in sales turnover, excessive inventories, statutory burdens, and drastic fall in purchasing capacity of the consumer.
OPERATION	Effectiveness and level of efficiencies towards production activities have declined under the collective distress of pandemic. Organisation is compelled to close many operations bearing huge losses.	Challenges of remote working, cost of technology (COT) is rising. People intensified manufacturing sectors having low efficiency due to norms of "Social Distancing". Unlearn and learning of new technology and working mode by employees and its efficacy. Rate of recovery of incurring losses.
MARKET	Ambiguity about the future employment and requirement of skills and competencies for a future job (if any). Huge unemployment disrupting standard wage and salary.	Future demand for products and services. The new normal policies of Government, uncertainty on the potentiality of financial market and disinvestments, criticality of national and international trade policies.
PSYCHOLOGY	A high and increasing level of uncertainty of existence, mental anxiety, insecurity, fragile thoughts, aggression due to extensive mounting the stress of COVID -19.	Extensive stress on screening consumer behaviour during and post- COVID -19, the ambiguity of choice of product and services by consumers. Difficulties in bringing back customer delight and retention. The bond with an employee is at stake in many organisations due to retrenchment, downsizing pay packages and it's deliberation in work.

Table No – 0.1: COVID-19 Effect on Taskforce and Organisation

III. THE ‘4V’ APPROACH IN STRATEGIC HUMAN RESOURCES MANAGEMENT POST COVID-19

To make the workplace productive and retain the employee’s intellectual capacity post COVID - 19, the aim of the organisation should be to develop a new normal strategic approach to manage the productivity among the workforce though, it is expected to have an ambiguity to formulate full-proof strategy within a short time frame.

The management’s leadership in the organisation has to develop at least a convinced approach that will bring down the employee stress level and make them slowly come out of the effect of VUCA impact arising from COVID -19. Making the employee feel safe, at ease, imperative to the organisation, ought to be the prime concern of the strategic HR approach.

In this research study, the ‘4V’ approach is a strategic deliberation, that is developed based on ‘*Managerial Good Practices*’ within the operational system of the organisation. The approach desires a continual initiative, leadership and support of top management and expected outcome as “**COMMITTED WORK EXCELLENCE**”

The ‘4V’ approaches viz; *value-based management, vulnerability management, virtual learning management, and visionary leadership management* is a combined approach to remove the ambiguity of collective trauma of the pandemic and restores positive confidence

among the task force. This approach also inculcates reliable and fact-based communication between inter-team and intra-team. Expression of empathy among all levels of the hierarchy of the taskforce is the foundation of this ‘4V’ approach.

It is peak time for top management leadership to instigate and develop a candour relationship between its people and the organisation’s vision. The need of the hour is to enhance flexibility and adaptability to accept the new normalness in life along with re-imaging and innovative ideas to restructure the business setbacks s due to the COVID -19 pandemic.

The ‘4V’ approaches tend to reduce the impediments of ‘*Dysfunctional Conflicts*’ among the taskforce and encourages productive collaboration to trim down unproductive time on unconstructive critics giving rise to inter-employee conflicts affecting the re-focusing and re- structuring the business set-backs at this crucial stage.

The ‘4V’ approach in this research study is diagrammatically represented in the next section for a visual understanding. The ‘4V’ approach has 4 main strategic-compliances, all these 4 strategy strategic-compliances require the ‘*Top Management Initiative*’ in a continual manner; which is shown in the left-hand side of the diagram under the heading of ‘*Management Support*’. ‘*Committed Work Excellence*’; the combined results of the application of ‘4V’ is demonstrated under the ‘*Output*’ heading in the right-hand side of the diagram.

