CONFERENCE PROCEEDINGS/FULL PAPERS
ISBN: 978-625-93894-9-3/April 2026

"46th RSEP International Conference on Economics, Finance and Business" 17-18 April 2026, Hotel Campanile Paris La Villette, Paris, FRANCE"

Digital Transformation of Work: Perceptions and Readiness of Future Employees about Career Development in the Work Environment[1]

Maja Vizjak
Institute for Migration Research, Croatia
E-mail: Maja.Vizjak@imin.hr

DOI: https://doi.org/10.19275/RSEPCONFERENCES391

Abstract

The paper analyzes the perceptions, attitudes and expectations of future employees and today's students about career development and job transformation under the influence of digitalization in the Republic of Croatia. In the context of the post-pandemic period and the increasing importance of remote work, the research focused on the level of information, expectations, advantages and challenges that digital forms of work bring to future employees. Through a quantitative survey conducted among people preparing to enter the labor market, the level of information, readiness to adapt to digital technologies and the perceived impact of digitalization on employability and working conditions are investigated. In the above context, the preferences of the respondents regarding types of jobs, working conditions, desired competencies and expectations from the employer were identified. The results indicate a very positive attitude towards digitalization, but also expressed concerns related to job security and the need for continuous improvement of digital skills, as well as awareness of challenges such as reduced social contacts. The paper contributes to understanding the attitudes of future employees and can serve as a basis for risk management of organizational strategy and development policy.

Keywords: digital transformation; career development; future employees; job transformation; risk management
JEL codes: A14; J11

1. Introduction

The digital transformation of work is changing the landscape for future employees. The transformation of work is driven by the rapid advancement of digital technologies that are changing the forms of work and the competencies required of employees. The modern labor market is becoming increasingly competitive and challenges must be addressed that go beyond formal qualifications and include the ability to adapt to rapidly changing demands (Innerhofer et al., 2024). As the perception and attitudes in society change and the diversification of human resources and people arises in order to adapt to digitization. The key elements are the process of planning and adaptation as well as accepting lifelong learning with an increasing emphasis on skills, digital and soft skills (Vizjak, Paulišić & Mišević, 2024). The gap between the skills of graduates and employers has consequences that lead to underemployment and dissatisfaction, therefore, skills development is necessary

[1] The research was conducted as part of the project *From Real to Virtual Migrations* - VRtualM, funded by the European Union - NextGenerationEU.

for success in today's dynamic labor market (Dwidienawati et al., 2024). Employable skills are those that encompass advanced digital and soft competencies (Kenayathulla et al., 2019), and modern human resource development practices play a key role in mediating these competencies. Ahrendt et al. (2020) and Giray Aksoyet et al., (2022) analyze the implications of the pandemic on the life and work of people in the EU and detect changes that require new skills and work models that many workers are not ready to offer (Hung et al., 2023).There is an urgent need to address the growing mismatch between educational competencies and labor market needs (Gawrycka et al., 2020), and organizations are creating new strategies through which they seek to effectively manage change. Digital transformation requires a new set of competencies, including a global mindset, technical and analytical skills, and soft skills such as adaptability and resilience (Muse & Haroona, 2024). Digital forms of work are no longer a privilege but a requirement for many employees who express a willingness to quit if forced to return to full-time office work as the boundaries of business extraction become increasingly flexible (Tretter & Burns, 2023). There are many arguments why more and more people are opting for flexible forms of work because regulation is also needed. All concepts of flexible work enable a better balance between business and private obligations, thereby increasing the employee's well-being (Paulišić, Vizjak & Elhawari, 2024).

2. Literature review

The basic assumptions for this research are derived from the Reports and strategic documents at the global, European and national levels. The Future of Jobs Survey published annually by the World Economic Forum highlights the importance of human resource development, while the biggest obstacles are skills shortages.

Report 2030 Digital Decade (2023) is policy programme a strategic document of the EU that aims to empower businesses and people in a human-centred digital future. The document sets out specific goals and objectives for digital transformation by 2030. Building on the European Year of Skills, Member States should prioritise investments in education and skills development needed to survive in a changing digital landscape.

Croatia Report 2030 Digital Decade (2023) show that Croatia has a large untapped digital potential but unused. The digitalization index for Croatia shows above-average digital literacy according to the Digital Economy and Society Index (DESI, 2022).

