

HUMAN RESOURCE MANAGEMENT IN HIGHER EDUCATION TOWARDS THE SOCIETY 5.0 ERA

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Abstract: Society 5.0 is a new humanism which offers a new model for solving social problems to achieve Sustainable Development Goals (SDGs). Facing the era of society 5.0, higher education institutions must make changes to the educational paradigm. This study aims to describe, analyze, and examine human resource management in tertiary institutions towards the Society 5.0 era. The research results show that universities need to reorganize the steps in Human Resource management. The steps taken in human resource management in tertiary institutions towards the Society 5.0 era are: (1) Formulating policies regarding HR management; (2) Human Resource Planning, (3) Provision of Human Resources; (4) Guidance and Development of Human Resources; (5) Assessment of HR Work Performance; (6) Provision of Compensation; and (7) Utilization of Human Resources.

INTRODUCTION

The era of super smart society (society 5.0) itself was introduced by the Government of Japan in 2019, which was made in anticipation of the turmoil of disruption due to the industrial revolution 4.0, which caused complex and ambiguous uncertainties (VUCA). It is feared that the invasion will erode the values of human character that have been maintained so far. The challenges and changes that must be made in the era of society 5.0 are preparing superior human resources. Universities as the main gate in preparing Human Resources must improve themselves. In facing the era of society 5.0, higher education plays an important role in improving the quality of human resources. Apart from education, several elements and stakeholders such as the government, Community Organizations and the entire community also contribute in welcoming the upcoming era of society 5.0.

Facing the era of society 5.0, higher education institutions must make changes to the educational paradigm. Among them are educators minimizing their role as learning material providers, educators must be an inspiration for the growth of student creativity. Educators also act as facilitators, tutors, motivators and true learners who motivate students for Independent Learning.

Freedom to learn will create quality education, through improved services and access to higher education. One of the efforts that can be made by universities is to fulfill and improve

infrastructure and technology platforms in universities. Technology-based higher education and adequate infrastructure are expected to create future education and/or classes. Independent learning can also be interpreted as a strategic policy both government and private in supporting the implementation of independent learning, accreditation procedures that can adapt, according to the needs of organizations/institutions/universities, as well as effective and accountable education funding, one of which is marked by the autonomy of educational units in administering education.

On the other hand, implementing independent learning requires governance management from all elements, both local government, the private sector (industry etc.), stakeholders, lecturers, students and the community. Through the management of higher education, it takes the leadership spirit of every academician to collaborate with local governments and the community in organizing education in their tertiary institutions. To increase human resources, both lecturers and students, sustainable local and international development is needed so that they are able to answer the challenges of the industrial world or face the era of the industrial revolution 4.0 and society 5.0, "In facing the era of society there are two things that must be done, namely adaptation and competence. . Adapting to Society 5.0 is knowing the development of generations (knowing generations). The term baby boomers in question is the high birth rate of several generations starting from generation X to generation α where the transformation of human civilization took place..

To answer the challenges of Society 5.0 in higher education, 21st century life skills or better known as 4C (Creativity, Critical Thinking, Communication, Collaboration) are needed. Lecturers are expected to be creative individuals, able to teach, educate, inspire and become role models. Meanwhile, in the 21st century, the competencies that students are expected to possess are 6 Basic Literacy skills (numeracy literacy, scientific literacy, information literacy, financial literacy, cultural literacy and citizenship). Not only basic literacy but also having other competencies, namely being able to think critically, reasoning, being creative, communicating, collaborating and having problem solving abilities. And most importantly, having behavior (character) that reflects the profile of Pancasila students such as curiosity, initiative, persistence, adaptability, leadership, social and cultural concern.

The above conditions require lecturers who excel in various fields. Lecturers as educators in tertiary institutions must improve their productivity and work performance properly. Increasing productivity and work performance can be done by improving human behavior in the workplace through modern personnel management concepts and techniques. Employees who excel are employees who produce better cumulative output than their peers. (O'Boyle & Aguinis, 2012; Kehoe et al., 2018; Morris et al., 2021; Asgari et al., 2021; Taylor & Bendickson, 2021).

