

The Human Resources Work Concept in Indonesia: A Bibliographic Study of Its Challenges in the Society Era 5.0

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Abstract

Human resource work in Indonesia is examined in this journal article through the lens of society age 5.0. The difficulties encountered by human resource managers in keeping up with the ever-evolving nature of contemporary society are the subject of an exhaustive bibliographic analysis. To properly manage and develop human capital in Indonesia, this research focuses on a few important areas that need attention and innovation. The research delves into the evolution of human resources in the societal 5.0 era by comparing and contrasting global human resource management principles with the most cutting-edge ideas in the workplace concept.

Keywords: Human resources, Work concept, Work performance, Indonesia, Society era 5.0

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1. Introduction

In the century of social media 5.0, the concept of work concerning human resources encounters a few challenges to overcome in Indonesia. To begin for resolution of these challenges, it is necessary to have an in-depth knowledge of the trends and problems surrounding the work in the field of human resources in Indonesia. The purpose of this bibliographic research is to investigate the obstacles that the human resources work concept in Indonesia faces on its path to becoming a society that belongs to the society of 5.0. The research makes use of bibliometric analysis to locate and categorize relevant publications on the subject. The information comes from a variety of sources, such as academic search engines and journal database archives. In the research, trends and problems of the human resources work concept in Indonesia are dissected, and insights into the growth of human resources in the age of Society 5.0 are presented. The findings of the research may be used to provide information that can be used to guide policy and decision-making in Indonesia about the development of human resources. The study, based on the Conservation of Resources theory, found the relevance of work, participation, and dissolution of boundaries as the main drivers. Learning climate did not strengthen the relationship (Graßmann & Decius, 2023).

The success of an organization or company in fulfilling its objectives is strongly influenced by external and internal factors. In the internal factors that are entirely within the organization, such as organizational policies, human resources practices, management and organization structure, attitudes, and behavior of employees, are determinants of the success of a venture if they can be controlled by the organization (Harjanto, 2014). Current times and emerging tendencies are as follows: The field of human resources (HR) is now confronted with a new set of difficulties and possibilities, some of which include the management of a varied and global workforce, the use of technology, and the meeting of shifting employee expectations. HR professionals are increasingly concentrating their attention on producing value for their internal customers, promoting significant change in the world of work, and creating an environment in the workplace that enables workers as well as organizations (Gerasimova et al., 2020).

Human Resources (HR) work and how it has changed throughout time in Indonesia is a topic of the utmost importance, particularly in the current era, which is often referred to as "Society Era 5.0." Work, business, and human resources have all been affected by the current era's dynamic between fast technical progress and social development. Human resource management in modern Indonesia requires an examination of the interplay between changing technological and social norms and the need for observant human capital management. Many workers cannot go through their day without using some type of ICT product like a computer, tablet, or smartphone (Semaan et al., 2023). Performance is crucial for an organization's effectiveness and success, reflecting the success of managers and human resources. Factors affecting employee performance affect productivity and company productivity (Yuwono et al., 2023). The potential downsides of online workplaces have been drawing more attention recently, due to the increasing reliance on technology and remote work. As organizations shift towards virtual environments, concerns arise regarding the lack of face-to-face interactions, decreased employee engagement, and potential cybersecurity risks. Additionally, the blurred boundaries between work and personal life in online workplaces can lead to burnout and work-life imbalance.

The human cost of advantages like greater adaptability is substantial. The contemporary dynamics of Human Resources (HR) in Indonesia within the context of the societal evolution into the so-called 'Era 5.0' pose unique challenges (Hozdić & Makovec, 2023). The transitioning landscape has required a revaluation of established



HR concepts, practices, and systems to adapt to the rapid changes and emerging trends in technology, globalization, and socio-cultural shifts. Research suggests that introverts can benefit from tailored workplace techniques like flexible environments, work-life boundaries, diverse team composition, social support, and relaxation training, although reliable prevalence statistics and solutions are lacking (Herbert et al., 2023). The idea of work refers to the method by which people engage in productive activities to earn a livelihood, advance themselves, and make a positive contribution to society. The idea of labor has been significantly transformed in the age of Society 5.0, which is now in progress. In the beginning, employment consisted of doing physical chores in industry. Nevertheless, because of the transition from Industry 4.0 to Society 5.0, labor increasingly requires not just physical effort but also tasks that are more knowledge-intensive and sophisticated.

