



Strategic Human Resources Management the Era of Society 5.0

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Abstract: The development of information technology Digitalize analog technology. Society 5.0 is human-centered, The concept of a society based on technology. Society 5.0 is a concept to solve social issues. Balancing economic development and solving social problems through an inclusive system physical space and virtual space. As such, strategies that can be developed during preparation are: Companies that meet the challenges of the Society 5.0 era are the applications of strategic people resource management. The purpose of this study is to explain the principles of personnel strategy What your organization can use. The methods used in this study are descriptive qualitative research. The data collection method used is the literacy method. Result is this study shows that the application of strategic human resource management can be done creation of appropriate personnel management planning processes. Staff a strategy that can be applied to organizations is the application of the principle of creation. Strategic value determination, strategic integration, most valuable employees, focus managing support staff, enhancing management and staff engagement, effective communication, decentralization for empowerment, flexibility and customization, creativity, innovation and a commitment to quality.

Keywords: strategic human resource management, society era 5.0, information technology

INTRODUCTION

The existence of the Society 5.0 era led by the Japanese government is currently a topic of discussion among business people in Indonesia. Society 5.0 is the concept of using a system that integrates physical and virtual spaces to solve social problems through a balance between economic development and social problem solving (Skobelev and Borovik, 2017). The Japanese government adopted the concept of Society 5.0 in anticipation of the global trend with the advent of Industrial Revolution 4.0. Society 5.0 should have happened as a matter of course with the advent of Industrial Revolution 4.0. Industrial Revolution 4.0 has brought various innovations not only to industry but also to society as a whole. Society 5.0 is the answer to the challenges arising from the turbulent Industrial Revolution 4.0 era, characterized by a world full of upheaval, uncertainty, complexity and ambiguity.

Society 5.0 includes big data technology concepts such as big data, internet of things (IoT), artificial intelligence, robots, drones, sensors, 3D printing, public key infrastructure (PKI), shared, on-demand, mobile, edge-powered there is cloud, 5G, virtual reality (VR),

augmented reality (AR), and mixed reality (MR) are all helping people live better (Mathews, 2015; Hendarsyah, 2009). Society 5.0 will impact every aspect of life including health, urban planning, transportation, agriculture, industry and education. The aim of Society 5.0 is to create a society where people can enjoy life to the fullest, using technological developments to balance economic growth with emerging social issues (Hendarsyah, 2019:177). It is expected that the frameworks and technologies developed in the Society 5.0 era will be applied in all countries and help solve social issues around the world. Right now, the world, including Indonesia, is being hit by the novel coronavirus pandemic. Due to the Covid-19 pandemic, people will have to rely heavily on information and communication technologies, especially the use of IoT (Internet of Things), the use of augmented reality, and ultimately the use of AI (artificial intelligence). Education, health, economy, social issues, culture.

Indonesia must be ready to meet the challenges of the Society 5.0 era. We need more talent to help people use technology properly. This can be achieved by implementing strategic talent management. Talent strategy must also be underpinned by the values of creativity, service, continuous learning and innovation (Aryani, 2019: 378). Because you need to be flexible and adaptable to the challenges. This study therefore aims to describe the principles of human resource strategies that can be applied by public, private and non-profit NGOs and non-governmental organizations in the cooperative sector to face the challenges of the Society 5.0 era.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Strategy

Bryson (2005:xvi) states that strategy is the general set of maneuvers performed to defeat an opponent during combat. Drucker (in Wahyudi, 1996:16) defines it as strategy does the right thing (strategy does the right thing). On the other hand, Bryson (2005: 68) states that a strategy is a pattern of goals, policies, programs, actions, decisions, or resource allocations that define an organization, what it does, and why it does it. It is. Based on these various expert strategic definitions, strategy consists of tactics as operational plans that an organization takes to achieve organizational goals and focus on long-term goals, which executives It can be concluded that it is a step to take or a reasonable way. Length of tissue. Therefore, every organization must have a specific strategy tailored to organizational conditions and needs to achieve organizational goals.