McKinsey Global Institute research (2024) estimates that around 12 million jobs will be transformed in Europe and the United States by 2030. The pace of annual change in the period 2022–2030 is expected to be lower than the pandemic rate of 2019–2022, reaching 2.2 million in Europe and 2.9 million in the United States each year. The changes in the labor markets in Europe and the United States caused by COVID-19 have been rapid and severe, but both have successfully adapted, suggesting that they have the potential to effectively respond to the potential for change brought about by automation and digitalization of processes and artificial intelligence (Lund et all, 2020). According to the McKinsey & Company Adriatic report (2021), Croatia's digitalization potential is one of the largest in Europe, so it is necessary to be ready and seize the opportunities arising from digitalization and manage the risks through strategic workforce planning, actively implement retraining and other workforce training, and develop new agile work models. By 2030, over 280,000 jobs in Croatia could be lost to digitalization processes, but at the same time 240,000 new ones will be created. During the current decade, around 97,000 jobs should appear in new occupations, occupations of the future. Table 1 provides an overview of the most important relevant global, European and domestic reports and research as a theoretical framework for this research.

Table 1. Overview of main reports and research for forming the theoretical framework of the research

Future of Jobs Survey (2025). World economic forum	The research covers 1,000 employers, 14 million workers in 22 industrial clusters in 55 countries
Croatia Report 2030 Digital Decade (2023) Report on the state og the digial decade 2023, Based on Annex VII of the RRF Regulation, European Commission	Analysis conducted for Croatia based on Eurobarometer and DESI index data
Report 2030 Digital Decade (2023) Report on the state og the digial decade 2023, European Commission	Analysis conducted for the EU based on Eurobarometer and DESI index data
Deloitte (2022). The mental health of Gen Zs and millennials in the new world of work	23,482 respondents from Generation Z and millennials in 44 countries
McKinsey & Company Adriatic (2021). The Future of Work in Croatia - Transforming the Croatian Workforce in the Age of Digitalization and Automatio	Analysis of 820 occupations and 2,100 work activities in 17 sectors in Croatia
McKinsey & Company (2024). A new future of work: The race to deploy AI and raise skills in Europe and beyond	The assessment was conducted in 10 EU countries, modeling includes the potential of digitalization, growth of e-commerce, changing work models and remote work, investment in technology
Croatian Chamber of Economy, (2024). Research on the need for additional knowledge and skills in the labor market, Zagreb	Survey survey with 800 employers and 600 employees in Croatia

Source: Analysis of the author

3.Methodology

This research is based on a combined research approach of quantitative methodology and data analysis, comparing the results of a survey conducted with the student population in Croatia with those listed in Table 1 of the main reports to form a theoretical framework for the research and descriptive statistics for interpreting research results. The research entitled Perceptions and Attitudes of Students in Croatia on Digital Forms of Work was conducted during the months of May and December, 2025 as part of the project ‘‘From Real to Virtual Migrations’’ funded by EUNextGeneration. 1205 students participated in the research, of which 61,26 % were female and 37,91 % were male. The majority of respondents were from the field of social sciences, which is in correlation with the total ratio of students in Croatia by field (Table 2).

Table 2. Demographic data of the student population in Croatia

Total respondents	1205 student		
Sex		Field of science	
Male	37,91 %	Natural sciences	1,82 %
Female	61,26 %	Technical sciences	24,67 %
Other	0.17 %	Biotechnical sciences	1,82 %
Does not want to say	0,66 %	Biomedicine and health	7,12 %
Age		Social sciences	39,90 %
18-19	16,14 %	Humanities	6,21 %
20-22	37,48 %	Artistic field (design studio)	6,04 %
23-25	21,03 %	Something else	11,90 %
26-30	9,69 %	Does not want to answer	1,31 %
Over 30	18 %		
Does not want to answer	1 %		

Source: Analysis of the author

4. Research results

In the research on the perceptions and attitudes of students in Croatia regarding changes in the labor market, the majority of respondents plan to stay and work in the country after completing their studies, 35,60 % see their professional future in Croatia working for a domestic employer, 17,22 % in Croatia working for a foreign employer,and 8% abroad and significant percentage is undecided. Digital nomadism as a way of life and work using digital technologies with frequent changes of location is considered attractive by most of respondents, and the majority of respondents emphasize the possibility of combining work and travel and flexibility in organizing time as the most significant benefit of such a way of life and work (Table 3 and 4). The majority of respondents consider themselves familiar with the possibilities of digital forms of work and estimate that their environment is familiar with digital forms of work (Table 5). The majority of respondents are indifferent to the fact that digital forms of work are successfully applied by businesses in Croatia and consider desirable to work for a foreign employer from Croatia through digital forms of work (Table 3) this indicates an interest in combining local life and international business opportunities.

