

# THE FUTURE OF WORK AND JOBS

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**Abstract:** *The fact that the business environment in modern conditions has changed dramatically cannot be disputed. It has become more competitive, demanding and, above all, there is increased interdependence between organizations and other elements of the environment in which the organization operates. However, changes in the business environment are not adequately accompanied by changes in the organizational structure of enterprises and other organizational systems. The classic organizational design and management concepts from the last century have been retained. Indeed, they used to provide satisfactory results and were a major innovation in organization and management. However, in current, and that means changing, volatile and uncertain business conditions, these concepts can not give a satisfactory effect, which imposes the need for their elimination or marginalization. The problem is a complex one because it is evident that the organization of the twenty first century pays great attention to the introduction of successful concepts of management and organization, while the concept of retained jobs and workplaces from manufakturne or industrial organization is still present. In other words, today we talk about the knowledge society, as a better way of organizing, but nevertheless we retained the principles of industrial organization, which leads to contradictions and conflicts. This paper aims to show the future of work and jobs, i.e. to emphasize the tendencies that have proved themselves in the developed economies of the world.*

**Keywords:** *future, work, jobs.*

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## 1. INTRODUCTION

The struggle for the creation of new jobs has become a key strategy for recovery of any country worldwide. It turns out that upon this depends not only on the dynamics of the release from all forms of crisis, but it is also a condition for increasing competitive abilities. However, practice shows that the political structure in the above context do not talk about

future jobs and types of work, but refer to classic jobs and classic ways of performing work, even though these were applied in the industrial or agricultural era and the economy.

The classic organization and management used to direct special attention to the design and construction of executive jobs. In this context, they sought out the best way of designing jobs and tasks, with predefined tasks to be executed in order to achieve organizational goals. The second, or the next step was to group activities in certain working units (plants, departments, divisions, brigades) and their interconnection, as well as to connect certain organizational parts with other parts of the organization. Thus, the emphasis was on the internal structure, whereby searching for a way of conceiving and managing organizations. Thus, various modalities of organizing had been created, from functional, line, line and staff, to the modern flexible and adaptive organizational solutions. It turns out that man in each new time dimension was trying to find the way and the kind of organization and management which would increase personal and business success [1].

In modern terms we are talking about organizations that operate on the principles of “organized chaos”. In modern times we actually speak of organizations that operate on the principles of “organized chaos”. These organizations, especially when it comes to intellectual, educated, cultured and those that work in the sphere of services, have higher levels of performance than conventional organizations. Here, clear objectives are given and it is left to the executors in the workplace to - within the designed concept - alone find ways to perform their tasks. Indeed, they could go wrong along that path, but will not be sanctioned, because it shows that humanity has prospered exactly because the innovators and people of “restless spirit” refused to fit into the prescribed concepts, but kept looking for new and better ways to achieve the objectives .

In the future, business and jobs will be radically changed. This conclusion follows from the undisputed position that the introduction of new, primarily information technology, has put a question mark upon the traditional organizational settings. Today there are no more traditional workers, even in Japan, a country where the dream of every Japanese man was to become a lifelong worker in a large company. Consequently, the traditional structure had to be replaced with a new approach and philosophy, which has shown great superiority in successful companies of the world.

## 2. THE TEMPORARY NATURE OF THE WORK

The permanence of labor and employment had in the industrial organization a very special value. Both unions and internal factors of the organization imposed the need that all those employed be full-time employees in organizations. Any announcement of layoffs creates, speaking conditionally, certain chaos in the organization, increases the aggression of “losers,” and individuals take measures of self-defense in order to survive. Certainly, all this has a negative impact on productivity and overall business performance of the organization. [2]

Permanent employment entailed adequate organizational solutions, i.e. that employees comply with technical technological regime and perform tasks in the prescribed manner and within the defined deadlines. This inevitably led to the fact that the employed one-third of their lifetime used to spend in the same company. Thus, employees were separated from their families a full one third of the working day, which was particularly problematic for women or mothers who were temporarily separated from their children. Just how large a problem all this was can be seen from the fact that in Japan women would not start working

until they raised their children, because the argument was the fact that one cannot successfully perform two responsible jobs. After raising children, women would find jobs, but by that time it was too late for them to get used to a new way of life. Another problem was that acquired skills would by that time become obsolete, and this imposed the need for new learning and acquiring new knowledge and skills.

The analysis of Japanese practice in the nineties of the last century has shown that job satisfaction was much more important for the success of the company compared to loyalty around which the famous “Japanese economic miracle” was built. It turned out that the Japanese today more often than not do not wish to spend their entire career in one company, especially when it comes to the younger population. On the other hand, the employers simply cannot keep capable and loyal people longer than the competition.

