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Smart HRM –
A Delphi Study on
the Future of Digital Human Resource
Management („HRM 4.0“)

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Executive Summary

The present final report provides descriptive results of a Delphi study on the change of Human Resource Management (HRM) through the Internet of Things (IoT). The study is based on the responses from 37 HR and HRIS experts from practice and research. The results show in general, that the surveyed experts expect major changes of HRM. This applies to the examined areas of HR technologies, HR functions and HR positions. The following key changes are identified and discussed in the study:

- *Reification, sensorization, datafication and technical integration* as changes of HR technologies
- *Dichotomization, acceleration, informatization, humanization and increasing productivity* as changes of HR functions
- *Marginalization of the HR department, digitization, hybrid positions and automation of administrator positions* as changes of HR positions

The study therefore provides numerous insights into how the Internet of Things will change HRM. This creates quite a noticeable pressure for companies to adapt HRM technologies, functions and positions to the expected future changes of requirements. Moreover, the assessments of experts show that HRM is currently in a very early stage of the IoT exploration and accordingly there is a considerable need for elaborating on future developments.

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1. Research Questions of the Study

The term "Internet of Things" ("IoT") refers to the possibility of connecting various physical objects ("things") to the Internet. In doing so, it becomes possible to obtain numerous measures through sensors embedded in things ("sensorics") and to control things remotely through embedded actuators ("actuatorics"). Various things can be interconnected via Internet and can exchange information and interact with each other. As a result, such things become "smart things" that can behave autonomously in the way it is appropriate to the context and the situation.

This opens up extensive application possibilities for the Internet of Things in various application areas. Following an international notation convention, these application areas are designated with the prefix "smart". Accordingly there already exist application areas such as smart home, smart cities, smart energy, etc. Due to application areas such as smart production, smart health, smart retailing or smart logistics it is obvious that the production of goods and services in the future will become increasingly "smart", i.e., will be performed with and on smart things¹. This implies that work of the future will be increasingly carried out as "smart work", that is, employees will increasingly perform their work with and on smart things².

In this context it is additionally assumed that the HRM of the future will change. This results on the one hand from the expectation that smart work will lead to significant changes in the quantitative, qualitative and temporal requirements on labor. HRM of the future will have to face these changed demands. On the other hand, the Internet of Things will also offer numerous new potentials for HRM, i.e., HRM will become an application area of the Internet of Things, and sensors and smart things will (also) be used for the purposes of HRM³. Altogether, the changes in HRM that will result from changing requirements on the one hand and changes in potentials on the other hand are currently entirely unknown. Therefore, the present study examines under the term "smart HRM" the changes in future HRM that will be induced by the Internet of Things (see Figure 1).

¹ In the German-speaking realm also the notation „Industry 4.0“ is established.

² In the German-speaking realm also the notation “Arbeit 4.0“ is established.

³ In the German-speaking realm also the notation „HRM 4.0“ is established.

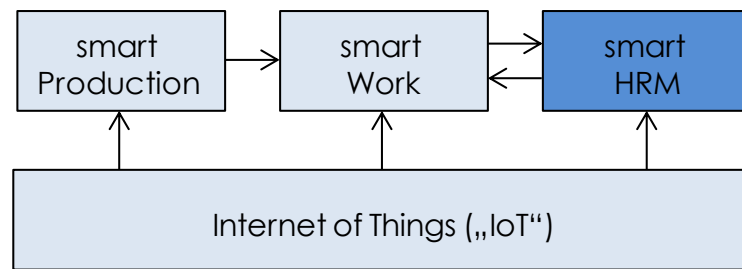


Figure 1: Changes in HRM through the Internet of Things

To clarify the IoT-based changes of HRM, the changes of three interrelated areas of HRM are examined:

- HR Technologies: Since smart things and embedded sensors are used, HR hardware, software, data, etc., will also change; the study, thus, considers HR technologies as the first area of the future change.
- HR Functions: Since smart work will change quantitative, qualitative and temporal requirements of labor, as a reaction the HR functions such as HR staffing or HR development are likely to change and therefore are considered in the study.
- HR Positions: Due to possible changes of HR technologies and HR functions, also changes of qualification requirements and work content of HRM are obvious. Therefore, the study also considers the future changes in central HR positions.

2. Method of the Study

A Delphy study design was used to analyze the future changes of HRM that will arise through the Internet of Things.

In order to take into account different perspectives, four different groups of experts were included in the study. Due to their professional background, HR experts were first included, while HRIS experts were additionally involved because of numerous information technology aspects of smart HRM. Both groups were further divided into practitioners and researchers. This resulted into the total of four different groups of experts. For each group ten renowned experts were identified and asked to participate in the study (see Figure 2).

	HR-Experts	HRIS-Experts	Σ
Resear-chers	10 / 10	10 / 8	20 / 18
Practiti-oners	10 / 9	10 / 10	20 / 19
Σ	20 / 19	20 / 18	40 / 37

Figure 2: Requested experts / Response rate

As a basis for the survey an online questionnaire was developed. The questionnaire initially included pre-formulated items about the concrete changes in HR technologies, functions and positions. The items were subjected to a pre-test by a mixed group of five experts and appropriate supplements and modifications were incorporated. In addition, the questionnaire contained open questions (not covered by the pre-formulated items) on further changes of HR technologies, HR functions and HR positions. A finalized version of the questionnaire was presented to the four groups of experts in a first round of the study. After the questionnaire was answered, the results of pre-formulated items were visualized via frequency diagrams and position and dispersion measures were calculated. The results of the open issues were transferred into additional items. Both were integrated into a modified on-line questionnaire for a second round of the study. The second questionnaire was presented to the experts to reconsider their answers from the first round and, if necessary, modify them. From the second round of the study a usable return of 37 questionnaires (92.5% response rate) was generated (see Figure 2. A list of the 37 participating experts can be found in Appendix A. The items and the respective responses of the second round of the study are documented in Appendix B.).

3. Results of the Study

The present final report is limited to a merely descriptive analysis and interpretation of central results of the entire group of experts. A more complete statistical analysis and interpretation of the results, differentiated by expert groups, will be presented soon within the frame of further publications. In the following, the aggregated changes of HR technologies (section 3.1), HR functions (section 3.2) and HR positions

(Section 3.3) will be firstly presented. Based on this, interesting change phenomena in these three areas will be singled out and presented in detail.

3.1 Change of HR Technologies

The requirements that smart work demands from future HRM, and in particular, also the potentials that smart things offer for future HRM suggest the current HR technologies to change. Application potentials in HRM firstly arise for smart things that can be also used for the purposes of HRM, such as smart tools in employee trainings. The questionnaire, thus, contains various items that capture possible future changes in

- *HR hardware*

An application of new HRM hardware requires new software as well (-architectures) that, e.g., integrate actuators and/or sensors of smart things. Therefore, items that capture the change of

- *HR software*

were also employed. In particular, by means of various possible sensors on smart tools or work items as well as „wearables“ on employees clear quantitative and qualitative changes in

- *HR data*

are to expect. For this reason also items considering HR data are included in the questionnaire.

Finally, the level of automation that HR technologies offer will change as well, that is why items for

- *HR automation*

are included in the questionnaire. Figure 3 shows the aggregated changes of HR technologies in a two-dimensional change diagram⁴.

⁴ A change diagram shows the intensity of the change (mean values of several items for changes in an aspect, such as, e.g., several items for the change in HR data) in horizontal dimension and the speed of the change in the vertical dimension. This allows for a classification of the aggregated changes into four categories: category I („slow minor change“) embraces changes with smaller intensity and smaller speed. These are of no relevance for HRM. The same applies for the changes in category II („fast minor change“) that are also of an inferior intensity, but will arise faster over time. Changes in category III („slow major change“) are relevant as they show a big intensity, but need some time for their realization. Finally, the changes in category IV („fast major change“) are especially relevant for HRM since referring to changes of high intensity that will occur relatively fast.

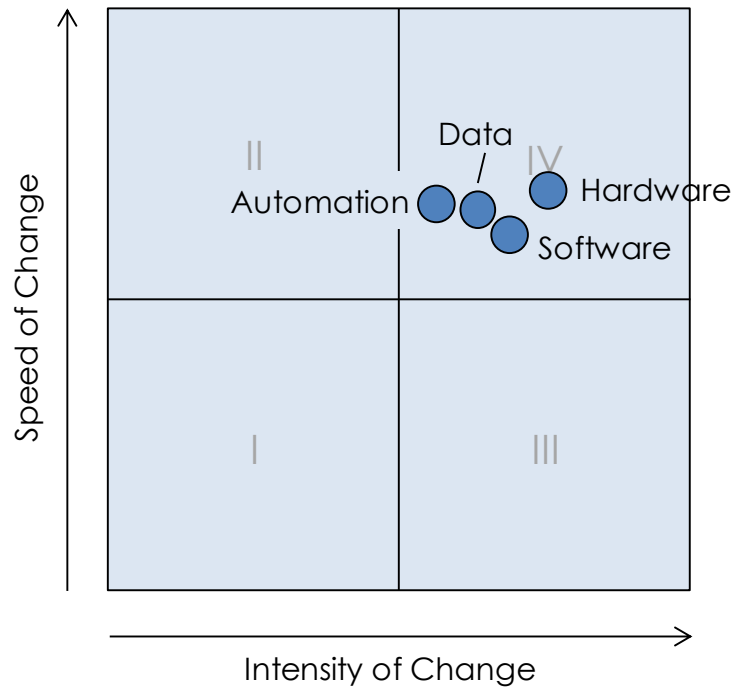


Figure 3: Future change of HR technologies through the Internet of Things

In the aggregated overview all the investigated sub-areas of HR technologies lay therefore in category IV („fast major change“). In accordance with this, timely and extensive changes of HR technologies are expected, i.e., changes in the use of hardware, design of the software (-architectures), the ascertainment of data and the automation level.

The following interesting phenomena for the future shaping of HR technologies can be detected on the basis of the estimations of the experts:

- „Reification“ of Human Resources: Reification describes the phenomenon that the tasks of HRM are increasingly transferred to smart things. Smart things can perform diverse tasks of HRM. For instance, smart tools in industrial production could perform time and motion studies and autonomously collect and distribute data connected to normal hours, breaks, etc. Similarly, smart tools could autonomously introduce employees into their functionalities and train employees in correct usage. Without specifying a concrete application area a clear majority of the polled experts expects that HRM will use smart things (see Figure 4).

„HRM will employ smart things for HR purposes.“

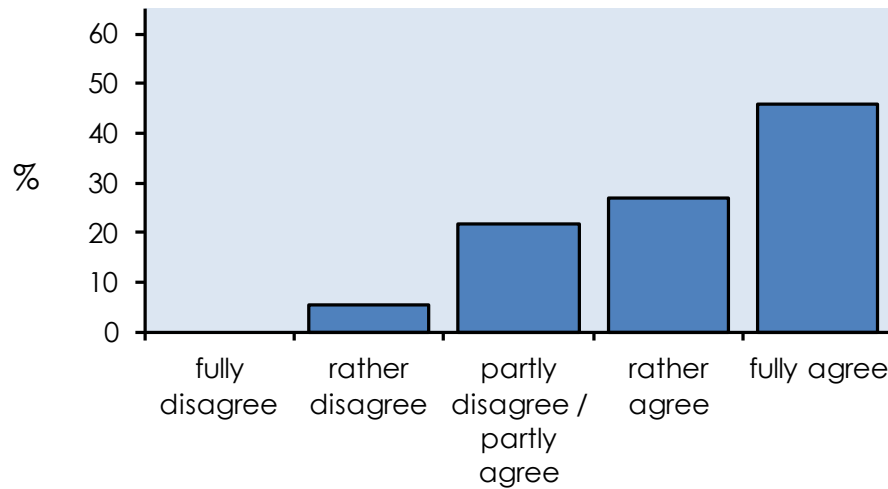


Figure 4: Future use of smart things in HRM

- Sensorization of Human Resources: Sensorization describes the phenomenon of the usage of numerous sensors in/at smart things in order to ascertain various data relevant for HRM. The labor-intensive, expensive and error prone manual recording of data, that has been used until now, will be increasingly carried out through the sensors. In most experts' opinion, sensors on smart work items that the employees use while performing their tasks are the first to come in question (see Figure 5). Interestingly, a scarce majority of experts – despite high sensitivity w.r.t. data protection, employee participation and acceptance – expects that wearable sensors on employees (e.g., bracelets, headbands, sensor plasters or cloth items) („wearables“) will collect employee data in the future (see Figure 6).

„HR data will stem from sensors at smart things that employees use.“

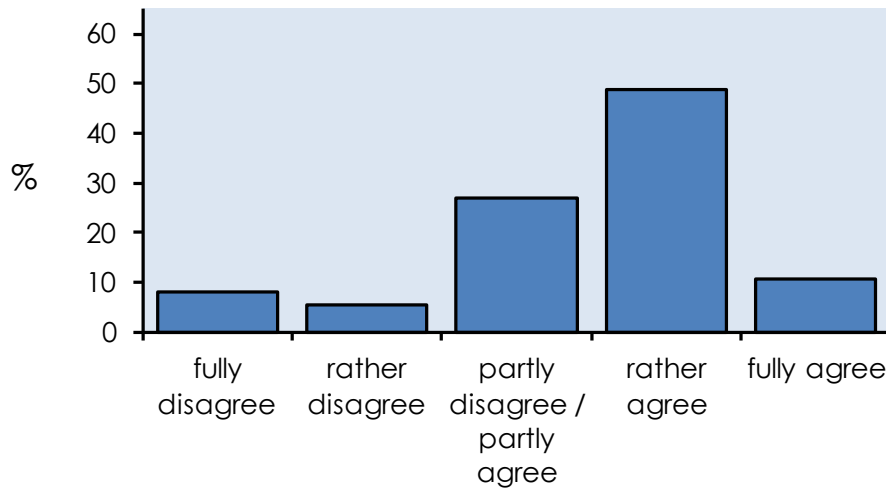


Figure 5: Future acquisition of HR data through sensors at work items

„HR data will stem from sensors that employees wear (“wearables”).“

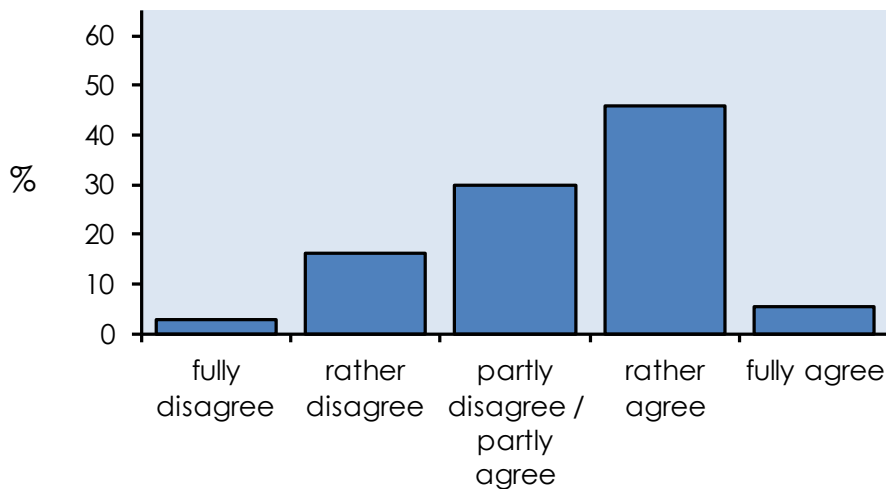


Figure 6: Future acquisition of HR data through sensors at employees („wearables“)

- Datafication of HRM: According to the sensorization, the datafication describes a phenomenon where HRM databases will grow exponentially and numerous HR-relevant issues will be described by the data in comprehensive and detailed manner. The resulting extensive („volume“), heterogeneous („variety“) and constantly new emerging („velocity“) data are usually referred to as „Big Data“. A clear majority of the polled experts expects the existence of „Big HR Data“ for Human Resources of the future (see Figure 7).

„HR data will show high volume, variety and velocity
("big data").“

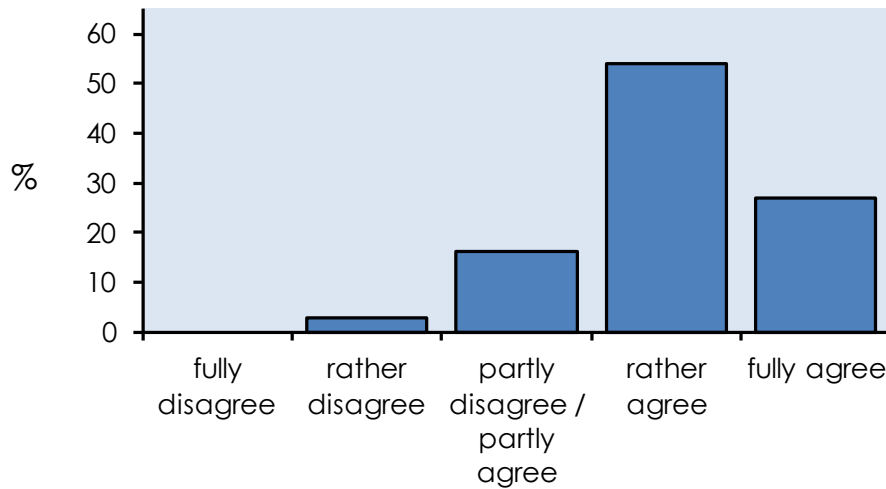


Figure 7: Future HR data stock

Accordingly, extensive and detailed data can be provided in real-time in the future in many areas of HRM.

- Technical Integration of HRM: The technical integration of HRM describes the phenomenon that the necessary coordination of HRM measures with the operative requirements of the business („external fit“) will be performed automatically. A scarce majority of experts expects a direct technical integration of HRM, i.e., a direct interaction of HR software with sensors and actuators at smart things (used by employees), e.g., in order to be able to provide a training event adequately to the situation directly at the occurrence of the demand for the training (see Figure 8). What is clearly more emphasized by the experts is an indirect technical integration of HRM with the Internet of Things. This will be realized as HR software interacts with other digital services / software of the company that are on their part connected to sensors and actuators of smart things (see Figure 9).

„HR software will directly interact with smart things and sensors.“

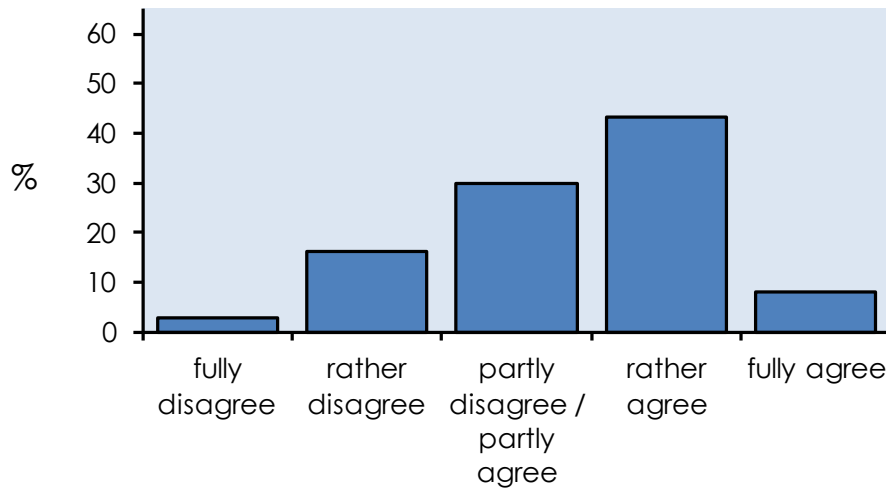


Figure 8: Future direct integration of HR software and the Internet of Things

„HR software will interact with software that on its part directly interacts with smart things and sensors.“

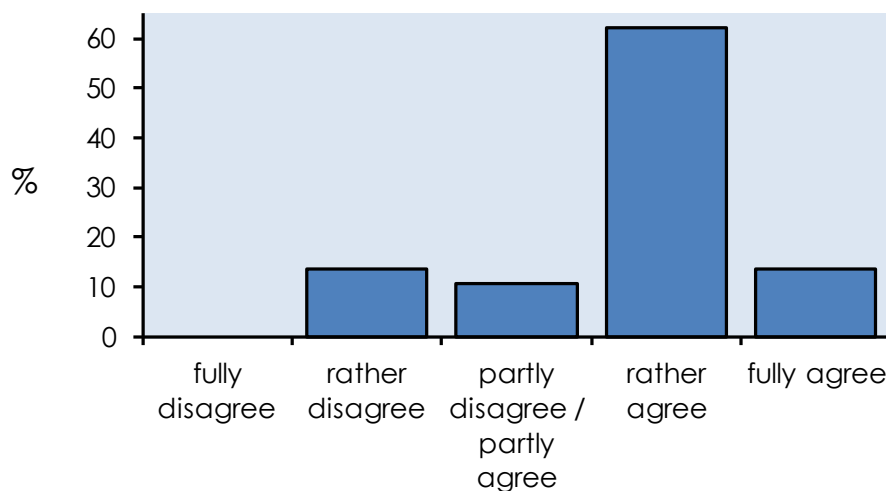


Figure 9: Future indirect integration of HR software and the Internet of Things

Accordingly, it is to expect that HR software of the future will tightly interact with the „Internet of Things“-applications of further organizational departments, primarily from areas such as production/operations in order to provide timely and demand-tailored HR services.

