



Implementation Of Excellent Human Resources Management (HRM) Based On Competence In Society 5.0

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Abstract: Information Communication and Technology (ICT) in human resource management can help companies modernize the HR function and give them a competitive advantage. At the same time, changing work styles and changing HR needs are necessary. The researcher aims to find out how to apply competency-based human resource management in the ICT era. Researchers also explore the current key benefits and risks, and analyze their impact on the competencies and roles of HR Professionals. The qualitative research includes the analysis of secondary data describing the level of existing ICT skills based on the reactions of more than 7,000 respondents from six EU member countries (Germany, Finland, UK, Portugal, Sweden, and Slovakia). The results obtained indicate that the application of HR professionalism tends to be reluctant to adopt technology. The results also confirm the importance of ICT for human resources and the demand for ICT skills in recent years.

Keywords: Human Resource, Era Society 5.0

INTRODUCTION

Human resources or HR is one of the drivers of an organization or company in achieving organizational goals. In the current VUCA era, superior human resources are needed to be able to win the competition. According to Steven Covey, the criteria for superior HR are the need to want to learn, the need to be loved and loved, the need to survive, and the need to offer something of value

Human resources in a company are considered a long-term investment and an important factor in the fate and success of any business, and in the profitability of the company. Most applicable HRM models place great emphasis on strategic and structural alignment with organizational goals, and focus primarily on organizational rationality and control objectives. On the other hand, "old-fashioned" HRM models related to social value orientation and promotion of well-being in the workplace still influence HR managers' decisions and practices (Greenwood, 2020; Simoes et al., 2020). Technology is a tool to fulfill human goals. Information and communication technology has led to the current period being characterized as "Society 5.0".

This technological revolution and evolution has created a situation that is beyond the ability of individuals and organizations to adapt and this situation will only get worse. Many of

the most popular roles in industry 4.0 didn't even exist 10 years ago. As a result, the skills required to perform this role do not yet exist. Research findings show that advanced technology/ICT is blurring the lines between jobs. Most employees check their work cell phones/emails outside of working hours, while 15% say they rarely or never can stop working. Remote access to the workplace (via work devices, mobile technology, etc.) helps them work flexibly, stay in control of their workload, be more productive, and empower them (CIPD, 2020).

The fourth revolution based on ICT technology, which combines the physical, ICT and biological worlds, results in transformational changes in the business environment and in particular the work environment as well as systems and practices designed and implemented by HR managers to manage the workforce effectively and efficiently. Inevitably the role of HR managers is changing, in what and to a large extent how their work is done. To improve understanding of existing HRM concepts, impact of ICT technology and changing roles of HR managers, a conceptual approach was adopted. Astley (2015) argues that a greater understanding of concepts and ideas, rather than theory testing is the most important product of research in the social sciences. Previous researchers considered employees mostly as a cost, as a resource that must be managed in such a way that the associated costs (such as work pay, benefits, bonuses, social security costs) are minimized and strongly related to performance outcomes, while employee behavior is monitored and controlled. Since 1980 this philosophy and its corresponding personnel functions have been criticized for being inadequate and sophisticated to cope with environmental uncertainty, changing organizational settings and highly complex human nature (Senyucel, 2016, Alzola, 2018, Simoes). 2020). The term Human Resource Management (HR) is a term used to refer to management activities in organizing work and hiring people.

HRM is a multidisciplinary organizational function based on theories and ideas from various fields such as management, economics, sociology, psychology. Researchers, academics, and practitioners have suggested many definitions of HRM based on their philosophies, the context of work examined, and the management ideas adopted. Due to the complex nature of human beings, the specific characteristics of each one's work context and the characteristics of the external environment (i.e. social, economic, technological) there is no definition that denotes the "best way" to manage people and there is still no universal agreement on the definition of the meaning of HRM (Beardwell and Thompson). , 2020). This study aims to find out how to apply competency-based human resource management (HRM) in Society 5.0.

The management of human resources supports the statement that employees are human resources and therefore they should be treated and viewed as a means to create and add value to the organization in addition to other resources used. In this case, they should be improved, developed and maintained, and not considered a cost to be minimized. Moreover, contrary to the philosophy of personnel management, HRM is not an administrative function to establish rules and regulations, but rather a long-term oriented function (Storey, 2015, Kaufman, 2015, Wilkinsone and Johnstone, 2016).

