

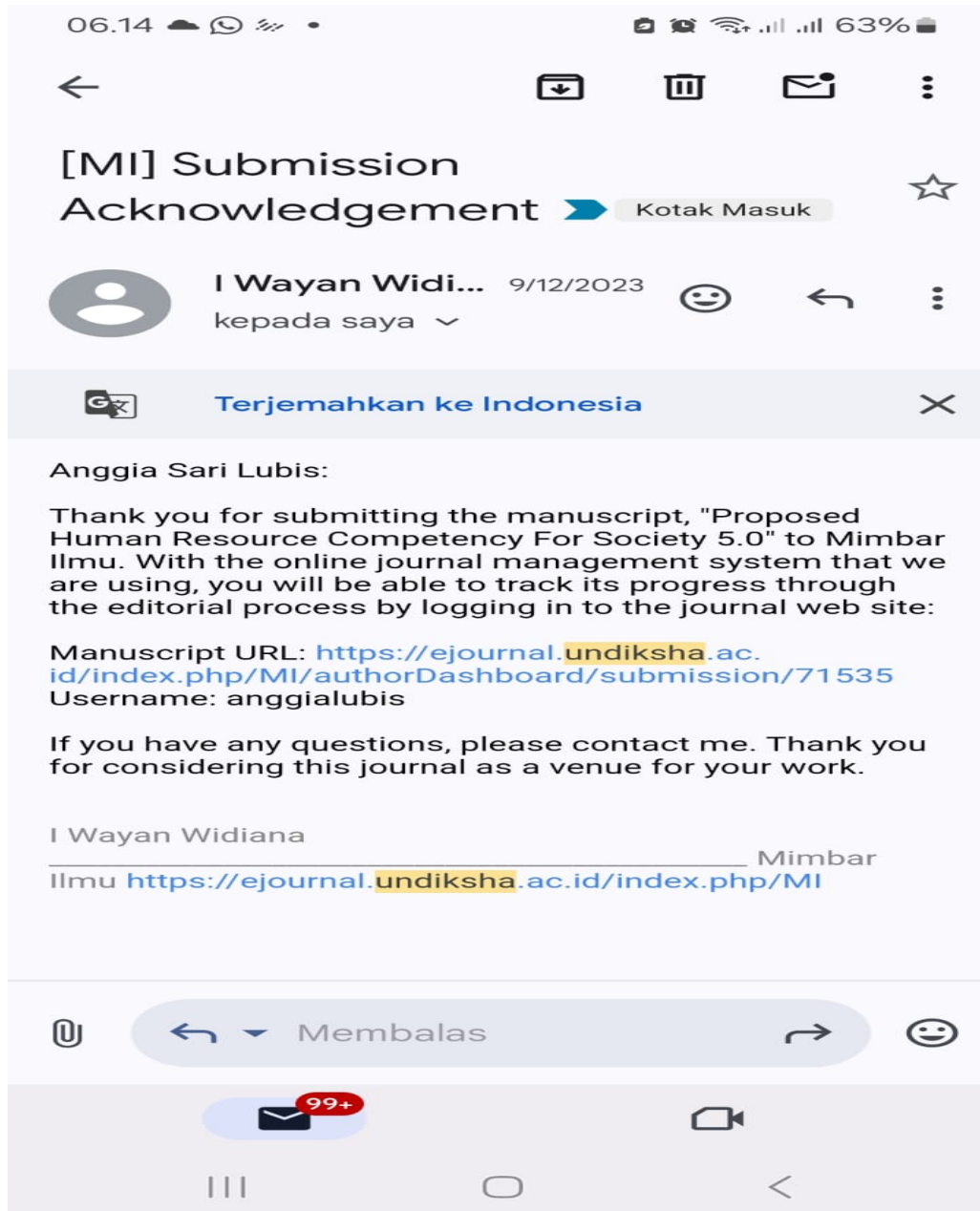
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Proposed Human Resource Competency For Society 5.0

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Abdul Rahman Lubis

Universitas Syiah Kuala

Abstract

Society 5.0 can also be interpreted as a concept of a human-centered and technology-based society. The competency model will support the effectiveness of the recruitment and selection process so that companies can attract the talents needed to build their HR performance. Thus, the development of a competency model for Society 5.0 has considerable value in terms of education, training, and human development perspectives in facing the era of change, especially Society 5.0. The purpose of this study is to conduct an in-depth analysis of existing research and practice competency models and continue the development of competency models for Society 5.0. This study offers recommendations for future research and discuss approaches for the development of competency models according to the developments of the industrial revolution.