Modern business is based on a complete contradiction, i.e. it tends towards temporary employment. So the tendency is to increase the number of temporary workers or workers who would perform temporary jobs depending on the needs of the organization. In developed countries they account for over thirty percent of the total number of employees, which significantly alters the traditional structure of employees. For example, the US retail giant *Wal-Mart*, occasionally engages traders during the peak sales, or in the days when they expect higher inflow of clients. When the rush hours pass, temporary workers leave the company and can be engaged in other organizations in the status of temporary workers. Starbucks company that presents the leading chain for retail of special coffee in the world, has introduced a rule for full and half working hours. “Those who work more than 20 hours a week, receive joint stock options granted to employees as well as health benefits. According to its manager, H. Schulz, this is something by which company stands out from the others, thus providing the better interest of workers. In 2006, four times in a row *Starbucks* was on the list of best places to work, and the list is published by the *Fortune* magazine. [3]

Tourist organizations that are oriented to the seasonal tourist destination hire additional workers at the time of increased influx of tourists. Temporary workers create problems for state administration too, especially when it comes to labor regulations and rules, considering that this type of employment can be heavily affected by the so-called “gray economy”. Hence, countries often limit the activities that can be performed under the code-name “temporary”, as well as other elements of labor relations. Thus, for example, Japan defined “sixteen kinds of jobs where they can hire temporary workers, such as nurses, telephone operators, receptionists, catering workers, home caretakers, construction workers, workers in seasonal jobs, etc.

The biggest problem for management when it comes to temporary workers, is how to get them to feel as part of the company, or in any way make them interested in the achievement of greater personal and organizational success in the long term. Temporary workers have the advantage that they can leave when they want to, they can work temporarily in several companies and that their expertise can be transferred from one organization to another. They are not hired for a certain time under the principle: ‘lease, use and discard’, but this is something that fits both employers, and workers, especially women workers. The highest level of integration of temporary workers in the organization can be achieved through ownership stakes and equalization of their rights while working with the rights of employees.

### 3. THE END OR CHANGE OF TRADITIONAL JOBS

Motivation theorists have often stressed that work, as well as love, is an essential human need. Entrusting individuals with performing certain work is the first law of success, because through it man confirms and proves himself. Work builds and refines man. Analysis of many greats who had certain physical defects (height, obesity, were not likable, etc) through creative work managed to increase their potential. It turns out that work or occupational therapy is the best medicine for treatment of stress or nervous diseases, because then there is no room for fantasizing, unrealistic expectations or creation of "evil thoughts." That this is most certainly true is confirmed by the data that scientists are very rarely mental patients, which is natural, because they are busy with the research or teaching, and the brain cannot simultaneously work on two tracks. In short, work created man, and it is work that maintains man. This also means that work is indeed tiring, but also satisfying.

In the past, layoffs were done by business managers. Now managers are being let go too, even far more than workers. Especially those who are not able to satisfy expectations of owners and other stakeholders.

The analyzes show that there are no more traditional jobs, and that a large number of jobs disappeared under the influence of new technologies and concepts in business. The struggle for preservation of traditional jobs, primitive or artisan type of jobs, is also evident in developing countries, in order to preserve the past from oblivion. On the other hand, there is a large number of new jobs, and in the future an even greater expansion is expected. [4]

In this context, the end of business according to Jeremy Rifkin means a future full of mass unemployment and social unrest. The causes for the above conclusions should be sought in the changed business environment. In the past, the introduction of new technologies in one sector led to the dismissal of workers who were employed in the secondary or tertiary sectors. Today, all three sectors are heavily influenced by technological and other innovations, which prevents the previous practice. The only sectors that are expanding are research and information, which are inter-connected and integrate with each other. However, they are unable to accept the surpluses from the primary and secondary sectors.

Nevertheless, it shows that jobs as such will not be terminated and will not disappear, but it is certain that they will change both in terms of location and of manner of performance. Of course, the knowledge society inevitably requires painful changes on this issue, but ultimately they will bring greater prosperity, which is the real meaning of the introduction of any changes and novelties. Above all, the victims of these changes will be the poor and the uneducated or less educated people.

