

GRADUATION PROJECT

**WORLD EMPLOYMENT, SOCIAL OUTLOOK TRENDS AND THEIR
INFLUENCE ON COLOMBIAN COMPANIES DURING 2015-2017**

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POST-GRADUATE PROGRAM

SENIOR MANAGMENT SPECIALIZATION

BOGOTA

2017

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II. ABSTRACT

The purpose of this analysis is to know what are the global labor and social trends and what has been their influence in Colombian companies for the years 2015 to 2017. It has been found that these trends force organizations to renew their strategies of Management of Human talent due to social, multicultural and globalization perspectives. Throughout this paper the main tendencies are contextualized both labor and social globally and subsequently is analyzed and focuses on what has been the influence in the Colombian business scenario showing the strengthening of companies through new strategies in the area of talent Maintaining a global perspective.

1. STATEMENT OF THE PROBLEM

The analysis of any context or social trend allows us to know the past, the current scenario and where a situation or problem is heading. The political and sociological perspectives are a plane that recognizes the social trends and also the places in which they develop (Avilia Lammertyn, 2009); the world economy has been showing a number of trends on social and on the labor market such as the International Labor Organization (ILO,2015) affirms: one of the United Nations sustainable development goals proposed is "to promote sustained economic growth Inclusive and sustainable, full and productive employment and decent work for all." all of this aspects directly influence the known human resource operating schemes in organizations.

Moreover Colombian companies concern will be on to contemplate on their strategic planning the analysis of this kind of trends that unfolds a strategies deployment to confront these external issues and thus integrate their resources, capacity and potentiality (Chiavenato, 2001), before a globalization, technology in a constant changes world.

Therefore, the following research question is posed: Which are the social and labor market trends and what is their influence on Colombian companies between 2015 and 2017?

2, BACKGROUND

In order to clarify the conception of social trends and the labor market, it is necessary to examine the economic perspective; every year since 1999 the ILO - international labor organization has introduced the key labor market indicators program which disseminates data on the essential elements of global labor markets, With the purpose that any organization or government that wishes to create strategies on employment or human resources would have the necessary information for analyze and monitor the current situation in the world of work (ILO, 2015).

In 2013, developing countries accounted for 50% of world Gross domestic Product, it is expected to increase to 55% by 2018, which shows a significant growth in the same way the expectation that the global middle class will increase 1.8 billion in 2009 to 3.2 billion in 2020, with Asia's middle class tripling in size to 1.7 billion in 2020. (Deloitte, 2014)

In Colombia by the year of 2013 the Labor Ministry developed an analysis of the demographic indicators on Colombian labor market as well as the projection for the economically active population until 2020, this document shows what has been the behavior on working-age (Muñoz G, 2013).

2014 was remembered as a year of a major turnaround, in which the global recession had already ended and companies had to develop plans for a new growth time, organizations were learning that the labor force they were dealing with had a different demographics, different expectations and different requirements. (Deloitte, 2014)

In 2015 the report is published showing 17 indicators that develop topics such as employment, employment in the informal economy, education, wages, labor costs, youth employment, labor productivity; all essential elements for analyzing decent work and productive employment (ILO, 2015). And is still in force for 2016 and 2017.

Globalization makes a major impact on all trends, whether leadership, talent acquisition, capacity development, Human resources transformation. Therefore organizations that deep in moving global talent markets while redefining their Human resources strategies will be competent enough to have high levels of performance. (Deloitte, 2014)

Besides It is also important to know the business perspective from Human resources management, so global organizations today could direct their strategies of leadership,

talent, and human resources in a "new world of work" (Deloitte, 2015) as a result of labor trends and the social perspective.

The area that developed only operative tasks, today must be agile in understanding the environment, to examine the information and to deploy strategies to attract, conserve, and develop the talent. This requires not only a new organizational model for human resources, but also a strong improvement in the professional skills on this area. (Deloitte, 2015)

Today, CEOs must focus their efforts on human talent as well as on the culture and commitment of employees, 86 percent for leadership, and 80 percent for the capabilities of the workforce, A highly competitive, global talent market has empowered employees, urging organizations to rethink programs for an increasingly demanding workforce. Traditional practices such as performance management, leadership and development are making a radical change, making the company disintegrate from its traditional processes, and develop more innovative solutions. (Deloitte, 2015).