Suryono (2004: 79-80) states that in principle the concept of strategy includes three main things: goals, means and methods. So the strategy basically covers related issues (1) policy implementation; (2) define goals to be achieved; (3) determine how or how to use these facilities (Suryono, 2004: 79-80); Strategy is therefore a unified, comprehensive, and essential tool for achieving organizational or business goals (Wahyudi, 1996:17). These three characteristics are expected to have a large impact depending on the goals that the organization should achieve.

The most important and fundamental element of the strategy development process is identifying the strategic issues facing the organization. The first process required to develop a strategy is to determine the underlying assumptions related to the strategic issues facing the organization. It is used as a basis or reference for strategy selection and implementation. Therefore, some basic assumptions should be made in the initial strategy development process. Wahyudi (1996: 100) postulates that "facts show that many strategies fail because of faulty underlying assumptions".

Kusnadi et al. (2011:170-173) explain that when developing functional strategies designed by experts or managers for each organizational function, these can be grouped into five categories:

- a. Operational strategy. Operational strategy focuses on decisions about organizational capacity, facility and infrastructure availability, production processes, and operating standards.
- b. Marketing Strategy. Marketing strategy focuses on determining the appropriate market and product marketing. In public service, the marketing strategy can be viewed from the

- promotional strategy used in the context of conducting program socialization and advocacy.
- Human resource strategy. This human resource strategy is related to employment, training and development and leadership and other aspects in order to increase professionalism.
 - Financial strategy. A financial strategy aims to project and allocate the amount of money needed to implement a program. The need for money should correspond to the actual capacity of the organization.
 - Research and Development Strategy. The R&D strategy aims to create new products in the form of innovations so that they can serve the needs of the community.

Human Resource Management

Mangkunegara (2013:2) defines human resource management as the effort to plan, organize, coordinate, implement and monitor the procurement, development, compensation, integration and segregation of labor to achieve organizational goals. On the other hand, according to A. F. Stoner in his quoted by Siagian (2013:6), "Human resource management aims at providing an organization with the right people in the right position when it needs it".

According to Hasibuan (2016:14), HR management roles are:

- Based on job descriptions, job specifications, job staffing, and job evaluations, determine the number, quality, and placement of effective workers according to business needs.
- We promote the recruitment, selection, and placement of employees based on the principle of the right person for the right job.
- Establishment of benefits, development, promotion and retirement programs.
- In other words, it forecasts the supply and demand of human resources in the future.
- Assessment of the general economic situation, in particular the development of the company.
- Closely monitor the labor laws and compensation policies of comparable companies.
- Monitor technological progress and trade union development.
- Conduct employee training, education and performance evaluations.
- Regulates employee mutations both vertically and horizontally.
- Regulation of his pension, dismissal and severance pay.

Strategic talent management is required to address the environmental challenges facing organizations. A human resource strategy is necessary for all types of organizations including public, private, non-governmental, local and foreign, large, medium and small organizations. According to Harrison cited in (Itika, 2011: 28), Strategic Talent Management is defined as: Derive value from them and use them in the best way to achieve your organization's business goals and mission.

Itika, 2011: 33) explains that the Strategic Human Resource Management model has 10 components, including determining strategic value.

- strategic integration;
- employees as Most Valuable;
- emphasis on the management of auxiliary staff;
- strengthen the commitment of management and employees;
- effective communication;
- decentralization for empowerment;
- flexibility and customization, creativity and innovation;
- commitment to quality.

Society 5.0

Society 5.0 is the Japanese government's vision for improving the well-being of its citizens in the future (Hendarsyah, 2019: 180). This was compiled into the 5th Science and Technology Basic Plan at the Council for Science, Technology and Innovation, and was approved by the Cabinet in January 2016. The Japanese government's Cabinet Office explained that the Japanese government defines Society 5.0 as a human-centered society that can balance economic development. Social problems are solved with a system that

integrates the virtual and physical worlds. by (Hendarsyah, 2019: 176). The new value, or innovation, created by Society 5.0 will eliminate differences in age, regional gender, and language, and provide products and services that are suitable for the various needs of individuals and groups (Hendarsyah, 2019). : 177). Hendarsyah (2019: 180) describes Society 5.0 as relying heavily on technology for all human activity. Technology has become a basic need at the joints of human life. Realize a comfortable society in all aspects of the local community by balancing human-centered economic development and the solution of social problems with technology.