With this information as a foundation, we will investigate the notions of employment and career development in the context of Society 5.0. We will share helpful results and give readers vital insights about how this period might be an opportunity for innovation and improvement in the management of human resources. The term "introduction to society 5.0" is a notion that describes the progression of civilizations into an age that is marked by sophisticated technology. This evolution affects many facets of life, including how we work and the growth of our careers (Pariyanti et al., 2023). This study explores employment conceptions and career advancement in Society 5.0, highlighting the strategic role of human resources in driving innovation, productivity, and quality of life. It examines best practices, case studies, and suggestions for talent management in this new period. The article provides actionable advice for SDM professionals and organizations to adapt to the shift and increase productivity, creativity, and quality of life for their workforce.

2. Empirical Literature Review

A. Bibliometric methods

The results of quantitative analyses of textual publications may be obtained using bibliometric approaches. This kind of study is predicated on the identification of a body of literature, which may be understood to refer to publications in both a general sense and a narrower aspect of the topic. The use of computerized data processing has resulted in a multitude of advantages and advancements for this technology, and in the most recent years, it has seen considerable growth in the number of publications that make use of it. This is due in part to the employment of automated procedures, but it is also related to the fact that bibliometric approaches require the entry of certain amounts of data to be statistically accurate. The influence of scientific literature may be understood and examined in several ways, thanks to the large variety of software and techniques that are available today (Triandini et al., n.d. 2022). This pattern is growing more convoluted as the number of non-traditional journals and scientific publishing platforms that may be utilized as aggregate data sources continues to expand. For instance, several reference features have been introduced to databases like Web of Science (WoS), Scopus, and Springer Ink. These databases have also included these functions. use of bibliometric approaches. This kind of study is predicated on the identification of a body of literature, which may be understood to refer to publications in both a general sense and a narrower aspect of the topic. The use of computerized data processing has resulted in a multitude of advantages and advancements for this technology, and in the most recent years, it has seen considerable growth in the number of publications that make use of it. This is due in part to the employment of automated procedures, but it is also related to the fact that bibliometric approaches require the entry of certain amounts of data to be statistically accurate. The influence of scientific literature may be understood and examined in several ways, thanks to the large variety of software and techniques that are available today (Geni et al., 2021). This pattern is growing more convoluted as the number of non-traditional journals and scientific publishing platforms that may be utilized as aggregate data sources continues to expand. For instance, several reference features have been introduced to databases like Web of Science (WoS), Scopus, and Springer Ink. These databases have also included these functions.

B. Our examination of Society 5.0's Concept of Work defines and evolves the working age concept

- The notion of work is how people engage in productive activities to earn a livelihood, develop themselves, and contribute to society. Work as a concept has changed drastically in the society of 5.0.
- Historically, jobs in industry focused on physical labor. The transition from Industry 4.0 to Society 5.0, however, meant that jobs required not just physical labor but also sophisticated mental tasks. The whole idea of labor has changed. Work ideas in the Society 5.0 age emphasize the integration of emerging technologies like artificial intelligence (AI), the Internet of Things (IoT), and robots with human knowledge.
- One definition of a career offered by experts is that it is the progression over time of a person's job experience. A person's career might be seen as their time spent in a certain role within an organization or as their whole body of work. Furthermore, a career may be seen as the stability of one's life beyond a certain age, which is reflected in one's look and way of life.

C. Analysing Sources

Citation analysis is a quantitative technique that provides information about the level of influence of research articles in a particular field. The analysis of citations will enable researchers to be able to understand when major articles that a major influence in a field have been published, how their popularity has grown over time, and whether an article is still relevant for use in current research. The analysis is useful to understand how the quotation frequency is present in the article and to show how significant it is in the field of research. With more and more quotations, it shows that the article has a relatively more important influence. Situation analysis can

also be used to identify major research flows (Ekonomi & Ketenagakerjaan Indonesia, 2023). The research explores the challenges faced by the Human Resources Work Concept in Indonesia during the era of 5.0, characterized by technological advancements and digital transformation.

- The article provides a bibliographic study, which suggests that there is a need for a comprehensive analysis of the existing literature on this topic to identify the gaps and challenges in the field.
- The study aims to contribute to the understanding of the human resources work concept in Indonesia and provide recommendations for addressing the challenges in Society Era 5.0.

The implications of the limited quality of human resources for public-private partnerships in Indonesia are not explicitly discussed in the search results. However, it can be inferred that the study may have implications for the development of human resources in various sectors, including research and innovation, as well as the business and investment climate in the country.

D. Our Society 5.0 Analysis Shows Work Paradigm Changes

The traditional working model has given way to a model that is more flexible, decentralized, and technology oriented. This represents a transition in the working paradigm. Work may now be done remotely, and spatial cooperation across national boundaries is becoming more widespread. In addition, the necessity of human-machine cooperation is emphasized in Society 5.0. This is accomplished using intelligent technology that boosts the efficiency of human laborers. In this age, new vocations and occupations were created as a direct result of technical advancements, while other jobs and professions became obsolete over time.

