

## ANALYSIS OF HUMAN RESOURCES COMPETENCY DEVELOPMENT STRATEGY AMONG GEN Z IN FACING THE ERA OF SOCIETY 5.0 THROUGH THE SOAR METHOD CASE STUDY: PT. X

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### Abstract

The research used in the thesis entitled "Analysis of Human Resource Management Competency Development Strategy among Gen Z in Facing the Society 5.0 Era through the SOAR Method Case Study: PT. X (Persero) Tbk" is a descriptive and exploratory research. The research location was conducted at PT X (Persero), Tbk which is located in Menara Mandiri, Medan City, North Sumatra. The method used to analyze this strategy is the SOAR Method. The research population is all Gen Z employees who work at PT. X (Persero) Tbk Region I/Sumatera 1. Based on data obtained from the Human Capital (HC) department, the number of employees of PT. X Region I/Sumatera 1 who are included in the Gen Z category is 200 people. This population consists of various departments and positions within the company, both those working in regional offices, areas and branches. So the number of respondents who will be used as samples in this study is 133 employees. Based on the results of the data analysis, the following conclusions were obtained: PT's strategy. X (Persero) Tbk in managing HR development is carried out through a holistic, technology-driven approach, oriented towards employee welfare and continuous innovation. This is supported by various programs that have been designed to prepare employees to face digital and social challenges in the future. The main obstacle in developing the competency of Gen Z employees is the lack of time to attend training. Lack of time is the main obstacle because employees are often busy with routine tasks and tight work targets, making it difficult to take the time to attend training programs provided by the company. The strategy that has been implemented by PT. X (Persero) Tbk is good but not yet effective because Gen Z employees cannot attend training programs provided by PT. X (Persero) Tbk due to lack of time to attend training. Generation Z employees have high internal strengths (Strengths), especially in mastery of digital technology, critical thinking skills, and learning motivation. This is reflected in the average score of the Strengths dimension of 4.42. Organizational support in terms of development opportunities (Opportunities) is still classified as moderate with a score of 3.13.. Direct guidance from superiors or experienced mentors can develop technical and non-technical skills in more depth. More intense interaction between mentors and mentees makes the learning process more personal and relevant to the challenges faced. This is very important in facing the Society 5.0 era, where rapid technological changes require employees who have adaptive and innovative skills. Mentoring/Coaching is an integral part of an effective competency development strategy, especially in preparing Gen Z to pursue a successful career in the world of work.

**Keywords:** *Era Society 5.0, Generation Z, Strengths, Opportunities, Aspirations, Results*

### INTRODUCTION

Society 5.0 is a concept of society that emphasizes the integration of technology with human life to overcome various social problems and improve the quality of human life holistically. This concept was first introduced by the Japanese government in 2016. Society 5.0 aims to create a more efficient, productive, and environmentally friendly society by utilizing technology and innovation in all aspects of life. This concept includes various technologies, including artificial intelligence (AI), internet of things (IoT), big data, robotics, and other technologies that can help accelerate the transformation towards a more advanced and sustainable society.

Organizations in the Society 5.0 era are also faced with new challenges related to ethics and security in the use of technology. They must consider the social, privacy, and security implications in developing and implementing technological solutions. In addition, collaboration between organizations, governments, academics, and communities is becoming increasingly important in creating an ecosystem that supports innovation and growth

in the Society 5.0 era. Organizations also need to pay attention to digital inclusion, so that no group is left behind in accessing and utilizing technology in the Society 5.0 era. (Lie, 2024).

In the era of Society 5.0, the required competencies may change significantly. Due to rapid changes in technology and the work environment, individuals must update their skills regularly to stay relevant. According to the World Economic Forum (2020) report on Human Capabilities, the skills needed to work in the era of Society 5.0 include technology skills, interpersonal skills, creativity and innovation skills, and lifelong learning skills. In order to prepare for the Society 5.0 era, individuals must commit to developing the right competencies and updating their skills regularly. Organizations and educational institutions also need to work together to develop universally applicable competency standards and facilitate appropriate skills training and development (Aulia, et al., 2023). The role of human resources (HR) in this context is crucial, because they are the backbone of the organization in responding to the demands of an increasingly sophisticated and active era. Organizations will respond to various transformations, therefore, the importance of organizational development in preparing HR cannot be ignored in the Society 5.0 era to avoid organizational pathology (Aripin, et al., 2024).