3.2 Change of HR Functions

New professional requirements that smart work poses on future HRM and technical potentials that the Internet of Things offers for HRM suggest the change of the

content and characteristics of the functional HR areas besides changes in technologies. Therefore, the questionnaire contains several items related to the Internet of Things induced changes of the functional areas of

- HR controlling,
- HR recruiting,
- HR staffing,
- HR development,
- HR performance management and
- HR compensation.

The aggregated overview reveals a dichotomy of the HR functions listed above (see Figure 10).

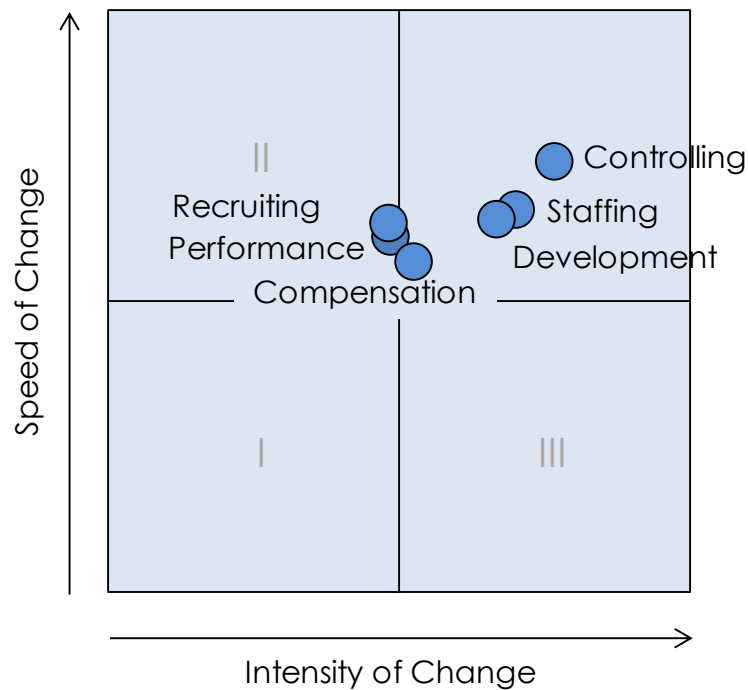


Figure 10: Future change of HR functions through the Internet of Things

A first group of HR functions (HR controlling, HR staffing and HR development) fall into category IV („fast major change”). For these functions more substantive changes are accordingly expected. A second group of HR functions (HR recruiting, HR performance management and HR compensation) is placed at the border between categories IV („fast major change”) and II („fast minor change”). Correspondingly, the future changes related to this second group of HR functions are assessed more cautiously by the experts.

The following interesting phenomena for future HR functions can be ascertained on the basis of the experts' views:

- Dichotomy of HRM: Dichotomy refers to the phenomenon that the first group of HR functions is estimated by experts as particularly affine for „smart HRM“, while this is not, or at least not uniformly predicted for the second group of HR functions. As Figure 10 shows, HR controlling, HR staffing and HR development constitute the first group of HR functions that will be realized as “smart” functions in the future. Accordingly, for each of these functions there is a majoritarian to a significant agreement of the experts for induced changes such as increasing reification (see section „Reification of HRM“), Sensorization (see section „Sensorization of HRM“) as well as, described below, Acceleration (see section „Acceleration of HRM“) or Informatization (see section „Informatization of HRM“). (For the individual items and the respective results see in detail Appendix B.). In the remaining group of HR functions, HR performance management represents a clear exception, since a slight majority of the experts does not assume that a comprehensive implementation of a smart HR performance management will take place. For the remaining two HR functions (HR recruitment and HR compensation) an interesting polarization of the experts' opinion can be noticed. While a number of experts believes that also these two functions will be in the future realized as smart HR functions, other experts approach this idea critically. The phenomenon of a dichotomy of HR functions in smart, not smart or rather limitedly smart functions can be illustrated based on the example of sensorization of HR development and HR performance management. While the future sensorization of HR development is assessed to be more realistic (see Figure 11), the future sensorization of HR performance management is considered rather critically (see Figure 12).

„Employee training information (qualifications, needs, success) will be provided by smart things.“

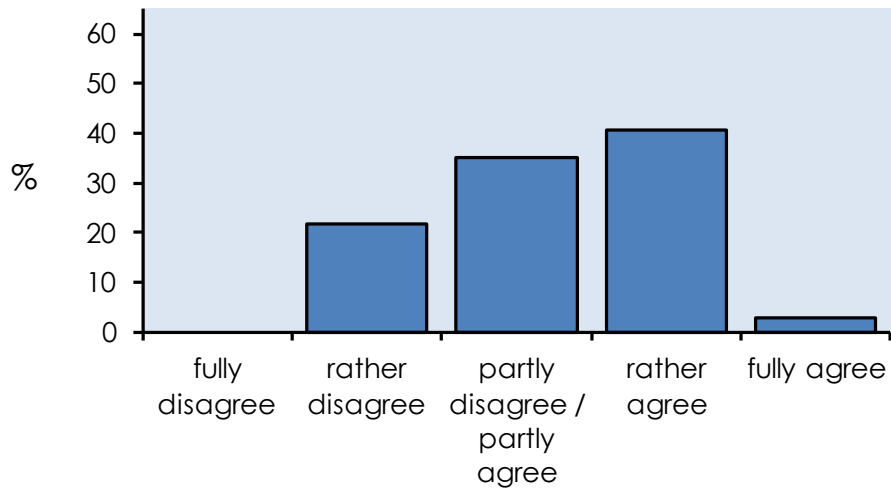


Figure 11: Future sensorization of HR development

„Employee appraisal will be based on sensor data.“

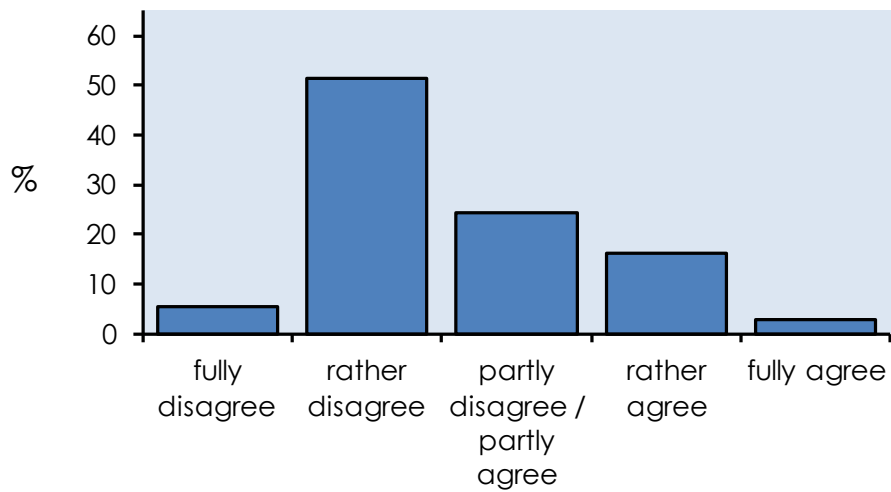


Figure 12: Future (non-) sensorization of HR performance management

HR recruiting constitutes an example of a rather polarized assessment of the changes. Here two opinions of rather agreeing and rather disagreeing w.r.t. the support of HRM through the Internet of Things are nearly holding a balance (see Figure 13).

„HR selection will be supported by smart things.“

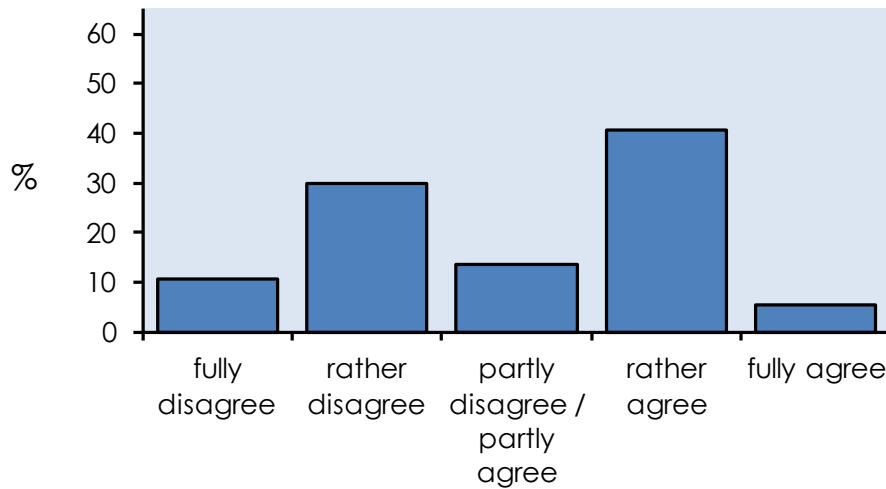


Figure 13: Future support of HR selection by smart things

The special role of HR performance management within HR functions, that appears in outlines, may be explained in a first interpretation by the special sensitivity and special legal protection of the employee data. Because of the tendency towards polarized expert opinions for HR recruiting and HR compensation, it is currently not possible to make a clear statement about their future development as smart HR functions.

- Acceleration of HRM: The acceleration of HRM describes the phenomenon of a basic acceleration of HR measures towards real-time measures, where HR needs of the business can be met appropriately and immediately by HRM at the moment they occur. This acceleration is particularly true for the future „smart“ HR function areas of HR controlling, HR staffing and HR development. First, the HR information provision will be greatly accelerated in HR controlling⁵. This will be enabled through a real-time data acquisition and provision via sensors. This provision of near- / real-time information will provide a basis for the acceleration of other HR functional areas. According to the experts, further HR operational planning and HR staffing will initially accelerate and – because of the requirements of smart work – increasingly take place in real-time (see Figure 14).

⁵ As a certain peculiarity of German-speaking countries *HR controlling* refers to the function of providing comprehensive HR information and corresponding electronic HR systems to support HR planning and decision making.

„Employee scheduling and assignment will be performed in near-real-time.“

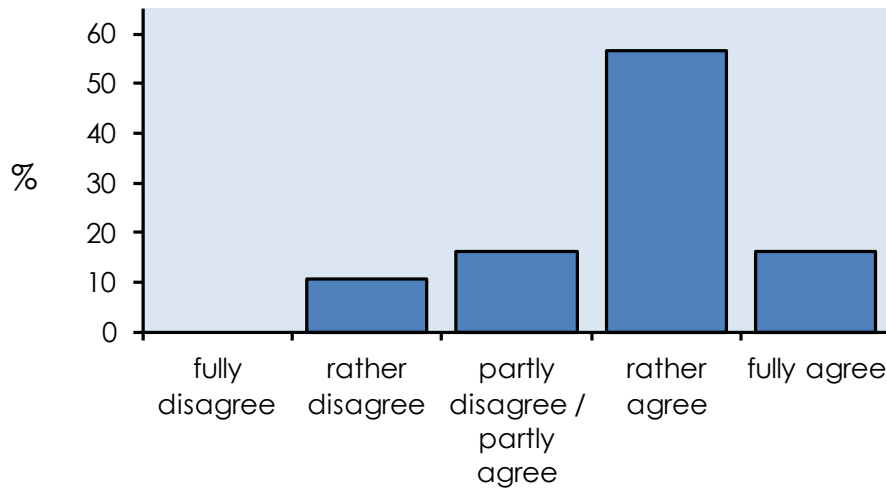


Figure 14: Future acceleration of employee scheduling and assignment

The same applies for personnel development where real-time training activities have been already discussed („just-in-time learning“). Again, a clear majority of the experts assumes that the real-time learning will be a widespread phenomenon. Also, this real-time learning will again take place based on smart things (see Figure 15 and section „Reification of HRM“).

„Digital training services at smart things will allow for a just-in-time training of employees.“

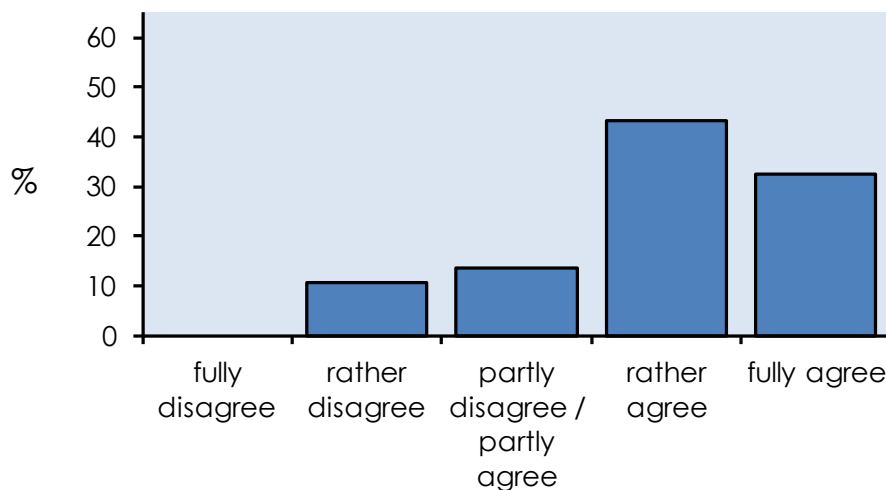


Figure 15: Future acceleration (and „reification“) of HR development

The acceleration of HR measures however does not apply, or only partially apply, to the second group of HR functions (HR compensation, HR performance management and HR recruiting). Apparently it is considered that these functions

will not be performed in real-time but rather with a certain latency. In terms of remuneration, for instance, it will be still remunerated on a monthly basis. Therefore, the acceleration of HRM remains, for the functions mentioned by the experts, a clearly articulated future phenomenon. HR work will be therefore, at least partially, an organizational real-time function („Real-Time HRM“).

- Informatization of HRM: According to the sensorization and datafication of HRM, the phenomenon of informatization refers to the systematic provision and the systematic use of HR information across all HR decisions and activities of the various HR functions. In this regard, a solid majority of experts initially assumes that the quantity of information will increase (see Figure 16).

„The quantity of HR information will increase.“

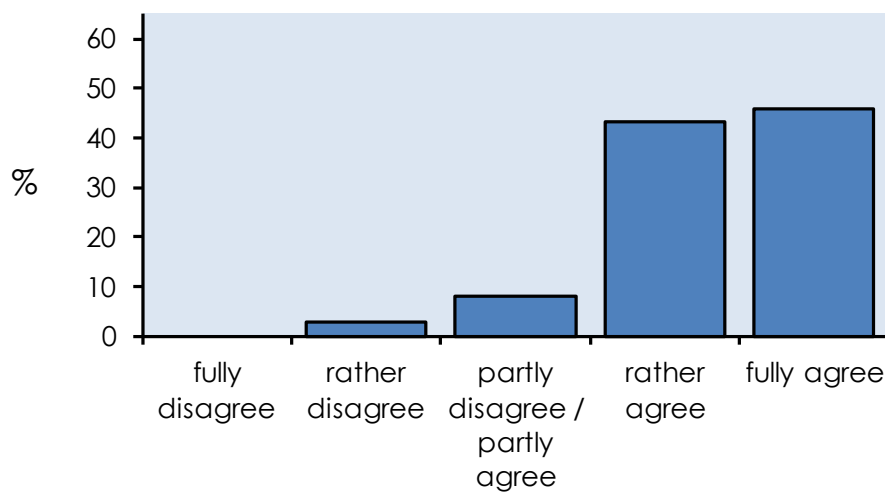


Figure 16: Future quantitative informatization of HRM

Similarly interesting is that a majority of experts shows the opinion that sensor-based data collection will contribute to the quality („objectification“) of resulting HR information (see Figure 17).

„The quality of HR information will increase.“

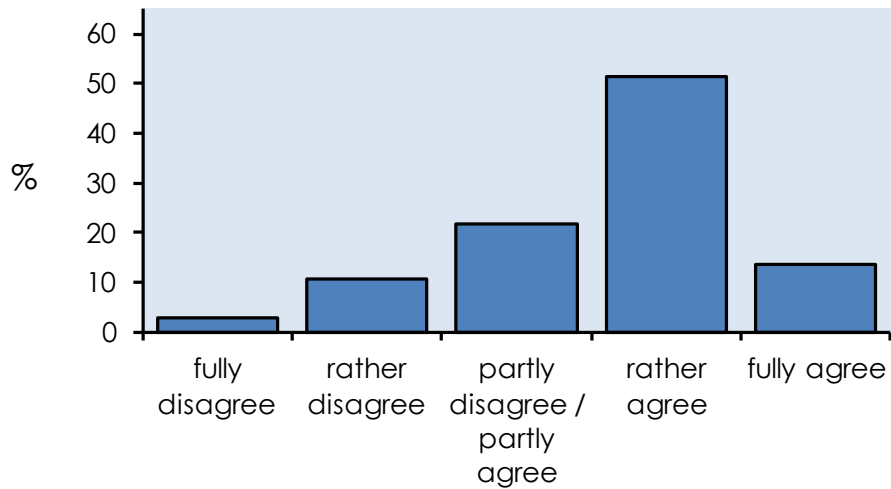


Figure 17: Future qualitative informatization of HRM

On account of the informatization, the importance of HR controlling as information providing HR function will clearly increase. Despite of a very high degree of digitization, the experts predict a massive further digitization of HR controlling due to the Internet of Things (see Figure 18).

„The digitalization of HR controlling will increase.“

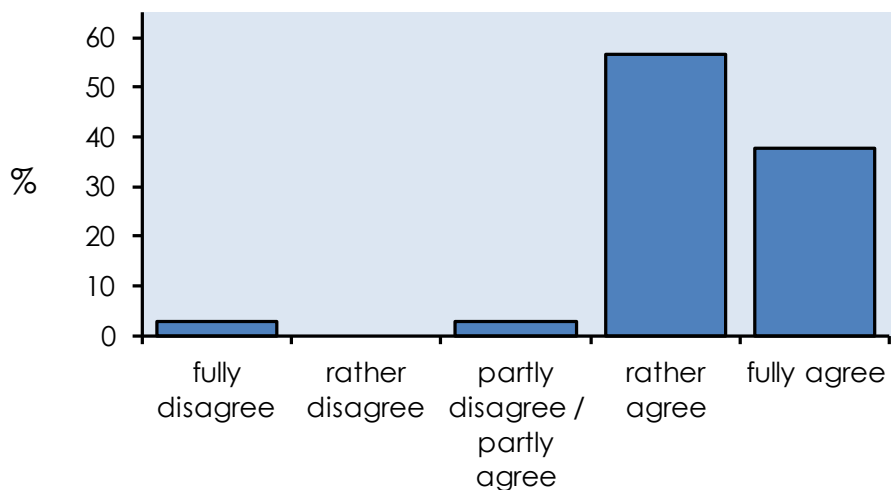


Figure 18: Future digitization of HR controlling

Limitations of informatization may in return affect the functional area of HR performance management as well as HR recruiting and HR compensation (see section „Dichotomy of HRM“).

- Humanization through HRM: Humanization through HR work refers to the phenomenon that in the context of work design and organization, smart things will be (also) used for the integration of elderly and performance reduced employees as well as for health preservation and health prevention of employees (see Figure 19).

„Smart things enable an assignment appropriate to health, age and handicap of employees.“

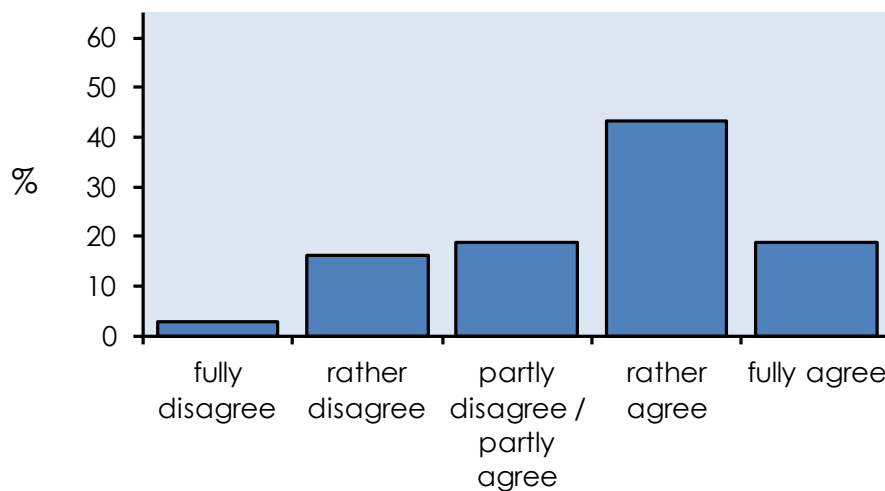


Figure 19: Future humanization of work

A simple example is to offer individualized breaks and rest periods for each employee based on bio-sensor data.