Key Words: Society 5.0, competency model, human resource, human development

Introduction

Change is a necessity that occurs in human life. Changes in the context of the industrial revolution also have a major impact on human life. Transformation in various fields of human life is the impact of the industrial revolution (Petrillo et al., 2018). Currently the world is adapting to the development of the industrial revolution 4.0, where the industrial revolution 4.0 provides many challenges and opportunities for human life, with the great benefits felt by the industrial world is to achieve a high level of operational effectiveness and productivity, as well as a higher level of automation. (Lucato et al., 2019). With the very rapid development of information and communication technology brought about by the industrial revolution 4.0, the world is currently preparing to face the

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- Existing problems
 - The type and research approach used
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 - Conclusions, and research implications
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era of Society 5.0 (Ellitan, 2020). Society 5.0 is a concept that was built with public awareness of the importance of information as a development of the industrial revolution 4.0, which aims to create a prosperous community life by utilizing innovation, information, and communication technology so as to be able to support economic development and solve community challenges, and the community is able to enjoy a high quality of life (Fukuyama, 2018). In short, Society 5.0 can also be interpreted as a concept of a human-centered and technology-based society.

Digitization in all sectors of human life as a result of Society 5.0 makes a significant contribution to the development of human resource competencies (Mccartney et al., 2020). Society 5.0 is a concept which states that technology will coexist with humans to improve the quality of human life. Human resources must be able to adapt to the changes brought about by Society 5.0. The contribution of human resources who are ready to face changes will support the improvement of employee performance in the future. The contribution of resources in achieving company performance is also very significant.

This study uses human capital theory (Becker, 1964) and the human capital resource framework (Ployhart et al., 2014) to clarify that human resource competence is a very valuable source of human capital. The development of competency models to deal with various forms of change is very important in the context of the readiness and resilience of human resources. There are many concepts of competence that have been formulated by previous experts and researchers. First, this research focuses on the concept of competencies needed by human resources in dealing with the changes that have emerged from Society 5.0. Second, the concept of human resource competencies for Society 5.0 will produce a model of human resource competencies for Society 5.0 which will enable organizations to carry out human resource planning effectively. The concept of pre-existing human resource competencies needs to be adjusted to the changes that have emerged in the current industrial revolution era.

Likewise, the competency model will support the effectiveness of the recruitment and selection process so that companies can attract the talents needed to build their HR performance. Thus, the development of a competency model for Society 5.0 has considerable value in terms of education, training, and human development perspectives in facing the era of change, especially Society 5.0.

The purpose of this study is to conduct an in-depth analysis of existing research and practice competency models and continue the development of competency models for Society 5.0. To this end, we first review the competency model literature from experts and from a historical perspective. Based on the framework derived from the literature, we further review the competency model practices that have been implemented in organizations. Finally, with respect to the identified gaps, we offer recommendations for future research and discuss approaches for the development of competency models according to the developments of the industrial revolution.

Literature Review

1. Competency history

Human resources have experienced enormous development, especially in terms of their contribution to the achievement of company performance (Ordóñez de Pablos & Lytras, 2008; Ulrich et al., 2011). At the beginning of the 20th century, human resources played a role as an optimized resource in overcoming organizational challenges and adding value to the organization through good management and working relationships between employees and good relationships between employees and the organization (Ulrich & Dulebohn, 2015). The increasing role of human resources is increasingly significant in response to emerging changes that must be faced by companies that increase organizational challenges that require organizations to be flexible and adaptive. To produce a human resource competency model for Society 5.0, it is necessary to conduct a literature review related to human resource competencies that have been developed to date.

In its early development, competence was associated with knowledge, skill, and ability (KSA) (Dai & Liang, 2012; Skorková, 2016), but over time, academics and researchers began to carry out further analysis on the accuracy of this KSA concept with the development and changes faced by the company, so that it requires human resources to adjust their competencies to these changes. Let's start with an article from McClelland (1973) entitled "Testing for Competence Rather Than for Intelligence." This article is a discussion that discusses the importance of assessing the competence of human resources compared to a person's level of intelligence. As written by Cohen (2015), the management of human resources currently has its own challenges, and preferably in the management

of human resources, can pay attention to a body of competency in developing the professionalism of human resources. Human capital theory since 50 years ago explains that human resource competencies consist of knowledge, skills, abilities, and other characteristics (KSAOs) (Ployhart et al., 2014). In line with research (Wright et al., 2014), which produces a framework for forming human resource competencies that also consists of knowledge, skills, abilities, and other characteristics (KSAOs) formed by recruitment, selection, rewards, performance management, training, and participation. Human resource competency is critical to achieving long-term company performance (Galleli et al., 2020).

