# Emerging HRM Trends

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## Abstract

Human Resource Management (HRM) is a universal consideration, and regardless of their type, almost all problems faced by organizations can, at least partially, be addressed through sound HRM. Emerging HRM trends refer to new developments or general patterns of change that are becoming increasingly visible in the field. Most of these trends are driven by broader business shifts such as globalization, technological advancement, demographic changes, and the growing emphasis on sustainability. In the 21st century, the role of HRM has evolved significantly from the traditional personnel function to a strategic role, then to a participative approach, and finally to a sustainability-oriented paradigm. Today's HRM is vast, indispensable, business-driven, and sustainability-driven, constituting both a pure and an applied field of study and practice.

The objective of this research paper is to briefly identify and discuss key emerging HRM trends. While numerous trends merit attention, this paper will focus on eleven trends which are perceived as major ones: Hybrid and Flexible Working Arrangements, Greening in HRM, Employee Ethicality and Ethicality in HRM, Diversity, Equity, and Inclusion (DEI), Digital HRM, HRM Analytics, Employee Happiness and Holistic Well-being, Economic HRM and High-Performance Organization through HRM, Presenteeism, and Quiet Quitting.

Other notable trends not covered in this paper include work–life integration, knowledge management, HRM in mergers and acquisitions, managing call centre employees, robotics in HRM, and managing nomads. While these trends pose both challenges and opportunities for HRM professionals, they can be managed in ways that generate substantial benefits for all stakeholders. Challenges should be viewed as opportunities that can be efficiently and effectively capitalized on through appropriate thoughts and appropriate actions. In this era of unprecedented disruption and possibility, our role is to anticipate trends, embrace innovation, and humanize almost every transformation. The true measure of HRM's success will not only be how well we manage processes, but how profoundly we elevate people, because only then it is possible for organizations to achieve sustainable excellence.

**Key Words:** Emerging Trends, Future, Human Resource Management, Sustainable HRM

# Introduction

HRM is a universal consideration, and all forms of organizations face various problems and it is possible for an organization to solve almost all problems through sound HRM. It is impossible to observe organizations without personnel and management of personnel. It is almost impossible to find problems which have nothing to do with HRM which is simply defined as "*the effective and efficient utilization of human resources in order to achieve goals of an organization*" (Opatha, 2009, p. 7). An inclusive definition of HRM is (Opatha, 2021, p. 31): "*Basically, HRM is the adoption of certain functions and activities for utilizing employees efficiently and effectively in an organization to achieve its goals which include satisfying the key stakeholders to the possible extent and contributing positively to the natural environment. It involves formulation, implementation, and on-going maintenance of strategies, policies, procedures, rules, practices and systems of managing employees strategically, participatorily, and sustainably.*". Emerging HRM trends refer to emanating changes or general changing patterns which become apparent in the field of HRM. Most of the emerging HRM trends occur owing to emerging business trends such as globalization, technological advances, demographic shifts, sustainability, and so on. In the 21st century the role of HRM has evolved from personnel, which is generally considered traditional, to strategic, and then participative, and finally sustainable. Today's HRM is a vast, indispensable, business-driven, and sustainability-driven pure and applied field.

The objective of this research paper is to identify and discuss briefly key emerging trends in HRM. There may be a few trends to be considered. However, only eleven emerging trends have been considered in this paper. These considered trends are perceived as major trends in HRM.

# Hybrid and Flexible Working Arrangements

The high concern of work-family balance, the increasing number of women at work, and the Corona pandemic experience influenced on the top management and HR personnel of organizations both public and private to adopt hybrid and flexible working arrangements. Hybrid working allows employees of a certain organization to work remotely (more likely from their homes) and physically at the workplace provided by the organization. Usually, it is a combination of working from home and working at the office or factory. According to Sri Lankan research (Akuratiyagamage and Opatha, 2004), managers suffer grievances owing to five major causes which include job itself, personnel management decisions, working conditions, interpersonal relations, and personal life problems. Flexible working arrangements include (1) **Flextime** (alternatively called as flexitime or written as flex-time which is a non-traditional work schedule in which an employee works for a certain number of hours (usually eight) per day but for varying times of starting and ending the daily work; every employee is required to work the same number of hours (eight) but is allowed to vary up to one or more hours at the commencement time of working and the ending time of working; has two types of time, i.e. core time (a time when all employees must be present), and bandwidth time (all the possible hours of working per day); and has different variations such as general flex-time, flex-tour, gliding time, and maxiflex system) (Opatha, 2009); (2)

**Compressed Workweeks** (an employee works for fewer days per week but more hours for each working day); (3) **Industrial Cottage** (a small place or room of the home of the employee where he or she does a factory work or a manufacturing work for the employer) and **Electronic Cottage** (a small place or room of the home of the employee where he or she does an organizational service-oriented work for the employer); and (4) **Telecommuting** (this is an extension of the industrial and electronic cottage where an employee works from his or her home or another location of his or her choice and completes the work assignments through the use of computer, facsimile, and improved telephone system). As there are pros and cons of these methods, it is essential to ascertain real needs of employees and the business before deciding a work method to implement (Opatha, 2024).

## Greening in HRM

Ecological sensitivity, global warming, natural disasters, and sustainability concern convered to emerge a new field of HRM called Green HRM. Greening in HRM refers to a systematic attempt to transform normal employees in the organization into green employees through Green HRM practices. In the context of HRM the term 'greening' has four meanings such as preservation of the natural environment (safeguarding or keeping safely), conservation of the natural environment (being careful in using or saving), avoidance or minimization of environmental pollution (avoid contaminating the planet), and generation of gardens and looking-like natural places (Opatha, 2013). An employee who wants to be a green person is required to play four roles such as preservationist, conservationist, non-polluter, and maker; and this person is named with a generic label, i.e. nature-lover or eco-activist (Opatha and Arulrajah, 2014). Four types of conserving behaviours include Reducing use, Reusing, Repurposing, and Recycling-labelled as the 4Rs (Ones and Dilchert, 2012). Green HRM has become an emerging field of HRM which refers to all the activities involved in development, implementation and on-going maintenance of a system that aims at making employees of an organization green; the side of HRM that is concerned with transforming normal employees into green employees so as to achieve environmental goals of the organization and finally to make a significant contribution to environmental sustainability, and to the policies, practices and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business (Opatha, 2013; Opatha and Arulrajah, 2014). Sustainable development and environmental sustainability will not be achieved unless relevant employees are green seriously; without having employees who are green, it is not possible for achieving the success of environmental management and environmental strategy of an organization; and there is a business case as well as a moral case for Green HRM (Opatha, 2019). Adopting Greening and Green HRM is indeed paving the way for sustainable business operations. Refer to Appendix 1 that provides some green specific attitudinal items and behavioural actions of a good green employee.

