



Strategic Steps For HR Planning In Dealing With The Era Of Society 5.0

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Abstract: HR planning is the sum of all plans developed for training, promotion, and the rules of the game from HR, where the community can have other competencies, namely the ability to think critically, reason creatively, communicate, collaborate, and solve problems related to technological developments in Society 5.0. This study aims to describe, analyze, and examine the strategic steps of HR planning in dealing with society 5.0. This study employs a library research method with a descriptive analysis method. The results of the study indicate that the success strategy of HR planning is not just training, education, coaching, recruitment, system changes, opportunities, and rewards. HR must increase creativity and change a fixed mindset to a growth mindset so that they are ready to adapt and revolutionize themselves against rapid technological developments so that superior, creative, and innovative HR will be created as well as be adaptive to the onslaught of the industrial revolution 4.0, which is heading towards society 5.0.

Keywords: Strategic Steps, HR Planning, Society 5.0

INTRODUCTION

As time goes by, technology is growing, starting from the 1.0 industrial revolution to the 4.0 revolution. With the rapid development of technology, it has an impact on changes in the pattern of social behavior in the community (society). People's behavior is only centered on meeting daily needs without any influence from technology, but at this time in every life and community's needs, almost every day is centered on human order and based on technology. The development of society is currently at level 5.0.

Society 5.0 can be interpreted as a human-centered society that balances economic balance with solving social problems through a system that deeply integrates virtual space and physical space.

In facing the era of "society 5.0," the world of education plays an important role in improving the quality of human resources. In addition to education, several elements and stakeholders, such as the government, community organizations (Ormas), and the entire community, also participate in welcoming the upcoming era of "society 5.0." Therefore, the purpose of this paper is to provide an overview of what strategies must be prepared in dealing with the Era of Society 5.0, which is carried out under the title "Strategic Steps for

HR Planning in Dealing with the Era of Society 5.0." Human resources (HR) are one of the most important aspects of any organization, both public and private. HR is also the key that determines the development of the company. In essence, human resources are people who are employed by an organization as movers, thinkers, and planners to achieve the goals of the organization.

HR understanding is divided into two parts: micro and macro understanding. The definition of human resources in micro is an individual who works and becomes a member of a company or institution, which is referred to as an employee, laborer, worker, workforce, and so on. Meanwhile, the definition of human resources at a macro level is the population of a country that has entered the workforce, both those who have not worked and those who have.

Individuals who work as drivers for an organization, both institutions and businesses, and as assets to be developed and developed are referred to as "human resources" in general.

HR planning is a decision-making process that takes into account the skills and utilization of human resources. This is a strategic decision-making process. HR planning focuses on analyzing the company's goals. While planning requires resources to meet these goals, the relationship between company objectives and resource requirements is examined.

Human resource planning is the process of taking steps to ensure that the organization has the right workforce available to fill various positions and jobs at the right time. Human resource planning (HR) includes forecasting and auditing, selecting human resources that can still be retained, developing new human resources, and managing human resources. Forecasting and auditing provide information about the number of workers and competencies required. After the selection of human resources that can still be maintained for the future and planning for employee replacement due to age, they must retire. Every time a new HR is carried out, age, loyalty, expertise, and health are considered. After the newly recruited HR has met the HR needs of the company, the next step is to develop HR by participating in training, seminars, workshops, and cross-country. After that, the company provides salaries and allowances according to the applicable company and government provisions and regulations.

HR planning is the sum of all formulated plans for the training, promotion, and regulation of HR. It is a process designed to translate company plans and goals into job requirements. This is done together with plans to meet the short- and long-term requirements for HR utilization, HR development, employment, and the use of information systems.

Development means a long-term educational process that benefits from systematic and organized procedures in which managerial employees learn conceptualizations and theories in order to achieve common goals.

Human resource development is an activity that must be carried out so that their knowledge, abilities, and skills are in accordance with the provisions of the work carried out. Development is the process of gaining experience, skills, and attitudes to achieve success in an organization. This certainly emphasizes the importance of engaging in continuous learning activities.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Understanding Human Resource Management

Through the basic theory of human resources, Fareed et al. (2016) define human capital as knowledge and work skills obtained through education and training. This theory explains that the capability and productivity of an organization depend on the specific capabilities and abilities of its human resources. This theory emphasizes the importance of investing in human resources in terms of the need for knowledge and work skills. This has implications for the organization's ability to attract, engage, reward, and develop human resources within the organization. This theory believes that superior human resources will make the organization superior.