The work idea for Society 5.0 places an additional emphasis on the development of environmentally and socially responsible solutions. By using technology to facilitate more effective resource management, Society 5.0 intends to lessen its detrimental effects on the natural world and boost its level of sustainability. After the hypothesis section, if your study is quantitative, please provide a contextual framework here, or your mind map, if qualitative.

E. Prisma Method

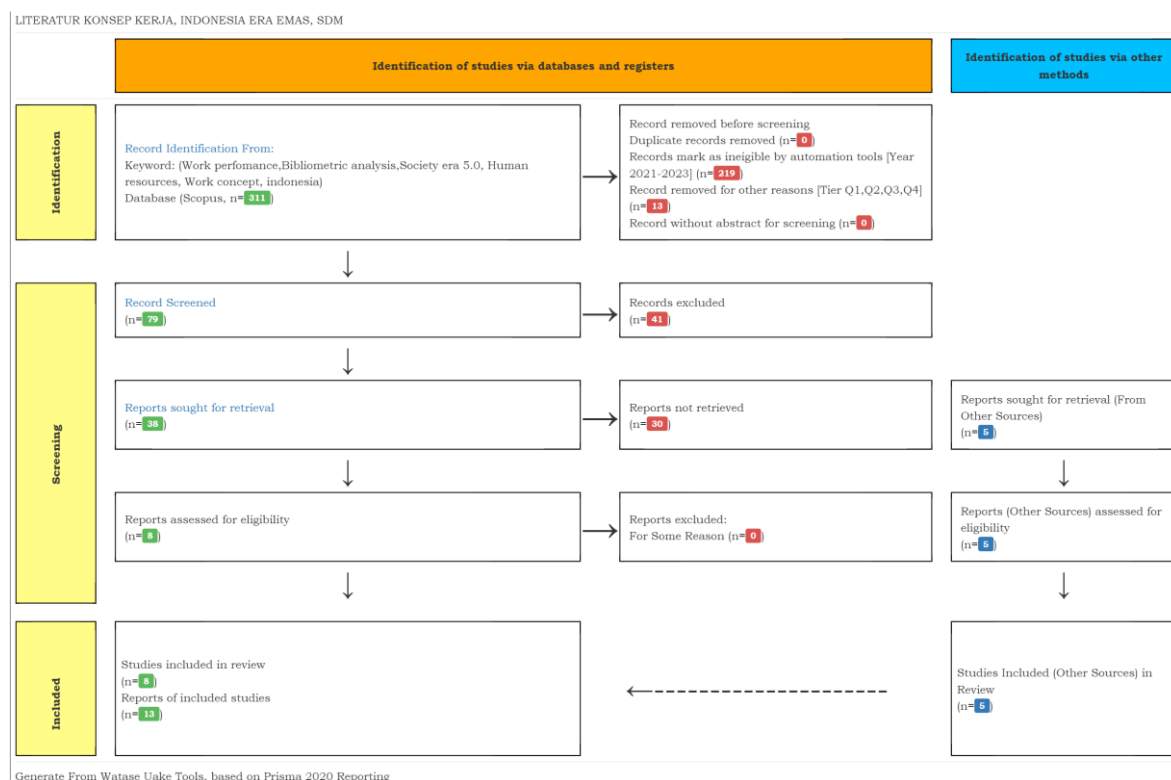


Figure 1. Prisma diagram from Wataseuake.com

The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol was used for this study (Ben-Assuli et al., 2021). (Moher et al., 2009) This strategy is a well-defined review using standardized instruments to systematically discover, select, collect, and evaluate relevant results. The prism method is a technique that specifies the process of systematically looking for relevant articles to determine a PRISMA-compliant database. The combination terms developed by (Saib et al., 2022) may be used to conduct searches in this database. Scopus and Springer Ink are the two databases used for this study, which cover the years 2021 and 2023 and a total of 311 articles. There was a total of 38 publications evaluated, with the sample size being 13.

3. Method, Data, and Analysis

Literature Search Strategy and Bibliometric. A comprehensive search strategy will be employed across various academic databases (e.g., PubMed, Scopus) using relevant keywords related to human resource management, workload, work culture, and officer performance. The search will include articles published from [2021] to [2023]. Co-citation network analysis reveals relationships between influential studies.

