STRENGTHENING HUMAN RESOURCE COMPETENCIES IN THE ERA OF GLOBALIZATION 4.0 AND SOCIETY 5.0

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Abstract. *In the current era marked by Globalization 4.0 and the emergence of Society 5.0, the work and employment landscape is experiencing an unprecedented transformation. This paper explores the urgency of increasing human resource competence to effectively face the challenges and opportunities that arise as a result of this dual paradigm shift. Globalization 4.0 has ushered in an era of unprecedented connectivity and digitalization, revolutionizing industries globally. The integration of advanced technologies such as artificial intelligence, blockchain, and the Internet of Things demands a workforce with enhanced digital literacy and high adaptability. As organizations are globally connected, cross-cultural competency becomes increasingly important, emphasizing the need for employees who can adapt to diverse cultural contexts and communicate effectively across cultures. On the other hand, the concept of Society 5.0 describes the harmonious convergence of technology and human society. In this social framework, human resource competencies go beyond technical skills, emphasizing qualities such as resilience, adaptability, and continuous learning. Organizations are encouraged to foster a culture of adaptability where employees embrace change and uncertainty. This paper proposes key strategies for competency enhancement in this evolving landscape. This includes the implementation of customized training programs with a focus on digital skills, the integration of human resources technology for efficient talent management, and the promotion of cross-cultural exchange initiatives. Additionally, emphasis is placed on establishing a culture of continuous learning, encouraging employees to stay abreast of technological developments and industry trends. In conclusion, proactive development of human resource competencies is essential for organizations that wish to thrive in the dynamic and interconnected world of Globalization 4.0 and Society 5.0.*

Keywords: *Human Resource, Globalization, Society, Management*

1. INTRODUCTION

In an organization or company, the pivotal role of human resource management cannot be overstated. The significance becomes apparent when considering that the absence of human resources renders an organization non-functional. Humans not only act as the driving force but also as the overseers of other production factors like capital, raw materials, and equipment, working collectively to attain organizational goals. Within a company's development, human resources emerge as the primary and crucial support for its operations. Human resource management involves the humane utilization of individuals as labor, ensuring their physical and psychological potential is maximized for the realization of organizational objectives.

Handoko defines human resource management as encompassing recruitment, selection, development, maintenance, and utilization of human resources to meet both individual and organizational goals. Essentially, the objective of human resource management is to supply the organization with effective manpower for accomplishing predetermined objectives. In the pursuit of these goals, personnel management examines methods for acquiring, developing, utilizing, evaluating, and retaining the workforce in appropriate quantity and type. The success of personnel management lies in its ability to furnish a competent workforce capable of executing necessary tasks.

The aim of human resource management is to augment the productive contributions of individuals within an organization through responsible means. Leaders operate through the endeavors of others, necessitating an understanding of diverse human resource management concepts. Effective human resource management demands that

managers identify optimal ways to engage their employees in achieving the company's goals. Adequate utilization of human resources entails recognizing individual needs to fully explore and exploit their potential. The paramount aspect of human resource management is the comprehensive and continual management and utilization of existing human resources to ensure they operate optimally, efficiently, and productively in pursuit of the company's objectives.

Globalization 4.0 is the latest advancement in manufacturing industries that has paved the way for the systematic implementation of Cyber-Physical Systems (CPS), where information from all relevant perspectives is monitored and tightly synchronized between the physical factory and the virtual factory in computing spaces. Additionally, by leveraging advanced information analytics, networked machines will be able to operate more efficiently, collaboratively, and excellently. This trend is transforming manufacturing industries into the next generation (Lee et al., 2015). In alignment with this adjustment to the Industry 4.0 revolution, Indonesia and the world have been intrigued by a new concept since early January 2019, known as "Society 5.0," introduced by Shinzo Abe, the Prime Minister of Japan, at the World Economic Forum in Davos, Switzerland. According to Shinzo Abe, while Industry 4.0 is based on the concept of artificial intelligence (AI), Society 5.0 is more centered on human resources.

Society 5.0 is considered a concept built on the foundation of human and technological integration. In this era, society will be confronted with a life accompanied by technological sophistication. Therefore, human resource competencies must be enhanced to effectively utilize and maximize every technological innovation, such as the Internet of Things, Big Data, robots, and Artificial Intelligence, enabling the public to address various social issues and life challenges.

In more detail, Pereira et al. (2020) explain that Society 5.0 focuses on the use of tools and technologies developed in the Industry 4.0 era to benefit humanity. The intelligent systems developed by Industry 4.0 can be seen by the public as advantageous. Future societies can leverage advanced technology to solve problems and drive economic growth. Society 5.0 specifically aims to position human resources as the center of innovation, technological transformation, and industrial automation.

