HOW WILL THE HUMAN RESOURCE DEPARTMENT PROCESSES, CHANGE IN ORDER TO MANAGE THE WORKFORCE OF THE FUTURE?

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CONTENTS

ABSTRACT

This paper aims to investigate the future changes the human resources processes will pass through, in order to manage the workforce of the future. The future cannot be predicted, however this paper aims to look at rising trends in the Human Resources[1] world, and how they will impact the way in which employees work and collaborate.

Using a qualitative approach, the investigation was performed through five interviews to HR managers, business reports and studies. The results show how the change in processes can be built around four paradoxes: mobility, work-life balance, employee values and HR's strategic importance, in order to better manage the workforce of the future.

Essentially the HR department is at an unprecedented tipping point, whereas they are changing their operating models, to adapt to the constant changes in the business world in order to manage employees efficiently in the future.

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[1] From now on Human Resources will be referred to as: HR

INTRODUCTION

New industries and business models are being created due to new innovations, in order to adapt to the ever changing business environment. As a result of this previous industries and business models, are losing their use in today's world. In this view, Human Resource processes will also change, to adapt to the coming generations in the workplace. With the emergence of new technologies, the way in which people communicate and the way in which the business world evolves is changing, and therefore people are collaborating and working in different ways. The workforce is becoming more diverse due to internationalization (Astrid Podsiadlowski, 2013), with this the traditional sense of a career path is changing and many of the current job titles will no longer exist (Fernando Martín Alcázar, 2013).

This paper will discuss prediction of the future development of the business world and how these changes will impact the HR processes and how the department will ultimately have to adapt to the workforce of the future. The workforce of the future will specifically take into account the Millennials and Generation Z. This paper will analyse HR growth opportunities as the HR departments are now preparing employees, for the fourth industrial revolution (Forum, 2016). It is important to keep in mind, that this work is based on predictions taken from trends and not from actual facts. There is no definitive way one can predict the future, however this work aims to take into consideration trends, in order for HR to be prepared for the future (PwC, 2014).

THEORETICAL BACKGROUND

Globalization has been a phenomenon that has brought about, fast change to our daily lives and the way in which businesses function. Globalization will permit leaders, to engage in networks in order to solve global problems and challenges. It is important to have some key facts, on how the world has changed and in which direction the business world is moving in. The global population has surpassed the 7 Billion mark and now there are more people currently living in cities than in the countryside (PwC, 2014). Another major change has been the power shift that has come with the financial crisis: China has become the world's largest manufacturer (Karel Eloot, 2013).

Technology has become widely available, and technology gadgets vary at every price. The internet of things has been a growing phenomenon, where human beings are clearly becoming more dependent on technology and technology is becoming a much bigger part in our everyday lives (PwC, 2014). Technology breakthroughs have brought social media which has dramatically influenced the way in which we communicate in the workplace, especially for the newer generations (Millennials and Generation Z). This trend will also hugely impact the older generations as they will have to learn to adapt, to these newer forms of communication; as the more traditional forms will slowly fade. Face-to-face contact will be lost to some degree as companies rely more on technological solutions. Technology will influence the world population size, our life expectancy, our working lives and how we engage with others. By 2025 it is predicted that 5 Billion people, will be connected to mobile devices. Technology breakthroughs will also witness the development of working robots, which will certainly overtake some professions (Anderson, 2014). New talent pools will emerge around the globe, and technology will form as a network of connection.

Business design and management develop through differentiation, selection and amplification; with the market dictating the successful from the disastrous. The business environment will see more progress and change in the next 100 years than it has since the beginning of civilization (Beinhocker, 2007), it is predicted that by 2050 the population will reach 9 Billion and be seven times richer than it is nowadays (Gratton, 2010). The working consciousness, will change in the age of technology and globalisation. Business sectors are changing due to Economic paradigm shifts, where there is a noticeable change

in power distribution, wealth, rivalry and opportunity; which will impact the way in which the HR departments will function in the future (Heathfield, 2016).

Technology breakthroughs, resource scarcity, economic and demographic shifts as well as rapid urbanisation are just some of the factors affecting the way in which people will work in the future (Boudreau, 2015). The HR department, will have to continuously and at a faster pace deal with managing complexity and ambiguity. With this the HR department will have to create more sophisticated measurements of performance and productivity (Gratton, 2010).

