



### TALENT MANAGEMENT AS A CRITICAL COMPONENT OF HUMAN RESOURCE DEVELOPMENT IN THE ERA OF SOCIETY 5.0

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#### Abstract

The emergence of Society 5.0 redefines the strategic role of human resources within human-centered digital ecosystems, requiring organizations to realign talent development with evolving competency demands. Although talent management has been widely discussed in digital transformation literature, limited research systematically integrates its competency dimensions within the Society 5.0 framework. This study employs a Systematic Literature Review (SLR) analyzing 24 peer-reviewed journal articles through structured identification, screening, and thematic synthesis. The findings reveal three interrelated themes: (1) the repositioning of human resources as the core of human-centered digital transformation, (2) talent management as a strategic alignment mechanism linking digital strategy and human capability, and (3) six interdependent competency dimensions: leadership capability, language proficiency, digital literacy, writing and communication skills, innovation and creativity, and emotional intelligence. This study offers a structured competency-based framework positioning talent management as a transformation architecture aligned with Society 5.0 principles.

**Keywords:** talent management; human resource development; society 5.0; competency-based hr; digital transformation

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#### INTRODUCTION

The acceleration of digital transformation has fundamentally reshaped organizational structures, competitive dynamics, and human resource management practices. Emerging technologies such as artificial intelligence (AI), big data analytics, cloud computing, and the Internet of Things (IoT) are not only transforming operational systems but also redefining how organizations create value and sustain competitiveness. Empirical research confirms that digital transformation positively influences organizational performance when supported by appropriate human resource capabilities and strategic alignment (Verhoef et al., 2021; Montero Guerra et al., 2023). Consequently, human resources are increasingly positioned not merely as administrative support functions, but as strategic drivers of innovation, adaptability, and long-term competitiveness.

The current phase of digital transformation is conceptualized within the framework of Society 5.0, a paradigm emphasizing human-centered integration of cyber and physical systems (Fukumiya, 2018) (Fukukawa, 2002; Hitachi-UTokyo, 2018). Unlike Industry 4.0, which focuses primarily on automation and operational efficiency, Society 5.0 prioritizes the creation of social and economic value through the synergy between advanced technologies and human intelligence. In this context, human resource competencies extend beyond technical proficiency to encompass leadership capability, adaptive thinking, digital literacy, emotional intelligence, and collaborative skills (Mourtzis et al., 2023; Suciu et al., 2023). Thus, Society 5.0 reframes digital transformation as a competency-driven and human-centered strategic process.

Recent empirical research further indicates that digital transformation success depends not only on technological adoption but on the development of digitally competent human resources capable of integrating analytics, adaptive leadership, and socio-emotional intelligence into organizational processes (Margherita & Bua, 2021; Strohmeier, 2020; Vrontis et al., 2022). Studies on digital HR transformation demonstrate that organizations with higher levels of HR digital readiness exhibit stronger innovation capability and improved organizational performance (Montero Guerra et al., 2023; Greenhaus et al., 2003).

However, a critical examination of this body of research reveals two important limitations. First, many studies remain predominantly technology-driven, positioning digital systems and analytics as the primary determinants of transformation success, while human competencies are treated as supportive or adaptive variables rather than as structural and strategic drivers of value creation. Second, empirical findings are not uniformly consistent across contexts. Stronger performance effects are frequently reported in developed economies with advanced digital infrastructure, whereas emerging economies continue to face structural constraints in digital talent availability and institutional readiness.

Within the Society 5.0 paradigm, these inconsistencies indicate that existing research has not fully reconciled technological advancement with the human-centered philosophy underlying digital transformation. Although competencies are acknowledged as important, they are rarely conceptualized as an integrated architectural foundation. However, global and national evidence indicates persistent challenges in human resource readiness. (WEF, 2023) estimates that 44% of workers' core skills will change within five years due to technological disruption. Similarly, digital talent shortages remain critical across sectors, particularly in emerging economies. These structural gaps suggest that conventional human resource management approaches—largely oriented toward technological upgrading rather than systemic competency integration—remain insufficient to address the multidimensional and human-centered demands of Society 5.0.

