

## *Editorial*

Dear readers,

We have prepared for you another issue of Human Resources Management & Ergonomics journal which aims to concentrate different researches, analysis and studies of alive components of all companies – people – whether it is one offering services or producing goods. No matter which one we decide to analyze deeper, we will encounter the same problem: everything changes. Previously valid algorithms, processes, methods, models... have more and more deviations from their usual effectiveness. The reason is Industry 4.0. Easy to pronounce but more complicated to scientifically work with.

Industry 4.0 is a German invention and means: Everything is done by machines, networks, internet, sensors... We should distinguish everything from everything. Everything in production zone can really represent everything, but in company ‘everything’ is not everything. There are still many things done by people. Humans are necessary to keep everything going and more than that.

Humans are the one of organizational phenomena who have to adapt in changed working conditions but also who change working conditions. Human resource manager has to take into account both of these influences.

New technologies in digital era require from HR managers to change their lists of requirements which apply on new employee candidates as well as on existing staff. HR manager has to monitor changes in company’s strategy, processes, machinery which requires different capacities from employees. This challenge is already taken into account for example in the paper of German authors “Holistic approach for human resource management in Industry 4.0“. As they mention in their discussion, this problem is not solved by their contribution but needs a lot of effort on the side of HR managers. It is needed to well identify processes of HR managers in preparing training/qualification courses for existing staff as well as in processes of hiring new employees to make a good choice valuable for the company.

On the other side, there are many factors entering the HR manager decision making process originating in workers themselves. They have different habits, desires, characters, origins, etc. and that is very influencing their working morality. The core of these problems are largely developed by specialists in cultural studies, social studies. Then in synergy with personal managers, they can modify existing processes of HR management taking into account new trends and challenges in the world.

Another fact appears in today’s companies. Many of them hire their employees and ask them or propose them to have home office. Again, HR managers till know were used to consider the character of new employee to identify whether he or she would fit into existing working team or not. Actually, having working spread in the city, country even in the world, will inherently require to implement modifications in hiring decision making process.

And one more reality of contemporary world is attitude of employees towards the work. What are they able to do and what they are willing to do. Theory of 4 types of generations is describing deeply this kind of workers attitudes.

At the first look it seems that all mentioned characteristics influencing today's business are difficult even impossible to join together into one logical system. Maybe it is difficult but certainly not impossible. It cannot be impossible. It is a challenge for HR managers to work even more avidly to modify existing principles, methods, models, etc. of human resource management, or even of the newest philosophy in this field: human potential management and development. Contemporary researchers in the field of HRM or HPM&D are asked and directed to consider the synergy of industry 4.0, cultural variability, generation affiliation, and distant work teams.

The truth is, that as a consequence of industry 4.0, there will be less kinds of jobs. Traditional manual jobs will disappear (besides some craft jobs) and 'clean' jobs will multiply. HRM or HPM&D will have to find nuances between these more and more similar jobs, an umbrella for programmers, to make them work effectively and due to their belief. Because there is one another consequence of industry 4.0 – the lack of jobs. Our society will have to deal with this situation in the future that we know will occur. Our society will have to create and accept convenient socially acceptable solution in changed business circumstances and environment.

We wish to HR researchers in fulfilling this hard task a lot of courage, innovative spirit, patience, and luck. Even this issue of our journal brings some important notes towards new tomorrows.

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