By 2020, it is predicted that Millennials will compose 50% of the workforce, these individuals are digitally savy and grew up having access to social networks, smartphones, tablets, etc. (Morgan, 2014). Both Millennials and Generation Z individuals, have a more global mind-set and do not have as many restrictions to living different experiences. These newer generations, are multi-taskers and enjoy the changeability of tasks in their work-life; therefore are more willing to change jobs. These newer generations are more risk-takers and are living in the entrepreneurial age, and have a tendency to be less company loyal (Tulgan, 2013).

METHOD

For this study a qualitative approach was used, due to the nature of the study being the understanding of the HR managers experience and perceptions of the future of the HR department. It was important not to limit answers in a quantitative manner, and let the managers speak freely about their opinions and not offer parameters of responses. The purpose was to uncover strategic views of the future of the HR department and its change in dynamics. The qualitative approach was based on the performance of five in-depth face-to-face interviews, to HR managers.

Five interviews (See Appendix 2) were performed because the HR managers worked in various different industries, from: energy, insurance, technological, infrastructure and consulting; this way the information gathered would have as many different industry perspectives as possible. The interviews were in-depth and very specific, in that way five interviews sufficed in terms of quantity of information, looking at the HR department as a whole many interviewers shared the same opinions, and therefore there was no need to interview more managers. Two of the HR managers, have some experience abroad, so their perspective of the future of HR is not only based on Portuguese market. The interviewee's were from companies of different dimensions, and this allowed a more, complete overview, of how different HR departments will function in the future. The research nature is constructivist/interpretive. The interview aimed to gather information on the individuals experience and future intake of what might happen to the strategic importance of the HR department, inside the companies in which they were located and what would be the trends in general, to manage the future workforce.

The interviews lasted an average of 45 minutes, as all the interviewee's answered the same ten questions (Appendix 1). The interviewees were not restricted to a simple question-answer method and the interviewer allowed a free conversation to arise. Another advantage to this form of collection of information was that with face-to-face interviews, the subject was analysed not only on his words and tone of voice, but also other social ques such as: intonation, body language, etc. All of the interviews were recorded, in order for the interviewer to go back and get the information it required and the interviewer also took notes. The interviews were given ahead of time, in order for the interviewee's to prepare themselves and give some previous thought as too the questions. The information

validity is based on the interviewee's opinion, therefore the nature of the information gathered was subjective.

The only contact the interviewer had with the interviewee was for the arrangement of the interview, in which the questions were given ahead. However this was a very brief contact so as to not create any personal biases, when conducting the interview.

A possible limitation to the study could be the lack of male counterparts, as maybe these individuals would have a different opinion in future trends; due to their difference of experience as an employee in the HR department. Another limitation could be the lack of interviewees, that worked in multinational companies and had contact with more than one country at a time; as these individuals would be able to add different perspectives based on their international experience. Other limitations include, the interviewee understanding a question in a different manner than another interviewee, and then comparison of answers can become difficult. Due to the nature of the interview being very open and more of a conversation, there were some questions that the interviewees, did not concretely answer.

LITERATURE REVIEW

SKILLS HR EMPLOYEES WILL HAVE TO DEVELOP

In order to better manage the workforce of the future, there are some important skills that the HR department employees will have to develop. In the past the HR department would have been composed, by mainly people with a psychology or sociology background; however in the future it is essential that the HR department be composed of people with different educational backgrounds, especially business, in order to better understand the business side of the company, its implications and have an active role in the strategy formulation; in order for the department to become an active strategic partner in the business decisions (Conkright, 2016). It is noticeable nowadays that many Universities, now offer a course in Business and Human Resources; as the Universities understand the need to develop, both the psychology and business side of these future HR professionals.

"It is essential that HR employees understand the different departments functions, and how they are all inter-linked. A HR employee, has to be able to communicate effectively with all employees and understand their necessities. As ultimately a HR decision can affect the whole business operation" (Interviewee 4) (See Appendix 7).

It will be essential that HR employees work with new technologies and collaborative platforms, which promote new ways of working, such as: remote working (Evangelia Demerouti, 2014). Interviewee 3, enhances the point that HR employees will have to become more multi-taskers and agile, as they must develop different characteristics to cope, with the different functions, the department will develop in the future.

Before HR used to be an area of business, that was very dependent on soft skills; now this is changing and hard skills are becoming a more important part of HR. For HR to better deal with the change in processes and due to the changing nature of the job; the more specific areas of development that HR employees need to develop are: financial, analytical, marketing and risk management skills; in order to hire and retain the best talent for the firm. "These areas are becoming increasingly dependent on detailed analyses of

metrics. This is a result of the development of technology, which is now much more present than before in all HR processes, and this has actively changed the dynamics of how the HR department functions and how it will affect the way in which employees work and organize themselves" (Interviewee 3).