In response to these challenges, talent management has gained prominence as a strategic approach to identifying, developing, and retaining high-potential individuals aligned with organizational strategy. Recent studies confirm that effective talent management contributes to innovation capability, organizational resilience, and competitive advantage in digital environments (Collings et al., 2018; Widodo et al., 2023; Montero Guerra et al., 2023). Nevertheless, despite this growing body of literature, several critical gaps remain insufficiently addressed.

First, most contemporary studies examine talent management within general digital transformation contexts or Industry 4.0 frameworks, emphasizing performance outcomes or digital HR systems (Collings et al., 2018; Guerra et al., 2023). However, these studies rarely position talent management explicitly within the human-centered philosophical foundations of Society 5.0. As a result, the conceptual alignment between competency-based talent strategies and Society 5.0 principles remains underdeveloped.

Second, existing research tends to investigate specific competency dimensions—such as digital literacy, adaptive leadership, or emotional intelligence—in isolation (Mourtzis et al., 2023; Suciu et al., 2023; (Ikhsan et al., 2023b). Although these studies provide valuable insights into individual skill domains, they do not systematically integrate technical, cognitive, and socio-emotional competencies into a coherent talent management architecture. This fragmentation limits theoretical clarity regarding how organizations should structurally align human capability development with digital transformation pressures.

Third, methodologically, the majority of prior studies rely on sector-specific case studies or quantitative survey designs focusing on single industries (Guerra et al., 2023; Widodo et al., 2023). While these empirical approaches offer contextual insights, they often produce fragmented findings that are not systematically consolidated across disciplines. There remains a lack of comprehensive synthesis research integrating

multidisciplinary evidence on talent management, human resource competencies, and Society 5.0 into a structured conceptual framework.

These theoretical and methodological gaps indicate the need for a structured Systematic Literature Review (SLR) to synthesize fragmented findings, identify recurring competency dimensions, and construct an integrated competency-based talent management framework explicitly aligned with the Society 5.0 paradigm.

Despite the growing body of literature on digital transformation and talent management, existing studies remain fragmented across disciplinary boundaries and frequently address competencies in isolation. Prior research tends to focus either on digital transformation outcomes or on specific competency dimensions without integrating them into a coherent Society 5.0-aligned framework. Such conceptual fragmentation has been identified as a common limitation in emerging interdisciplinary fields, where theoretical consolidation often lags behind empirical expansion (Tranfield et al., 2003; Templeton et al., 2002; Snyder, 2019). Consequently, there is still no comprehensive synthesis that systematically integrates talent management, human resource competencies, and the human-centered principles of Society 5.0 into a unified conceptual architecture. This gap limits theoretical clarity regarding how competency integration structurally mediates digital transformation within the Society 5.0 paradigm.

Given this dispersion of findings, a Systematic Literature Review (SLR) is considered the most appropriate methodological approach. Unlike traditional narrative reviews, the SLR approach enables transparent, replicable, and structured identification, evaluation, and synthesis of multidisciplinary evidence (Kitchenham, 2004; Tranfield et al., 2003). It strengthens methodological rigor by systematically consolidating fragmented findings and clarifying theoretical positioning.

Therefore, consistent with the SLR approach, this study aims to systematically identify, categorize, and synthesize existing research on talent management, human resource competencies, and Society 5.0. Specifically, this study seeks to (1) synthesize the evolving role of human resources within Society 5.0 discourse, (2) map dominant competency dimensions emphasized in the literature, and (3) formulate a conceptual talent management framework aligned with human-centered digital transformation. By providing a structured synthesis rather than isolated analysis, this study contributes to strengthening the theoretical positioning of talent management within the Society 5.0 paradigm and offers strategic guidance for organizations seeking sustainable competitiveness in a human-centered digital era.

## METHOD

This study employed a qualitative research design using a Systematic Literature Review (SLR) approach to systematically identify, evaluate, and synthesize scholarly evidence concerning talent management, human resource competencies, digital transformation, HR readiness, and Society 5.0. The SLR followed a structured procedure consisting of identification, screening, and eligibility stages to ensure methodological transparency and reproducibility.