3. JUSTIFICATION

As it is evidence that the study of social, employment trends and their close relation between human resources strategies on organizations, it is important to note as well that these occur in a timely and important moment, because the international community adopted just a few years ago the 2030 Agenda for Sustainable Development. The initiative calls out for a "data revolution" to improve the production and dissemination of statistics in all areas, to improve the developments around national, regional and global levels, at the same time looking for to have a better informed establishment on policies (ILO, 2015).

However, organizations perceive Human Resources area, only to manage the tasking on hiring people, to be treated as machines and to pay people for their work, and additionally the administrative area had to deal with all kinds of employees problems and difficulties (Kanthe, 2016), without possessing the right tools to face it or give an adequate solution; people were considered as the assets, resources even making them see as goods.

It seeks to understand in a deeply way these tendencies which emphasize that human beings are not "passive", but creative and social, being a part of a productive company, therefore

Human Resources area plays an important role on staffing, making continuous training and assistance for manage people, in such a way that human capital is developed to the maximum and the organization obtains achievements on its objectives in a highly satisfactory way (Kanthé, 2016).

Later Deloitte 2016 pointed out that as the great changes of global impact are evidenced they are redesigning the workplace, the work force and the work itself; on the other hand the International Labor Organization will reaffirm the importance of being able to define productive strategies for the labor market by compiling, propagating and evaluating on complete data about labor market (ILO, 2015), In other words, integrated strategies that promote fundamental principles and rights at work, productive employment, social protection and dialogue between the social partners, as well as to take action on the cross-cutting themes of human resources development.

The challenge now is that once a strategy is resolved, it is imperative to continue gathering and analyzing information and keep inspecting on progress towards objectives, and adjust policies if necessary (ILO, 2015).

And as Kanthe (2016) points out, as a result regarding on globalization and rapid industrialization, there is a growing need for good practices in human resources which must be re-constructed, restructured and reoriented in their components and activities.

4. OBJECTIVES

4.1 General Objective

To Analyze global labor and social trends and their influence on Colombian organizations during the years 2015 to 2017.

4.2 Specific Objectives

To Examine how global labor and social trends developed and wich has been their evolving.

To know what has been the influence of labor and social trends on organizations at global level and in Colombia.

5. THEORETICAL FRAMEWORK

The term "trend" as defined by Erner, 2010 which describes the "the background movements of society and underground phenomena", as well as Maslow 1991 states that human life can never be understood if it does not keep in mind their most relevant ambitions such as "growth, self-fulfillment, health, identity and autonomy, longing for greatness which must be accepted As a widely extended and universal human tendency".

Thus the set of human aspirations manifests that people's fundamental or final desires hardly differ from their usual conscious aspirations, human beings are more similar than one might think. (Maslow, 1991).

As well as stated by Maslow,1991. The environment and the situation in which a person develops are determined by the relationship with other people on a specific situation, the physical context becomes a psychological environment depending on a particular area.

Human nature has higher and lower needs, which have distinct attributes; Nevertheless they are similar since they must be incorporated in the repertoire of human nature. From this we can identify a hierarchy described below: (Maslow, 1991).

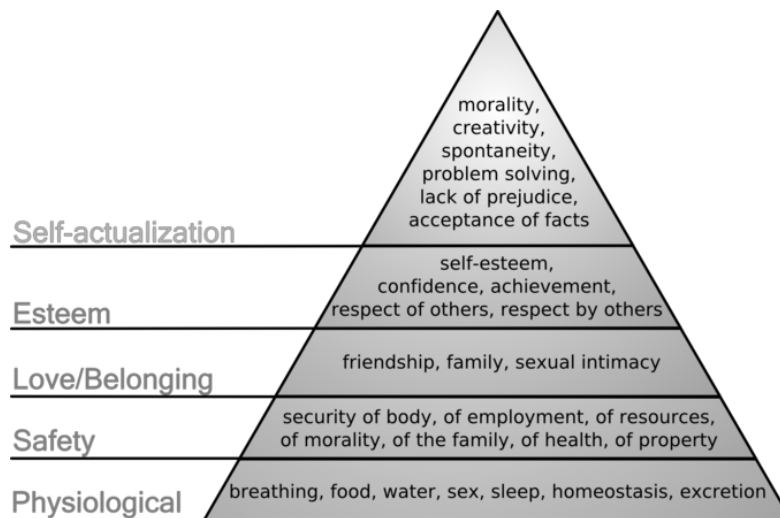


Figure 1. Hierarchy of needs. Copyright: Maslow (1991)

Furthermore, Huse, 1976 states his consideration of the individual followed his estimation on groups or "the set of mutually interdependent systems of behavior that not only affect each other but also respond to external influences."