The Society 5.0 Blueprint for Sustainable Development Goals, designed by Nakanishi and Kitano (2018), according to Fukuyama (Hendarsyah, 2019:177), has technologies in the form of big data, the Internet of Things (IoT) and artificial intelligence. , robots, drones, sensors, 3D printing, public key infrastructure (PKI), shared, on-demand, mobile, edge, cloud, 5G, virtual reality (VR), augmented reality (AR), mixed reality (MR). The aim of Society 5.0 is to create a society where people can enjoy life to the fullest, using technological developments to balance economic growth with emerging social issues (Hendarsyah, 2019:177). It is expected that the frameworks and technologies developed in the Society 5.0 era will be applied in all countries and help solve social issues around the world.

METHODS

The research methodology used in this study is a qualitative approach and the type of research used is descriptive. This is Bungin's (2010: 68) qualitative descriptive research, which aims to describe, summarize, and research the various conditions that exist in society and various social phenomena, is consistent with the opinion that it aims to point out characteristics, model, mark or description. of a particular state, circumstance, or phenomenon. In this descriptive qualitative survey, researchers used the literature method. Bungin (2010:121) explains that the literature method is one of the data collection methods used in social research methods to track historical data. Literary methods are implemented through literary research by collecting data derived from theory and reading, analyzing, pointing out, and processing research materials related to personnel management strategies to meet the challenges of the Society 5.0 era will be The literature methods used in this study consisted of primary and secondary sources.

1. Primary sources are original articles written by people who have seen, experienced, or edited them. The primary source literature for this study is in the form of dissertations, dissertations, research reports, articles, and other information related to human resource management strategies to meet the challenges of the Society 5.0 era.
2. Secondary sources are works of research, reviews, summaries, criticisms, and similar matters of other people that the author has not personally witnessed or experienced. Secondary literature sources can be found in encyclopedias, dictionaries, handbooks, abstracts, indexes, and textbooks relevant to your research objectives.

RESULT AND DISCUSSION

Strategic HR management is at the heart of program planning to meet the challenges of the 5.0 era. This is because strategic thinking that is directly linked to organizational human resources is necessary to respond to the challenges of the Society 5.0 era. This is explained by Aryani (2019:381) as strategic talent development and strategic capacity building being used interchangeably in talent management. Aryani (2019:381) states that human resource capacity development includes organizational development, organization, management, technology (both soft and hard), cultural and personal competencies, skills and competencies, and the development of government and public systems. It explains that it is related to knowledge. We need to be involved in the administration of the future, not just the present. Strategic HR Management is the improvement process that HR departments use to meet the challenges of the Society 5.0 era, from employee recruitment to training, evaluation, and discipline techniques.

Human resource capacity development and improvement in human resource management strategies covers all government agencies, private companies, non-profit organizations, non-governmental organizations and non-governmental organizations. A government agency in the cooperative sector to address the challenges of the Society 5.0 era. Based on the "resource-based theory", we conduct capacity building and human resource development to create a competitive advantage.

The Society 5.0 era is a continuation of Industrial Technology 4.0, the era of transformation from analog to digital technology. Challenges in the Society 5.0 era, global organizational competition (both public and private institutions, non-profit and cooperative NGOs) generate innovation and management using human resource strategies to create added value. must guide, not only to workers and organizations, but also to societies that rely heavily on technology. The challenges of the Society 5.0 era are at the social technology level. This means that the interaction between community and technology will become more inclusive. The Society 5.0 era in general will positively impact government agencies, businesses, and NGOs to realize their respective visions and goals that make society the target of their organizational goals. The use of this technology plays a very large role in communicating information to the public, who are actually parties. Because the goal of Society 5.0 is to reconcile economic progress with human-centered social problem solving, and to use technology in ways that facilitate all areas of community life. Strategic human resource management is necessary to face the Society 5.0 era.