The population of this study comprised peer-reviewed journal articles discussing the relevant themes, with individual articles serving as the unit of analysis. Articles were retrieved through systematic database searches in Google Scholar and the Science and Technology Index (SINTA) using combinations of the keywords “talent management,” “human resource competencies,” “digital transformation,” “HR readiness,” and “Society 5.0.” The identification stage initially yielded 90 articles. After removing duplicates and irrelevant titles or abstracts during the screening stage, 45 articles remained. Full-text assessment was then conducted during the eligibility stage.

The inclusion criteria were: (1) peer-reviewed journal articles, (2) publications between 2015 and 2023, (3) explicit discussion of talent management, HR competencies, digital transformation, or Society 5.0, and (4) full-text availability. The exclusion criteria comprised conference abstracts, opinion papers or non-academic reports, and studies lacking conceptual or empirical relevance. After applying these criteria, 24 articles met the eligibility requirements and were included in the final synthesis.

A structured data extraction matrix was developed to record authorship, publication year, research objectives, theoretical framework, methodological design, key findings, and identified competency dimensions. Data were analyzed using qualitative content analysis through open coding, axial coding, and selective coding to identify recurring patterns and synthesize higher-order themes. The thematic synthesis results were subsequently used to construct an integrated competency-based talent management framework aligned with the human-centered principles of Society 5.0.

Data analysis was conducted using qualitative content analysis. The selected articles were analyzed through three stages: (1) open coding to identify recurring concepts, (2) axial coding to group related concepts into broader categories, and (3) selective coding to synthesize higher-order themes. The analysis focused on identifying patterns linking human resource competencies, talent management strategies, and digital transformation within the Society 5.0 context. The thematic synthesis results were subsequently used to construct an integrated competency-based talent management framework aligned with the human-centered principles of Society 5.0.

## RESULTS

Following the systematic identification, screening, and eligibility procedures, a total of 24 peer-reviewed journal articles met the predefined inclusion criteria and were included in the final synthesis. Thematic synthesis was conducted using a three-stage coding process consisting of: (1) open coding to identify recurring concepts, (2) axial coding to cluster related concepts into analytical categories, and (3) selective coding to integrate these categories into higher-order themes.

From 186 initial conceptual codes extracted across the selected studies, clustering procedures generated 14 intermediate analytical categories. These categories were subsequently synthesized into three higher-order and interrelated themes. Several articles contributed to more than one theme, indicating conceptual overlap across digital transformation, talent management, and competency discourse.

The synthesis does not merely describe recurring topics, but identifies structural patterns and conceptual relationships linking human-centered digital transformation, talent management alignment, and integrated competency development.

Nine of the 24 reviewed articles primarily conceptualize human resources as the strategic core of Society 5.0 and human-centered digital ecosystems (Abdullah et al., 2024; Mourtzis et al., 2023; Suciu et al., 2023; Yaraş Hatay Mustafa et al., 2022; Sandra & Yuliawan, 2022; Verhoef et al., 2021; Vrontis et al., 2022; Permana et al., 2020). A dominant pattern across these studies is the paradigm shift from technology-centric efficiency models toward human-centered value creation. Digital transformation is interpreted not only as technological adoption but as a restructuring of human roles within cyber-physical systems.

However, conceptual variation emerges. Some studies emphasize technological readiness and digital literacy as primary HR requirements (Mourtzis et al., 2023; Blut & Wang, 2019), whereas others stress ethical reasoning, sustainability, and socio-emotional capability (Suciu et al., 2023; Abdullah et al., 2024). This divergence indicates that while consensus exists regarding the strategic repositioning of human resources, unified competency articulation remains fragmented.

Eight articles position talent management as a strategic system linking digital transformation with organizational performance and competitiveness (Collings et al., 2018; Guerra et al., 2023; Widodo et al., 2023; Frankiewicz, 2020; Banerjee & Sharma, 2025; Margherita & Bua, 2021; Strohmeier, 2020; Torraco & Lundgren, 2020; Sumar'in et al., 2021). A recurring analytical pattern indicates that talent management functions as: (1) a mechanism for identifying and developing high-potential individuals; (2) a leadership pipeline development system; (3) and a strategic alignment tool between digital strategy and human capability.