- Increased productivity through HRM: Increased productivity through HRM refers to the phenomenon that a systematic implementation of work as „smart work“ – i.e., the use of smart things for the production of goods and services – will lead to the improvements in individual and organizational work performance (see Figure 20). This increase in productivity is foreseen, although the actual use of smart things for HR performance management tends to be seen rather critically (see section „Dichotomy of HRM“).

„Smart things will improve individual performance.“

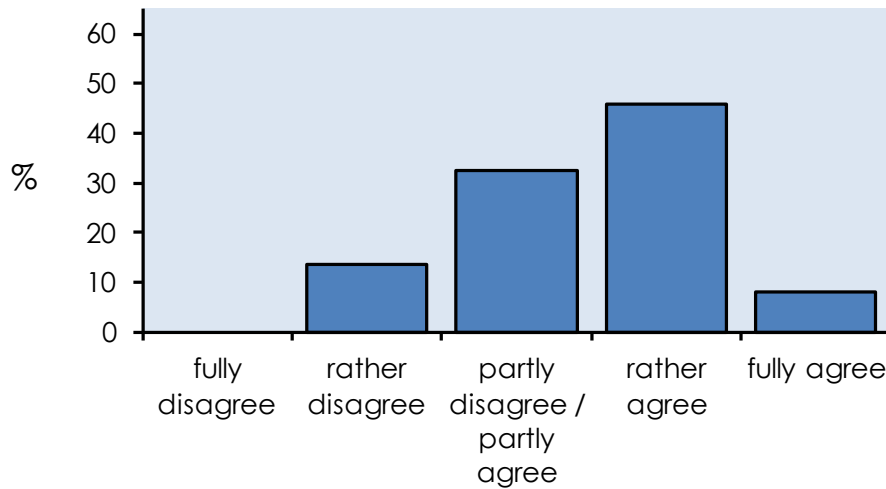


Figure 20: Future increase in productivity of work

3.3 Change of HR Positions

Due to the changes of HR technologies and HR functions also changes of the typical HR positions in the HR field are expected that will be reflected in changed work content and changed qualification requirements for those positions. This will initially apply to the administrative HR positions as a result of, for example, automation of administrative HR tasks through the Internet of Things or the use of modified HR software. Under the term

- *HR administrator*

the study therefore examines possible future changes in the administrative positions of the HR department. An analogous argument applies to the consultative and business supporting HR positions. Also here, automation, new information and decision support as well as modified software will probably bring changes. Under the term

- *HR business partner*

the study therefore examines possible future changes of the professional expert positions within the HR area. Finally, changes of executive positions in the HR field may also arise – through, for example significantly improved and changed information stands, etc. Under the term

- *Senior HR manager*

therefore items on the future changes of the executive and management positions within HRM are considered.

A general overview in the change diagram (see Figure 21) shows that all three HR positions are clearly located in category IV („fast major change“) and, accordingly, major changes in the nature and content of these positions are expected within a foreseeable time horizon.

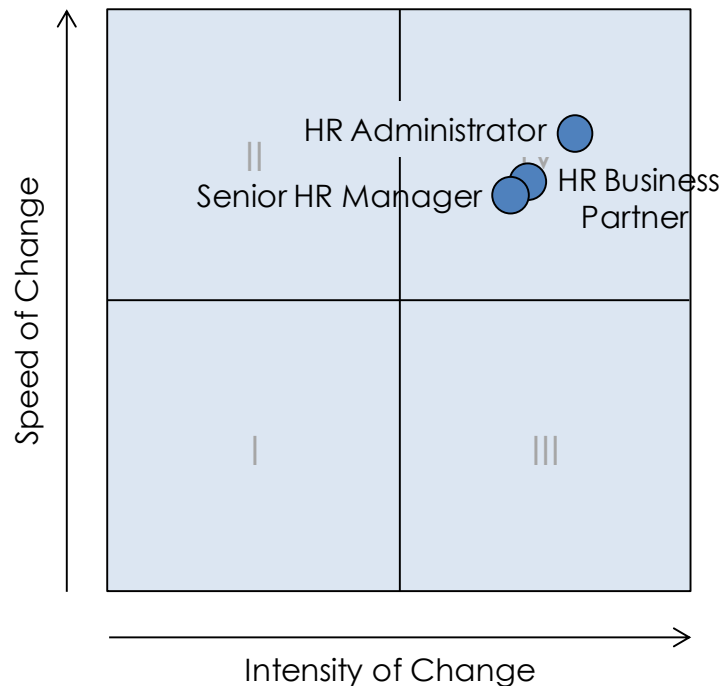


Figure 21: Future change of HR positions through the Internet of Things

The following interesting phenomena for future HR positions can be identified on the basis of the assessments of the experts:

- Marginalization of the HR department: Marginalization of the HR department describes – beyond individual HR positions – a loss of tasks, resources and importance of an independent organizational unit of HRM. This is due to a progressive automation in terms of performing tasks through technology. Figure 22 shows that the Internet of Things will in the future at least partially perform HR tasks. Similar applies to further meaningful authorities, such as HR service companies, line managers and employees themselves (see position items 17-19 in Appendix B.). Conversely, it cannot be assumed that HR departments will be increasingly responsible for future HR tasks (see Figure 23).

„IoT technology will increasingly perform HR tasks.“

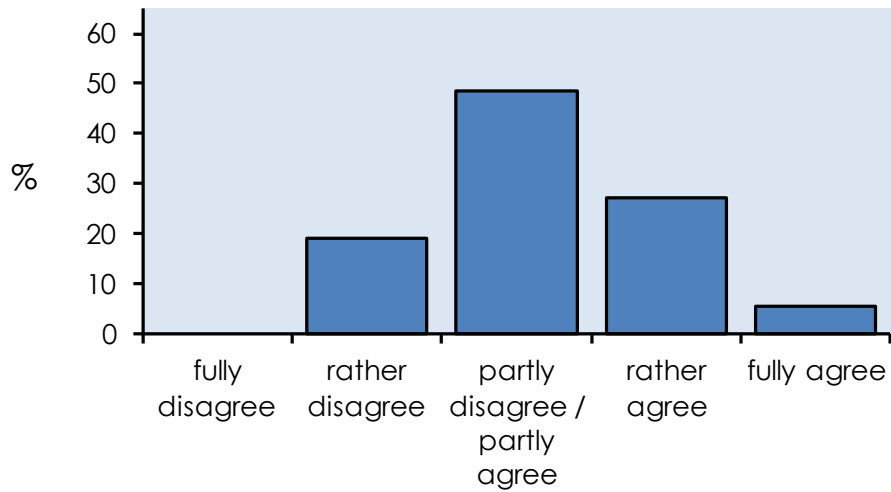


Figure 22: Future adoption of HR tasks by HR technology

„HR departments will increasingly perform HR tasks.“

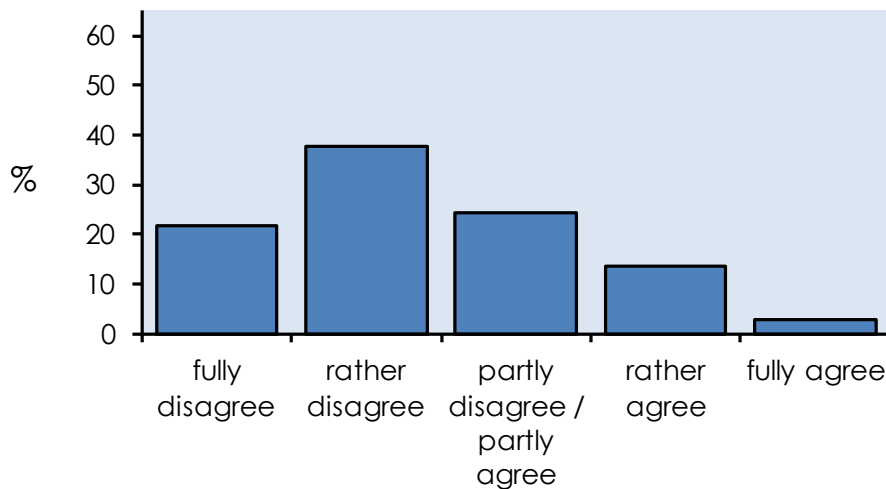


Figure 23: Future adoption of HR tasks by HR departments

This transfer of tasks and responsibilities from the HR departments towards technology and other authorities is likely to be accompanied with a loss of organizational resources and importance of the HR departments.

- (Double) digitization of HR positions: The (double) digitization of HR positions refers to the phenomenon where – across the three examined HR positions – both the work content and also qualification requirements are increasingly changing towards digitization. It is therefore explicitly expected for senior HR positions that

the future comprehensive information technology work content will be incurred (see Figure 24).

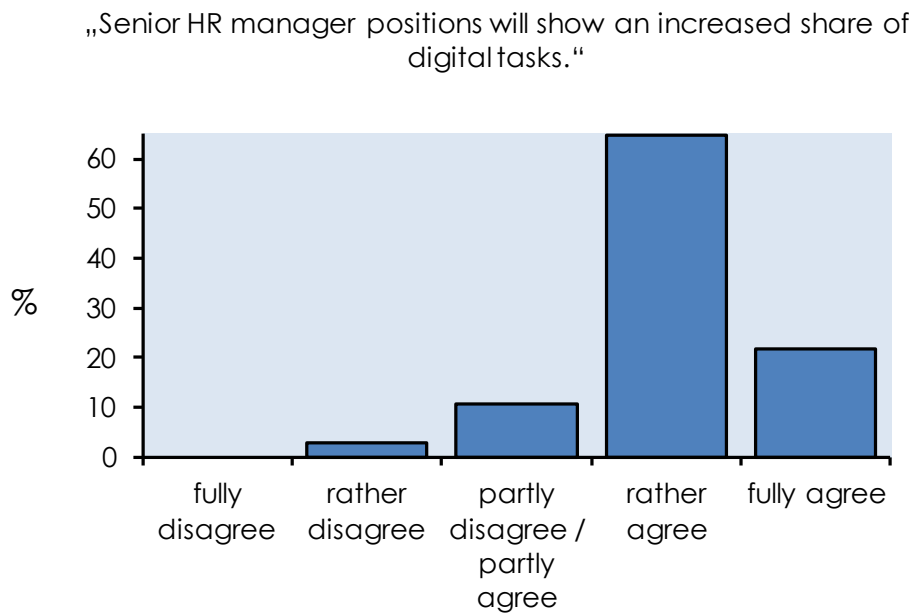


Figure 24: Future digital and technological work content of senior HR manager positions

The same applies to the work content of the HR business partner positions and – slightly alleviated – for the HR administrator positions (see position items 7 and 12 in Appendix B.).

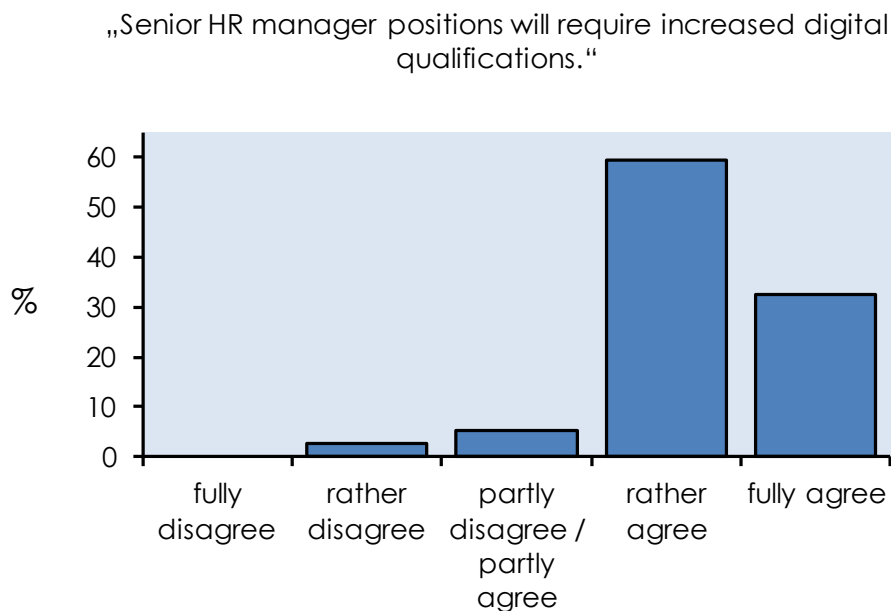


Figure 25: Future digital and technical qualification requirements for senior HR manager positions

Corresponding to increased digital work content, also digital qualification requirements will be in the future of a greater significance. Again, this can be seen

on the example of the senior HR positions where it is predicted by a clear majority of experts (see Figure 25). Such future digital qualification requirements apply also to the HR business partner positions and – slightly alleviated – to the HR administrator positions as well. The Internet of Things will therefore significantly accelerate the digitization of the HR professions.

- The emergence of hybrid positions: The emergence of hybrid positions refers to the phenomenon that mixed positions with mixed qualifications at the interface of (information) technology and HRM will arise in the future. A narrow majority of experts expect that such hybrid positions will occur at different hierarchical levels, including executive positions as well (see figure 26).

„Hybrid positions at the intersection of technology and HRM will emerge (e.g. “Chief Digital HR Officer”).“

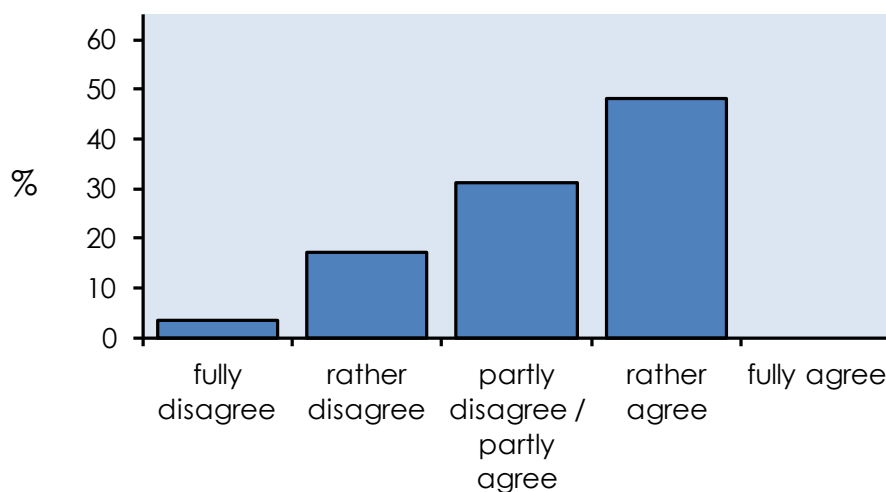


Figure 26: Future emergence of hybrid positions

In addition to the double digitization of HR positions, such hybrid positions make a clear evidence of the expected intensive future technicalization and digitization of the HR professions.

- Automation of administrative HR positions: The automation of administrative HR positions refers to the phenomenon that tasks of HR administrators can be automated through the Internet of Things, subsequently eliminating such HR positions. Figure 27 indicates that the majority of experts expect a reduction of HR administrator positions.

„HR administrator positions will be reduced.“

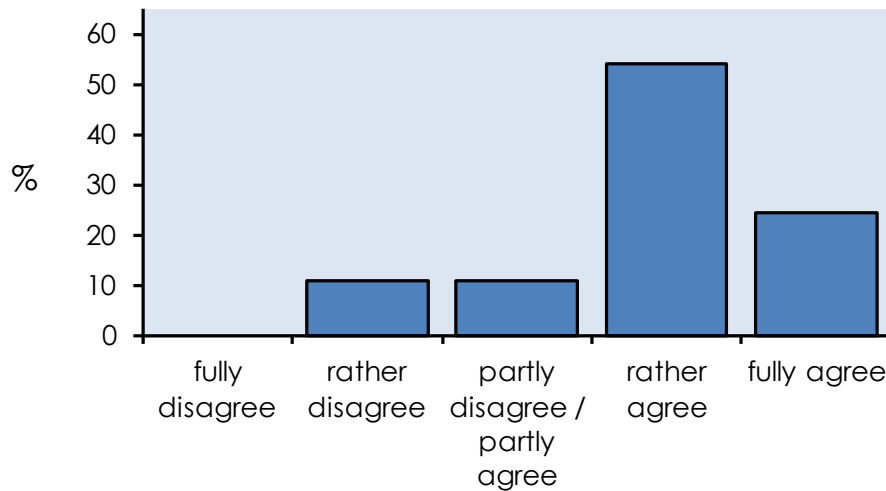


Figure 27: Future automation of HR administrator positions

The automation is thereby limited to the HR administrator positions, i.e., senior HR positions and HR business partner positions are not affected. This is also the reason, in comparison to the other HR positions, for the increased intensity of change of HR administrator positions in the general change diagram (see Figure 21).

4. Conclusions

The present study examines future changes of HRM induced by the Internet of Things. The results show in general that the surveyed experts believe the Internet of Things to induce indeed a major change of HRM. This applies to all examined areas of HR technologies, HR functions and HR positions. Numerous changes in these areas could be classified as major changes that happen shortly („fast major change“) (see Figures 3, 10 and 21). Drivers of change are on the one hand clearly changed professional requirements for HRM due to „smart work“, but on the other hand also clearly changed technical potentials due to „smart things“. The Internet of Things, therefore, on the one side poses through the change from work to smart work new requirements for HRM, while on the other side also offers new possibilities for HRM through the change from HRM to smart HRM. Overall, the study therefore constitutes a firm proof of the concept of „smart HRM“. As a future phase of the digitization of HRM, smart HRM refers to HRM that aims at addressing HR requirements of smart work with the explicit use of HR potentials aligned with smart things. The study provides numerous indications for that and how smart HRM will be realized in the future.

Thereby, the results of the study also stand against the assumption that the challenges that smart work will pose on HRM can be tackled merely by means of conventional „strategic“ HRM. Phenomena such as the acceleration of HRM show that at least certain HR requirements of smart work can be met only by smart HRM.

For companies this creates a noticeable pressure for change and adapting their HR technologies, functions and positions to changing future requirements. When asked to what extent HRM is currently prepared for these challenges, the experts draw, however, a rather negative picture. The majority of experts believe that HRM has not even recognized that the Internet of Things represents a relevant development for HRM (see Figure 28).

„HRM has recognized the IoT as a relevant development.“

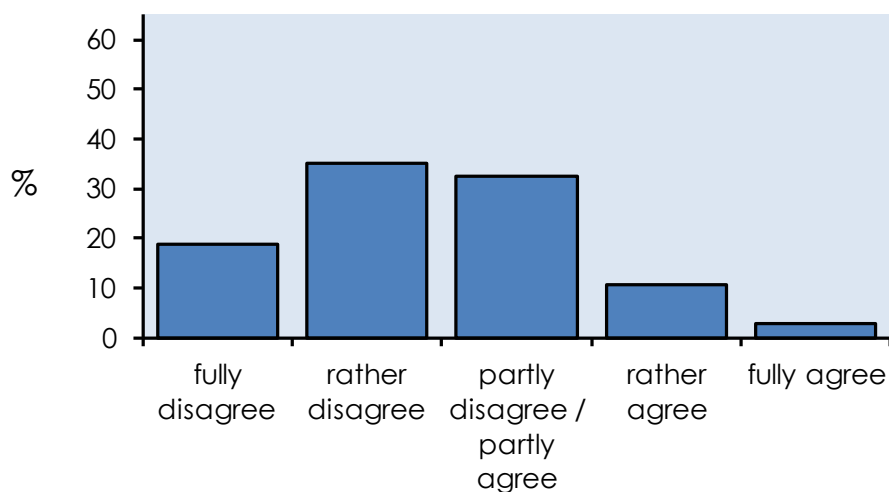


Figure 28: General awareness of HRM

The assessment of the factual capabilities of HRM to cope with the requirements of the Internet of Things is even clearer. Regarding this, not a single expert has the opinion that HRM is currently ready to meet the requirements changed by the Internet of Things (see Figure 29).

