





Human Resource Management: Trends & Practices for the 21st Century

Tabarourt allel* 	Leboukh fatma 
yata1412@gmail.com	leboukhfatima2020@gmail.com
University of Boumerdes (Algeria)	Ecole Nationale Supérieure de Management Kolea (Algeria)

Submitted:13/10/2024

Accepted:19/12/2024

Published:19/12/2024

Abstract:

Human Resource Management (HRM) plays a crucial role in adapting to evolving trends and practices to effectively address the challenges of the 21st century. The purpose of this study was to identify and describe current trends in HRM, and to examine the practices and challenges faced in human resource management.

The research results show that Human Resources (HR) has undergone significant transformation in the 21st century due to the advancement of digitalization and automation, Human Resource Outsourcing, Talent Retention, Remote working, Shift from Administrative to Strategic and proactive Role, and the finding show also that the changes in Human Resource Management (HR) in the 21st century share several common themes in Emphasis on People-Centric Approaches such as Work-life balance, Employee wellbeing, employee experience.

Key words: Human Resource Management, Digitization, Human Resource Outsourcing, Talent Retention, Remote Working, Employee Experience.

JEL Classification Codes: J24, M12, O15.

* Corresponding author

International journal of economic performance/ © 2024 The Authors. Published by the University of Boumerdes, Algeria.
This is an open access article under the CC BY license (<http://creativecommons.org/licenses/by/4.0/>)

1-Introduction:

Each business is comprised of individuals, and its HR department is crucial. Without human resources, an organization is nothing. The human resource (HR) department is one of the fundamental units of an organization or company. It is responsible for almost every aspect of an employee's life in an organization. HRM is now, more than ever, seen as essential to an organization's survival and success. In the rapidly evolving landscape of modern organizations, Human Resource Management (HRM) serves as a crucial element for success.

The significance of HR has reached unprecedented levels for an organization's success during these unstable and unpredictable times. As the world recovers from the COVID-19 pandemic and encounters additional emerging challenges—such as soaring inflation, widespread job cuts, geopolitical conflicts, disrupted supply chains, acute talent shortages, and industrial changes resulting in mixed outcomes for organizations—the cost of living is escalating. Nowadays, employees are seeking work that offers a sense of purpose and a commitment to equality, diversity, and inclusion. These changes have reshaped the global talent landscape, prompting HR professionals to modify their talent strategies to adapt to shifting expectations.

HR departments will play a pivotal role in driving necessary changes. They must address the challenges of attracting and maintaining a skilled workforce. In 2021, HR cemented its strategic role in organizational decision-making, which was vital for helping companies navigate the COVID-19 pandemic and sustain their operations. However, in 2022 (Academy to Innovate HR, 2022), HR must take it a step further by exploring new business domains to assist leaders in confronting increasingly complex challenges. Essentially, HR needs to stretch the boundaries of what is achievable to provide even more positive impact, as the changing landscape and business demands require such evolution. A crucial lesson from the past two years is that change is ongoing rather than episodic. With the swift transition to remote work, the Great Resignation, and ongoing talent shortages, change is here to stay. Forward-thinking HR professionals are already anticipating and preparing for emerging challenges to remain ahead of the game.

- **General problematic and partial problematic:**

We formulated our problem we would like to approach in course of our research:

- How can human resource management (HRM) adapt to emerging trends and practices to address the challenges of the 21st century?

The article addresses the following research questions:

- How has HR changed in the 21st century?
- What do these changes have in common?
- **General hypothesis and partial hypothesis:**

Significant changes have been hypothesized in two areas:

- Hypothesis (1): In the 21st century, the role of Human Resources (HR) has evolved to become more strategic and proactive in managing human capital.
- Hypothesis (2): The widespread proliferation of digitization will be the main driver of these changes.
- **Objectives and importance of the study:**

This study aimed to achieve several objectives:

- To highlight current trends in human resource management.
- To investigate the latest emerging trends and the future direction of HRM.
- **Methodology applied:**

This study is generally adopted by the researcher in investigating his research problem, along with the logic behind it. It is necessary for the researcher to understand not only research methods and techniques but also the overall methodology. The researcher aims to explore the current trends in HR practices to identify ways to enhance these practices and systems under investigation, in order to meet future challenges. The data is sourced from literature, annual reports, manuals, journals, internet sources, newspapers, articles, and internationally published magazines.