THEORETICAL STUDY

The Basic Concepts of Management

Taylor (1911) stated that management is the art of understanding what you want to do in the best and cheapest way. Meanwhile Terry (1972) revealed that management is a process consisting of planning, organizing, actuating, and controlling carried out to determine and achieve goals by using people and resources.

On the other hand, Henri Fayol (1949) explains that management is predicting and planning, organizing, ordering, coordinating, and controlling. Furthermore, Keith and Gubellini (1971) explained that management is a force that integrates human and physical factories into effective unit operations. On the other hand Peter Drucker (1954) states that management is a multifunctional organ that manages a business and manages managers and manages workers and jobs.

Darmanto, Karyana, and Enceng (2019) explain that management as a science can be described as follows: (1). Management is a systematic collection of knowledge from planning, organizing, implementing, and controlling. (2). Management is a collection of knowledge whose principles have developed based on objective observation or observation. (3). Management is a collection of analytical knowledge from various types of experiments or experiments related to the human element. (4). Management is a collection of knowledge that can be verified in defining, analyzing, and measuring phenomena by repeating the same conditions over and over again to obtain evidence that can be scientifically justified.

Some of the management definitions above basically have the same starting point, so that it can be concluded in several ways, namely: (1). Management is an effort or action towards achieving goals through a process. (2). Management is a system of cooperation with a clear division of roles; (3). Management optimally involves the contribution of people, funds, physical and other resources effectively and efficiently. (Hidayat & Wijaya, 2017: 6).

Experts classify the flow of management science into four groups as stated by Supeno (2012); Baskara (2013); Olarewaju dan George (2014); Khorasani and Almasifard, (2017); Haque and Baloch (2019); Daft, (2021); and Wardhana, et al. (2021)

1. Classical management theory (1765-1930) includes scientific management theory (1911-1930) and administrative management theory (1916-1930).
2. The theory of human relations (1913-1963).
3. Quantitative theory (1955-present) includes operations research (1940-present), management science theory (1982-present), and management information systems theory (1955-present).
4. Modern management theory includes process theory, systems theory, contingency theory, and strategic management theory.

The grouping of management theories mentioned above can be described as follows:

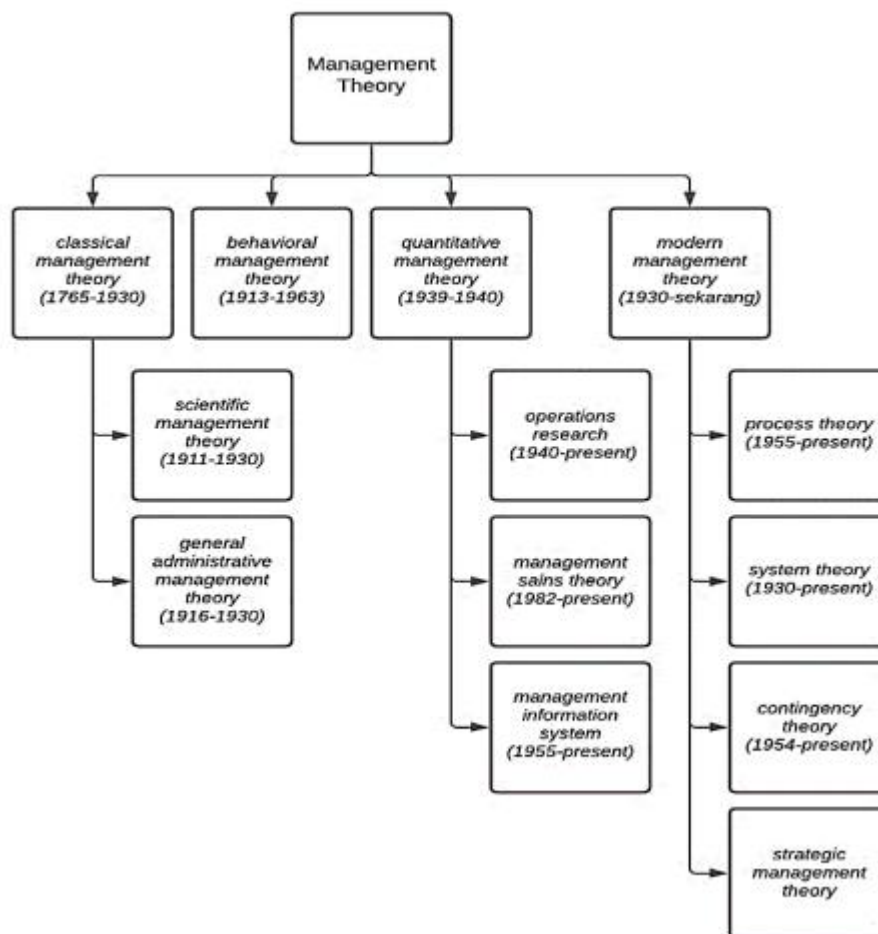


Figure 1. Development of Management Science, Source: Wardhana, et al. (2021)

Experts reveal several management functions, including: planning, organizing, directing, coordinating, and controlling. (Daft, 2021; Marchisotti, Almeida, Domingos, 2018; Lee, Teece, David, 2013; Powley, Edwards, 2012).

1. Planning is a fundamental managerial function. Planning helps in determining the actions to be followed in order to achieve various organizational goals. Planning is a decision made in advance regarding what to do, when to do it, where to do it, how to do it, and who will do a particular task. Planning is a process that involves the concept of thinking before taking action. Other functions of management such as organizing, directing, coordinating and controlling are also carried out after planning. The planning process involves several steps namely: gathering information, setting objectives, developing the planning scene, examining alternative courses of action, evaluating patterns of action, reviewing limitations, and implementing plans. (Daft, 2021; Powley, Edwards, 2012).
2. Organizing is the activity of organizing, guiding, coordinating, directing and controlling the activities of other factors of production, namely people, materials, money and machines to achieve company goals. Organizing involves the steps of identifying the work to be done, classifying or grouping the work, assigning groups of

activities or these jobs to individuals, delegating authority and assigning responsibilities, and coordinating the relationships of authority and responsibilities of various activities. (Daft, 2021; Powley, Edwards, 2012).

3. Directions related to the activity of carrying out the desired plan. Directing initiates organized and planned actions and ensures effective performance by subordinates towards achieving group activities. Directions are called management in action. After planning and organizing, managers must guide and supervise their subordinates. (Daft, 2021; Lee, Teece, David, 2013; Powley, Edwards, 2012).
4. Coordination is one of the most important management functions to channel the activities of various individuals within the organization to achieve common goals. Each work unit or section is given a target to be achieved and they must concentrate on their work and coordinate with other work units to achieve common goals. Management monitors whether coordination is running according to predetermined targets and takes corrective actions to be taken in the event of deviations. Coordination creates team spirit and helps in achieving goals through collective efforts. (Daft, 2021; Powley, Edwards, 2012; Feldman, Khademian, 2001).
5. Control can be defined as an effort to determine what is being achieved through performance evaluation, if deemed necessary, management can implement corrective actions so that performance takes place according to plan. Control is very important to achieve the goals of a company. Planning various activities does not guarantee the implementation of policies to run automatically. Control is a process that allows management to implement its policies and take corrective action if performance does not meet predetermined standards. If planning is the initial activity of the management function, then control can be said to be the final activity. When planning is forward-oriented, control is backward-oriented. Control is impossible without planning, so planning is meaningless without control. (Daft, 2021; Cambalikova, Misun, 2018; Powley, Edwards, 2012).

Human Resource Management in Higher Education

Guest (1987) describes human resource management (HRM) as consisting of a set of policies designed to maximize organizational integration, employee commitment, flexibility and quality of work. According to Guest, the policies taken by the organization in managing its human resources are directed at uniting organizational elements, employee commitment, organizational flexibility in operations and achieving maximum quality work results..

Cushway (1994:13) defines HR Management as Part of the process that helps the organization achieve its goals. Meanwhile, Schuler, Dowling, Smart and Huber (1992:16) stated that Human Resource Management (HR) is the recognition of the importance of the organization's workforce as a vital human resource that contributes to organizational goals, and the utilization of several functions and activities to ensure that they are used effectively and fairly for the benefit of the organization. individuals, organizations and society”.

