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**Talent Management Strategy to Face the Challenges of
the Industrial Revolution 5.0 Era**

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ABSTRACT

The world of work has undergone major changes as a result of the Industrial Revolution 5.0. Organizations and individuals must quickly adapt to the demands of ever-evolving skills and new technologies. The purpose of this study is to investigate talent management strategies that are useful for addressing challenges and capitalizing on opportunities in this era of disruption. The study identifies the latest trends in human resource management and related technologies by reviewing relevant literature. The results show that improving both hard and soft skills is essential. Hard skills, such as the ability to use digital technology and data analysis, are essential to cope with technological change, while soft skills, such as the ability to communicate, collaborate, and lead, are essential to adapt to new work dynamics. Foreign language proficiency is increasingly important if you want to collaborate and compete in the global market. To apply knowledge and acquire relevant skills, practical training is needed, both inside and outside the work environment. By implementing these strategies, companies can maintain their competitiveness and maximize the potential of their employees in the dynamic technological era. To ensure long-term success, companies must adopt a proactive approach to their talent development.

Talent Management, Industrial Revolution 5.0, Human Resource Development, Skills, Training

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INTRODUCTION

The world has entered a digital era called the "Industrial Revolution 5.0" in the 21st century. This era is marked by the emergence of highly sophisticated digital technology that continues to develop and update. Today, people can take advantage of digital technology for full automation in their daily lives (Kurdhi et al., 2023). The development of new technologies today is often called

the Industrial Revolution 5.0, which is indicated by the rapid increase in digitalization, robotization, and intelligent automation. Various parts of life, such as the economy, business, society, and individuals, have been affected by technologies such as the Internet of Things (IoT) and artificial intelligence (AI).

The Industrial Revolution 5.0 is the latest advancement in the manufacturing industry that has enabled the systematic implementation of Cyber Physics Systems (CPS). These systems closely monitor and synchronize information from all perspectives between the physical factory and the virtual world of the factory. This allows for better integration between the physical and digital worlds in the production process. In addition, networked machines will be able to work more efficiently, collaboratively, and excel with the help of advanced information analytics. This information analytics allows the machines to process large amounts of data and generate insights that can improve operational performance. Therefore, the manufacturing industry is undergoing a major transformation, moving towards a more intelligent and connected next generation.

Such sophisticated technological changes can help accelerate progress in various areas of life, but they can also be a threat to some areas. Significant negative impacts can include job losses, the need for higher human resource skills, and the need for significant new policy and regulatory changes. Skills – skills that include physical and manual skills, basic cognitive abilities, and higher-order cognitive abilities enhanced by creativity and the ability to interpret and process data are key to human resource management. In addition, social and emotional components are the next important needs that are key to competence (Tambunan et al., 2025).

The ability to master information technology and basic digital skills, also known as basic digital skills, is highly dependent on technology. This encourages people to continue learning, which makes them multi-talented and ready to be used by any company, organization, or institution that needs them. Human resources, for example, must have soft skills also known as soft skills in communicating with clients or customers, as well as the ability to manage time to meet deadlines and other skills. This study aims to develop a talent management strategy that is useful for facing challenges and taking advantage of opportunities in the Industrial Revolution 5.0 era.

RESEARCH METHODE

In this study, theories on contemporary human resource management, the concept of digitalization, and automation in human resource management are discussed. The research method is qualitative and involves in-depth literature

research. Qualitative research aims to understand social phenomena from a deep and complex perspective (Lumbanraja et al., 2024; Pandiangan, 2024; Wijaya et al., 2024). Qualitative research uses techniques such as observation, interviews, and so on to gain a deep, contextual, and subjective understanding of the phenomenon (Fransisco et al., 2024; Marcella et al., 2024; Sihombing et al., 2024; Yoppy et al., 2023).

Collecting, evaluating, and synthesizing literature or sources of information relevant to a research subject is known as literature review (Ridwan et al., 2021). Its main purpose is to gain a better understanding of previous research that has been conducted on the topic. To achieve this goal, literature review involves searching and critically analyzing various sources, including, but not limited to, scientific journals, books, research reports, and other related articles (Gultom et al., 2024; Pandiangan et al., 2023; Pandiangan et al., 2024). This helps researchers create a strong theoretical framework, find knowledge gaps, and create appropriate methodologies and research questions for further research.

RESULT AND DISCUSSION

Human Resource Management

Part of management science known as human resource management aims to direct and manage the workforce in an organization so that they can think and act according to the organization's expectations (Tambunan et al., 2024). Employees who are able to manage the company towards progress are very important for the progress of the company itself. Conversely, many companies that are unable to manage their human resources well experience failure. Human resource management becomes more important in the era of the industrial revolution 5.0 to regulate employee relationships and roles and their work so that they can effectively and efficiently help achieve company goals (Radiansyah et al., 2023).

