

Emerging Human Resource Challenges In 21st Century

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Abstract

This research examines the management of human resources in the 21st century, focusing on the emerging challenges that exist as well as the potential solutions to these problems. Everything has been significantly altered as a result of technological advancements, including the methods of manufacturing, the process of recruiting, the training procedures, and new equipment, among other things. It is now the responsibility of HR staff to collaborate on their respective tasks, which are outlined below, in order to achieve optimal management of the workforce. In these pieces of paper, we have highlighted the most important concerns and obstacles that the organization is now facing in today's world. In order to overcome these concerns and obstacles, HR managers will need to construct a standard framework that enables the management of a variety of workforce choices. In this manner, the company is able to preserve its advantages over its competitors. At the very end of this piece of writing, recommendations and conclusions are presented.

Key Words: Globalization, Human Resources, Automation, Generation

I. INTRODUCTION

Companies that have the aspiration of maintaining their competitive edge in the present as well as in the future need a workforce of individuals that is well prepared with the most current methods and technology in order to meet the changes and oncoming challenges of the 21st century. Today's enterprises are tasked with meeting an overwhelming number of requirements. A few of them include the acceleration of globalization, intensifying competitiveness, frequent shifts in technological capabilities, unique organizational structures, new organizational alliances, shifting demographics, and different approaches to work, amongst other things. There is a significant amount of pressure being placed on the companies of today as a result of all of these changes, and the HR function in particular has a very important role to play in order to assist with and navigate through evolutions. As a result, human resources has to improve both its perceived value and its actual value. One of the aspects of management that has been subjected to extensive structural shifts since the turn of the century is human resource management (HRM). The responsibilities of HRM managers are evolving, and they are moving away from focusing just on the resolution of individual problems and instead turning their attention to the formulation and execution of intricate organizational plans.

II. HUMAN RESOURCE MANAGEMENT

According to Zorlu (2009), human resource management is a multidisciplinary function that represents assumptions from a variety of domains, including management, psychology, sociology, and economics. An efficient human resource management system strives to get remarkable outcomes from everyday employees. In addition to ensuring that the correct individual is hired for the right position at the

At the right time, HRM is also responsible for ensuring that workers are motivated, satisfied, trained, have opportunities for long-term growth, and are retained (Chuler & Walker, 1990). According to Dowling and Welch (2004), the purpose of this job is to ensure that all employees are following the rules and regulations of the company using both direct and indirect methods. It is essential to stay current not just with changes in the natural environment but also with movements in the technological landscape. According to Andersen, Cooper, and Andersen et al. (2007), one of the most difficult difficulties that HR people have in the modern day is the task of developing workers in a manner that is in compliance with global environmental elements as well as the worldwide marketplace.

According to Golden & Ramanujam (1985), HR is no longer only restricted to playing a supporting role in the operation of a company; rather, it is actively taking the initiative in establishing a strategic and competitive advantage by participating in the process of making strategic choices. (Chuler & Walker, 1990) elucidate that the integration of HR with companies necessitates a brand-new paradigm for the management of people inside an organization. It also emphasizes that HR provides answers for many complex challenges that are relevant to the

success of the company.

According to Woong & Snell (2003), the human resource management strategy of the 21st century is to leverage the knowledge and skills of people in a way that is efficient and successful to fulfill the organization's objectives. Similarly, Morris (2004) focused on the need to focus the efforts of human resources (HR) on the advantages and concerns of workers since people play an essential part in the success of an organization.

According to Robinsons (2005), modern businesses are confronted with the difficulties that come with operating in a constantly changing environment. This environment compels businesses to embrace recent developments and make an effort to maximize profits. In this day and age, businesses are confronted with a variety of obstacles regarding human resources in the 21st century. These concerns include the use of advancements in technology, globalization, daily developments, unstable political and economic circumstances, and ethical and ecological problems (Theunissen, 2007).