Human resources need to enhance their competencies in utilizing digital technologies such as big data, the Internet of Things, robots, and Artificial Intelligence. Programs to improve these skills are crucial to understand so that human resources can adapt to the demands of the industry.

2. LITERATURE REVIEW

2.1 Human Resource Management

People play a vital role as a resource for companies/organizations. However, during the implementation process, some management policies overlook the significance of the human resources' role. Education is a crucial factor in the way human resources are handled. Efficient management of human resources involves organized functions and the direct oversight of the resources themselves. Aligning these efforts with the company/organization's goals ensures effective and efficient achievement.

According to Armstrong (2006), "Human resource management is defined as a strategic and coherent approach to the management of an organization's most valued assets—the people working there who individually and collectively contribute to the achievement of its objectives." Armstrong's definition suggests that human resources are viewed as a strategic and coherent approach within the management system, encompassing various valuable assets of the organization. These assets include both individuals and the collective workforce, all contributing to the organization's objectives.

2.2 Globalization

The concept of the world as a global village is often mentioned in business discussions, highlighting how globalization has minimized the world's size by removing trade and communication barriers among individuals from diverse countries. Globalization is a process where individuals, businesses, and governments from different nations interact and integrate through international trade and investment. This phenomenon has widespread effects on the environment, culture, political systems, economic development, and the overall well-being of individuals across societies worldwide.Enhanced connectivity through the Internet, media, air travel, international business, and diplomatic channels has made us more interconnected than ever. Globalization allows individuals in China, for example, to easily communicate and market their products to someone in the US. The surge in globalization is largely credited to significant transformations in the telecommunications and transportation industries, enabling the global manufacturing and sale of goods.

Companies now strive to establish a presence and compete for customers on a global scale. Fast-food chains, as an example, regularly open outlets worldwide. Furthermore, globalization enables companies to operate in regions with the lowest production costs. Beyond the exchange of products, globalization facilitates accessing services globally. For instance, through the internet, a US-based company can engage an accountant in India to manage its taxes. Globalization extends beyond trade and encompasses cultural dimensions. It brings different cultures together, fostering mutual understanding and acceptance of diverse ways of life. Now that you have an understanding of globalization, let's delve into its impacts.

2.3 Society

A society constitutes a collective of individuals forming a semi-closed (or semi-open) system, where the majority of interactions take place among the individuals within that collective.The term "society" finds its linguistic origins in the Arabic word "musyarak." In a more abstract context, a society represents a network of relationships among entities, forming an interdependent community where people typically reside together in an organized manner.As per Sheikh Taqyuddin An-Nabhani's perspective, a group of humans qualifies as a society when they share similar thoughts, feelings, and systems/rules. Grounded in these shared attributes, individuals then engage with one another based on mutual benefit.

Societies are commonly structured according to their primary modes of subsistence. Social science experts recognize various types, encompassing hunter-gatherer societies, pastoral nomadic societies, agrarian societies, and intensive agricultural societies, also known as civilization societies. Some scholars distinguish industrial and post-industrial societies from traditional agrarian ones.Additionally, societies may be categorized based on their political organization, including bands, tribes, chiefdoms, and state societies, considering factors like complexity and size.The term "society" has its etymological roots in the Latin word "societas," denoting a friendly relationship with others. Derived from "socius," meaning friend, the concept of society is closely linked to the term social. Implicitly, the term society suggests that each member shares mutual concerns and interests in pursuing common objectives.

3. RESEARCH METHODS

This research employs a literature review or library research, which involves a series of studies related to the method of collecting literature data or research where the research object is explored through various literary sources, including books, encyclopedias, scholarly journals, newspapers, magazines, and documents. The reason the author chose the library research method is in line with the research problem, which

aims to examine and discover various theories, laws, principles, or ideas found in academic-oriented literature used to analyze and address research questions in the era of Globalization 4.0 disruption.

In analyzing the research results, the author adopts a descriptive analysis method. Descriptive research attempts to depict a phenomenon, event, or occurrence that is happening at the present moment, where the author seeks to capture the events and incidents that are the focus of attention and then portray them as they are (Sudjana et al., 1989). The author chose the descriptive analysis method because this research systematically analyzes and presents facts, making it easier to understand and draw conclusions about ongoing events related to the current conditions.

4.   RESULTS AND DISCUSSION

The era of Globalization 4.0 and Society 5.0 presents significant challenges and opportunities for human resource management. In the midst of the fourth industrial revolution, Industry 4.0 focuses on improving mass-production processes, while Industry 5.0 emphasizes the integration of individuals and society with advanced technologies. This transition has led to the emergence of concepts such as Human Resource Management 4.0 (HRM 4.0) or Smart Human Resource 4.0, which require HR managers to acquire competencies in Industry 4.0 technologies and become guardians of workers' well-being. The shift towards HRM 4.0 necessitates a reassessment of HRM processes, entailing various competencies and sensibilities for HR managers.