Based on the expert opinion above, it can be concluded that human resource management is the process of managing human resources starting from the process of planning, organizing, directing and controlling, developing, compensating, integrating, maintaining, and terminating as a form of utilizing and utilizing effectively all the potential that exists in

educational institutions as well, in order to achieve educational goals that have been proclaimed by the institution for a certain period of time.

According to Bernardin and Russel (1993), there are several issues and choices in human resource management. These issues can increase an organization's ability to deal with the external and internal environment, and can maintain an organization's competitive advantage. The main issues are: (1). Organization design; (2). Staffing; (3). Employee and organizational development; (4). Management performance; (5). Reward systems, benefits, fulfillment of employee needs; and (6). Communication and public relations.

Hotner Tampubolon (2016: 2-6) states that Human Resources Activities in Management consist of: (1) Conducting employee selection; (2) Proposing the need for additional new employees; (3) Conducting training and development; (4) Perform performance appraisal; (5) Conduct job training; (6). Clarify the work structure through the main tasks and functions in the organization; (7). Implement discipline; (8). Motivate; (9). Provide a channel of communication; (10). Implement occupational health and safety policies.

Wijaya, Hidayat and Rafida (2019) state that there are several stages in human resource management, namely: (1) Needs Planning; (2) Recruitment, Selection and Placement; (3) Competency and Performance Improvement; (4) Job Performance Assessment; and (5) Professional Development and Development.

Based on some of the expert opinions above, it can be concluded that there are several steps that must be implemented in human resource management in tertiary institutions, including: (1) Formulating policies regarding HR management; (2) Human Resource Planning; (3) Provision of Human Resources; (4) Guidance and Development of Human Resources; (5) Assessment of Human Resources Work Performance; (6) Provision of Compensation; and (7) Utilization of Human Resources.

Basically, this step is an effort to maintain human resources so that they are always in line with the strategic planning of higher education institutions. Universities usually carry out several programs to ensure that their human resources are always in accordance with the plans set by the institution. Among these programs are promotions, demotions, transfers or separation.

Characteristics of Era Society 5.0

Society 5.0 is a society that can solve various challenges and social problems by utilizing various innovations that were born in the era of the industrial revolution 4.0. Examples are Internet on Things, Artificial Intelligence, Big Data, and robots to improve the quality of life. This concept is a refinement of various previous concepts. Starting from Society 1.0 where humans are in the era of hunting and know writing. Then Society 2.0 which is the era of agriculture, where people have started farming. Society 3.0 has entered the industrial era, when humans have used machines to help with activities. As well as Society 4.0 or industrial revolution 4.0, where humans are familiar with computer technology to the internet. Now, Society 5.0 comes with the concept that all technology is part of humans themselves. This means that the internet is not only useful for sharing information and analyzing data, but also for living life. Thus, a balance will be created between the role of humans (society) and the use of technology.

Society 5.0 follows Industry 4.0 to some extent, while Industry 4.0 focuses on production, Society 5.0 seeks to put humans at the center of innovation. As well as utilizing the results and impacts of Industry 4.0 technology, by deepening technology integration in order to improve the quality of life, social responsibility and sustainability (Wang, Li, Yuan, Ye, and Wang (2016) and Wang, Yuan, Yong, Wang, Xiao, and Qin (2018)).

Hayashi et al. (2017: 264) states that with Society 5.0 Japan tries to create new values by collaborating and cooperating with several different systems, and plans to standardize data formats, models, system architectures, etc. and development of the necessary human resources. In addition, it is expected that there will be an increase in intellectual property development, international standardization, construction of IoT technology systems, big data analysis technology, artificial intelligence technology and so on to boost Japan's competitiveness in a "super smart society".

Harayama (2017: 10) states that society 5.0 has the ultimate goal of improving people's quality of life by mobilizing the productive and technological potential of Industry 4.0. A super-smart society is characterized as follows: a society in which people's various needs are differentiated and met by providing the necessary products and services in the required quantities to people who need them when they need them, and where everyone can receive high-quality services and live a full life. comfortable and lively that allows for their differences such as age, gender, region, or language.