It is somewhat safe to assume, that with the growing component of technology, employees in general in most industries will be expected to develop some kind of digital savvy.

One argument is that the department deals with people, but will increasingly deal with people as numbers and that is why developing the analytical skills is so essential. This is particularly true as companies grow in size and the personalization that employees are accustomed too will likely change due to this. Due to this employees, will likely develop a much more global mind-set (Evangelia Demerouti, 2014). However to counter this argument Interviewee 5 (See Appendix 8) argues that "there must be a growth in the personalization of processes towards employees, the HR department will have to become more commercial in order to treat its employees like individual clients".

The future of the workplace will be more about in depth skills, and more about working as a collective and also more focused on the quality of the experiences, of the employees as this is becoming increasingly important for the newer generations in the workplace.

RECRUITMENT

Some might argue that "there will be changes in recruitment due to the rising use of data analytics" (Interviewee 1). Data analytics will have an important role, and will be used to evaluate business performance and as a result employee performance, as they move to higher positions. Data analytics will also be able to segment employees through analysing the different skill sets, in the recruitment process (Know, 2016).

According to some, another big change in HR and how recruitment is done, is employer branding. "It is noticeable that the departments inside a company are sharing competencies and becoming many times inter-linked" (Interviewee 1). In employer

branding this is the case with the marketing department and HR department working together, "there will be a bigger collaboration between departments" (Interviewee 5). HR will have a growing marketing component to capture new talent. HR personnel will identify micro-segments to target and then recruit. The search for new talent will come mainly from networking, through partnerships between the firm and third parties such as: universities and innovation centres. There will be more partnerships, in the sense of: business platforms, sharing of resources, venture funds, etc. (Gratton, 2010).

The war for talent is becoming increasingly competitive, and as a form to attract the best talent for the company the HR department, has to sell the company to the employee; through advertising. This is specially the case when the skills of the employee are rare and in high-demand, an example of this would be data modelling, data mining, etc. "When skills are rare and in high demand the power is in the candidates side" (Interviewee 1). It is essential that the company knows how to sell itself to the employee and transmit its value proposition, through "the importance of social media, towards the attraction of new talent" (Interviewee 3). Interviewee 5 goes on to mention that this process is particularly important because "companies are becoming more dependent on their employees, and employees are becoming less loyal towards the companies", this is particularly true in regards to the newer generations; as it is more common for them to change jobs more frequently.

Opposing views, have a different approach to analysing the recruitment that companies will use in the future. The argument is that "recruitment will be not be based in technical knowledge as it is nowadays. Companies will tend to invest more in diverse profiles (education degrees, culture, age, etc.) in order to fulfil the different company needs. This approach to recruitment is already being used in the United States and Germany. Candidates will be hired based on their train of thought and how it can be used for the specific job role. Candidates will be hired based on their motivation and soft skills" (Interviewee 4). This approach is used based on the ideal that it is much easier to be creative and find different solutions to unique problems, if employees think in different ways. This is particularly true, as organizational culture is a growing phenomenon that many companies take very seriously and it will be important to recruit individuals that will fit the organizational culture. The job of the HR department is then to find ways in which these diverse employees can collaborate in effective manners.

Some might argue that companies will hire on an ad-hoc bases. In this scenario networks of companies will work together, as opposed to working as competitors. Employees have more of a portfolio career, meaning that they work more as freelancers or open contracts with the firms. This way employees enjoy more flexibility and they have more power to choose what projects they want to take. This trend is more noticeable in countries such as China, especially amongst the newer generations; this is a noticeable trend with the growth of entrepreneurs. This scenario follows the argument that traditional employment is something of the past and as such people will sell their specialist skills in the future. The newer generations, have a need for more diversified careers and flexible life-styles (PwC, 2014).

There will be a core team of HR and they will represent the values of the company, however most of the employees will come as needed basis. Virtual solutions will allow, for remote work and bigger network connections. For this scenario to work, efficient systems are put in place and the whole company is determined on the processes. The company in itself is very flexible and utilizes lean staffing methods. Companies rely heavily in partnerships and low fixed costs. The company is constantly up-to-date with the newest technologies. Technology is able to manage the non-contract workers, their availability and their specialist skills for the job (PwC, 2014).