2. Empirical Research on Competency Models

Many studies have compiled competencies into three broad categories of competencies, namely knowledge, skills, and attitudes. These categories will later be used to develop a competency concept that has behavioral indicators and a framework that can be used to map and evaluate competencies more deeply (Shaheen et al., 2019). Furthermore, research conducted by Lado & Wilson (1994) explains that a competency-based perspective divides competence into two categories: competence based on input, which is managerial competence; and competence based on output, namely transformational competence, where optimization of the utilization of human resource competencies can improve a company's competitive advantage. Dai & Liang (2012) developed a competency management model in China and identified three levels of competency management, including superior performance, achieving strategic alignment, and catalyzing organizational change. The model is structured in the form of a pyramid when viewed from the bottom up. The model is able to support increasing the strategic contribution of competency management, shifting from the work context to the organizational context, and becoming more future-oriented and proactive.

Research (Mccartney et al., 2020) develops six main competencies needed by human resources, including consulting skills, technical knowledge, data analysis skills, business acumen, research skills, innovation, and communication. This research links the role of an HR Analyst with human capital theory and the human resource framework. This research comes in a timely manner and is empirically driven for the emerging role of HR analysts. The holistic competency model proposed by Porvaznik (2013) and Skorková (2016) produces a formula that says holistic competence is a function of social

maturity, application skills, and knowledge ability. The competency model produced by Alderson (1993) in Garavan & McGuire (2001) explains that five behavioral competencies that are important for organizational success include: good interpersonal relationships between team members; capacity for openness and willingness to discuss issues; a high level of trust among team members; discipline and cohesion in decision making; and the capacity to discuss and understand short and long-term issues. (Ulrich et al., 2011) found 6 domains of human resource competence, including the ability to deal with change; ability to build a strategic position; ability to build one self ; ability to innovate; and the ability to use technology.

Furthermore, the framework of human resource competencies produced by Schoonover (2003) in facing the new century consists of personal attributes; leadership and management competencies; HR core competencies; and HR role-specific competencies. Human resources must be able to change and lead changes for other functions in the company in the face of the new century. If the transformation of human resources can be implemented successfully, it will have an impact on increasing the role of human resources in supporting the success of the organization. (Barth et al., 2007) define human resource competencies in the context of management in order to improve organizational performance, which include future-oriented, interdisciplinary work, an open perception, the ability to cooperate, management ability, planning and implementation; empathy and compassion; and the ability to self-motivate and motivate others. The competencies formulated by Galleli et al. (2020) for improving the sustainability of organizational performance consist of systemic competence, normative competence, cooperation, strategic competence, anticipatory competence, interpersonal competence, ability to accept diversity, and ability to innovate. The relationship between human resource competencies and sustainability should be explicit and be used to develop a strategic sustainability management model.

3. HR Competence in Society Orientation 5.0

Many argue that human resources will have a diminishing role in line with the development of digital technology, which will further eliminate the role of human resources in carrying out their work. The type of human work will decrease, which will be replaced by the emergence of artificial intelligence, the use of robots and sophisticated machines. The development of the industrial revolution has now reached the stage of the

industrial revolution 4.0. The concept of Industry 4.0 describes the increasing digitization of the entire value chain and the resulting interconnections of people, objects, and systems through real-time data exchange. (Hecklau et al., 2016). Industry 4.0 is characterized by the internet of things and cyber-physical systems that produce smart factories with high efficiency and effectiveness. The accommodation and culinary fields, manufacturing, and retail trade are the 3 most vulnerable areas to being crushed by the development of information technology (Uygun, 2018).

The concepts of the Industrial Revolution 4.0 and Society 5.0 actually do not have much difference, but the concept of society focuses more on the context of humans. If the industrial revolution uses AI and artificial intelligence as its main components, while Society 5.0 uses modern technology, it only relies on humans as its main component (Ellitan, 2020). The concept of Society 5.0 is a refinement of the previous concepts. Society 5.0 is an era where all technology is part of humans themselves. The internet is not only used to share information but to live life (Sugiono, 2020). In Society 5.0, where the main component is humans who are able to create new value through technological developments, it can minimize the gap between humans and economic problems in the future.