To support the achievement of company goals, human resource management is a strategic and integrated approach to managing the company's most important assets, namely employees, both individually and collectively (Pandiangan et al., 2025). Based on a philosophical and ideological basis, human resource management is a collection of policies consisting of four main components: certain beliefs and assumptions, strategies used to make decisions about human resource management, central involvement of line managers, and the use of tools to build working relationships. According to Nurbaya (2020), management encourages and manages human resource management activities

as part of strategic activities, with the aim of developing and utilizing employees as a whole for the benefit of the company or organization they serve.

Significant management focus and strength in the company shape Human Resources. The implementation of Human Resources policies and practices shows the important role of management in managing change and challenges, and is a response to changes in products and financial markets (Pandiangan, 2023). This concept involves the creation and implementation of innovative policies within the organization, which bring about changes in a more contemporary direction. It is often associated with various concepts, including performance, assessment, rewards, competence, empowerment, flexibility, organizational culture, involvement, cooperation, harmonization, quality, and learning. Diversity, strategic focus on integration, orientation towards commitment, understanding that humans are valuable capital for the company (human capital), and a unitary approach to employment relations are the main characteristics of human resources (Nurbaya, 2020).

Purpose and Function of Human Resources

Because it varies depending on the growth stage of each company, it is difficult to determine the objectives of human resource management. According to Nurbaya (2020), these objectives include several important elements, namely:

1. Providing direction to management on how to design human resource policies to ensure that the company has motivated and high-performing employees and ensures compliance with legal obligations related to work.
2. Establishing and maintaining human resource policies and procedures so that the company can achieve its goals.
3. Assisting in the development of the company's overall strategy and direction, especially those related to human resource.

According to Cherrington, in the management of an organization's workforce, human resource management includes a number of important tasks. These functions include: a. Staffing Staffing involves the process of recruitment and selection to fill positions within an organization. The goal is to ensure that the right people are in the right places and have the skills and abilities that match the needs of the business.

Performance Evaluation The process of evaluating how an employee achieves their work goals and their contribution to the organization is known as performance appraisal. This appraisal is important to provide feedback to employees and helps in making decisions about rewards and career development.

Compensation The compensation function includes payroll management and employee incentives. This aims to ensure that the rewards given are in

accordance with employee contributions and performance, and to maintain high levels of motivation and loyalty (Radiansyah et al., 2023).

Relevance of Human Resources

Human resource management is a field or method for managing the roles and relationships of human resources in an organization in an effective way to achieve common goals between the company, human resources, and society. The basic concept of human resources is that human resource is human and not just a business resource. Human resource management includes planning, development, career management, performance evaluation, compensation, and good working relationships, as well as management decisions and practices that affect human resource (Ramadhani et al., 2023).

While this is important for new employees, high salaries and complete facilities are not always enough to make employees feel at home, especially for managerial positions and above. However, over time, employees begin to consider other factors, such as company culture and work environment (Nurbaya, 2020).

Individuals must be able to adapt to increasingly competitive company developments to ensure that the role of human resources can be aligned with the company's vision, mission, goals, and expectations. Tjutju (2008) suggests several ways to anticipate and respond to these changes:

1. Better self-control with wisdom This includes the ability to manage oneself wisely in facing challenges and changes.
2. Adapting to change while changing the paradigm of thinking and acting This shows the importance of not only accepting change, but also changing the way of thinking and acting to suit new demands.
3. Effective communication to build trust and networking Good communication is key to building strong relationships within the company and with external parties, which is important in dealing with change (Nurbaya, 2020).

Concept and Development of Human Resources

In the context of modern organizations, the concept and development of human resources includes changes in the important roles and functions played by human resource. Human resource is now seen not only as a business resource, but also as a strategic key to achieving organizational goals effectively and efficiently. This concept is rooted in the idea that each member of the group has value that includes motivation, knowledge, skills, and the ability to adapt to change, not just physical ability or skills.

The evolution of management theory and practice is closely linked to the advancement of human resources. Human resource management has evolved

into a strategic function involved in strategic planning, organizational development, performance management, talent management, and building a strong organizational culture. This is different from the traditional approach that focused more on personnel administration and compliance with internal policies. Today, human resource management tasks are not limited to recruiting and managing employees; they are also responsible for ensuring that the company has a competitive advantage through efficient human resource development and management.

Problems in Human Resource Management

In the era of Industrial Revolution 5.0, rapid technological changes have significantly changed the business landscape, including the field of human resource management. Previously, human resource focused on traditional management such as employee recruitment, training, and development, but due to the deep integration of digital technology, they now face more complex and dynamic challenges.