Development of Concepts and Theories of Human Resources

Theoretical and practical perspectives on human resource management have different footings. Theoretical thinking differs from logical thinking in that it is based on management theories, a wide range of literature and practical experience. On the other hand, concepts that are built on the basis of practical experience are colored by what is felt and what is observed in managing an organization. If the two theoretical sources above are combined, they will produce a more useful theory of human resource management. Simamora (1999) divides human resource management into six models, namely the clerical model, legal model, financial model, managerial model, humanistic model, and model of behavioral science (the behavioral model).

In the clerical model, the main function of the human resources department is to create and store reports, data, and records and carry out routine tasks. The function of the human resources department is to handle required paperwork, comply with various regulations, and carry out routine staffing tasks. The role of the human resources department tends to be passive and weak in this model. If there is a complex and urgent human resources problem, it will be passed on to senior managers and their subordinates, or even ignored.

In the legal model, the human resources department derives its strength from legal expertise. The legal aspect has a long history stemming from labor relations, where contract negotiation, oversight, and compliance are key functions due to the often tense relationship between managers and employees. Today, the need for businesses to comply with various laws and regulations, as well as consider various social issues, suggests that the role of law in the human resources department will continue.

In the financial model, the financial aspect of human resource management is getting more and more attention because managers are gradually realizing the huge impact of human resource costs on companies. These human resource costs include indirect compensation costs. The need for expertise in managing this increasingly complex field is the main reason why the role of human resource management is becoming increasingly important.

This managerial model has two versions. In the first version, the human resource manager understands the terms of reference for productivity-oriented line managers. Human resource managers work at the bottom of the organization. There is sharing of goals, values, and views with line managers, and decisions are made accordingly. In the second version, line managers perform several human resource functions. The human resources department trains line managers in the skills necessary to handle key human resources functions such as hiring, performance evaluation, and development.

The central idea in this humanistic model is that the human resources department is established to develop and foster the value and potential of human resources within the organization. Human resources specialists must understand individual employees and help maximize self-development and career advancement. This model illustrates the growing attention of organizations towards employee training and development. This model shows several human resources department activities, ranging from sensitivity training to career guidance. The role of the human resources department in the implementation of "quality of work environment" programs, the socio-technical design of worksites and factories, and "high employee engagement" programs are all aligned with this model.

This behavioral science model assumes that behavioral science is the basis of human resource activity. The principle is that a scientific approach to human behavior can be applied to almost any human resources problem. Science-based areas of human resources include feedback techniques, evaluation, program design and training objectives, and career management. The increasing sophistication of managers and employees lends support to this approach.

Furthermore, as a basis for discussing human resource management, there are several important things in management theory that need to be explained in relation to the role of management in integrating organizational and human variables and the determination of managerial systems. The organizational variables include goals, technology, structure, and environmental demands. While the human variables consist of: capabilities, attitudes, values,

and needs; and demographic characteristics (age, gender, and so on). The integration of the three major variables is expected to be able to accommodate human resource management issues. All of this can only happen if managers have a holistic perspective, not a pragmatic one, both in making organizational policies and in determining appropriate operational steps. These conditions must also be supported by a consistent attitude, so as to maintain the designed management system.

Society 5.0 will be examined from the perspective of the HR planning stage. HR planning is a systematic planning process to maximize human resources as the company's main asset. The goal of human resource planning is to ensure compatibility between the workforce and the work, both in terms of quantity and quality. This process is based on supply and demand in the context of company HR.

Strategic planning is the process of determining organizational goals and an overall program of action to achieve those goals. Strategic planning includes things that each step may require in the form of a large amount of data collection, analysis, and iterative evaluation by management. The important elements of the planning strategy and the possible impact on human resource planning that can be used by public organizations are:

1. defining the philosophy of the company or organization as the first step;
2. examine environmental conditions;
3. institutional strengths and weaknesses;
4. determine goals and objectives; and
5. Strategizing (Fisher, 1999).

After carrying out these steps, it can also carry out human resource control and evaluation with the aim of directing human resource planning activities, and managing deviations from the plan and their causes. For this reason, benchmarks are needed to assess implementation. Quantitative and qualitative objectives can play a useful role in human resource planning. Quantitative objectives make the control and evaluation processes more objective and measure deviations from desired performance more accurately. The advantage of quantitative information is that it represents potential problem areas and can provide a basis for discussion of problem constructs.

Changes in science and technology that are very fast require us to be ready to face changes in the world, especially in the field of education. One of these changes is Society 5.0. Society 5.0 is a human being who can solve various challenges and social problems by utilizing various innovations that were born in the era of the industrial revolution 4.0 and are centered on technology. The industrial revolution 4.0 uses artificial intelligence, while society 5.0 focuses on technology and human components. Therefore, curriculum development for the present and the future must equip students with pedagogic competencies, life skills, the ability to live together (collaboration), and the ability to think critically and creatively.

