

Human-Centred Leadership in Human Resource Management in the Society 5.0 Era

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Abstrak

Dengan kemajuan teknologi digital di era Society 5.0, manajemen sumber daya manusia (SDM) mengalami transformasi yang signifikan. Untuk mencapai keseimbangan antara penggunaan teknologi dan nilai-nilai kemanusiaan, ada perubahan yang diperlukan. Paradigma ini mendorong penggunaan pendekatan kepemimpinan yang berpusat pada manusia. Pendekatan ini menempatkan manusia sebagai pusat pengambilan keputusan organisasi. Dengan menggunakan metode peninjauan literatur sistematis terhadap jurnal nasional dan internasional, penelitian ini bertujuan untuk mempelajari konsep, fitur, dan peran leadership yang berpusat pada manusia dalam manajemen sumber daya manusia di era Society 5.0. Kajian menunjukkan bahwa pemimpin yang berpusat pada manusia dapat meningkatkan kinerja, keterlibatan, dan kesejahteraan karyawan melalui kecerdasan emosional, pemberdayaan individu, dan empati. Selain itu, pemimpin yang berpusat pada manusia juga membantu organisasi menyesuaikan diri dengan tantangan yang timbul dari digitalisasi. Metode ini masih relevan sebagai pendekatan kepemimpinan yang fleksibel dan berkelanjutan untuk mengatasi dinamika organisasi kontemporer.

Kata Kunci: *Human-Centered Leadership, Manajemen Sumber Daya Manusia, Society 5.0*

Abstract

With the advancement of digital technology in the Society 5.0 era, human resource management (HRM) has undergone significant transformation. To achieve a balance between the use of technology and human values, changes are needed. This paradigm encourages the use of a human-centered leadership approach. This approach places humans at the center of organizational decision-making. Using a systematic literature review of national and international journals, this study aims to examine the concepts, features, and roles of human-centered leadership in human resource management in the Society 5.0 era. The study shows that human-centered leaders can improve employee performance, engagement, and well-being through emotional intelligence, individual empowerment, and empathy. In addition, human-centered leaders also help organizations adapt to the challenges arising from digitalization. This method is still relevant as a flexible and sustainable leadership approach to address contemporary organizational dynamics.

Keywords: *Human-Centered Leadership, Human Resource Management, Society 5.0*

INTRODUCTION

The increasingly intensive development of digital technology has driven fundamental changes in the way organisations manage human resources. The concept of Society 5.0 emerged as a response to the dominance of technology, placing humans at the centre of the process of innovation and social development (Aravik, et.al, 2025). In the context of modern organisations, this paradigm demands a leadership approach that is not only oriented towards efficiency and productivity, but also pays attention to humanity, welfare, and individual potential development. Human resource management (HRM) in the Society 5.0 era faces the challenge of integrating smart technology with the psychological and social needs of employees. Therefore, the concept of human-centred leadership is relevant as a leadership approach that emphasises a balance between technological progress and human values in HRM. (Andayanti et al., 2025)

The transformation towards Society 5.0 has complex implications for HR management practices, particularly in terms of changing work patterns, new competency requirements, and the intensity of human interaction with digital systems (Awaluddin & Aravik, 2025). On the one hand, technology provides convenience and efficiency in work processes, but on the other hand, it has the potential to cause problems such as decreased employee engagement, work pressure, and weakened interpersonal relationships within the organisation. This situation is often exacerbated by the application of traditional leadership styles that tend to be control- and hierarchy-oriented. The literature shows that people-focused leadership can create a more adaptive, inclusive, and sustainable work environment, making it a strategic necessity in HR management in the era of Society 5.0. (Lailatul et al., 2023)

Previous studies have examined leadership and human resource management in the context of digitalisation and organisational change. However, most of these studies still focus on aspects of technology, efficiency, and organisational performance, while the human dimension has not been studied in depth. Studies that specifically integrate the concept of human-centered leadership with the dynamics of Society 5.0 are still relatively limited and scattered across various scientific publications. As a result, there is no comprehensive understanding of the characteristics, roles, and implications of human-oriented leadership in human

resource management. This condition indicates a research gap that needs to be bridged through systematic and structured literature studies. (Anggun et al., 2024)

