IMPLEMENTATION OF EFFECTIVE HUMAN RESOURCE MANAGEMENT POLICIES IN IMPROVING ORGANIZATIONAL PERFORMANCE IN THE INDUSTRIAL ERA 5.0

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Abstract
In the context of Industry 5.0, this study intends to examine how well human resource management practices are being implemented in terms of enhancing organizational performance. The fusion of cutting-edge technologies with a human-centered approach, like automation, the Internet of Things, and artificial intelligence, characterizes this period. In facing these changes, organizations need to adopt human resource policies that are able to accommodate technological developments, as well as improve employee welfare and productivity. The study's findings show that human resource policies that focus on personalization, work flexibility, skill enhancement through reskilling and upskilling, and collaboration between humans and technology are able to significantly improve organizational performance. In addition, innovative leadership support and an adaptive organizational culture additionally contribute significantly to the effective execution of this policy. As a result, this study highlights how crucial it is to have efficient human resource management to meet obstacles and seize opportunities in the Industry 5.0 era in order to achieve more optimal organizational performance.

Keywords: Implementation, policy, human resources, organizational performance, industry 5.0

INTRODUCTION

Competition is becoming more intense in the current era of Industry 5.0, and businesses must be able to compete successfully and efficiently on a global basis. Businesses need to be able to seize worldwide possibilities and quickly adjust to shifts in markets, technology, and regulations (Budiyono et al., 2024). In this situation, human resource management is becoming more and more crucial since employee performance and quality have a significant impact on an organization's ability to succeed. A well-crafted human resource management policy can assist businesses in finding, nurturing, inspiring, and keeping talented workers. Good workers can improve productivity, creativity, customer happiness, and profitability, among other aspects of an organization's performance.

Therefore, in the age of industry, it is crucial for businesses to establish an efficient human resource management policy. 5.0. The existence of industry 5.0 certainly has a positive impact on society, including the emergence of new business model ideas, new jobs and professions and becoming the best solution for producing products (Misbah, M., & Budiyanto, 2020). The industrial era 5.0, however, is not without its drawbacks. These include the extinction of many long-standing occupations and vocations, environmental threats, and the marginalization of human resources that are inferior, incompetent, and unable to keep up with technological advancements due to their inability to compete. The rapid development of technology in the Industrial 5.0 era has brought significant changes to the world of work and organizational management. This era is not only marked by automation and the use of innovative technology such as artificial intelligence, the Internet of Things (IoT), and big data, but also emphasizes human-machine cooperation to generate greater value (Shaddiq, S., & Irpan, 2023). In this situation, human resource management is essential to making sure that businesses can adjust to the pressures that are in place and changes.

According to Sulistyaningsih, E. (2023) industry 5.0 emphasizes personalization and stronger human interaction in the use of technology. Therefore, HR management policies must be adapted to new challenges, such as the need for upskilling and workforce training, hybrid workforce management (a combination of human and automated workforce), and the implementation of policies that support employee welfare holistically. The effectiveness of HR management policies in the Industry 5.0 era is not only measured by the ability to increase productivity through technology, but also by how these policies are able to create an innovative, inclusive, and adaptive work environment to change (Fawehinmi et al., 2024). This involves aspects such as competency development, talent management, performance management, and the creation of an organizational culture that supports human-machine collaboration. However, amidst rapid change, many organizations still face obstacles in implementing HR management policies that are in accordance with the demands of this era.

Challenges such as resistance to change, lack of digital skills, and gaps between policies and practices in the field often hinder the effectiveness of implementing these policies. Implementing effective HR management policies is not always easy (Marimin et al., 2022). Companies need to consider many factors, such as cultural and legal variations across nations, international rivalry in hiring, and scarce resource availability. Furthermore, in light of the fifth

industrial revolution, businesses need to be aware of emerging trends in HRM, including remote work, information technology usage, and digitization of corporate procedures. The implementation of effective human resource In the global business era, management policies need to consider several issues, including such as the industrial revolution 5.0, cultural and regulatory differences across nations, and global competition in hiring. As a result, businesses must have a well-thought-out plan in place before creating efficient HR procedures (Julhadi, J., & Mahyudin, 2023).