Empirical studies (Guerra et al., 2023; Widodo et al., 2023) demonstrate measurable performance effects. However, several conceptual papers lack empirical validation. Additionally, most studies embed talent management within Industry 4.0 frameworks rather than explicitly aligning it with the human-centered philosophy of Society 5.0.

To clarify the conceptual distinction identified in the reviewed literature, Table 1 summarizes the fundamental differences between traditional HRM and talent management approaches.

Table 1. Traditional Human Resource Management VS Talent Management Approach

Traditional HRM Approach	Talent Management Approach
Employee development occurs incidentally	Employee development is a strategic organizational priority
Development equated with training programs	Development includes mentoring, coaching, challenging assignments, and succession planning
Focus on administrative efficiency	Focus on long-term human capital competitiveness
Training primarily for underperforming employees	Continuous development for all high-potential employees
Limited cross-functional mobility	Job rotation and cross-functional exposure encouraged
Reactive workforce planning	Proactive and strategic talent forecasting

Seven articles emphasize specific competency domains required in digitally transformed organizations (Ikhsan et al., 2023; Suciu et al., 2023; Sandra & Yuliawan, 2022; Ismawaty, 2022; Juicharoen et al., 2023; Blut & Wang, 2019; Greenhaus et al., 2003). Through cross-article coding and constant comparison, six dominant competencies emerged: (1) Leadership capability, (2) Digital/IT literacy, (3) Language proficiency, (4) Writing and communication skills, (5) Innovation and creativity, (6) Emotional intelligence.

Although these competencies frequently appear in the literature, they are often discussed independently. The synthesis reveals strong interdependence among competencies. Leadership without digital literacy limits strategic responsiveness; digital literacy without emotional intelligence risks technocentric decision-making; innovation without communication skills weakens knowledge transfer effectiveness.

Thus, competency integration functions as a mediating mechanism between digital transformation pressures and sustainable organizational competitiveness.

Table 2. Distribution of Reviewed Articles Across Themes

Theme	Number of Articles	Percentage (%)
Theme 1: Human-Centered Digital Transformation	9	37.5%
Theme 2: Talent Management Alignment	8	33.3%
Theme 3: Competency Integration	7	29.2%
	24	100%

Several articles contributed to multiple themes, reflecting conceptual overlap. For example, Suciu et al. (2023) and Mourtzis et al. (2023) contribute to both human-centered transformation and competency integration discussions, while Guerra et al. (2023) bridges digital transformation and talent alignment.

The three themes are structurally interconnected rather than independent. Human-centered digital transformation (Theme 1) generates new competency demands. Talent management (Theme 2) operationalizes these demands through structured identification, development, and retention systems. Integrated competencies (Theme 3) provide the substantive foundation of those strategic mechanisms.

The synthesis reveals a consistent conceptual progression: (1) Digital Transformation Pressure, (2) Human-Centered Repositioning, (3) Emerging Competency Demands, (4) Talent Management Alignment, (5) Sustainable Organizational Competitiveness.

Therefore, talent management in the Society 5.0 era should be interpreted not merely as an HR practice but as a competency-based transformation architecture linking digital strategy with human capability development.

## DISCUSSION

The findings of this study suggest that the discourse on Society 5.0 requires a conceptual repositioning of human resource management. Rather than treating human resources merely as complementary to digital transformation, the synthesis indicates that human capital functions as the architectural core of human-centered digital ecosystems. This reinterpretation moves beyond the dominant narrative that frames digital transformation as primarily technological by positioning competency integration as the structural foundation of organizational competitiveness. Recent studies in digital transformation literature emphasize technological

capability and organizational agility (Verhoef et al., 2021; Guerra et al., 2023). However, this study advances the discussion by explicitly conceptualizing a competency-based transformation architecture in which talent management operates as the structural mechanism linking digital strategy and human capability. In contrast to prior studies that focus on performance effects or technological readiness, this research develops an integrated conceptual model grounded in the Society 5.0 paradigm.