Another challenge that HR will face is ensuring and verifying the expertise of the employees, as in this scenario HR will not have the day-to-day relationship and knowledge of the employees. Penalties will be given and the reputation of the HR firm will suffer and possibly even loose clients (PwC, 2014). Ratings can be another possibility to evaluate employees, in the future and the application of new HR metrics (Heathfield, 2016).

MOTIVATION

Another fundamental driver for motivation, and using Daniel Pink's model (autonomy, mastery and purpose) (Pink, 2009), "is autonomy; whereas the company creates a fluid collaborative environment, where everybody can contribute ideas" (Interviewee 1). It is fundamental that these newer generations have a sense of autonomy

and flexibility. This does not only come from the HR department, but it is essential that there is a collaborative way in which to come up with the objectives the employees have to try and reach and managers have to create transparency in all of these processes. This is a partnership between managers and the HR department. In order to achieve this process successfully it is essential that managers learn how to motivate their employees, with the help of the HR department; but also the HR department needs to have a very good understanding of the profile and job function that the employee is performing. "It is the job of the HR department to teach managers how to become more flexible and give a sense of mission to its teams" (Interviewee 4).

"Then there is the sense of mastery, whereas it is essential that the employees feel like the company is investing in them and their knowledge; so that they can be better at their work" (Interviewee 1). It's essential that the company does not allow the employees to stagnate, their learning curve, it's important that employee's feel they are gaining new competencies and skills (Pink, 2009). In the same sense in the future it will be important for the company to provide feedback and coaching, so that the employee knows at what level he/she is expected to be and how they can get there. In the future, these processes will become more automated inside the companies, as retention especially amongst the newer generations might be harder to accomplish. "Feedback will be given much more regularly, so that it will be easier for the employee to correct his/her behaviour" (Interviewee 1).

In order to motivate employees in the future it is essential to look at their needs, for example "the newer generations, have a stronger urge to work for a company with values, a sense of purpose and a an organizational mission that they identify with" (Interviewee 1). A form of motivation in the future and a concept which is becoming more popular is, gamification [2] which allows employees to become more motivated and maximize productivity and therefore the firm works at a more competitive level.

Another viewpoint is that, "motivation comes from within, and it is up to the HR department to make sure that nothing interferes with the individual's motivation" (Interviewee 2).

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[2] Gamification: the process of adding games to a task, in order to make the process more motivating, encourage participation and turn the whole process more appealing

REWARD

Monetary reward is and will continue to be extremely important, however future generations (Millennials and Generation Z), do not value the monetary reward as much as previous generations. These newer generations value other fringe benefits, such as: cross-training, working at home, learning opportunities, etc. (O'Brien, 2013).

In the future HR, will be able to select candidates based on key words, calculate rewards based on performance measurements, etc. Mass customization will allow HR in the future to arrange employees based on their learning styles, personalities, etc. (talent segmentation). As a result reward models also follow the customization route. HR design becomes much more elaborate and job design becomes customized based on individual's lifestyle. This way it is easier for an employee to move effectively within the firm (transversal mobility) and to choose his optimal career path and life balance.

EVALUATION SYSTEMS

Technology advancements will allow to a detailed monitoring of employees to reaching business performance targets. Employees will be seen more as individuals and monitored as such (Gratton, 2010).

Some might argue, that "the evaluation systems are unjust in the sense that they bundle employees and the distribution is usually not fair" (Interviewee 4). The process is viewed by employees as very bureaucratic and therefore does not really help them in understanding their level of efficiency, inside the company. "by the end of the evaluation process, the employee should receive very specific and constructive feedback. It is also important that by the end of this process, there is some kind of action; either a look at the employees benefits or if the employee is not performing to the companies requirements; the company should offer training" (Interviewee 4).

Evaluation of employees will pass through a new component of potential, looking at an employee's profile and determining his potential in regards to his job function and maybe other transversal job functions. Also looking at the potential fit with the company and the change that it might go through. As well as the potential to grow inside the

company. Another evaluation system that will be used more frequently is: self-evaluation and letting the employee determine their level of efficiency and compare it with what the company is requiring. In the future the employee will have more responsibility and be more a part of the different processes in HR, obviously not disregarding the active role that managers and HR personnel will still have. "The employee will be more participative in these HR processes, in order to establish a career path, which goes hand-in-hand with lifestyle choices" (Interviewee 2). Interviewee 5 goes on to add that "there will be a transfer of processes from HR to team managers and also employees".