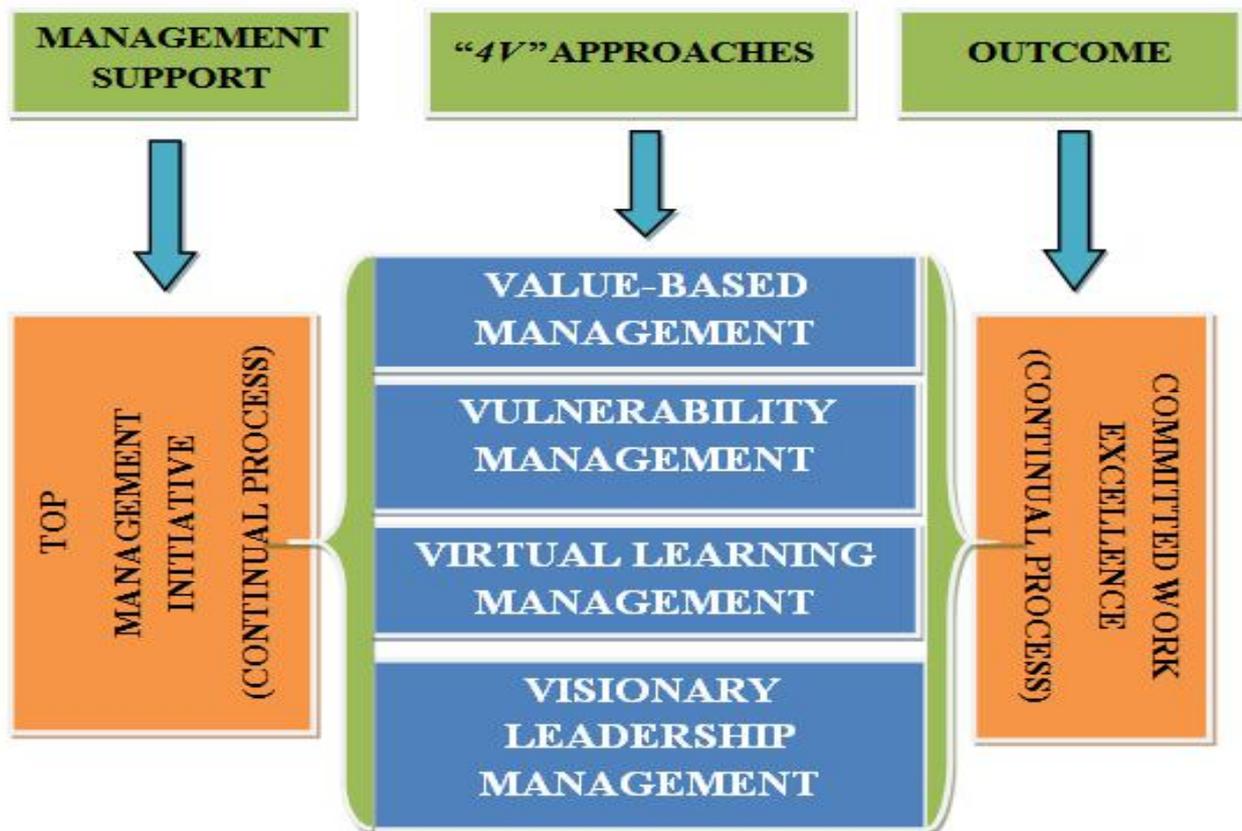


Figure 0.1: The ‘4V’ Approach in Strategic Human Resources Management

To optimize the '4V' approach and its implementation throughout the organisation requires continual leverage from the top management. We need to learn that, every man today is aggravated, impatient, and perplexed with extensive depression of growing pandemic. Any implementations of a new approach in this scenario will have impediments of understanding at the initial stage, but with the leadership of management, the milestones can be overcome.

The '4V's are explained below in detail, forming the strategic development of the 'people management' in post-COVID -19 state.

3.1. Value-Based- Management – '1-V'

The COVID-19 has made a sturdy strike on human consciousness extensively. Today every human being highly solicits conscious endeavors in social and organisation frontier. The organisation needs to develop the value-based functioning of every operation be it taskforce, quality of product and services, or pertinently relationship with the stakeholders of the organisation.

In a distressful situation, organisation necessitates fact-based transparent communication at all levels of operations. This is only possible when there is a value bonded association among the people at every operational level of the organisation.

Value-based operations ensure that, in critical situations; as for this pandemic scenario, every resource that an organisations deploys should have optimality. Prioritizing the resources and consumption to optimal levels with effectiveness is the way to stop cost drainage. The people working with the organisation needs to microscopically realize resource-value and minimize the resource wastage and control over-inventories.

To combat and reconstruct the business losses the taskforce plays a key role, but it calls for adding new value-based skills and upgrading the value-based competence to combat the COVID-19 pandemic and adhering to new normal business systems.

The effectiveness of the taskforce in this scenario is proportionate to the development of terminal and instrumental values across organisational system. The management needs to assure and ensure committed collaborative growth in days ahead with the rise of the scale- downed economy.