One of the most difficult difficulties that we face in this day and age is change management. Any company that wants to thrive and continue existing must first learn to adapt to both internal and external changes in its environment. As a result, human resources (HR), along with other significant business units within a company, are obliged to take the initiative to ensure that they are able to maintain the appropriate pace (Ulrich, 1997).

Globalization is a phenomenon that can trace its origins all the way back to the early 1980s, despite the fact that it has only lately picked up speed. The idea that the whole globe functions as a single marketplace where it is essential to treat individuals of many cultural backgrounds in an ethical manner is synonymous with globalization. As a result of globalization, many businesses have found it easier to extend their operations internationally, which boosts the value of national revenue. It is the consolidation of commercial activities that transcends geographical constraints (Morris, 2004). According to Johri (2014), in order for human resources departments to be able to meet the changing demands of the 21st century, they will need to move away from the old method and toward a strategic approach.

III. EMERGING HR CHALLENGES IN 21ST CENTURY

Planning for human resources should be considered one of the most important responsibilities of HR managers. The human resources operations of companies in the 21st century have shifted from being "behind the scenes" to being a significant differentiator in enterprises. This change occurred as a result of the shift. In the 21st century, particularly in the wake of globalization, the functions of HR have expanded into new realms. The administration of human resources is a challenging occupation that calls for very specific skill sets. Because of the growth, there were many layoffs; many people lost their jobs, which placed a lot of pressure

on the organization's management to reevaluate its processes and plans (Zorlu, 2009). During the last few years, several transformations have taken place, such as the rise in layoffs. The following is a discussion on some of the issues that human resources (HR) is now facing. These challenges were found after examining relevant literature.

1. Recruitment & selection

According to Miller and Cardy (2000), the primary responsibility of human resources (HR) is to identify individuals who possess the necessary skills for the development of a business. How well recruiting and selection processes work will have a significant impact on the caliber of employees they bring on board. However, this process of recruiting and selection does not always go without hiccups and is met with a great deal of difficulty as a result of globalization, which has enabled businesses to invest in other countries. The expense of advertising job openings is an example of a concrete challenge that may arise throughout the process. An example of an intangible challenge is a communication breakdown between recruiters and hiring managers. I am aware that every individual is unique in their own way; even the members of the hiring committee themselves will base their judgments on their own perceptions since they are shaped by their own set of morals, convictions, and perspectives on society. As a result, it is challenging to eliminate the potential of favoritism (Theunissen, 2007). The human resources departments of both big corporations and smaller local businesses are having a tough time right now. Both categories of businesses are having a difficult time locating individuals who meet their requirements. It is of the utmost importance for managers in the 21st century to widen their perspective when it comes to assessing individuals on the basis of their origin, culture, values, ethnicity, and background in order to choose the cream of the crop when it comes to brilliant people out of the overall pool.

2. Career development & growth

Employee career advancement activities are measures performed by employers and workers to hone their knowledge and stay current with the most recent innovations in their fields. Many advances and advancements in technology have been brought about as a result of globalization. Innovation is the most important factor in the continued success of any company. By offering top employees the chance to advance their careers inside the company, businesses may prevent such employees from looking for better possibilities elsewhere. It is of the utmost importance to provide employees with training and development opportunities so that they are able to adapt to the many developments and changes that will be coming their way. These days, training shouldn't only be focused on teaching workers a certain set of skills or body of information; rather, it should be geared toward the total development of employees as well as the advancement of their careers. The training shouldn't be done just for the sake of doing it; one also has to be exceedingly aware of the substance of the training program that they are participating in.

3. Promoting organization culture & heterogeneous workforce

A broad range of workforce is becoming more common in today's businesses, which is generally seen as a good thing since it will lead to the development of new products and concepts. Nevertheless, it may be difficult to manage a culture in which individuals have different worldviews and to effectively communicate the need for upholding cultural norms. Because the culture of any given workplace is the organization's foundation, HR managers actually do need to spend a lot of effort building a productive culture for their organizations. According to Williams (2003), in order for human resource managers to be successful in the 21st century, their organizations' cultures need to be adaptable enough to accommodate mergers and acquisitions.