2- Description and Discussion:

From the present study it is interpreted that HRM has evolved over the years and had to adapt to new trends that has emerged in the recent past. it has been discussed about the various aspects that has added to the credentials of HRM and helped to interpret dimensions of the emerging trends. The following are some of the recent trends and challenges:

2-1-Digitization and automation:

The advancement of digitalization and robotics has given rise to Industry 4.0 in the manufacturing sector. This trend is marked by the integration of physical and cyber environments through the application of digital technologies. The adoption of tools such as artificial intelligence (AI), cyber-physical systems, big data, and cloud computing has led to disruptive changes in the workforce, representing a socio-technical revolution. Despite the significant transformation these technologies bring to work processes, successful digital transformation necessitates essential human skills to ensure effective usability and efficiency in applying these technologies. Therefore, the labor market must evolve to meet these new demands, as the growing intelligence of technological systems and the production of complex data require a more skilled workforce capable of making informed decisions across various domains (Da Silva et al., 2022). The fourth industrial revolution has made it essential for industries to utilize ICT. The use of technology has been instrumental in improving productivity, and technological advancements have been spreading across all sectors of the economy. This is why the current era is often referred to as the "Digital Era." Digitalization has not only influenced production and manufacturing but has also spread across all departments, including finance, marketing, and HR. However, digitalization has also brought new challenges, prompting changes to traditional HRM practices. The way HR handles data and information has transformed significantly. Key HR functions, such as recruitment and selection, HR planning, and performance appraisals, have been digitized to provide better services to

stakeholders. The digitalization of HR information systems results in time savings, and it is a long-term process that is reshaping HR practices.

2-2-Human Resource Outsourcing:

Traditionally, almost all human resource (HR) activities were performed in-house, with many HR staff responsible for a broad range of administrative and strategic HR functions. Today, internal HR teams can focus on strategy and change by outsourcing transactional HR activities. Cumulative pressure on cost-saving has further driven the use of human resource outsourcing (HRO), leading to many HR activities being outsourced to external HRO service providers. Recently, Malaysia has positioned itself as one of the prominent outsourcing destinations in the Asia-Pacific region, ranked as the third most preferred outsourcing destination after India and China. With 340 outsourcing and shared services centres employing 82,000 people, the industry accounts for 16 percent of Malaysia's GDP (Siew-Chena, 2016). Driven by the race to increase business competitiveness, organizations are striving to become leaner and more efficient. All business units, including HR, are under pressure to cut costs and deliver more value. One way to achieve this is through outsourcing, a tool that can boost HR productivity by eliminating low-value, yet time-consuming, activities. Outsourcing for cost savings is typically governed by the theory of transaction cost economics (TCE), since the decision is influenced by the relative efficiency and costs associated with each transaction. On the other hand, outsourcing to acquire resources is usually based on the resource-based view (RBV). This theory suggests that core HR activities should be retained in-house, while non-core activities should be outsourced (Siew-Chena,2016).

2-3- "The Great Resignation" and "Quiet Quitting"

Recent trends, including "The Great Resignation" and "Quiet Quitting," coupled with the shift to hybrid working, have led organizations to increasingly recognize the strategic significance of enhancing the employee experience. In the United States, "The Great Resignation" unfolded in 2021, with a record 4.4 million American

workers resigning in September, marking the highest recorded surge in employee departures (Tessema et al., 2022).

Similarly, the “Great Resignation” has also impacted companies in the Asia-Pacific (APAC) region (Organisations in Asia-Pacific, 2024) over the past two years, as many employees have opted to change jobs or explore different career paths (Michael Page, 2022). This trend underscores the necessity for human resource (HR) managers to grasp these changes and formulate new HR strategies to effectively address and mitigate the wave of employee resignations (Tessema et al., 2022).