„HRM is able to cope with the requirements of the IoT.“

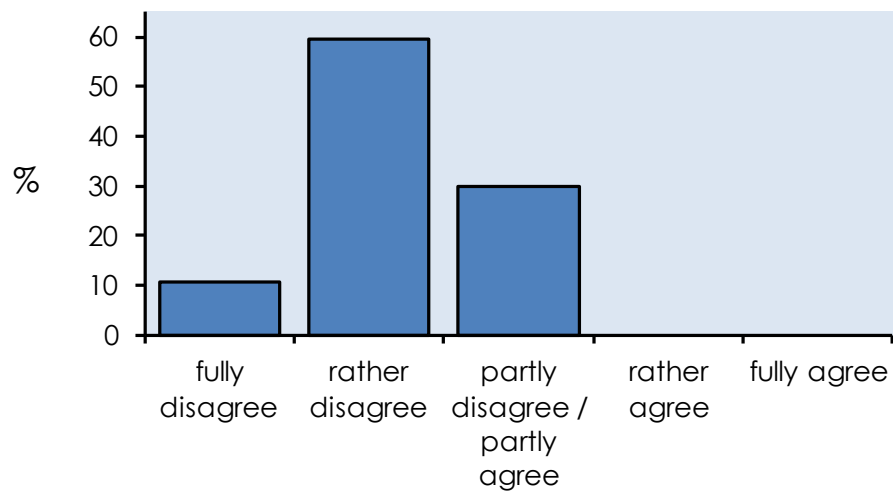


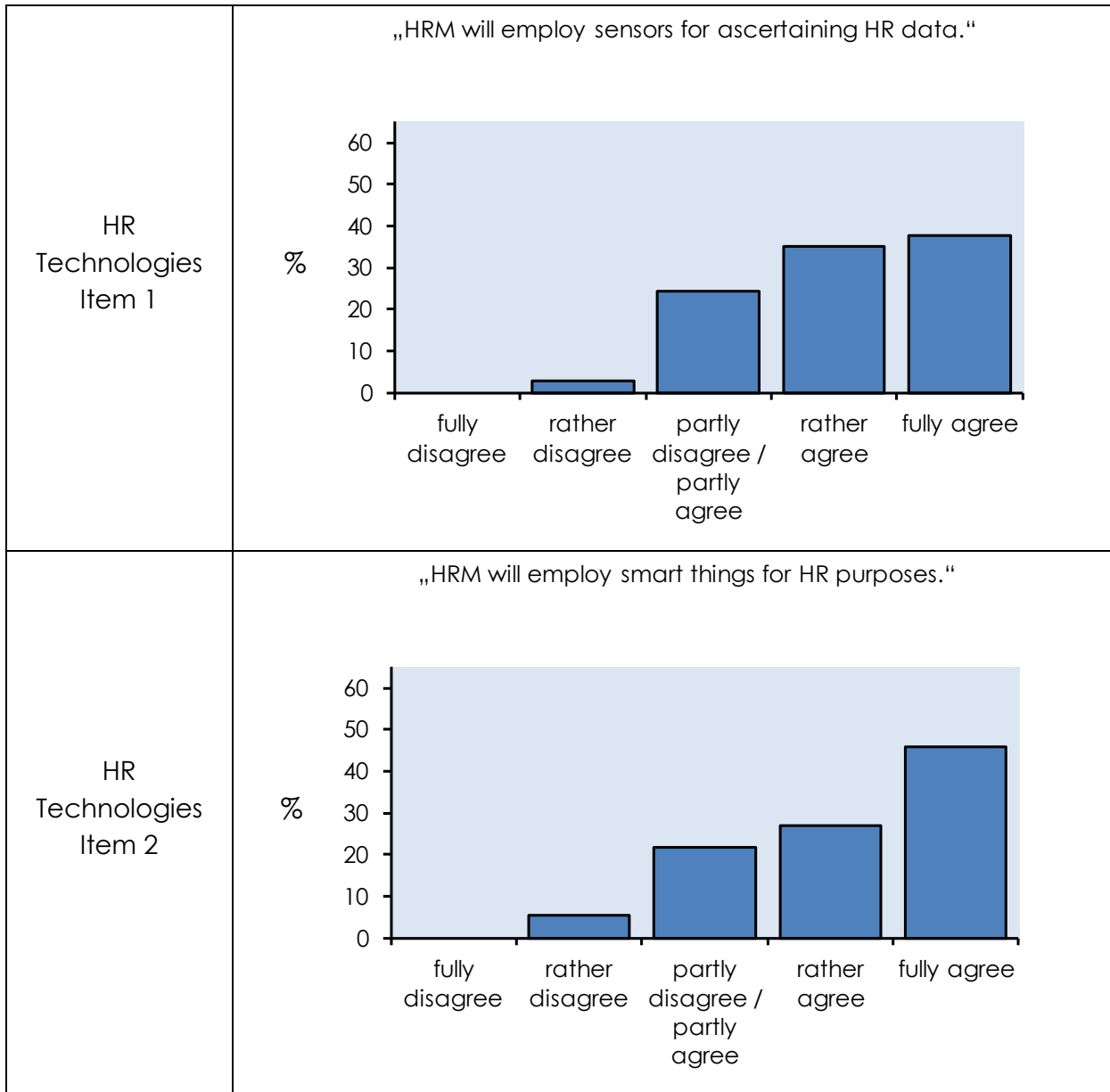
Figure 29: Current capabilities of HRM

This assessment shows that HRM is obviously still at the very beginning of the expected changes. Appropriately, meeting these changing requirements therefore implies ample educational and developmental efforts.

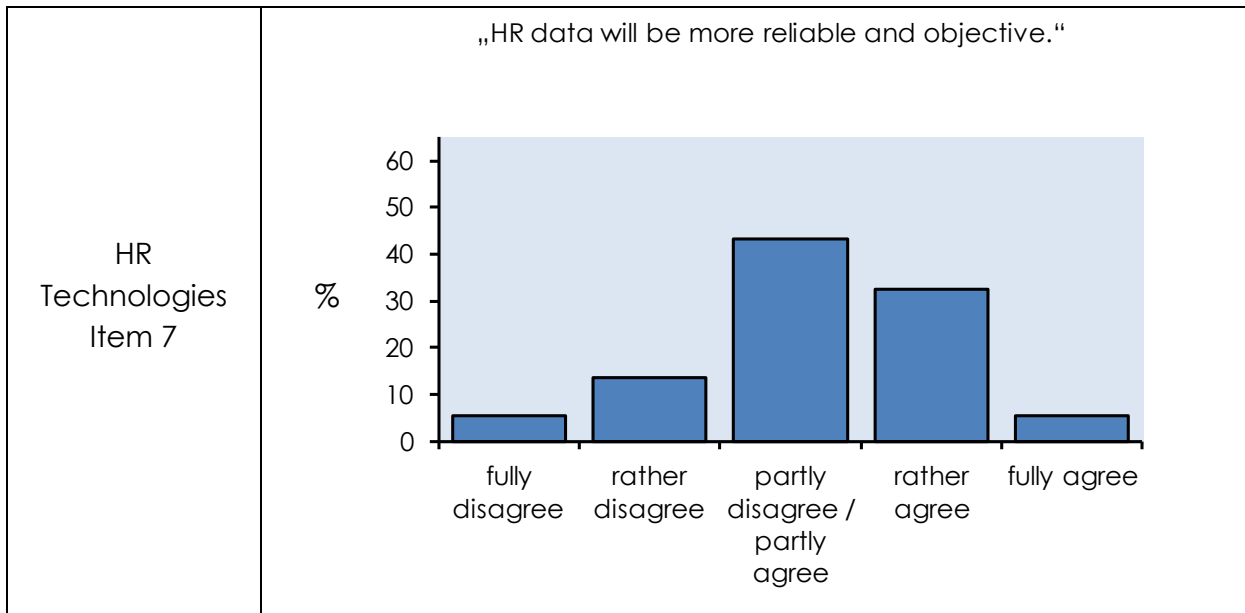
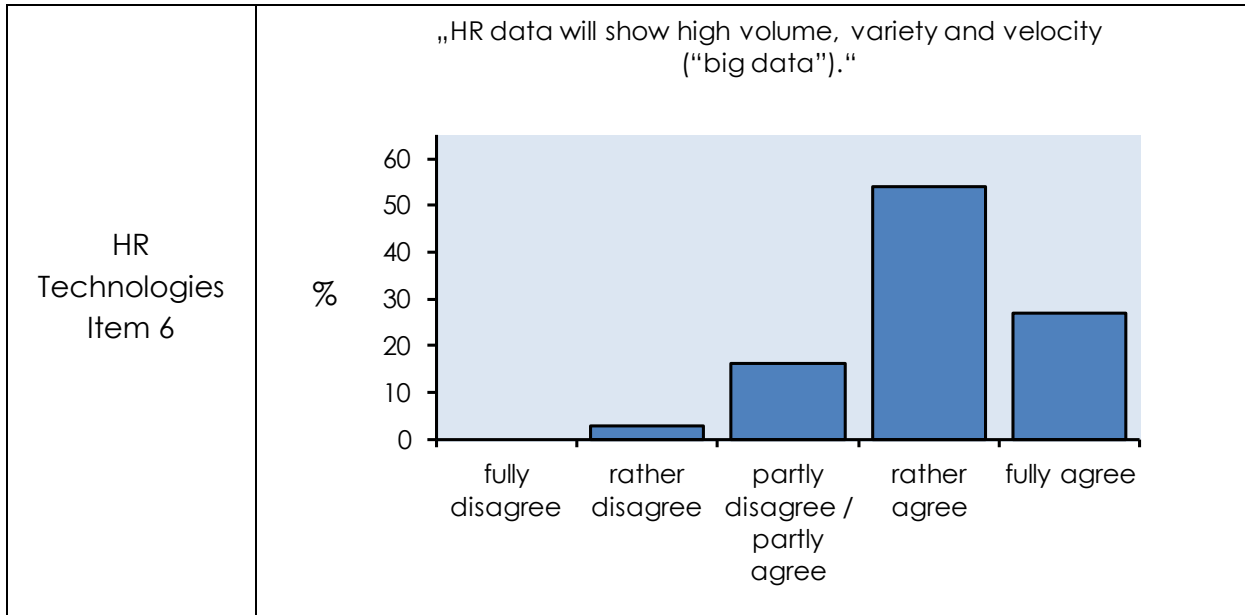
Appendix A. Participants

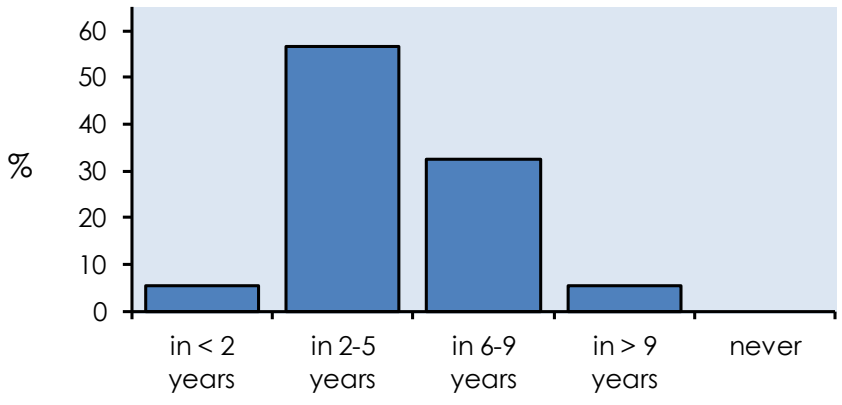
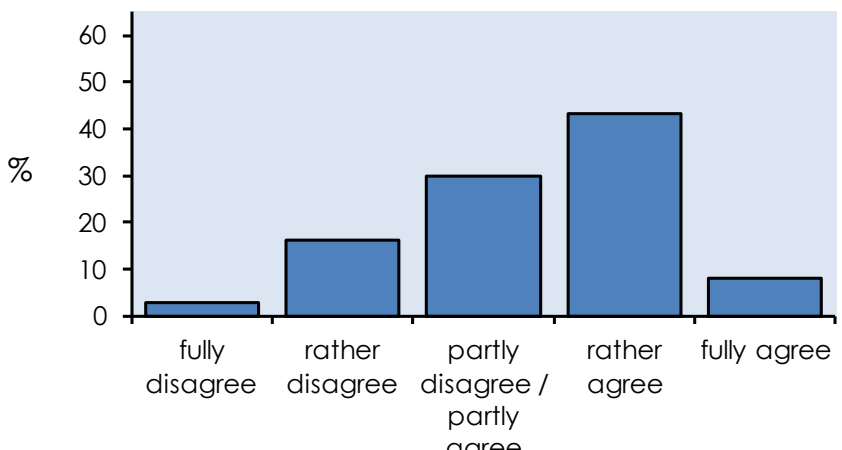
1. Prof. Dr. Erhard Alde
2. Sebastian Andrä
3. Prof. Dr. Frank Bensberg
4. Harald Betz
5. Prof. Dr. Torsten Biemann
6. Prof. Dr. Stephan Böhm
7. Prof. Dr. Peter Eberl
8. Thomas Engel
9. Prof. Dr. Michael Fallgatter
10. Dr. Winfried Felser
11. Andre Frankenberg
12. Dr. Ralf Gräßler
13. Jörg Hanebutte
14. Gerold Hasel
15. Dr. Silvia Hein
16. Prof. Dr. Wolfgang Jäger
17. Jörg John
18. Prof. Dr. Rüdiger Kabst
19. Prof. Dr. Stephan Kaiser
20. Dirk Linn
21. Thomas Lohmann
22. Thomas Meis
23. Prof. Dr. Wilhelm Mülder
24. Dr. Christoph Müller
25. Karen Ossmann
26. Thomas Sattelberger
27. Silke Scholz
28. Stefan Schüssler
29. Prof. Dr. Matthias Schumann
30. Prof. Dr. Thomas Spengler
31. Prof. Dr. Volker Stein
32. Wolfgang Tomek
33. Prof. Dr. Armin Trost
34. Prof. Dr. Tim Weitzel
35. Prof. Dr. Ingo Weller
36. Wolfgang Witte
37. Mischa Wittek

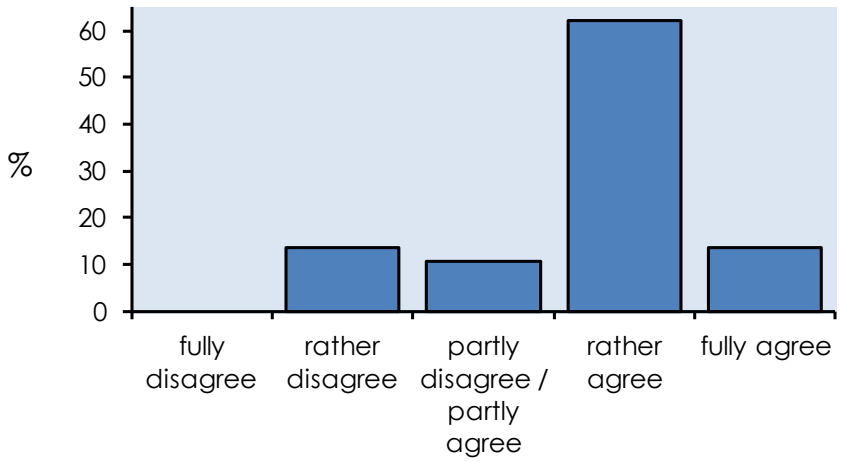
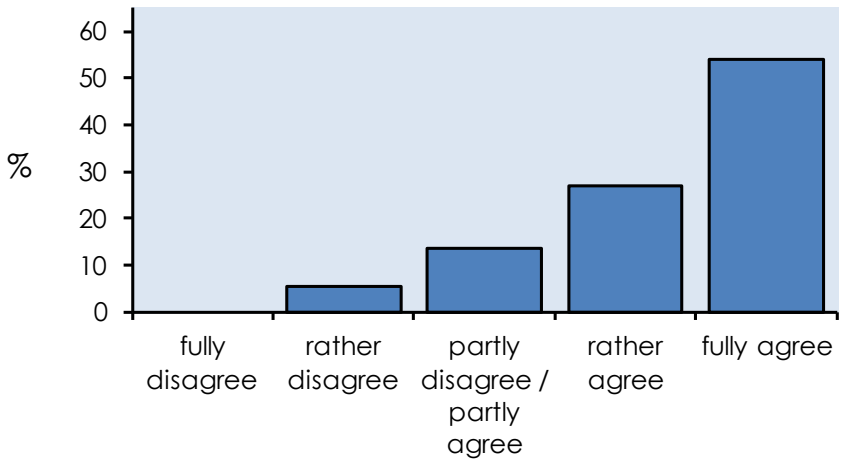
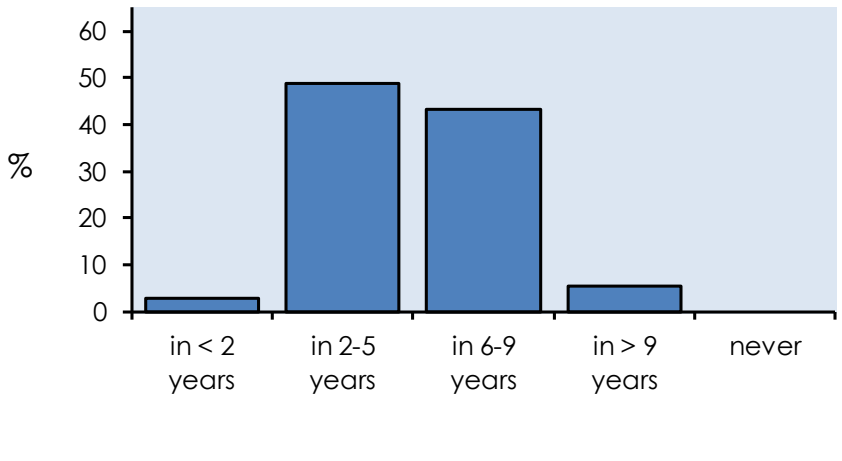
Appendix B. Items and Results

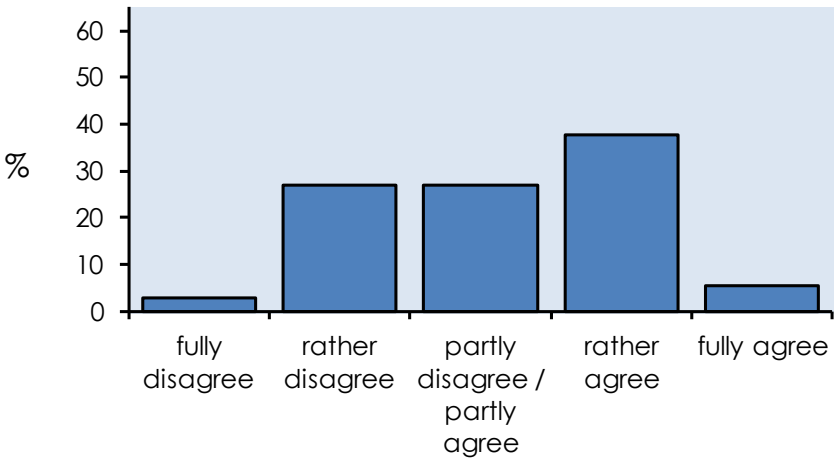
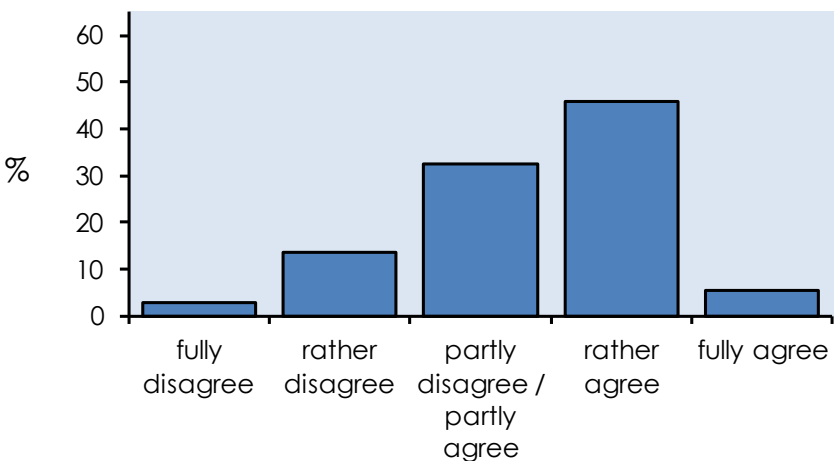
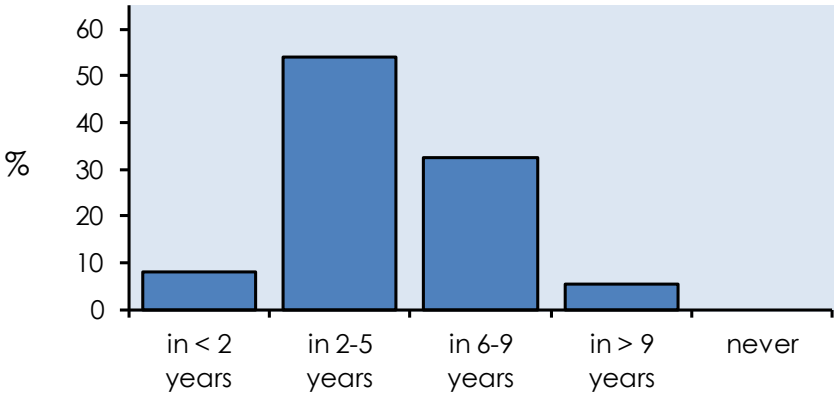