## Employee Ethicality and Ethicality in HRM

One of the most important specific sustainability areas or issues is business ethics and integrity (AMA/HRI, 2007; Economist Intelligent Unit, 2010; Silva, Opatha, and Gamage, 2016). Organizational ethics is a critical aspect of the organizational management that consists of

the moral values, beliefs, and rules which are utilized to govern the way employees are supposed to behave when dealing with parties inside and various parties outside the organization and when making decisions individually and collectively; and **employee ethicality** refers to the extent to which employees in the organization adhere to or follow organizational ethics (Opatha, 2019). Creation and enhancement of employee ethicality can be performed through **Ethical Orientation of HRM** which refers to the extent to which HRM functions incorporate ethical matters so as to make employees ethical (Silva et al, 2016). **Ethicality in HRM** refers to performance of HRM functions from job design to labour-management relations ethically. It is essential to perform HRM functions ethically in an organization in order to maintain justice, fairness and well-being towards its stakeholders (Silva et al, 2016). This is a common view existing among scholars. Examples of actions that can be taken to avoid many unethical HRM practices include appointing a right person as the HR manager, being serious by the CEO about following ethical practices in HRM, and developing more objective HRM schemes which do not allow managers to play favouritism and fulfill malicious intentions. In the future, it will be necessary that HR Manager as an ethical maven plays four roles which include Advocate (to develop a positive attitude specially within top managers and middle managers about ethicality and creating an ethical culture), Builder (to prepare a code of ethics, to train all employees, and make structural additions), Leader (to reward ethical behavior, to punish unethical behaviour, and allow whistle-blowing), and Practitioner (to be a role model by being ethical first) (Opatha, 2019). There is no doubt that creating, maintaining, and enhancing employee ethicality and ethicality in HRM pay the way for a sustainable future. Refer to Appendix 2 that is a practical tool which can be utilized by a practicing manager who is required to solve an ethical dilemma.

## Diversity, Equity, and Inclusion (DEI)

Workforce diversity is variety or variation in employees who work for a particular organization, and it is owing to differences which result from gender, race, religion, age, ethnicity, sexual orientation, and socioeconomic background of employees (these can be called factors of diversity) (Noe, Hollenbeck, Gerhart, and Wright, 2021; Opatha, 2024). Increasingly the workforce of organizations is becoming more heterogeneous, and different employees are likely to have different attitudes and behaviours. An organization having international operations in different countries needs to create and maintain a diverse workforce because international employees are diverse in terms of language, religion, culture, and economic background. An organization without international operations has an option, not inevitably to create and maintain a diverse workforce, particularly when ethnicity and religion are concerned. Two main options: choosing either **assimilation** or **valuing diversity** are available for those who have the authority to decide. Assimilation is the process through which members of a minority group are forced to learn the ways of the majority group and valuing diversity means putting an end to the assumption that everyone who is not a member of the dominant group must assimilate (Moorhead and Griffin, 2009). Assimilation becomes beneficial if the members of minority groups are ready to follow the values and practices of the dominant or majority group, if not so, miscommunication and conflicts tend to occur. Truly valuing diversity is not a lip service to an ideal but an opportunity to develop and utilize all of

the human resources available to the organization for the benefit of the employees and the organization as well (Moorhead and Griffin, 2009). Moorhead and Griffin, 2009, p. 55) write the advantages of valuing diversity in this way: "*Overall, the organization wins when it truly values diversity. Workers who recognize that the organization truly values them are likely to be more creative, motivated, and productive. Valued workers in diverse organizations experience less interpersonal conflict because the employees understand each other. When employees of different cultural groups, backgrounds, and values understand each other, they have a greater sense of teamwork, stronger identification with the team, and deeper commitment to the organization and its goals.*". Noe, et al (2021) present six arguments deriving from research to show how managing cultural diversity can provide a competitive advantage and these six arguments are cost, employee attraction and retention, marketing, creativity, problem-solving, and system flexibility arguments. Diversity management involves management of heterogeneity of employees in a way that produces significant advantages to the organization and employees, and it attempts to provide the organization with a diverse or heterogenous workforce that produces better organizational results (than a workforce that is homogeneous or alike). Refer to Appendix 3 for two Exhibits and one Figure which may be useful for sound diversity management. When diversity (the presence of different personnel within the organization) has been accepted, it needs to ensure **equity** (all personnel need to be treated fairly and impartially) and **inclusion** (the act of taking different personnel into the group or the organization). Promoting diversity in personnel resourcing pays the way for a more inclusive and innovative workplace.

## Digital HRM

Technological innovations and advancement resulted in creating a related brance of HRM called Digital or Electronic HRM or e-HRM. Digital HRM may be defined as the adoption of electronic means into the practice of managing people at work. Noe et al (2007) define e-HRM as the processing and transmission of digitalized HR information, especially using computer networking and the Internet. The definition given by Jackson, Schuler, and Werner (2018) is a broad one in the sense that it includes the use of the information technologies not only for HRM activities but also for social networking among employees. Digital HRM includes the use of digital technologies such as cloud computing, artificial intelligence (AI), machine learning, data analytics, social media platforms, and mobile applications to perform certain HRM functions with the purposes of increased efficiency (reducing costs in terms of time, effort, and money), improved effectiveness (increasing the degree of accomplishment of HRM goals such as productivity, employee satisfaction, absenteeism, retention, and employee development), improved employee experience, and increased support for hybrid and flexible working. If the use of digital technologies makes employees' interactions with HR processes easier, faster, more personalized, and more satisfying throughout their employment lifecycle, indeed Digital HRM becomes beneficial, and therefore, investing by organizations in technology and personnel is encouraged. It seems true that Digital HRM results in positive experience of personnel working in the organization owing to some specific reasons (can be perceived as advantages) such as (1) convenience and accessibility: through the use of self-service portals or mobile applications an employee can get access to HR services (e.g., apply