The organisation has to redefine its vision rationally in the context of the pandemic new normalness. It needs to also pave a new mission to achieve the redefined vision, such a decision must involve the participation of the top management along with operational taskforce at different layers of the organisation. The vision of the organisation ought to include and express the wellbeing of all stakeholder parallel to economic growth.

Today, rational along with a proportionate combination of the collective values, viz; moralities, ethos, culture, and best ethical practices in the context of the organisation will bring forth a great dedication among

its taskforce towards the restoration of subdued operation of the organisation under economic show-off.

3.2. Vulnerability Management – '2-V'

Vulnerability refers to the inability to withstand the effect of a hostile environment. Every organisation working with people is an association of an individual's mind projecting different attitudes. One of the most crucial and unenthusiastic attitude is 'EGO', which is the root cause of all impediments of people management at different layers of the organisation.

EGO can ruin systems by creating a mental barrier for acceptance of other's opinions with self-centric standalone by one's own ideas, faiths, and thoughts. EGO – Centric administrative processes has never proven to be a long rewarding.

As the effect of COVID -19 pandemic distress and psychological imbalance, the human mind seeks a way out for disposal of stress, compassion, empathy and to be heard. Every individual under the effect of VUCA is agitated. No productive means can be driven out of an individual for long until the mind is unfilled from downbeat agitations.

It is very difficult to expect the taskforce to be dedicated, committed, innovative, standby the organisation in this uncertainty until an antagonistic free environment of work is offered. It is a time that top-level, mid-level, and bottom-level management work in partnership to march the organisation forward with shared leadership and responsibilities in their respective operational arena.

Vulnerability management is a 'Cultural Transformation', individuals working together must ensure a common understanding that all efforts and works are dedicated to achieving the vision of the organisation and there is no scope for personal distress among any individual giving rise to 'Dysfunctional Conflicts'.

It is inevitable that operational decisions have to pass through cross-opinions, and cross - ideas to examine the rational applicability of such opinions and ideas, to accept the best out of all. In this process of decision making, there is no reason for fostering EGO-centric situations that would generate pessimistic vibes among the people, preventing 'fellow-feeling' and 'fellow-Compassions'.

We need to realize, appreciate, and accept that every individual in the organisation is working for a common goal. They may have different opinions arising from their respective views and learning. There is always a possibility to judicially measure and validate an individual's opinion by parametric scales of operation and infer on its applicability, rather than rejecting and splash emotional attack and forming an intimidating working environment.

Though this value-based approach takes time to mature within an organisational system, it creates a magnificent positive impact on the intellect of people. Today, strictly managing and reduction of vulnerability in

organisational environment puts a sublime message to the individual that, he is not standalone in this distressful situation but, the organisation stands by him.

The vulnerability management approach extends enormous mental supports in manifolds along with gives a sense of his / her importance in the organisation, enhancing the psychic strength to combat the pandemic crisis.

3.3. Virtual Learning Management– ‘3-V’

The COVID-19 has brought in social distancing. In such an environment of social distancing, the only way to continue learning is a virtual means which is already getting popular. But countries where the education system is majorly based on physical class interaction it's a challenge to induce people in the virtual learning mode; as learning is all about the ‘*Mind- Game*’.

Many organisation have introduced the E-trainings, webinars, E-learning protocols but its effectiveness is still under screening. Organisation needs to make this learning process more streamlined, effectual, proficient, relative, and motivational for participants.

It is observed across the globe, that due to the distress and mental agony of the pandemic, the patience of an individual is declining every day. The stagnancies in life today keep mind blocking, so any learning becomes a predisposed or futile exercise unless the learning is made content-friendly.

Virtual learning should focus on the end-learners participatory mode of deliverables along with an online activity or fun-time based learning. Virtual involvement of the mind of the learner is a challenge over physical learning. Attaining such involvement would call for participation of top management personals in learning sessions, which will automatically engage individual employees in such sessions. Using social media such as Facebook page, Linkedin, Instagram, Google the organisation can publicly recognize and facilitate individuals for best learning bringing forth a sense of achievement among them.

In this economic downsizing scenario, virtual learning is the best cost-effective medium that management can deploy to create a platform for employer-employee participation in decision making and ‘*Employee Assistance Programmes*’.

To homogenize the virtual learning, organisations need to develop the ‘*VL-SOP*’ (standard

operating procedure) for virtual learning and it's assessments. In days to come competency of an individual will have virtual connectivity and virtual learning as one the key indicator of performance.