Watase Data Export Path & Item								
No	Authors	Year	Title	Journal	Citation	Method	JournalRank	Act
1	Graßmann and Decius	2023	Self-development in the twenty-first century An exploratory analysis of the relationship between new work characteristics and informal workplace learning	Gruppe. Interaktion. Organization. Zeitschrift für Angewandte Organisationspsychologie (GIO)	1	Kualitatif dan Literatur Study	Q3	Review
2	Nuckolls and Villarreal	2021	Human Rights, Collaborative Advocacy, and a Global Approach to Practice Lessons from a Field Experience in Indonesia	Journal of Human Rights and Social Work	1	Kualitatif dan Analisis SWOT	Q2	Review
3	Suwa	2022	Transient heat transfer performance prediction using a machine learning approach for sensible heat storage in parabolic trough solar thermal power generation cycles	Journal of Energy Storage	1	Kualitatif dan Analisis SWOT	Q3	Review
4	GuÃ©noun	2021	The QAnon movement: A modern facticity complex	Evolution Psychiatrique	0	Kualitatif dan SLR	Q2	Review
5	Spreafico and Russo	2023	Investigating the evolution of the technologies for collecting microplastics	Journal of Environmental Management			no	Review
6	Khamaisi et al.	2022	UX assessment strategy to identify potential stressful conditions for workers	Robotics and Computer-Integrated Manufacturing	16	Kualitatif, virtual reality (VR) simulation	Q1	Review
7	Oktavianto et al.	2023	Implementing fieldwork based on blended learning using geo-inquiry approach will it work during the covid-19 pandemic	International Research in Geographical and Environmental Education			no	Review
8	Somaiah and Yeoh	2021	Temporal emotion work, gender and aspirations of left-behind	Journal of Youth Studies			Q4	Review

			youth in Indonesian migrant-sending villages					
			We need to talk about kinship how kinship weakens turnover intentions among academicians at private higher education institutions in Indonesia Does workplace telepressure get under the skin Protocol for an ambulatory assessment study on wellbeing and health-related physiological, experiential, and behavioral concomitants of workplace telepressure Cognitive Structure of College Students and Teaching Strategies of Ideological and Political Education Under Educational Psychology Evolution of the Human Role in Manufacturing Systems On the Route from Digitalization and Cybernation to Cognitization					
9	Pariyanti et al.	2022		Journal of Applied Research in Higher Education	3	SLR	Q3	Review
10	Semaan et al.	2023		BMC Psychology	0	Kualitatif dan assessment study	Q1	Review
11	Zhao	2022		Frontiers in Psychology	0	Kualitatif dan Analisis SWOT	Q1	Review
12	Hozdi? and Makovec	2023		Applied System Innovation	0	SLR	Q2	Review
13	Abakumov and Beresten	2023	Green Campus as a Part of Environmental Management of St. Petersburg State University	Sustainability	2	Literature Study Review and RDM conceptual model	no	Review

Table 1. In-Log Journal Description From Wataseuake.com

Bibliometric analysis is the use of statistical methods to analyse books, articles, and other publications, especially in scientific contexts. It provides a quantitative method of citation and content analysis for scholarly journals, books, and researchers, allowing for the measurement of research impact and the identification of core research or authors. Some of the techniques used in bibliometric analysis include Article/Book Citation Impact: Measuring the academic impact of works, such as journal articles, conference proceedings, and books, by the number of times they are cited by other works. Journal Citation Impact: Measuring the impact of academic journals by the number of times their articles are cited and where they are cited.

Challenges to the Human Resources Work Concept in Indonesia: A Bibliographic Study of Its Emerging Issues in the Society's Era 5.0" and the phenomena and empirical gap it reveals. The research focuses on the issues encountered by the human resources work concept in Indonesia in the context of Society Era 5.0, which is defined by technological breakthroughs and digital transformation.

4. Result and Discussion

A. Preparation Data Collecting

The Human Resources Work Concept in Indonesia: A Bibliographic Study of Its Challenges in the Society Era 5.0 is a keyword for analyzing literature and bibliometric sources obtained for analysis purposes. ScienceDirect and Springer Ink are English language journal databases used as article references from 2021 to 2023. The aspects categorized in the analysis are co-authorship and Co-Occurrence using VOS viewer software and bibliometric analysis for each metadata description of the co-authorship and co-occurrence. This literature is limited to 1 researcher and 1 person for co-authorship and Co-Occurrence; therefore, researchers can use VOS viewer software to classify co-authorship and co-occurrence.