Table 3. Analysis of career development plans of students in Croatia

	N	Minimum	Maximum	Mean	Std. Deviation
After completing my studies, I plan to stay and work in Croatia.	1194	1	5	3.89	1.134
Croatian companies are successfully implementing digital forms of work (remote jobs).	1122	1	5	2.75	0.852
I would achieve my career development expectations more easily and faster abroad.	1154	1	5	3.59	0.916
I consider desirable working in a foreign company/organization from Croatia (or my hometown) through digital forms of work (remote jobs).	1133	1	5	3.60	0.884
I consider desirable digital nomadism way of life and work using digital technologies with frequent changes of location.	1160	1	5	3.22	1.160

Source: Analysis of the author

Table 4. Analysis of career development plans of students in Croatia

Sees professional future in Croatia, working for a domestic employer	35,60 %
Sees professional future in Croatia, working for a foreign employer (remote)	17,22 %
Sees professional future abroad, working for a foreign employer	8,28 %
Not sure	32,85 %
No Answer	4,06 %

Source: Analysis of the author

Table 5. Familiarity with digital forms of work among students in Croatia

	N	Minimum	Maximum	Mean	Std. Deviation
Familiarity with the possibilities of digital forms of work	1193	1	5	3.39	1.002
Familiarity of the environment (friends, colleagues, family) with the possibilities of digital forms of work.	1191	1	5	3.41	0.932

Source: Analysis of the author

4.1. Skills development

The main Report 2030 Digital Decade (2023) states, according to Eurobarometer measurements, that 67% of Europeans want more education and training to develop digital skills and 30% of respondents do not feel adequately equipped for the digital decade. Croatia Report 2030 Digital Decade (2023) states for Croatia that 63% of people have basic digital skills, which is above the EU average of 54%, while the share of ICT experts is 3.7% in total employment, below the EU average of 4.6%. According to the McKinsey & Company Adriatic report (2021), it is estimated that 140 thousand workers in Croatia will have to change their occupation by 2030. The manufacturing, wholesale, administrative, clerical and administrative sectors are expected to lose the most workforce. Office jobs will experience a high rate of digitalization of approximately 35%. Occupations that involve fewer repetitive tasks and require specialized expertise, such as healthcare or creative industries, will experience lower rates of digitalization and job losses. McKinsey & Company survey (2024) of 800 CEOs from a number of companies shows that they consider it crucial to acquire the necessary skills and adapt to the new work landscape. The surveyed CEOs expect significant changes in the skill level of their workforce and worry that they will not find the right skills by 2030 (De Smet, et all. 2022). According Deloitte (2022) 70% report that they develop skills for career advancement once a week or more, and in their free time. 67% say that they develop skills outside of work hours, either before or after work, or on their days off. The majority of Generation Z members (57%) use generative artificial intelligence to some extent in their daily work, so there is concern about whether they will have the skills needed for work in the future?! Because the right tools for using artificial intelligence will be the jobs of the future. Respondents of the student population in Croatia point out that their most dominantly developed soft skills are organizational and communication skills and problem solving, while the use of the Office software package and the use of social networks are the most dominant digital skills (Table 6).

Table 6. The most dominantly developed soft and digital skills among students in Croatia

Soft skills	Digital skills
Organizational skills	Use of the Office software package (Word, Excel, PowerPoint, etc.)
Communication skills	Social media
Problem solving	Product design/data visualization
Critical thinking	Use of specialized programs (Adobe, AutoCAD, AVI programs, ERP, etc.)
Flexibility in work	Operational management - management of business processes
Team work	Statistical data processing
Creativity	Database management
Willingness to learn	Crisis planning

Source: Analysis of the author

In the survey of the Chamber of Commerce (2024) respondents of the real labor market, employees state that the most sought-after soft skills are problem solving, organizational and communication skills, which is very similar to the responses of the student population. Employers emphasize reliability and teamwork as the most sought after. Teamwork is ranked very low by students and citizens. Of the digital skills, the dominantly most requested by both employees and employers is the use of the Office program package, which is compatible with the digital skills that students only assess as the most developed (table 7).