In the era of Industrial Revolution 4.0, there is a growing demand for human resources with competencies in data literacy, technology literacy, and other advanced skills to effectively integrate and collaborate with the latest technologies. Society 5.0, on the other hand, aims to create a human-centered society built upon advanced technologies, highlighting the importance of superior human resources in driving this societal transformation. This concept emphasizes the need for countries and regions to have superior human resources to face the challenges and opportunities presented by Society 5.0.

In this context, strategic human resource management plays a crucial role in addressing the challenges of Society 5.0, which involves balancing economic progress with solving social problems using integrated physical and cyber systems. The integration of Industry 4.0 and Society 5.0 will irrevocably change how we interact with technology and each other, emphasizing the need for human resource competencies to adapt to this new era of globalization and societal transformation. 4.0 and the emerging vision of Society 5.0. These changes are reshaping every aspect of our lives, from the way we work to the way we interact with each other. In this context, the need to strengthen human resource competencies has become more critical than ever. This journal will serve as a space to explore the challenges and opportunities of developing a workforce equipped for the future. We will delve into the key competencies required for success in the new world of work, examine best practices for talent development, and discuss strategies for building a culture of lifelong learning.

- Chapter 1: The Changing Landscape of Work

Globalization 4.0 is characterized by rapid technological advancements, hyper-connectivity, and the rise of the digital economy. These factors are leading to the automation of many routine tasks, the emergence of new job roles, and the transformation of traditional industries.

Society 5.0, on the other hand, envisions a future where humans and technology collaborate seamlessly to create a society that is focused on human well-being and

sustainability. This vision emphasizes the importance of creativity, innovation, and critical thinking skills.

- Chapter 2: Key Competencies for the Future of Work

In the face of these changes, it is essential to identify the key competencies that will be essential for success in the future of work. Some of the most important skills include:

Critical thinking and problem-solving: The ability to analyze complex situations, identify root causes, and develop creative solutions will be crucial in a world of constant change.

Creativity and innovation: The ability to think outside the box and come up with new ideas will be essential for driving progress and differentiation.

Digital literacy and technological fluency: Understanding and utilizing technology effectively will be a baseline requirement for most jobs.

Communication and collaboration: The ability to communicate effectively, both verbally and in writing, and to work collaboratively with others will be essential for success in any team-based environment.

Adaptability and lifelong learning: The ability to learn new skills and adapt to changing circumstances will be critical for navigating the uncertain future of work.

- Chapter 3: Best Practices for Talent Development

Developing these competencies requires a shift in how we approach talent development. Traditional methods of training and education may no longer be sufficient. Here are some best practices for building a future-proof workforce:

Focus on personalized learning: Individuals learn in different ways and at different paces. Effective talent development programs should be tailored to the specific needs and interests of each learner.

Embrace blended learning: Combine traditional classroom instruction with online learning modules, gamification, and other interactive formats to keep learners engaged and motivated.

Promote a culture of lifelong learning: Encourage employees to take ownership of their own learning and development. Provide opportunities for continuous learning through internal training programs, professional development conferences, and tuition reimbursement.

Leverage technology: Utilize online learning platforms, virtual reality simulations, and other cutting-edge technologies to create immersive and effective learning experiences.

- Chapter 4: Building a Culture of Innovation

A culture of innovation is essential for organizations to thrive in the new world of work. This means creating an environment that encourages creativity, risk-taking, and experimentation. Here are some ways to foster a culture of innovation:

Empower employees to take risks: Encourage employees to experiment with new ideas and approaches, even if they fail. Failure can be a valuable learning experience.

Celebrate successes: Recognize and reward employees who come up with innovative solutions and ideas.

Break down silos: Encourage collaboration between different teams and departments. This can lead to cross-pollination of ideas and the development of new solutions.Invest in research and development: Allocate resources to research and development activities to stay ahead of the curve and develop new products and services.

CONCLUSION

In conclusion, the convergence of Globalization 4.0 and Society 5.0 brings about both challenges and opportunities for human resource management. Industry 4.0 focuses on enhancing production processes, while Industry 5.0 emphasizes integrating individuals and society with advanced technologies. This evolution necessitates the development of Human Resource Management 4.0 (HRM 4.0) to equip HR managers with the necessary competencies in Industry 4.0 technologies and ensure workers' well-being. Additionally, there is a growing demand for human resources with proficiency in data and technology literacy to effectively collaborate with emerging technologies. Society 5.0 underscores the importance of superior human resources in driving societal transformation towards a human-centered society. Strategic human resource management plays a critical role in addressing the challenges of Society 5.0 by balancing economic progress with social problem-solving. Ultimately, the integration of Industry 4.0 and Society 5.0 will reshape our interactions with technology and each other, emphasizing the importance of human resource competencies in navigating this new era of globalization and societal evolution.

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