Lisan, P., & Anshori, M. I. (2024) stated that effective human resource management policies consist of several key elements, such as proper employee recruiting and selection, staff development and training, and equitable and competitive employee compensation and benefits, clear promotion and career policies, regular and fair performance evaluations, and an organizational culture that reinforces human resource policies. Romdana, R.'s research has shown that implementing effective human resource management policies can improve enhanced productivity, inventiveness, customer happiness, and profitability are examples of organizational performance. In addition, customer management policies, and profits. In addition, effective human resource management policies can also help companies retain quality employees and reduce high employee turnover rates.

Employees who feel appreciated and supported by the company will be more motivated to make better contributions and stay in the company over an extended duration (Cillo et al., 2022). This can reduce the costs incurred by the company in recruiting and training new employees who are effective and can also help companies retain quality employees and reduce high employee turnover rates. According to Ammirato (2023) employees who feel appreciated and supported by the company will be more motivated to make better contributions and stay in the company for an extended length of time. This can reduce the costs incurred by the company in recruiting and training new employees. This study's objective is to look at how, in the Industry 5.0 era, implementing efficient HRM policies might enhance organizational performance. By understanding the factors that influence the success of implementing these policies, it is hoped that organizations can become more equipped to handle the changes that take place and be able to increase competitiveness at the global level.

RESEARCH METHOD

This study uses a descriptive method by collecting data from various reliable sources, including literature studies and recent publications. A descriptive approach is used to describe the implementation of effective policies for managing human resources in order to enhance organizational performance in the industrial era 5.0. The first stage in this research method is collecting literature relevant to the research topic. A literature search is conducted through academic databases, scientific journals, and related publications that discuss the implementation of effective policies for managing human resources in order to enhance organizational performance in the industrial era 5.0. The selected literature must be of good quality and relevant to the research objectives. After collecting the literature, an analysis and synthesis of the information found is carried out. Relevant data and information about the context of human resource management policies in the industrial era 5.0, factors that influence the success of implementing effective human resource management policies in improving organizational performance, challenges in implementing human resource management policies, practical guidelines for organizations to design and implement effective human resource management policies in the industrial era 5.0 related to the research topic.

RESULT AND DISCUSSION

Context of Human Resource Management Policy in the Industrial Era 5.0

According to Laskowska, A., & Laskowski, J. F. (2022) the Industry 5.0 era marks a major shift in how organizations and society interact with technology. Unlike Industry 5.0, in contrast to Industry 4.0, which is centered on automation and digitization, places more of an emphasis on human-machine collaboration to produce higher value while paying greater attention to the humanistic element. Human resource management guidelines are crucial in this situation since they ensuring the success of this transition, both in terms of technology and human aspects.

In the Industry 5.0 era, machines and advanced technologies such as AI, robotics, and IoT do not completely replace humans, but rather support human work to increase productivity and innovation. Human resource policies must reflect adaptation to this human-machine collaboration, emphasizing the development of employee skills that enable them to work side by side with technology. This involves technology-based training, upskilling, and reskilling to ensure that the workforce has relevant competencies (Ribeiro et al., 2024).

According to Zahar et al., (2024) industry 5.0 encourages personalization in various aspects, including human resource management. Human resource policies must be more flexible and responsive to the individual needs of employees, both in terms of career development, work-life balance, and psychological well-being. With advanced technology, policies can be implemented with a more personal approach, such as flexible work scheduling, using data to understand employee needs more deeply, and using digital platforms that allow employees to access human resource information and services independently.

Oswal, J., Rajput, N., & Seth, S. (2022) stated that technological developments in the Industry 5.0 era require new skills that are different from the previous era. Human resource policies must focus on developing digital skills, analytical skills, and competencies that support employee adaptation to technological changes. In addition, soft skills such as creativity, empathy, and problem solving remain important because humans have the ability to handle complex aspects that machines cannot handle. Although technology offers many conveniences, intensive use of technology can also cause pressure and stress for employees. Human resource policies need to balance the use of technology and employee well-being (Troisi et al., 2023). For example, policies that support mental and physical health, flexible working hours, and initiatives that support workplace well-being are essential to maintaining employee health in the long term.