2-4-Talent Retention:

The challenges of retaining employees and competing for fresh talent have intensified, particularly in markets on the brink of recession. As highlighted in the CIPD’s People Profession 2022 global survey, the foremost concern for HR professionals worldwide was talent acquisition and retention. In the UK, 60% of employers experienced increased difficulty in retaining employees in 2022 compared to the previous year, while 58% considered the recruitment of senior and highly skilled roles as the most demanding task. In response to recruitment challenges and the need to boost retention, companies are offering improved compensation packages and emphasizing the development of internal talent. Employees have also been reassessing their work priorities, with 65% in the Asia-Pacific (APAC) region placing greater importance on work-life balance and well-being than on salary increases or promotion prospects.

The CIPD’s global report pointed out that the most significant driver of organizational change has been the rising demand for flexible and hybrid work arrangements (Leng Kwok, 2020). Other studies indicated that over 50% of the global workforce would consider resigning if flexibility and remote work options were not provided. The way we work has fundamentally changed, and for many people, remote or flexible working has shifted from a “nice to have” to a “must-have.” Research shows that 44% of UK job candidates now refuse roles that do not offer some form of remote working. Another survey revealed that 54% of workers worldwide

would consider leaving their current job if their employers do not offer more flexibility post-pandemic (Instant Group, 2021).

In the UK, many employers have turned to increased workplace flexibility as a recruitment tactic, with 68% of those offering hybrid or remote work options reporting improvements in attracting and retaining talent (Kelly, 2022). However, some companies are experiencing challenges in retaining staff, as employees are now exploring more competitive external opportunities after being restricted in their job changes during the pandemic. With widespread layoffs in multiple industries, keeping remaining employees motivated and attracting new hires has become more difficult. Traditional retention strategies, such as higher pay and greater job security, are not practical in certain sectors, necessitating more innovative, long-term approaches. Leaders are implementing measures such as career development frameworks, holding more regular individual career discussions, and strengthening the employee value proposition by offering greater workplace flexibility. (Leng Kwok, 2020).

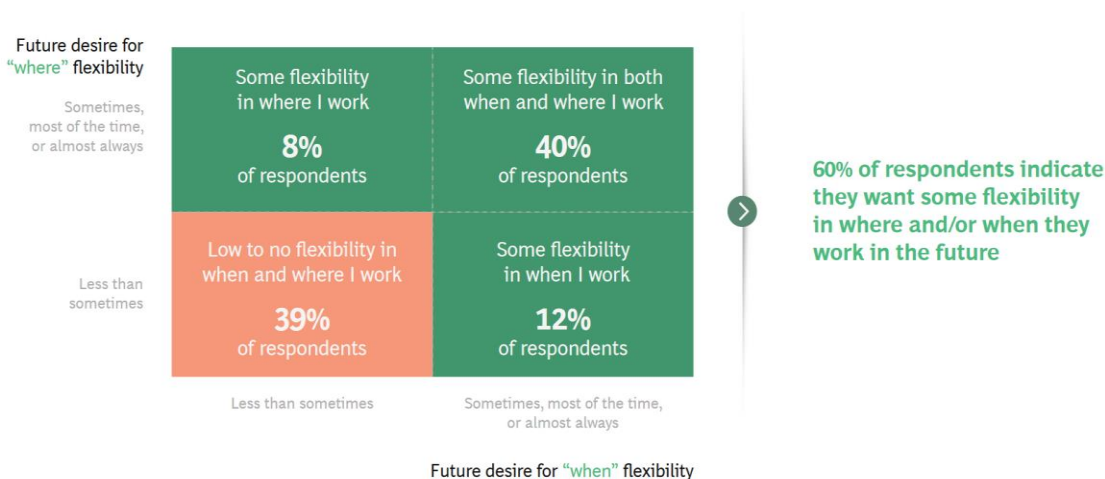
2-5-Remote working:

Nowadays, organizations are operating in a “boundaryless world,” where work isn’t defined by traditional ‘jobs,’ the workplace is not a specific ‘place,’ and the expectations of the workforce have changed (Deloitte, 2023). The rise of remote work has increased the diversity of the talent pool. In today’s economic landscape, elements such as geopolitical tensions, inflation, changes in industries, and hybrid working arrangements are influencing different sectors in varying ways. (Leng Kwok, 2020).