The era of society 5.0 will change the concept of the industrial revolution 4.0, which has the potential to degrade human roles. Society 5.0 will use big data collected via the internet network to improve human abilities and create new opportunities (Fukuyama, 2018). In this era, humans are expected to have a central role in all life activities. The era of society 5.0 is one in which people can face and solve various challenges and social problems by utilizing various technological sophistications born in the era of the industrial revolution 4.0. As the originator of the idea of society 5.0, Japan reminds the whole world that human resources (HR) are the most important element. The development of society 5.0 requires human resources who are able to collaborate with technological sophistication (Predy et al., 2019). In preparing human resources to face the Society 5.0 era, it is necessary to adjust the required competencies in accordance with the knowledge and expertise that are in accordance with the opportunities and challenges that will be faced. In the era of Society 5.0, it is more prioritized so that human resources are able to adapt to future challenges with higher-order thinking skills. By having high

thinking, flexible and methodical, human resources will be able to use modern science (Mccartney et al., 2020).

Conceptual Framework

1. Innovative Conceptualization of Human Resource Competency for Society 5.0

Society 5.0 creates many new opportunities for enterprises, but at the same time, several challenges arising from automation and digitization. Competence is the capability or ability of human resources to carry out work (Boyatzis & Boyatzis, 2008). The theory of performance is the basic theory of competence. The theory used in the competency concept approach is the basic contingency theory (Boyatzis & Boyatzis, 2008). The division of competency thresholds consists of expertise and experience; knowledge, and various basic cognitive competencies, such as memory and deductive reasoning. The new conceptualization of human resource competency for society 5.0 is formulated based on the relevant competency-forming factors in the society 5.0 era, which are described in Table 1 below:

No.	Factors Forming New Competencies	Researcher(s)
1.	Personal Attributes Leadership and Management Competencies Role-Specific HR Competencies	(Schoonover, 2003)
2.	Cognitive Skills Meta-Cognitive Skills Social Skills Emotional Skills Practical Skills Physical Skills	(OECD, 2018)
3.	Abilities Basic Skills Cross-Functional Skills	(Uygun, 2018)
4.	Emotional Intelligence Social Intelligence Cognitive Intelligence	(Boyatzis & Boyatzis, 2008)
5.	Technical Competencies Methodological Competencies Social Competencies Personal Competencies	(Hecklau et al., 2016)
6.	Storytelling and Communication Research and Discovery HR and Business Acumen Consulting Technical Knowledge	(Mccartney et al., 2020)

	Data Fluency and Data Analysis	
7.	Sense Making Novel and adaptive thinking Transdisciplinarity Social Intelligence New Media Literacy Computational Thinking Cognitive Load Management Design Mindset Cross-Cultural Competency Virtual Collaboration	(Davies et al., 2011)
8.	HR technical expertise and practice Relationship management Consultation Leadership and navigation Communication Global and cultural effectiveness Critical evaluation Ethical practice Business acumen	(Cohen, 2015)

Basically, Society 5.0 will provide many opportunities for human resources, but at the same time, it will also create many challenges, especially in the development of digital technology. The next step is to analyze the challenges that will be faced by human resources in the era of society based on an in-depth literature review presented in Table 2 below:

No.	Challenges of Human Resources in Society 5.0 Era	Source
1.	<ul style="list-style-type: none"> • security of computer data • commitment to implementing information technology in the organization • the combination of the hard and soft skills that will operate the smart factory 	(Petrillo et al., 2018)
2.	<ul style="list-style-type: none"> • The requirement to implement innovative working processes • New business models require innovation • Increasing digitization in various aspects of life requires the acquisition of new technical skills 	(Teitel & Teitel, 2000)
3.	<ul style="list-style-type: none"> • Companies need to improve employees' technical and non-technical skills, such as communication and working in teams • The variety of languages and cultures 	(Gardner, 2017)

4.	<ul style="list-style-type: none"> • An increasing number of employees are losing their jobs • Challenges in the economic, social, technological, environmental, political, and legal fields 	(Cerika & Maksumic, 2017)
5.	<ul style="list-style-type: none"> • Lack of adequate HR skills • Security issues in communication technology, production machine stability and dependability • Inability to change by stakeholders • Jobs lost due to automation 	(Ellitan, 2020)

2. New Definition of HRC 5.0

Based on the review of empirical research on the human resource competency and Society 5.0 along with the study related to the Factors Forming New Competencies and Human Resource Challenges in Society 5.0 era, it can be concluded that a new conceptualization is needed that is adapted to the conditions and challenges of human resources in the era of Society 5.0, because of the limitations of the concept of human resource competence which is too rigid, so that it is not in accordance with the competency needs of human resources in the era of Society 5.0.