The analysis further reveals that Society 5.0 should not be interpreted solely as a socio-technological framework but as a strategic competency paradigm. While prior research discusses human-centered technology integration (Mourtzis et al., 2023; Suciu et al., 2023), these studies often treat competencies in isolation—digital literacy in one stream, leadership in another, and emotional intelligence in separate discussions. The novelty of this study lies in systematically integrating these fragmented competency dimensions into a coherent framework explicitly aligned with the philosophical foundations of Society 5.0. Unlike previous research, which examines competencies independently or embeds talent management within broader Industry 4.0 narratives, this study proposes a unified competency architecture that structurally connects technical, cognitive, and socio-emotional dimensions within a single talent management system. Thus, the contribution lies not merely in reaffirming the importance of human resources, but in introducing an integrated conceptual model that clarifies how competency alignment mediates the relationship between digital transformation and sustainable organizational performance.

Moreover, the findings indicate that traditional human resource management approaches are insufficient not simply because they are administratively oriented, but because they lack strategic coherence in competency alignment. Contemporary HRM studies emphasize digital HR systems and analytics (Margherita & Bua, 2021), yet few articulate how these systems should be embedded within a broader competency-based talent strategy. This study argues that talent management in the Society 5.0 era must function as a dynamic alignment mechanism that continuously recalibrates leadership capability, digital literacy, innovation capacity, and emotional intelligence in response to technological evolution. In this sense, talent management becomes a transformation infrastructure rather than a discrete HR practice.

A critical insight emerging from the synthesis is that competency development in Society 5.0 is multidimensional and structurally interdependent. Leadership without digital literacy results in strategic inertia, while digital literacy without emotional intelligence risks technological determinism and reduced human engagement. This interdependence has been insufficiently theorized in recent digital HR research (Collings et al., 2018; Suciu et al., 2023). By identifying six core competencies as an integrated system, this study advances a more holistic model that reflects the complexity of human-centered digital transformation.

More specifically, emotional intelligence functions as a stabilizing and regulatory mechanism within digitally transformed environments. In the context of rapid technological change, emotional intelligence enables leaders and employees to manage uncertainty, interpret change-related stress constructively, and maintain psychological safety during digital restructuring processes. This capability mitigates resistance to technological adoption by facilitating empathy-based communication, trust formation, and adaptive behavioral alignment. Furthermore, emotional intelligence supports digital collaboration by enhancing cross-functional interaction, conflict resolution, and collective learning within technology-mediated environments. Without this socio-emotional regulation, digital literacy alone may intensify technocentric decision-making and weaken employee engagement. Thus, emotional intelligence does not merely complement digital capability; it operationalizes the human-centered principle of Society 5.0 by ensuring that technological advancement remains socially embedded and organizationally sustainable.

Furthermore, the findings highlight an important theoretical implication: organizational competitiveness in Society 5.0 should be conceptualized as competency-driven rather than technology-driven. While prior empirical studies demonstrate correlations between digital transformation initiatives and performance outcomes (Guerra et al., 2023), this study clarifies the mediating mechanism through which such outcomes are achieved. Specifically, talent management operates as the architectural infrastructure that systematically integrates leadership capability, digital literacy, and socio-emotional competence into a coherent developmental system. Through this integration, technological investment is translated into adaptive capacity, collaborative innovation, and long-term organizational resilience. This repositioning provides a clearer explanatory pathway between digital transformation, competency integration, and sustainable organizational

performance, thereby extending the theoretical grounding of talent management within the Society 5.0 paradigm.

Therefore, the primary contribution of this study lies in reframing talent management within the Society 5.0 paradigm as a competency-based transformation architecture. Rather than reiterating established arguments about the importance of people in digital change, this study provides a structured synthesis that clarifies how integrated competencies operationalize human-centered digital transformation. This analytical repositioning offers both theoretical advancement and practical guidance for organizations seeking to design sustainable talent strategies in the Society 5.0 era.