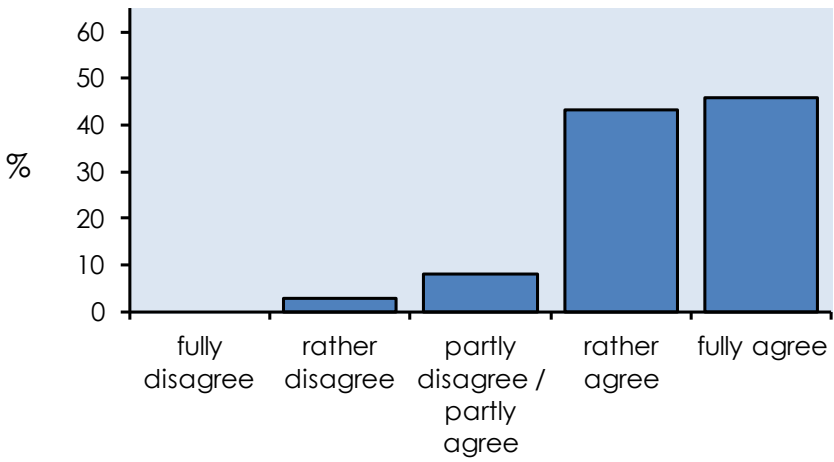
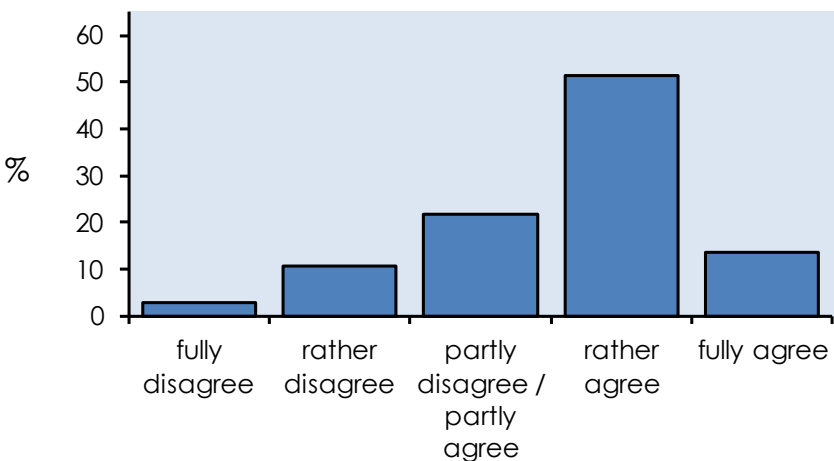
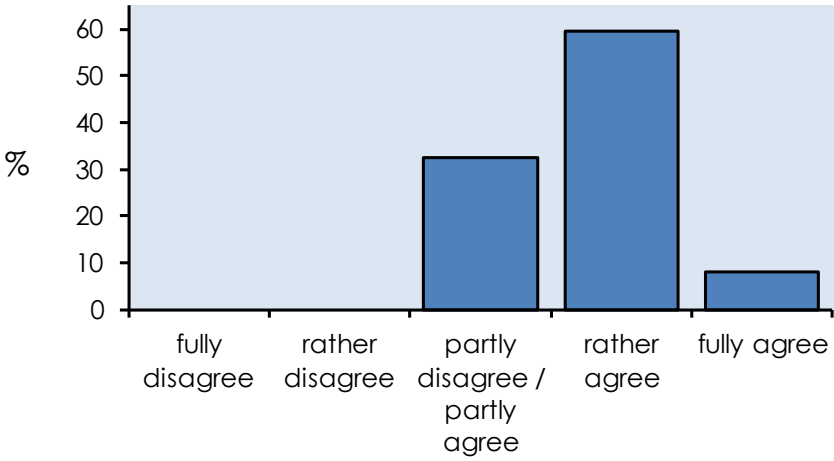
<p>HR Technologies Item 3</p>	<p>„In which time horizon will the above changes occur?“</p> <table border="1"><thead><tr><th>Time Horizon</th><th>%</th></tr></thead><tbody><tr><td>in < 2 years</td><td>10</td></tr><tr><td>in 2-5 years</td><td>50</td></tr><tr><td>in 6-9 years</td><td>38</td></tr><tr><td>in > 9 years</td><td>0</td></tr><tr><td>never</td><td>0</td></tr></tbody></table>	Time Horizon	%	in < 2 years	10	in 2-5 years	50	in 6-9 years	38	in > 9 years	0	never	0
Time Horizon	%												
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in 2-5 years	50												
in 6-9 years	38												
in > 9 years	0												
never	0												
<p>HR Technologies Item 4</p>	<p>„HR data will stem from sensors at smart things that employees use.“</p> <table border="1"><thead><tr><th>Agreement Level</th><th>%</th></tr></thead><tbody><tr><td>fully disagree</td><td>8</td></tr><tr><td>rather disagree</td><td>5</td></tr><tr><td>partly disagree / partly agree</td><td>27</td></tr><tr><td>rather agree</td><td>48</td></tr><tr><td>fully agree</td><td>10</td></tr></tbody></table>	Agreement Level	%	fully disagree	8	rather disagree	5	partly disagree / partly agree	27	rather agree	48	fully agree	10
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partly disagree / partly agree	27												
rather agree	48												
fully agree	10												
<p>HR Technologies Item 5</p>	<p>„HR data will stem from sensors that employees wear (“wearables”).“</p> <table border="1"><thead><tr><th>Agreement Level</th><th>%</th></tr></thead><tbody><tr><td>fully disagree</td><td>2</td></tr><tr><td>rather disagree</td><td>16</td></tr><tr><td>partly disagree / partly agree</td><td>30</td></tr><tr><td>rather agree</td><td>45</td></tr><tr><td>fully agree</td><td>5</td></tr></tbody></table>	Agreement Level	%	fully disagree	2	rather disagree	16	partly disagree / partly agree	30	rather agree	45	fully agree	5
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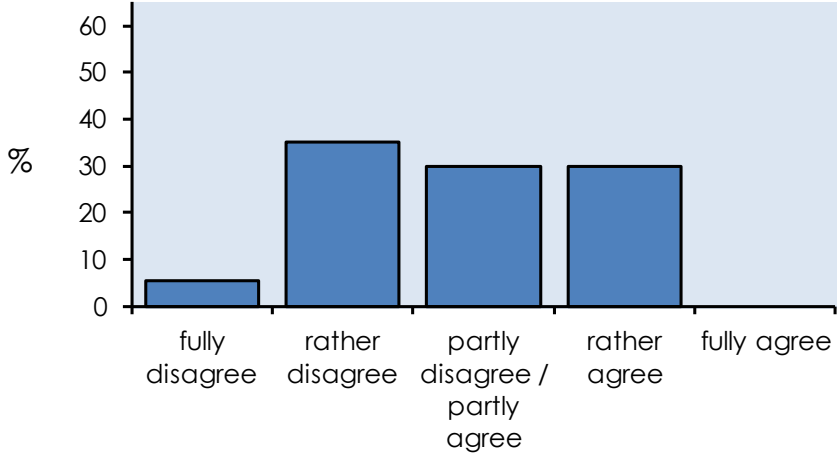
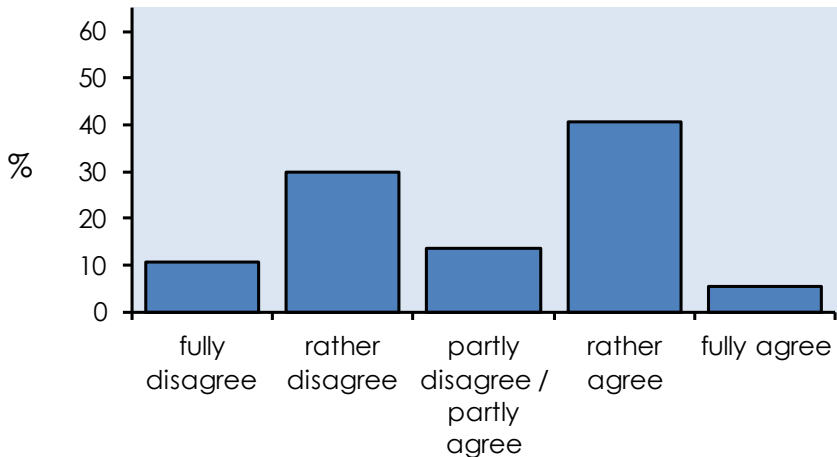
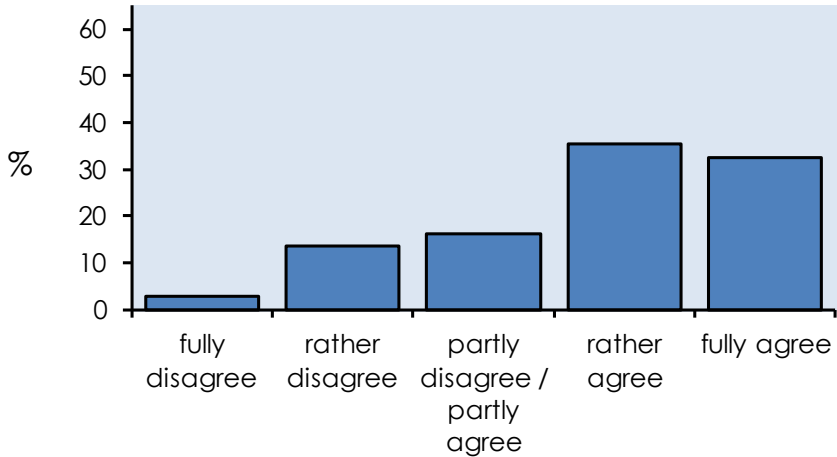
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in > 9 years	~5												
never	0												
<p>HR Technologies Item 9</p>	<p>„HR software will directly interact with smart things and sensors.“</p>  <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>~3</td></tr><tr><td>rather disagree</td><td>~16</td></tr><tr><td>partly disagree / partly agree</td><td>~30</td></tr><tr><td>rather agree</td><td>~43</td></tr><tr><td>fully agree</td><td>~8</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	~3	rather disagree	~16	partly disagree / partly agree	~30	rather agree	~43	fully agree	~8
Agreement Level	Percentage (%)												
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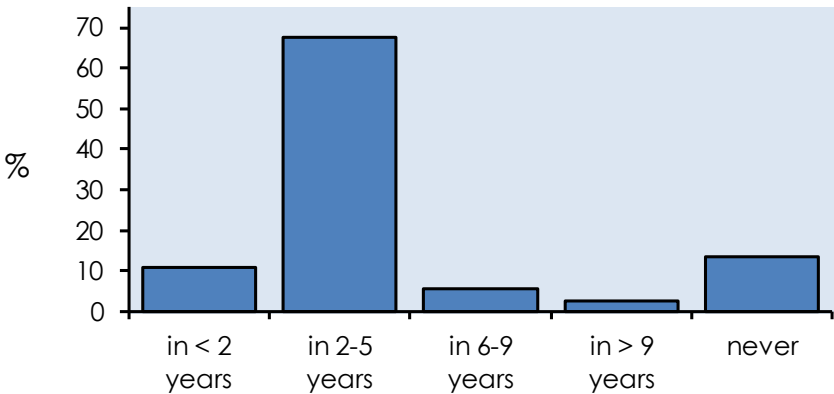
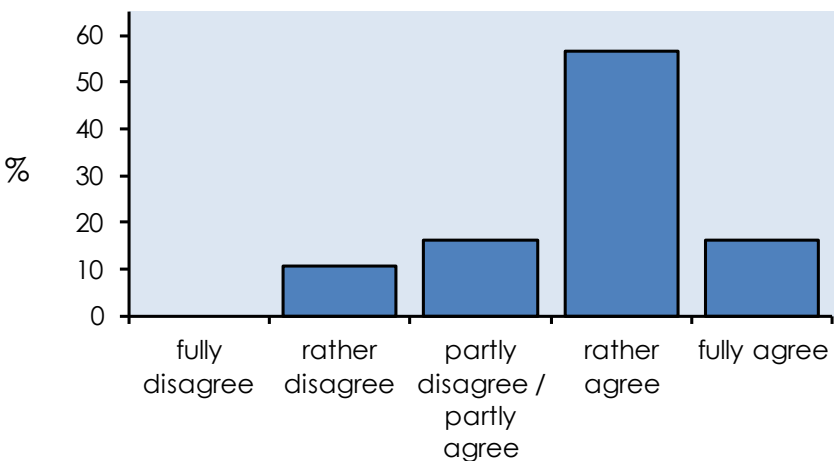
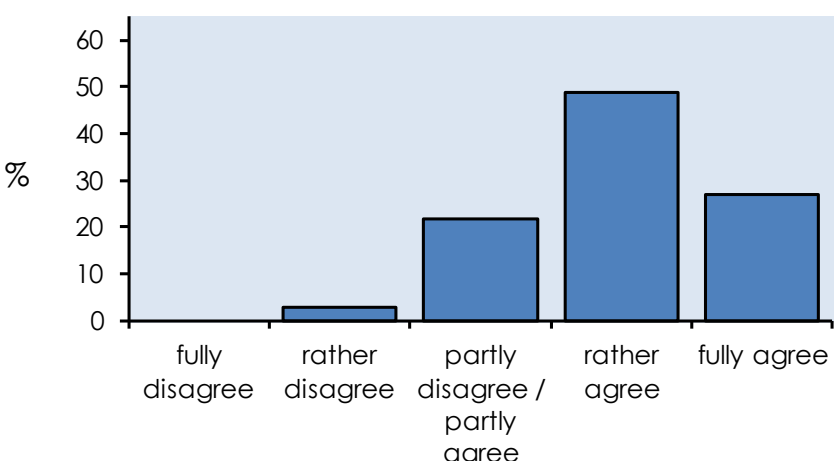
<p>HR Technologies Item 10</p>	<p>„HR software will interact with software that on its part directly interacts with smart things and sensors.“</p>  <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>14</td></tr><tr><td>partly disagree / partly agree</td><td>11</td></tr><tr><td>rather agree</td><td>62</td></tr><tr><td>fully agree</td><td>13</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	0	rather disagree	14	partly disagree / partly agree	11	rather agree	62	fully agree	13
Agreement Level	Percentage (%)												
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fully agree	13												
<p>HR Technologies Item 11</p>	<p>„HR software will provide services in near-/real-time.“</p>  <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>6</td></tr><tr><td>partly disagree / partly agree</td><td>14</td></tr><tr><td>rather agree</td><td>27</td></tr><tr><td>fully agree</td><td>54</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	0	rather disagree	6	partly disagree / partly agree	14	rather agree	27	fully agree	54
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rather disagree	6												
partly disagree / partly agree	14												
rather agree	27												
fully agree	54												
<p>HR Technologies Item 12</p>	<p>„In which time horizon will the above changes occur?“</p>  <table border="1"><thead><tr><th>Time Horizon</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>in < 2 years</td><td>3</td></tr><tr><td>in 2-5 years</td><td>49</td></tr><tr><td>in 6-9 years</td><td>43</td></tr><tr><td>in > 9 years</td><td>6</td></tr><tr><td>never</td><td>0</td></tr></tbody></table>	Time Horizon	Percentage (%)	in < 2 years	3	in 2-5 years	49	in 6-9 years	43	in > 9 years	6	never	0
Time Horizon	Percentage (%)												
in < 2 years	3												
in 2-5 years	49												
in 6-9 years	43												
in > 9 years	6												
never	0												

<p>HR Technologies Item 13</p>	<p>„Operational leadership of employees (e.g. instructions, correction, ...) will be increasingly performed by smart things and in that way automated.“</p>  <table border="1"> <thead> <tr> <th>Agreement Level</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>fully disagree</td> <td>3</td> </tr> <tr> <td>rather disagree</td> <td>27</td> </tr> <tr> <td>partly disagree / partly agree</td> <td>27</td> </tr> <tr> <td>rather agree</td> <td>38</td> </tr> <tr> <td>fully agree</td> <td>5</td> </tr> </tbody> </table>	Agreement Level	Percentage (%)	fully disagree	3	rather disagree	27	partly disagree / partly agree	27	rather agree	38	fully agree	5
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partly disagree / partly agree	27												
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fully agree	5												
<p>HR Technologies Item 14</p>	<p>„Operational HR decisions (e.g. staffing) will be increasingly automated.“</p>  <table border="1"> <thead> <tr> <th>Agreement Level</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>fully disagree</td> <td>3</td> </tr> <tr> <td>rather disagree</td> <td>14</td> </tr> <tr> <td>partly disagree / partly agree</td> <td>32</td> </tr> <tr> <td>rather agree</td> <td>46</td> </tr> <tr> <td>fully agree</td> <td>5</td> </tr> </tbody> </table>	Agreement Level	Percentage (%)	fully disagree	3	rather disagree	14	partly disagree / partly agree	32	rather agree	46	fully agree	5
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Time Horizon	Percentage (%)												
in < 2 years	8												
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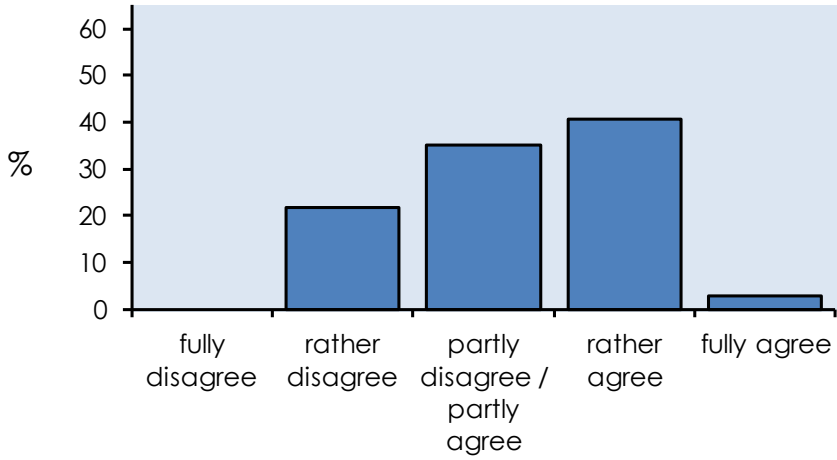
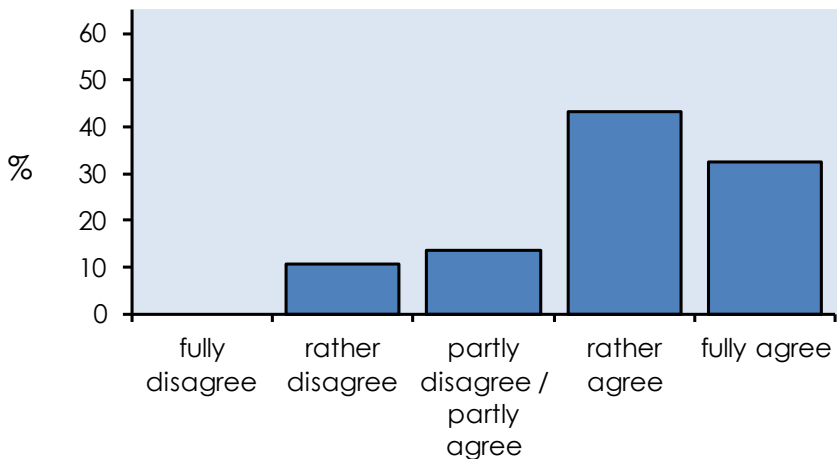
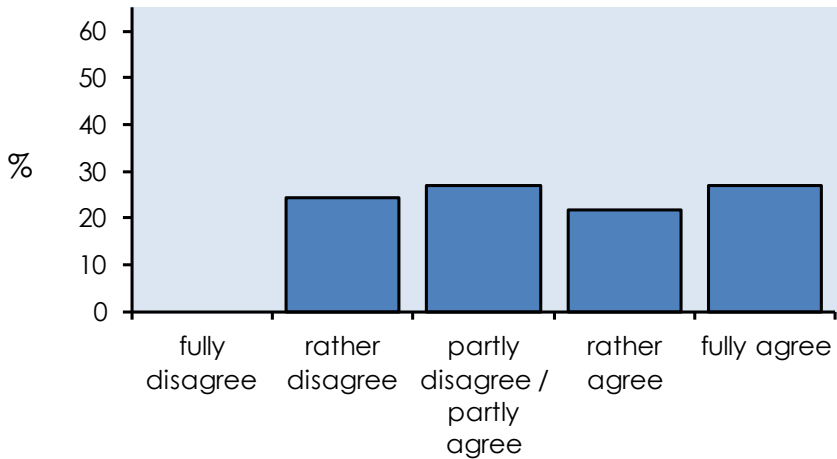
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Response Category	Percentage (%)												
fully disagree	0												
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Response Category	Percentage (%)												
fully disagree	3												
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rather agree	51												
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HR Functions Item 3	<p>„The latency of HR information will decrease.“</p>  <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>0</td></tr><tr><td>partly disagree / partly agree</td><td>32</td></tr><tr><td>rather agree</td><td>59</td></tr><tr><td>fully agree</td><td>8</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	0	rather disagree	0	partly disagree / partly agree	32	rather agree	59	fully agree	8
Response Category	Percentage (%)												
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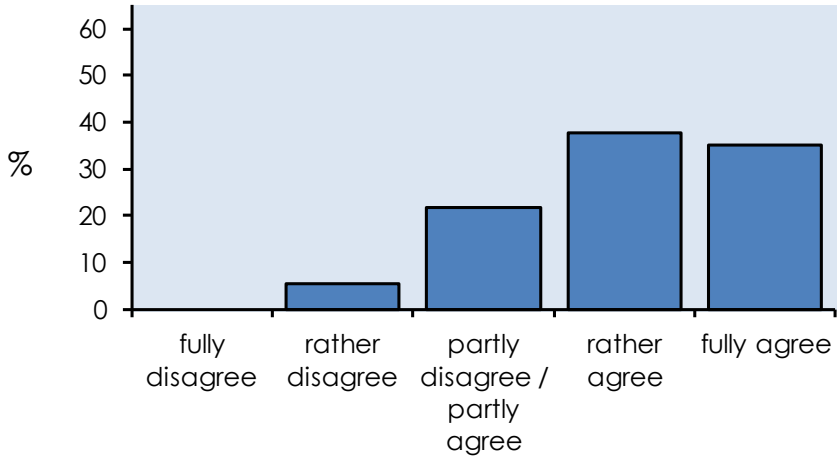
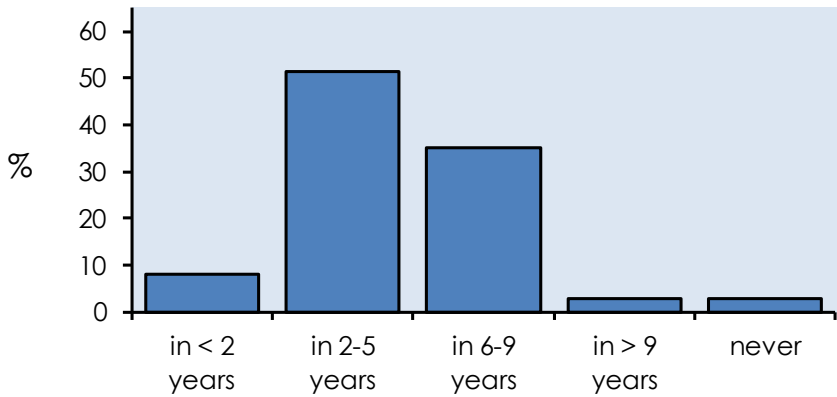
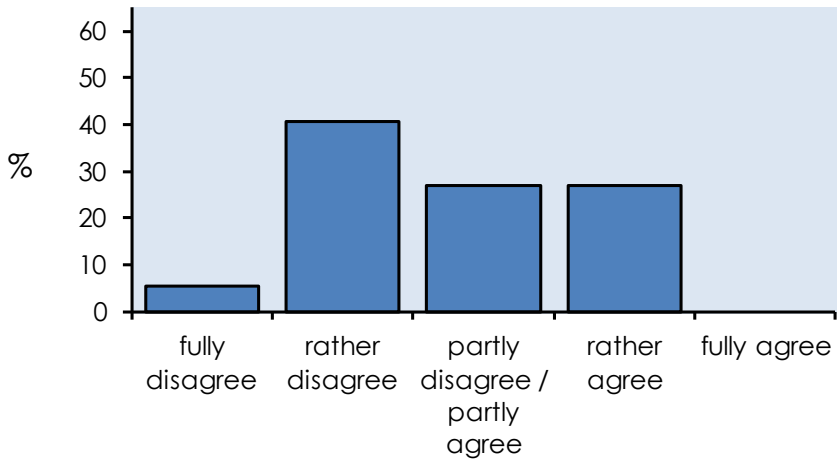
<p>HR Functions Item 4</p>	<p>„The digitalization of HR controlling will increase.“</p> <table border="1"><thead><tr><th>Response</th><th>%</th></tr></thead><tbody><tr><td>fully disagree</td><td>3</td></tr><tr><td>rather disagree</td><td>0</td></tr><tr><td>partly disagree / partly agree</td><td>3</td></tr><tr><td>rather agree</td><td>57</td></tr><tr><td>fully agree</td><td>38</td></tr></tbody></table>	Response	%	fully disagree	3	rather disagree	0	partly disagree / partly agree	3	rather agree	57	fully agree	38
Response	%												
fully disagree	3												
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rather agree	57												
fully agree	38												
<p>HR Functions Item 5</p>	<p>„HR controlling will get more important.“</p> <table border="1"><thead><tr><th>Response</th><th>%</th></tr></thead><tbody><tr><td>fully disagree</td><td>3</td></tr><tr><td>rather disagree</td><td>11</td></tr><tr><td>partly disagree / partly agree</td><td>25</td></tr><tr><td>rather agree</td><td>33</td></tr><tr><td>fully agree</td><td>30</td></tr></tbody></table>	Response	%	fully disagree	3	rather disagree	11	partly disagree / partly agree	25	rather agree	33	fully agree	30
Response	%												
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rather disagree	11												
partly disagree / partly agree	25												
rather agree	33												
fully agree	30												
<p>HR Functions Item 6</p>	<p>„In which time horizon will the above changes occur?“</p> <table border="1"><thead><tr><th>Time Horizon</th><th>%</th></tr></thead><tbody><tr><td>in < 2 years</td><td>11</td></tr><tr><td>in 2-5 years</td><td>76</td></tr><tr><td>in 6-9 years</td><td>14</td></tr><tr><td>in > 9 years</td><td>0</td></tr><tr><td>never</td><td>0</td></tr></tbody></table>	Time Horizon	%	in < 2 years	11	in 2-5 years	76	in 6-9 years	14	in > 9 years	0	never	0
Time Horizon	%												
in < 2 years	11												
in 2-5 years	76												
in 6-9 years	14												
in > 9 years	0												
never	0												