Society 5.0 achieves a high degree of convergence between virtual space and real space. In the previous 4.0 society, humans would access cloud services (databases) in cyberspace via the Internet. They will search, retrieve, and analyze existing information or data. Meanwhile, in society 5.0, a large amount of information from sensors in physical space is accumulated in cyberspace. Later, this large amount of data (big data) will be analyzed by artificial intelligence (AI). Then the results of the analysis and processing of the data will be fed back to humans in physical space in various forms. In simple terms, society 4.0 is about gathering information through the network and analyzing it. However, in Society 5.0, humans and systems will be connected in cyberspace and get the most out of it with the help of AI. The results will then be fed back to the physical space (real space). This process certainly brings new value to the industry and society. And affect various aspects of human life. Both in the industrial world, production processes, decision making and forecasting, marketing or marketing strategies, and so on.

RESEARCH METHODS

This research is a type of library research, namely research whose object of study uses library data in the form of books as a data source. This research was conducted by reading, studying and analyzing various existing literature, in the form of books, research results and scientific journals from various sources.

The data collection technique used by researchers is the library research method, namely library research. The library method is research conducted by reading books or magazines with other data sources in the library. Library techniques are very important in conducting research, this is because a study cannot be separated from scientific literature (Sugiyono, 2012).

This research activity was carried out by collecting data from various literature, which was used not only in books, but also in the form of documentation materials, magazines, newspapers, and others. This research method does not require us to go into the open to see the facts as they are. Researchers collect data through places where research results are stored, namely libraries and scientific journals. Data collection was determined by reviewing literature and library materials that were relevant to the problems under study both from books and data using library materials on HR management issues in the era of society 5.0.

The documentation technique is a method of collecting data by searching or digging data from the literature related to what is meant in the problem formulation. The data that has been obtained from various literature is collected as a single document that is used to answer the problems that have been formulated. After the data is collected, data analysis is carried out by organizing the data, breaking it into units, synthesizing, compiling into patterns, selecting which ones are important and what will be learned, and draw conclusions. The data analysis technique uses the content analysis model from Lasswell. Content analysis is a technique for making conclusions by identifying the characteristics of certain messages objectively and systematically. The content analysis technique in this study consists of 6 (six) stages, namely formulating research questions and hypotheses; carry out sampling of data sources that have been selected; creation of categories used in the analysis; data collection of a sample of documents that have been selected and coding; creation of scales and items based on certain criteria for data collection; and interpretation/interpretation of the data obtained.

DISCUSSION AND RESEARCH RESULTS

Formulate policies regarding Human Resource management in Higher Education in the Era of Society 5.0

The formulation of human resource policies must be carried out periodically and in the long term by the leadership and Quality Assurance Institutions at each tertiary institution, because this policy will relate to the potential possessed by human resources so that they can occupy the positions needed by universities in the long term.

Guest (1987) states that there are 4 main policies in HR/Labor Management, namely: (1). Employee Influence; (2). Human resource flow; (3). Rewards systems; and (4). Work systems. The four human resource management policy focuses can be understood as a strategy to influence workers to direct them towards organizational goals. As a process of achieving goals, the organization organizes human resources in a systemic mechanism in the form of a human resource flow starting from human resource planning, recruitment, selection, formulation of job analysis, and so on. Other policies relate to the reward system which is the main part of the organization to provide motivation to maximize work and the employment process. Reward systems, for example, can be in the form of a remuneration package consisting of payroll, bonuses and incentives as well as various other forms of compensation. Within the organization, HR roles and functions must be aligned with other resource elements. Therefore, in making policies, organizations focus on how the work system is structured in such a way that there is compatibility between the movement of human resources and other resources

Formulating policies regarding higher education human resource management in the Era of Society 5.0 is carried out by: First, Employee Influence. Even though they have an

obligation to achieve university goals, lecturers and staff still have the right to participate in the steps that the college will take to achieve college goals. Among other things, lecturers and staff can provide input, suggestions, and even criticism so that higher education institutions can operate even better in achieving the goals towards Era Society 5.0.

