China-USA Business Review, Jan.-Mar. 2025, Vol. 24, No. 1, 19-28
doi: 10.17265/1537-1514/2025.01.002

The Impact of Demographic Changes on HR Processes: A Highlight on Management of Multigenerational Workforce

Eleonora Casandra Dobre
Babes-Bolyai University, Cluj, Romania

Demography plays a fundamental role in shaping the landscape of human resources. The interdependent relationship between these two fields is observable in the workforce composition, labor market trends, talent management strategies and on learning. Changes perceived in demographic changes are shaping and transforming human resources management. In an era marked by demographic shifts, technological advancements, and evolving work preferences, organizations are facing the need to understand and adapt to the changing demographics to effectively manage their human resources. This article explores how demography influences HR with a special highlight on the management of multigenerational workforce.

Keywords: demography, workforce, labor market, workplace learning

Introduction

The rise of a multigenerational workforce, consisting of Baby Boomers, Generation X, Millennials, and Generation Z, is significantly reshaping human resource (HR) practices. Each generation brings unique values, expectations, and work styles, which poses a challenge for companies aiming to foster collaboration and productivity across different age groups. This article delves into the primary themes surrounding multigenerational workforce management, highlighting key challenges and strategies based on empirical research and interview responses.

This article is part of a doctoral research that explores how demographic changes, including the presence of multiple generations in the workforce, are shaping human resource management (HRM). As older workers are likely to spend more time at their jobs compared to younger ones, this can influence productivity and create a dynamic where lower labor mobility increases the risk of skill mismatches. This highlights the importance of strategically managing a multigenerational workforce, where different approaches to retention, recruitment, and talent management are necessary. The article addresses how demographic changes influence HR functions, particularly in managing a workforce that spans multiple generations. The combination of low fertility rates and increasing life expectancy suggests that older generations will continue to dominate the workforce, which presents challenges for talent management and succession planning. Companies are therefore required to adapt their HR strategies to accommodate the varying needs, qualifications, and expectations of different generations. Furthermore, managing multiple generations involves understanding the evolving work preferences of both

Eleonora Casandra Dobre, Ph.D. candidate, associate professor, Faculty of Sociology and Social Work, Babes-Bolyai University, Cluj, Romania.
Correspondence concerning this article should be addressed to Eleonora Casandra Dobre, Lotrioara Street 3, Ap. 38 Bucharest, Romania, eleonora.dobre@ubbcluj.ro.

older and younger employees. This includes addressing the needs of older employees who may prefer job security and stability, while younger generations prioritize work-life balance and professional development. The doctoral thesis emphasizes the role of HR professionals in navigating these differences by designing custom solutions and benefits that cater to a diverse age range, ultimately enhancing employee engagement. Key HR processes, including recruitment, onboarding, and talent development, must evolve to address the demands of a multigenerational workforce. This requires attention to upskilling and reskilling efforts to close the skills gap across generations. The research findings underscore the necessity of offering training programs that appeal to employees at various career stages, ensuring that both younger and older workers can remain competitive and engaged.

In summary, this article highlights the strategic importance of understanding and adapting to the demographic shifts that are bringing together multiple generations in the workforce. By doing so, organizations can effectively manage the generational diversity within their teams, fostering a more inclusive and productive work environment.