Groups appear since they satisfied certain personal needs due to many of them can not be inherently complacented by the individual therefore they must be by others, in groups usually. Man is a social being, and with his predilection for one or other groups he satisfies needs that he can not gratify alone (Huse 1976).

Again Maslow's hierarchy of needs is favorable to record some of the particular needs that groups can satisfy. (Huse, 1976)

1. **Safety needs.** Being a group member can guarantee protection, because on groups there is power and security.
2. **Social needs.** Due to most people have large "membership" gaps, groups can reciprocate that need. As well as the fact that being part of a group gives the sensation of being accepted.
3. **Esteem needs.** Having a Membership in a group cooperates satisfying esteem needings by offering the individual feelings of recognition, realization, and competence.
4. **Self-realization needs.** Human and social needs on human beings are pleased and consolidated by their involvement in groups.

On the other hand, the effect of accelerated changes on individuals and cultures causes for organizations to analyze how to act effectively in relation to these changes (Huse, 1976).

As Daft 1997 affirms, the primary disadvantage faced by organizations is the environment. environment problems are involved in organizational dynamics and in its effectiveness at the same time.

Modern organizations are products of their environment, and this environment turns out to be dynamic, not static. It is important to be alert to future changes as they depend on the organizations adaptation and effectiveness (Daft, 1997).

For this reason, several environmental trends are identified and how management faces these changes and challenges will determine the degree of success that organizations achieve in terms of their survival growth and development, as shown on the graph, changes in society such as changing work standards or changing technology alter the work environment affecting employee productivity and attitude towards work. (Daft, 1997).

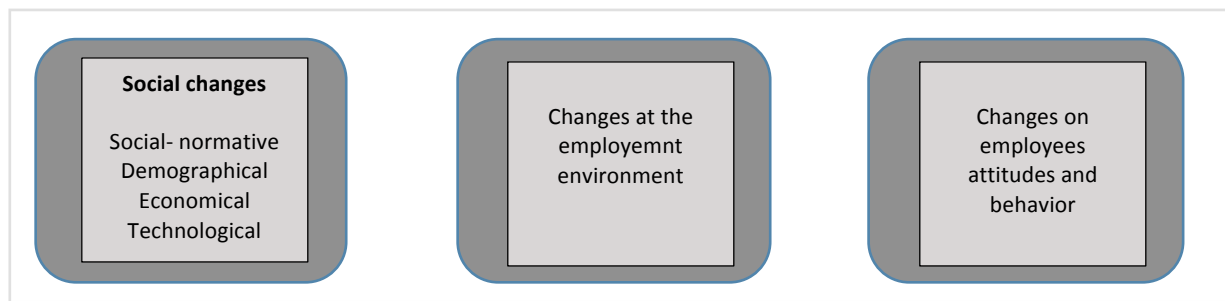


Figure 2. Employee-organization linkages: the psychology of commitment, absenteeism, and turnover. Copyright: Daft (1997)

5.1 Social normative changes

These involve "work ethics, aspiration levels, attitudes to authority, roles according to gender and trust with organizations and institutions." Such changes can influence the scope of work in three ways: 1) through the process of socialization found by the collaborators; 2) through the legal convictions that other employees transfer to the workplace and can come to influence on a person; And 3) through the universal knowledge of the individual in relation to what is happening in the society, Supported by social media and friends. "In the coming years there will be an increasing emphasis on self-satisfaction and individual rights." (Daft, 1997).

5.2 Demographical changes

On the other hand Daft, 1997, shows that there are some demographic changes both in the essence of the inhabitants and in the context of the workforce. The measurable variations in the educational level of the workforce, the age range, the percentage of women and minority associations, that include the managerial levels and also the percentage of households where there are two careers and with several incomes.

As for women and minorities, they will continue pushing for equality on staff selection and promotion; The proportion of families with a single income producer (usually male) will decline from their existing 28% in households. So there will be an important diversity in the workforce. (Daft, 1997).