Second, Human resource flow. As a process in achieving goals, universities must organize human resources into a systemic mechanism in the form of human resources flow. This human resource flow activity includes human resource planning, employee recruitment and selection, formulation of job analysis, and so on which is tailored to the needs of Era Society 5.0.

Third, Rewards systems. The reward system or reward system is useful for motivating the performance of lecturers and staff in providing maximum and optimal work results. Reward systems, for example, can be done by giving bonuses, additional incentives, to holding awards such as 'Employee of the Month'. And fourth, Work systems. Work system or work system is defined as a series of activities that are combined to produce an object or service that generates university profits.

Human Resource Planning in Higher Education in the Era of Society 5.0

Human resource planning is certain steps taken by management in a higher education institution to further ensure that the right human resources are available in the higher education institution to occupy the right positions, positions and jobs at the right time. Higher education leaders must make human resources plans to meet future institutional needs and control or avoid employee recruitment errors. In carrying out the planning, higher education leaders must consider the planned number of employees, what skills are needed, what level of education is currently needed, and so on. A good plan is a plan that can be fully implemented. Therefore, planning must be based on three dimensions of time, namely past, present, and future.

Universities must plan human resources that are needed in the Era of Society 5.0. The era of society 5.0 really needs superior and highly competitive human resources. In order to form superior and competitive human resources, of course these human resources must have competence. There are several competencies that must be possessed by human resources in the era of society 5.0, including:

1. Leadership, that is, the ability to become a leader. In the era of Society 5.0, ProSTEM human resources are required to be leaders for ourselves and have the courage to make strong decisions against challenges and be ready in any situation.
2. Language skills, that is, the ability to speak foreign languages, especially English. ProSTEM human resources must have the ability to speak foreign languages because in this era there are no more restrictions for communicating across countries. In addition, every technology-based system currently provides instructions for use in English, so that proficiency in a foreign language is a must for ProSTEM human resources.
3. IT Literacy. In the 5.0 era, IT technology is the prime mover. All knowledge can be searched using the internet. Therefore, ProSTEM human resources are needed who are 'literate' with technology, have a willingness to develop and improve knowledge.

4. Writing skills (ability in writing). With good writing skills, it will encourage and hone creativity, new ideas or innovations.
5. Problem Solving (ability to solve problems). This ability is very important for ProSTEM human resources to have, because the 5.0 era is faced with unpredictable Volatility, Uncertainty, Complexity, Ambiguity (VUCA) conditions that can occur in this era.
6. Critical Thinking. ProSTEM human resources must have this ability to be able to solve problems and find the source of the problem to its root. The ability to think critically and analyze problems that occur will enable ProSTEM human resources to find effective and efficient solutions.
7. Creative. ProSTEM human resources must have high creativity. This is because in the 5.0 era everything is based on technology and we are still required to continue to innovate to keep up with the times.

Provision of Human Resources in Higher Education in the Era of Society 5.0

Sinurat (2011) states that setting targets for recruitment and selection must comply with the Specific, Measurable, Attainable, Realistic, and Time Bound (SMART) principles, while the explanation is as follows:

1. Specific. This means that the position to be filled must be specific to the position.
2. Measurable. This means when setting goals, the final results must include the number to be recruited.
3. Attainable (can be achieved). This means candidates will be obtainable.
4. Realistic. This means that when setting targets, it must be realistic between the expectations of the candidates to be recruited, the number of candidates to be recruited, and the recruitment deadline.
5. Time Bound (Considering time). This means that every recruitment and selection activity must have a deadline when the activity ends or when the prospective employee is determined to be accepted.

On the other hand, Hidayat and Wijaya (2017: 47) state that the criteria for good prospective teaching and educational staff must of course: (1). Have educational qualifications in accordance with the position to be occupied; (2). Have strong faith; (3). Have *akhlakul karimah* (good character) such as responsibility, honesty, trustworthiness, discipline, intelligence, tenacity in completing work and being able to work together with colleagues; (4). Have expertise in their field; as well as (5). Have a good personality and health.