4. Conflict management and resolution

There are two sides to each disagreement: one that tends to be productive and is known as conflict that is constructive, and another that is harmful and is known as destructive conflict. The managers of today need to have enough training to cope with both interpersonal and organizational problems. The 21st century has brought with it a high degree of competitiveness, long working hours, stress to meet objectives, and other factors that are known to cause stress and disputes among organizational personnel. The managers of HR need to come up with strategies for resolving conflicts in a timely manner. They are obligated to serve as mediators and must react quickly to the issue in order to prevent it from escalating to the point where it causes significant harm to a company. In order to effectively resolve conflicts, the HR manager has to have strong communication skills, since open and honest communication is one of the most important factors to consider. Sometimes it is required of HR managers to provide clarification on a specific code of conduct to employees in order to address employee complaints, and occasionally it is expected of them to serve as a liaison between employers and labor unions in order to mediate the disagreement that exists between the parties.

5. Business ethics and values

Any supervisor's job duties should include giving high priority to the principles of moral and ethical conduct in the workplace. Because of recent changes in workplace culture, strategy, and organizational structure, it is now more important than ever to have a set of values and ethics in place, since these are the factors that will determine an organization's capacity to remain competitive in the global market over the course of a longer period of time. Because it works so closely with the company's workforce, the Human Resources department (HR) is inevitably going to face a wide variety of ethical problems and obstacles. The human resources department is exposed to a great deal of unethical risk, which, over the course of time, might endanger both the company's image and its capacity to remain financially viable.

6. Strategies for motivation & retention

In today's job market, where there is no scarcity of possibilities, it has turned into a significant obstacle to prevent individuals from seeking new places to work since there is no shortage of chances. It has been observed that firms have opened doors to recruiting around the globe; thus, it is vital for HR managers to establish better rules in order to retain existing employees. We are aware of the fact that every single human being is unique, and because of this, companies need a variety of strategies to deploy in order to inspire and retain their best employees. There is a growing consensus that monetary bonuses are no longer an effective method for keeping employees. According to Henson (2007), in order for a business to be successful in lowering its employee turnover rate, it is necessary to use innovative and cutting-edge approaches to employee satisfaction.

7. Flexible work hours

As we progressed into the 21st century, time became more flexible, which presents a significant problem for human resource managers. People now choose to work from the comfort of their own homes for a variety of reasons, including the rapid development of various technologies. The internet has made possible the creation of a virtual world and a market that is open around the clock. Although flexible work arrangements offer a great number of advantages, at the same time, they are likely to raise the amount of stress that is placed on management and the workforce (Anderson, 2002). In the twenty-first century, managers must deal with this stress effectively. Because of the flexible work arrangements, HR professionals need to check on a regular basis the achievements in the different projects as well as the difficulties encountered over the time period. This might be helpful in the future when it comes to taking better steps regarding flexible work arrangements.

8. Striking work life balance

This idea is receiving a great deal of consideration in modern times. Because of the intense rivalry in the market, the amount of work that has to be done is steadily growing. This contributes to a wide range of health issues as well as a high level of stress among the workforce. The manager is accountable for drawing a clear demarcation between the activities that take place at work and those that take place outside of work. People often leave their professions because they are unable to achieve a satisfactory equilibrium between the demands of their personal lives and those of their careers. As a result, the manager has the responsibility of working to prevent situations like this from occurring and of assisting workers in striking the appropriate balance between their personal and professional lives (Kossek, 1998).

9. Managing 5 R's

The 5 R's have become ever more important to the success of any firm in this century due to the shifting roles that HR managers are expected to play. These days, managers are expected to pay special attention to all of these "R's," which stand for "resourcing," "recruiting the right talent," "retaining the talent," and "retraining" and "restructuring," respectively.

10. Industrial relations

Industrial relations are one of the most significant and difficult challenges faced by today's contemporary industrial civilization. According to Argyris & Schon (1977), growth in any industry is almost impossible to achieve without the collaboration and harmonious relationships of the workforce. As a result, it is in the best interest of HR managers to cultivate and sustain positive working relationships between workers (employees) and management (employers).