Develop general and transferable skills and intangible skills useful in many work situations, such as interpersonal communication skills, living together, the ability to be an open-minded citizen of the world, and an understanding of information and communication.

Independent learning can also be supported by strategic policies, both government and private, in supporting the implementation of independent learning, adaptable accreditation procedures according to the needs of organizations, institutions, and schools, as well as effective and accountable education funding, one of which is marked by the autonomy of educational units in administering education.

METHODS

This study uses a type of library research or literature review, which is a series of studies relating to library data collection methods or research whose research objects are explored through various library information, including books, encyclopedias, scientific journals, newspapers, magazines, and documents. The reason the author uses the library research method is because it is in accordance with the problems studied, namely examining and finding various theories, laws, propositions, principles, or ideas contained in the body of academic-oriented literature that is used to analyze and solve questions. The

research was formulated in the form of strategic steps for HR planning in dealing with the era of "society 5.0."

In analyzing the research results, the author uses a descriptive analysis method. Descriptive research is research that tries to describe a symptom, event, or event that is happening at the present time. The author tries to photograph events and events that are the center of attention and then describe them as they are (Sudjana et al., 1989). The author chooses the descriptive analysis method because this research analyzes and presents facts systematically so that it can be easier to understand and conclude ongoing events and current conditions.

Data collection techniques need to be carried out with the aim of obtaining valid data for research. The author uses library and documentation techniques. The library technique is a way of collecting data on various materials contained in the library room, such as newspapers, books, magazines, manuscripts, documents, and so on, that are relevant to research (Koentjaraningrat, 1983). Library techniques are very important in conducting research; this is because a study cannot be separated from scientific literature (Sugiyono, 2012).

The documentation technique is a method of collecting data by finding or digging up data from the literature related to what is intended in the formulation of the problem. The data that has been obtained from various sources is collected into a single document that is used to answer the problems that have been formulated.

After the data is collected, data analysis is carried out by organizing the data, breaking it down into units, synthesizing it, arranging it into a pattern, choosing which ones are important and what will be studied, and drawing conclusions. The data analysis technique uses a content analysis model from Lasswell. Content analysis is a technique for drawing conclusions by identifying the characteristics of certain messages objectively and systematically (Holsti, 1969). The content analysis technique in this study consists of six stages, namely: formulating research questions and hypotheses; conducting a sampling of the data sources that have been selected; creating categories used in the analysis; collecting data on a sample of documents that have been selected; coding; creating scales and items based on certain criteria for data collection; and interpreting the data obtained.

RESULT AND DISCUSSION

Human Resources (HR) is a central factor in an organization. Whatever the form and purpose, the organization is made based on various visions for the benefit of humans, and in carrying out its mission, it is managed by humans. So, humans are a strategic factor in all organizational activities. Furthermore, human resource management means organizing and managing human resources based on the company's vision so that organizational goals can be achieved optimally. Therefore, human resource management is also part of the science of management, which refers to the management function in carrying out the processes of planning, organizing, staffing, leading, and controlling. Human resource management functions to make staffing and personnel arrangements within the organization, which includes job/position analysis, recruitment and selection of prospective workers, orientation, training, rewarding, and assessment and development of human resources. Because some or all of the tasks regarding the placement of appropriate personnel for fixed assignments, orientation, training, rewarding, promotion, discipline, and the scope of human resource management cover all tasks regarding human resources carried out by each manager, Because the aspects of management and human resources are so strategic and broad, human resource management involves many aspects, especially the internal environment of the organization and the external environment of the organization. The challenge for today's managers is to respond to external changes so that the company's internal environmental factors become strong and competitive. Managers must link the implementation of human resource management with organizational strategies to improve performance and develop a cooperative culture that supports the application of innovation and flexibility. The strategic role of human resources in the corporate world can be elaborated in terms of resource

theory, where the function of the company is to mobilize all resources to prepare resources to face the interests of the world of work.

As previously stated, resources are competent human resources as a measure of job success. Thus, in terms of resources, the business strategy is to obtain the maximum added value that can optimize the competitive advantage of the company. The existence of expert human resources—reliable leaders and human resources—can guarantee the success of the corporate world. Fundamental changes in the business environment have caused a shift in the importance of human resource management and the human resource function. The human resources department is given the opportunity to take on an important role on the management team. This is happening because the human resources function is becoming an important management function. Human resource assets can be a source of sustainable competitive advantage because these human assets possess knowledge and social complexity that are difficult for competitors to imitate. Human resource management practices that are expected to make competent human resources continuously guarantee job security, fulfill selectivity in recruitment, obtain high wages, and provide adequate incentives. The human resource management practices involved are human resource planning, staffing planning, recruitment, selection, performance appraisal, training and development, compensation, employee maintenance, and employee relations.