for leave, view pay slips, check benefits) anytime and anywhere; (2) faster responses: the use of chatbots, automated workflows, or AI-powered helpdesks solves questions (like leave approvals or salary queries) without delays; (3) personalized communication: employees receive relevant updates (e.g., training opportunities, security state, and performance appraisal reminders) through personalized dashboards and notifications; (4) smooth and continuous induction: new personnel can go through orientation through interactive online modules reducing travelling and tiredness; and (5) employee voice: the use of tools like pulse surveys or employee feedback platforms give personnel a say in decisions which affect the quality of work life. However, there are disadvantages of or drawbacks to Digital HRM about which the relevant management needs to be aware and accordingly should take action to mitigate them. Some disadvantages are incurring a huge cost in order to install and implement e-HRM, reducing and discouraging direct human interactions, hindering development of social skills among employees, increased loneliness, having a negative impact on employee health, discouraging socialization, making employees withdrawn, shy or intimidated by actual intense social situations (Opatha, 2024). Another issue is privacy which refers to the employee's right to be free from unnecessary public attention, interference, and intrusion. Refer to Appendix 4 for a classic writing of specific behavioural problems caused by technology (Hodgetts and Hegar, 2005). Opatha (2024, p. 152) writes: "*A final note about technology is mentioned here. Never forget that technology is an aid, and it should not be a slave of human beings. Technology is for human resources and technology is not for technology itself. Organizational development and human development need to be achieved through technology. If technology makes lives of many employees and potential employees jobless and miserable, that technology is destructive for human development and human well-being. It is always good and even better if the government of a nation and an organization in a nation can provide as many job opportunities as possible so that a higher number of people living in that nation become employed productively.*"

## HRM Analytics

According to Bhattacharyya (2017), HRM analytics is the application of analytic logic for HRM function, so that it can benefit organizations in improving the performance of employees, help in rationalizing HRM decision-making process and can also improve the ROI from human resources. HRM analytics provides an evidence-based approach to HRM decision making, and it is a logical method that enables technological manipulation of information to provide insight on relevant issues (King, 2016). HRM analytics enables decision makers to make more efficient and effective decisions by providing descriptive, predictive, and prescriptive analytics, and it is the quantitative side of HRM (Jayani Opatha, 2021). HRM analytics has been discussed as an approach to evaluation of HRM to improve the contributions that HRM can give for the organization, the employees, and the society; it is a statistical and analytical approach to managing people at work; and it is not only a major tool for evidence-based HRM but also a process that includes exploring, identifying, measuring, describing, explaining, predicting, and controlling employee-related drivers (i.e. employee engagement, employee commitment, employee absenteeism etc.) of strategic business success (i.e. profits, sales, customer satisfaction etc.) (Opatha, 2024). A very recent empirical study (Jayani Opatha,

Dayarathna, Dowling, and Bartram, 2025) was carried out to investigate whether HR professionals' HR analytics competency significantly and positively influences HR analytics deployment, the execution of HR analytics significantly and positively influences HR related outcomes, HR outcomes affect favourably organisational performance, HR analytics deployment enhances the performance of the organisation, the HR analytics deployment has a significant mediating effect on the linkage between HR analytics competencies of HR professionals and HR related outcomes, HR analytics deployment has a mediated effect on organisational performance via HR related outcomes, and top management support moderates the connection between HR professionals analytics competencies and the HR analytics deployment. The study resulted in finding empirical evidence to support the relevant seven hypotheses.

## Employee Happiness and Holistic Well-being

Based on the classic and standard writings by Greenberg and Baron (2007), Harris (2007), Luthans (2008), Baxter (2010), Robbins and Judge (2013), Opatha (2019, p. 262-3) summarizes: "*Hedonism is an existing psychological approach to discussion of happiness and under it hedonic happiness is defined as Subjective Well-Being (SWB) which is divided into two categories, i.e. affective hedonic happiness (which is increased pleasure and decreased pain) and cognitive hedonic happiness (which is life satisfaction). Life satisfaction has global (overall) life satisfaction (that involves feelings that derive from an evaluation of the life) and dimensional life satisfaction that is the degree to which an employee has favourable or positive feelings about various domains of his or her life after a thoughtful evaluation.*". Another existing psychological approach to discussion of happiness is eudaimonism, and under which happiness is called eudaimonic happiness which is defined as Eudaimonic Well-Being (EWB). Four popular models include (1) Psychological well-being developed by Ryff (1995): consists of six components, i.e. self-acceptance, positive relations with others, autonomy, environmental mastery, purpose of life, and personal growth); (2) Self determination theory developed by Ryan (2009): if autonomy, competence, and relatedness are supported and satisfied, well-being occurs; (3) Authentic happiness model developed by Seligman (2002): three pathways to happiness, i.e. pleasant life, good life and meaningful life exist; and (3) Personal development and transcendence proposed by Boniwell (n.d): two routes for eudaimonic well-being exist, and the first one is personal development (becoming better in the chosen field and domains of life of the person) and the second is transcendence (one's dedication and commitment to something or somebody, not his or her own needs). Opatha (2019, p. 263) writes: "*The author's perspective of happiness is called ascertained life goal approach according to which a person does ascertaining the life goals and then accepts the goal of happiness as the general goal of life of that person. The happiness is a mental result or outcome or state that occurs within the person from a serious evaluation of the extent to which the seven specific life goals have been accomplished.*" Refer to Appendix 5 for a specific note on the life ascertained goal approach. There is a significant role of HRM in creating, maintaining and enhancing the happiness of employees. The responsibility of enhancing happiness rests with both the organization and the employee. Seven major strategies which can be adopted by the HR department of an organization to maintain and enhance employee happiness are (1) to provide happiness

education, (2) to provide happiness counselling, (3) to promote job satisfaction, (4) to generate and enhance job involvement and organizational citizenship behaviour, (5) to promote personal character, (6) to adopt Maslow's theory of motivation, and (7) to promote appropriate personality traits such as internal locus of control, type B personality, positive effect, and the Big Five Dimensions such as conscientiousness, extraversion, agreeableness, emotional stability, and openness to experience (Opatha, 2019).