Theoretical Background: Demographic Trends and Human Resource Aspects

The literature review of this article is focusing on identifying the main relevant demographic phenomenon and brings an overview related to the research questions and assumptions of this work. The increasing average age of employees might not appear concerning as long as it does not impact daily operations. However, these employees and their expertise will eventually depart from the company. Additionally, hiring a skilled workforce from the external labor market could be challenging due to skill shortages in certain areas (Verworn, Schwarz, & Herstatt, 2009). One of the most significant demographic shifts occurring in many parts of the world is the ageing population. As people live longer and healthier lives, organizations are faced with a workforce that spans multiple generations. The traditional model of a predominantly young workforce is evolving into a multigenerational one, with Baby Boomers (individuals born roughly between 1946 and 1964, following World War II. They are known for their significant increase in birth rates during this period, hence the term “boom”), Generation X (individuals born between approximately 1965 and 1980. They are characterized as the generation following Baby Boomers and preceding Millennials), Millennials (also known as Generation Y, typically refers to individuals born between 1981 and 1996. They came of age during the turn of the millennium and are often associated with digital technology and social media), and Generation Z [encompasses individuals born from the mid-1990s to the early 2010s (McCrindle & Wolfinger, 2009). They are the first generation to grow up entirely in the digital age, with smartphones, social media, and instant access to information shaping much of their worldview] working side by side. Each generation brings its unique set of skills, values, and expectations to the table, making it crucial for HR professionals to tailor their strategies accordingly (Kuncoro & Kusumawati, 2021). Mobility also plays a significant role in shaping HR processes. The digital age has brought in a new era of work characterized by unprecedented flexibility and mobility. Digital nomads, individuals who work remotely while travelling and often rely on technology to connect with their employers, have emerged as a prominent symbol of this transformation. As the ranks of digital nomads grow, their impact on human resources is becoming increasingly significant (IOE, 2024). The world is changing continuously at an unprecedented velocity, technology is rapidly changing, migration and globalization are significantly affecting the future world of work. Human Resource Management involves the strategic approach to the effective management of people in an organization, helping their business gain a

competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives (Boxall & Purcell, 2011). HRM is influenced by a variety of external and internal factors. External factors include the labor market, demographic changes, technological advancements, and economic conditions. Internal factors encompass organizational culture, workforce capabilities, and management practices (Noe, Hollenbeck, Gerhart, & Wright, 2021). Demographic shifts are fundamentally altering the composition of the labor force, requiring human resource professionals to develop strategies that attract, engage, and retain a diverse and multigenerational workforce (Cascio & Boudreau, 2008). These changes are experienced by companies in various ways. These shifts are driven by factors such as ageing populations, changes in birth rates, increasing life expectancy, and the entry of new generations into the workforce. Some of the main areas where companies are being affected by these demographic changes are various. Demographic changes are a major variable on GDP growth as lower growth in population directly implies reduced labor input. The shifting age demographics of the workforce can influence not only the growth and participation of the labor force but also the unemployment rate trends. Generally, older employees exhibit lower unemployment rates compared to other age groups and tend to switch jobs less often. The demographic changes analyzed towards HR processes are to be considerably contextualized within the globalization concept as specific observation can be formulated considering workforce evolution. The globalization of the world's economy is impacting all aspects of human and natural systems. Rural populations, especially young people, are migrating to regional urban centres or to more developed economies, because they are attracted by opportunities of better jobs, education, and health services. Rapid urbanization, international migration, falling rural fertility and mortality, and other economic factors such as expansion of non-agricultural industries, decreasing price of agricultural produce are probably to lead to important transitions (The Impact of Economic Globalization on Human Demography, n.d.). It is also observable, and even more accelerated by pandemics, the different types of working. In the world of work, teleworking appears, which is based on the use of dirt-based info communications tools and a well-trained workforce. Jobs are becoming less and less complete, tasks are often blurred, everyone is focused on what the network demands of them, thus developing a system of interdependence of the workforce. The workforce is employed in the developed countries of the world in several ways, for example there are more subcontractors. "As a general trend, it can be concluded that the traditional work process built on the basis of full-time striving, clearly defined job postings and life-cycle career patterns is slowly but surely eroding" (Cardoso & Castells, 2007). There can be observed a predictable trend of ageing populations and ageing workforces across the globe. And at the intersection of increasing longevity and rapid technological innovation there is a potential of radically reshaping the future of work, producing complex challenges for government, businesses, and HR processes, especially concerning recruitment, succession planning, but also at the level of managing the entire life cycle of an employee. "It is almost like saying goodbye to the ideal of a perfect workforce balance". In a thesis formulated by Ulrich Beck (1999), he states that (1) globalization, (2) individualization, (3) external capitalism at work, and (4) the new conflict of ecological sustainability have disrupted the coherence of the fundamental ideals of industrial societies. Many companies have traditionally prioritized recruiting young talent under the belief that it fosters greater innovation, agility, flexibility, and overall performance in the workplace. However, this perspective is increasingly being challenged. Companies are now shifting their focus towards achieving a balanced workforce that includes both younger and older employees, recognizing the benefits of such diversity (PwC, 2021). As a result, companies are compelled to create environments that offer equal opportunities to employees of all age groups. This shift requires heightened awareness of the diverse needs of