Other human resource management practices include planning training programs, seminars, skills development, using cross-training, efforts to promote a sense of community, remuneration, and the provision of fair and enforceable regulatory rights for employees. Existing rules and regulations

The concept of "society 5.0" was initiated by the State of Japan and is considered a complement to the concepts of the industrial revolution that existed before. Japan has implemented Society 5.0 in January 2019. In society 5.0, it is hoped that the community can solve various economic and social challenges and problems by utilizing various innovations that were born in the era of the industrial revolution 4.0, such as the Internet of Things (internet for everything), artificial intelligence (AI), big data (large amounts of data), and robots that can improve the quality of human life.

In the Era of Society 5.0, human work and activities will be focused on human-centeredness based on technology. However, if humans do not keep up with technological and knowledge developments, Society 5.0 will still be the same as the era of disruption, which is like a double-edged sword. On the one hand, it can eliminate existing jobs, but it can also create new ones.

Still related to the existence of trend society 5.0, this has an indirect impact on the state of Indonesia, where Indonesia, as a developing country, has the right to play an active role in trend society 5.0 preparation. Indonesia also has a very large population, the fourth largest in the world and the largest in Southeast Asia, so quality human development is needed so that it can become a big capital for the progress of the Indonesian state. As a result, higher education, as one of the institutions that contribute to educational activities in Indonesia, must be able to adapt to new trends. Prepare educational curricula according to market needs. In addition, higher education also contributes to producing quality output. So, have Indonesian human resources been able to enter the era of "society 5.0"?

Steps that should be taken in preparing Indonesian Human Resources (HR): apart from strengthening the quality of education and competence for students, intervention from various parties is needed. In preparing superior human resources and competing in the "Society 5.0" era, it will be difficult if you only rely on educational institutions. Community elements and stakeholders must be involved, starting with the central and regional governments, non-profit organizations, and the community.

"Indonesian human resources must improve their quality and always make innovations so as to give birth to various creations that contribute to the advancement of the environment and society in general." Nowadays, innovation is a necessity, so the adage "innovate or die" is often echoed.

In Society 5.0, which will be addressed later, not only basic literacy is needed but also other competencies, namely, the ability to think critically, reason, be creative, be

communicative, be collaborative, and have problem-solving abilities. as well as having characters that reflect Pancasila, namely curiosity, initiative, persistence, adaptability, leadership, and social and cultural awareness. The community is expected to be able to solve various challenges and social problems by utilizing the innovations that have been born in the fourth industrial revolution.

Educational institutions and teaching staff play an important role in society. Learning activities do not only focus on one source, such as books, but educators learn to receive information from various sources, such as the internet and social media. Especially during the pandemic, learning activities take place through digital media by using various supporting applications, such as Zoom, Google Classroom, Google ClassMeeting, and others. The use of this media application requires more insight from educators, and for that, the role of educational institutions and educators in society 5.0, which focuses on human labor, is very important.

CONCLUSIONS

From the explanation above, it can be seen that technology is a driving factor for the emergence of "society 5.0," but this alone is not enough. Without good HR planning, it will have an impact on organizational goals. In society 5.0, there is a change in the perspective of needs. It is a super-smart society that is creative and rich in imagination. Individuals from society 5.0 want to fulfill self-actualization needs. According to Maslow in Sullivan (2019), self-actualization is a person's need to use all the talents that exist in him to achieve whatever he wants. Individuals in society 5.0, because they have gained the most advanced knowledge and expertise from available information and expertise with the help of AI, want to transform macro things outside of themselves, such as environmental problems and the lives of people around them, with their imagination, ability to process big data, and other digital advancements. With a change in perspective, things that are planned will also change.

In society 5.0, every human being from anywhere can freely create value anywhere and anytime in an effort to solve problems with a sense of security and harmony with nature. The challenge of HR planning in the era of Society 5.0 is that humans must remain the decision-makers, not AI. Therefore, humans must have a vision for the future and have high levels of creativity and imagination when setting goals and making plans based on the results of AI analysis. Technological advances in Society 5.0 can have a negative impact. For example, replacing humans in some jobs, isolating humans, and misusing data. But all of this can be avoided if we have a vision of the kind of society we dream of in the future and know what initiatives we can take to support that vision without being drowned in the flow of change. HR must increase creativity and change a fixed mindset to a growth mindset so that they are ready to adapt and revolutionize themselves against rapid technological developments so that superior, creative, and innovative HR will be created as well as be adaptive to the onslaught of the industrial revolution 4.0, which is heading towards society 5.0.

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