IV. GENERATION GAPS

These days, companies have personnel from a wide range of generations and age groups because they hire people from all over the world. Baby Boomers I, Gen Xers, Millennials, and Gen Zers are the names given to these generations, respectively. See Picture 1.



Picture 1: Generations [Hobson Associate, 2016].

According to Zemke (2013), describe the time during which baby boomers were born and grew up as being one that was marked by economic prosperity and stability. The fundamental perspective was one of optimism. The author goes on to say that these children were wanted children and that they had a secure and sheltered upbringing inside a household that consisted of a father who worked outside the home and a mother who stayed at home. (Zemke, 2013)

Both men and women were expected to fulfill the conventional duties assigned to them, and children were raised with an emphasis on the traditional values of the family.

They maintain a positive attitude and work for the achievement of personal satisfaction, both for themselves and for others around them. The majority of people who represent this generation have a fundamental notion that this generation should continue to develop and spread its influence. Glass (2007) goes on to explain that because of the high birth rates, individuals of this generation had to learn early on how to engage with their colleagues in groups and were used to a high degree of agreement and compromise. This was because this generation had to develop the ability to communicate with their colleagues in groups due to the high birth rates. As a consequence of these qualities, members of this age cohort often play a position that is comparable to that of a mediator between the different generations.

Generation X consists of people who were born between the years 1965 and 1976, as stated by Huang-Chun and Miller (2003). This generation is sometimes referred to as the Xers. The 1970s and 1980s were the decades during which this generation spent the majority of their childhood and adolescence. According to Osterte (2008), on page 26, some of those born later are still considered to be in their early 90s. According to Arsenault (2004), the major historical occurrences that had the biggest influence on the majority of individuals born during this generation were things like the collapse of the Berlin Wall, the Watergate affair, and the Chernobyl tragedy.

According to Oertel (2008), members of Generation X are entrepreneurial and fiercely independent. The vast majority of them have also obtained technical competence, are creative, and exhibit some measure of skepticism. According to Oster (2008), Generation X is incapable of being impressed by authoritative persons or authorities, and this generation is less system-compliant than earlier generations were. According to Salahuddin (2010), a typical representative of this age cohort views their work as a method of guaranteeing their material quality of living as well as their development in life. In addition to that, their flexibility, inventiveness, and independence are three characteristics that describe their working spirit. In addition, Klaffke (2014) highlights the fact that it is said that this generation is known to have a gloomy outlook, a propensity to be self-centered, and a greater degree of personal responsibility in comparison to the generations who came before them.

Individuals who were born between the years 1980 and 1995 are included in Mangelsdorf's (2019) definition of Generation Y, which is also often referred to as Millennials. On the other hand, it is very unlikely that there will ever be a clear and consistent definition of Generation Y (Parment, 2013). This is due to the fact that in the literature that currently exists, some of the qualities given to the generation contradict each other (Schulenburg, 2016, page 9). According to Pospolit and Weiher (2015), the key distinguishing feature of this generation is the

continuous questioning of purportedly well-established customs, regulations, and institutions. This is the fundamental defining trait of this generation.

(Pospolit & Weiher, 2016) The condition of affluence has been the dominant social force during Gen Y's formative years. According to Parment (2013), the advent of digital technology and increased globalization have made the globe a more understandable place for the current generation. The opportunities for communication are consistently made available, and the variety of alternatives available to consumers has substantially expanded. In addition, Hurrelmann & Albrecht (2014) state that individuality is a defining trait of society, which is a contributing factor to the receptivity of Generation Y to novel, personalized life choices.

(Hurrelmann & Albrecht, 2014) claim that this generation is motivated to learn since most of them received high-quality education and that personal growth is important in the workplace. The author adds that this generation views continually evolving knowledge as appealing to employers (Hurrelmann & Albrecht, 2014). This generation values work-life balance higher than Generation X. Thus, Hurrelmann & Albrecht (2014) state that this working group seldom sacrifices itself for a job.