stakeholders and the ability to resolve potential conflicts through innovative solutions. Moreover, companies must also address the challenges posed by nontraditional employment relationships, which diverge from conventional practices. These may include fluctuating part-time schedules, lateral career paths, mid-career hires, phased-in retirement programs, and contracts with interim project managers. In response to these changes, companies need to reassess their HR strategies to align with shifting demographics, longer life expectancies, and evolving regulations concerning working hours. Companies aiming to diversify their workforce recognize the value of extending careers in response to higher retirement ages. This strategic approach helps them better address the increasing demand for skilled personnel, which domestic labor markets alone may struggle to meet in the future. The employment relationship during the additional years before retirement often differs from earlier career phases. Many employees may opt for phased-in retirements, such as part-time or project-based roles, during this period. Age considerations significantly influence pension costs and risks, leading many company pension plans to exclude certain employee groups based on age-related criteria. However, this approach may conflict with new HR strategies aimed at fostering a more diverse workforce that includes older employees (Lexology, 2007). "Companies are now managing a workforce that spans multiple generations, including Baby Boomers, Generation X, Millennials, and Generation Z. In today's workplace, the multi-generational workforce is not merely a diversity concern but a strategic imperative. The interplay of Baby Boomers, Generation X, Millennials, and Generation Z brings a wealth of skills, experiences, and perspectives to organizations, offering a unique opportunity for innovation and collaboration" (Lamb, 2019, pp. 7-24). Each generation brings its own set of values, work preferences, and expectations to the workplace. HR departments shall adapt their strategies to accommodate these differences, ensuring that the work environment is inclusive and conducive to collaboration among generations. There is a need to create a harmonious multigenerational workplace, organizations must implement flexible policies, provide continuous learning opportunities, and foster a culture of mentorship and knowledge sharing (PwC, 2022). The rising average age of employees and a decreasing pool of young, skilled workers have intensified competition for talent, creating highly competitive and dynamic job markets (Brdulak, 2014). To address these challenges, HR strategists are increasingly adopting age diversity management in appraisal and compensation practices, aiming to enhance organizational performance. Employers face risks if they fail to recognize these shifts in the labor force. Even as more workers extend their careers, it is essential to have succession plans in place to retain the knowledge and skills of older workers upon their retirement. This demographic shift also brings positive outcomes from both recruitment and retention perspectives, which this study aims to explore and articulate (Bieling, Stock, & Dorozalla, 2015). The demographic makeup of the workforce is becoming younger. According to the 2016 Deloitte Millennial Survey, this generation seeks employers that align with their personal values and foster a positive work environment. Survey participants indicated they are more likely to remain with a company for five years or longer if offered opportunities for training and leadership roles. Employers are also adapting to a new "social contract" with employees. Alongside the younger workforce, there is a growing trend of employers engaging more actively with their employees. Unlike previous generations, who typically expected long-term tenure with one company and career advancement within it, the new workforce anticipates having multiple employers throughout their careers and expects meaningful relationships with each (Deloitte, 2016). Demography and remote/flexible work are interconnected in several ways, as demographic factors can influence the adoption and impact of remote and flexible work arrangements. As more women and older workers remain in or re-enter the workforce, there is a growing demand for flexible work arrangements. Companies are increasingly offering options such as

remote work, part-time roles, and flexible hours to attract and retain these workers and also they may recognize the value of retaining experienced talent by offering such arrangements. Also different generations within the workforce have varying preferences regarding work arrangements. Millennials and Generation Z (see also Kuncoro & Kusumawati, 2021), for instance, often prioritize work-life balance and may seek remote or flexible work options. In practice, understanding these generational preferences is crucial for organizations looking to attract and retain talent across age groups. Demographic shifts related to urbanization and population density can impact commuting patterns too. High traffic congestion and long commutes in densely populated areas may motivate both employees and employers to explore remote work options as a means of reducing commuting-related stress and improving productivity (Choi & Lee, 2021).