It is a series of (strategic) activities planned to design and implement actions to recruit, train, develop, retain, seek agreement between employers/managers and employees and aim for employee engagement and welfare. Although the term HRM emphasizes the strategic role of human resources, in practice most HR practitioners place too much emphasis on short-term results at the expense of long-term goals.

After that, Marchington et al. (2015) suggest that four main factors have led to this problem: (a) overemphasis on short-term performance metrics, (b) orientation of strategic business partners over employee-oriented roles, (c) focus on top talent (employees) instead involving all staff, (d) strengthening the division of core workers (employed by the organization) and those working for suppliers (Breadwell and Thompson 2020). As professor Sparrow (2015) suggests HR practitioners are far from staff (not really people-oriented) and not close enough to business strategy. The last two decades HRM is increasingly ICT. Artificial Intelligence Machines improve people's analytics and expand human cognitive abilities.

Electronic machine learning helps in problem solving and natural language processing coupled with good people analytics is changing the way employees can be managed. Automation reshapes jobs and the skills needed to work. In Society 5.0, cognitive and socio-behavioral skills are lacking, while adaptability, creativity, and critical thinking are indeed key attributes of contemporary employees (Korn and Pine, 2016). Meanwhile, employees are diversified by age, race, ICT skills, and transactional gender and require work-life balance, flexibility and continuing education.

Therefore, ICTization must be closely related to the organization's HR strategy, because personality, soft skills, and employee attitudes towards work cannot be analyzed and evaluated by ICT systems and devices (Mangipudi & Vaidya, 2018). adaptable and can quickly accept new ideas and responsibilities (Cantoni & Mangia, 2020, pp. 232-235). Therefore, ICTization must be closely related to the organization's HR strategy, because personality, soft skills, and employee attitudes towards work cannot be analyzed and evaluated by ICT systems and devices (Mangipudi & Vaidya, 2018). adaptable and can quickly accept new ideas and responsibilities (Cantoni & Mangia, 2020, pp. 232-235). Therefore, ICTization must be closely related to the organization's HR strategy, because personality, soft skills, and employee attitudes towards work cannot be analyzed and evaluated by ICT systems and devices (Mangipudi & Vaidya, 2018).

RESEARCH METHOD

The main focus of this research is to find out how the implementation of human resource management is related to ICTization and its impact on the skills of HR specialists needed. This research was conducted using qualitative research based on secondary data obtained by systematic review and content analysis of scientific literature, secondary data analysis based on expert judgment and forecasting, and the use of a systematic approach. Secondary data from the literature review and the European Commission database were used for data analysis in this paper. In the first stage, keywords such as ICT technology, ICT competence, Fourth Industrial Revolution were used to collect material for further analysis in the academic databases Scopus, Web of Science, SpringerLink and Science Direct. The data source selection was motivated by the high reliability and quality of the research.

RESULTS AND DISCUSSION

The Effect of ICTization on HR Professional Competence and Skills

ICTization causes changes in the structure of work, the way of working and the expectations of companies on the skills of employees, which creates the need for a skills revolution. As the PwC study shows, around 5% of jobs in the UK will be in artificial intelligence, robotics or new technologies by the 2030s. At the same time, research by McKinsey Global Institute (2020) underscores that under the influence of automation, artificial intelligence, and ICTization, 14% of the global workforce may be forced to develop new skills and change their occupational categories by 2030. Therefore, HR's role is critical to driving new worker behaviours, identifying skills gaps and retraining talent in a rapidly changing technology landscape.