The findings confirm that talent management is positively associated with organizational performance, innovation capability, and sustainable competitive advantage in digital environments (Collings et al., 2018; Greenhaus et al., 2003; Widodo et al., 2023; Guerra et al., 2023). However, while these empirical studies consistently report positive correlations, the strength and structural implications of this relationship are not uniformly established across organizational contexts. Much of the existing evidence is derived from large multinational corporations or digitally mature firms, where institutional support, leadership infrastructure, and technological investment are relatively stable. Consequently, the generalizability of these findings to small and medium-sized enterprises, public-sector institutions, or organizations in structurally constrained environments remains insufficiently examined.

Moreover, contextual disparities between developed and emerging economies introduce further conceptual complexity. In developed economies, talent management systems are often embedded within advanced digital ecosystems, allowing competency development to translate more directly into performance gains. In contrast, emerging economies frequently face digital talent shortages, infrastructural limitations, and uneven institutional readiness, which may moderate or delay the performance effects of talent management initiatives. These contextual variations suggest that the positive association identified in prior studies should not be interpreted as universally automatic, but rather as contingent upon structural alignment between technological maturity and competency architecture.

Most contemporary studies examine talent management either as (1) a performance-enhancing HR practice within multinational corporations, or (2) a component of digital HR systems supporting technological adoption. These studies tend to focus on measurable outcomes such as employee engagement, productivity, or digital agility, without explicitly framing talent management within the philosophical and structural principles of Society 5.0. For example, recent empirical research by Guerra et al. (2023) emphasizes the relationship between digital transformation initiatives and talent practices but does not conceptualize how competency integration should reflect the human-centered values embedded in Society 5.0. Similarly, Collings et al. (2018) discuss global talent management from a strategic perspective but do not integrate socio-emotional and ethical competencies as core structural elements of digital-era competitiveness.

As a result, the Society 5.0 paradigm remains largely discussed at a macro-conceptual level, while talent management research continues to operate within conventional digital transformation frameworks. By systematically synthesizing the selected studies, this research identifies a structural disconnect between Society 5.0 discourse and talent management scholarship. Specifically, prior studies address digital literacy, leadership, or emotional intelligence separately, but rarely position these competencies as an integrated system embedded within a human-centered transformation architecture. This study contributes by bridging that disconnect and proposing a competency-oriented talent management framework explicitly aligned with Society 5.0 principles. The contribution, therefore, lies not merely in contextual labeling, but in conceptual integration—linking Society 5.0's human-centered philosophy with a structured competency-based talent strategy that accounts for contextual variability across organizational and national settings.

A central analytical contribution of this study is the synthesis of six interdependent competency dimensions—leadership capability, language proficiency, digital/IT literacy, writing and communication skills, innovation and creativity, and emotional intelligence—into a unified framework. While previous research acknowledges these competencies independently (Margherita & Bua, 2021; (Mourtzis et al., 2023;

Suciu et al., 2023), the literature lacks systematic integration that explains how these competencies interact to sustain organizational competitiveness in Society 5.0 contexts.

The synthesis indicates that these competencies function synergistically rather than independently. Leadership capability without digital literacy limits strategic responsiveness; digital literacy without emotional intelligence may lead to technocentric decision-making detached from human values; innovation without communication skills reduces knowledge transfer effectiveness. This multidimensional interaction has not been sufficiently theorized in recent digital HR research (Collings et al., 2018; Margherita & Bua, 2021). By conceptualizing these competencies as an interconnected system, this study advances a more holistic understanding of talent management as a transformation infrastructure rather than a discrete HR function.

Leadership competency, in particular, emerges not only as a managerial requirement but as a transformational capability required to balance technological efficiency with human sustainability. Recent studies on adaptive leadership in digital environments (Mourtzis et al., 2023) highlight the need for leaders who can integrate technological innovation with collaborative and ethical governance. Within the Society 5.0 paradigm, this adaptive leadership capability becomes more explicitly strategic because it functions as a governance mechanism that ensures innovation remains human-centered. Specifically, adaptive leaders enable human-centered innovation by translating technological opportunities into solutions that prioritize user value, employee well-being, and social sustainability, while simultaneously orchestrating cross-functional collaboration in technology-mediated settings. In addition, adaptive leadership strengthens organizational resilience by promoting learning agility, rapid sense-making, and adaptive decision-making under conditions of uncertainty, thereby allowing organizations to absorb disruption and continuously recalibrate competency development as technologies evolve.