"With the advancement in technology, there are more interesting and in-depth ways in which the HR department can evaluate people's on-job performance, give real time feedback and ultimately be much more involved in each employee's development" (Interviewee 1). As a result creating a more "personalized employee progression program, where there is constant evaluation" (Interviewee 5).

RETENTION

Interviewee 2 argues that the best way to retain the newer generations in the workplace is to offer them "a career path with as many different experiences as possible, such as: transversal mobility, training, international mobility, etc.". Nowadays, it is clear to see that in companies as they offer trainee programs, in which the trainee passes through the different departments in the company. This way the employee, gets a taste of what he enjoys doing and the HR department gets a notion of what are the key strengths and weaknesses of the employees. In order to prepare the employees for the jobs of the future, it is essential to understand which employees have that ambition and are willing to make an effort to be active in developing their capabilities and skills. It is important to create a culture of change, so that employees are ready for the fast changes that will occur in the business world and ultimately impact the company they are working for. "It is important that managers be aware of their team's weaknesses and strengths and play with this, and offer on-the job training" (Interviewee 2). To do this effectively benchmarking analyses are fundamental.

DIVERSITY IN THE WORKPLACE

Nowadays and this will become increasingly more common, as employees are becoming more diverse in terms of: age, nationality, culture, work backgrounds, LGBT, etc. "HR will have the role of analysing all these different employees and finding a way in which they can collaborate effectively" (Interviewee 3). In order to give solutions for a very diverse workforce, the HR department must be in tune with the managers, because the managers know the reality and the business techniques that need to be applied (Anderson, 2014). In order to deal with this amount of diversity the HR department will have to create policies, which can embrace the different segments in which the employees are divided. The difficulty here is that the policies must also be specific, so that it they can deal with the employee's necessities. It is therefore critical that every time there is a change in the company, that the HR department be flexible when creating the new procedures and taking into account all of the different profiles, but making the clear guidelines on how to follow the procedures. "A good way to deal with diversity, is through the passage of knowledge; and the creation of mentoring programs" (Interviewee 2).

Interviewee 3, discusses that it is essential that "the HR department be a conductor and promoter of diversity within the company". As new perspectives and backgrounds only add to the new solutions and innovations the company can create, to solve existing problems. It is important that people with disabilities, be included in the workforce and it is important to combine people from different generations. "In order to successfully, promote diversity inside the company it is also important that the HR department in itself be diverse, therefore create new solutions, be able to deal with the diversity in the company and respond effectively to the needs of the employees" (Interviewee 3).

Due to an increase in life expectancy people are working for longer periods in their lifetime, as a result people will retire later and as a result generations are colliding in the workplace. It is important to consider the different needs of the generations and how they have grown accustomed to working. In order to solve this problem, there must be a strategic alignment, with different actions in order to respond to different challenges of combining generations in the workplace. "This is a very important strategic manoeuvre

the HR department will have to make, and be able to look at the future business goals and determine what kind of talent they will need to acquire or develop" (Interviewee 2).

The Baby Boomer generation is now typically the oldest generation still actively working. Nowadays, a company might have four generations working together, and all these generations are extremely different in the form they like to communicate and collaborate. The Baby Boomer generation is accustomed to a high level of hierarchy and a sense of great respect towards its seniority. However in the future it is expected that leaders, become more a part of the team and hierarchies will tend to shrink, it will be fundamental that as a part of a team the members have skills of inclusion. Nowadays this generation is at the higher ranks of the company, and they have to deal with Millennials entering the workplace. "The big difference is that Millennials, were educated with a lot of different sources and so were taught to question the validity of information; independent of where the information came from" (Interviewee 3). Another big difference is that the Baby Boomer generation, has a lot of experience inside the company, as it was not the norm to change companies. Whilst, Millennial's, do not share that loyalty towards a company and are much more interested in having different experiences (Boudreau, 2015).

Organizations will suffer when the older generations leave the company and take know-how and years of experience with them, as such: a way to prepare for the future and so that the generations can coincide, then it would be good to use mentoring programs. "These mentoring programs are already used for the newer generations to get accustomed to the company, but could also be used as a bi-mentoring programme, whereas the younger generations teach the older generations some important skills that they were able to develop during their education. As such the communication between generations would become better and there would be a way to transfer knowledge both ways" (Interviewee 2).