<p>HR Functions Item 7</p>	<p>„HR recruiting requirements will be determined by smart things.“</p>  <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>5</td></tr><tr><td>rather disagree</td><td>35</td></tr><tr><td>partly disagree / partly agree</td><td>30</td></tr><tr><td>rather agree</td><td>30</td></tr><tr><td>fully agree</td><td>0</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	5	rather disagree	35	partly disagree / partly agree	30	rather agree	30	fully agree	0
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<p>HR Functions Item 8</p>	<p>„HR selection will be supported by smart things.“</p>  <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>10</td></tr><tr><td>rather disagree</td><td>30</td></tr><tr><td>partly disagree / partly agree</td><td>13</td></tr><tr><td>rather agree</td><td>40</td></tr><tr><td>fully agree</td><td>5</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	10	rather disagree	30	partly disagree / partly agree	13	rather agree	40	fully agree	5
Response Category	Percentage (%)												
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partly disagree / partly agree	13												
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fully agree	5												
<p>HR Functions Item 9</p>	<p>„HR recruiting will get more important.“</p>  <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>2</td></tr><tr><td>rather disagree</td><td>13</td></tr><tr><td>partly disagree / partly agree</td><td>16</td></tr><tr><td>rather agree</td><td>35</td></tr><tr><td>fully agree</td><td>32</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	2	rather disagree	13	partly disagree / partly agree	16	rather agree	35	fully agree	32
Response Category	Percentage (%)												
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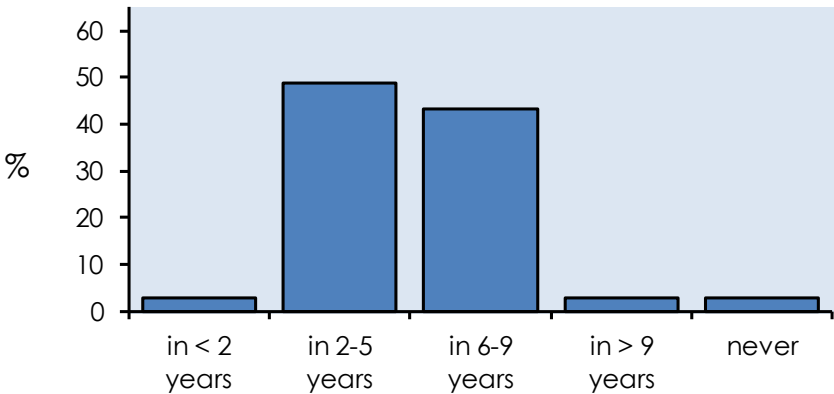
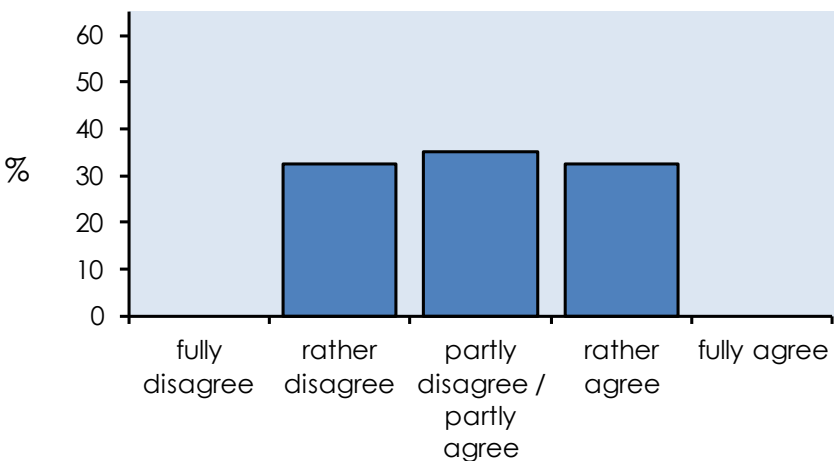
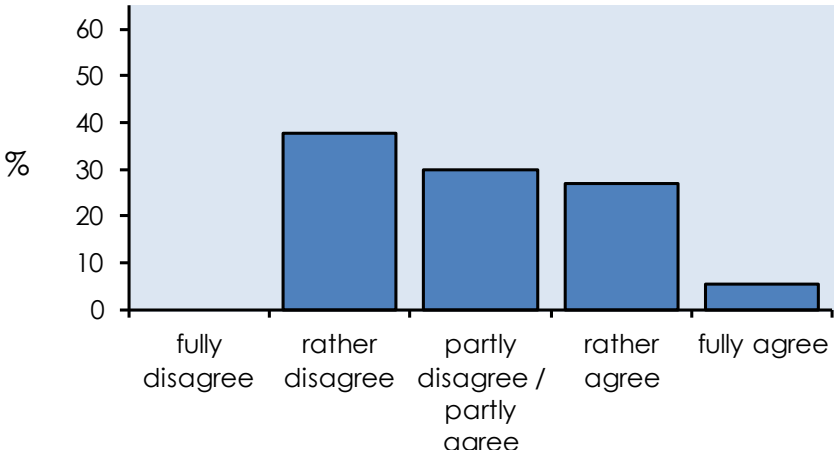
<p>HR Functions Item 10</p>	<p>„In which time horizon will the above changes occur?“</p>  <p>A bar chart with a light blue background. The y-axis is labeled '%' and ranges from 0 to 70 in increments of 10. The x-axis has five categories: 'in < 2 years', 'in 2-5 years', 'in 6-9 years', 'in > 9 years', and 'never'. The bars are blue with black outlines. The 'in 2-5 years' bar is the tallest, reaching approximately 68%.</p> <table border="1"><thead><tr><th>Time Horizon</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>in < 2 years</td><td>11</td></tr><tr><td>in 2-5 years</td><td>68</td></tr><tr><td>in 6-9 years</td><td>6</td></tr><tr><td>in > 9 years</td><td>3</td></tr><tr><td>never</td><td>14</td></tr></tbody></table>	Time Horizon	Percentage (%)	in < 2 years	11	in 2-5 years	68	in 6-9 years	6	in > 9 years	3	never	14
Time Horizon	Percentage (%)												
in < 2 years	11												
in 2-5 years	68												
in 6-9 years	6												
in > 9 years	3												
never	14												
<p>HR Functions Item 11</p>	<p>„Employee scheduling and assignment will be performed in near-/real-time.“</p>  <p>A bar chart with a light blue background. The y-axis is labeled '%' and ranges from 0 to 60 in increments of 10. The x-axis has five categories: 'fully disagree', 'rather disagree', 'partly disagree / partly agree', 'rather agree', and 'fully agree'. The bars are blue with black outlines. The 'rather agree' bar is the tallest, reaching approximately 57%.</p> <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>11</td></tr><tr><td>partly disagree / partly agree</td><td>16</td></tr><tr><td>rather agree</td><td>57</td></tr><tr><td>fully agree</td><td>16</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	0	rather disagree	11	partly disagree / partly agree	16	rather agree	57	fully agree	16
Agreement Level	Percentage (%)												
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<p>HR Functions Item 12</p>	<p>„Real-time requirements will induce flexible working times.“</p>  <p>A bar chart with a light blue background. The y-axis is labeled '%' and ranges from 0 to 60 in increments of 10. The x-axis has five categories: 'fully disagree', 'rather disagree', 'partly disagree / partly agree', 'rather agree', and 'fully agree'. The bars are blue with black outlines. The 'rather agree' bar is the tallest, reaching approximately 49%.</p> <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>3</td></tr><tr><td>partly disagree / partly agree</td><td>22</td></tr><tr><td>rather agree</td><td>49</td></tr><tr><td>fully agree</td><td>27</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	0	rather disagree	3	partly disagree / partly agree	22	rather agree	49	fully agree	27
Agreement Level	Percentage (%)												
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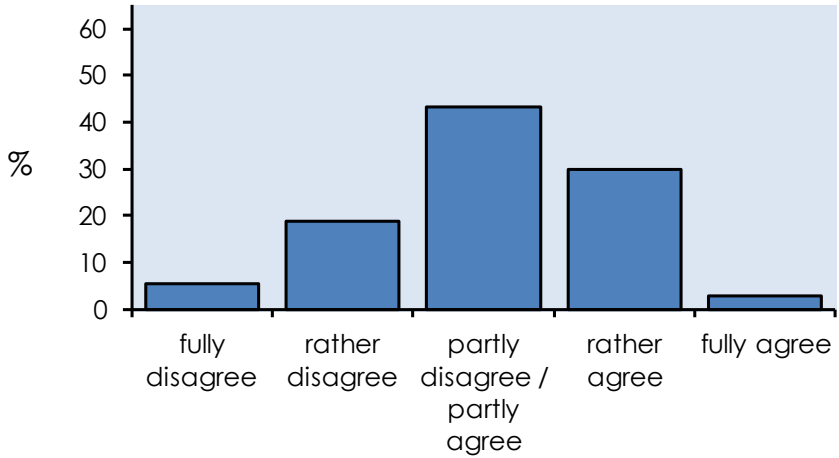
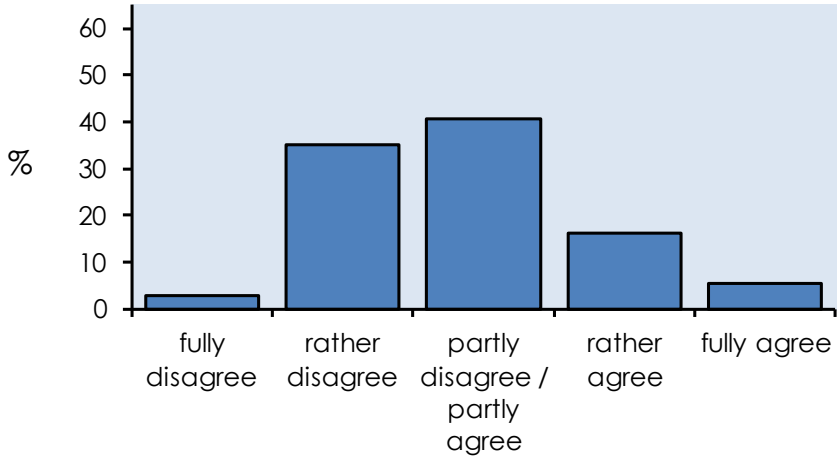
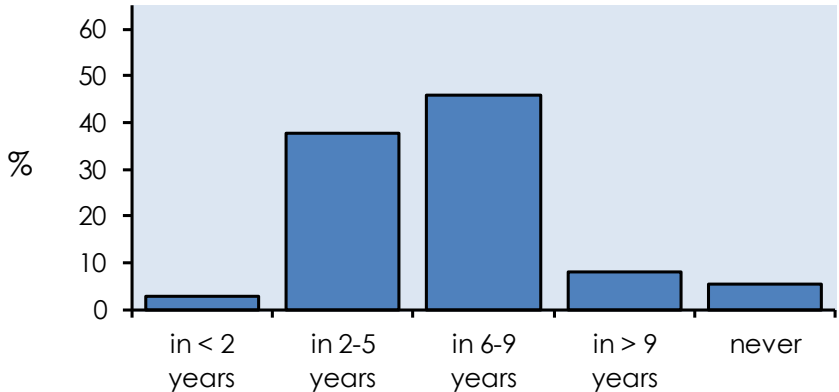
<p>HR Functions Item 13</p>	<p>„Smart things enable an assignment appropriate to health, age and handicap of employees.“</p> <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>3</td></tr><tr><td>rather disagree</td><td>16</td></tr><tr><td>partly disagree / partly agree</td><td>19</td></tr><tr><td>rather agree</td><td>43</td></tr><tr><td>fully agree</td><td>19</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	3	rather disagree	16	partly disagree / partly agree	19	rather agree	43	fully agree	19
Agreement Level	Percentage (%)												
fully disagree	3												
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rather agree	43												
fully agree	19												
<p>HR Functions Item 14</p>	<p>„HR staffing will get more important.“</p> <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>8</td></tr><tr><td>partly disagree / partly agree</td><td>30</td></tr><tr><td>rather agree</td><td>43</td></tr><tr><td>fully agree</td><td>19</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	0	rather disagree	8	partly disagree / partly agree	30	rather agree	43	fully agree	19
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rather agree	43												
fully agree	19												
<p>HR Functions Item 15</p>	<p>„In which time horizon will the above changes occur?“</p> <table border="1"><thead><tr><th>Time Horizon</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>in < 2 years</td><td>5</td></tr><tr><td>in 2-5 years</td><td>57</td></tr><tr><td>in 6-9 years</td><td>38</td></tr><tr><td>in > 9 years</td><td>0</td></tr><tr><td>never</td><td>0</td></tr></tbody></table>	Time Horizon	Percentage (%)	in < 2 years	5	in 2-5 years	57	in 6-9 years	38	in > 9 years	0	never	0
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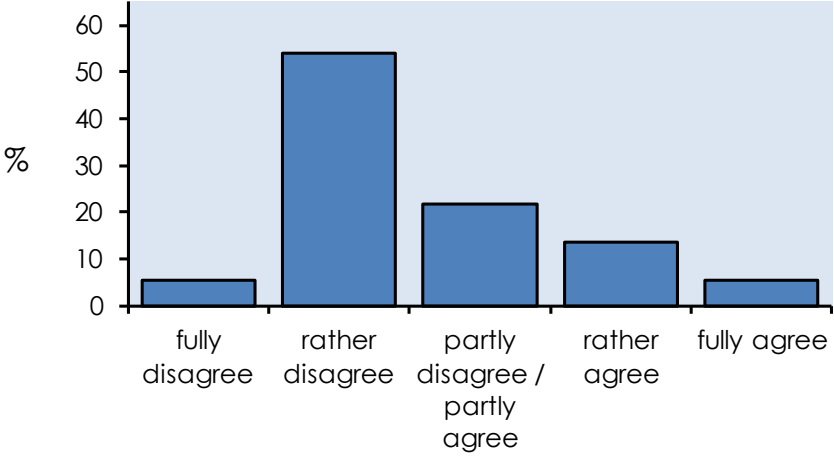
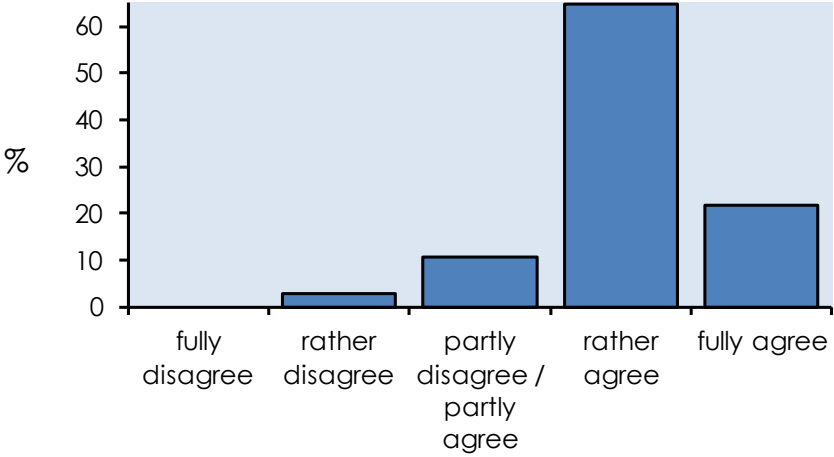
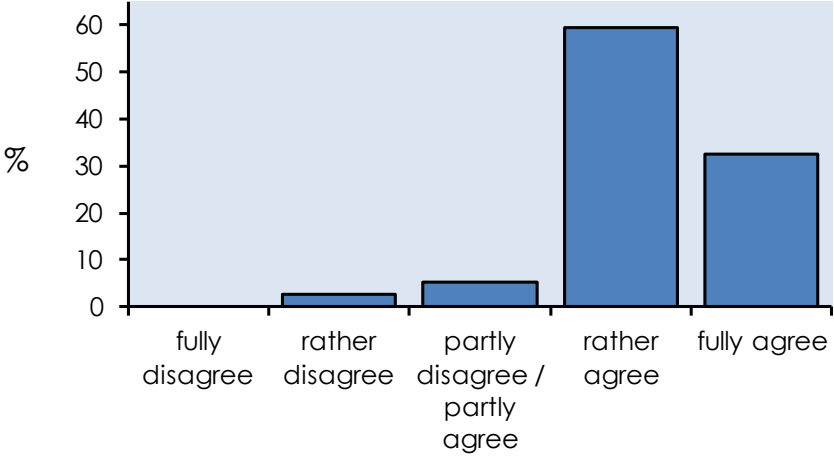
<p>HR Functions Item 16</p>	<p>„Employee training information (qualifications, needs, success) will be provided by smart things.“</p>  <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>22</td></tr><tr><td>partly disagree / partly agree</td><td>35</td></tr><tr><td>rather agree</td><td>41</td></tr><tr><td>fully agree</td><td>3</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	0	rather disagree	22	partly disagree / partly agree	35	rather agree	41	fully agree	3
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<p>HR Functions Item 17</p>	<p>„Digital training services at smart things will allow for a just-in-time training of employees.“</p>  <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>11</td></tr><tr><td>partly disagree / partly agree</td><td>14</td></tr><tr><td>rather agree</td><td>43</td></tr><tr><td>fully agree</td><td>33</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	0	rather disagree	11	partly disagree / partly agree	14	rather agree	43	fully agree	33
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<p>HR Functions Item 18</p>	<p>„Smart work will induce a polarization of qualifications.“</p>  <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>24</td></tr><tr><td>partly disagree / partly agree</td><td>27</td></tr><tr><td>rather agree</td><td>22</td></tr><tr><td>fully agree</td><td>27</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	0	rather disagree	24	partly disagree / partly agree	27	rather agree	22	fully agree	27
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<p>HR Functions Item 19</p>	<p>„HR development will get more important.“</p>  <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>5</td></tr><tr><td>partly disagree / partly agree</td><td>22</td></tr><tr><td>rather agree</td><td>38</td></tr><tr><td>fully agree</td><td>35</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	0	rather disagree	5	partly disagree / partly agree	22	rather agree	38	fully agree	35
Agreement Level	Percentage (%)												
fully disagree	0												
rather disagree	5												
partly disagree / partly agree	22												
rather agree	38												
fully agree	35												
<p>HR Functions Item 20</p>	<p>„In which time horizon will the above changes occur?“</p>  <table border="1"><thead><tr><th>Time Horizon</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>in < 2 years</td><td>8</td></tr><tr><td>in 2-5 years</td><td>52</td></tr><tr><td>in 6-9 years</td><td>35</td></tr><tr><td>in > 9 years</td><td>2</td></tr><tr><td>never</td><td>2</td></tr></tbody></table>	Time Horizon	Percentage (%)	in < 2 years	8	in 2-5 years	52	in 6-9 years	35	in > 9 years	2	never	2
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never	2												
<p>HR Functions Item 21</p>	<p>„Employee objectives will be determined by smart things.“</p>  <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>5</td></tr><tr><td>rather disagree</td><td>41</td></tr><tr><td>partly disagree / partly agree</td><td>27</td></tr><tr><td>rather agree</td><td>27</td></tr><tr><td>fully agree</td><td>0</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	5	rather disagree	41	partly disagree / partly agree	27	rather agree	27	fully agree	0
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fully disagree	5												
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<p>HR Functions Item 22</p>	<p>„Employee appraisal will be based on sensor data.“</p> <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>5</td></tr><tr><td>rather disagree</td><td>50</td></tr><tr><td>partly disagree / partly agree</td><td>24</td></tr><tr><td>rather agree</td><td>16</td></tr><tr><td>fully agree</td><td>3</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	5	rather disagree	50	partly disagree / partly agree	24	rather agree	16	fully agree	3
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fully agree	3												
<p>HR Functions Item 23</p>	<p>„Smart things will improve individual performance.“</p> <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>13</td></tr><tr><td>partly disagree / partly agree</td><td>32</td></tr><tr><td>rather agree</td><td>45</td></tr><tr><td>fully agree</td><td>8</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	0	rather disagree	13	partly disagree / partly agree	32	rather agree	45	fully agree	8
Response Category	Percentage (%)												
fully disagree	0												
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fully agree	8												
<p>HR Functions Item 24</p>	<p>„Performance management will get more important.“</p> <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>2</td></tr><tr><td>rather disagree</td><td>2</td></tr><tr><td>partly disagree / partly agree</td><td>34</td></tr><tr><td>rather agree</td><td>56</td></tr><tr><td>fully agree</td><td>2</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	2	rather disagree	2	partly disagree / partly agree	34	rather agree	56	fully agree	2
Response Category	Percentage (%)												
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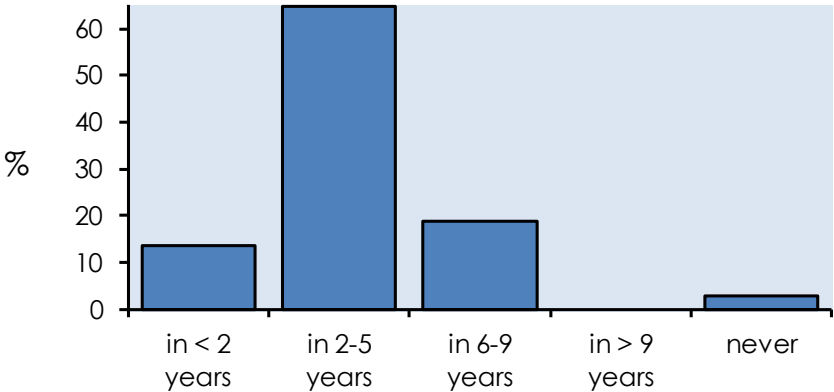
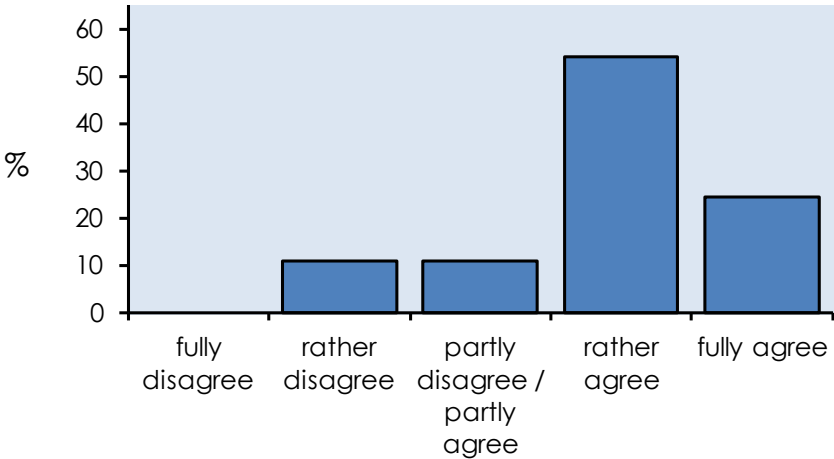
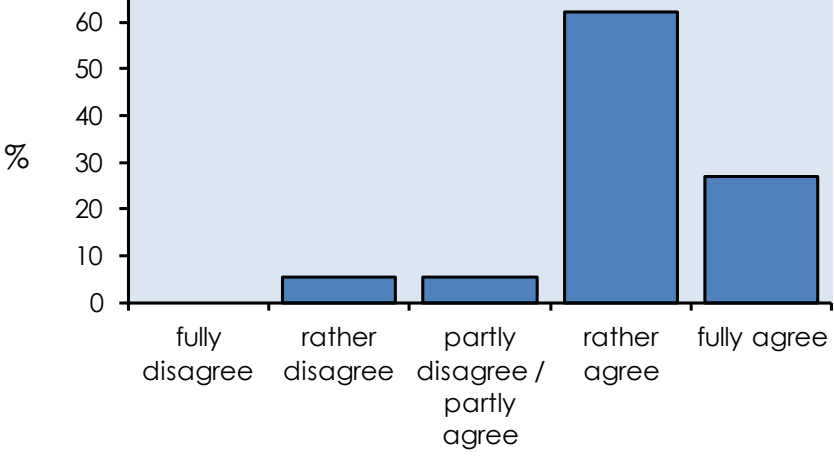
<p>HR Functions Item 25</p>	<p>„In which time horizon will the above changes occur?“</p>  <p>A bar chart with a light blue background. The y-axis is labeled '%' and ranges from 0 to 60 in increments of 10. The x-axis has five categories: 'in < 2 years', 'in 2-5 years', 'in 6-9 years', 'in > 9 years', and 'never'. The bars are blue with black outlines. The 'in 2-5 years' bar is the tallest at approximately 48%, followed by 'in 6-9 years' at approximately 43%. The other three bars are much shorter, around 3% each.</p> <table border="1"><thead><tr><th>Time Horizon</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>in < 2 years</td><td>3</td></tr><tr><td>in 2-5 years</td><td>48</td></tr><tr><td>in 6-9 years</td><td>43</td></tr><tr><td>in > 9 years</td><td>3</td></tr><tr><td>never</td><td>3</td></tr></tbody></table>	Time Horizon	Percentage (%)	in < 2 years	3	in 2-5 years	48	in 6-9 years	43	in > 9 years	3	never	3
Time Horizon	Percentage (%)												
in < 2 years	3												
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in 6-9 years	43												
in > 9 years	3												
never	3												
<p>HR Functions Item 26</p>	<p>„Smart things will deliver compensation information.“</p>  <p>A bar chart with a light blue background. The y-axis is labeled '%' and ranges from 0 to 60 in increments of 10. The x-axis has five categories: 'fully disagree', 'rather disagree', 'partly disagree / partly agree', 'rather agree', and 'fully agree'. The bars are blue with black outlines. The 'partly disagree / partly agree' bar is the tallest at approximately 35%, followed by 'rather disagree' and 'rather agree' both at approximately 32%. 'fully disagree' and 'fully agree' are at 0%.</p> <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>32</td></tr><tr><td>partly disagree / partly agree</td><td>35</td></tr><tr><td>rather agree</td><td>32</td></tr><tr><td>fully agree</td><td>0</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	0	rather disagree	32	partly disagree / partly agree	35	rather agree	32	fully agree	0
Agreement Level	Percentage (%)												
fully disagree	0												
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fully agree	0												
<p>HR Functions Item 27</p>	<p>„Smart work will polarize compensation.“</p>  <p>A bar chart with a light blue background. The y-axis is labeled '%' and ranges from 0 to 60 in increments of 10. The x-axis has five categories: 'fully disagree', 'rather disagree', 'partly disagree / partly agree', 'rather agree', and 'fully agree'. The bars are blue with black outlines. The 'rather disagree' bar is the tallest at approximately 38%, followed by 'partly disagree / partly agree' at approximately 30%, and 'rather agree' at approximately 27%. 'fully disagree' and 'fully agree' are at 0%.</p> <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>38</td></tr><tr><td>partly disagree / partly agree</td><td>30</td></tr><tr><td>rather agree</td><td>27</td></tr><tr><td>fully agree</td><td>5</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	0	rather disagree	38	partly disagree / partly agree	30	rather agree	27	fully agree	5