Industry 5.0 focuses not only on profit and efficiency, but also on social responsibility and sustainability. Human resource policies in this era must support sustainability initiatives, such as promoting environmentally friendly work practices, reducing carbon footprints, and ethical human resource management. Organizations are required to be more concerned about the social and environmental impacts of their activities, including in workforce management. Technologies such as AI and big data are also increasingly used in human resource management (Halim et al., 2023). Human resource policies in the Industry 5.0 era must be able to utilize data for more precise and efficient decision making. For example, data analysis is used for talent management, identifying training needs, measuring employee performance more accurately, and predicting future workforce trends.

According to Mu'in, F. (2024) industry 5.0 places creativity and innovation as core components. Human resource policies should create an environment that allows employees to develop creative ideas and innovate. This can include policies that encourage cross-functional collaboration, provide

creative freedom, and provide support for the exploration of new ideas. Organizations need to support employees to think critically and creatively, especially when dealing with complex problems in an ever-evolving work environment. The Industry 5.0 era also brings changes in the way of working. With the increasing use of digital technology, many jobs can be done remotely.

HR policies must accommodate this hybrid work model, where employees can work from the office or from home or other locations. This requires policies that support remote work infrastructure, effective communication, and performance management based on results, not just physical presence. In an increasingly connected era, organizations are faced with the opportunity to recruit talent from various parts of the world. HR policies need to be more inclusive and global, taking taking into consideration the differences in language, culture, and laws of different nations. Worldwide talent management must also consider differences in work norms, employee preferences, and international employment regulations.

The leadership context is also changing in the Industry 5.0 era. Leaders are expected to not only have strong managerial skills, but also be able to inspire and motivate teams in a more digital and complex ecosystem. Leaders need to support human-machine collaboration, be facilitators for innovation, and manage change in a way that encourages employee engagement and well-being (Adisa et al., 2024). By understanding these contexts, human resource policies in the Industry 5.0 era can be designed in such a way that they are able to support organizations in creating a more adaptive, innovative, and sustainable work environment, which ultimately contributes to improving overall organizational performance.

Factors Influencing the Success of Implementing Effective Human Resource Management Policies in Improving Organizational Performance

The successful implementation of human resource management policies is very important to achieve organizational goals, especially in an ever-evolving context such as in Industry 5.0 and the digital age. In order for human resource management policies to run effectively, there are several key factors that influence them. These factors include internal aspects of the organization, human resources, and the external environment. The following is a description of the factors that influence the successful implementation of human resource policies according to Rezaei et al., (2021):

1. Leadership Commitment

   Strong leadership and commitment from organizational leaders are very important elements in the successful implementation of human resource policies. Leaders must provide full support, both morally and materially, for the policies implemented. Without commitment from top management, human resource policies will often not be implemented optimally due to lack of encouragement from above. Effective leaders will act as agents of change, encouraging employees to be actively involved and comply with the policies in place.

2. Employee Involvement

   Successful implementation of human resource policies requires the involvement and active participation of employees at all levels of the organization. Policies that are simply imposed from the top down tend to be less effective if employees do not feel ownership or support for the policy. Therefore, Employee participation in the policy-making process is crucial through consultation and open dialogue, so that they feel that their voices are heard and considered.

3. Effective Communication

   Communication is a key factor in implementing human resource policies. Good policies will only be successful if they are clearly understood by all parties involved. Organizations need to ensure that information regarding human resource policies is communicated transparently, clearly, and regularly. In addition, good communication also helps reduce misunderstandings and resistance to change. Training, workshops, and the use of internal communication technology can increase the understanding and acceptance of policies by all staff.

4. Organizational Culture

   Organizational culture plays a significant role in determining how human resource policies are implemented and accepted. If the organizational culture supports innovation, openness, and collaboration, then human resource policies that focus on employee development and performance improvement will be easier to implement. Conversely, in organizations with rigid and bureaucratic cultures, changes in human resource policies can face more challenges. Therefore, cultural change, if necessary, must go hand in hand with the implementation of human resource policies.

5. Adequate Resources

   Adequate resources, whether in terms of budget, time, technology, or manpower, are essential to support the implementation of human resource

policies. A well-designed policy will be difficult to succeed if it is not supported by sufficient infrastructure and resources. For example, employee training and development programs require the right budget and technology resources for their implementation. Organizations must ensure that the investments needed for the implementation of HR policies are available and distributed efficiently.