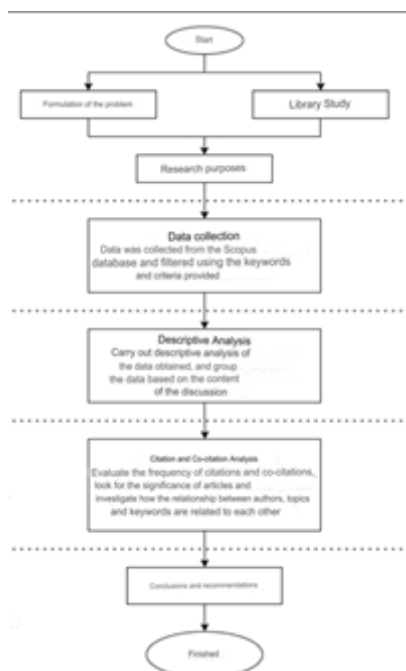


Figure 2. Following Chart Process Analysis

This diagram is made up of a variety of different shapes, each of which represents a distinct kind of action or decision. For example, there are phases for the process of creating a data grid, and there are stages of judgment for the decision or disagreement. The arrow links together all of the steps, directing the flow of the process in a manner that is logically consistent from one stage to the next. The whole diagram is surrounded by a line of intersection, which may be understood as the border of this study process. This line also encircles the entire design.

B. Data collection and selection Process

Collecting and choosing relevant data from Scopus yielded a total of 311 studies, which were then filtered by field (Human Resources, Work Concept, Work Performance, Indonesia, and Era 5.0), language (English), publication (journal), and document type (285 articles and 25 conference papers, respectively). There are 48 articles available for download. To confirm that the articles retrieved are relevant to the topics and research goals, a manual selection is performed from the 38 data points that were downloaded. Twenty-one items passed the manual screening and may be used.

KEYWORD IDENTIFICATION						
No	Keyword	Raw	ABS	X Act	View	SNA Tag
1	Work performance,Bibliometric analysis,Society era 5.0	286	No	* Lock*	View	Tag
2	Human resources, Work concept, indonesia	25	Yes	* Lock*	View	SNA Tag

*Tidak bisa dilakukan lagi karena sudah mengaktifkan ekstraksi path & item

[View Result](#)

RECORD LIMITATION	
Criteria	Limitation
Year From	2021
Year To	2023
Tier (Q1,Q2,Q3,Q4)	Q1,Q2,Q3,Q4

Figure 3. Keyword Identification by Wataseuake.com metadata

The text focuses on keyword identification and record limiting in research software. The table includes serial numbers for each entry, related terms grouped for convenience, and an abstract field. The abbreviation "SNA" allows users to access the social network analysis associated with the keywords. The "View Result" button allows users to view the outcomes of keyword identification. The Record Limitation Table contains columns for a year from and year to, as well as a specific restriction range from 2021 to 2023, including all levels of publishing quality. The user interface is designed to organize and simplify the research process, particularly when studying and synthesizing large amounts of academic material. The overall situation suggests that the user is at a stage in their research where they are identifying and analyzing keywords within a specific timeframe.

C. All Charts result from keyword search

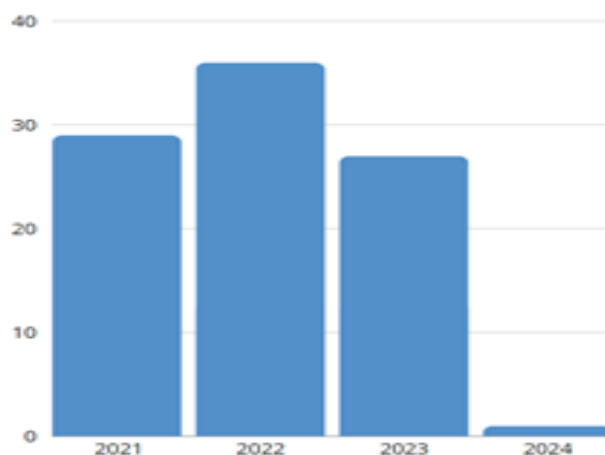


Figure 4. Chart from citation keyword search

A bar chart labelled Result from Keyword Search shows how often certain search terms occurred in 2021–2023. In the chart, each bar represents a year, and the height reflects the number of times keywords were stated or the number of records containing the keywords for that year. The numbers on top of the bars indicate the counts of keyword occurrences. The use of these terms has increased over time, with certain years seeing very high use rates. The greatest count occurs in 2022 with 36 occurrences, followed by 36 in 2024, which may be an estimate or missing data. There are also a lot of occurrences in the year 2020 (31) and in the year 2023 (27). In bibliometrics, content analysis, and trend analysis, the frequency of keywords is employed as a proxy for the relative importance of themes over time in databases of scholarly works, news items, and other material.

D. Analysing Sources

During the phase of descriptive analysis, some analyses, such as the number of publications of articles per year from 2021–2023, will show many similarities that want to renew the concept of work, contributing countries, research methods used, and topics brought with themes—work performance and work concept. For example, the number of publications per year from 2021–2023 will be seen.