## Economic HRM and High-Performance Organization through HRM

Economic HRM (EHRM) refers to specific HRM practices leading to improving the financial performance (basically profits and profitability) of the organization. Though this is an emerging branch of Sustainable HRM, it is highly related to the established paradox called Strategic HRM. EHRM is one of the three pillars of sustainable HRM (alongside Green and Social HRM) based on the Triple Bottom Line framework and is concerned with profit-related dimension which includes profitability aspects or contributions that HRM can make to financial performance or economic growth of the organization. Furthermore, it is classified that EHRM involves practices promoting high performance organization, increasing employee retention, reducing absenteeism, presenteeism, and counter-productive behaviour, enhancing customer satisfaction, and dealing with the match between competitive business strategy and HR strategy. It is no hyperbole to mention here that EHRM plays as a strategic driver in achieving superior financial results for the organization. In the future, top managers and particularly HR professionals need to be concerned with creating and maintaining a high-performance organization through HRM that provides three ways or paths, i.e., adoption of high-performance work system, adoption of competitive advantage perspective, and adoption of investment perspective. Refer to Appendix 6 for three tools which are useful for creating and maintaining a high-performance organization through HRM.

## Presenteeism

Presenteeism is considered an emerging trend in HRM, especially in the post-pandemic and hybrid work era. It is true that the concept itself is not new. However, relevance, intensity, and implications of the issue of presenteeism have evolved, making it a critical concern for modern HRM (Werapitiya, Opatha, Fernando, 2015). Johns (2009) defines that presenteeism refers to attending work while ill. Presenteeism is 'showing up for work when one is ill' or sickness presence (Bowyer, 2017). Presenteeism can be defined as attendance of an employee to work while he or she is ill physically or psychologically or in both ways (Opatha, 2019). It is the latest attack on economic and human productivity (Saarvala, 2006). Presenteeism can cut individual productivity by one-third or more; it costs companies billions of dollars a year; typically, studies show that presenteeism costs employers two to three times more than direct medical care, which is paid for by companies in the form of insurance premiums or employee claims; and most overlook what may be a $ 150 billion problem: the nearly invisible drain on worker productivity caused by such common ailments as hay fever, headaches, and even heartburn (Hemp, 2004). Factors such as workload, pressure from co-employees, pressure from immediate superior, concerns for colleges, job essentiality, job exclusivity, job insecurity, lack of backup, workplace culture, and performance measurement systems are

determinants or causes of the persistence of presenteeism. In organizations which face a severe competition operating in countries like Sri Lanka, the pressure to demonstrate loyalty and commitment exists and this often overrides health concerns resulting in increased presenteeism which leads to negative consequences such as long-term productivity loss, intellectual accidents made by employees who are present but mentally absent, and burnout. From an HRM perspective, presenteeism signals the relevant managers to plan and implement proactive strategies including creation of an awareness of presenteeism, development of a workplace policy on presenteeism, training of all concerned, offering paid sick leave, allowing employees to take sick leave, making sure that right supervision occurs, development of a culture of trust, measurement of presenteeism, formulation and implementation of a wellbeing strategy, establishment of psychologically safe environments, and a shift from attendance-based evaluations to output-oriented performance systems. It is observable that there is a transition to hybrid and remote working in respect of certain jobs. This transition has not eliminated the issue of presenteeism and what has happened is reshaping it into digital forms, where employees feel compelled to "log in" and appear active even when they are not physically or mentally healthy to perform efficiently and effectively. Presenteeism being not only a health issue but also a strategic HR concern requires serious addressing when HRM evolves to meet future work challenges. Refer to Appendix 7 for a useful tool for measuring presenteeism.

## Quiet Quitting

Quiet Quitting is a contemporary workplace phenomenon which refers to a working situation where employees disengage from extra-role behaviors at work without formally resigning from the job. The term needs not be taken literally but to be taken figuratively. QQ is conceptualized as a form of employee working where the employee contributes to the job performance positively but in a way that is sufficient to survive on the job rather than giving the maximum possible contribution to the organization; it does not include the full involvement of the employee in performing the job and contributing to the organization to the full extent (by using his or her full potential); it includes exerting the employee's effort to the minimum required to maintain employment security and working without significant creativity and innovation (Mathushan, Opatha, and Kengatharan, 2025). It has been observed that at least academically QQ has gained significant attention in the post-pandemic world because employees, particularly knowledge workers and young professionals started to have growing concerns about their well-being, distress & burnout, and the redefinition of work-life boundaries. It is more likely that when employees feel undervalued, overworked, exhausted, and disconnected from the vision and mission of the organization, they quietly quit often. In Sri Lankan context, particularly where hierarchical structures, long working hours, and job insecurity are widespread, it is likely that QQ does not manifest openly and directly even though it exists subtly. Hence, employees may hesitate to vocalize QQ. However, soon it is more likely that young, more educated, and more assertive personnel will demand more meaningfulness in work, more recognition, and an adequately balanced work-life relationship. A very recent exploratory qualitative study (Mathushan et al, 2025) done in the Sri Lankan hospitality sector revealed key determinants tied to disengagement and reduced

discretionary effort include work–family conflict, employer branding, employee engagement, organizational culture and values, and employee voice. From an HRM perspective, QQ signals a need for proactive strategies to reduce work-family conflict, enhance employer branding, increase full employee engagement, establish healthy organizational culture by replacing toxic culture, foster open communication, implement fair reward systems, and support psychological safety in the workplace. To ignore these signals by organizations risk declines in employee job performance, organizational productivity, profitability, innovation, and long-term employee retention.