Table 7. The most sought-after soft and digital skills on the Croatian labor market

Soft skills		Digital skills	
employees	employers	employees	employers
Troubleshooting	Reliability	Using the Office software package (Word, Excel, PowerPoint, etc.)	Using the Office software package (Word, Excel, PowerPoint, etc.)
Organizational skills	Team work	Technical skills	Technical skills
Communication skills	Willingness to learn	Management skills	Working with work machines
Creativity	Problem Solving	Analytical skills	Project management
Willingness to learn	Adaptability	Using other specialized programs (Adobe, AutoCAD,	Analytical skills

		AVI programs, ERP, etc.)	
Team work	Communication skills	Database management	Using other specialized programs (Adobe, AutoCAD, AVI programs, ERP, etc.)
Critical thinking	Organizational skills	Project management	Using the Office software package (Word, Excel, PowerPoint, etc.)

Source: Author's analysis based on research by the Croatian Chamber of Economy (2024).

In Future of Jobs Survey (2025) in most sought-after soft skills globally are those of analytical thinking, which is rated medium among students and low on the job market in Croatia, along with openness, flexibility and agility, which is necessary for successful change management, while the most sought-after digital skills are specific ones related to artificial intelligence and data management (table 8).

Table 8. The most sought-after soft and digital skills on the global labor market

Soft skills		Digital skills
	Menagerial skills	
Analytical thinking	Talent management	Technological&digital literacy
Resilience, flexibility and agility	Service orientation and customer service	AI and big data
Leadership and social influence	Resource management and operations	Systems thinking
Creative thinking	Quality control	Networks and cybersecurity
Motivation and self-awareness	Marketing and media	Design and user experience
Empathy and active listening	Environmental stewardship	Programming

Source: Author's analysis based on the Future of Jobs Survey (2025).

In a McKinsey & Company (2024) study, around 40% of the executives surveyed highlighted a shortage of workers with the skills needed to work with new technologies and expected it to worsen. The most significant shortages are observed in programming skills, advanced data analysis and mathematical skills, while in cognitive skills in critical thinking and problem solving and information management. Table 9 shows the potential for change according to selected skills.

Table 9. Potential for change by skills in the period 2022-30 in the EU

Skills	Potential for change
Basic digital skills	more than 20%
Advanced IT skills and programming	10% - 20%
Scientific research and development	
Technology design, engineering and maintenance	
Advanced communication and negotiation skills	
Interpersonal skills and empathy	
Leadership and managing others	
Creativity	
Teaching and training other	0 - 10 %
Entrepreneurship and initiative-taking	
General equipment repair and mechanical skills	
Gross motor skills	
Critical thinking and decision making	

Source: Author's analysis based on McKinsey Global Institute report (2024).

According to the report Future of the job Survey (2025). the main skills will be related to cyber security, design and user experience as well as environmental management with the development of those related to Al and big data management (table 10).

Table 10. Assessment of skills by importance until 2030 globally

New skills	Mailn skills	Standars skilly	Out of focus skills	
Increase ecpected	Increase expected	No increase expected	No increase expexted	
AI and big data	Networks and cybersecurity	Motivation and self-awareness	Programming	Digital skills
Technological literacy	Design and user experience			
Creative and analytic thinking	Environmental stewardship	Empathy and active listening	Multi-lingualism	Soft skills
Curiosity and		Motivation and self-	Reading, writing	

lifelong learning		awareness	and mathematics	
Resilience, flexibility and agility				
Talent management		Service orientation and customer service	Marketing and media	Menageri al skills
Leadership and social influence		Resource management and operations	Teaching and mentoring	
			Quality control	

Izvor: Author's analysis based on Future of the job Survey (2025).

4.2. Benefits of digital forms of work

There are numerous benefits of digital forms of work for employees and employers, some of which are: improved work-life balance, which will be reflected in increased job satisfaction and increased productivity, reduced stress and travel costs to/from work. Reduced absenteeism, benefits to mental and physical health. Benefits for employers include savings in overhead and office costs, reduced workforce turnover, attracting and retaining talent, which is especially important for newer generations in the labor market with a diverse workforce of specific skills (De Smet et al., 2022). Access is universal while capacity development depends on the development of digital skills, and thus the range of use. The digital transformation of workplaces has begun and those who do not adapt will be significantly left behind (Paulišić, Vizjak & Elhawari, 2024).