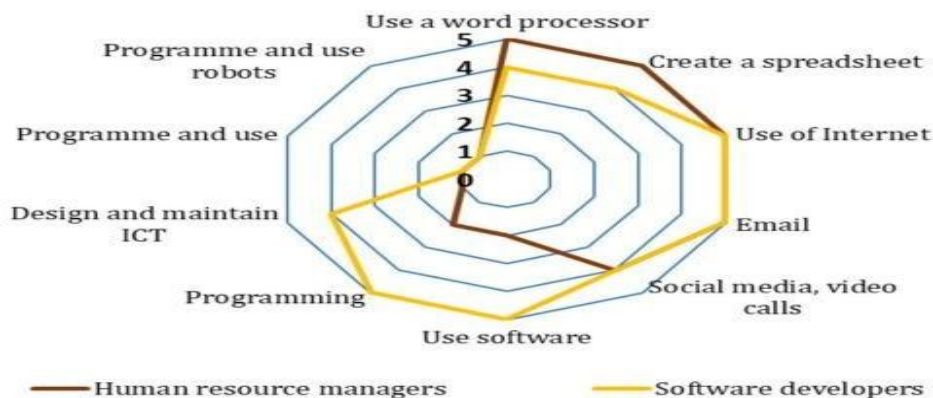
Correspondingly, HR must be creative, and of course with this creativity can be very helpful not only to improve recruitment and regulatory compliance, but also enable them to play a strategic role in the decision-making process and company success in general (Paychex, 2018). In a survey conducted by Oracle and Research Now SSI in nine countries in Europe, Australia, North America and Latin America in 2018, HR professionals were asked to detail the main reasons why ICT transformation is helping HR become more strategic and valuable to businesses. In the opinion of respondents, reasons include providing more support to executive managers (37%), agility and change in management leadership (32%), and unlocking existing talent (29%).

In the study by Patmore et al. (2020), 268 UK HR professionals were asked about their technology readiness, ICT mindset and ICT skill level. The results show that only one in seven respondents identified their HR team as a team of experts across various ICT skills in the areas of social media, mobile, analytics, data, ICT learning, and user experience. It

emphasizes that the majority (61% poor to average) have an ICT skills gap, using ICT analytics is the largest (Patmore et al., 2020). A study provided by Infocorp at the request of ManpowerGroup in 2020 examined the impact of automation on the workforce by surveying approximately 20,000 employers in 42 countries. The study found that employers around the world face challenges in finding people with mixed soft, technical and ICT skills, which enable reduced risk of replacement with automation.

Another thing that is relevant is that more than half of companies indicate communication, problem solving, and organization as the soft skills of HR specialists that are the most difficult to find in Society 5.0 (ManpowerGroup, 2020). In addition, DiRomualdo et al. (2018) show that employers have difficulty hiring HR professionals with HR expertise, strategic thinking, and business management skills. For this reason, the Global Leadership Forecast released by DDI, the Conference Board, and Ernst & Young in 2018 focuses on the state and context of the future of leadership.

The survey is based on integrated data from 26,821 leaders and 2,674 HR professionals from 54 countries. According to this report, new business models, organizational structures, analytics, and ICT disruption influence the roles and actions of HR professionals to build their competence and credibility. Evidence shows that about 70% of HR specialists see the need to increase the adoption of HR technology and analytical skills. In addition, only 16% of HR leaders feel ready to operate in a highly ICT environment (Wellins & Sadjady, 2018).



Source : Data Research 2022

Figure 1. Comparison of the importance of ICT skills in specific jobs

HR ICT Trends According to the European ICT Skills Survey

Based on the European ICT Skills Survey conducted among a representative sample of 7,800 workplaces in six EU member states (Germany, Finland, UK, Portugal, Sweden and Slovakia), several ICT trends in HR specialist positions can be identified. Despite the fact that HR managers are not primarily in the respondent's position in this survey, several questions point to some findings about the influence of ICT on HR's ICT competence. Human resource managers are included in the jobs selected as most important for day-to-day operations by sector, based on the type and level of ICT skills of the employees in the chosen job. However, only the basic ICT skills of HR managers were identified as essential, compared to all other positions where some level of advanced or specialized ICT skills is also required.

The power of ICT transformation is in line with the accelerated capabilities of a company's human resources. The Catholic study of Kovacevic and Cobovic (2020) emphasizes that currently only six businesses use ICT technology in their daily activities for education and human resource development. At the same time, most of the companies tested (95%) agree that ICT technology brings significant changes and fully or partially supports human resource development. In this regard, it should be noted that the adoption of new technologies also requires more simplified and standardized processes, systems and data.