## Managing a Gig Workforce

A gig workforce consists of gig workers who are not permanent employees of an organization but are people who work on short-term jobs, freelance projects, or temporary contracts who may work online or offline, and are often paid per hour, piece, task, or project. An organization may have gig workers such as a graphic designer working on freelance projects through websites like Upwork or Fiverr; a management expert developing middle-and first-line managers on stress management, human relations, and self-management physically for three hours per two months; a digital marketing expert working for a 3-month marketing campaign; and temporary production assistants. Managing a gig workforce means utilizing gig workers efficiently and effectively.  It is more likely that organizations engaged in technology, media, and service industries have an increasing tendency to use gig workers in order to gain advantages such as cost savings, flexibility, access to diverse and specialized competencies, increased scalability, reduced legal requirements, and increased agility. Specific HRM practices may include (1) to adopt flexible sourcing methods such as utilizing digital platforms like Upwork, Fiverr, Freelancer, or LinkedIn; (2) to form clear contracts specifying deliverables, deadlines, and payment terms to align expectations; (3) to ensure sound communication through digital tools to maintain engagement and progress monitoring without micromanagement; (4) to form and implement project based performance appraisal with criteria such as outputs, quality, and client feedback rather than traditional attendance, physical availability, and punctuality; and (5) to give timely and fair payments to foster loyalty and to encourage repeat collaboration. Sound management ensures that gig workers perform well, engage adequately, and stay without hurting quality, quantity, and timeliness of the task or project.

## Concluding Remarks

Eleven emerging trends have been identified and succinctly discussed in this paper. Additional significant trends not addressed in this paper include work-life integration, knowledge management, HRM in mergers and acquisitions, call center workforce management, the role of robotics in HRM, and the management of nomadic employees. These trends present both challenges and opportunities for HRM professionals; however, with deliberate strategies and appropriate actions, they can be effectively managed to generate substantial value for all stakeholders. In an era characterized by unprecedented disruption and opportunity, HRM must proactively anticipate evolving trends, foster innovation, and ensure that human considerations remain central to all transformations. The ultimate measure of HRM's effectiveness will be reflected not solely in the efficiency of process management but more

critically in its capacity to elevate the human dimension, thereby enabling organizations to attain sustainable excellence.

**Appendix 1. Some Green Specific Attitudinal Items and Behavioural Actions of A Good Green Employee**
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**Green Attitude**
1. I believe in greening.
2. Greening is very important for survival and sustainability of myself, my organization, my society, my country, and the earth.
3. Greening deals with protecting and saving the nature.
4. Greening is one of the most important virtues.
5. I will be able to lead a very happy life by being green.
6. I feel positively about the need for greening.
7. I like to work in greening.
8. I feel happy when I think and talk about greening.
9. I intend to be a serious contributor to greening.
10. I will be in greening.
11. I hope to live with greening.
12. I am going to be a serious green employee.

**Green Organizational Citizenship Behaviour**
As a preservationist,
13. Decide to respect and admire the nature.
14. Prevent from using or changing various and amazing aspects of the nature.
15. Firmly decide not to contribute to any movement of anti-environmentalism.
16. Decide not to be a cynic who believes that an organization is a formal group of people and these people always behave in a selfish way without thinking the natural environment.
17. Decide not to be a skeptic who disbelieves that greening is useful or truly indispensable.
18. Observe the norm of protecting the virginity and originality of the nature as much as possible.
19. Keep on adhering to the above norm continuously.
As a conservationist
_Reducing use_
20. Use natural water rather than refrigerated water for drinking (this will reduce electricity consumption).
21. Use both sides of the paper when writing or printing or photo-copying (this will reduce electricity and save trees).
22. Come to work by walking or bus/train (this will reduce fuel consumption and air pollution) whenever possible.

23. Shut down the computer when not working instead of hibernating it (this will reduce electricity and air pollution).
24. Use natural light when working (this will reduce electricity).
25. Bring his or her own mugs and dishes.
26. Work with a minimum number of bulbs which are on.
27. Turn off lights when not needed.
28. Switch off the air-conditioners before the ending time of daily work (30 minutes in advance).
29. Use equipment that will reduce using water, electricity etc.
30. Get used to car or vehicle pooling.
    *Reusing*
31. Use mugs, dishes, cans, bottles, bags, etc continuously as many times as possible.
32. Reuse the official clothes for two, three or several years until they cannot be used further.
33. Reuse the official vehicle as much as possible (without changing the vehicle for every three or four years).
34. Avoid relying on single-use, disposable products as much as possible.
35. Buy products which have high durability.
36. Reuse same envelopes for several times (by modifying/deleting the relevant persons' names and addresses) under written communication.
    *Repurposing*
37. Contribute to diverting of used cooking oil to make biodiesel.
38. Avoid throwing out surplus material that could be used for something else.
39. Use newspapers and some printed materials for preparing bags to wrap various objects including meals.
40. Use empty paint containers for putting water and other domestic ingredients (such as rice).
    *Recycling*
41. Contribute to recycle papers and paper related products.
42. Contribute to recycle plastic products.
43. Contribute to recycle bottles and glass related products.
44. Contribute to recycle tires and rubber related products.
    <u>As a non-polluter,</u>
45. Put plants in the working cubicles to absorb pollution.
46. Buy organic food for parties.
47. Report to a relevant officer regarding damages, possible harms etc to the environment whenever noticed.
48. Treat hazardous waste in the due way.
49. Stop improper disposing of paint, oils, and other hazardous substances.
50. Stop dumping harmful chemicals and industrial wastes to avoid contaminating soil.
51. Minimize the plastic use.
    <u>As a maker,</u>
52. Intentionally build a park within the organizational premises.

53. Contribute to build parks near the organizational premises.
54. Contribute to plant new trees and grass.
55. Plant a 'living roof' on a factory building or an office building.
56. Contribute to create and maintain a wildlife area around work facilities.
57. Contribute to create a new small forest around work facilities.
    **Green Interpersonal Citizenship Behaviour**
58. Stimulate others to become green.
59. Answer questions asked by others about greening positively.
60. Teach others about how to become green.
61. Spend time and effort to influence others to become green.
62. Perform green works which are supposed to be performed by others.
63. Discuss the importance of greening with others.
64. Personally appreciate green works done by others.
65. Finger into green works which others have to do or which others have not done.
66. Personally criticize non-performance of green works by others.
67. Try to be an excellent example to others on greening.