It is up to the HR department to make the different generations in the workplace, collaborate effectively. In order to do this a culture of respect must be built between employees. "It is important to realize that conflicts might arise, due to the difference in communication, working style and collaboration; however develop an open culture where it is easy to share ideas, be open to listen to new perspectives and ways of doing things" (Interviewee 3). Employees will be encouraged to participate in the open communication

flow of the company, as to share ideas more freely. As a result the companies' hierarchical structure will tend to become more horizontal and communication more open and flexible, creating a fluid organisational structure. All employees are integrated in the decision making process source (Gratton, 2010).

Interviewee 4, goes on to add that it is essential that "the higher ranks in an organization provide transparency to all employees, in order to develop an open communication and promote connectivity. In order not to create conflicts amongst the generations it is important to use efficiently evaluation tools in order to always select the right person for the job and give the right rewards, as the rewards should be based on merit and not on how long someone has been in the company".

DISCUSSION OF FINDINGS

Paradoxes were used to analyse both contradicting, viewpoints of a specific ideology, both viewpoints could eventually happen, due to the nature of the study of looking at future trends. Paradoxes persist and are a form of organizing opposition. (See Appendix 1) (Jonathan Schad, 2016).

PARADOX OF THE IMPORTANCE OF THE HR DEPARTMENT

There is a tendency to believe that the HR department will become much more involved in the everyday business side of the company, and knowing how the business wants to evolve; so that the HR department can better prepare its employees for the future (See Appendix 3). "There will be less administrative processes and a bigger focus on accompanying the company and aligning the formulation of strategy between the HR department and the seniority" (Interviewee 5). HR's role has changed significantly in the last years and will continue to do so, as it is becoming more of a strategic partner to the overall business. It is essential that the HR department be more involved in business decisions, in order to efficiently resolve the employee's problems (Gratton, 2010).

The recruitment process will become extremely selective, making sure candidates fit the corporate culture (Sveningsson, 2016). It is therefore important that the business strategy and HR strategy, go hand-in-hand.

Some argue, that the HR Chief Talent Officer (CTO), will become the right-arm of the CEO (Boudreau, 2015). The CTO's functions include, being present and supporting the business decisions that are being made. "As all of the business decisions will affect the stakeholders, which include the employees" (Interviewee 4).

Interviewee 4, goes ahead to argue that "HR is becoming more of a strategic partner is more evident internationally and not as much in Portugal (except for the bigger companies)". As strategic thinking will become HR's core competence. C-suite executives will have a strong partnership with HR, as this will allow for more accurate predictions based on a full round understanding of the business and its goals (Gratton, 2010). This type of strategic planning requires in-house expertise.

Another argument is that the department in itself might become smaller in size and the more administrative processes will be outsourced "Low skilled tasks will be outsourced, so that the HR team within a company can focus on more important processes" (Interviewee 5). "This is evident to see in how the HR department is divided, between strategic HR and development of human capital. In some cases, companies outsource their HR functions, such as the more administrative functions, such as: salary processing, implementation of policies, absentees" (Interviewee 4).

This shift can happen due to the introduction of new technologies, as these will give the employees the capability, to do more "HR self-service" and therefore an increase in employee participation in the day-to-day HR processes. A clear example of this is employees can input their own data into HR services, this way it will be easier to control the HR processes. Leaving the HR department in the company, with more time to focus and align with the top managers in defining a clear business strategy.

Another scenario which could happen is for the HR department to opt for shared services with a specialized HR company; so that the HR department within the company can focus on the employee's development, career models, organizational structure, which are HR components that need to be constantly changing and adapting to business trends (Saunders, 2008). These processes should be performed by HR personnel that know the company employees and that are inside the business.

These forms of dividing the HR department, are essential and they depend on the company's size and goals. This way the different functions of the HR department are treated by specialists, and the utmost important attention is given towards each department function. However this model can be hard to manage, as there are many sub-departments within the department itself and so communication is key when applying this model; in order to make sure that all sub-departments are in accordance to the business's goals (Hyondong, 2013).

According to Interviewee 4, "the big tendency in HR is the focus in activities that create real value for the business, a well-managed company which is structured with the goals of an efficient attraction plan and talent development programme (including: development policies and trainee programmes)". The functions a HR department has will depend greatly in the dimensions of the company. In order to attract the top talent, a

company must have an efficient recruitment programme and a career development programme; within the company. "Many companies have pivots (heads of sub-departments, within the HR department) to connect with the CTO, in order to be more connected to the business decisions" (Interviewee 4).

