# EMPLOYEE PERCEPTION ON CORPORATE RESILIENCE IN A VUCA WORLD WITH SPECIAL REFERENCE TO DENTAL INDUSTRY

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**Abstract:**

In today's Volatile, Uncertain, Complex, and Ambiguous (VUCA) business environment, corporate resilience has become a crucial factor for organizations to survive and thrive. The modern business landscape is characterized by unprecedented levels of volatility, uncertainty, complexity, and ambiguity (VUCA). This turbulent environment poses significant challenges for organizations, from navigating rapid technological advancements to managing global economic shifts. As the primary drivers of organizational success, employees are crucial in navigating this VUCA world. This study aims to investigate how employees perceive corporate resilience in a VUCA world. A mixed-methods approach was employed, combining survey data from 112 employees across various dental Industries in Bengaluru. This research enhances the understanding of how resilience is perceived and implemented at the employee level, providing actionable recommendations for dental industries aiming to strengthen their resilience amidst ongoing VUCA challenges.

**Keywords:** Corporate resilience, Employee perception, Technology advances, VUCA world, VUCA Challenges

## Introduction

In today's fast-paced and ever-changing business landscape, organizations face unprecedented challenges. The Volatile, Uncertain, Complex, and Ambiguous (VUCA) world has become the new normal, characterized by rapid technological advancements, shifting market demands, and unpredictable global events. To navigate this environment, organizations must develop the capacity to absorb and recover from disruptions, adapt to new realities, and innovate for future success.

Corporate resilience has emerged as a vital component of organizational success in the VUCA world. It refers to the ability of an organization to withstand, recover, and adapt in the face of adversity, while maintaining its core purpose and identity. While leadership plays a critical role in shaping corporate resilience, employees are the backbone of any organization, and their perceptions and experiences are crucial in determining the effectiveness of resilience-building efforts.

**Review of Literature**

Employee engagement is crucial in shaping perceptions of corporate resilience. Schaufeli et al. (2002) suggest that engaged employees are more likely to demonstrate behaviours that strengthen organizational resilience, such as taking initiative in problem-solving and showing a willingness to exceed the expectations of their roles. This connection between engagement and resilience is especially important in a VUCA environment, where employees' ability to adapt, innovate, and respond effectively plays a key role in the organization's overall resilience. Nangia and Moshin (2020) conducted a study on the effects of the COVID-19 pandemic on the Indian IT industry, revealing that the sector faced extraordinary challenges due to the volatile, uncertain, complex, and ambiguous (VUCA) environment. The researchers identified key factors contributing to this environment, including unpredictability, vulnerability, complexity, and uncertainty. To counteract these challenges, the study suggests that organizations in the IT sector should leverage corporate responsibility and effective leadership strategies to build resilience and adapt to the uncertain business landscape.

**Research Gap**

Despite the growing importance of corporate resilience, there is a scarcity of research exploring how employees perceive and experience resilience in Dental Industry. This study aims to address this knowledge gap by investigating employee perceptions of corporate resilience in a VUCA world.

**Research questions**

- How do employees perceive corporate resilience in a VUCA world?

- What factors influence employee perceptions towards VUCA?

**Objectives of the Study**

To explore and understand employee perceptions of corporate resilience in a VUCA (Volatile, Uncertain, Complex, and Ambiguous) world.

Overall, the study aims to contribute to a deeper understanding of corporate resilience from an employee-centric perspective, providing insights for organizations to build a resilient workforce capable of navigating the challenges of the VUCA world.

**Research Method**

The current study is based on survey method.

The method was adopted to have better understanding the perception of employee working in Dental industry in Bengaluru towards VUCA world. It is a descriptive study which seeks to get insights form dental industry employees from Bengaluru.

Data was collected from primary and secondary sources. Questionnaire was used to collect the Primary Data. The secondary Data was collected through journals, periodicals, newspapers and books. The data is from the period July to August 2024.Convenience sampling was used to collect data from 112 employees from different dental industries in Bengaluru.

**Data Analysis and Result Interpretation**

SPSS software (version 25) was used to feed the scores provided by the respondents.