In the era of Society 5.0, society faces technology that allows us to access virtual spaces that feel like physical spaces. In Technology Society 5.0, AI will rely on big data and robots to perform or support human tasks (Nastiti and Abdu, 2019: 64). The basic principle of Society 5.0 is the balance between business and economic development and the social environment. Society 5.0 era technology mitigates and fully integrates the problems that arose in Industrial Revolution 4.0 (declining intercommunal socialization, employment opportunities, and other effects of institutionalization) (Faruqi, 2019). The use of technology should not only be a tool for facilitating personal and business life, but also be able to facilitate life among people (Nastiti and Abdu, 2019: 64). Strategic human resource management is necessary to respond to global issues related to the Society 5.0 era.

Here are 10 key principles of strategic talent management that you can use to meet the challenges of the Society 5.0 era.

- a. Make strategic value decisions. The model suggests 10 strategic workforce management variables that should be embodied in systems, practices, and competencies to lead employees to higher individual and team performance, but managers, should focus on the most valuable aspects depending on the organizational strategy (Itika, 2011: 33). To face social issues leveraging IoT, big data, cloud, AI, and other technologies of Society 5.0 to add value to support increasingly sophisticated and complex services, administrators need to you should focus on the worthy aspects.
- b. Strategic integration. HRM policies and procedures should be tied to the organization's strategies, goals, and activities. Performance can then be measured by the degree of strategic alignment between business strategy and talent strategy (Itika, 2011: 33). This means that strategic integration is required in the face of the challenges of the Society 5.0 era. This will enable human resource management decisions to balance economic progress with solving human-centered social problems and advance all areas of community life through the use of technology. It also requires an effort to think strategically. Strategic thinking is he one of the most important strategies that managers use in formulating a company's strategic plan. Because in strategic thinking, solutions and innovative ideas are created by using organizational resources to align an organization's strategy to achieve its own goals. To meet the challenges of Society 5.0, leaders should develop strategies for their organizations to improve connectivity, interaction, and boundaries between people, machines, and other resources that are increasingly converging through information and communication technologies. you have to think about it.

- c. Employees as the most valuable. Human resources are a key factor in achieving competitive advantage. It must be developed through nurturing, coaching, training, respect and love, compassion and encouragement. These are key elements of the motivation pack for using technology (Itika, 2011:33). Optimal use of this wealth requires the use of the right numbers and skills in the right place at the right time (Itika, 2011: 34). Employees in the Society 5.0 era must have strong core competencies, such as digital capabilities, globalization capabilities, and future strategy capabilities.
- d. That is, the focus is on the management of auxiliary staff. Informal interactions, open door policies, coaching and mentoring, and engaging employee benefits programs are techniques used to support employees and make them proud of their work and company. (Itika, 2011: 34). This must be done to meet the challenges of Society 5.0. Because when each employee's sense of belonging increases, they can increase their labor productivity by producing goods and services for the community that are easily and quickly accessible through technological development.
- e. Strengthen the commitment of management and employees. Involvement at all levels of the organizational structure depends on the perceptions and attitudes of management and employees towards each other (Itika, 2011: 34). The basic principle of Society 5.0 is the balance between business and economic development and the social environment. Society 5.0 era technology mitigates the problems posed by Industrial Revolution 4.0 (declining intercommunal socialization, employment opportunities, and other effects of institutionalization) to the point where they are well integrated (Faruqi, Nastiti and Abdu, 2020: 64). The use of technology should not only be a tool that enhances personal and business lives, it should also improve people's lives. Therefore, entering the era of Society 5.0 requires strong commitment from all elements or stakeholders.
- f. Effective communication. Effective communication occurs when a message is received and understood as intended by the sender. It involves careful organization of ideas, assessment of correct delivery methods, and the nature of recipients (Itika, 2011: 34). Therefore, this communication is very important both vertically and horizontally in the organization, not just top-down or bottom-up communication. This is because ineffective communication within an organization can hinder the achievement of business goals.
- g. Decentralization for empowerment. Strategic human resource management requires decentralization of decision-making at the lowest possible level of the organizational hierarchy. This is explained by Itika (2011: 35) as follows: The operations staff and team are the public face of the organization. Hence, strength, authority and motivation are required to make the right decisions at this level. Especially when it comes to addressing social issues in the 5.0 era, a unified attitude is required for decision-making. Because the problems that arise are becoming more and more complex. Examples of the social field of Society 5.0 include the analysis of big data using AI from various information such as satellites, ground weather radar, observation of disaster areas by drones, damage information by building sensors, and damage information by building sensors. can be Failures occur in each field, and quick and accurate strategies and decision-making are required to solve the problems that arise. This state requires a focused attitude.
- h. Flexibility and customization. Organizations must be flexible and adaptable to respond to environmental changes and pressures. This is like the progress of globalization in the face of the challenges of Industrial Age 4.0 and Society Age 5.0. During this period, there was a great change in the environment. industrial age 4.0 and Society 5.0 are the times of transformation from analog technology to digital technology. Technology in Society 5.0 is a continuation of Industrial Technology 4.0 (Hendarsyah, 2019: 182). Digital transformation has changed the way people and industries live, and is having a significant impact on the strategic planning of organizations. Of course, strategic workforce planning also needs to be adjusted. This is explained by Itika (2011:35). to cope with environmental pressures. "Innovation in IT programs must be consistent with current and future overall plans and programs for national development, management, and capacity building".