COVID-19 has revealed the potential of organizations, as many successfully transitioned over 90% of their employees to remote work. Positions that were once considered incapable of being performed remotely—such as call centre agents and financial traders—were suddenly managed effectively from home. The Boston Consulting Group’s (BCG) latest “Workplace of the Future” survey indicates that a majority of organizations expect their future workforce to be considerably more remote than ever before. (Kaufman et al., 2020).

Overall, organizations anticipate that around 40% of their workforce will embrace a remote working model in the future. Furthermore, 37% of companies expect that more than 25% of employees will work in hybrid formats that combine remote and in-office arrangements. The COVID-19 pandemic has expedited the shift toward remote work; a separate study found that over 70% of respondents value digital solutions that strengthen their connections with others, and 63% believe they will rely on digital technologies more than before the pandemic, even after it ends (Przytuła et al., 2020). BCG’s recent survey of 12,000 employers revealed that the pandemic has led to an unprecedented transition of approximately 40% of employees to remote work (Dahik et al., 2020). Additionally, 60% of respondents indicated a preference for flexibility in their future work settings and schedules. (Dahik et al., 2020).

Figure (01): Future desire for “where” flexibility



Source : Dahik et al., 2020

Since March 2020, mastering the art of leading a remote team has not been straightforward. Managing a remote workforce poses challenges, with 85% of remote workers reporting interruptions during meetings due to technology problems, such as lost connections. Looking ahead to the future of remote work, remote managers hold a largely positive perspective; 87% believe that remote work is indeed the future and will become standard within the next five years (Przytuła et al., 2020). Oxford Economics forecasts that remote work will serve as a talent magnet in the coming

years and should be regarded as a long-term investment. Employers expect flexible work policies to be significantly more crucial for attracting and retaining talent than they were before the pandemic, with U.S. respondents more likely than those in other countries to state that this will be increasingly important. (Oxford Economics, 2020).

2-6-Work-life balance:

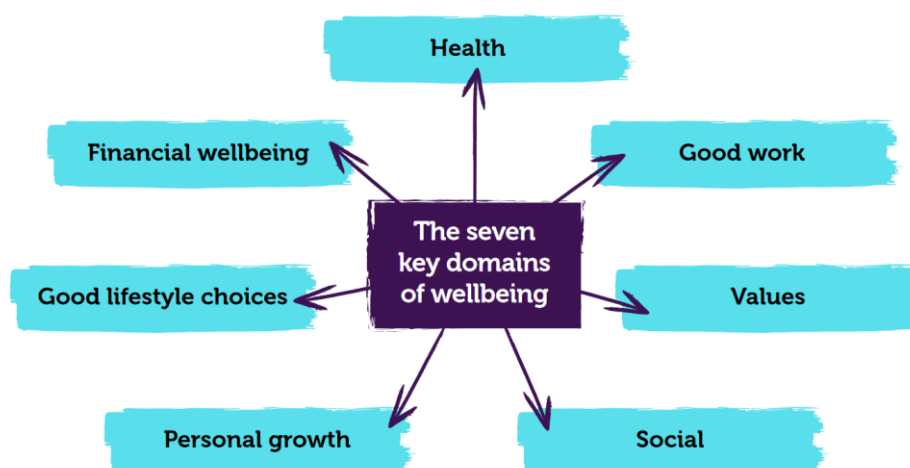
“Eight hours of work, eight hours of play, and eight hours of sleep—this is a fair day’s work for a fair day’s pay.” This phrase was chanted by stonemasons who left their job site at Melbourne University in 1856. As noted by Franklin, these skilled workers were among the first in the world to attain an eight-hour workday. The 19th-century movement advocating for a 40-hour workweek recognized the importance of allowing individuals to have lives that include work, leisure, family, and recovery, thereby shaping the modern notion of work-life balance. Originally a straightforward idea in a time when the workforce was predominantly male (Leng Kwok, 2020), employees have voiced the following perspectives in recent years: “COVID has made me realize there’s more to life than just work.” Many people, including those at senior levels, decided to resign and focus more on their personal lives. This presented a different challenge for us because it is no longer just a remuneration issue; it’s about understanding and achieving work–life balance. Employee expectations have become centered around personal needs and work–life balance.