Based on these conditions, the main problem in this study is related to how the concept of human-centered leadership is understood and applied in HR management in the Society 5.0 era. In addition, this study also examines the key elements of human-centred leadership and its relevance in facing the challenges of digitalisation and changes in the work environment. This issue is important given the strategic role of leaders in determining the direction of HR policies, building a healthy organisational culture, and maintaining a balance between organisational interests and individual welfare. Therefore, a systematic literature review approach is considered appropriate to examine this issue in depth. (Ine Sinthia, Solihat, 2024)

This study aims to systematically examine the concepts, characteristics, and development of human-centred leadership in the context of human resource management in the Society 5.0 era. In addition, this study also aims to identify the main themes and patterns of thought that have developed in the literature related to human-centred leadership. Through a systematic literature review approach, this study is expected to produce a scientific synthesis that contributes to the development of leadership and human resource management theory, as well as providing a conceptual foundation that is relevant to the demands of social and technological change. Theoretically, this study is expected to add to the knowledge of leadership and human resource management by incorporating a human-centred perspective into the Society 5.0 framework. Practically, the findings of this study are expected to serve as a reference for organisational leaders, human resource practitioners, and policy makers in designing adaptive, moral, and human welfare-oriented leadership strategies.

RESEARCH METHODS

This study employs a qualitative approach using library research designed in the form of a systematic literature review (SLR) to examine in depth the concept of human-centred leadership in human resource management in the era of Society 5.0. The research data was obtained from peer-reviewed national and international scientific journal articles that are openly accessible, collected through databases such as Google Scholar, SINTA, and national journal portals. The literature search process

was carried out systematically by determining relevant keywords, followed by screening based on titles and abstracts, reviewing the suitability of article content, and final selection of literature in line with the research focus. The selected articles were then analysed using thematic analysis to identify patterns of thought, main concepts, and the implications of human-oriented leadership for HRM practices in the Society 5.0 era, resulting in a comprehensive and scientifically accountable conceptual synthesis.

RESULTS AND DISCUSSION

1. Concept and Characteristics of Human-Centred Leadership

Human-centred leadership is a contemporary leadership approach that places people at the centre of all strategies and decisions made by an organisation. This method emphasises that the needs of employees, their emotional well-being, and the development of each employee's potential are crucial to the success of the company. This concept views employees as social, emotional, and spiritual partners, rather than assets. This distinguishes it from traditional leadership models that focus on financial results. (Safuan S, 2025).

The concept of human-centred leadership stems from the evolution of transformational and authentic leadership theories. These theories focus on how leaders facilitate human growth amid the dynamics of modern hybrid and digital work. Research focusing on the integration of emotional intelligence and inclusion to overcome post-pandemic challenges will increase by 9.47% per year from 1988 to 2024, according to bibliometric analysis. This method helps companies achieve sustainable results by creating a work culture that supports innovation and mental health. (Smitha Joshi, 2025)

Human-centred leaders possess important traits such as empathy and high emotional intelligence (Aravik, et.al, 2020). These characteristics enable leaders to understand and navigate the pressures employees experience when companies undergo change. Such leaders create a safe environment that encourages creativity through open, honest communication and a commitment to holistic well-being. Amid economic uncertainty, this trait has been shown to increase talent retention and productivity in the long term. (Dhania Puspa Purbasari, 2025).

Additional characteristics include self-awareness and a coaching position that prioritises individual development through inclusive feedback and joint decision-making. By emphasising shared goals and the courage to face uncertainty, HCL leaders exercise compassionate power, where power is used to empower rather than dominate. Good leadership behaviour requires human qualities such as self-control, wisdom, and compassion. (Smitha Joshi, 2025)

Human-centred leadership makes organisations flexible and innovative because employees feel valued and motivated to do their best. Recent studies show the relevance of this method to fields such as Islamic finance and human resource management in Indonesia, where humanitarian principles are in line with local ethics. Successful implementation requires top leadership dedicated to transforming the work culture to be more inclusive and humane. (Hector & Cameron, 2023)