Also due to demographic changes, such as declining birth rates in some regions, which can lead to labor shortages, companies may turn to remote work to tap into a broader talent pool, including individuals in other geographic areas or those who prefer remote employment. More than this, as younger workers enter the workforce, they may drive the demand for technology-enabled flexible work options. Family and caregiving responsibilities can also impact, such employees with caregiving responsibilities may benefit from flexible schedules or remote work to better balance their work and personal lives. Some older workers may prefer to age in place, staying in their homes and communities as they get older. Remote work can support this preference, allowing older employees to continue working while avoiding the need for a lengthy commute or relocation.

Demography and remote/flexible work are closely linked because demographic factors, such as age, generation, family structure, and technology adoption, influence both the supply and demand for these work arrangements. In practice, organizations that recognize and adapt to these demographic shifts can better tailor their remote and flexible work policies to meet the needs and preferences of their diverse workforce (Allen & Shockley, 2020). As the workforce composition changes, so do employee benefit needs. Older employees may prioritize retirement benefits and healthcare, while younger workers may value student loan assistance and professional development opportunities. Companies must adjust their benefits packages to meet the diverse needs of their employees. With younger generations entering the workforce, there is a natural inclination towards technology adoption. Companies are leveraging this trend by integrating technology into their operations and HR processes, including recruitment, onboarding, and employee engagement.

Research Methodology

The background of the thesis was based on two main pillars, first, analyzing the main demographic trends and problems in Europe and Romania in the 21st century and the latest changes in human resource management. Referring to the second pillar of HR related changes, the observation is that demographic shifts are fundamentally altering the composition of the labor force, requiring human resource professionals to develop strategies that attract, engage, and retain a diverse and multigenerational workforce. Companies are now managing a workforce that spans multiple generations, including Baby Boomers, Generation X, Millennials, and Generation Z. In today's workplace, the multigenerational workforce is not merely a diversity concern but a strategic imperative. Also, demography and remote/flexible work are interconnected in several ways, as demographic factors can influence the adoption and impact of remote and flexible work arrangements. Companies are increasingly offering options such as remote work, part-time roles, and flexible hours to attract and retain these workers and also, they may recognize the value of retaining experienced talent by offering such

arrangements. Also, some industries and regions are experiencing skill shortages due to demographic changes. For example, in fields like healthcare and technology, there may be a shortage of skilled workers, leading to increased competition for talent. Companies are “forced” to invest in training and development programs to bridge these skill gaps and remain competitive. This is producing a growing recognition of the need for continuous learning and upskilling in today’s fast-paced, knowledge-based economy. In the same sense, upskilling and reskilling are essential responses to demographic changes, helping to bridge the skills gap, maintain economic stability, and enhance both individual and organizational performance in a changing workforce landscape. Although in international context the effect of demographic changes in HR has already started, the different countries, considering different demographic perspectives, the HR management’s adaptation to those may differ considerably when handling challenges. The questions of the first topic were referring to understand the views of the respondents on the most important demographic changes experienced/observed in the last decade(s) in Romania. Also, the research tested if any, and if so, what kind of HR strategies or policies were found to be effective in accommodating a diverse and multigenerational workforce. A third topic was to see what key challenges the organizations face when managing a workforce from diverse demographic groups and if the diversity increased, and if so, how these challenges influence HR practices and decision-making. A recruitment-related topic was also covered by discussing about how the organization approaches talent acquisition and retention in light of demographic shifts. A targeted question was also addressed in order to see if there are any innovative approaches or technologies that the organization might have had adopted to enhance diversity and inclusion in the workplace. The final groups of questions tested if respondents observed any notable shifts in employee expectations, values, or preferences that correlate with demographic changes and to see the opinion on how effective HR management contributes to organizational success during times of demographic transition. The last topic addressing questions aimed to see if there are any emerging trends or future projections related to demographic changes that could have a significant impact on HR management in the coming years.

Figure 1. Word cloud, words indicating the frequency of most often expressed ones in the answers.