**Profile of Respondent**

Table 1 tries to capture the respondents sketch in term of Gender, Designation and Year of experience.

**Table 1: Demographic Details of Respondent**

| Demographic Variables | | Frequency | Percentage |
|---|---|---|---|
| Gender | Male | 78 | 69.6 |
| | Female | 34 | 30.4 |
| Designation | Manager | 16 | 14.3 |
| | Business Coordinators | 47 | 42.0 |
| | Subordinators | 34 | 30.3 |
| | Dental assistants | 15 | 13.4 |

| | | | |
|---|---|---|---|
| Year of Experience | 0-5 | 47 | 42 |
| | 5-10 | 51 | 45.5 |
| | Above 10 | 14 | 12.5 |

**Source:** Primary Data

The respondents comprised of 69.6% male and 30.4 % female and 42% of respondent are business coordinators. The respondents have different level of experience with 0-5 years (42 %), 5-10 years (45.5%) and above 10 years (12.5%).

**Reliability Statistics**

Reliability statistics are made for the data collected from the Employees of Dental industry. The sampling reliability is ensured by doing through Cronbach's Alpha reliability test, for this present study the reliability analysis score is 0.729 after considering **24 items from the structured questionnaire.**

**Descriptive Statistics**

Employees across the dental industry in Bengaluru participated in a questionnaire that gathered their perceptions on various dimensions of VUCA. Table 2 summarize the frequencies, along with the final scores (mean), for each employee and their responses to different statements related to the VUCA factors. The statements are organized according to the identified parameters for each VUCA dimension.

**Table 2: Volatility Factors**

| S.No | Sub Scales | Frequencies (Percentage) | | | | | N | Mean |
|---|---|---|---|---|---|---|---|---|
| | | SA | A | N | DA | SD | | |
| **Volatility** | | | | | | | | |
| 1 | Unstable and unpredictable resource cost | 36 | 47 | 13 | 8 | 8 | 112 | 3.85 |
| | Percentage | 32.14 | 41.96 | 11.61 | 7.14 | 7.14 | 100 | |
| 2 | Availability of resources at unpredictable times and durations | 42 | 32 | 22 | 15 | 1 | 112 | 3.88 |
| | Percentage | 37.5 | 28.57 | 19.64 | 13.39 | 0.89 | 100 | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 3 | Expected fluctuations on resources with unknown timing and magnitude | 23 | 54 | 23 | 4 | 8 | 112 | 3.71 |
| | Percentage | 20.54 | 48.21 | 20.54 | 3.57 | 7.14 | 100 | |
| 4 | Lack of knowledge | 12 | 47 | 35 | 8 | 10 | 112 | 3.38 |
| | Percentage | 10.71 | 41.96 | 31.25 | 7.14 | 8.93 | 100 | |
| 5 | Complex regulatory/political environments | 67 | 20 | 13 | 5 | 7 | 112 | 4.21 |
| | Percentage | 59.82 | 17.86 | 11.61 | 4.46 | 6.25 | 100 | |
| 6 | Lack of governance to effectively deal with complexities | 56 | 33 | 5 | 10 | 8 | 112 | 4.06 |
| | Percentage | 50 | 29.46 | 4.46 | 8.93 | 7.14 | 100 | |
| | Grand mean | | | | | | | 3.34 |