PARADOX OF VALUES

Another trend that is emerging is the development of a social consciousness and sense of communal responsibility; amongst companies. The newer generations, are more concerned with the companies' ideals and ethics, as this becomes a top priority when selecting where to work. Society and businesses agendas are aligning. HR personnel will start developing their talent strategies around the ethical values of the firm. Co-creation will be an important element, whereas all stakeholders will actively collaborate for the better purpose of the firm. This way companies will be able to give a work-life balance to their employees. Under this trend companies become more transparent and are seen as having an active role in supporting the community. The employee value proposition, will not be only reliant on salary; it will offer employees a way in which they can contribute to the community and a work-life balance. "Corporate social responsibility is becoming increasingly more important and as such employees are expected to follow the corporate values and give back to the community" (Interviewee 3).

Millennials and Generation Z, will choose a company based on the experience that they will be able to offer. Whilst at the same time and very different than the previous generations, it is increasingly important that these newer generations feel valued inside the company and feel a personal connection with what the company stands for. In the future companies will have to establish very strong development programs in order to retain these newer generations. Offering transversal and international mobility, as well as personal development courses (O'Brien, 2013). "It is also important to offer volunteering options to the employee. So this is good both for the company and for the community as both are creating a partnership, and it is essential for the employees to feel like they are giving back to the community; this positively impacts motivation and therefore retention" (Interviewee 3).

WORK AND LIFE BALANCE PARADOX

A common debate with the fast changing business environments, is whether or not people will have more time for their personal life and be able to have more freedom to decide when and where they will work; or if the professional life and personal life will merge as companies are offering more fringe benefits. There is a clear breakdown of automated work and with this, a rise in working at home. However this situation might deal with challenges, as the HR department does not have the time to effectively plan and reward each employee within the firm with a very customized career plan. On the other hand packaged deals, will not offer employees with the individual career circumstances they need and can be considered unfair and therefore de-motivating. Therefore it is paramount that HR find the right balance and group employees in specific groups so that rewards and career arrangements are given correctly (Boudreau, 2014).

There is a general trend moving towards more flexible working styles, this is very evident in technology companies, such as: Google, Facebook, etc. Telecommuting, co-working spaces, virtual teams, freelancing and online talent platforms; are becoming more common and are changing the ways in which we work. Exceeding the physical boundaries that would limit the way in which society did business; and as a consequence changing the boundaries between career and private life (Forum, 2016).

PARADOX OF MOBILITY

A new trend that will emerge is managing a remote workforce, this will create a challenge for HR employees; as control will be more limited. Technology will be able to analyse work production, as a result HR will be expected to produce more result driven performance analysis (Forum, 2016). Many teams will work virtually, due to cross border working. It will be fundamental to learn how to manage high-performing virtual teams, as many will tend to become overwhelmed with the multitasking degree of the job function. Companies such as: SAP, use virtual work as their norm, benefits from this include a wider network and a more flexible working style. Telepresence is an example of how communication will change and virtual work (PwC, 2014).

According to Interviewee 1 (See Appendix 4), the main changes in how the HR department will operate in the future, is that "before HR would have a very specific and detailed ladder; an employee would have to follow in order to develop to the next stage of his career. In the future being promoted is not necessarily going up in the companies' hierarchy, transversal mobility is also a valid option". Nowadays companies are starting to invest time and money in building internal hiring capabilities (Perez, 2012). Transversal mobility can be seen as a technique to motivate employees, this can be especially true in regards to Millennials and Generation Z, as generally this generation appreciates changes in work routines. Job hopping, will become the norm for these newer generations and stable employment will become rarer. Transversal mobility, allows employees to specialize in different skills and become more multidimensional inside an organization and therefore learn different sides and viewpoints to different job functions. "It is essential that the HR department create a well-managed career programme, that involves transversal mobility; as well as: international mobility, which is a growing tendency in the workforce" (Interviewee 4). Transversal mobility is good for the employee as it offers a new challenge and has been linked to promoting motivation and reducing turnover. It is also good for the company as it can cost less to hire from within the company, as the employee already has the company know-how and as a result training time can be reduced (Perez, 2012).   This is also a valid option for HR to apply, when there is limited options inside the company for vertical ascension. However it is also important to hire externally, so that the company receive new perspectives and ideas on how to solve existing problems.

CONCLUSION

There will be many changes in processes, in order to manage the workforce of the future. The workforce of the future will be harder to manage, due to the faster pace of the business world.