3.4. Visionary Leadership Management – ‘4-V’

It is evident, that a visionary leader must identify the potentiality of the divine self. By the divine potentiality, one can realize the infinite capacities concealed within the human being. This also gives clarity in vision setting and enormous potentiality to achieve the same by means of judiciously comprehending and collaborating external resources. A leader who sets and guides the vision of the organisation has to realise the prime factor of achieving any organisational vision is the skill of effective ‘*People Management*’.

The effect of “VUCA” of COVID -19 has grasped and collapsed the mind of people at every level at social as well as corporate frontier. The VUCA is principally causing physiological distress and dilemma in every individual and is rising with every day's uncertainty of COVID- 19 across the world. The business operations, products, and services have declined to cause a downbeat chain-impact on the society at large.

A visionary leader with spiritual aptitude can widely wipe off the negative impacts of VUCA on individuals, but just not by using a motivating mechanism, rather by percolating the spiritual potency among the organisational taskforce to satisfy the ‘*Needs Of Higher Order*’ (spiritual needs).

Leadership today must bring forth involvement and participation of management and taskforce together. The virtue of a leader will focus on building next-generation leaders and operations based leaders by identifying the skills and competencies and mapping the individual's role in developing the organisation. It is time when the bureaucratic leadership has to be said NO’, welcoming new innovative creative thoughts from all tires of the organisation and rationally validating them. It's time to inculcate intrapreneurship and switch the process managers to process owners and capacitating them to hold good for the development and sustenance of business operations.

The process of visionary leadership and development in an organisation is described in the figure given below:



Figure 0.2: The Organisation's Vision through Leadership Management

IV. RESEARCH METHODOLOGY

The research methodology adopted is the "Descriptive" type. It is a cross-sectional study on the attitude of the taskforce of organisation affected by VUCA of COVID -19. The research also addresses the physiological imbalance of the taskforce due to collective trauma and introduces the '4V' approaches as part of the strategic human resources management system during and post to COVID -19 pandemic. The outcomes of the '4V' approach have been discussed and analyzed in the discussion section of this study.

The study has been conducted by means of a continual process of observation, experiences, analysis of economic with business setbacks and comprehending human physiological imbalances owing to the persistent diminishing of; *the certainty of human existence, self-reliance on decision making and enthusiasm at the workplace as well as social fronts* as an agonizing effect of COVID -19 across all nations.

4.1.Scope of the Study

This study signifies, the strategic guidelines of addressing the physiological imbalance of the taskforce as an effect of the VUCA mind due to the COVID -19 pandemic and the resultant impact on the sustainability of the business.

*** The taskforce for the organisation includes all levels of the employees.*

4.2. Limitation of the Study

- I. The study is confined to small number observation of population at few SMEs organisations only due to restriction of COVID -19 pandemic.
- II. Due to time and resource limitations, the trailing of implementation of '4V' approaches could not be widely conducted.
- III. As '4V' approaches is a new additional integrative management approach, the scope and point of integration are not yet well-conceived for establishing

by the management of the many organisations.

- IV. The '4V' approaches developed in this research are applied to the taskforce of organisation, but the approach can be further developed and induced across all stakeholders of the organisation.

V. DISCUSSION

Comprehending the detailed analysis of each 'V' of the '4V' approach of strategic human resources management post - COVID -19, it is definite that the '4V' approach is psychologically administered. The approach augments and constructs the mental distress of the taskforce arising from the deadly COVID -19 pandemic.

There is global downsizing of economy, the uncertainty of human existence, and insecurity of earning a livelihood. In this scenario, every organisation despite its volume of operations has to principally strive to achieve primary sustenance by the assistance of its people and for its people, exhibiting democracy.

But, for sustenance today, would call for frequent effective decision makings and efficiency of the taskforce to manage operations of broken wings of the organisation. In this crucial situation, the taskforce requires persistent combating-traits such as; commitment, dedication, enduring spirit of forward marching. The '4V' approach instigated through strong boost and continual support of top management will enhance the combating-traits of its people against the pandemic driven situation and ensures conscious productive efforts.