Based on the opinion above, the provision of Higher Education Human Resources in Era Society 5.0 must fulfill the prerequisites needed in Era Society 5.0. including: (1). Have educational qualifications and competencies in accordance with Era Society 5.0; (2). Have strong faith as a foundation in facing the challenges of fast-paced and open information; (3). Have good character such as responsibility, honesty, trustworthiness, discipline, intelligence, tenacity in completing work and being able to work together with colleagues; (4). Have expertise in the field and international language skills; as well as (5). Having good personality and health; (6) ability to become a leader; (7) can solve problems and find the source of the problem to the root; and (8) have high creativity.

Then, to face the era of society 5.0, human resources are needed who have 6 basic literacy skills such as data literacy, namely the ability to read, analyze, and use information (big data) in the digital world. Then technological literacy, understanding how machines work, technology applications (coding, artificial intelligence, machine learning, engineering principles, biotech). And the last is human literacy, namely humanities, communication, and design,"

Guidance and Development of Human Resources in Higher Education in the Era of Society 5.0

Improving the quality of Human Resources can be used as a solution, so as to create quality human resources, according to the needs and challenges of the times and achieve the Sustainable Development Goals (SDGs). Coaching is a program to foster human resources both administrative and educative in the higher education environment. Coaching is more oriented towards achieving a minimum standard, which is directed at being able to do the job/task as best as possible and avoid violations. Meanwhile, development is more oriented towards developing the careers of lecturers and staff, including the efforts of higher education leaders to facilitate them so that they can achieve even higher positions or statuses.

One form of employee development program is carried out through education and training programs. According to Smith (2000), training is a planned process to modify attitude, knowledge, skill behavior through learning experience to achieve effective performance in activity or range of activities. Training is a planned process to change attitudes/behaviors, knowledge and skills through learning experiences to achieve effective performance in an activity or a number of activities. On the other hand Simanjuntak explained that the training was intended to improve employee skills both horizontally and vertically. Horizontally means broadening the skills of a known type of work, while vertically deepening one particular field.

Higher education human resources are expected to be able to adapt to the industrial revolution paradigm. In the era of Society 5.0 it is more prioritized so that human resources are able to adapt to future challenges with High Order Thinking Skills. By having a high, flexible and methodical mindset, human resources will be able to use modern science (Internet of Things, robots, Artificial Intelligence). In the world of education, welcoming the era of society 5.0, individuals in tertiary institutions are expected to improve their soft skills to adapt to the current digital era.

Points that need to be considered in efforts to develop human resources towards superior competence in the digital era are: first, Digital Skills for Digital Competency. Digital competence is the knowledge, skills, attitudes and awareness required when using information technology. So Management must seriously improve employee skill training in achieving digital competence. Second, the Implementation of Digital Competency Development. Digital capabilities and good digital implementation are institutional successes in implementing digital technology. And third, Increasing Human Value. Development of human resources which includes the development of self-identity, namely fostering a sense of empathy and sympathy, being able to interact/communicate with any social group so that they are able to survive in all dynamics.

To be successful in achieving society 5.0 in tertiary institutions, there are three levels of individual competence that must be developed, namely:

1. Interpersonal Competence. Interpersonal competence includes communication, collaboration, social intelligence and intercultural competence.
2. Intrapersonal Competence. Intrapersonal competence includes critical thinking, reasoning, adaptive and integrative thinking, transdisciplinarity and self-direction.
3. Improve ICT skills. ICT skills include expertise in information and communication technology, computational thinking, social media literacy and information security awareness.

The training methods that can be carried out by the facilitator are as follows: (1) Show employees how to do the job; (2) Indicate the key points of the work. (3) Give them a chance to see how to do it. (4) Give them the opportunity to do simple parts of the work. (5) Help complete the entire work. (6) Let them do the work, under the supervision of the facilitator. And (7) Let the employee do the work independently.

Performance Assessment of Human Resources in Higher Education in the Era of Society 5.0

Work performance appraisal is an evaluation of the work performance of human resources in an institution. If the implementation of the work matches or exceeds the job description, then the human resources in the institution are doing a good job. And vice versa, if the implementation of the work shows results under the job description, it means that the implementation is not good.