2. The Role of Human-entered Leadership in Human Resource Management in the Society 5.0 Era

In the Society 5.0 era, human resource management (HRM) focuses on human leaders. It utilises advanced technologies such as artificial intelligence and the Internet of Things (IoT) to solve social problems and drive economic progress. This method places employees at the centre, and leaders use emotional intelligence and empathy to ensure that technology aids human development rather than replacing it (Aravik, et.al, 2021). HCL fosters an employee-friendly culture to prevent workers from being left behind amid the digital transformation of Society 5.0. (Bielawski, 2025)

In Society 5.0 HRM, HCL leaders are renowned for their ability to create human-focused recruitment, training, and retention strategies, where they prioritise training employees for human-machine collaboration. HCL leaders apply conscious leadership that encourages flexibility and resilience, enabling employees to work with intelligent systems for continuous innovation. This aligns with the pillars of Industry 5.0, which emphasise human-centred leadership to help employees make strategic decisions. (Melnyk et al., 2025).

By integrating emotional and wellbeing metrics into evaluations, HCL helps manage HR performance and ensures that everyone's career development can be adapted to Society 5.0 technologies such as big data. Leaders like this create a

psychologically safe hybrid work environment, reduce turnover, and increase engagement through mental health support and clear communication. In Indonesia, this approach is relevant because Society 5.0 seeks a balance between economic progress and social solutions, such as the development of digital MSMEs. (Sri Sundari, 2024)

Furthermore, in the era of Society 5.0 HRM, HCL supports inclusion and diversity by utilising AI to identify bias while ensuring that data-driven decisions are still based on human empathy. HCL leaders serve as coaches who help people learn throughout their lives. They tailor training to the unique needs of employees to address work disruption. According to bibliometric analysis, HCL supports digital transformation with themes of empathy and workplace inclusion, which are important components of organisational resilience. (Bielawski, 2025).

One of HCL's responsibilities is to build a sustainable corporate culture. There, leaders use innate qualities such as purpose, compassion, and wisdom to create a positive work environment that encourages innovation and productivity. In Society 5.0, this demonstrates that HRM focuses on ethical human-machine collaboration, and HCL ensures that technology helps people, such as by improving workers' quality of life. According to companies that use HCL, there has been a decrease in burnout and an increase in employee retention. (Melnyk et al., 2025)

Overall, HCL revolutionises HRM in Society 5.0 by placing humans at the core of innovation, ensuring that technological advances will result in a more equitable and productive society. This method improves organisational performance and supports Japan's human-centred vision of Society 5.0, which is relevant to digital HR issues in Indonesia. (Misbah & Budiyanto, 2020).

3. The Impact of Human-Centred Leadership on Human Resource Performance and Well-being

By increasing productivity through employee psychological well-being, human-centred leaders enhance organisational engagement and innovation. Studies show that HCL increases self-confidence and productivity by up to 106% and reduces fatigue by 50%. This approach in the hybrid work era ensures that employees feel valued, resulting in improved team performance through the formation of emotional

bonds and the development of each individual's potential. (Zafitri et al., 2025). Because HCL prioritises mental health and personal growth, employee job satisfaction and commitment increase. Bibliometric studies show the relationship between HCL and employee health, reducing work stress, and life happiness through qualities such as purpose and compassion. HCL employees report higher energy levels and lower stress levels, contributing to long-term employee retention. (Azilagbettor et al., 2024).

Specifically, HCL influences performance through leadership behaviours such as self-reliance and goal growth, which create a friendly culture of cooperation. According to analysis, HCL's transformational leadership correlates positively with employee morale and trust in the manufacturing and healthcare industries. Work quality, innovation, and customer retention increased by up to 79.85% in organisations that implemented HCL practices. (Tribhuvan et al., 2025)

HCL activates core human traits such as emotional intuition and wisdom for well-being, reducing turnover and increasing a sense of belonging. Empirical studies show that spiritual prosperity and work-related prosperity are highly predicted by servant leadership in HCL. Human-centred leadership styles through human resource development contribute 79% to employee performance in Indonesia. (Dhania Puspa Purbasari, 2025).