5.3 Economic changes

These changes can influence the working life. Some short-term changes in the economy may present sufficiently unquestioned results employee income level, absenteeism, stress and rotation. Economic slopes, even when they may be short, can easily create uncertainty, anxiety, and stress for employees. In these cases, the employee's interest in the organization may decrease. For example, if there are a few free optional jobs, absenteeism may increase by becoming an scape way whenever the change of job is a less feasible or probable alternative. (Daft, 1997).

In the long term, the most relevant changes in the economy would affect overall living standards and the amount on available free time. The recession in the national economy creates inconveniences for managers and employees as they seek to create a better job site. With capital being less and unavailable and threatening many charges, it is difficult to promote the kind of changes that are necessary to progress on work experience for those involved. (Daft, 1997).

5.4 Technological changes

Finally, the changes on technological innovation area are also presented in notorious and various ways. The first, in which there has been a strong growth in the amount of automated equipment used in companies. The introduction of modern computers, e-mail, robots has inevitably transformed the way that work is done, as well as the number of people who do the work and its administration. However, integrating such technological advances leads to a greater need to have technical professionals to operate the software and hardware. So it has important implications for the selection process, as well as the training and development of staff. Consequently, "employee knowledge can become obsolete more easily and therefore efforts must be made to counter this threat" (Daft, 1997).

6. INVESTIGATION DEVELOPMENT

6.1 Economic perspective on labor and social trends

Education is an essential part of any initiative to raise the performance of a country and improve the chances that people not only have access to employment, but also a quality one. Consequently, in order to formulate effective policies, one must first understand the relationship between trends in education and labor market trends, and how they affect the personal well being of a country. (ILO, 2015)

The educational level also intervenes in other elements on employment conditions, such as the type of contract and working time organization. A higher level of education may place the worker in a better position to negotiate more convenient employment conditions. However, in highly segmented labor markets, where casual work and temporary contracts are common, and permanent contracts scarce, human capital could be used to negotiate job security. On this kind of situations, the most skilled workers are more likely to be in a permanent job than in a temporary job. Accordingly, to some extent, education can protect against vulnerable employment. (ILO, 2015).

A study about 18 developing countries revealed that in most of the countries analyzed, the increase in the literacy rate was accompanied by a higher national economic growth rate. Wich means that from the statistical point of view, human capital has an appreciable positive impact on economic growth. (ILO, 2015).

In addition, a higher level of education is associated with lower income disparity, and national expenditure on education (per student) strongly influences a country's income distribution. Studies of this crucial link between education and labor markets tend to focus on developed economies. Less is known about the dynamics in the developing world (ILO, 2015)

6.2 Labor market indicators

The following indicators are used to analyze directly the relationship between education and the labor market, focusing on a set of 12 selected countries. These countries represent all income groups, according World's Bank countries classification about their income (based on gross national product (GNP) per capita): Low-income economies, low-middle-

income economies, high-middle-income economies, and high-income economies. All regions of the world are represented in the group of countries. (ILO, 2015)

Country	Working age population (thousands, age 15+)	Employment population ratio (%)	Unemployment population ratio (%)	Income countries classification, World Bank
Canada	29.952	61,4	6,9	High income
Germany	71.875	57,4	5,0	High income
Algeria	29.100	36,2	9,8	High middle income
Brazil	157.000	64,0	4,8	High middle income
Mexico	90.875	56,9	4,8	High middle income
Thailand	55.636	69,4	0,8	High middle income
Egypt	58.572	42,1	13,2	High middle income
El Salvador	4.572	59,9	5,9	High middle income
Kyrgyzstan	3.942	57,2	8,3	High middle income
Philippines	67.814	60,0	6,8	High middle income
Cambodia	10.811	82,8	0,3	Low income
Ethiopia	57.948	79,4	4,5	Low income

Figure 3. Indicators information on selected countries Copyright: ILO (2015)

These are indicators for Colombia mainly relating the working age population, global participation ratio and its proportional relation in Colombia until 2020.