Today, reducing firms, outsourcing, subcontracting, mobile office, working from home, all this forces people to become temporary workers. Even the famous family organizations of middle class, such as the BBC and IBM, have changed the concept of functioning. This was a blow for the generation that spent in leisure their time at the university reading about the likely effect of joint work and the organization in general, but the reality is unrelenting. It was expected that there would be less labor and higher wages, which did not happen. It is true that the official working hours have been reduced in the last hundred years, but individual working time has been significantly increased. Even now it is evident that the developed world could live well with a twenty-hour work week. However, it turns out that a large number of people has a problem with the use of free time, i.e. that boredom would fill up mental hospitals in no time at all. In other words, the reduction of jobs and reduction of

working hours leads to the need to develop the infrastructure that will enable the quality use of free time, but this is not yet happening, even in developed countries.

#### 4. THE UNEMPLOYED, SELF-EMPLOYED OR PART-TIME EMPLOYEES

In developed economies the percentage of the self-employed and the employees working part-time amounts to about 40%, with a tendency to further increase. This is about entrepreneurial companies, which usually create the greatest number of jobs. According to the US Small Business Administration, small businesses annually provide 60% to 80% of new jobs in America. It is expected that small businesses continue to create jobs. [5]

This is an example of how entrepreneurs take their destiny in their own hands, and do not expect the state to employ them, to provide jobs for and generally keep them in the workplace regardless of the fact that the need for that job might have well expired. It is expected that by the end of the second decade of this century, the number of self-employed or temporarily employed will exceed 90% of all employees.

Futurologists predict that half of the employees shall work three times more for double the salary. Therefore, workers with temporary jobs will not work less, but rather more, and as such will be earning more. They will be periodically engaged in one or the other organization and will often spend their entire career in the status of temporary workers.

New technology is changing jobs or closing traditional jobs. However, it is at the same time aimed at creating new jobs. Examples include: railways, the internal combustion engine, electricity, and even information technology; all of this has dramatically changed human life and behavior. In other words, for each position of a driver of postal carriage that was terminated due to the introduction of "Iron Horse" there opened many other jobs in other fields, even more than the number of jobs that had been abolished.

Job insecurity is particularly marked in the managerial profession. In the sixties of the last century management was the most attractive profession. Because of this, the US went through a huge expansion. This was also accepted by other developed countries, and above all Western European countries. In modern conditions, middle management has been reduced, thanks to information technology, and their jobs were partly taken over by lower or strategic management. In a broader context, the question is whether middle management will totally disappear, but it is certain that its multilayered structure will be reduced, as well as numbers. This corresponds to a changed design, where as a rule the pyramid of hierarchy and superiority gets reduced, which results in the creation of so-called "shallow organization" where employees make their own decisions and rely less on the directives from the top.

If it is likely that managers, primarily middle management shall lose their jobs, it is even more likely that they will easily find a new job. Statistics show that in America "management and professional" jobs now account for the largest part of the workforce - and their number is constantly growing. In the UK, a study by Warwick University Institute for Employment Research published in 1995 revealed that (despite the decade of headlines about reducing) actually 1.35 million new managerial jobs were created in the UK from 1981 to 1994. It also predicts that another 630,000 leading / managerial jobs will be created by the year 2001, all of which amounts to 4.9 million people, or nearly 20,000 employed labor force. As is customary, the loss will be suffered by 'the poor and the unskilled.' The predictions of this institute state that the need for managers shall increase in the future, which is logical because the complexity and interdependence of the actors in the business scene also increases, as well as the interdependence between organizations and the environment in which it operates.

It turns out that team leaders, supervisors, video vendors shall have expanded the scope of their activities and will get the role of managers, which will increase their number. However, in this as in other professions, lifetime job is an illusion.

In relation to current practice, the chances of employment will be located primarily in small and entrepreneurial firms. The public sector will be less attractive for job creation. In the USA this goes back two decades. "Of the 21 million businesses in the US, only 14,000 have more than 500 employees." According to some analyzes, jobs of this size grow approximately 2-3% faster than the economy as a whole. Even in economies where small businesses are less present, they are usually the primary source of new jobs. For example, in demisocialist Sweden there were 70% of those employed in manufacturing for large companies like Volvo, and this was the only type of company creating business in the period from 1985 to 1992, where it employs fewer than 20 people. According to analyzes by J. Kotter only 23% of the total number of employees is staffed at companies with 10,000 employees. [6]

## 5. THE END OF OFFICE IN A CLASSICAL SENSE

The offices are a result of industrial organization and represent places where administrative workers used to perform their duties and tasks. They were designed and equipped in the accordance with the needs of staff, or depending on the job they were supposed to perform. Offices often represented, and still often are bastions in preventing transmission of ideas and the creation of innovations.