According to Tahar et al. (2022), the development of human resources (HR) towards superior competence in the digital era involves three main aspects. First, digital competence which includes the knowledge, skills, attitudes, and awareness needed in the use of information technology, where management must be seriously committed to improving employee digital skills training. Second, the success of institutions in implementing digital technology is highly dependent on good digital capabilities and the implementation of appropriate digital competence development. Third, increasing human values through the development of self-identity which includes empathy, sympathy, and the ability to interact with various social groups is essential so that individuals are able to adapt and survive in the dynamics of rapid change.

Generation Z is the next generation after the millennial generation. According to Dimock (2019) from the Pew Research Center, the definition of Generation Z is people born after 1997 who were raised with technology, the internet, and social media. Generation Z was born when technology was developing rapidly and digital devices were so easy to get and access. Generation Z has knowledge of information technology. Gen Z can quickly learn and master the use of digital devices such as laptops, smartphones, tablets, and others. Generation Z children spend more time accessing digital devices, exploring cyberspace, communicating and interacting on social media than meeting face to face in real life. The negative impacts experienced by Gen Z due to technological advances are that they can become antisocial and have poor public communication skills. However, on the bright side, they are part of a community in today's media and technology networks or the current era.

PT X noted that 21 percent of its total employees, or around 8,167 people, are Generation Z who are adaptive to technology, which accelerates the company's digital transformation, especially in the IT directorate (BMRI Annual Report, 2023). However, X's employee productivity is still ranked 11th based on profit per employee, with an average contribution of IDR 1.31 billion per employee, lower than Bank BCA which is ranked 10th (Info Bank News, 2024). Given that by 2030 Gen Z will represent one-third of the workforce, it is important for X to maximize the potential of Gen Z as future workers, customers, business partners, and investors. This requires attention to work culture to ensure that the business remains in line with rapid developments.

Human Resource Management (HRM) is a practice that involves planning, organizing, directing, supervising, and developing human resources in an organization or company. The HRM department is responsible for managing employees, from hiring to terminating employment. Human Resource Management (HRM) plays a crucial role in the success and sustainability of a company. With effective HRM, a company can achieve its business goals, retain dedicated employees, and build a positive image. The Society 5.0 era is characterized by rapid change and increasing complexity, increasing employee productivity is key to organizational success. Human resource management has a vital role in managing these dynamics, identifying opportunities, and overcoming challenges in achieving optimal productivity. With a deep understanding of the context of the Society 5.0 era and the strategic role of human resource management, companies can face the future with confidence and generate sustainable positive impacts (Dadang, et al., 2024). So the role of HR management at PT. X in optimizing the competencies possessed by Gen Z to face the Society 5.0 era is very important.

SOAR analysis is an approach consisting of Strengths, Opportunities, Aspirations, and Results components. According to Stavros and Hinrichs (2009), SOAR analysis is an innovative and strength-based approach to creating strategic thinking and planning that involves all individuals who have an interest in the strategic thinking process. Aspirations and results are an analysis of the external environment, while strengths and opportunities analyze the internal environment of the company. The fundamental difference between SOAR and traditional strategic planning is that one of them is that any stakeholder or representative is invited into the SOAR

process to be involved in the conversation in order to identify and analyze needs and opportunities so as to create aspirations, goals, strategies, and commitments to achieve results (Hasyim, 2023). The SOAR (Strengths, Opportunities, Aspirations, Results) method in HR quality development strategy can help organizations to leverage internal strengths, identify growth opportunities, set inspiring aspirations, and measure the results achieved. By implementing the SOAR method in HR quality development strategy, organizations can leverage internal strengths, respond to external opportunities, inspire employee aspirations, and achieve significant results in employee development and organizational goal achievement.

## **LITERATURE REVIEW**

Society 5.0 is a concept introduced by Japan, which aims to create a better society through the integration of advanced technology with everyday life. This includes the use of technologies such as artificial intelligence (AI), the Internet of Things (IoT), and big data to address social and economic challenges (Nugroho, 2023). Generation Z (Gen Z) is a demographic group born after the Millennial generation, generally including individuals born between 1997 and 2012. This term is used to classify individuals based on their year of birth and the socio-cultural characteristics they experienced during their growing up years. Gen Z is known as the digital-native generation because they were born and raised in the era of the internet, social media, and rapidly developing digital technology (Pew Research Center, 2019).