Organizations ought to cultivate a healthy work culture that emphasizes work-life balance, encourages self-care, and rewards productivity based on results rather than the sheer number of hours worked. They can play a crucial role in enhancing employee well-being by providing wellness programs and conducting daily evaluations and modifications in response to work demands. These daily evaluations are vital for mental health and fostering a supportive work environment. Promoting breaks, vacations, and offering access to resources like counseling services can significantly enhance employees’ overall work-life balance.

2-7-Employee wellbeing:

Ensuring the mental health and well-being of people practitioners is of utmost importance. Although the pandemic has shifted employee health and well-being to the top of business priorities, the increased pressure on people teams to support staff and drive workplace transformation has often led to the neglect of their own well-being. People practitioners can model positive behaviours, such as taking their full annual leave and refraining from working when ill. Furthermore, organizations should offer more flexible work arrangements, such as job sharing and flexible hours, and adopt a comprehensive approach to well-being. The seven interrelated areas of employee well-being include: health, meaningful work, values, social connections, personal development, healthy lifestyle choices, and financial security (Leng Kwok, 2020).

Figure No. (02): The seven key domains of wellbeing



Source: May Leng Kwok, *op. cit*, p 15.

Employees are increasingly recognizing the value of benefits like paid health screenings, paid sick leave, gym memberships, and wellness programs, which significantly enhance their overall satisfaction when provided by their employers. A notable trend in the business sector is the move to offer these benefits to all employees, regardless of their tenure with the company. Generally, satisfied employees are more productive and healthier. Human resources departments are quickly recognizing that facilitating access to mental and physical health benefits serves as a compelling

motivator in the recruitment process, even when wages may not match those of competitors.

The workplace is often viewed as an employee's "second home." Providing a safe, healthy, and sanitary environment allows employees to feel comfortable consistently, which in turn boosts their productivity. Employees who voice complaints are generally less engaged, whereas those who are happy tend to be more motivated to achieve strong performance. This also fosters a positive image of the company, making employees feel valued and cared for, thereby boosting their morale (Maroof, 2018).

Ensuring employee happiness and satisfaction is a challenging endeavor, even under ideal conditions, and it becomes significantly more difficult when turnover rates are at unprecedented levels. A crucial component of an organization's long-term success is keeping employees satisfied while maintaining a low turnover ratio. As a result, it is essential for organizations to adopt effective HR practices. This not only contributes to the smooth operation of the organization but also makes economic sense, given that the costs associated with recruiting new employees are often higher than those of retaining current staff. In essence, prioritizing employee loyalty should be a fundamental objective for any organization aiming to achieve or maintain success.

Organizations ought to promote employee participation in marathons, competitions, and community initiatives to encourage a healthy lifestyle. Moreover, implementing a five-day workweek, offering transportation services, and arranging regular team-building activities—such as recognition rewards, team lunches, yoga sessions, meditation workshops, competitions, and office parties—can significantly enhance employee morale and create a positive work environment (Ibid, p. 124).

2-8-Improving the employee experience:

Employee experience (EX) is influenced by six key relational attributes that define an employee's interactions: the tasks they undertake, the work environments they inhabit, the diverse colleagues they engage with, the technology they utilize, the

organization they belong to, and their personal well-being and sense of inclusion (Deloitte, 2023).

The focus of people professionals across various markets has shifted toward enhancing the employee experience, leading to a reassessment of strategies aimed at supporting and retaining talent. The repercussions of the pandemic and the current cost-of-living crisis have increased the emphasis on well-being and the prioritization of mental health, a topic that still remains sensitive in some countries. Some companies have adjusted their compensation structures to offer more financial support, although this may not fully address the substantial increases in rental property prices in certain regions (Leng Kwok, 2023).