In a Deloitte (2022) study, respondents highlighted high expectations for flexible and hybrid work. 32% of Gen Z considered improved work-life balance to be the most important factor when choosing an organization to work for. 75% of Gen Z respondents prefer hybrid work models or working from home entirely, citing benefits such as saving money, more time for other things they care about, spending time with family, feeling like they can show a more authentic side of themselves while working, and a positive impact on their mental health. In qualitative interviews, they stated that while social contribution is important to them, they prioritize work-life balance and a higher salary, which gives them the time and resources needed to achieve the changes they want to see in the world outside of work.

Consistent with Deloitte research, the majority of respondents from the student population in Croatia consider hybrid forms of work with 2/3 days a week working from home to be the most acceptable options for work, with the possibility of exclusive remote work (table 11). The most significant benefits of digital forms of work, 24% of them consider reduced stress and costs when traveling to/from work (table 12). The majority of respondents believe that digital forms of work can achieve the desired balance between private and work life, and that digital forms of work can positively influence job satisfaction and work motivation, and successfully manage employee turnover and retain talent. (table 14). A good balance of work and private time, as well as flexible forms of work, which include digital forms of work, are highlighted as advantages of a job by respondents currently on the labor market in a survey conducted by the Chamber of Commerce (table 13).

Table 11. Presentation of the ideal option of working remotely (remote job) and with (future) employer.

1 day a week working from home	6,79 %
2 days a week working from home	29,47 %
3 days a week working from home	25,4 %
4 days a week working from home	7,20 %
fully working from home (remote job) with occasional visits to the employer as needed/agreed	22,36 %
I would not like to work from home	6,62 %
No answer	4,14 %

Source: Analysis of the author

Table 12. The most significant benefits of digital forms of work (remote jobs) for students in Croatia

Reduced stress and costs when commuting to/from work	24 %
Improved work-life balance	19 %
Reduced absenteeism (no need to take sick leave)	17 %
Increased job satisfaction (employees value autonomy and freedom to create their own time)	16 %
Increased productivity (result of job satisfaction)	12 %
Health and well-being (improved mental and physical health)	10 %
I don't know/not sure	2 %

Source: Analysis of the author

Table 13. Assessment of job advantages in the Croatian labor market

	employees	employers
Good work-life balance	49 %	55 %
Good organizational culture	37 %	46 %
Flexible working hours	34 %	21 %
Learning opportunities	35 %	70%
Flexible working hours	24 %	21 %

Source: Author's analysis based on research by the Croatian Chamber of Economy (2024).

The largest number of respondents from the student population believe that they can successfully communicate through digital channels and consider digital forms of work desirable and believe that in the sector of their (future) profession, one can successfully participate in digital forms of work. Most respondents believe that digital forms of work achieve optimal, 22% better work efficiency, while 7% believe that work efficiency is worse compared to working conditions at the employer (tables 14 and 15).

Table 14. Analysis of factors of digital forms of work among students in Croatia

	N	Minimum	Maximum	Mean	Std. Deviation
Effective communication through digital channels.	1182	1	5	3,97	0,778
I believe that in the sector of my (future) profession can successfully participate in digital forms of work and do business remotely.	1181	1	5	3,66	1,201
I consider digital forms of work to be desirable forms of work.	1194	1	5	3,90	0.852
Digital forms of work can have a positive impact on job satisfaction and work motivation.	1193	1	5	3,89	0.887
Digital forms of work can achieve the desired balance between private and professional life.	1188	1	5	3,95	0.887
Digital forms of work can successfully manage human resource fluctuation and talent retention.	1140	1	5	3.57	0.824

Source: Analysis of the author

Table 15. Assessment of work efficiency of digital forms of work among students in Croatia

Digital forms of work (remote jobs) achieve better work efficiency compared to an employer	22 %
Digital forms of work (remote jobs) achieve optimal work efficiency compared to an employer	33 %
Digital forms of work (remote jobs) achieve equal work efficiency compared to an employer	17 %
Digital forms of work (remote jobs) achieve worse work efficiency compared to an employer	7 %

Source: Analysis of the author

Following the self-assessment of successful communication through digital channels, the majority of respondents believe that they can successfully complete online compositions and contacts with clients and reporting online (Table 16).