Years	Working age population (%)		Global participation ratio (%)		Colombian Working Minister -ILO	
	ILO	CWM	ILO	CWM	Working age population (%)	Global participation ratio (%)
2012	78,9	79,1	63,6	64,3	-0,2	-0,6
2013	79,2	79,4	64,7	64,8	-0,3	-0,1
2014	79,4	79,8	65,5	65,3	-0,4	0,2
2015	79,6	80	66	65,7	-0,4	0,4
2016	79,8	80,3	66,4	66	-0,5	0,4
2017	80	80,6	66,7	66,2	-0,6	0,4
2018	80,1	80,9	66,9	66,4	-0,7	0,4
2019	80,3	81,2	67	66,6	-0,9	0,4
2020	80,5	81,5	67	66,7	-1	0,3

Figure 4. Demographic analysis of labor indicators, 2001-2011 and projection of the pea, 2012-2020. Copyright: Muñoz (2013)

6.3 Organizational perspective

Organizations are open systems. They cannot abstract themselves from revolution and the external environment tendencies. They must respond to both internal and external constraint. The persistence of knowledge, changes in production processes, new values associated with work and social responsibility, government law, intensification of competition between organizations, Natural growth forces and modifications throughout the life cycle of the

organization encourage managers to seek new plans, new behaviors and new organizational practices. For this reason, managers can work on these aspects to help their organizations achieve success in innovation and change, which can make a difference to universal success. In other words, to survive organizations must renew themselves. (Daft, 1997).

Joerres interviewed in Bernstein (2016) states that most companies must operate in an inherited world, which means that they have to have the capacity to continue fulfilling their corporate purpose. But also be ready to compete in a rapidly changing environment, which is difficult to predict. The skills needed in the future will be long-lasting and comprehensive, such as problem solving and the ability to work in teams.

Demographic changes have caused the workforce to be larger, diverse and younger, business global condition change the workforce, causing a need to focus on inclusion and at the same time generate a shared ideal that in the work associates with people. (Deloitte, 2016).

Digital technology transformation reflected in business models has radically changed the workplace and how to work on the other hand how to hire, manage and support people. "Innovative organizations are understanding how to simplify and improve work experience by applying design thinking disciplines and economic behavior to achieve a new approach called digital Human Resources." (Deloitte, 2016)

6.4 A historical view on Human Resources - Evolution of labor trends

It has been little time as it claims (Chiavenato, 2006, cited in Hurtado and Leal 2008). Since many organizations spoke of personnel administration or industrial relations revealing the bureaucratic vision declared since the end of the Industrial Revolution, and which achieved its maximum treatment in the 1950s, which did not have a systemic approach and it was focused on separate tasks or routine functions, exclusively related to the remuneration of workers, control of labor discipline, absenteeism and other.

Later, another vision, like (Hurtado and Leal 2008) reference it, called "Human Resources Administration", appeared in the 1960s as a more sophisticated technique of personnel administration, seeking to penetrate more into staff development, Training planning and more structured career programs.

By the 1970s, the first university professionals specialized in the area emerged, and the methods were technified: particularly recruitment and selection, induction and administration of wages and salaries.

It is in the 80's, when Human Resources management become as a scientific model, drawn and structured in the areas of recruitment, and selection, training, industrial relations, industrial safety and motivation of employees, at the same time women gained great participation on labor Market as well.

Finally in the 21st century the new scenarios count the globalization, the permanent change of context and the valuation of knowledge as a strengthened part and it is establish with great importance, by seeking to match the staff expectations and needs, their level of satisfaction, the motivating elements that play a decisive role for a good task.

In this way (Hurtado and Leal 2008) affirm that the leaders in the organizations, are aware that through people's know how the organizations can gain a competitive advantage in the market, since they are able to compose and fortify the innovation, and are those that manifest the corporate culture.

6.5 Rise of new trends

Organizations cannot refrain from revolution and external environmental trends (Daft, 1997). So that describes some of the trends that have been presenting in the periods 2015 to 2017:

6.5.1 Automation jobs- Many jobs are being redefined rather than eliminated, at least in the short term the potential of artificial intelligence and advanced robotics to carry out tasks reserved for humans. (Chui, Manyika and Miremadi, 2015), up to 45% of the activities that people perform can be automated through technologies adaptation that currently are evidence. often is thought that automation affect mostly low-skilled and low-wage roles, yet it has been found that even the most highly paid occupations of the economy, such as financial managers, physicians, and senior executives, including CEOs , Have a significant activity proportion that can be automated. (Chui, Manyika and Miremadi, 2015).

As the roles and processes are redefined, the economic benefits of automation extend far beyond labor savings. In particular, in the highest paid occupations, Machines can increase human capabilities to a high degree, and amplify the value of experience by increasing an

individual's work capacity and freeing the employee to focus on higher value work. (Chui, Manyika and Miremadi, 2015).