The objectives of evaluating employee performance are as follows: (1). Become the basis for human resource management. (2). It is the basis for consideration of giving awards to lecturers and staff. (3). Develop a conducive and competitive work climate. (4). Realizing competent and highly motivated employees, as well as giving maximum contribution to higher education. (5). Building effective communication and harmonious relationship between subordinates and superiors. (6). Increasing the job satisfaction of lecturers and employees. And (7). Developing an effective work culture, respecting the quality of lecturers and staff, so that they are able to make an optimal contribution to higher education institutions.

Providing Compensation to Higher Education in the Era of Society 5.0

Compensation is all income in the form of money, direct or indirect goods received by lecturers and staff as compensation for services provided by the tertiary institution. Compensation is a form of appreciation or remuneration provided by tertiary institutions to lecturers and staff, both in the form of financial and goods and services so that lecturers and employees feel valued at work. Compensation is one of the implementation of human resource management functions related to all types of individual awards as an exchange for carrying out tasks in tertiary institutions.

Compensation functions include:

1. More efficient and effective use of human resources. The more lecturers and staff who are given high compensation, it means that more lecturers and staff have high achievements. The large number of high-achieving lecturers and staff will reduce expenses for unnecessary work.

2. Encouraging higher education stability and economic growth. A good compensation system can help the stability of tertiary institutions and can also indirectly encourage stability and economic growth for lecturers and staff.
3. As part of human resources management, the function of providing compensation is to obtain lecturers and staff who meet the requirements. High enough compensation is needed to attract job applicants. In addition, it can also maintain existing lecturers and staff.

In order to fulfill the above objectives and functions, the provision of compensation needs to be followed by stages of compensation management, namely: (1). Evaluate each job using job analysis information. (2) Conduct a survey to determine external equity based on payment of wages in the labor market. and (3). Assess the price of each job to determine pay based on internal and external fairness.

Provision of good compensation to lecturers and staff will have a positive impact on tertiary institutions, including the following: (1) It can spur lecturers and staff to excel and work harder. (2) Higher Education has good quality lecturers and staff. (3) Facilitate administrative processes and legal aspects in tertiary institutions. (4). Compensation can be an allure for qualified job seekers. And (5). Higher education has its own advantages compared to other tertiary institutions or competitors.

Utilization of Human Resources in Higher Education in the Era of Society 5.0

Human resources in tertiary institutions must have 21st century life skills, namely having leadership skills, digital literacy, communication, emotional intelligence, entrepreneurship, global citizenship, team working and problem solving. The focus of expertise in the 21st century education sector is currently known as 4C which includes creativity, critical thinking, communication and collaboration," he added. Higher education human resources in the 5.0 century society must become driving human resources who prioritize students over themselves, take initiatives to make changes to their students, take action without being told to, continue to innovate and take sides with students. However, with this change, many have questioned whether the role of lecturers can be replaced by technology? However, there are roles for lecturers that do not exist in technology, including direct interactions in class, emotional bonds between lecturers and students, character building and modeling/exemplary lecturers.

The step of utilizing Higher Education Human Resources is an effort to maintain lecturers and staff so that they are always in line with the strategic planning of higher education institutions. Universities usually carry out several programs to ensure that their lecturers and staff are always in accordance with the plans set by the institution. Among these programs are promotions, demotions, transfers or separation.

Promotion is the process of moving workers to a higher position structurally within an institution, in other words "raising up the ranks". What is the opposite of promotion is demotion, namely the reduction of the workforce to a lower level of work due to a decrease in the quality of human resources in their work. While the transfer is an attempt to move the workforce to another section. And separation is an Institution's attempt to transfer a certain work environment from the workforce to another environment.

CONCLUSION

Increasing creativity is an appropriate strategy for implementing Human Resources management, this is done so that Higher Education Human Resources are more competitive, productive and effective. In addition, a change in mindset is needed from a fixed mindset to a growth mindset, so that higher education human resources are able to adapt to changes that occur (adaptability) by taking advantage of available opportunities, and preparing themselves to face the challenges of the digital transformation era, in a fast and fun way.

Management of human resources in tertiary institutions in facing the era of society 5.0 is a necessity. Universities that want to compete in the era of society 5.0 must have superior and competitive human resources. For this reason, universities must properly implement the concept of human resources management towards the era of society 5.0.

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