The general conclusion of the thesis was that addressing multigenerational workforce challenges requires proactive HR strategies that promote inclusivity, continuous learning, and cultural adaptation. Figure 1 contains also in a more comprehensive and visual way, words indicating the frequency of the most often expressed

preoccupations in the subject, of respondents. The interview analysis, combined with topics related to the multigenerational workforce, skills gap, learning and development, ageing, migration, fertility, and pandemic impacts, led to several conclusions. Managing a multigenerational workforce necessitates tailored strategies due to the diverse needs, motivations, and work styles across different age groups. Younger employees often prioritize perks and development opportunities, while older employees may place a higher value on stability and traditional work practices. To address these varying needs, effective HR strategies include implementing flexible work arrangements, fostering inclusive cultures, and developing personalized development programs. These initiatives not only enhance engagement but also promote a cohesive organizational culture. Bridging generational gaps requires an inclusive approach that encourages communication and mutual understanding. Customized solutions in training and internal communication are essential to meet the diverse learning needs of each generation, ensuring a harmonious and productive workplace. Demographic changes significantly impact HR processes such as hiring and training, contributing to skill shortages within the workforce. Upskilling and reskilling initiatives are crucial responses to these gaps, yet they are acknowledged as part of the solution rather than comprehensive remedies. Continuous learning opportunities play a pivotal role in addressing skill gaps and promoting innovation across all age groups. Strategic investments in learning and development, complemented by flexible workplace policies, are essential for effectively navigating demographic shifts and ensuring sustained organizational growth. The impact of an ageing population extends beyond demographic shifts, influencing both workforce sustainability and organizational culture. As hiring practices increasingly favor experienced workers, companies must navigate changes in dynamics and adapt management strategies accordingly. Integrating older employees, who often bring distinct values and work styles, demands nuanced HR approaches that emphasize experience while promoting collaboration with younger generations. This cultural adaptation is crucial for fostering a cohesive and productive workplace environment amidst evolving workforce demographics. The COVID-19 pandemic accelerated the demand for digital skills and remote work capabilities, fundamentally reshaping workforce expectations and employer practices. This acceleration highlighted the critical need for adaptive HR strategies that embrace technological advancements and support remote work environments. Additionally, pandemic-induced changes spurred increased workforce globalization and mobility, with remote work emerging as a preferred option among many employees, particularly younger generations. Understanding these shifts is essential for organizations seeking to cultivate resilience and flexibility in their workforce strategies moving forward. As companies navigate future challenges, adapting HR strategies to accommodate diverse demographic shifts and technological advancements is paramount. This involves leveraging data analytics for strategic workforce planning and implementing inclusive practices that span from recruitment to retirement. Emphasizing individual development through tailored training and development programs can significantly enhance employee motivation and retention across all generations. This approach not only supports organizational agility but also fosters a culture of continuous growth and innovation. The conclusion was that managing a multigenerational workforce requires tailored strategies to address diverse needs, motivations, and work styles. Younger employees prioritize perks and development opportunities, while older employees value stability and traditional practices, confirming the working hypothesis. This diversity can lead to varying levels of engagement and potential conflicts. Additionally, the findings highlighted the need for flexible work arrangements, inclusive cultures, and personalized development programs. Tailored HR strategies that account for generational differences are essential for enhancing organizational effectiveness and employee satisfaction, supporting this assumption. Moreover, fostering an