Based on the results of the review in the previous section, human resource competence requires hard skills that are adapted to the challenges of the Society 5.0 era. The term “hard skills” refers to technical knowledge and skills in a particular field related to a process, tool, or technique. This ability is usually obtained through formal education. Skills included in hard skills are computer operating skills, financial knowledge and skills, foreign language skills, and product assembly skills. Hard skills are more oriented towards developing intelligence quotients (IQ). As a result, hard skills are defined as the ability to master technological science and technical skills while developing an intelligence quotient relevant to their field. Hard skills for human resource competencies in the Society 5.0 era are related to technical competence, technical knowledge, data fluency and data analysis, computational thinking, and HR technical expertise and practice. So the first proposition can be formed as follows:

P1: Human resource competences in era 5.0 requires technical skills related to the needs of work and the development of digital technology.

Hard skills for human resource competencies in the era of Society 5.0 have an important role in increasing the readiness of human resources for all the challenges and changes that will arise. There are many challenges and changes that must be made in the

era of Society 5.0. Superior HR is the main goal of increasing the competence of human resources in a nation (Garavan & McGuire, 2001). The era of super smart society (society 5.0) itself was introduced by the Japanese government in 2019, which was created as an anticipation of the disruptive turmoil due to the industrial revolution 4.0, which caused complex and ambiguous uncertainty (VUCA) (Fukuyama, 2018). It is feared that the invasion could erode the values of human character that have been maintained so far. In relation to the values of human character, they can be associated with soft skills as forming human resource competencies in the era of Society 5.0. Soft skills are a person's skills in dealing with other people (including himself). Thus, the attributes of soft skills include values, motivations, behaviors, habits, characteristics, and attitudes (Cukier et al., 2018). Soft skills, or people skills, can be divided into two parts, namely intrapersonal skills and interpersonal skills. Intrapersonal skills are a person's skills in "managing" oneself. Meanwhile, interpersonal skills are a person's skills needed in dealing with other people.

Soft skills in dealing with the era of society 5.0 must experience changes for the better, be more advanced and more developed in order to be able to overcome various kinds of human problems. Human resources in era 5.0 will require soft skills such as being always responsive to various types of problems that arise and quickly seeking and finding the right solution; mastering the ability to solve difficult problems; being able to think critically and logically in accordance with clear, reasoned, and target-oriented goals; having to continue to innovate and find something unique and useful for society; being able to organize, lead, and use human resources in a targeted and effective manner; being able to collaborate with others; being able to regulate, assess, accept, and control their own and others' emotions; being capable of drawing conclusions from the situation at hand and making decisions under any circumstances; being able to talk, negotiate, and convince people in all aspects; being capable of spontaneously constructing knowledge in a variety of ways in response to adaptation; having teamwork skills.

P2: The most important component of human resource competence in facing the Society 5.0 era is soft skills, which will control and distinguish artificial intelligence, robotic sophistication, and human intelligence.

Spiritual skill or spiritual intelligence, which is also usually referred to as SQ (Spiritual Quotient) in general, is a mental intelligence that helps a person to develop

himself as a whole through the creation of possibilities to apply positive values and is a facility that helps a person to overcome problems and make peace with the problems (Mayssara A. Abo Hassanin Supervised, 2014). The main characteristic of spiritual intelligence is indicated by one's awareness of using their experience as a form of application of value and meaning. Spiritual intelligence can be interpreted as a person's ability to ask questions about the most important meaning of life and its relationship to the world in which they live (Hatip et al., 2019). Spiritual intelligence is a type of intelligence that is closely related to spiritual abilities that help a person to live a better life. Having this ability allows you to unite spirituality, inner life, and outer life. Spiritual intelligence is related to the ability to solve meanings and values, intelligence that makes behavior and life have a wider context of meaning, intelligence to judge that one's actions or way of life are more meaningful than others.