Similarly, emotional intelligence is repositioned in this study as a stabilizing competency that mitigates the risks of technological determinism and employee disengagement in highly digitalized environments (Suciu et al., 2023). Therefore, the novelty of this study lies in its systematic integration of fragmented competency discussions into a coherent, Society 5.0-aligned talent management architecture. Rather than merely confirming the importance of talent management, this research clarifies how and why competency integration serves as the structural mechanism linking digital transformation pressures to sustainable organizational performance. This conceptual clarification strengthens the theoretical foundation of talent management scholarship within the evolving Society 5.0 paradigm.

Moreover, the emphasis on language skills, writing skills, and IT literacy reflects the increasing importance of communication, knowledge articulation, and digital competence in globally connected organizations. These competencies enable human resources to participate effectively in digital collaboration, knowledge sharing, and innovation processes (Blut & Wang, 2019; Sandra & Yuliawan, 2022). Innovation and creativity, meanwhile, are positioned as critical enablers of organizational adaptability and value creation in the face of rapid technological change (Sumar'in et al., 2021; Lubis & Simatupang, 2023).

Overall, this discussion underscores that talent management in the Society 5.0 era should not be treated as a standalone human resource initiative, but rather as an integrated strategic framework aligned with organizational goals and technological transformation. By focusing on the systematic development of key competencies, organizations can better prepare their human resources to thrive in a human-centered digital ecosystem. The findings thus provide both theoretical insights and practical implications for organizations seeking to strengthen human resource competitiveness in the Society 5.0 era.

## CONCLUSION

This study reconceptualizes talent management within the Society 5.0 paradigm as a competency-based transformation architecture rather than a conventional human resource practice. Through a systematic synthesis of 24 peer-reviewed articles, the findings demonstrate that digital transformation, when framed within human-centered principles, generates multidimensional competency demands that cannot be addressed through fragmented HR interventions or isolated skill development initiatives.

The analysis reveals three structurally interconnected components: (1) human-centered digital transformation as a strategic repositioning of human capital, (2) talent management as a strategic alignment

mechanism linking digital strategy and workforce capability, and (3) six interdependent competency dimensions leadership capability, digital literacy, language proficiency, writing and communication skills, innovation and creativity, and emotional intelligence as foundational enablers of sustainable competitiveness.

Unlike prior studies that discuss these competencies independently or situate talent management primarily within Industry 4.0 frameworks, this study integrates fragmented competency discourse into a coherent conceptual model aligned with the philosophical foundations of Society 5.0. The primary theoretical contribution lies in clarifying the mediating mechanism through which integrated competencies translate digital transformation pressures into sustainable organizational performance. In this configuration, talent management operates not merely as a performance-enhancing HR practice but as a structural infrastructure that embeds human-centered values within technological advancement.

From a practical perspective, organizations operating in Society 5.0 environments should move beyond administrative HR efficiency and adopt integrated talent architectures that simultaneously cultivate technical, cognitive, and socio-emotional competencies. Strategic alignment among leadership development, digital capability enhancement, innovation capacity building, and communication proficiency is essential to ensure that technological investment produces long-term competitive advantage.

This study is limited by its reliance on secondary data and conceptual synthesis without empirical validation. Future research should empirically test the proposed competency-based transformation framework across industries, organizational sizes, and cultural contexts. Longitudinal and mixed-method designs may further examine how competency integration mediates the relationship between digital transformation initiatives and sustainable organizational outcomes.

In conclusion, sustainable competitiveness in the Society 5.0 era is competency-driven rather than technology-driven. Talent management, when structured as an integrated transformation architecture, becomes the strategic bridge that aligns human capability with digital evolution.

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