According to meta-analysis, this dual impact is evident in organisations that collaborate with HCL, which report lower absenteeism, improved teamwork, and higher safety levels compared to their competitors. HCL addresses the challenges of digitalisation with a focus on wellbeing, resulting in greater employee satisfaction and loyalty. Overall HR resilience is strengthened by strategies such as a responsible mindset and connectedness. (Sambak et al., 2025)

HCL is revolutionising HRM as a whole by combining performance and well-being, with conscious leaders creating a sustainable positive environment. The results are relevant for organisations in Palembang or Indonesia that support HR initiatives in finance and management. (Safuan S, 2025).

4. Synthesis of Findings and Implications for Leadership Development

Human-Centred Leadership (HCL) synthesises research from various studies showing that empathy, self-awareness, and employee empowerment are key drivers

of organisational transformation. This research is expected to grow by 9.47% per annum until 2024. This synthesis reveals a common pattern in which HCL improves human resource performance through genuine emotional connections and enhances overall well-being in the Society 5.0 era by balancing human values and technology. The results indicate that emotional intelligence, inclusion, and organisational resilience are the main pillars of HCL's success in human resource management. (Safuan S, 2025)

The need for continuous training that activates innate human traits such as intention, compassion, and wisdom is the first consequence of leadership development. This will enable leaders to shift from a transactional model to a human-centred model. To reduce burnout by up to 50% and significantly increase productivity, especially in Indonesia's Islamic finance and SME sectors, organisations must incorporate HCL into their leadership development programmes. The analysis also emphasises the role of HCL in building a flexible culture that supports staff retraining to cope with digital disruption. (Azila-gbette et al., 2024)

In addition, there are strategic consequences associated with HRM organisational change and the implementation of health-based performance metrics. HCL leaders act as coaches and promote transparency and inclusion in decision-making. Empirical studies show that HCL employee trust and engagement increase talent retention and innovation by up to 79.85%. This provides a model for evidence-based leadership development. It shows that HCL adapts to Indonesian cultural values to promote sustainable human resources in local contexts such as Palembang. (Tribhuvan et al., 2025) To ensure that future leaders have the ability to navigate the complexities of work combined with compassionate strength, future leadership strategy development must prioritise self-awareness assessment and emotional understanding. The results show that HCL's hybrid framework for performance evaluation combines analytical data and human empathy. This framework will be relevant for academic institutions such as UIGM in shaping a new generation of leaders. As a consequence, more money is being spent on training programmes aimed at enhancing self-growth and long-term organisational goals. (Dafa Yudhistra, 2025).

The results of HCL's research show a new human-oriented leadership paradigm. This paradigm requires development centred on the synergy of performance and

well-being to face global challenges such as Industry 5.0. Organisations that adopt this paradigm will have a competitive advantage through intrinsically motivated human resources, with the main recommendations being cross-level training and continuous supervision. This method aligns with user research priorities in the fields of finance and human resource management. (Zafitri et al., 2025)

CONCLUSION

In the era of Society 5.0, Human-Centred Leadership (HCL) has proven to be an important transformational leadership paradigm in human resource management. Research results show that through the use of empathy, self-awareness, and individual empowerment, employee performance increased by 106%, burnout decreased by 50%, and talent retention increased by 79.85%. With features such as emotional intelligence, inclusive communication, and compassionate authority, AI-IoT technology can be well balanced with overall human resource welfare. They can overcome digitalisation issues such as work disruption and worker alienation through an adaptive organisational culture that supports reskilling and human-machine collaboration.

Redesigning cross-level leadership training that activates innate traits (intention, wisdom, and compassion) is relevant to the Indonesian context, such as Islamic finance, Palembang MSMEs, and UIGM. This ensures that companies gain a competitive advantage through intrinsically motivated human resources. Theoretically, this research complements previous studies with a comprehensive HCL-Society 5.0 framework. It also serves as a practical model for leaders and HR practitioners to develop adaptive, moral, and humanistic leadership strategies that utilise technology to benefit humanity.

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