Competence is a collection of knowledge, skills, abilities, and attitudes that enable a person to perform a task or job well in a particular context. Competence involves a combination of hard skills and soft skills such as critical thinking, management, communication, and teamwork. In "A Handbook of Human Resource Management Practice" by Michael Armstrong (2006), competency is defined as "an individual's ability to perform a task or job well." This definition includes aspects of knowledge, skills, and behaviors required to meet specific performance standards in a work environment. According to Stavros and Hinrich, SOAR is a new approach to strategic planning that focuses on strengths and tries to understand the entire system by involving the views of related parties. This approach allows organizations to jointly build the future through collaboration, shared understanding, and commitment to action. SOAR itself is an acronym that refers to strengths, opportunities, aspirations, and results and was created by Stavros, Cooperider, and Kelley in 2009.

## **METHOD**

The research used in the thesis entitled "Analysis of Human Resource Management Competency Development Strategy among Gen Z in Facing the Era of Society 5.0 through the SOAR Method Case Study: PT. X (Persero) Tbk" is a descriptive and exploratory research. This research approach is designed to explain the existing situation and explore relevant strategies in developing Human Resource (HR) competencies among Gen Z. The research location was conducted at PT X (Persero), Tbk located in Menara Mandiri, Medan City, North Sumatra. This research location was chosen because of the increase in employees among Gen Z in the company, causing the importance of analyzing human resource competency development strategies to increase employee productivity and face the Society 5.0 era. The method used to analyze this strategy is the SOAR Method, which identifies the strengths, opportunities, aspirations, and results of HR development programs implemented by companies, especially those targeting Generation Z.

The population of the study was all Gen Z employees working at PT. X (Persero) Tbk Region I/Sumatera 1. Based on data obtained from the Human Capital (HC) department, the number of employees of PT. X Region I/Sumatera 1 who are included in the Gen Z category is 200 people. This population consists of various departments and positions within the company, both those working in regional offices, areas and branches. So the number of respondents who will be used as samples in this study is 133 employees.

## **RESULTS AND DISCUSSION**

### **Data Analysis Based on SOAR Method**

SOAR analysis is used to identify strategies that build on strengths, capitalize on opportunities, affirm aspirations, and create desired outcomes. Based on the scores obtained from each dimension, a strategy matrix is compiled as follows:

#### **A. Strengths (Score: 4.42)**

Gen Z employees demonstrate key strengths in:

1. High motivation in working and studying to achieve good things
2. Good teamwork

3. Mastery of digital technology

These results indicate that Gen Z already has strong competency capital to contribute to organizational transformation. The Strengths dimension reflects Gen Z's internal strengths at work. The highest scores appear on the indicators of high motivation at work (4.58), Good teamwork (4.45), and good digital technology (4.24). This shows that Gen Z employees already have a strong competency foundation and are ready to be involved in organizational development and transformation.

B. Opportunities (Score: 3.13)

This value is classified as moderate. The available opportunities are not optimal, including:

1. An inclusive and collaborative work culture needs to be enhanced to support innovation and creativity.
2. The training program does not fully meet the needs

This dimension assesses the extent to which the organization provides opportunities and support for HR development. The score is still moderate, with the lowest value in the aspect of work culture that supports innovation (3.41) and the availability of development programs (2.85). This shows that there is room for improvement in providing facilities and development systems that are in accordance with the character of Gen Z.

C. Aspirations (Score: 4.78)

Gen Z's aspirations are very high for:

1. Opportunity to become a future leader
2. Contribution to corporate innovation
3. Long-term career development

High scores on this dimension indicate that Gen Z has high hopes for developing their careers. The highest scores were obtained on Opportunity to become a future leader (4.85), desire to contribute to company innovation (4.80) and building a long-term career (4.68). They also showed a strong interest in improving personal leadership.

D. Results (Score: 4.86)

Gen Z employees believe that competency development will have a major impact on:

1. Improve individual performance
2. Contribute to providing real results from participating in the Team Performance training program.
3. Provides a positive impact on improving the skills of each individual

The highest score of all dimensions. This shows that Gen Z strongly believes that competency development will have a positive impact on themselves and the company. This belief is reflected in the high scores in performance improvement beliefs (4.90) and expectations of real results from training (4.82). The following are strategies that can be developed based on the SOAR matrix:

Table 1 SOAR Strategy Matrix.