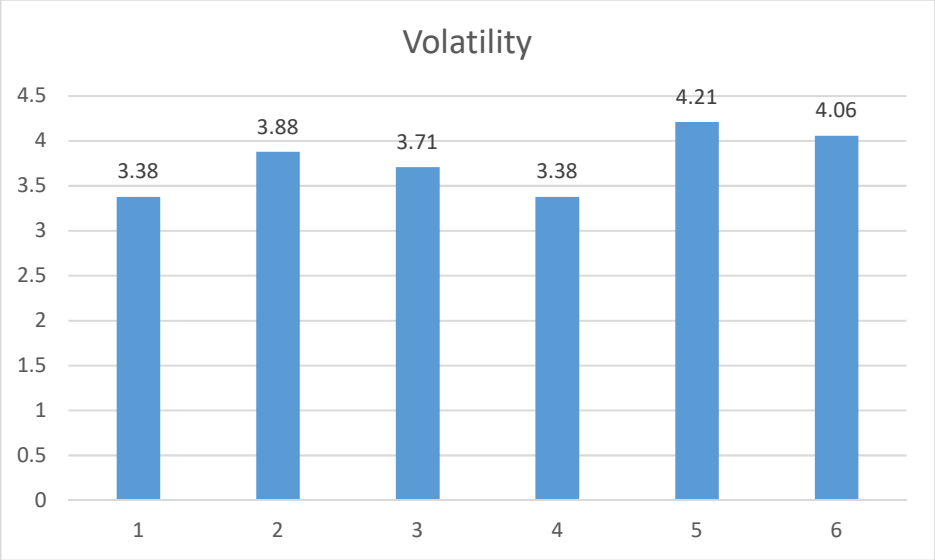


**Fig 1 Mean score of Volatility Constructs**

Means were calculated on the six volatility constructs to identify the sequential existence of each. The result showed that Complex regulatory/political environments (4.21) have the highest impact followed by Lack of governance to effectively deal with complexities. (4.06)

**Table 3: Uncertainty Factors**

| S.No | Sub Scales | Frequencies (Percentage) | | | | | N | Mean |
|---|---|---|---|---|---|---|---|---|
| | | SA | A | N | DA | SD | | |
| **Uncertainty** | | | | | | | | |
| 1 | Volume of information is so large that it becomes difficult to be processed | 26 | 37 | 33 | 8 | 8 | 112 | 3.5804 |
| | Percentage | 23.21 | 33.04 | 29.46 | 7.14 | 7.14 | 100.00 | |
| 2 | Little to no information to predict outcome of project executions | 42 | 30 | 21 | 16 | 3 | 112 | 3.8214 |
| | Percentage | 37.50 | 26.79 | 18.75 | 14.29 | 2.68 | 100.00 | |
| 3 | Difficult to forecast or plan for risks | 56 | 32 | 12 | 4 | 8 | 112 | 4.1071 |
| | Percentage | 50.00 | 28.57 | 10.71 | 3.57 | 7.14 | 100.00 | |
| 4 | Unclear cause and effect relationship leading to more than one interpretation | 23 | 39 | 22 | 18 | 10 | 112 | 3.4196 |
| | Percentage | 20.54 | 34.82 | 19.64 | 16.07 | 8.93 | 100.00 | |
| 5 | Changing consumer demographic and purchasing pattern | 67 | 20 | 10 | 8 | 7 | 112 | 4.1786 |
| | Percentage | 59.82 | 17.86 | 8.93 | 7.14 | 6.25 | 100.00 | |
| 6 | Change in consumer trends | 33 | 46 | 12 | 15 | 6 | 112 | 3.7589 |
| | Percentage | 29.46 | 41.07 | 10.71 | 13.39 | 5.36 | 100.00 | |
| | Grand mean | | | | | | | 3.811 |