Each generation is formed by its own youth environment and influences. Much of Generation Z is still developing physically and mentally, so they are imprinting. Due to the modest birth year gap between late Gen Y and early Gen Z, their imprints are similar. (Scholz, 2014), says worldwide "financial and economic crises" influence Generation Z. The financial crisis in the American mortgage sector alone caused massive unemployment and insolvent nations in Europe. Scholz (2014) adds that Gen Z was exposed to economic volatility at an early age, notably regarding secure employment, steady earnings, and equitable pensions. They have also seen older generations sacrifice for professions and be betrayed by firms in crises. Generation Z understands employers and politicians are untrustworthy, according to Scholz (2014).

As was said before, Generations Y and Z are considered "digital natives" due to their upbringing in a digital environment. Nevertheless, Generation Z is the first generation to be born into a world that is completely dominated by digital technology. This has an effect on how individuals think, how they behave, how they communicate information, and how they perceive things (Francis & Hoefel, 2018). According to Mangelsdorf (2019), even though Generation Z has access to a wide variety of technologies, they only employ a select few applications of such technologies.

(Scholz, 2014) claims that Gen Zers prefer regulated workplaces and working hours over open-plan offices and time flexibility. Instead, they demand enough time and flexibility as needed. Since this generation prioritizes their well-being, they seldom care about their employers and reject managerial roles (Scholz, 2014). Additionally, they don't want to jeopardize harmony and contentment. They continually strive; therefore, most of this age value

work enjoyment above professional accomplishment (Scholz, 2014). Companies face a major hurdle from Gen Z's diversified job needs. They must meet this generation's requirements since they are vital to the future as customers and workers.

Table 1: Specifics and traits of each generation

	Babyboomers	X – gen	Y – gen	Z - gen
Incentive and motivation	Promotion, opportunity, new paths and fixed workplace.	Status, materialism	Individual freedom of movement, competition, self-realization.	Non commitment, freedom, immediate remuneration.
Performance and evaluative	Fact based, based on previous experience.	Future oriented, active participation, goal – setting, career planning.	Future – oriented, direct feedback, talent management	Own limits are not recognized, self-confident, values are slightly distorted.
Training and learning development	Traditional educational trainings, experience.	Shorter learning time, flexible, interactive	Rapid, independent, IT oriented, just in time.	Based on interests, informal learning.
Conflict management	Avoids or deals with it	Able to compromise	Opposes and proves to be correct.	Provokes conflict, aggressiveness.
Work ethic	Determined career path, expectation, meetings and promotions.	Focused on results, corporate aims, productivity	Personal results are important, self – fulfilment	Secure job, meet parent's expectations, job has to be fulfilling.

Source: [Mangelsdorf, 2019] ,; (Oertel, 2008)

To conclude this subchapter, demographic structural dynamics and their effects on generational behavior and role modeling are important. This demographic shift has major effects on the labor economy, which must adjust to new conditions.

V. WORK FUTURE IN HUMAN RESOURCE MANAGEMENT

(Lepak & Snell, 1998) and (Vial, 2019) claim that digitalization is a key aspect of a digital business environment that is based on the use of data. Analyzing a wide variety of sources allowed for the identification of a number of aspects of this process that are multidimensional in their structure and consequences. According to Stohmeier (2020), HRM would experience major changes because of ongoing technological development, which nowadays is very rapid.

Stroff and Bowen (2004) and Bondarouk et al. (2017) say that digital HRM efficacy is a quality of digitalization that measures how well digital practices are integrated into the core operations of the company, how well they are used to complete daily tasks, and the "strength" of digital tools. This effectiveness is measured in terms of how well digital tools can do normal chores. For instance, a business may only digitize one facet of its people management system but still see a considerable increase in its "rent" as a result of its adoption of the appropriate technology.