6.5.2 Boomerang employees- Employers are seeing some familiar faces in job interviews because, many candidates were former employees; Boomerang employees, workers whom took another opportunity, however return to their former employer, is increasing, as companies are becoming more partisan to receive them back. (Mayer, 2016).

Twenty-nine percent of the 1,000 US employees surveyed by staffing firm Spherion said they have boomeranged at least once in their careers, and 41 percent say they would consider returning to an old Workplace. (Mayer, 2016).

Fifty-two percent said their company employs at least one boomerang worker. And when it was asked the main reason why they would return to work for a former employer it was found between the options as if the salary was similar, or the benefits including a better career path. Number one option was the most representative you can conclude then, that the trend is guided by familiarity. (Mayer, 2016).

Sandy Mazur quoted in Mayer 2016, states that "As companies are faced with more pressure to hire and retain quality workers, the potential boomerang employees make for Human Resources managers a wider list of quality candidates to choose".

An additional advantage on re hiring a boomerang is that returning workers require less training and boarding than a new employee. The process of hiring employees on the extent of it saves money on recruitment and training, and also minimizes risk; for employees, the workplace culture and benefits play an important role in returning to a previous employer. (Mayer, 2016).

6.5.3 Coworking- Coworking spaces as Gandini says, 2015 "are shared workplaces, used by different types of knowledge professionals, mostly freelancers, working at varying degrees of specialization in the vast domain of the knowledge industry." Also established as office rental sites where workers hire a desk and a wi-fi connection, becoming the place where independent professionals live their daily routines (Gandini, 2015).

They emerged through their professional colleagues, who work mostly in the same sector, which has a great participation in the essence of their work, the reach of social relations

through their own professional networks and, finally, their presence as productive collaborators in the knowledge economy. (Gandini, 2015)

Contemporary coworking originates in 2005 in San Francisco. This brought the possibility of contemplating a "third way" of work, halfway between a "standard" work life in a traditional and well defined work place in a community environment and a freelancer independent working life. (Gandini, 2015).

The idea of coworking has expanded vertiginously to become a "fashionable subject" with enormous possibilities for the future of the work of knowledge. Which seeks to restore "co-location" in the digitizing production mode where tasks can be performed anywhere and at any time. (Gandini, 2015).

Coworking, shows how it diffuses heavily on the called "creative cities" of advanced economies such as London, Berlin and Paris in Europe, San Francisco and New York in the United States, but also include a broader perspective, Presence of 129 spaces in Japan, 95 in Brazil, 60 in Australia and 39 in Russia as reference Moriset, 2014 quoted in Gandini, 2015 with a growing presence in China.

6.5.4 Employment Flexibility- The more modern forms of flexibility are less costly than the earlier ones, such as covering and hiring and firing permanent workers. As a first aspect, the savings are made in compensation costs per hour. Payment for a temporary relief service or compensation for an internal storm is continuously less than permanent compensation because less benefits are generally offered. (Way, 1988)

"Some organizations use new types of flexibility to stay trade unions or weaken established ones. It is believed that external workers, those with high turnover rates and paid by third parties, do not think it is worth supporting union efforts." (Way, 1988).

6.5.5 Gig economy workers - The gig workforce is growing. New research shows that 8% of US adults earned money from an internet employment option in the past year in sectors such as tourism, online homework and cleaning or laundry. These gig economy workers are empowered by a number of motivations, from the lack of other jobs to wanting control over their schedule to seeking social and family welfare. One of the promises is that workers have more flexibility to work when and as much as they want, for this reason many people

begin to work on platforms such as Uber for example to earn additional income outside their day jobs or in their free time. (Rosenbalt, 2016).

Publicly available data produced by the Census on called "non-employed enterprises", or companies earning at least \$ 1,000 per year in gross income but employing no one cover 91% and are self-employed as individual owners not incorporated. (Hathaway, 2015).

It is stated that there have been increases in the growth of non-employer enterprises in each of the industries mentioned. Likewise, there are no declines in which they have jobs by payroll. "On the contrary, there are increases, which contradicts the idea that Uber drivers are pushing established companies out of business." (Hathaway, 2015).