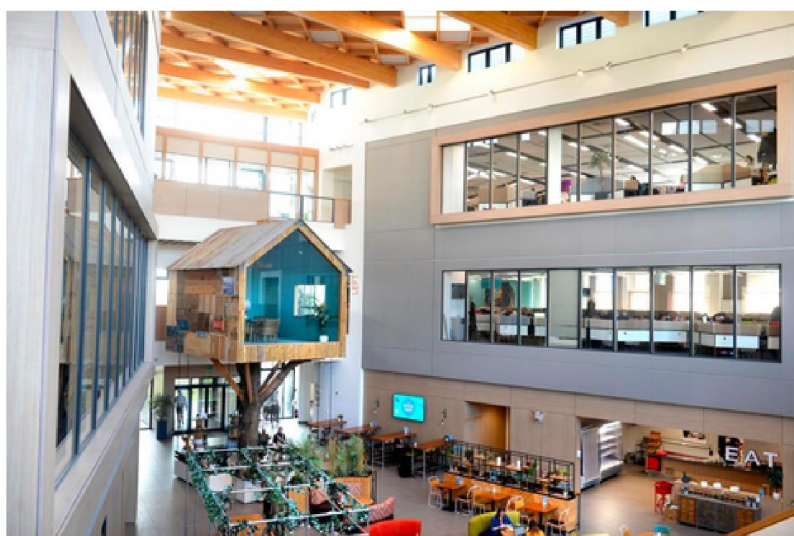
Employee experience encompasses the totality of an employee's experiences throughout their career. It is defined as the evolving mental perceptions of employees concerning their cognitive, behavioral, and emotional states, along with their social interactions within the organization and with relevant social actors, both internal (such as colleagues and managers) and external (such as suppliers and customers). These perceptions arise from various interactions that influence employees' well-being and perceived value during their experiential journeys within organizations. Notably, ninety-one percent of employers have indicated a willingness to leverage employee experience as a means of enhancing interaction. Employee experience is characterized as a continuous process, reflecting the sum of all interactions between an employee, the employer, and the organization (Meybodi et al., 2024).



Employee experience is a new type of bond between employee and employer that HR managers can cultivate by developing strategies and programs that help workers understand themselves and foster a positive employee experience (Morgan, 2017). HR actions and daily events can have a significant impact on employee experience, whether positively or negatively. Therefore, the employee experience within an organization must be designed and evaluated with the same care as the customer experience (Porkodi et al., 2024).

Employees are progressively expecting their leaders to transcend the role of traditional bosses who primarily concentrate on business outputs. They seek empathetic, transparent, accountable, and purpose-driven leaders who prioritize the well-being and development of their teams. To effectively attract and retain talent, organizations must have leaders—not just “bosses”—who can successfully navigate the balance between creating a positive employee experience and delivering business outcomes (Deloitte, 2023). Numerous companies love to create unique environments that can't be replicated at home. For example, Google has office slides, hot-air balloons, a gym, a forest, a stage for live performances, and so much more. Our very own clients, Moneypenny, have an amazing office that features a treehouse, sun terrace, and even their own Dog & Bone pub! (The Bot Platform, 2023).

Figure No. (04): Moneypenny's office in Wrexham, UK

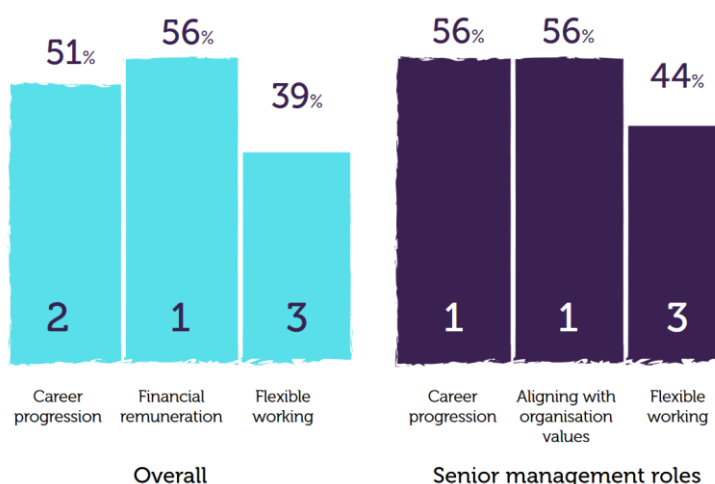


Source: The Bot Platform, op. cit, p 08.