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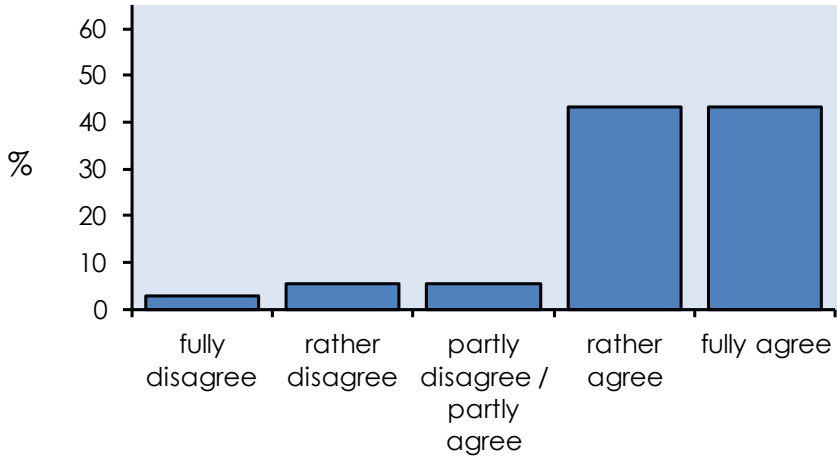
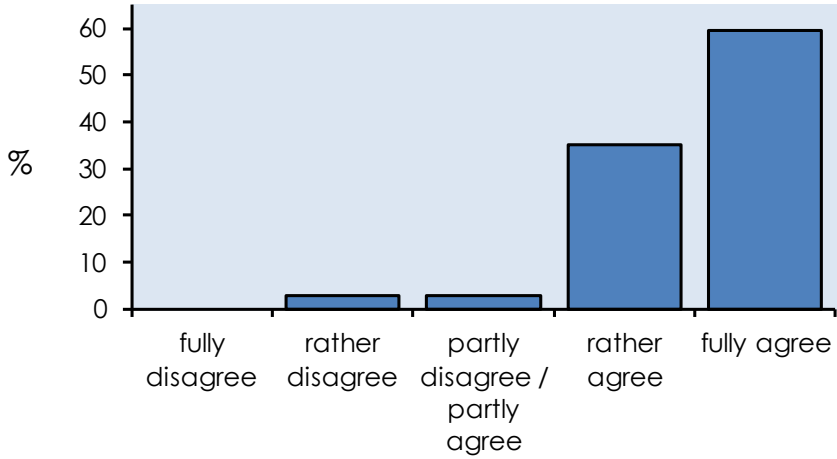
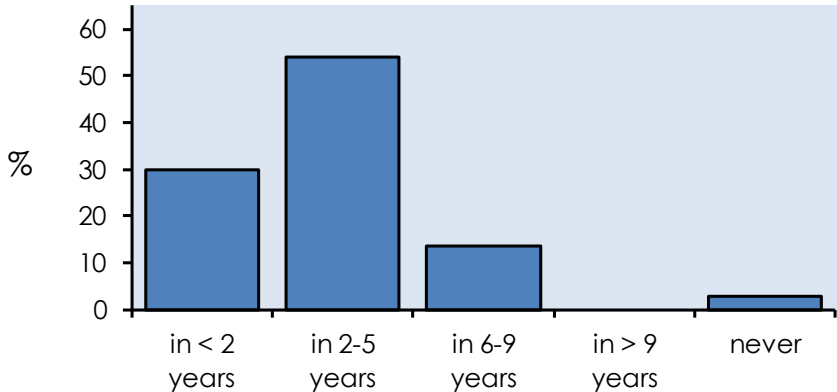
<p>HR Functions Item 28</p>	<p>„Employee compensation will get flexible and individualized.“</p>  <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>5</td></tr><tr><td>rather disagree</td><td>19</td></tr><tr><td>partly disagree / partly agree</td><td>43</td></tr><tr><td>rather agree</td><td>30</td></tr><tr><td>fully agree</td><td>3</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	5	rather disagree	19	partly disagree / partly agree	43	rather agree	30	fully agree	3
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rather agree	30												
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<p>HR Functions Item 29</p>	<p>„The importance of compensation will increase.“</p>  <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>3</td></tr><tr><td>rather disagree</td><td>35</td></tr><tr><td>partly disagree / partly agree</td><td>41</td></tr><tr><td>rather agree</td><td>16</td></tr><tr><td>fully agree</td><td>5</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	3	rather disagree	35	partly disagree / partly agree	41	rather agree	16	fully agree	5
Response Category	Percentage (%)												
fully disagree	3												
rather disagree	35												
partly disagree / partly agree	41												
rather agree	16												
fully agree	5												
<p>HR Functions Item 30</p>	<p>„In which time horizon will the above changes occur?“</p>  <table border="1"><thead><tr><th>Time Horizon</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>in < 2 years</td><td>3</td></tr><tr><td>in 2-5 years</td><td>38</td></tr><tr><td>in 6-9 years</td><td>46</td></tr><tr><td>in > 9 years</td><td>8</td></tr><tr><td>never</td><td>5</td></tr></tbody></table>	Time Horizon	Percentage (%)	in < 2 years	3	in 2-5 years	38	in 6-9 years	46	in > 9 years	8	never	5
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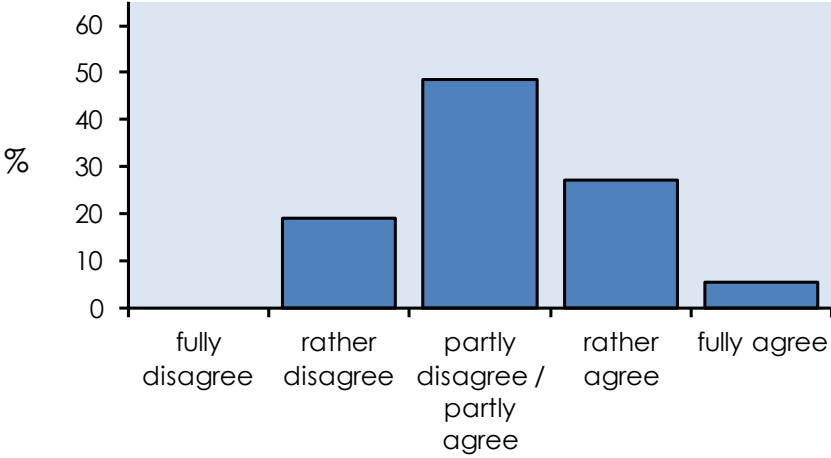
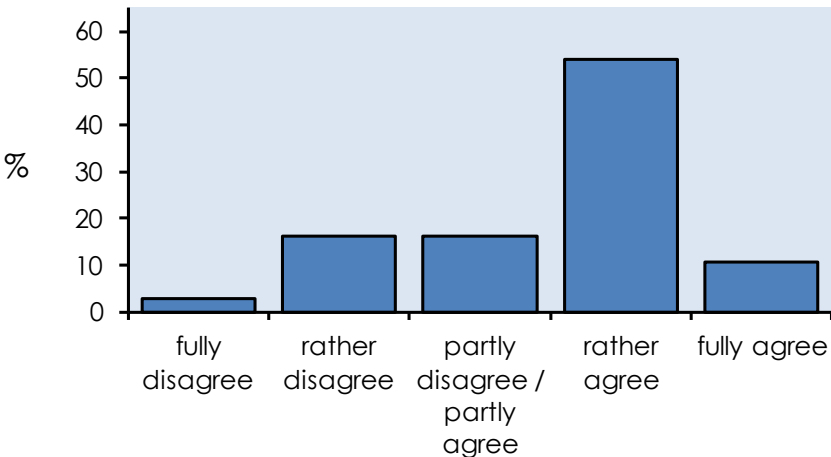
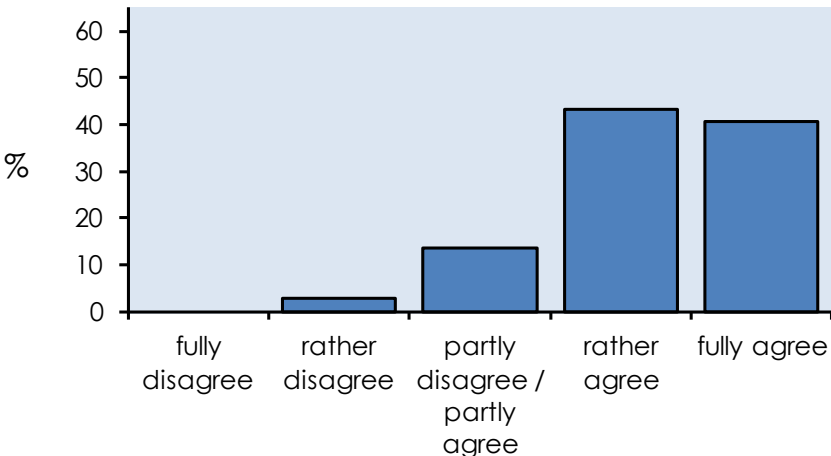
<p>HR Positions Item 1</p>	<p>„Senior HR manager positions will be reduced.“</p>  <table border="1"><thead><tr><th>Response</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>5</td></tr><tr><td>rather disagree</td><td>55</td></tr><tr><td>partly disagree / partly agree</td><td>22</td></tr><tr><td>rather agree</td><td>14</td></tr><tr><td>fully agree</td><td>5</td></tr></tbody></table>	Response	Percentage (%)	fully disagree	5	rather disagree	55	partly disagree / partly agree	22	rather agree	14	fully agree	5
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fully agree	5												
<p>HR Positions Item 2</p>	<p>„Senior HR manager positions will show an increased share of digital tasks.“</p>  <table border="1"><thead><tr><th>Response</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>3</td></tr><tr><td>partly disagree / partly agree</td><td>11</td></tr><tr><td>rather agree</td><td>65</td></tr><tr><td>fully agree</td><td>22</td></tr></tbody></table>	Response	Percentage (%)	fully disagree	0	rather disagree	3	partly disagree / partly agree	11	rather agree	65	fully agree	22
Response	Percentage (%)												
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rather agree	65												
fully agree	22												
<p>HR Positions Item 3</p>	<p>„Senior HR manager positions will require increased digital qualifications.“</p>  <table border="1"><thead><tr><th>Response</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>3</td></tr><tr><td>partly disagree / partly agree</td><td>6</td></tr><tr><td>rather agree</td><td>60</td></tr><tr><td>fully agree</td><td>33</td></tr></tbody></table>	Response	Percentage (%)	fully disagree	0	rather disagree	3	partly disagree / partly agree	6	rather agree	60	fully agree	33
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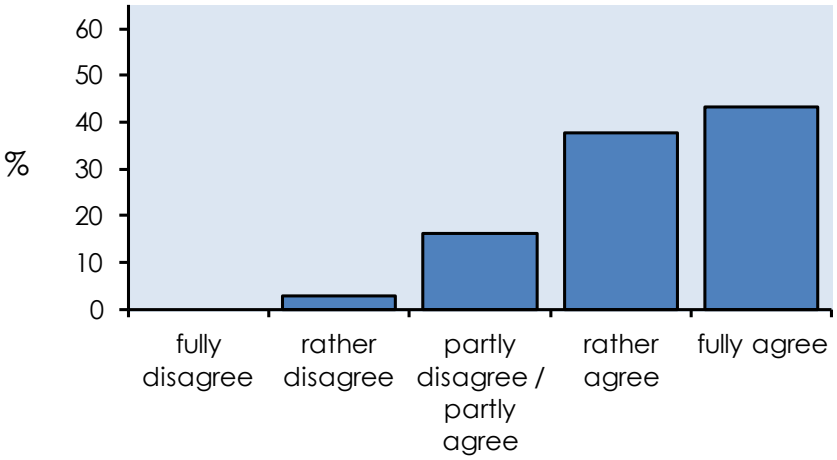
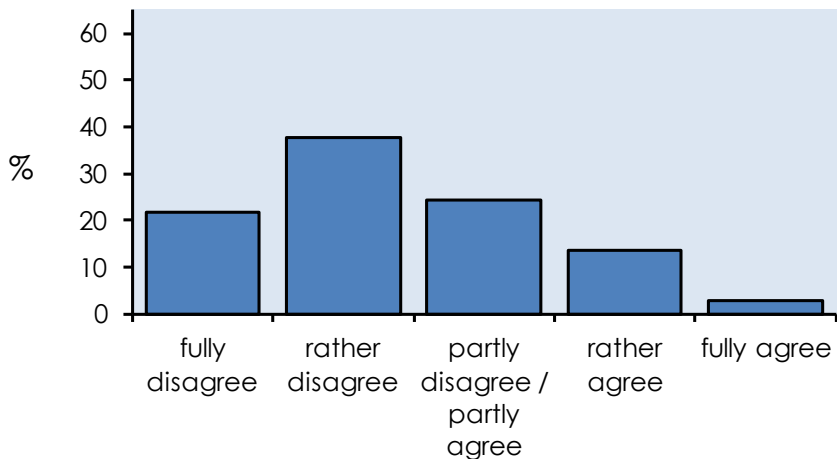
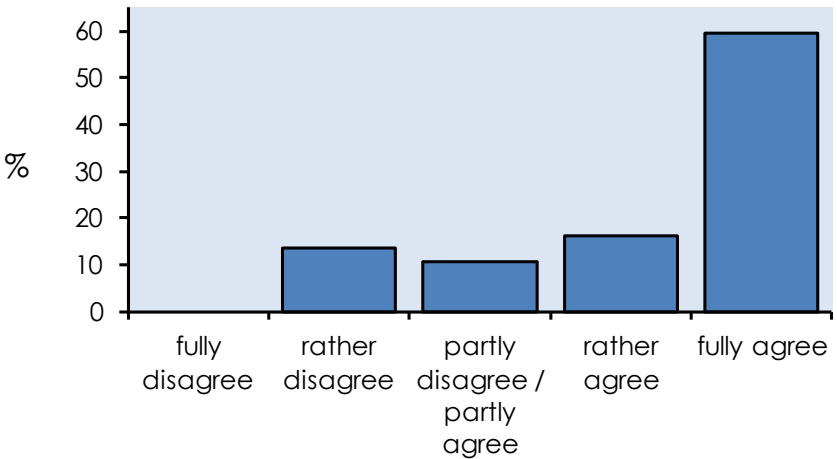
<p>HR Positions Item 4</p>	<p>„Senior HR management positions will receive increased digital decision support.“</p> <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>5</td></tr><tr><td>partly disagree / partly agree</td><td>10</td></tr><tr><td>rather agree</td><td>43</td></tr><tr><td>fully agree</td><td>40</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	0	rather disagree	5	partly disagree / partly agree	10	rather agree	43	fully agree	40
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rather disagree	5												
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rather agree	43												
fully agree	40												
<p>HR Positions Item 5</p>	<p>„In which time horizon will the above changes occur?“</p> <table border="1"><thead><tr><th>Time Horizon</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>in < 2 years</td><td>13</td></tr><tr><td>in 2-5 years</td><td>56</td></tr><tr><td>in 6-9 years</td><td>24</td></tr><tr><td>in > 9 years</td><td>2</td></tr><tr><td>never</td><td>2</td></tr></tbody></table>	Time Horizon	Percentage (%)	in < 2 years	13	in 2-5 years	56	in 6-9 years	24	in > 9 years	2	never	2
Time Horizon	Percentage (%)												
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never	2												
<p>HR Positions Item 6</p>	<p>„HR business partner positions will be reduced.“</p> <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>2</td></tr><tr><td>rather disagree</td><td>37</td></tr><tr><td>partly disagree / partly agree</td><td>32</td></tr><tr><td>rather agree</td><td>21</td></tr><tr><td>fully agree</td><td>5</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	2	rather disagree	37	partly disagree / partly agree	32	rather agree	21	fully agree	5
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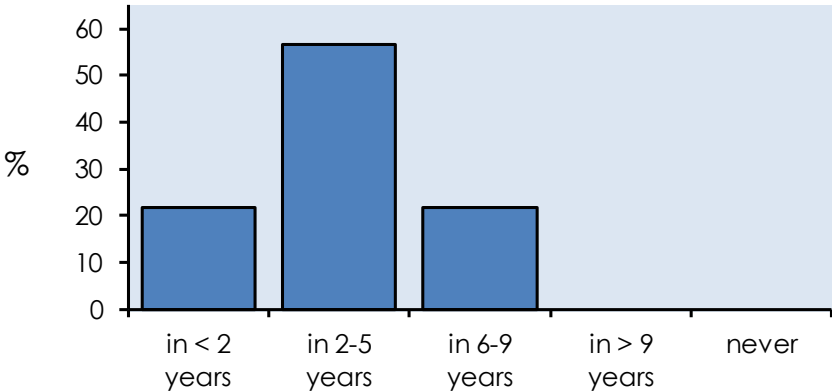
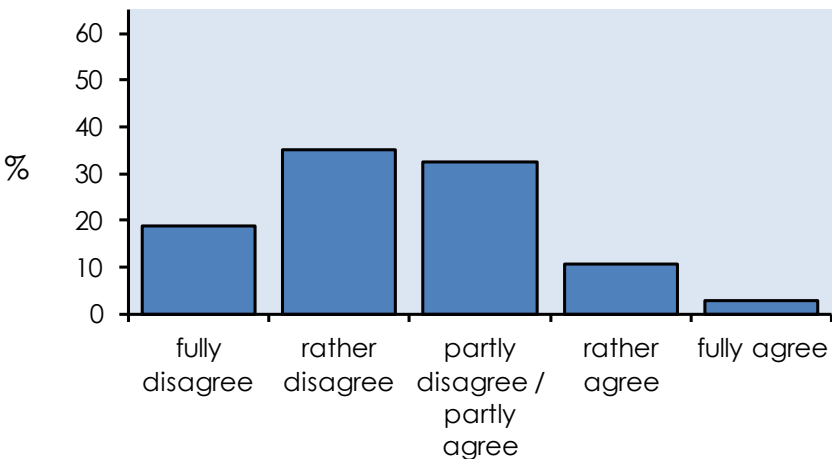
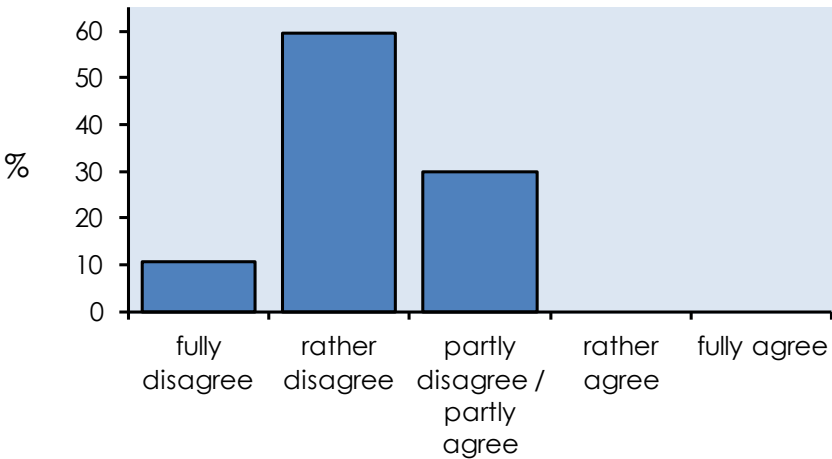
<p>HR Positions Item 7</p>	<p>„HR business partner positions will show an increased share of digital tasks.“</p> <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>5</td></tr><tr><td>partly disagree / partly agree</td><td>8</td></tr><tr><td>rather agree</td><td>62</td></tr><tr><td>fully agree</td><td>24</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	0	rather disagree	5	partly disagree / partly agree	8	rather agree	62	fully agree	24
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rather agree	62												
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<p>HR Positions Item 8</p>	<p>„HR business partner positions will require increasing digital qualifications.“</p> <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>5</td></tr><tr><td>partly disagree / partly agree</td><td>10</td></tr><tr><td>rather agree</td><td>54</td></tr><tr><td>fully agree</td><td>30</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	0	rather disagree	5	partly disagree / partly agree	10	rather agree	54	fully agree	30
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<p>HR Positions Item 9</p>	<p>„HR business partner positions will receive increasing digital counseling support.“</p> <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>2</td></tr><tr><td>partly disagree / partly agree</td><td>5</td></tr><tr><td>rather agree</td><td>57</td></tr><tr><td>fully agree</td><td>35</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	0	rather disagree	2	partly disagree / partly agree	5	rather agree	57	fully agree	35
Agreement Level	Percentage (%)												
fully disagree	0												
rather disagree	2												
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<p>HR Positions Item 10</p>	<p>„In which time horizon will the above changes occur?“</p>  <table border="1"><thead><tr><th>Time Horizon</th><th>%</th></tr></thead><tbody><tr><td>in < 2 years</td><td>14</td></tr><tr><td>in 2-5 years</td><td>65</td></tr><tr><td>in 6-9 years</td><td>19</td></tr><tr><td>in > 9 years</td><td>0</td></tr><tr><td>never</td><td>3</td></tr></tbody></table>	Time Horizon	%	in < 2 years	14	in 2-5 years	65	in 6-9 years	19	in > 9 years	0	never	3
Time Horizon	%												
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never	3												
<p>HR Positions Item 11</p>	<p>„HR administrator positions will be reduced.“</p>  <table border="1"><thead><tr><th>Agreement Level</th><th>%</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>11</td></tr><tr><td>partly disagree / partly agree</td><td>11</td></tr><tr><td>rather agree</td><td>54</td></tr><tr><td>fully agree</td><td>24</td></tr></tbody></table>	Agreement Level	%	fully disagree	0	rather disagree	11	partly disagree / partly agree	11	rather agree	54	fully agree	24
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<p>HR Positions Item 12</p>	<p>„HR administrator positions will show an increased share of digital tasks.“</p>  <table border="1"><thead><tr><th>Agreement Level</th><th>%</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>6</td></tr><tr><td>partly disagree / partly agree</td><td>6</td></tr><tr><td>rather agree</td><td>62</td></tr><tr><td>fully agree</td><td>27</td></tr></tbody></table>	Agreement Level	%	fully disagree	0	rather disagree	6	partly disagree / partly agree	6	rather agree	62	fully agree	27
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<p>HR Positions Item 13</p>	<p>„HR administrator positions will require increased digital qualifications.“</p>  <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>3</td></tr><tr><td>rather disagree</td><td>6</td></tr><tr><td>partly disagree / partly agree</td><td>6</td></tr><tr><td>rather agree</td><td>43</td></tr><tr><td>fully agree</td><td>43</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	3	rather disagree	6	partly disagree / partly agree	6	rather agree	43	fully agree	43
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<p>HR Positions Item 14</p>	<p>„HR administrator positions will receive increased digital administration support.“</p>  <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>3</td></tr><tr><td>partly disagree / partly agree</td><td>3</td></tr><tr><td>rather agree</td><td>35</td></tr><tr><td>fully agree</td><td>60</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	0	rather disagree	3	partly disagree / partly agree	3	rather agree	35	fully agree	60
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<p>HR Positions Item 15</p>	<p>„In which time horizon will the above changes occur?“</p>  <table border="1"><thead><tr><th>Time Horizon</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>in < 2 years</td><td>30</td></tr><tr><td>in 2-5 years</td><td>54</td></tr><tr><td>in 6-9 years</td><td>14</td></tr><tr><td>in > 9 years</td><td>0</td></tr><tr><td>never</td><td>3</td></tr></tbody></table>	Time Horizon	Percentage (%)	in < 2 years	30	in 2-5 years	54	in 6-9 years	14	in > 9 years	0	never	3
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<p>HR Positions Item 16</p>	<p>„IoT technology will increasingly perform HR tasks.“</p>  <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>19</td></tr><tr><td>partly disagree / partly agree</td><td>48</td></tr><tr><td>rather agree</td><td>27</td></tr><tr><td>fully agree</td><td>6</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	0	rather disagree	19	partly disagree / partly agree	48	rather agree	27	fully agree	6
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fully disagree	0												
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<p>HR Positions Item 17</p>	<p>„HR service companies will increasingly perform HR tasks.“</p>  <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>3</td></tr><tr><td>rather disagree</td><td>16</td></tr><tr><td>partly disagree / partly agree</td><td>16</td></tr><tr><td>rather agree</td><td>54</td></tr><tr><td>fully agree</td><td>11</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	3	rather disagree	16	partly disagree / partly agree	16	rather agree	54	fully agree	11
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<p>HR Positions Item 18</p>	<p>„Line managers will increasingly perform HR tasks.“</p>  <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>3</td></tr><tr><td>partly disagree / partly agree</td><td>14</td></tr><tr><td>rather agree</td><td>43</td></tr><tr><td>fully agree</td><td>41</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	0	rather disagree	3	partly disagree / partly agree	14	rather agree	43	fully agree	41
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<p>HR Positions Item 19</p>	<p>„Employees will increasingly perform HR tasks.“</p>  <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>3</td></tr><tr><td>partly disagree / partly agree</td><td>16</td></tr><tr><td>rather agree</td><td>38</td></tr><tr><td>fully agree</td><td>43</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	0	rather disagree	3	partly disagree / partly agree	16	rather agree	38	fully agree	43
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<p>HR Positions Item 20</p>	<p>„HR departments will increasingly perform HR tasks.“</p>  <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>22</td></tr><tr><td>rather disagree</td><td>38</td></tr><tr><td>partly disagree / partly agree</td><td>25</td></tr><tr><td>rather agree</td><td>14</td></tr><tr><td>fully agree</td><td>3</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	22	rather disagree	38	partly disagree / partly agree	25	rather agree	14	fully agree	3
Response Category	Percentage (%)												
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<p>HR Positions Item 21</p>	<p>„Works councils will be crucial for realizing smart HRM.“</p>  <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>14</td></tr><tr><td>partly disagree / partly agree</td><td>11</td></tr><tr><td>rather agree</td><td>16</td></tr><tr><td>fully agree</td><td>59</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	0	rather disagree	14	partly disagree / partly agree	11	rather agree	16	fully agree	59
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fully disagree	0												
rather disagree	14												
partly disagree / partly agree	11												
rather agree	16												
fully agree	59												