inclusive culture, flexible work arrangements, and communication is essential for bridging generational gaps. These strategies can improve retention rates and foster a sense of belonging among diverse generations. It resulted that HR has already tried to find solutions first of all to multigenerational workforce management, acknowledging that managing a multigenerational workforce requires tailored strategies to address diverse needs, motivations, and work styles. HR departments have responded by implementing flexible work arrangements, fostering inclusive cultures, and developing personalized development programs to enhance engagement and cohesion. Also, a second topic attempted to be solved indicated that skill gaps within the workforce are a significant challenge due to the rapid evolution of required skills. HR professionals have addressed this by initiating upskilling and reskilling programs, promoting continuous learning opportunities, and making strategic investments in learning and development. The study highlighted the increasing average age of the workforce and the tendency to favor experienced workers in hiring practices. To integrate older employees effectively, HR has adapted management strategies that emphasize the value of experience while fostering collaboration across generations, promoting inclusivity and cohesion. It was also pointed out that emigration of younger, educated workers has led to workforce shortages, particularly in Eastern European countries like Romania. HR has responded with strategic workforce planning and policies to address skill gaps and sustain economic growth, and by fostering community development through partial return migration. These efforts aim to enhance organizational agility, foster a resilient and engaged workforce, and drive sustainable growth amidst demographic shifts. The responses pointed to a focus on continuous learning opportunities and adaptive HR practices to address skill gaps and foster innovation. Emphasizing individualized development programs supports the assumption that addressing individual needs enhances motivation and satisfaction. Additionally, there is a need for upskilling and reskilling initiatives to navigate demographic changes effectively. Targeted recruitment, training, and upskilling are necessary to align skills with evolving job requirements, in line with this assumption.

Conclusions

Generational Gaps and Work Engagement

One of the most significant observations is the generational divide in engagement at work. The increasing average age of employees, combined with the influx of younger generations, creates a growing gap between the very young and the very old. While older employees may require more time and prefer traditional work environments, younger employees often seek social impact, perks, and rapid development opportunities. This generational mix can lead to less engagement at work and potential conflicts.

The Skills Gap Between Generations

Another recurring theme is the skills gap between different generations. Respondents noted that both older and newer employees may lack the necessary skills due to rapid job changes, insufficient training, or different educational backgrounds. Younger generations, in particular, are seen as rapidly climbing seniority levels but sometimes lack the depth of knowledge required for their roles. This generational gap in skills necessitates tailored management and training approaches.

Generational Expectations and Management Challenges

The differing expectations, work styles, and values between generations present a management challenge. For example, older generations often value stability, punctuality, and reliability, while younger generations

focus on flexibility, work-life balance, and personal development. Respondents highlighted that management practices must be adapted to meet the diverse needs of each demographic group. A “one-size-fits-all” approach is no longer sufficient; instead, individualized management practices are required to address the unique motivations of each generation.

Motivations and Communication Across Generations

Communication is another area where generational differences are evident. Younger employees, particularly those from Generation Z and Millennials, often prefer digital communication methods, while older employees may favor face-to-face interactions. Furthermore, respondents emphasized that different generations must be motivated and managed differently. For instance, younger employees may prioritize opportunities for growth and learning, whereas older employees may focus more on job security and stability.

Work-Life Balance and HR Adaptations

Younger generations, particularly Generation Y and Z, place a high priority on work-life balance. They tend to avoid overtime and seek flexible work arrangements, which can pose a challenge for HR professionals. In contrast, older employees may be more willing to work longer hours in exchange for job security. Companies are responding to these differing expectations by offering flexible work policies, wellness programs, and professional development opportunities that appeal to all generations.

HR Strategies for a Multigenerational Workforce

Effective HR strategies for managing a multigenerational workforce include implementing flexible work arrangements, fostering inclusive cultures, and developing targeted recruitment and retention practices. Work-from-home policies, in particular, were seen as having the biggest impact on accommodating different generational needs. Additionally, mentorship programs that pair younger employees with experienced staff have been successful in facilitating knowledge exchange and fostering mutual understanding.

Cultural Solutions for Demographic Variety

Creating an inclusive work culture is essential for overcoming the challenges posed by a multigenerational workforce. Fostering a culture that encourages openness and sharing can help bridge the gap between different age groups. Respondents noted that job advertisements and recruitment platforms should be tailored to appeal to different generations. Furthermore, flexible compensation and benefits packages, as well as training and development programs, can help retain talent from all age groups.

Challenges in Managing Generational Differences

The key challenge in managing a multigenerational workforce lies in addressing the diverse values, expectations, and communication styles of each generation. Older employees may expect compensation to align with performance and seniority, whereas younger employees may expect top-tier pay regardless of experience or results. These differing expectations can lead to conflicts if not managed properly.