However, offices and other business premises had for decades represented prestige and economic power of companies. It was considered that cabinets, cars driven by managers, watches and other accessories speak of the power and prestige of the company. This applies in particular to general managers, their assistants and top management. Cabinets were a function of the first man of the company, and the number of members, technical equipment and competence of the members of the cabinet often used to reflect the characteristics and peculiarities of the Director General and his team. Just to what extent the function of the cabinet used to be glorified is evident from the fact that many things in those cabinets were there simply for aesthetics reasons; they would not be used for years although huge funds were set aside for their maintenance.

It turns out that this classic structure is at its end. A large number of companies abolished offices because workers used to simply hang around without knowing what was happening on the ground, and accordingly were not responding to the changed circumstances. Companies in which the offices have been retained still suffered radical changes; offices now represent places for exchange of ideas and communication, rather than bureaucratic places where time and work is planned by strategic management. It becomes evident from when we visit large banks, financial, commercial and other organizations, where all employees share the same premises with their managers. This has contributed to reducing the "gap" between workers and leaders, improved interpersonal relationships, but also their efficiency and effectiveness. This shows that the equal status of people is the most important cohesive tissue that integrates the employees towards achieving the set goals. [7]

It turns out that the classical cabinets or offices are too formalized places where strategic management decisions are arrived at. In other words, they had their protocols, and they were also places where exchange of ideas was not encouraged. Offices or cabinets used to increase positional authority of the leading people at the company and at the same time decrease the atmosphere of innovation.

The abolition or radical transformation of the cabinets and offices of the leading people in companies has expanded vertically into the middle, and lower management. Managers of individual functional areas now in the same premises perform their duties and tasks, and often share offices, which can result in big savings. This change has brought a new quality for it broke the traditional boundaries of jobs, or organizational units; all this further accelerated the flow of information. Now CFO sits together with the Finance Director and they are able to share information regarding the procurement and payment of goods, thus improving coordination. When we have such organizational solutions, we order only what can be paid for, and that is decided by the above mentioned managers.

According to research, a large number of lawyers in developed countries abolished the traditional law office. They found office to be extremely expensive, and not comfortable enough for their activities. Instead of lawyers hiring service staff in their offices, they are able to use the services of restaurants and hotels and on this basis they achieve additional effects. Thus, the solution was found in well-known restaurants, or hotels where they lease tables to lawyers with their clients discuss and solve problems. This was made possible by the new information technology for which table is essential. This may sound unusual and trivial, but it shows that classical methods of operation and philosophy have not only changed, but it is necessary to completely eliminate them and introduce modern concepts, which correspond to the spirit of times in which the business operates. [8]

From the above it can be concluded that offices in modern conditions become unnecessary, or that they are not necessary at all for business success. On the contrary, offices and classic cabinets have become a burden in both financial and in terms of innovation. Instead of traditional issues (e.g. where we work) we now face much more important questions: what we do and who we work for. So, the job is something you do, not a place where you simply go.

## 6. WORK FROM HOME

Information technology has enabled man to perform a large number of jobs from home; further it has made it possible for us to buy, carry out financial transactions online, or to listen to lectures from the world's most prestigious universities without ever setting foot on these universities. New technology has made it possible for to turn each apartment into a clinic, provided that there are adequate devices and that there is average literacy in reading results of medical devices and equipments. According to data, "almost 50 million Americans at the end of the last century performed part of their work from home - which is 75% higher than a decade earlier. Twelve million of them work full-time. In many cases, it is demographics that forcibly introduce change, together technology and sky-high prices of offices: women everywhere count on a greater share of fully employed labor force and temporary work. According to researchers from the Warwick University, over 60% of the employed labor force in the UK will be women. They also predict that by then there will be another 1.3 million of occasional jobs, and that the number of self-employed will increase from 436,000 to 3.7 million, or 14% of the total employed labor force. All these types of workers want to do part of their work at home. US AT & T said that by the end of the second decade every other American shall work at home. Those who favor work from home point out that work from home is more comfortable and more efficient; this is logical if one takes into account that the correlation between comfort and performance is high. Their productivity is higher by about 20% compared the workers who work in the offices of the company.

Companies that have allowed workers to perform tasks at home increased business and the economy, because they did not use the resources in the company, and did not create costs (use of telephone, room, etc.). The survey conducted in the company *Salary.com* found that 46% of employees remain in the company just because there is a good relationship between work and leisure time, which is almost half of the people surveyed, while the other half stated that they remain in the company for wages, organized transport and loyalty to the company. [9]

This becomes particularly true for women, who are tasked with housework and often have problems with wardrobe, makeup, etc. Numerous analyzes have shown that employees who come to jobs in companies spend half their time doing their own thing. This group is most often late for work. Upon arriving at work they drink coffee, start preparation for work, go for a “cigarette break”, take some coffee followed by breakfast, meetings, etc.