6. Training and Development

   For human resource policies to be successfully implemented, organizations must guarantee that staff members has the necessary abilities and expertise to carry out the policies. Therefore, continuous training and development are important factors in the implementation of human resource policies. Training is not only needed to adapt employees to new technologies or procedures, but also to build an understanding of the values and objectives of the policies.

7. Technology Adaptation

   In the digital era and Industry 5.0, technology is one of the main drivers of the success of human resource policies. Effective implementation of human resource policies often involves the use of technology such as human resource information systems, big data, artificial intelligence (AI), and data analysis tools to manage employee performance, recruitment, training, and development. The use of this technology can improve efficiency and accuracy in human resource management. However, technology also requires the right infrastructure and adaptation by employees, so it is important to ensure that the technology used is in accordance with the needs of the organization.

8. Supportive Organizational Structure

   A flexible and adaptive organizational structure will facilitate the implementation of effective human resource policies. A hierarchical and rigid structure can be a barrier to innovation and the implementation of new policies. Conversely, a flatter organizational structure, with open and fast communication flows, will support smoother policy implementation. Organizations need to design a structure that allows human resource policies to be implemented easily without excessive bureaucratic obstacles.

9. Regulation and External Factors

   Human resource policies cannot be separated from the regulatory context and external factors that affect the organization, such as labor laws, government policies, and economic and social conditions. The success of implementing human resource policies is greatly influenced by compliance

with applicable regulations. Organizations must ensure that the policies adopted are in accordance with applicable regulations in their operational areas. In addition, changes in government policies, labor market trends, and technological developments can also affect how human resource policies are implemented.

10. Evaluation and Monitoring

Another A crucial element in the accomplishment of HR policy implementation is the existence of an effective evaluation and monitoring mechanism. HR policies must be monitored regularly to ensure that their implementation is running according to plan and achieving the goals that have been set. A continuous evaluation process allows organizations to identify obstacles or problems in implementing policies, and make improvements if necessary. Without proper evaluation, it is difficult to determine whether human resource policies are having a positive impact or need to be adjusted.

11. Balance Between Flexibility and Certainty

Human resource policies must be flexible to adapt to changes in the business environment and employee needs, but also provide enough certainty so that employees feel safe and well-guided in carrying out their duties. Policies that are too rigid will be difficult to adapt to change, while policies that are too loose can cause confusion. Therefore, organizations must strike the ideal balance between flexibility and certainty in the human resource policies they implement.

12. Openness to Innovation

Openness to innovation in human resource management is one factor that can influence the success of policy implementation. Innovation in recruitment methods, performance appraisals, talent management, and employee work methods, such as remote work or flexible working hours, are the keys to success in this modern era. Organizations that are willing to adopt new approaches to human resource management tend to be more successful in implementing policies that are relevant to the demands of the times.

The interaction of the several elements mentioned above has a significant impact on how well human resource policies are implemented. Organizations that manage their people resources well can improve performance and achieve their strategic objectives. This is especially true for those that can effectively handle these aspects.

Difficulties in Putting Policies Into Practice for Human Resource Management

There are many barriers that prevent human resource management policies from being implemented effectively. Mariappanadar (2019) asserts that a significant obstacle to firms' ability to execute efficient human resource management policies is the swift changes occurring in the worldwide commercial landscape. For organizations to remain relevant and competitive in the global economy, they must be able to quickly adapt market, given the rapid changes in technology, legislation, and worldwide marketplaces. Companies need to recognize the most recent developments in the business world and modify their HRM procedures accordingly. But in the face of swift changes in the global economic landscape, this problem can also present an opportunity for firms to create creative and functional human resource management policies.

Organizations face resource limitations while putting into practice efficient HRM policies, on top of the difficulties associated with adaptability. Adequate human resources, time, and financial resources are necessary for the implementation of successful HRM policies (Rook, 2017). Nonetheless, a lot of businesses deal with resource limitations, particularly with regard to money and time. As a result, companies must carefully plan their implementation of HRM policies and set priorities for their available resources.