Apparently, data analytics will become more important to the strategic decision-making process within HR departments. The application of predictive analytics may be beneficial in a number of areas, including talent acquisition, workforce planning, and employee retention (Bondarouk et al., 2017).

Yet it is highly important to focus on the development of a satisfying experience for workers. This encompasses aspects like having a healthy balance between work and personal life, having flexible working arrangements, and having assistance for mental health. Another aspect that comes into place is the recent pandemic, which caused all the workers to perform remotely (Zhao et al., 2020).

In order to effectively manage a workforce that is geographically scattered, HRM will need to undergo significant transformations, particularly in the areas of performance assessment, communication, and the provision of technological assistance (Zhao et al., 2020).

Because of the quick pace of technological innovation, continuous education and the acquisition of new skills will be absolutely necessary. HRM will need to be able to assist and support activities pertaining to continuous learning (Bondarouk et al., 2017).

VI. WORK THAT WILL DISAPPEAR

According to Frey & Osborne (2017) who examined 702 detailed occupations in the USA and concluded that around 47% of US employment is at-risk, Fast-food chains are the ones who started implementing automation and plan to replace labor due to operational expenses. The AI-driven kitchen helpers could be seen in the USA (Frey & Osborne, 2017).

There are, however, many job positions that could be replaced within the next 20 years (Frey & Osborne, 2017), such as:

Cashiers: the use of human cashiers is becoming less necessary as self-service check-out terminals and automated payment kiosks become more commonplace.

Tellers at banks Automated Teller Machines (ATMs) and internet banking have reduced the necessity for human tellers in some capabilities. The necessity for human tellers at banks has decreased thanks to ATMs and internet banking.

Drivers (with the emergence of autonomous cars): As the technology behind driverless

vehicles progresses, there is a possibility that there may be a decreased need for certain sorts of driving occupations.

The use of physical labor is becoming less necessary in some farming operations because of the rise of agricultural automation. This technology, which includes self-driving tractors and robotic harvesters, is also known as "warm workers."

VII. CONCLUSION

HR managers play a pivotal role in modern organizations, with HR operations evolving into a crucial differentiator. The challenges they face encompass various aspects, including recruitment and selection, career development, and conflict resolution. Adapting to a diverse workforce, promoting organizational culture, and upholding ethical values are also key concerns. Additionally, strategies for motivation, retention, and striking a work-life balance have gained prominence in today's job market. Flexibility in work hours and managing industrial relations are critical for navigating the complexities of the 21st-century workplace. Recognizing and effectively addressing these challenges is paramount for HR managers to drive organizational success.

Understanding generational differences is also vital for HR managers. Baby Boomers value traditional roles, while Generation X is known for independence and technical proficiency. Millennials prioritize personal growth and work-life balance, and Generation Z, raised in a digital age, seeks balance and well-being in their work. Adapting to these generational nuances is essential for organizations aiming to attract and retain top talent.

The future of work in human resource management (HRM) is poised for significant transformation, driven by rapid technological advancements and digitalization. This shift, as noted by various experts, underscores the increasing importance of data analytics in HR decision-making processes. Predictive analytics is anticipated to play a crucial role in areas like talent acquisition, workforce planning, and employee retention. Moreover, the focus on creating a positive work experience for employees, especially in light of the recent pandemic-induced shift to remote work, highlights the need for HRM to adapt and provide support for mental health, flexible work arrangements, and work-life balance.

In parallel, the changing landscape of work also brings about the likelihood of certain job positions becoming automated or experiencing shifts. According to Frey and Osborne's analysis, a significant portion of employment in the USA faces potential automation, particularly in occupations like cashiers, bank tellers, and certain driving roles, due to advancements in technology. The agricultural sector is also witnessing a reduction in the need for manual labor, thanks to the implementation of automated farming technologies. This evolving scenario underscores the necessity for continuous learning and skill acquisition,

emphasizing HRM's role in facilitating ongoing education for the workforce. As technology continues to progress, HRM will play a critical role in adapting to and supporting the changing nature of work.

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