- i. Creativity and innovation. SHRM requires management and employees to work together to develop new ideas that can be implemented to create new business opportunities (Itika, 2011: 35). In this technical aspect, the people involved in the organization become increasingly creative and innovative in implementing organizational strategies. Technology in the Society 5.0 era will eliminate social inequality, age, gender, and language, and create new value by providing products and services that meet the diverse needs of individuals and the needs of many people. Big Data, Internet of Things (IoT), Artificial Intelligence, Robots, Drones, Sensors, 3D Printing, Public Key Infrastructure (PKI), Shared, On. Demand, Mobile, Edge, Cloud, 5G, Virtual Reality (VR), Augmented Reality (AR), Mixed Reality (MR).
- j. Commitment to quality. In order to produce the highest quality goods and provide the highest quality service, compared with other manufacturers and suppliers, the organization is oriented and motivated by high quality products and services as recognized by customers. requires employees (Itika, 2011: 35). This is because the community as the customer is always right and the organization must have excellent quality in the production of goods and services. To do that, organizations need to focus on quality. Especially in the era of Society 5.0, technology, especially IoT (Internet of Things) enables customers to easily select the goods and services they need. This creates competition among organizations in providing goods and services to their communities of customers. As a result, competition among companies is intensifying. As more companies emerge, competition intensifies, especially among companies that share the same business processes, markets, and marketing goals.

Human resource management strategies are designed to help organizations meet the needs of their workforce to meet global challenges, including those of the Society 5.0 era. Strategic human resource management is a strategy for managing people (employees) to meet the needs of an organization. A human resource management strategy shifts perspective and integrates contemporary ideas and models with traditional human resource practices to help create better solutions to the challenges of society in the 5.0 era. We ensure that strategic human resources management benefits not only individual (employee) goals, but organizational and community goals as well.

CONCLUSIONS

Human resource management strategies are designed to achieve organizational, individual, and community goals. Because strategic human resource management aims to lead people or individuals positively. Achieving an organization's vision requires strategically planning, organizing, directing, and monitoring the needs of the people within the organization. In the form of the latest ideas and models embedded in HR practices so that they can change perspectives and develop new strategies according to the needs of the organization in various HR management processes, it is not only beneficial to employees and the organization. How to face the challenges of the Society 5.0 era without apply talent management strategies to meet the challenges of the Society 5.0 era.

In particular, it will increase worker productivity, efficiency and competence to meet global technological challenges. This strategic human resource management application can be done by creating an appropriate human resource management planning process. Human resource planning should be integrated into the organization's strategic planning process. This enables organizations to better achieve their goals and objectives. Moreover, the role of technical challenger innovators is urgently needed to meet the challenges of Society 5.0. Because the diffusion of technology in society has both positive and negative effects. Innovator Her leader should be able to think globally and build and develop competent, innovative and creative teams that make the most of technology in human resource information systems.

ACKNOWLEDGEMENT

The author would like to thank Dr. Drs. Hadi Supratikta, M.M. for their guidance and support in the preparation of this assignment. The author realizes that in this journal there

are still shortcomings and limitations. Therefore, constructive criticism and suggestions are very much needed.

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