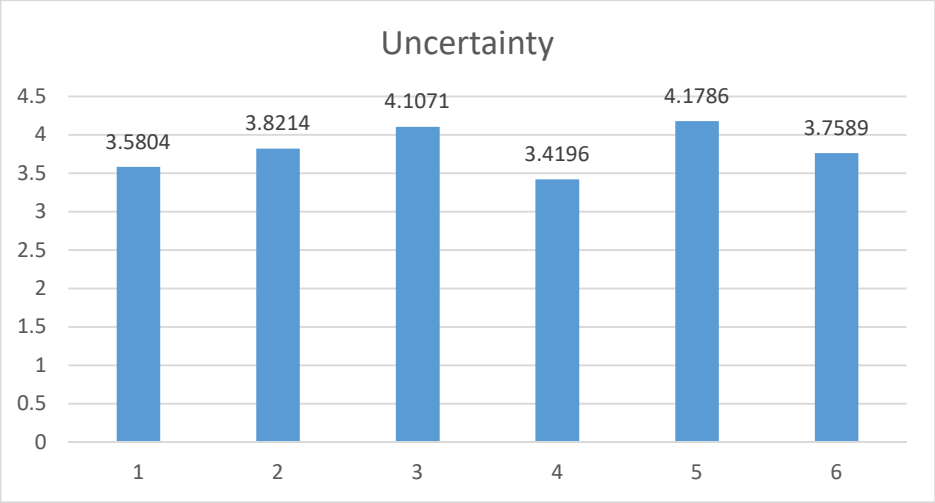


**Fig 2 Mean score of Uncertainty Constructs**

Means were calculated on the six Uncertainty constructs to identify the sequential existence of each. The result showed that Changing consumer demographic and purchasing pattern (4.1786) have the highest impact followed by Difficult to forecast or plan for risks. (4.1071)

**Table 3: Complexity Factors**

| S.No | Sub Scales | Frequencies (Percentage) | | | | | N | Mean |
|---|---|---|---|---|---|---|---|---|
| | | SA | A | N | DA | SD | | |
| **Complexity** | | | | | | | | |
| 1 | Increasing growth of Internet of Things | 66 | 14 | 12 | 8 | 12 | 112 | 4.0179 |
| | Percentage | 58.93 | 12.50 | 10.71 | 7.14 | 10.71 | 100.00 | |
| 2 | Disruptive technologies and technological advances | 56 | 24 | 16 | 15 | 1 | 112 | 4.0625 |
| | Percentage | 50.00 | 21.43 | 14.29 | 13.39 | 0.89 | 100.00 | |
| 3 | Expectations and attitudes of Millennials | 37 | 36 | 19 | 11 | 9 | 112 | 3.7232 |
| | Percentage | 33.04 | 32.14 | 16.96 | 37.00 | 8.04 | 100.00 | |
| 4 | Regulatory Changes | 20 | 40 | 22 | 18 | 12 | 112 | 3.3393 |
| | Percentage | 17.86 | 35.71 | 19.64 | 16.07 | 10.71 | 100.00 | |
| 5 | Emergence of new competitors | 49 | 28 | 10 | 16 | 9 | 112 | 3.8214 |
| | Percentage | 43.75 | 25.00 | 8.93 | 14.29 | 8.04 | 100.00 | |
| 6 | Political instability | 48 | 34 | 24 | 4 | 2 | 112 | 4.0893 |
| | Percentage | 42.86 | 30.36 | 21.43 | 3.57 | 1.79 | 100.00 | |
| | Grand mean | | | | | | | 3.8423 |

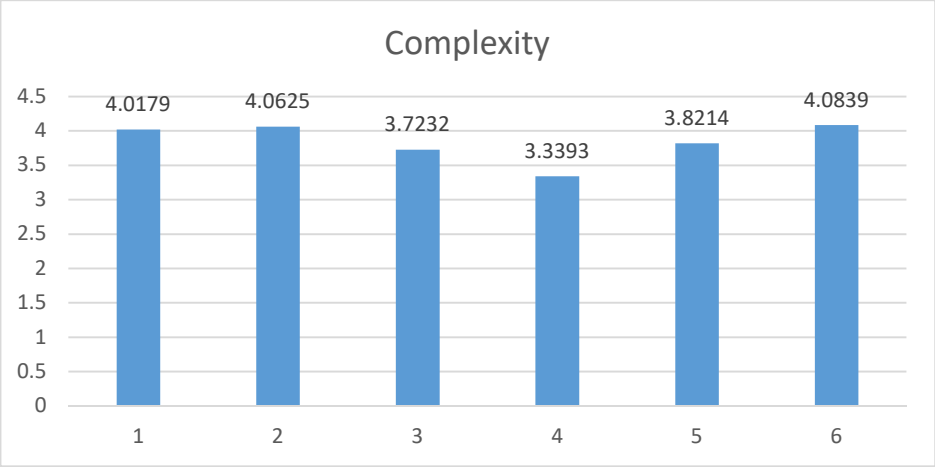


**Fig 3 Mean score of Complexity Constructs**

Means were calculated on the six Complexity constructs to identify the sequential existence of each. The result showed that Political instability (4.0839) have the highest impact followed by Disruptive technologies and technological advances. (4.0625)