    **Green Official Behaviour**
68. Engages in official duties assigned by the superior with regard to greening.
69. Adhere to the rules of cleaning and waste management.
70. Perform all due greening or environmental management things officially.
_____

*Source: Adapted from Opatha (2019)*

**Appendix 2. A Practical Framework for Ethical Decision Making: Ethical Test Questionnaire with Scoring**

| Question | Yes | No | Points |
|---|---|---|---|
| 1. Do you possess virtues such as honesty and self-discipline consistently? | √ | | 7 |
| 2. Are you vicious owing to jealousy, anger, hostility, retaliation, reprobation, selfishness, deception etc? | | √ | 7 |
| 3. Genuinely, are you a person of excellent morality? | √ | | 7 |
| 4. Does your decision hurt anyone? | | √ | 5 |
| 5. Does your decision hurt majority of people? | | √ | 5 |
| 6. Does your decision have more benefits than costs? | √ | | 5 |
| 7. Does your decision involve respect for persons and property? | √ | | 5 |
| 8. Does your decision violate any rule or regulation of your organization? | | √ | 5 |
| 9. Is your decision a requirement of your official duties? | √ | | 5 |
| 10. Does your decision involve treating all the relevant parties equally? | √ | | 5 |
| 11. Did you decide by considering your personal emotion or preference or bias? | | √ | 5 |
| 12. Does your decision involve applying the rules impartially? | √ | | 5 |
| 13. Does your decision involve violation of human rights? | | √ | 2 |

| | | | |
|---|---|---|---|
| 14. You used your freedom to make the decision because it does not harm others. | √ | | 2 |
| 15. You took the decision by placing a special emphasis on your close relationships with a certain party or parties. | √ | | 2 |
| 16. You considered all the relevant stakeholders and took the decision that is useful for all in some significant way. | √ | | 2 |
| 17. Do you feel comfortable if the decision and its details are exposed to the public/others? | √ | | 4 |
| 18. Do you feel shame and fear if the decision and its details are given to others? | | √ | 4 |
| 19. Would you tell your own child (or very close one) to make the same decision you made? | √ | | 3 |
| 20. Would you want others to make the same decision for you? (if others make the decision) | √ | | 3 |
| 21. When you are alone, do you feel happy about the decision made genuinely? | √ | | 3 |
| 22. Is your decision correct according to your conscience? | √ | | 3 |
| 23. Is your decision right according to your religion? | √ | | 3 |
| 24. Does your most virtuous person-in-belief want you to make the same decision? | √ | | 3 |

*Source: Opatha (2019)*

*Note: The above question items were based on 12 criteria derived from normative ethics which include personal character (virtue ethics), utilitarianism (teleological rules), deontology (deontological rules), justice rules, human rights rules, liberty rule, care rule, stakeholder rule, disclosure, reversibility, happiness, and the most virtuous person-in-belief.*

**Appendix 3. Two Exhibits and One Figure Useful for Diversity Management**

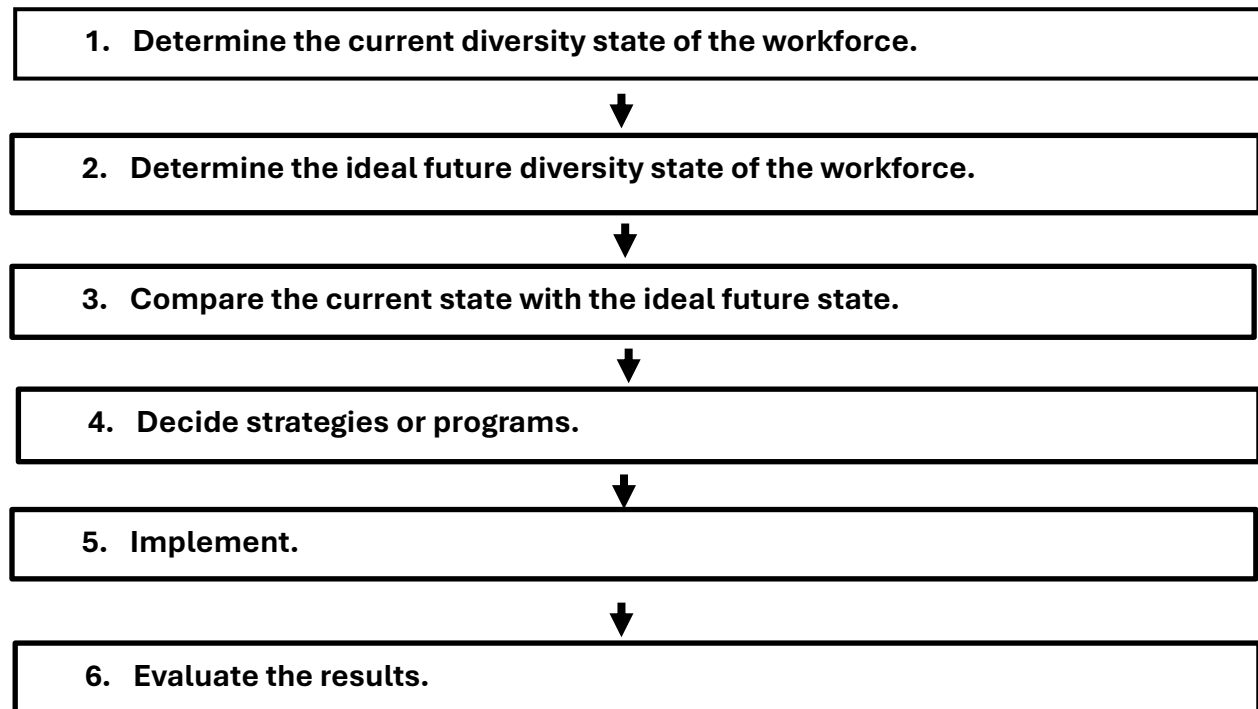**Exhibit 3.1. Research Evidence of Older Employees**

1. A number of positive qualities that older workers bring to their jobs were often observed by managers and they include experience, judgment, a strong work ethic, and commitment to quality.
2. Older employees have less tendency to resign from the organization as they have fewer alternate job opportunities, and they have longer tenure that provides them with higher wages, longer paid vacations, and benefits binding them to their employers.
3. Older employees have lower rates of avoidable absence compared with younger employees.
4. Older workers have no more psychological problems or day-to-day physical health problems than younger workers have.
5. Virtually no relationship exists between age and job performance.
6. Older employees' job performance is better.
7. Positive moods increase with age.
8. Older employees have a tendency to be more satisfied with their work, better relationships with coworkers, and a more commitment to their organizations.
9. Professionals' job satisfaction increases continually with their age rise, whereas nonprofessionals' job satisfaction falls during middle age and then rises again in the later years.