Spiritual Intelligence is the intelligence of the soul that can help a person build himself as a whole. Spiritual intelligence does not depend on culture or values. Instead of following existing values, create the possibility of owning the values themselves. Spiritual Intelligence (SI) refers to the skills, the abilities and behaviors needed to develop and maintain a relationship with the ultimate source of God, success in finding meaning in life, finding moral and ethical ways to guide us in life, externalizing our sense of meaning and values in our personal lives and in our interpersonal relationships (Budiarti et al., 2020).

P3: Spiritual skills are needed to balance the soft and hard skills needed to optimize the competence of human resources in facing Society 5.0.

Based on the formulation of the three propositions above for human resource competence in the era of Society 5.0, we formulate the concept of human resource competence 5.0 as:

“The capabilities and characteristics possessed by human resources, which consist of hard skills, soft skills, and spiritual skills, for the competence of human resources in dealing with Society 5.0, so that human resources can carry out their duties professionally, effectively, and efficiently.”

The competence of human resources in facing the era of Society 5.0 consists of domains of hard skills 5.0, soft skills 5.0, and spiritual skills 5.0, further explained in Figure 1 below:

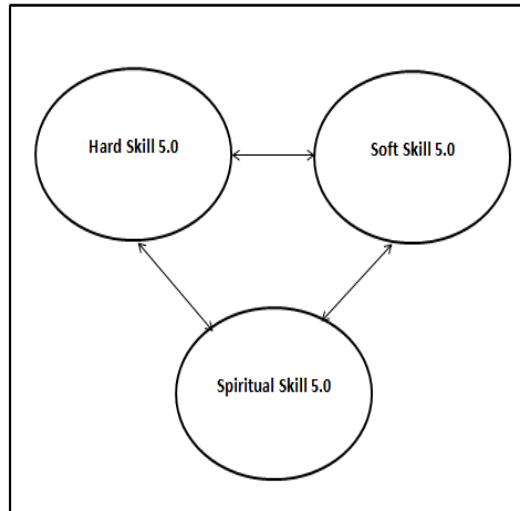


Figure 1: Domains of Human Resources Competency 5.0 and the three domain areas

Based on the three domains above and the previous literature review in Table 1 (Factors Forming New Competencies), and Table 2 (Human Resource Challenges in the Society 5.0 era), the indicators for the three domain areas of human resource competency 5.0 are formulated, which can be seen in Table 3 below:

No.	Domain Area	Indicators
1.	Hard skills 5.0	a. Technical Competencies b. Methodological Competencies c. Technical Knowledge d. Data Fluency and Data Analysis
2.	Soft skills 5.0	a. Social Skills b. Emotional Skills c. Cross Functional Skills d. Novel and adaptive thinking
3.	Spiritual skills 5.0	a. Spiritual relationship with God b. Socio-religious relations c. Ethical practice

Managerial Implications

The concept of human resource competence for Society 5.0 is needed as a guide for human resources in preparing the competencies needed for the era of Society 5.0. The

existing theory of human resource competence is not suitable for use for current conditions, which are closely related to changes related to the impact of the industrial revolution, which is currently facing society 5.0. The submission of the concept of human resource competence for society 5.0, which will be referred to as Human Resource Competence 5.0 has new values. This is because the concept of human resource competency 5.0 is adapted to the challenges and competencies needed to face this era.

This study has significant managerial implications as a new conceptualization of human resource competence. First, the conceptualization underscores the changes brought about by the Society 5.0 era, which underlines the development of student-centered digital technology and three specific domain areas that focus on adapting the human resource competencies needed for the Society 5.0 era. Second, the three domain areas are very useful as a tool to analyze and identify the training programs and human resource development needed to face the era of Society 5.0. So, this domain area can be used as a basis for human resource managers to determine the type of training and development for employees to increase employee work effectiveness and increase employee readiness for changes that occur in the Society 5.0 era.

Finally, the three domain areas are very useful for exploring the indicators that will shape human resource competencies 5.0. For academics and researchers, this study contributes to providing a new conceptualization for human resource competencies in the era of Society 5.0. The indicators that make up each domain area can be studied further, and the impact of ownership of human resource competency 5.0 for employees can be tested, such as improving work performance, employee performance, or employee work effectiveness, which in turn can improve company performance in achieving the vision, mission, and company goals.

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