Watase Data Export Path & Item								
No	Authors	Year	Title	Journal	Citation	Method	Journal Rank	Act
1	Graßmann and Decius	2023	Self-development in the twenty-first century An exploratory analysis of the relationship between new work characteristics and informal workplace learning	Gruppe. Interaktion. Organisation. Zeitschrift für Angewandte Organisationspsychologie (GIO)	1	Kualitatif dan Literatur Study	Q3	Review
2	Nuckolls and Villarreal	2021	Human Rights, Collaborative Advocacy, and a Global Approach to Practice Lessons from a Field Experience in Indonesia	Journal of Human Rights and Social Work	1	Kualitatif dan Analisis SWOT	Q2	Review
3	Suwa	2022	Transient heat transfer performance prediction using a machine learning approach for sensible heat storage in parabolic trough solar thermal power generation cycles	Journal of Energy Storage	1	Kualitatif dan Analisis SWOT	Q3	Review
4	GuÃ©noun	2021	The QAnon movement: A modern facticity complex	Evolution Psychiatrique	0	Kualitatif dan SLR	Q2	Review
5	Spreafico and Russo	2023	Investigating the evolution of the technologies for collecting microplastics	Journal of Environmental Management	3	SLR	no	Review
6	Khamaisi et al.	2022	UX assessment strategy to identify potential stressful conditions for workers	Robotics and Computer-Integrated Manufacturing	16	Kualitatif, virtual reality (VR) simulation	Q1	Review
7	Oktavianto et al.	2023	Implementing fieldwork based on blended learning using geo-inquiry approach will it work during the covid-19 pandemic	International Research in Geographical and Environmental Education	2	Fieldwork Based on Blended Learning (FBBL)	no	Review
8	Somaiah and Yeoh	2021	Temporal emotion work, gender and aspirations of left-behind youth in Indonesian migrant-sending villages	Journal of Youth Studies	1	Kualitatif dan SLR	Q4	Review
9	Pariyanti et al.	2022	We need to talk about kinship how kinship weakens turnover intentions among academicians at private higher education institutions in Indonesia	Journal of Applied Research in Higher Education	3	SLR	Q3	Review
10	Semaan et al.	2023	Does workplace telepressure get under the skin Protocol for an ambulatory assessment study on wellbeing and health-related physiological, experiential, and behavioral concomitants	BMC Psychology	0	Kualitatif dan assessment study	Q1	Review

			of workplace telepressure					
1 1	Zhao	2022	Cognitive Structure of College Students and Teaching Strategies of Ideological and Political Education Under Educational Psychology	Frontiers in Psychology	0	Kualitatif dan Analisis SWOT	Q1	Review
1 2	Hozdi? and Makovec	2023	Evolution of the Human Role in Manufacturing Systems On the Route from Digitalization and Cybernation to Cognitization	Applied System Innovation	0	SLR	Q2	Review
1 3	Abakumov and Beresten	2023	Green Campus as a Part of Environmental Management of St. Petersburg State University	Sustainability	2	Literature Study Review and RDM conceptual model	no	Review

Table 2. Citation Analysis Results

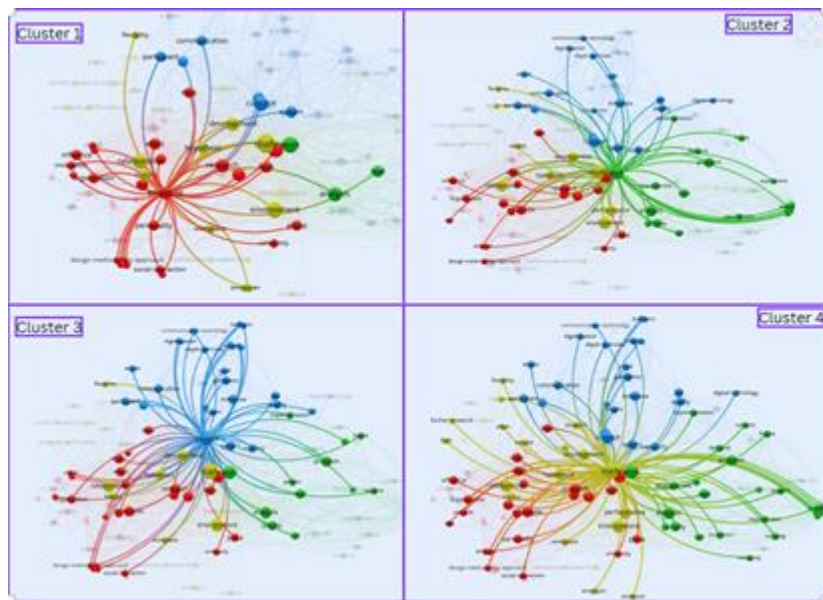
The table contains a list of scholarly publications, with columns describing authors, year of publication, title, journal, citation, method, journal rank, and act. Most articles were published between 2021 and 2022, reflecting diverse research approaches. The table shows journal rankings, with papers published in various quartiles. The citation counts range from 0 to 16, with some publications not cited at all to 16 times. The table is often used for research analysis or literature reviews, providing a glimpse of recent academic contributions, their influence, and the perceived quality of the journals in which they were published. There is a variety of methodologies used, indicating a range of research approaches from qualitative to simulation and literature reviews. Journal ranks are provided, with articles published across different quartiles from Q1 (highest rank) to Q4. Citation counts vary, with some articles not yet cited and others, such as the one by (Khamasi et al. 2022), cited 16 times. All listed articles seem to have undergone a review process as indicated in the last column.