Combination of Dimensions	Focus strategy	Form of Strategy
SA (Strengths–Aspirations)	Harness the power of Gen Z to support their aspirations	<ol style="list-style-type: none"> <li>1. <b>Digital Talent Track Program</b> : an accelerated career path for Gen Z based on innovation projects</li> <li>2. <b>Internal Innovation Incubator</b> : cross-unit team-based innovative idea competition</li> </ol>
OA (Opportunities–Aspirations)	Optimize internal competencies for real results	<ol style="list-style-type: none"> <li>1. <b>Gamification LMS</b> : online-based training with a points and challenges system.</li> <li>2. <b>Internal Competency Certification</b> : official recognition of new skills mastered.</li> </ol>
SR (Strengths–Results)	Increase organizational support to support Gen Z's passion	<ol style="list-style-type: none"> <li>1. <b>Innovation &amp; Talent Circle Forum</b> : a two-way idea space between management and Gen Z.</li> <li>2. <b>Dynamic Career Map</b> : a digital tool to navigate career opportunities &amp; personal</li> </ol>

Combination of Dimensions	Focus strategy	Form of Strategy
		training.
OR (Opportunities–Results)	Ensure that the organizational system is capable of delivering training impact.	<ol style="list-style-type: none"> <li>1. <b>Pre-Post Training Evaluation</b> : measure the effectiveness of training through real progress.</li> <li>2. <b>HR Development ROI Dashboard</b> : monitor the contribution of training to work performance</li> </ol>

### Interview Questionnaire Results

To strengthen the findings from the questionnaire results, the researcher conducted an in-depth interview with one of the HR officials at PT. X (Persero) Tbk Regional 1 Medan. This interview aims to dig deeper into core competencies, Gen Z readiness, and HR development strategies in the Society 5.0 era.

The following is a summary of the interview results:

#### 1. Core Competencies of Gen Z

The resource person said that Gen Z has a number of prominent core competencies, including:

- a. Mastery of technology and digitalization
- b. Critical thinking skills and data-based decision making
- c. Collaboration, communication and multitasking skills
- d. High flexibility and adaptability

#### 2. Readiness to Face the Era of Society 5.0

The resource person assessed that Gen Z at X is well prepared to face the Society 5.0 era, especially in terms of innovation, technology adaptation, and contribution to the sustainability and efficiency of banking services.

#### 3. Main challenges

The main challenges faced by PT. X in implementing competency development strategies for Gen Z and solutions to overcome the challenges are as follows:

Main challenges:

- Lack of training personalization: programs are still general, not tailored to individual needs.
- Lack of space for participation: Gen Z wants to be heard, but there aren't many forums that give them space.
- Limited access to training: mainly outside the centre or for employees in non-core units.
- Hierarchical cultural barriers: sometimes Gen Z ideas are difficult to accept at senior management level.

Solutions offered:

- Create digital and personalized development programs, for example through an LMS with learning paths according to needs.
- Establish cross-divisional innovation forums, such as the Innovation & Talent Circle, so that Gen Z can contribute ideas and get directly involved.
- Increase access to online training that can be followed from anywhere.
- Building a culture of two-way communication between management and young employees, so that new ideas are more accepted and appreciated.

#### 4. Implemented HR Development Practices

X is considered to have implemented a holistic approach in HR development, such as:

- a. E-learning platform
- b. Gamification in training
- c. Technology-based mentoring program

#### 5. Intergenerational Collaboration

Collaboration between Gen Z and other generations works best when supported by an inclusive work culture and active knowledge exchange.



6. Strategic Opportunities and Expectations

The resource person expressed the hope that future human resource development would be more personal, technology-based, and focused on welfare and sustainability.

7. The Role of Gen Z in the Future

Gen Z is seen as agents of change who will drive digital transformation and innovative work practices. They are expected to be the main drivers of a new, inclusive and collaborative work culture.

**Discussion of Findings**

The results of quantitative research through questionnaires show that Generation Z employees at X have strong internal strengths in terms of digital competence, teamwork, and high work motivation (Strengths dimension: 4.34). Their aspirations for career development and contribution to the organization are also very high (Aspirations dimension: 4.78), as is the belief that competency development will have a real impact on individual and organizational performance (Results dimension: 4.86). However, the Opportunities dimension shows a relatively lower average score (3.06), which shows that from an organizational perspective, there are still challenges in providing equitable training, competency development systems, and a work culture that supports innovation.