Managing a multigenerational workforce requires HR professionals to adopt tailored strategies that account for the diverse needs, motivations, and work styles of different generations. Flexible work arrangements, inclusive cultures, and personalized development programs are essential for bridging generational gaps and fostering a cohesive work environment. By understanding the unique challenges posed by a multigenerational workforce, companies can create a harmonious and productive workplace where employees of all ages can thrive.

References

Allen, T. D., & Shockley, K. M. (2020). Flexible work arrangements: Help or hype? In *Work and family in the new economy* (pp. 265-284). Somerville: Emerald Publishing Limited. Retrieved from https://doi.org/10.1108/S1530-353520200000018014

Beck, U. (1999). *Globalization and the rise of the risk society*. Retrieved from https://ams-forschungsnetzwerk.at/downloadpub/risk_RR3_u_Beck.pdf

Bieling, G., Stock, R. M., & Dorozalla, F. (2015). *Coping with demographic change in job markets: How age diversity management contributes to organisational performance*. Retrieved from https://www.jstor.org/stable/24332832

Boxall, P., & Purcell, J. (2011). *Strategy and human resource management* (3rd ed.). London: Palgrave Macmillan.

Brdulak, H. (2014). The impact of demographic changes on human resources management in European supply chains—Selected aspects. In P. Golinska (Ed.), *Logistics operations, supply chain management and sustainability* (pp. 3-13). Cham: Springer. Retrieved from https://doi.org/10.1007/978-3-319-07287-6_1

Cardoso, G., & Castells, M. (2007). *The network society. From knowledge to policy*. Retrieved from https://www.researchgate.net/publication/301788885_The_Network_Society_From_Knowledge_to_Policy

Cascio, W. F., & Boudreau, J. W. (2008). *Investing in people: Financial impact of human resource initiatives*. London: FT Press.

Choi, S. L., & Lee, H. K. (2021). The influence of urbanization and traffic congestion on the adoption of telecommuting: Evidence from South Korea. *Sustainability, 13*(8), 4232. Retrieved from https://doi.org/10.3390/su13084232

Deloitte. (2016). *The 2016 Deloitte millennial survey. Winning over the next generation of leaders*. Retrieved from https://www2.deloitte.com/gx/en/pages/about-deloitte/articles/gx-millenial-survey-2016-exec-summary.pdf

IOE (International Organization of Employers). (2024). *Business advisory group on migration*. Retrieved May 15, 2024 from https://www.ioe-emp.org/index.php?eID=dumpFile&t=f&f=159891&token=319e52a2beee5e0e3616a5919f2d1c418db11f0b

Kuncoro, H. A. D. P., & Kusumawati, N. (2021). A study of customer preference, customer perceived value, sales promotion, and social media marketing towards purchase decision of sleeping product in generation Z. *Advanced International Journal of Business, Entrepreneurship and SMEs, 3*(9), 265-276.

Lamb, M. (2019). Managing the multi-generational workforce: From the silent generation to generation Z. In M. Lamb (Ed.), *The Palgrave handbook of multigenerational education management* (pp. 7-24). London: Palgrave Macmillan.

Lexology. (2007). *The impact of demographic changes on companies' HR strategies and their company pension plans*. Lexology. Retrieved from https://www.lexology.com/library/detail.aspx?g=62eb40ac-84de-48b6-a04c-68bb187888c8

McCrindle, M., & Wolfinger, E. (2009). *The ABC of XYZ. Understanding the global generations*. Sydney: UNSW Press.

Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). *Human resource management: Gaining a competitive advantage* (12th ed.). New York: McGraw-Hill Education.

PwC. (2021). *Hopes and fears 2021. The views of 32,500 workers*. Retrieved from https://www.pwc.com/hopes-fears

PwC. (2022). *Millennials at work: Reshaping the workplace*. Retrieved from https://www.pwc.com/co/es/publicaciones/assets/millennials-at-work.pdf

Verworn, B., Schwarz, D., & Herstatt, C. (2009). Changing workforce demographics: Strategies derived from the resource-based view of HRM. *International Journal of Human Resources Development and Management, 9*(2/3), 149-161. Retrieved from https://www.inderscience.com/info/inarticle.php?artid=23450