Regarding the paradox of the strategic importance of the HR department, and how this will ultimately affect the workforce of the future. The HR department's importance will vary depending on the business sector of the company and its size. However the HR department will either become more strategically important, and become an active agent of change and in the formulation of the businesses' strategy. Or in smaller companies the HR department, can cease to exist, as big HR consultancy companies take on the role for these smaller enterprises.

In regards to the paradox of mobility, ex: the mobility inside the firm, there is a tendency to invest more in employees and give them as many experiences as possible within the company. However with the newer generations, they tend to change jobs more frequently looking for different experiences. It is the job of the HR department to retain these younger generations, and create programs of transversal and international mobility. However not all Millennials and Generation Z individuals will be the same, therefore it is important to implement effective career plans and evaluation systems, as to allow employees to reach the potential they are looking for (Young, 2014).

The paradox of values is extremely important for these younger generations, as their drive has changed significantly from the previous working generations. More importance is given towards the values and culture of the company, and these are all important factors when selecting where to work. It is essential that the HR department effectively show the values of the company, in partnership with the Marketing department, when doing the recruitment process. However, some individuals will not choose a company for their values, this can be particularly true due to the financial crisis, where there is a high amount of competition for jobs; this is especially the case in well-known companies.

The work and life paradox, discusses the role the HR department will have in the future in regards to balancing the different life-styles and collaborative ways of working.

Nowadays, there are companies such as: Google, that offer a big range of fringe benefits. With this the employee has most of the aspects of his daily life, present at work. Looking at this in a new perspective, the employees at Google do have a lot of flexibility; but at the same time, they are fully immersed in the organizational culture; and therefore live more for the company (Smith, 2014). On the other hand newer generations, want to experience more flexibility and time off work, for their personal lives. Remote working, is now possible and will likely become more common.

In the future it would be important for the HR department, to become an active agent of change in regards to strategically making business decisions. HR employees will have to become more creative and develop a vision, and an open mind to look at the business world and predict trends. HR will have to look at competition and accompany the changes in progress, and think beyond what is being done already in the business world (Gratton, 2010).

The future workplace will find challenges such as: the creation of new practices, that can be adapted to all the different segments of employees and so that companies are able to build competencies around virtual team building. Other challenges include processes and procedures that have not been tested, but that are vital for the future workplace. New ways of working will demand trial and error, but will deal with much more responsibility and factors which are hard to control (Anderson, 2014).

It is essential that competencies are understood by all members within the organization and as such: a dictionary of the organizational common language, would help with a description of the accountabilities and competencies, to allow for a better selection of the candidate for the job. This is also a form to create foundation for ongoing learning. Upcoming disruptions for the overall employment, will be vastly complex and it will essential that HR departments start to act within the current window offered by the different speed of development of the technologies (Forum, 2016). Competition for in-demand jobs will be fierce as very specialized skills will be needed and HR will have to find an efficient way to secure a talent pipeline (Forum, 2016). These very strategic and specialist roles will be hard to recruit for and HR will have to understand a lot about the industry and job functions, in order to successfully do so.

The business world will become more competitive and will change at a faster pace. In a world of fast innovation, new entrants will constantly try to enter the market bringing about new technologies and changing the way in which the existing competitors will react. These companies will have a very deep-rooted organizational culture and their main challenge in terms of HR, will be to integrate the different pools of talent (Sveningsson, 2016).

To prepare for these predicted changes in the business world, HR personnel will have to take-risks and keep learning and paying attention to trends. Be aware of competitors, industry changes and legislation changes. Constant training is also important to keep up to date (Osterhaus, 2013).

Overall the HR department should create methodologies and politics that can be embraced by the employees whilst still, responding to the different segment's needs. These policies and methodologies must be flexible and with very clear guidelines.

Some might argue, that the strategy used to predict the necessary changes; that the HR department will have to make: is "being aware of what is happening to reference companies" (Interviewee 1). Interviewee 2 (See Appendix 5), goes on to elaborate that "having a solid network of people is essential, towards this purpose and with this network create forums and new ways for the network to communicate and express their thoughts on how the HR world will change". It is essential to read and keep up-to-date with the tendencies, take part in studies and attend conferences. However it is important to differentiate between trends and the reality, and being able to be aware of the changes in the business world, but also know how to apply these changes to the company in question. Another viewpoint is that, "it is essential that the company in itself perform studies to understand what the employees want" (Interviewee 3) (See Appendix 6). It is also important to create partnerships with investigators and read studies. It is fundamental after getting this information, to invest in the people inside the company and in their development, so that the employees are ready for future problems that may arise.

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