For this group, especially when it comes to administrative duties, coming into the workplace or in the office is a pleasure in itself, because they socialize and make friends with other workers at the expense of the employer; they share information and analyze the events that had happened the previous day. As a rule, they are insufficiently involved in business, are superficial and usually seek to simply “spend out” their working time. These workers provide resistance to work at home and often consider that they are being punished when delegated to work from home.

The dilemma: work in the office or at home is loaded with stereotypes, especially when it comes to managers.

They understand that working at home is less productive, because it is not accompanied by supervision and monitoring of compliance with technical and technological regime. The claim that working at home is more productive for a mother who has three little children, for a mother burdened with household chores, in conditions where there is an all-day television entertainment, cultural or sports program is highly dubious. An employee at home can perform tasks for another employer, deal with his own business, etc. Studies in Japan, especially among electronic workers in *Toshiba*, has indicated that the productivity of workers at home did not increase in relation to the productivity of the company. However, we should bear in mind that the Japanese have small apartments where there is no comfort for the living, let alone for work, so it is not a representative example. On the other hand, control as an instrument in achieving business goals loses importance, and instead we use measurement results and effects made by either individuals or groups. Thanks to information technology, it is possible to measure the effects of administrative work in accounting and finance, treasury, communicative, legal, personnel and other matters. In other words, instead of control of persons, it is necessary to control the results. [10]

The foregoing facts show that working at home is beneficial for those who prefer this mode, but also for the employer. *Ford* and *Disney* are now large international companies. They are the result of home business. The benefits of home working are evident in the wider community too, through the reduction of burden on the public transport, the use of other public resources, etc. Therefore, it is pointless to introduce this mode for all positions, i.e. for those positions that are mutually interdependent and interrelated. However, a large number of jobs, such as consultants, advisors, journalists, writers, IT support, accounting and other tasks can be performed even more successfully at home than in the company. In the beginning, management should perform experiments and determine the persons and the days when individuals are not required to be in the company or that would perform their work at home. Modern communications technology or networking of phones and computers make

it possible to perform high-quality communication in business, in much the same way as when they perform their duties in the company. Some regard work at home as a reward, for others it is a penalty. This creates the conditions for the election, as the largest democratic right man. In other words, we are now at the level in which employees may elect whether to work at all, where to work, when to work. In this context, in the future the market of temporary employment will continue to develop which should create the appropriate infrastructure for establishment of agencies, companies, development of regulations, etc.

## 7. RESUME

The analysis showed that both business and jobs have drastically changed and got a new dimension in modern organizations. The classic concept in which stable organization with full time employment is predominant (together with dominance of large organizations that have not changed over long periods of time) has disappeared or is increasingly disappearing. Instead we witness creation of new and young organizations, whose life expectancy is short and where over 60% of these companies do not survive the first five years of their existence. With these organizations come new jobs, too.

In parallel, a radical change in modern conditions occurred in the introduction of a temporary or intermittent employment and temporary workers. This innovation is welcomed by employers, those who can perform work on the temporary principle, but also by the community when it comes to flexibility in employment, or termination of employment. Further, there has been a change in the abolition of classical offices and cabinets that were bastions of bureaucracy. The so-called 'open offices' or offices without walls have been created. Of course, all this happened only after breaking the traditional "walls" between the organization and the environment.

Performing tasks at home, instead of the traditional organizations is a novelty that was accepted by the company systems of developed countries several decades ago. This novelty increases productivity and economics of business organizations, although it is completely different from traditional management principles. Information technology has made it possible that certain jobs can be successfully performed at home, and thus increased the comfort and satisfaction of the employees in this way. Naturally, this way of organizing tasks requires a developed commercial awareness and a new approach to management in which it will not control the people (when they come and when they leave work), but the effects that individuals achieve in the workplace. The future for work at home is indeed very bright, and it is conditioned on having new management and new education that will abandon the stereotypes and approach this issue in a comprehensive and analytical manner.

Serbia seeks in these new conditions seeks to - through legal solutions - provide continuity and stability of employment and disable easier dismissal of employees. This totally neglects contemporary trends in this regard. Temporary employment, work at home, free arrival and departure from work - all these are contemporary trends and have advantage over the classic work in management. These trends benefit those who have the status of temporary employees, because it is better to have such a status, but to be completely out of work. The institute of temporary work is used both by organizations and employers, because when there is work - they engage employees, and when there is none, it is only logical that they release even those who are permanently employed, let alone temporary staff.

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