Table 16. Analysis of the assessment of business tasks that can be successfully completed online by students in Croatia

Online meetings	25 %
Online client contacts	21 %
Reporting	21 %
Preparatory and analytical tasks	19 %
All tasks can be successfully maintained online	14 %
None of the listed tasks	0 %

Source: Analysis of the author

5. Discussion

The results of the conducted research indicate that respondents recognize the digital transformation of work as an inevitable and positive process, while detecting the challenges and risks of the change management process enhanced by digitalization. A comparative analysis of the attitudes and expectations of future and current employees on the labor market in Croatia shows many similarities. Respondents are aware of the changes brought about by digitalization in business, while their readiness and level of digital competencies vary in relation to those of global expectations, where the focus is on highly sophisticated ones related to AL and big data management. The majority of respondents from the student population believe that they would achieve their professional career development expectations more easily and faster abroad because they believe that digital forms of work are not applied in full volume in Croatia. Students are willing to work in a foreign organization from Croatia through digital forms of work (remote job), which turns labor migration in the opposite direction and it is not necessary to go for a job, but organizations transfer work to employees. Digital nomadism is considered acceptable for the sake of flexibility in the organization of time, which is a reflection of the acceptance of changes in workplaces and the digital transformation of work.

6. Conclusion

The results of the survey show that the student population in Croatia generally perceives digital forms of work positively and recognizes them as a desirable model for future professional development. The majority of respondents plan to stay and work in Croatia after completing their studies, but at the same time believe that their career expectations could be achieved more easily and quickly abroad. Such a finding indicates the importance of developing digital forms of work as a possible solution that would enable young people to remain in Croatia while simultaneously integrating into the international labor market. The survey also shows that students recognize the numerous advantages of remote work, especially reduced stress and travel costs, a better balance between private and work life, and greater flexibility. It is particularly significant that a large proportion of respondents believe that digital forms of work can have a positive impact on job satisfaction, motivation, and talent retention. The results also indicate a certain reservation regarding the success of the implementation of digital forms of work in Croatian companies, which indicates the need for further investment in digital infrastructure, organizational culture, and the development of digital competencies. In the area of skills, students most emphasize organizational and communication skills and the use of basic digital tools, while global trends increasingly emphasize the importance of advanced digital skills, artificial intelligence, data analytics, cybersecurity and lifelong learning. Therefore, it can be concluded that there is a partial alignment between student competencies and labor market needs, but also the need for stronger development of advanced digital and analytical skills. Digital forms of work represent an important potential for retaining young and highly educated people in Croatia, while at the same time opening up job opportunities for foreign employers. In order to fully utilize this potential, it is necessary to systematically develop digital competencies, adapt educational programs to labor market needs, and encourage employers to better implement flexible and hybrid work models. The implication of continuing research on this topic will be to detect the risks of digital forms of work and the speed of further transformation according to occupational sectors.

Acknowledgment

*The research was carried out as part of the project *From real to virtual migrations* - VRtualM is funded by the European Union – NextGenerationEU. The views and opinions expressed are solely those of the author and do not necessarily reflect the official views of the European Union or the European Commission. Neither the European Union nor the European Commission can be held responsible for them.*

References

Ahrendt, D., Cabrita, J., Clerici, E., Hurley, J., Leončikas, T., Mascherini, M., Riso, S. & Sandor, E. (2020). Living, working and COVID-19, *Eurofound, Publications Office of the European Union*, Luxembourg

Croatia Report 2030 Digital Decade (2023) Report on the state og the digial decade 2023, *Based on Annex VII of the RRF Regulation, European Commission* available at file:///C:/Users/Korisnik/Downloads/Croatia_7vR89GegfuHAqWDBqYYOdW1kNE_98645.pdf [Accessed on February 2025]

De Smet, A., Dowling, B., Mugayar-Baldocchi, M. & Schaninger, B. (2022). Gone for now, or gone for good? How to play the new talent game and win back workers, *McKinsey Quarterly*, McKinsy & Company

Deloitte (2022). The mental health of Gen Zs and millennials in the new world of work available at https://www.deloitte.com/content/dam/assets-shared/docs/campaigns/2022/deloitte-2022-genz-millennial-mh-whitepaper1.pdf?icid=learn_more_content_click?icid=learn_more_content_click [Accessed on February 2025]