Then, putting in place efficient human resource management policies is hampered by cultural and value disparities. Organizations operating in different nations or regions frequently deal with cultural and value differences, which can have an impact on how the business tackles problems related to human resource management (Smith et al., 2018). The implementation of successful initiatives may be hampered by these disparities. Organizations must thus adjust their human resource management policies to the appropriate cultural setting by understanding the variations in culture and values across each of their operational areas. Organisations can establish human resource management policies that are both relevant and effective throughout their operational areas by comprehending and managing cultural differences and values. There are steps that must be taken in order to address these issues. It is intended that by working together, these difficulties and roadblocks would be removed, or at the very least lessened, to ensure that they don't get in the way of putting human resource management strategies into practice.

A Practical Guide for Organizations to Design and Implement Effective Human Resource Management Policies in the Industry 5.0 Era

In the era of Industry 5.0, businesses are required to be more dynamic, adaptive, and innovative in designing and implementing human resource management policies. Collaboration between humans and technology, a focus on employee welfare, and the importance of innovation are the basis for developing successful human resource policies. The following is a practical guide that organizations can use to design and implement effective human resource policies in this era according to Olsson et al., (2024):

1. Understanding the Industry 5.0 Context and Identifying Organizational Needs

    The first step in designing an effective human resource policy is to deeply understand the context and challenges faced by organizations in the Industry 5.0 era. Industry 5.0's focus on human and technology collaboration and personalization requires human resource policies that are adaptive and responsive to changes in technology and workforce demands.

2. Involving Stakeholders in the Policy Development Process

    A successful human resource policy is one that is supported by all levels of the organization. Therefore, it is important to involve stakeholders from various departments, including top management, line managers, and employees in the policy development process.

3. Focus on Employee Skills and Capabilities Development

    In the Industry 5.0 era, digital skills and soft skills development are top priorities. Organizations need to design policies that enable continuous employee skills development.

4. Create a Flexible and Inclusive Work Environment

    The Industry 5.0 era encourages a more flexible and inclusive work model. Employees are increasingly seeking flexibility in work schedules and workplaces, and want an inclusive and supportive environment.

5. Leverage Technology to Support Human Resource Management

    Technology plays a central role in HR management in the Industry 5.0 era. Organizations need to use technology tools and platforms that can improve efficiency and accuracy in decision-making related to human resources.

6. Improve Employee Well-being

    Effective human resource policies in the Industry 5.0 era must pay attention to employee well-being holistically, including physical and mental health, as well as work-life balance.

7. Evaluate and Monitor Policies Regularly

   Human resource policies must be often assessed to guarantee their applicability and efficiency. The business and technology environment is constantly changing, so human resource policies must continue to be adjusted to evolving needs.

8. Improving Organizational Culture Adaptation

   An organizational culture that supports innovation, openness, and human-machine collaboration is an important foundation for the success of human resource policies in the era of Industry 5.0. Establishments need to foster a culture that embraces change and facilitates digital transformation.

9. Commitment to Sustainability and Social Responsibility

   In the era of Industry 5.0, businesses are not only required to focus on productivity, but also on sustainability and social responsibility. Human resource policies need to reflect a commitment to environmental and social issues.

10. Leadership that Supports Digital Transformation

    Leadership in the organization must be able to be an agent of change that facilitates digital transformation and supports human resource policies that are in line with the Industry 5.0 era.

    By following this guide, organizations can design and implement relevant, flexible, and effective human resource management policies in the Industry 5.0 era, which not only increase productivity but also focus on well-being and development

CONCLUSION

In the Industry 5.0 era, gaining a competitive edge requires effective human resource management, with an emphasis on technology usage, skill development, and raising employee happiness. Studies on the application of efficient HRM practices to enhance the performance of organizations in the Industry 5.0 era shows that good human resource management is essential to face the challenges of globalization and increasingly fierce competition. In this context, the study emphasizes the need for innovative strategies and the application of technology to boost productivity and effectiveness in human resource management. One of the main findings is that the application of information management systems in human resources management can improve decision making and employee satisfaction.

This shows that the integration of technology in the human resource management process not only improves individual performance but also the

overall performance of the organization. In addition, the study also highlights the importance of employee training and development to improve skills and work discipline, which in turn contributes to organizational performance. Thus, organizations need to adapt to change and leverage technology to create a more inclusive and productive work environment.

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