**Table 5: Ambiguity Factors**

| S.No | Sub Scales | Frequencies (Percentage) | | | | | N | Mean |
|---|---|---|---|---|---|---|---|---|
| | | SA | A | N | DA | SD | | |
| **Ambiguity** | | | | | | | | |
| 1 | Emergence of payment methods, channels and different pricing structure | 52 | 14 | 22 | 12 | 12 | 112 | 3.7321 |
| | Percentage | 46.43 | 12.50 | 19.64 | 10.71 | 10.71 | 100.00 | |
| 2 | Accounting and tax requirements | 55 | 25 | 16 | 15 | 1 | 112 | 4.0536 |
| | Percentage | 49.11 | 22.32 | 14.29 | 13.39 | 0.89 | 100.00 | |
| 3 | Payroll compliance | 33 | 33 | 22 | 13 | 11 | 112 | 3.5714 |
| | Percentage | 29.46 | 29.46 | 19.64 | 37.00 | 9.82 | 100.00 | |
| 4 | Changing FDI norms | 22 | 45 | 17 | 12 | 16 | 112 | 3.4018 |
| | Percentage | 19.64 | 40.18 | 15.18 | 10.71 | 14.29 | 100.00 | |
| 5 | Increased social media trends | 34 | 49 | 8 | 14 | 7 | 112 | 3.7946 |
| | Percentage | 30.36 | 43.75 | 7.14 | 12.50 | 6.25 | 100.00 | |
| 6 | Workforce dynamics | 56 | 30 | 20 | 4 | 2 | 112 | 4.1964 |
| | Percentage | 50.00 | 26.79 | 17.86 | 3.57 | 1.79 | 100.00 | |
| | Grand mean | | | | | | | 3.7917 |

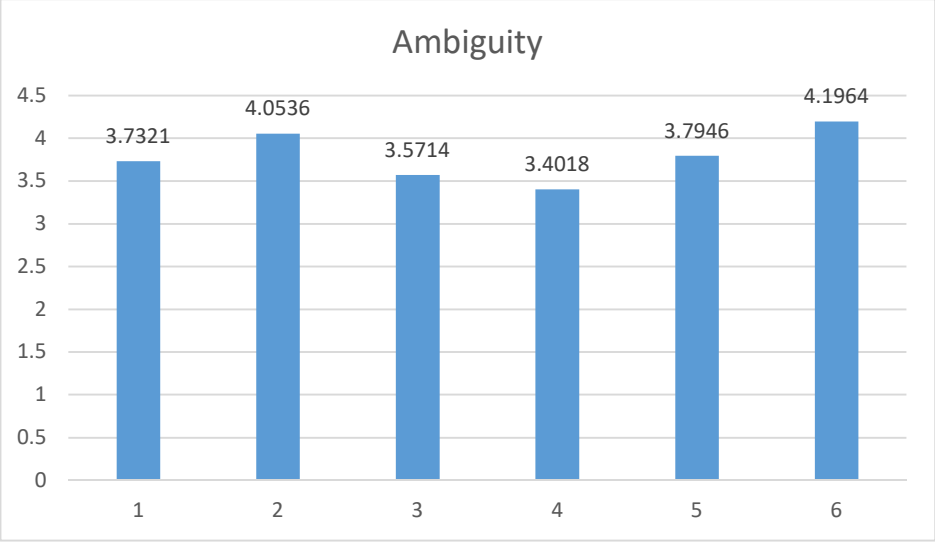


**Fig 4 Mean score of Ambiguity Constructs**

Means were calculated on the six Ambiguity constructs to identify the sequential existence of each. The result showed that Workforce dynamics (4.1964) have the highest impact followed by Accounting and tax requirements. (4.0536)