2-9-Career development:

People professionals, encompassing a variety of roles related to human resources, highly value opportunities for learning and career advancement. Career progression is a critical consideration when selecting a job, often facilitated by support from people managers and HR leaders. Seventy-five percent of respondents expressed a desire to further their careers, with senior managers most likely to seek advancement in other organizations (CIPD, 2022). In summary, the three primary factors influencing job selection in the next three years are financial remuneration (56%), career progression (51%), and flexible working arrangements (39%) (Leng Kwok, 2023).

Figure No. (05): The top three considerations for people professionals choosing a job in the next three years vary across different levels of seniority



Source: May Leng Kwok, op. cit, p 11.

In 2023, 75% of organizations worldwide are struggling to hire skilled workers, with nearly every sector—from banking to construction—expecting growth this year (ManpowerGroup, 2024). The Stanford Center on Longevity predicts that, in the US, half of today’s 5-year-olds will live to be at least 100 (Stanford Center on Longevity Staff, 2021). As people live longer lives, we will probably work more too. As an HR leader, how would you support the growth of an employee who may work for 60 years? Today, upskilling and reskilling are top concerns, and they are not going away. The skills gap will only widen unless companies purposefully and strategically help workers learn (Oracle, 2022). Emily Soo, HRBP Lead Singapore, Standard Chartered Bank: “As HR, we are always very good at helping others to shift their careers and

we always talk to our employees. But we often neglect our own selves in terms of what our career looks like'' (Leng Kwok, 2023). Upskilling plays a vital role in facilitating career advancement within the HR profession, particularly for senior leaders. Supporting ongoing learning initiatives can boost retention in the field, as it aligns with HR professionals' desire for meaningful work and their potential to make a significant impact by applying diverse areas of expertise (Ibid, p. 12).

2-10-HR as a strategic partner:

As a consequence of these trends, there is a growing shift in how the HR profession is perceived, evolving from a support function to a more strategic partnership role that holds a significant voice in company decision-making. Practitioners are increasingly pursuing opportunities to gain insights into strategies and developments from other countries, which allows them to apply this knowledge to their own markets (Ibid, p. 08). The role of HR has undergone significant transformation over the years. Traditionally viewed as a support function focused on administrative tasks, HR now sees itself as a strategic partner in driving business outcomes. However, despite this shift in perception, many HR departments still struggle to deliver measurable business value (Blumberg, 2023).

Dr. Raslan Rashid, Director, Strategic Human Capital Management, Khazanah National Berhad says: "I think we all should look at whether our own folks are ready to move to that kind of {strategic} paradigm... so that we are not seen as a support function, but as something that can help employees do their job and be more productive, but also how we can influence the business strategy'' (Leng Kwok, 2023). In more recent times, HR has achieved the proverbial seat at the table; however, in many organizations, HR remains relegated to administrative and employee support roles. While those are important, an emerging need is for organizations to recognize that employees are critical strategic components of the organization. Having a seat at the table is essential; yet, more importantly, a strategic understanding that HR belongs to the entire organization and is a core component of every leader's role is critical. HR needs to shift its perception from being a function that solely manages processes to

one that incorporates practices owned by the entire organization (Vilas Boas, 2024). HR leaders are actively working to develop their teams' mindsets to become trusted business advisors by increasing their participation in strategic discussions. For senior leaders, gaining the board's support to influence business decisions and invest in talent is essential for nurturing a sense of belonging and loyalty to the organization. HR should prioritize collaboration across functions and build robust relationships throughout the organization (Leng Kwok, 2023).

3- Results and Conclusion:

From the viewpoint of the above explanation, The first result it is clear that Human Resources (HR) has undergone significant transformation in the 21st century due to the advancement of digitalization and automation, Human Resource Outsourcing, Talent Retention, Remote working, Shift from Administrative to Strategic and proactive Role. Secondly, the changes in Human Resource Management (HR) in the 21st century share several common themes in Emphasis on People-Centric Approaches such as Work-life balance, Employee wellbeing, employee experience.