<p>HR Positions Item 22</p>	<p>„In which time horizon will the above changes occur?“</p>  <p>A bar chart with a light blue background. The y-axis is labeled '%' and ranges from 0 to 60 in increments of 10. The x-axis has five categories: 'in < 2 years', 'in 2-5 years', 'in 6-9 years', 'in > 9 years', and 'never'. The bars are blue with black outlines. The 'in 2-5 years' bar is the tallest, reaching approximately 57%.</p> <table border="1"><thead><tr><th>Time Horizon</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>in < 2 years</td><td>22</td></tr><tr><td>in 2-5 years</td><td>57</td></tr><tr><td>in 6-9 years</td><td>22</td></tr><tr><td>in > 9 years</td><td>0</td></tr><tr><td>never</td><td>0</td></tr></tbody></table>	Time Horizon	Percentage (%)	in < 2 years	22	in 2-5 years	57	in 6-9 years	22	in > 9 years	0	never	0
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in > 9 years	0												
never	0												
<p>HR Positions Item 23</p>	<p>„HRM has recognized the IoT as a relevant development.“</p>  <p>A bar chart with a light blue background. The y-axis is labeled '%' and ranges from 0 to 60 in increments of 10. The x-axis has five categories: 'fully disagree', 'rather disagree', 'partly disagree / partly agree', 'rather agree', and 'fully agree'. The bars are blue with black outlines. The 'rather disagree' bar is the tallest, reaching approximately 35%.</p> <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>19</td></tr><tr><td>rather disagree</td><td>35</td></tr><tr><td>partly disagree / partly agree</td><td>32</td></tr><tr><td>rather agree</td><td>11</td></tr><tr><td>fully agree</td><td>3</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	19	rather disagree	35	partly disagree / partly agree	32	rather agree	11	fully agree	3
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fully disagree	19												
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fully agree	3												
<p>HR Positions Item 24</p>	<p>„HRM is able to cope with the requirements of the IoT.“</p>  <p>A bar chart with a light blue background. The y-axis is labeled '%' and ranges from 0 to 60 in increments of 10. The x-axis has five categories: 'fully disagree', 'rather disagree', 'partly disagree / partly agree', 'rather agree', and 'fully agree'. The bars are blue with black outlines. The 'rather disagree' bar is the tallest, reaching approximately 60%.</p> <table border="1"><thead><tr><th>Agreement Level</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>11</td></tr><tr><td>rather disagree</td><td>60</td></tr><tr><td>partly disagree / partly agree</td><td>30</td></tr><tr><td>rather agree</td><td>0</td></tr><tr><td>fully agree</td><td>0</td></tr></tbody></table>	Agreement Level	Percentage (%)	fully disagree	11	rather disagree	60	partly disagree / partly agree	30	rather agree	0	fully agree	0
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<p>HR Positions Item 25</p>	<p>„HRM has a leading role in organizational IoT implementation.“</p> <table border="1"><thead><tr><th>Response</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>38</td></tr><tr><td>rather disagree</td><td>46</td></tr><tr><td>partly disagree / partly agree</td><td>11</td></tr><tr><td>rather agree</td><td>6</td></tr><tr><td>fully agree</td><td>0</td></tr></tbody></table>	Response	Percentage (%)	fully disagree	38	rather disagree	46	partly disagree / partly agree	11	rather agree	6	fully agree	0
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rather agree	6												
fully agree	0												
<p>Additional Items 1</p>	<p>„HRM will use mobile devices for interaction with smart things.“</p> <table border="1"><thead><tr><th>Response</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>4</td></tr><tr><td>partly disagree / partly agree</td><td>18</td></tr><tr><td>rather agree</td><td>55</td></tr><tr><td>fully agree</td><td>24</td></tr></tbody></table>	Response	Percentage (%)	fully disagree	0	rather disagree	4	partly disagree / partly agree	18	rather agree	55	fully agree	24
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<p>Additional Items 2</p>	<p>„HR software/hardware will implement “privacy by design”.“</p> <table border="1"><thead><tr><th>Response</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>4</td></tr><tr><td>partly disagree / partly agree</td><td>14</td></tr><tr><td>rather agree</td><td>48</td></tr><tr><td>fully agree</td><td>34</td></tr></tbody></table>	Response	Percentage (%)	fully disagree	0	rather disagree	4	partly disagree / partly agree	14	rather agree	48	fully agree	34
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Additional Items 3	<p>„Privacy and codetermination legislation constitute barriers for smart HRM.“</p> <table border="1"><thead><tr><th>Response Category</th><th>Percentage (%)</th></tr></thead><tbody><tr><td>fully disagree</td><td>0</td></tr><tr><td>rather disagree</td><td>10</td></tr><tr><td>partly disagree / partly agree</td><td>7</td></tr><tr><td>rather agree</td><td>38</td></tr><tr><td>fully agree</td><td>45</td></tr></tbody></table>	Response Category	Percentage (%)	fully disagree	0	rather disagree	10	partly disagree / partly agree	7	rather agree	38	fully agree	45
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