*Source: Based on material by Robbins et al (2019)*

**Exhibit 3.2. Implications of Employees with Different Religions**

1. Buddhists may be reluctant to work on Poya days.
2. Many Christians may be reluctant to work on Sundays.
3. Muslims may not work on Fridays.
4. Relevant employees may want to celebrate their religious festivals at the organizational premises.
5. Religiously different employees may demand the organization to provide facilities (examples: praying rooms, worshiping statues and temples, pilgrimages, etc) to engage in their religious activities by using the organizational resources.
6. Some employees may believe that they are obligatory to express and promote their religious beliefs in the workplace and some employees may oppose these expressions and promotions which may lead to hostilities and conflicts.
7. Employees with the dominant religion may discriminate against others.
8. Muslims may not work in the poultry production.
9. Buddhists may not work in manufacturing and selling arms, living beings, flesh, intoxicating drinks, and poison.
10. Muslims may be more reluctant to work under women leaders.

*Source: Adapted from Opatha (2024)*

**Figure 3.3. Diversity Management Process**

| |
|---|
| 1.  Determine the current diversity state of the workforce. |

⬇

| |
|---|
| 2.  Determine the ideal future diversity state of the workforce. |

⬇

| |
|---|
| 3.  Compare the current state with the ideal future state. |

⬇

| |
|---|
| 4.  Decide strategies or programs. |

⬇

| |
|---|
| 5.  Implement. |

⬇

| |
|---|
| 6.  Evaluate the results. |

*Source: Adapted from Opatha (2024)*

**Appendix 4. Classic Writing of Specific Behavioural Problems Caused by Technology**

| Specific Problem | Description | Actions to Address |
|---|---|---|
| *Powerlessness* (a feeling of being the mercy of technology) | Many workers feel that they depend on technology (e.g., workers on the assembly line remain at their stations and the work comes to them, and if the line is moving very fast, they must work faster to accommodate it). | To offer incentives to workers so that they gain a sense of worth. |
| *Meaninglessness* (the feeling of doing work that has no personal value) | Employees' need to know what they are doing and why they are doing it is taken away by technology. Consequently, the work seems meaningless. | To inform employees adequately and appropriately about their work in order to avoid the situation where they may simply fail to show up work or not strive to do their best on the job. |

| | | |
|---|---|---|
| **Isolation** (occurs when employee is confined to one particular work locale) | As social beings, employees have a need to interact with other people. Employees who are continually on the road feel more isolated. | To provide opportunities to employees to interact at work. |
| **Self-Estrangement** (is characterized by a lack of intrinsic job satisfaction) | When employees cannot find intrinsic satisfaction in what they do on the job, they have self-estrangement. Merely the work becomes a means to earn a living. | To provide a means for employee achievement, responsibility, and the possibility of growth. To make fun or challenge associate with work. |

*Source: Based on material by Hodgetts and Hegar (2005)*

**Appendix 5. A Specific Note on Ascertained Life Goal Approach**
_____

It is viewed that a person does ascertaining the life goals and then accepts the goal of happiness as the **general goal of life** of that person. In order to achieve this general goal, the person establishes seven goals which are labelled as **specific goals of life**. These seven specific life goals (Opatha, 2010, Opatha and Teong, 2014) are:

1. To contribute significantly to improve standard of living of certain people.
2. To contribute significantly to certain institutional development.
3. To be a person who is special, giving from his/her heart, making the world a better place for those whose lives he/she touches.
4. To be a highly successful professional in a certain field of development.
5. To become a person of excellent personal quality.
6. To be a person who has passion as well as a mental and physical fit for continuous learning and self-development.
7. To work towards for betterment of life after death (spiritual development).

The happiness is defined as what the person experiences positively. **It is a mental result or outcome or state that occurs within the person from a serious evaluation of the extent to which the specific life goals have been accomplished.** If the degree of accomplishing the specific life goals is very high the person's happiness is very high. If the degree of accomplishing the specific life goals is very low the person's happiness is very low. This evaluation has to be done at a right time. Mostly the right time is after 55 years of a person. Another right time may be at the retirement of the person who is a professional. It may be that the evaluation seems to be better at the age of 65

(assumption is that a person lives until such years). The person himself or herself can do this evaluation, but it needs to be genuine. Several persons who have objective information about the person's life can also do the evaluation. Use of several evaluators who are right is more accurate. Specific goals numbered from 1 to 3 are beyond self and focus on serving greater than oneself and contributing to the greater good. Other specific goals (numbered from 4 to 7) are for self and focus on serving self. In fact, specific goal numbered 5 serves both self and others. The seven specific goals are indispensable for real and full happiness.