Research provided by Mitrofanova et al. (2020) shows the main challenges that companies face when introducing new ICT technologies in HR management. Among other things, the complexity and heterogeneity of HR management processes, employee resistance to revolutionary change and the lack of systematic use of ICT technology in daily HR tasks are acknowledged. Moreover, only 35% of entrepreneurs have implemented an integrated HR management automation system. It should be noted that the adoption of new technologies also requires more simplified and standardized processes, systems and data.

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It is noted that only 35% of entrepreneurs have implemented an integrated HR management automation system. Although the new world of ICT HR is developing rapidly, the research of Stephan et al. (2016) on the importance of ICT HR shows that every third company defines it as a very important priority and only 9% of companies believe that they are fully prepared for it. Some of the main obstacles in the successful process of ICT transformation mentioned in the Oracle & Research Now SSI (2018) study are legacy IT systems (53%), acquisition of new talent (49%) and resistance to changes in corporate culture (42%).

ICT-Based Employee Management

Every company should have the planning and implementation of ICT technology to support and build a network of HR professions. HR operational functions such as payroll processing, but also managerial functions such as compensation, performance management, or development are "ICT supported". These positive operational effects of ICT employee management include lower costs, higher speed and quality of HR processes, increased corporate and trust among HR stakeholders, more strategic orientation, etc. already clear (Parry, 2016; Strohmeier, 2016). Some negative issues like lack of user acceptance, threats to privacy, loss of personal contact, downsizing of HR department or burdening HR professionals with technical, administrative and application deployment tasks, should not be ignored. – issues that HR managers must address, regarding rising unemployment (downsizing), hiring bias, inappropriate use of employee data, transparency.

Intelligent machines/systems built by Big Nine Companies [(G-MAFIA), Google, Microsoft, Amazon, Facebook, IBM, Apple, and (BAT), Baidu, Alibaba, Tencent], enable artificial intelligence and improve recruiting and recruiting tools which is used only as objectively as the human who programmed it. As a result, human bias can give rise to major discrimination problems and ethical issues that are amplified by the scale at which AI tools operate (Charles, 2020). Professional challenge

HR is identifying, developing and harnessing the positive potential of ICT, while avoiding or at least reducing the disadvantages that come with it.

It is recognized that the fate of any organization and the success of any business, apart from technology and leadership, is determined by: the quality of its human resources and how its human resources are managed. HR activities ICT is the most important way to ensure these determinants, which help any organization to carry out its strategy effectively and achieve its operational and strategic objectives. This means that HR managers must change their role, from diagnostic and descriptive about the workforce to predictive and prescriptive, in other words changing their role from operational to strategic. This transformation requires recruiting technology educated people, filling skill gaps and retaining

employees. As a result, HR managers must acquire the capability (knowledge and skills) and be given the capacity (by the organization) to control in-depth workforce analysis and utilize ICT technology for HR functions.

CONCLUSIONS

Information Communication and Technology clearly affects HR activities and changes the role of HR managers from static to dynamic and strategic. There are many challenges and opportunities for HR managers to increase employee productivity and ultimately profitability, by effectively connecting digital employees with automated jobs and new digital forms and organizational structures. New HR strategies are needed to fill diversity, enable work-life integration and retain the digital workforce talent pool. In order to successfully fulfill their new roles, HR managers need to act primarily as strategic positioners (need to know the business context and externally imposing factors), as change agents and as technology advocates (need to know how to access, analyze, assess and share information and how to implement new information technology).

Human resource managers themselves need to acquire digital skills and improve their digital agility. To increase our insight into the role of HRM more research is needed to investigate how and to what extent this role is influenced by job and organizational characteristics. The ethical dimensions of using digital technology to access the storage and use of employee data need to be examined more empirically.

However, digitalization is also a major challenge for employers, workers and public authorities, and it needs to be fully understood so that the most appropriate policy options can be identified to turn it into an opportunity for all. The influence of digital technology is impacting the competencies required in different jobs and changing the current level of their use in the workplace. This paper aims to analyze how digitalization affects competencies in HR and how digital skills are needed and used by HR managers.

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