E. Bibliometric analysis work concept

Screening	Article Number
Non-Applicable	232
Unidentified	41
Non - Journal	30
Department of Analysis Journal	26
Total	311

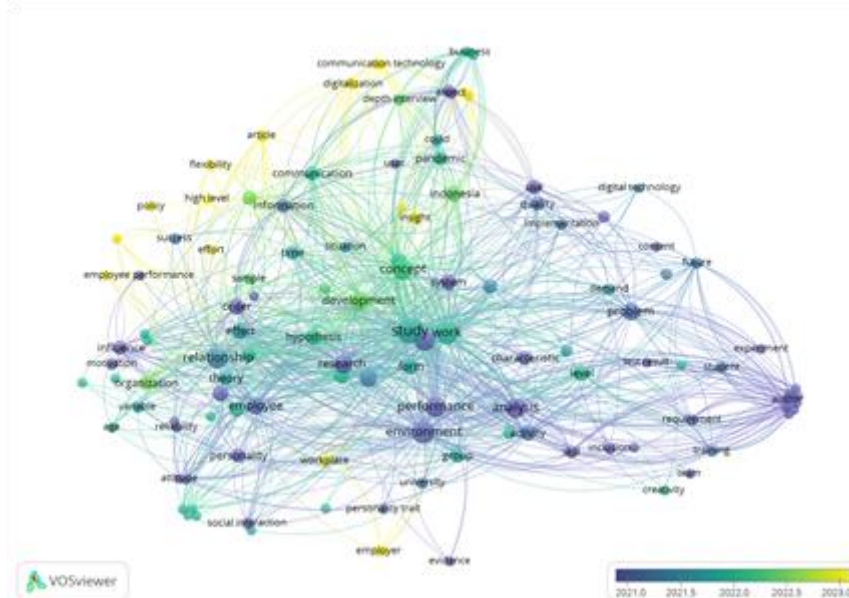
Table 3. Screening article with Wataswuake.com

There are a total of 311 items that have been subjected to the screening process; however, it will not be feasible to recover all of them at this time. There are a total of 41 things that have been declared excessive, 30 articles that have not been correctly classified, and 13 items that do not belong in the category of journals or books. As a result, the total number of articles, including the investigation into the comprehensive stance, comes to 26. This network visualization explores common terms and ideas related to human resources and work, generating groupings in an image.



The interaction between "employee," "personality," "organization," and "research" is the subject of the first cluster. This category illustrates a wide range of issues that arise in the working environment and has the potential to become the focus of study in several fields of endeavor. Cluster 2 is comprised of the phrase's "work" and "characteristic," both of which are often seen in conjunction with citations that are relevant to the field of human resources. It is still necessary to do further research on certain keywords such as "problem," "level," "future," and "experiment" to transform this study into a unique investigation that is more relevant to contemporary human resources. Clusters 3 and 4 are bigger clusters that demonstrate ideas that are either more often cited or more centrally located across the network of citations. Both connect terms that are linked to "concept," "work concept," "employee," and "research," either extending the study that has been done before or developing new articles. A line that is thicker between two lines suggests a link that is either more significant or more commonly referenced.

This overlay visualization shows 2021–2023 journal citations and was likely made using VOS Viewer. This visualization shows the link between academic literature on Indonesian studies, performance, work, relationships, and employees. This graphic examines Indonesian studies, performance, work, relationships, and employees. In this graphic, the study node includes many keywords, showing that this is an important concept for analysing Indonesian work based on journal data.



This visualization, taken as a whole, provides readers with an overview of the ways in which academics have examined and related certain topics in academic literature during a specific period. Additionally, it enables users to detect patterns and relevant linkages in the study field that is being focused on.