*Source: Opatha (2019)*

**Appendix 6. Useful Three Tools for Creating a High-Performance Organization**

**Tool 1. Criteria for Assessing Sustainability of Resources and Capabilities**

| Is the resource or capability…. | Description |
|---|---|
| Valuable? | Neutralize threats and exploit opportunities |
| Rare? | Not many firms possess |
| Difficult to imitate? | Inimitability or difficulty in imitating owing to<br>• <u>Physical uniqueness</u> (a resource characteristic that is inherently difficult to copy: e.g. a beautiful resort location, a voice of a person)<br>• <u>Path dependency</u> (a resource characteristic developed and/or accumulated through a unique series of events; the benefits from experience and learning through trial and error cannot be duplicated overnight)<br>• <u>Causal ambiguity</u> (a resource characteristic that is costly to imitate because a competitor cannot disentangle what it is or how it can be re-created)<br>• <u>Social complexity</u> (a resource characteristic that is costly to imitate because the social engineering required is beyond the capability of competitors, including trust, interpersonal relations among managers, organizational culture, and reputation) |
| Difficult to substitute? | Substitutability (the competitors have no resources which can match or replace) |

*Source: Developed from material by Dess, Lumpkin, and Eisner (2008)*

**Tool 2. Criteria for Sustainable Competitive Advantage & Strategic Implications**

| Is a resource or capability… | | | | |
|---|---|---|---|---|
| Valuable? | Rare? | Difficult to Imitate | Without Substitutes? | Implications for Competitiveness |
| No | No | No | No | Competitive disadvantage |
| Yes | No | No | No | Competitive parity |
| Yes | Yes | No | No | Temporary competitive advantage |
| Yes | Yes | Yes | Yes | Sustainable competitive advantage |

*Source: Adapted from Dess et al (2008)*

**Tool 3. Anatomy of High-Performance Work System**
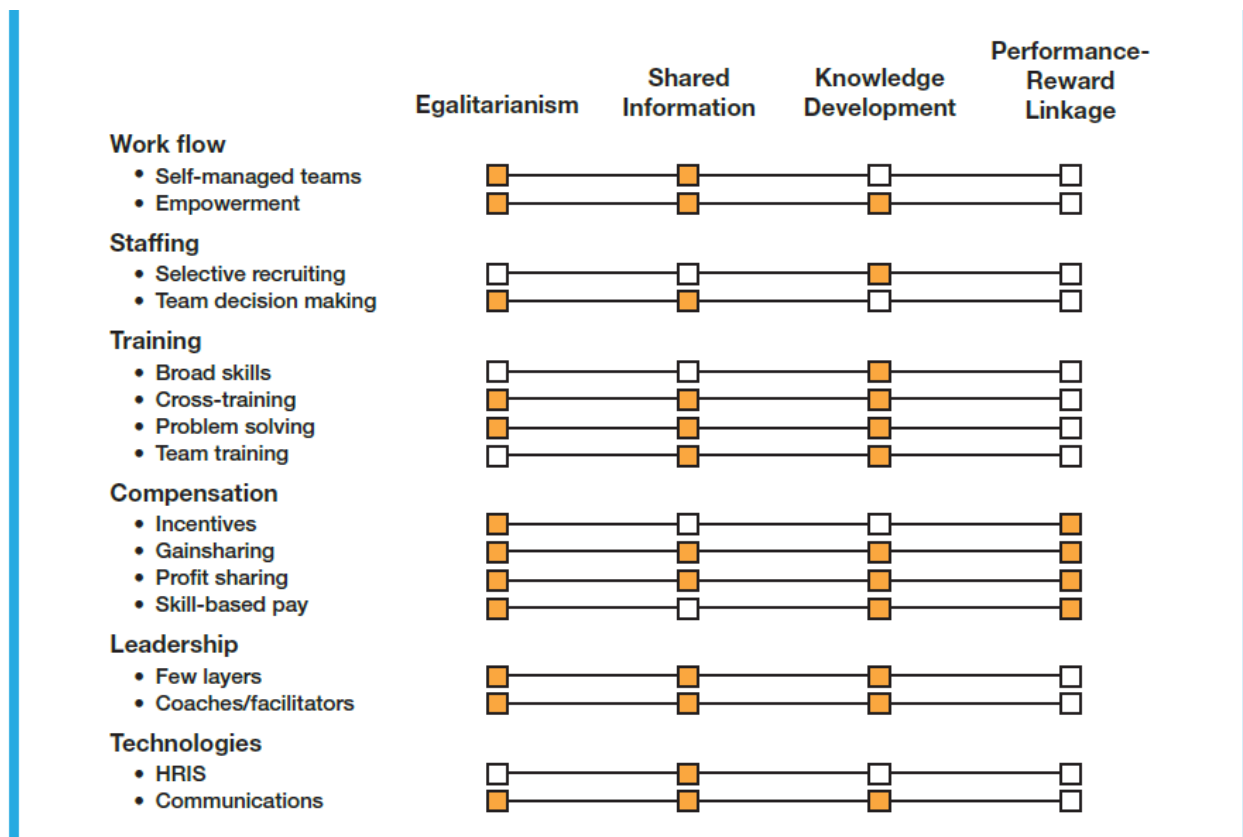


*Source: Bohlander, Snell, and Sherman (2017)*

**Appendix 7. A Useful Tool for Measuring Presenteeism**

Following is the **Stanford Presenteeism Scale** which is SPS-6; 2001 version, and it is jointly owned by Merck & Co., Inc., and Stanford University School of Medicine.

Directions: Please describe your work experiences **in the past month**. These experiences may be affected by many environmental as well as personal factors, and may change from time to time. For each of the following statements, please check one of the following responses to show your agreement or disagreement with this statement in describing *your* work experiences **in the past month**.

Please use the following scale:
… I strongly disagree with the statement
… I somewhat disagree with the statement
… I am uncertain about my agreement with the statement
… I somewhat agree with the statement
… I strongly agree with the statement

|  | Strongly disagree | Somewhat disagree | Uncertain | Somewhat agree | Strongly agree |
|---|---|---|---|---|---|
| 1. Because of my (health problem)*, the stresses of my job were much harder to handle. |  |  |  |  |  |
| 2. Despite having my (health problem)*, I was able to finish hard tasks in my work. |  |  |  |  |  |
| 3. My (health problem)* distracted me from taking pleasure in my work. |  |  |  |  |  |
| 4. I felt hopeless about finishing certain work tasks, due to my (health problem)*. |  |  |  |  |  |
| 5. At work, I was able to focus on achieving my goals despite my (health problem)*. |  |  |  |  |  |

| 6. Despite having my (health problem)*, I felt energetic enough to complete all my work. | | | | | |
|---|---|---|---|---|---|

*Note that the words 'back pain,' 'cardiovascular problem,' 'illness,' 'stomach problem,' or other similar descriptors can be substituted for the words 'health problem' in any of these items.*

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