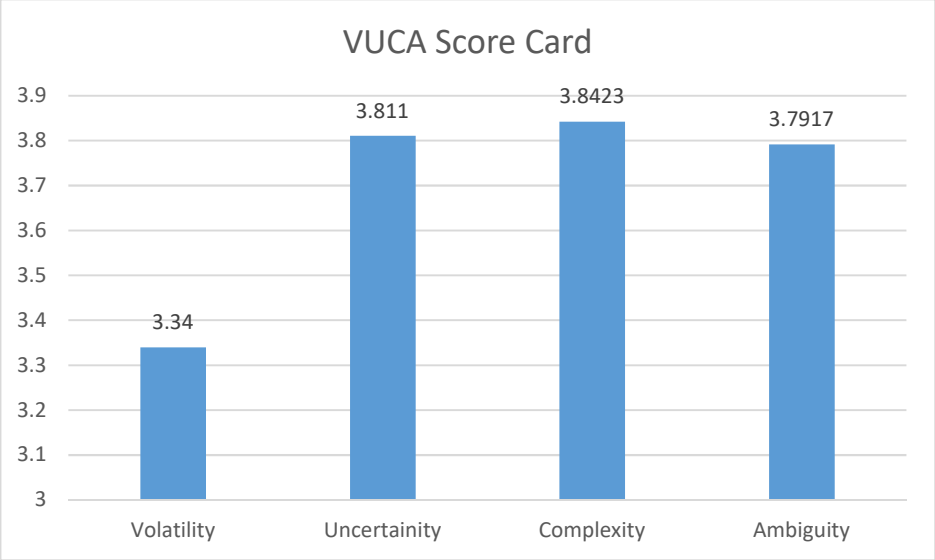


**Fig 5 Grand Mean score of VUCA Constructs**

Grand Means were calculated on the four constructs to identify the sequential existence of each. The result showed that complexity has the highest grand mean followed by uncertainty, ambiguity and volatility, respectively.

**Finding and Recommendation**

Navigating a VUCA (Volatile, Uncertain, Complex, Ambiguous) world, particularly in the context of complex regulatory and political environments combined with a lack of governance, can be challenging. Hence industry must promote the adoption of agile practices to swiftly respond to regulatory and political swings. This approach emphasizes ongoing planning, regular reassessments, and maintaining a strong focus on delivering value.

Addressing the challenges posed by changing consumer demographics, shifting purchasing patterns, and the difficulty in risk planning within an Uncertain world requires strategic foresight and adaptability. To overcome this challenge the industry must focus on advance analytic and market research and go for segmented marketing strategies. Also, the industry must Create risk

models that are flexible and can accommodate changing consumer behaviors and market conditions.

When political instability and disruptive technologies are key factors contributing to a Complex environment, organizations must adopt proactive and adaptive strategies to navigate these challenges through tracking political developments, understanding regulatory changes, and evaluating potential impacts on operations and to keep a close eye on emerging technologies and disruptive innovations that could impact your industry. This involves staying updated on technological trends, investing in research, and engaging with tech communities to anticipate changes.

When workforce dynamics and accounting and tax requirements are key factors contributing to a, Ambiguous environment, organizations need to implement strategies that address the complexities of managing people, finances, and regulatory compliance. The industry has to focus on providing training and support systems to help employees cope with the stress often accompany a VUCA environment.Also Maintain open lines of communication with tax authorities to stay informed about upcoming changes and to clarify any uncertainties. This can help prevent compliance issues and reduce the risk of penalties.

**Conclusion**

This research explored employee perceptions of corporate resilience in the context of a VUCA (Volatile, Uncertain, Complex, Ambiguous) world, with a particular focus on the dental industry. The findings reveal that employees recognize the critical importance of resilience as a key factor in navigating the uncertainties and challenges inherent in the rapidly changing environment of the dental sector. Employee perceptions underscore the multifaceted nature of corporate resilience in the dental industry. Resilience is not merely a reactive measure but a proactive, strategic approach that involves leadership, innovation, workforce adaptability, and a commitment to employee well-being. For dental organizations to thrive in a VUCA world, they must foster a culture of resilience that empowers employees, embraces change, and leverages technological advancements. By doing so, they can not only survive but also flourish in the face of ongoing challenges and uncertainties.

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