Adapting to changes in the demands of an increasingly digital job market is one of the main challenges faced by human resources in this era. Robotics, big data analytics, and artificial intelligence (AI) have changed the way work is done. In addition to managing the implementation of these technologies, human resources must prepare employees to master them. This requires a technology-focused skills development strategy and proactive methods to help employees adapt to change.

In addition, the paradigm held by employees about management and work relations is influenced by the Industrial Revolution 5.0. Employees expect a more flexible, inclusive, and technology-enabled work environment. To achieve this, human resource management must create policies that support this flexibility while maintaining a balance between the needs of technology and the human aspect of work relations. An innovative, collaborative, and technology-based work culture is key.

Strategies for Human Resource Management

The Industrial Revolution 5.0 is bringing profound changes in the way businesses operate, with effective human resource strategies making talent management a top priority. Traditional human resource management strategies such as training and recruitment are no longer necessary. Talent management is critical in preparing organizations to address these issues and capitalize on new opportunities.

In this era, the human resource approach that focuses on talent management includes several key aspects, namely:

a. Technology Integration

To manage talent, technology must be used. Artificial intelligence (AI) makes better decisions for career development, recruitment, and performance evaluation thanks to the use of digital platforms such as big data analysis. In addition, it helps to quickly find new talent and develop relevant skills (Ruswana et al., 2024). The development of the digital industry has grown rapidly throughout the world since the early 2000s.

1. Hard Skill Improvement

Hard skills are technical skills acquired through practical experience and formal training. In the digital era, these skills are very important because they are a determining factor for success in facing increasingly tight global competition. Developing basic skills will allow someone to quickly master relevant technologies and work procedures.

2. Soft Skills Development

In the digital workplace, soft skills, such as interpersonal skills, leadership, and communication skills, are essential. These skills are formed through years of experience and habits and are essential to adapting to the changing work dynamics of the digital economy.

3. Experience Quest

Theories taught in school are important, but life experiences are also important. Entering the digital economy requires real-world experience in applying theoretical knowledge to everyday life. With today's technological advances, many platforms are available that allow people to engage directly in the digital ecosystem (Nikmah et al., 2023).

b. Development and Training

Noe (2020) stated that human resource development includes many things, such as training, formal education, work experience, relationships, and assessment of a person's personality, skills, and abilities to prepare them for future job demands. This method is used with the aim of improving competencies that are in accordance with the company's needs in the long term. Meanwhile, according to Kurniawati (2020), human resource development is an effort planned by an organization to consistently improve a person's abilities so that they can ensure that human resources are available to meet job needs and contribute directly to organizational performance. Training is a planned process that aims to improve employee performance by changing their behavior, attitudes, or knowledge through work experience. According to Suryani et al. (2019), training is an effort to improve employee skills needed to carry out their duties, which provides practical knowledge and applicative abilities in the work environment to increase productivity and achieve organizational goals.

As explained by Gomes (2003), quoted by Jumawan & Mora (2018), training is all efforts made to improve worker performance in certain jobs that are the responsibility of the company.

c. Leadership

In addition, in the era of the Industrial Revolution 4.0, talent management is very important to develop innovative and adaptive leadership. In this situation, leadership does not only refer to conventional hierarchical structures, but also to the ability to drive, encourage, and manage rapid change. To ensure that organizations have leaders who are able to bring positive change and drive digital transformation successfully, a holistic and sustainable leadership development program is needed (Iswahyudi et al., 2023).

d. Sustainability

Finally, flexibility and sustainability are now essential components of talent management strategies. To ensure that employees remain productive and motivated in the long term, human resource must create policies that support a healthy work-life balance. Human resource can create an attractive work environment for top performers by providing flexible career options, inspiring incentives, and ongoing employee development programs (Iswahyudi et al., 2023).

CONCLUSION

In the era of the industrial revolution 5.0, there are rapid changes in technology and market dynamics around the world, so companies must prepare workers with relevant and flexible skills. Improving hard and soft skills, mastering foreign languages, and practical training on the job and off the job are some of the recommended approaches.

Developing technical (hard) and non-technical (soft) skills, mastering foreign languages, practical work experience through on-the-job and off-the-job training, and integrating development into the company's strategic plan are some of the recommended strategies. In addition, it is essential to use the 9-box grid and a thorough candidate assessment to find potential talent within the company.

By implementing this strategy, an organization can maximize the potential of each person and improve their ability to adapt to change. This will increase productivity and performance, and help the organization maintain a competitive advantage in an increasingly global and technologically advanced market.

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