This result is supported by interview findings stating that although Gen Z has great potential, they need a more personal, digital, and flexible HR development approach. The interviewees also emphasized the importance of cross-generational collaboration and technology-based learning systems. Thus, an effective development strategy is a strategy that is able to bridge the gap between the internal potential of Gen Z employees and the external support system of the organization, as formulated through the SOAR strategy matrix in the previous sub-chapter.

**Analysis of interview results with X management and questionnaire results**

The following is an analysis of the results of interviews with X management and the results of the questionnaire based on respondents' answers:

Table 2 Analysis of interview and questionnaire results

SOAR Matrix	Analysis Based on Interview and Questionnaire Results
<b>Strengths (Strengths)</b>	
Internal Strengths of PT. X in Gen Z Competency Development	Based on the interview, the leadership of PT. X emphasizes strong technological support in employee training and development programs. They have a sophisticated internal learning system, mentoring programs, and ongoing training facilitated by the latest technology. From the questionnaire, Gen Z feels that X has adequate resources to support their skills development.
Company Readiness to Face the Society 5.0 Era	Interviews show that companies have begun to adapt to digital changes in operations and services. The questionnaire results show that Gen Z employees acknowledge the company's readiness to support the transition to the digital era.
Key strengths in Gen Z competency development and factors related to X's organizational culture	<p>Main strength factors:</p> <ul style="list-style-type: none"> <li>• <b>High digital adaptability</b> of Gen Z employees.</li> <li>• Strong <b>motivation for innovation and creativity</b>.</li> <li>• <b>Ability to collaborate</b> in cross-functional teams.</li> </ul> <p>All of these factors are in line with X's organizational culture, which currently focuses on innovation, digital acceleration, and technology-based services. X has a vision to become a leader in digital banking transformation, so that the strength of Gen Z is an important capital to drive <i>an agile, customer-centric, and future-ready organizational culture</i>.</p>
<b>Opportunities</b>	

# ANALYSIS OF HUMAN RESOURCES COMPETENCY DEVELOPMENT STRATEGY AMONG GEN Z IN FACING THE ERA OF SOCIETY 5.0 THROUGH THE SOAR METHOD CASE STUDY: PT. X

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SOAR Matrix	Analysis Based on Interview and Questionnaire Results
External Trends That Support Human Resource Development in the Society 5.0 Era	Interviews with leaders revealed that X sees great opportunities in Society 5.0, including the application of digital technology and AI that will support services and productivity. Gen Z, from the questionnaire, X can improve and strengthen training programs and increase support for employee competency development
Opportunities to Enhance Gen Z's Tech and Social Skills	Interviews show that companies see Society 5.0 as an opportunity to develop not only technical skills, but also social skills, such as communication and collaboration. Gen Z from the questionnaire showed a high interest in developing these skills for future job readiness.
Opportunities that can be utilized to develop Gen Z HR competencies, especially those related to digitalization and technological transformation.	<p><b>The key opportunities</b> identified are:</p> <ul style="list-style-type: none"> <li>Utilization of <b>digital platforms based on independent learning</b> such as LMS ( <i>Learning Management System</i> ).</li> <li>Integration of <b>interactive digital training programs</b> , such as simulations or gamification.</li> <li>Utilizing <b>internal social media or digital communities</b> to build networks and share innovative ideas.</li> <li>Applying <b>employee data analytics</b> to map potential and personalize competency development paths.</li> </ul> <p>By taking advantage of this opportunity, X can create a learning ecosystem that is relevant, interesting, and in line with the digital native character of Gen Z.</p>
Aspirations	
Corporate Aspirations for HR Development in the Society 5.0 Era	The leaders in the interview conveyed their aspirations to make X a banking institution that is adaptive to technological changes and focuses on competent human resources. This aspiration is supported by the company's focus on employee development, especially Gen Z, to have global competitiveness.
Gen Z Aspirations in Career and Skills Development	Based on the questionnaire, Gen Z has a strong aspiration to develop digital skills and be part of the company's digital transformation. They also want the opportunity to take more in-depth training and develop new skills that are relevant to the Society 5.0 era.
Significant gap between Gen Z employee competencies and the needs to support development at X	The results of the study show that in general, Gen Z employees at X have strong competencies, especially in terms of mastery of digital technology, adaptability, and innovation spirit (Strengths and Aspirations dimensions with high scores: 4.58 and 4.85). However, there is a gap on the Opportunities side (score 2.85), which indicates that the organization has not fully provided opportunities for actualization, participation space, and appropriate career development support to maximize these competencies. So, the gap is <b>not in Gen Z's personal abilities</b> , but in the gap between <b>individual potential</b> and <b>organizational system support</b> that needs to be strengthened to face the demands of Society 5.0.
Results	
Expected Results of Competency Development Strategy	The leader of the interview stated that the expected result is the creation of competent human resources in digital technology, able to innovate, and have adequate soft skills to meet the needs of Society 5.0.
Gen Z Perceptions of Achievement of Competency Development Program Outcomes	From the questionnaire, Gen Z felt that the implemented program was quite effective in improving their skills, although there were some suggestions to increase the frequency and variety of training. They felt that the program was on the right track in preparing them for the challenges in the Society 5.0 era.
Measuring the success of competency development strategies	<p>The success of a strategy can be measured using several indicators, including:</p> <ul style="list-style-type: none"> <li><b>Improvement of competency assessment scores</b> * before and after training (pre-post test).</li> <li><b>The amount of Gen Z employees participating</b> in innovation programs, creative</li> </ul>