The analytical outcomes of '4V' approach, viz; *Value-Based – Management, Vulnerability Management, Virtual Learning Management & Visionary Leadership Management* are detailed in a tabular form in next sub-part (5.1)

5.1. Analysis of '4V' Approach

Considering the impacts of individual 'V' approach of the '4V' approach an analytical table is appended below:-

THE '4V' APPROACHES	IMPACTS
<p style="text-align: center;">VALUE-BASED MANAGEMENT</p>	<p>Creates transparency, sets management priorities, better deal with the increased complexity of risk and uncertainty. Priority-based resources allocation and optimal utilization of resources, facilitate the task force to be persistent to organizational vision. Developing effective internal and external fact-based communication. Improve bond between organization and stakeholders and strengthening the decision-making process. Value-based business operation, ethical work delegation, less supervision cost, quality consciousness, and rational COQ.</p>

VULNERABILITY MANAGEMENT	The motivated taskforce, reduction of complex impediments of the workforce at organisation. Enhance attachment with the team and organisation. Improve the culture of intrapreneurship within all operations layers of the organisation. Reduction of miscommunication and misleading facts. Augment the innovative and creative business process with effectiveness in cost management.
VIRTUAL LEARNING MANAGEMENT	Cost-effectiveness, more chance of interaction in a formal and informal way with top management. Skills development and competency enhancement. Effective medium of communication and connectivity to motivate and cheer up the team to overcome the sub-due stress of pandemic.
VISIONARY LEADERSHIP MANAGEMENT	The succession of organisation, commitment towards growth, creating a harmonic balance between economy, society, and environment. Process ownership with distributed responsibility and accountability of taskforce, the sustainability of business supply channels thus reconstructing the broken economy.

Table No – 0.2: Analysis of ‘4V’ Approaches

From the above tabular analysis of the ‘4V’ approach, it can be inferred, that if all the ‘V’s strategic-compliances are rightly blended and introduced as ‘*Best Practices*’, an organisation can attain work excellence and create a “*turn-around HR strategy*” to cope up with the downsizing economy under new normalness.

It organizes the organisation's workforce for new normalness; re-imaging, re-focusing, re- structuring, re-initiations of disrupted business operational systems with the business setbacks.

VI. CONCLUSION

From this study, it is pertinent that at present the business system is undergoing a paradigm shift; supporting and restructuring the downsized economy and makeover of the losses of business operation due to COVID-19 pandemic. There is a high scale of depression and psychological instability among the taskforce of every organisation. Individuals are continually becoming distressed, causing very low efficiency and productivity in the professional arena. Every individual is passing through a tedious uncertainty of livelihood and existence. Organisations has to have benevolence and empathy to morally and ethically boost up their people. Encourage and engage the workforce to take responsibility of organisational operational wings to overcome the economic setbacks under the new normalness norms.

As par this study, it is also necessary for the organisation to address the paradigm shift of physical workplace structure to a virtual workplace to extend possible as par the context of products and services the organisation renders. The organisation needs to ensure continual learning for its workforce by using a cost-effective virtualization mechanism.

The uncertainty of COVID-19 is raising without any specific deadline, in this scenario its judicious to accept the new normalness and get our systems ready in

parlance with COVID- 19 management at the workplace. The role of top management plays a vital role in holding the inspiration level of the taskforce to the best extent possible.

This research proposes a holistic strategic approach; ‘4V’ approach which addresses the dilution of the psychic distress and also offering a pious work environment to every individual in the organisation. The ‘4V’ approach also incubates intrapreneurship at the operational level i.e. ‘*shared risk and responsibilities*’ of the operating business process.

The proposed ‘4V’ approach is a continual process; as input, it requires continuous support and initiative of top management. Accurate execution of the ‘4V’ will be resulting in continual work excellence as output fostering ‘*certainty among uncertainties*’.

The study emphasizes the dynamic changing role of organisational leadership to visionary leadership management, which is putting more effort towards encouraging taskforce to continually raise their spirit to combat the pandemic in one hand and reconstruction setbacks of the unkempt impact of the economy on the other hand. It is time for corporate leaders to transform themselves in ‘*Socio - Corporate –Visionaries*’.

The research also deduces the probable outcomes the organisation can gain from each ‘V’ of the ‘4V’ approach viz; *Value-Based – Management, Vulnerability Management, Virtual Learning Management & Visionary Leadership Management*, in Table No 0.2, of this research. The strategic-compliance outputs of the ‘4V’ approach can be clubbed together to measure the total magnitude of the positive impulse of the workforce to combat and triumph over the psychological and economical disruption due to the COVID-19 pandemic and restoration of the business-supply chain under new normalness.

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