Digital Economy and Society Indeks - DESI (2022). *European Commission*, available at file:///C:/Users/Korisnik/Downloads/0_DESI_Full_European_Analysis_2022_2_C01lJgPAatnNf0qL2LL103tHSw_88764%20(3).pdf [Accessed on February 2025]

Dwidienawati, D., Istiani, C. & Rahman, R. (2024). New entrants joining the industry, what skills do they need? *Journal of Infrastructure, Policy and Development*, 8(15), https://doi.org/10.24294/jipd854

Future of Jobs Survey (2025). *World economic forum*, available at https://reports.weforum.org/docs/WEF_Future_of_Jobs_Report_2025.pdf [Accessed on February 2025]

Gawrycka, M., Kujawska, J. & Tomczak, M. T. (2020). Competencies of graduates as future labour market participants–preliminary study. *Economic Research* , 33(1), 1095–1107. doi: 10.1080/1331677X.2019.1631200

Giray Aksoy C., Barrero, J. M., Bloom, N., Davis, J. S., Dolls, M. & Zarate, P. (2022). Working from Home Around, *Globe - Report*, vol 7, available at file:///C:/Users/Korisnik/Downloads/EconPol-PolicyBrief_53_Working_from_Home.pdf

Hung, B, K, H., To, C.C.N., Fung, R.K.H. & Chan, C.C.S. (2023). Addressing skills gaps in prospective studentsEmployers and students through data visualization. *SN Computer Science*, 4(3). doi: 10.1007/s42979-023-01722-3

Innerhofer, J., Nasta, L. & Zehrer, A. (2024). Antecedents of labor shortage in rural catering: a comparative study of employees and employers. *Journal of Hospitality and Tourism*, 7(1), 28–55. doi: 10.1108/JHTI - 04-2022. -0125

Croatian Chamber of Economy (2024). Researchon the need for additional knowledge and skills on the labor market, *Croatian Chamber of Commerce*, Zagreb

Kenayathulla, H. B, Ahmad, N. A, & Idris, A. R. (2019). Gaps between competencies and the importance of employability skills: evidence from Malaysia, *Evaluation and Development of Higher Education*, 13(2), 97 – 112. doi: 10.1108/heed-08-

Lund, S., Cheng, W. L., Dua, A., De Smet, A., Robinson, O. & Sanghvi, S. (2020). What 800 executives envision for the postpandemic workforce, *McKinsey Global Institute*, available at https://www.mckinsey.com/~/media/McKinsey/Industries/Public%20and%20Social%20Sector/Our%20Insights/Future%20of%20Organizations/What%20800%20executives%20envision%20for%20the%20postpandemic%20workforce/What-800-executives-envision-for-the-postpandemic-workforce-v4.pdf [Accessed on February 2025]

McKinsey & Company (2024). A new future of work: The race to deploy AI and raise skills in Europe and beyond

McKinsey & Company Adriatic (2021). The Future of Work in Croatia - Transforming the Croatian Workforce in the Age of Digitalization and Automatio

Musa, M. & Haroon, M. (2024). Digitally Transformed Employees Crafting Tomorrow's Skills Cape through Modern HRD. *Journal of Workplace Behavior*, June 2024, 5(1), 108–123. doi: 10.70580/jwb.05.01.0221

Paulišić, M., Vizjak, M. & Elhawari, M. M. (2024). Workplace Flexibility: Identifying New Trends and Directions from the Grey Literature Sources, *Organizacija : journal of management, information systems and human resources*, 57, 2; 127-138. doi: 10.2478/orga-2024-0009

Report 2030 Digital Decade (2023) Report on the state og the digial decade 2023, *European Commission* available at Report20230929_Ai1lrJlev2WpY8hu8FDXtCIDfk_98641.pdf [Accessed on February 2025]

Tretter, E. & Burns, R. (2023). Digital transformations of the urban – carbon – labor nexus: A research agenda, Digital Geography and Society, Volume 5, available at https://www.sciencedirect.com/science/article/pii/S2666378323000144?pes=vor [Accessed on January 2026]

Vizjak, M., Paulišić, M. & Mišević, P. (2024). Adapting to the Digital Shift: Skills Development and Workplace Transformation in the Era of Human-Technology Collaboration, *Croatian Regional Development Journal*, Vol. 5, No. 2, 92-110. doi: 10.2478/crdj-2024-0010