6.5.6 Millennials- The millennials are those born between 1980 and 2000. Also known as Generation Y, Generation Net, NeXters or Digital Natives, it is known that this generation is a result of influences of postmodernism; In addition to this they have a firm preference for teamwork, they choose to work when the objectives are clear, and they are comfortable to be in a strong contour of authority, With a pronounced capacity for multitasking, millennials have a strong inclination toward ends that are closely linked to their personal development. In addition, they show a marked confidence in themselves, which makes them overestimate the impression of their contributions. (Cuesta, Tagliabue, Zangaro, 2009).

In terms of employment, the main aspect of a job evaluation is a healthy working climate, as well as a flexible schedule. Then they value a high salary and lastly the prestige of the job. (Cuesta, Tagliabue, Zangaro, 2009).

6.5.7 Teleworking- ILO defines it as a form of work which is done in a location away from a central office or production facilities, separating the worker from personal contact with colleagues in the office and, the new technology makes this separation possible by facilitating the communication. (MINTIC, 2017).

In Colombia, it is define on 1221 law of 2008, as a form of work organization, consisting of paid activities or provision of services to third parties, using information and communication technologies and Company, without requiring the physical presence of the worker in a specific workplace. (Article 2, Law 1221 of 2008). (MINTIC, 2017).

Among its benefits are estimated:

- The increase in productivity and a decrease in fixed costs
- Improvement of workers' quality of life and encouragement of teamwork, promotion of social inclusion
- Contribution to improving mobility in cities and reducing pollution
- Promotion of the use and appropriation of new technologies.

(MINTIC, 2017).

6.6 What has been the influence of these trends for companies in Colombia?

Due to the importance acquired by labor and social trends in human resources currently in Colombian organizations, Great Place to Work annually provides a report of which are the best companies to work for, There factors are determine and evaluated in a company, that make it an excellent place of work, under the premise that "the excellent places to work are built day by day through relationships between employees and leaders, not through a checklist of Policies and practices, as well as the common factor in relationships based on trust. " (Great Place to Work, 2017).

The essential components for achieving a great place to work based on trust as an essential basis for excellent working environments, which is the genres by means of credibility with bosses, true respect between collaborators and leaders in their Daily functions, and the justice with which they expect to be treated. Like the level of pride relative to the organization and the levels of bond that the employees feel. (Great Place to Work, 2017).

From the perspective of the leader, an excellent place to work is where the organization's objectives are achieved, people give their best and work as a team / family under an environment of trust. (Great Place to Work, 2017).

cultural areas where leaders build trusting environments. such as excellent places to work achieve the goals of the organization communicating, inspiring and listening. They have employees who give the best of themselves when they are thanked, cared for and sought for

their development. On the other hand they can work together as a team / family when hiring, sharing and celebrating. (Great Place to Work, 2017).

For 2016 to name some, these were the best companies until five hundred of employees to work In colombia: Natura Cosméticos Ltda, Terminal de Contenedores de Cartagena S.A. - Contecar S.A., ACH Colombia S.A., Productos Roche S.A., Diageo Colombia S.A., Grupo Argos S.A. – Holding. (Great Place to work, 2017)

Finally, some of the best companies to work in Colombia with more than 500 employees are named: Coosalud E.S.S. EPSS, Sociedad Gestora de Pensiones y Cesantías Porvenir SA, DHL Express Colombia Ltda., Falabella de Colombia SA, Grupo Éxito SA, Belcorp Colombia, Caja de Compensación Familiar Compensar, Sodimac Colombia SA, Adidas Colombia Ltda. Work, 2017).

7. Conclusions

- During the years 2015 to 2017 it have been discovered different labor and social trends that in a global level can determine what is human beings behavior on labor markets, as a main highlight the relationship between education and the labor market in order to be able to enact efficient policies, according to this, leading to a higher level of education, may place the worker in a better position to negotiate more convenient employment conditions.
- The main labor market indicators that stand out are: population age to work, percentage of employment by population as well as percentage of unemployment, according to the classification of income of the world bank for the groups of income worldwide and for Colombia.
- The continuous transformation of society means that organizations must have the capacity to continue fulfilling their corporate purpose. But also be ready to compete in a rapidly changing environment, which is difficult to predict.
- New trends such as automation, flexibility, coworking, Boomerang employees, gigs workers, teleworking, the new generation of millenials. Are making organizations to look forward for a continual transformation in their human resources strategies that enable them to cope needings on labor market.

- In Colombia there are several examples of companies that have undertaken strategies for progress and development in the management of human talent understanding that the new social trends and people are one of the most important parts in the organization and that can create better environments for achieving goals, professional and personal development.

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