F. Review of Techniques and Current Research Developments

A Bibliographic Analysis of Its Obstacles in the Modern Society Era 5.0" There are a few reasons why the journal article may not be indexed in the databases that are searchable using the technologies that I have access to. For example, the paper could be too recent, or it might have been published in a journal that is not generally accessible online. I would suggest consulting academic resources such as WataseUake.com, ScienceDirect, or Google Scholar, which may have the article accessible, to acquire a review or narrative of the methodology and current research breakthroughs that are discussed in this paper. These databases may have the article available. Additionally, access to the journal in which the paper was published may be available via the official website of the magazine or through the libraries of academic institutions. When looking for an article via the channels, having a reference or citation to the article in question might be of great assistance. To prepare their workforce for the competitive job market of the Society 5.0 era, businesses, and educational institutions will need to implement new approaches to human resource management. With so much room for improvement in HRM, businesses and educational institutions should take advantage of digital tools to create effective and long-lasting HR training and development programs, digital HR management platforms, unified performance management structures, and an open and welcoming company culture.

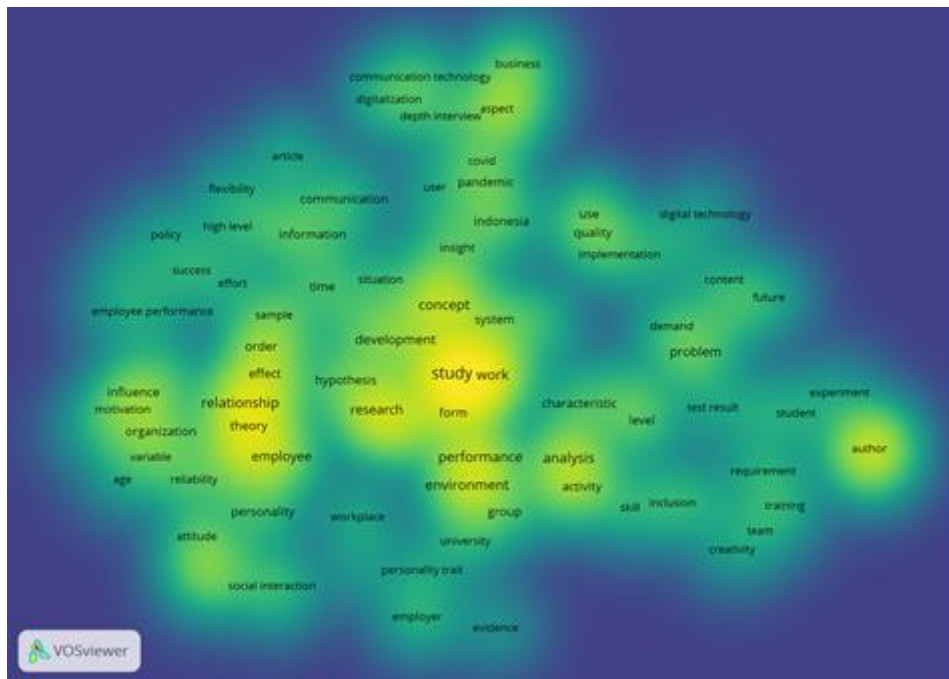


Figure 6. Density Visualization

In a word cloud, the relative size of the individual words represents their relative frequency or significance. Words within a text, database, or search phrase record that are larger and bolder imply that they are cited more often or are of more relevance. Words like "business," "digitalization," "communication technology," "study/work," "pandemic," "Indonesia," "strategy development," "research," "employee performance," and "digital technology" are all included in this word cloud. These terms may be associated with studies or debates about how firms have adapted to new digital means of working, maybe in the context of the COVID-19 epidemic. Words like "employee," "performance," "motivation," and "workplace" suggest that human resources and organizational behavior are also important considerations in the underlying data. Word clouds are widely used to illustrate major themes in surveys, feedback, brainstorming sessions, or literature to rapidly identify prominent concepts and ideas.

DISCUSSION

This section allows you to describe your research findings academically. You may not enter figures related to your statistical tests here; instead, you should explain those numbers here. You should structure your discussion with academic support for your studies and a good explanation according to the specific area you are investigating. The article itself or additional information regarding the paper's conclusions, important points, and debate would be required for me to offer a discussion or narration of the article's content. I would be pleased to spark a debate based on the article if you have access to it or can offer a summary or specific specifics from it.

5. Conclusion and Implications

Due to the growth of cutting-edge technology, AI, and data analytics, modern workplaces, and human resources (HR) professional development methods have shifted considerably into the "5.0 age." This article discusses how the modern workplace has evolved, the role of human resources in Society 5.0, and the effects of these changes on productivity and satisfaction on the job. Human resource management in the current day may be

strengthened by using data-driven strategies and cutting-edge technological tools. The present interest in HRM may be traced back to the widely cited work of Wedhatama et al. (2021). Between 2025 and 2020, there were adjustments in the emphasis of HRM, with most new sectors focused on HR management implementation for organizations that outsource labour to other industries. The years 2021-2023 witnessed continuous rises in papers and discussions in this discipline, with rising topics and shifting research approaches.

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