A key component of any organization's long-term success lies in maintaining employee satisfaction and minimizing turnover. Consequently, it is imperative—and timely—for organizations to implement effective HR practices. This strategy not only aids in the smooth functioning of the organization but also makes economic sense, as hiring new employees is generally more expensive than retaining those already on board. Ultimately, prioritizing employee loyalty should be a central focus for any organization aiming to thrive or maintain its success.

Referrals and references:

- Vilas Boas, A. A. (2024). *Human Resource Management - An Update*. IntechOpen Limited.
- Blumberg, M. & Levenson, A. & Millner, D. (2023). *A strategically aligned HR operating model*. USC Marshall Center for Effective Organizations.
- Rajabipoor Meybodi, A. & Jahanfekr, A. & Mahjoor, H. & Hosseini, E. (2024). Identifying the dimensions of employee experience according to the effect of satisfaction, workplace, and organizational culture. *International Journal of Human Capital in Urban Management*, Winter 2024.

- Patil, B.S. & Priya, M.R. S. R. (2024). HR data analytics and evidence-based practice as a strategic business partner. *Vilakshan - XIMB Journal of Management*, 21(1).
- Kelly, J. (2022, April 14). 98% of HR professionals are burned out, study shows. *Forbes*.
- Kamboj, J. & Eronimus. (2023). A reshaping the boundaries: New perspectives on work-life balance dynamics. *International Journal of Novel Research and Development*, 8(6), 625.
- Da Silva, L.B.P. & Soltovski, R. & Pontes, J. & Treinta, F.T. & Leitão, P. & Mosconi, E. & De Resende, L.M.M. & Yoshino, R.T. (2022). Human resources management 4.0: Literature review and trends. *Computers & Industrial Engineering*, 168.
- Maroof, M. A. (2018). Emerging trends in HR practices and its impact on employees performance. *Journal of Emerging Technologies and Innovative Research*, 5(5).
- Tessema, M. T. & Tesfom, G. & Faircloth, M. A. & Tesfagiorgis, M. & Teckle, P. (2022). The "Great Resignation": Causes, consequences, and creative HR management strategies. *Journal of Human Resource and Sustainability Studies*.
- Malik, N. (2023). Organizations should maintain employee's work-life balance. *Journal of Economics, Finance and Management Studies*, 6(8).
- Keshari, S. & Dr. Sushil, S. (2023). Unleashing the power of employee experience: Transforming workforce productivity. *Volume 11, Issue 9*.
- Porkodi, S., Ahmad, A. & Tabash, B. K. H. (2024). Employee experience management and its critical impact on the sustainable development of an enterprise: A systematic literature survey with meta-analysis. *Journal of Sustainability Science and Management*, 19(4).
- Dahik, A., Lovich, D. & Kreadle, C. & Bailey, A. & Kilmann, J. & Kennedy, D. & Roongta, P. & Schuler, F. & Tomlin, L. & Wenstrup, J. (2020). *What 12,000 employees have to say about the future of remote work*. Boston Consulting Group.
- Donkor Ch., A. Slobodjanjuk, K. Cremer, & J. Weisshaar. (n.d.). The way we work in 2025 and beyond. *HR Today*.
- Leng Kwok, M. (2023). HR talent trends: What's next for our senior leaders? The Chartered Institute of Personnel and Development (CIPD).
- Academy to Innovate HR (AIHR). (2021). *HR trends report 2022*.
- Deloitte. (n.d.). *How leaders can fuel an elevated employee experience*.
- Instant Group. (2021, July 9). *Lack of flexibility is a deal-breaker for more than half of employees worldwide*.
- ManpowerGroup. (2024). *Global talent shortage 2024*.
- Oracle. (2022). *The top 4 HR trends for 2022: It's an employees' world*.
- Oxford Economics. (2020). *The future of work arrives early: How HR leaders are leveraging the lessons of disruption*.
- Stanford Center on Longevity Staff. (2021, November). *A report from The Stanford Center on Longevity*.
- The Bot Platform. (2023). *Employee experience report*.