SOAR Matrix	Analysis Based on Interview and Questionnaire Results
	<p>forums, or cross-divisional projects.</p> <ul style="list-style-type: none"> <li>• <b>Employee satisfaction</b> with development programs, measured through internal surveys.</li> <li>• <b>business performance improvements</b> , such as work efficiency, team productivity, or impactful innovation.</li> <li>• <b>retention rate</b> , to see if the program is successful in increasing loyalty.</li> <li>• <b>Measuring training ROI:</b> seeing how much business benefit is gained compared to training investment.</li> </ul> <p>X can also utilize digital <i>dashboards</i> to monitor these KPIs in <i>real-time</i>.</p>

## CONCLUSION

This study aims to analyze the strategy of developing human resource management (HR) competencies among Generation Z in facing the Society 5.0 era using the SOAR (Strengths, Opportunities, Aspirations, Results) analysis approach. Based on the results of the data analysis, the following conclusions were obtained:

1. PT. X (Persero) Tbk's strategy in managing HR development is carried out through a holistic, technology-driven approach, oriented towards employee welfare and continuous innovation. This is supported by various programs that have been designed to prepare employees to face digital and social challenges in the future.
2. The main obstacle in developing the competency of Gen Z employees is the lack of time to attend training. Lack of time is the main obstacle because employees are often busy with routine tasks and tight work targets, making it difficult to take time to attend training programs provided by the company.
3. The strategy that has been implemented by PT. X (Persero) Tbk is good but not yet effective because Gen Z employees cannot follow the training program provided by PT. X (Persero) Tbk due to lack of time to follow the training.
4. Generation Z employees have high internal strengths (Strengths), especially in mastery of digital technology, critical thinking skills, and learning motivation. This is reflected in the average score of the Strengths dimension of 4.42.
5. Organizational support in terms of development opportunities (Opportunities) is still moderate with a score of 3.13. This indicates the need for increased training, career guidance, and a culture of innovation to support the growth of Gen Z.
6. Gen Z employees' aspirations for career development and contribution to the company are very high, with an average score on the Aspirations dimension reaching 4.78. This shows their readiness and enthusiasm to play an active role in organizational transformation.
7. Gen Z employees show high confidence in the results of competency development (Results), with the highest score among all dimensions, namely 4.86. This reflects their optimism about the benefits of the training and learning carried out.
8. The most effective competency development strategy is Workshop/Seminar. This is evident from the high percentage of respondents who chose this strategy, which is 51.1%. This activity allows employees to gain the latest knowledge and skills in a short time, as well as providing an opportunity to interact directly with experts or practitioners in a particular field. This is very important in facing the challenges of rapid technological developments in the Society 5.0 era. Workshop/Seminar also supports the networking process between employees and professionals, which can improve collaboration and problem solving as a team, which is an important component in the competency development strategy for Gen Z who are highly exposed to technological developments.
9. Another effective competency development strategy is Mentoring/Coaching. Direct guidance from superiors or experienced mentors can develop technical and non-technical skills in more depth. More intense interaction between mentors and mentees makes the learning process more personal and relevant to the challenges faced. This is very important in facing the Society 5.0 era, where rapid technological changes require employees who have adaptive and innovative skills. Mentoring/Coaching is an integral part of an effective competency development strategy, especially in preparing Gen Z to pursue a successful career in the world of work.



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