

Concept and Implementation: Managerial Effectiveness in the Era of Society 5.0

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Abstract

Managerial Effectiveness in Society 5.0 Era is characterized by rapid changes in technology, management of big data, adaptation of work paradigms, data security, changing employee skills, stronger innovation, ethical considerations, and increasing complexity of the business environment. Managers need to develop strong leadership, adaptability, and understanding of technology and social trends. In facing this challenge, managers need to develop adaptive leadership, creativity in managing resources, and a deep understanding of the implications of technology and social trends. In this journal, we analyze the concept of the managerial effectiveness paradigm needed to face Society 5.0, explore strategies to overcome existing challenges, and identify important implications for developing effective managerial skills. Through a deep understanding of the concept and implementation of managerial effectiveness in the Society 5.0 era, this journal provides valuable insights for practitioners and researchers in facing dynamic changes in the business and social environment.

Keywords: *Managerial Effectiveness, Era Society 5.0.*



A. INTRODUCTION

Managerial effectiveness (EM) is very important in the Society 5.0 era because the business environment is dynamic and changing rapidly. Companies that implement good EM can better face change, innovate and maintain competitiveness in increasingly complex markets. Meanwhile, companies that are ineffective in this regard risk experiencing significant challenges and losses. The ability of managers to manage teams in corporate organizations by utilizing digital technology positively or negatively influences organizational output. Therefore, the manager's ability to properly manage these teams is related to the EM of the managers. A manager must concentrate on two interrelated issues to determine whether a manager completes work satisfactorily or not, namely efficiency and effectiveness (Drucker, 1967).

Technological developments and changes have created significant breakthrough points. Technology is considered the dominant concept that drives exchange in every period of human history. The Society 5.0 era which is stated as technological transformation in the human-society dimension is based on the realization of technological integration by creating harmony and balance between humans and technology (Yaras & Öztürk, 2022). Era Society 5.0 is a concept that describes the stage of development of human society related to social, economic and technological change. This era is a continuation of the previous concept, namely Society 1.0 to 4.0, which describes the stages of human evolution in interacting with technology and the social environment.

The importance of EM in the Society 5.0 era is very crucial because the current business and technology environment has undergone a significant transformation. EM has a significant impact in the Society 5.0 era, which can be felt in several ways as follows: 1) Complexity and Speed of Change: The Society 5.0 era is characterized by accelerated changes in technology, markets and consumer demands. Managers need to be able to manage change quickly and efficiently, anticipate new trends, and adapt business strategies according to technological developments and customer preferences. 2) Innovation and Adaptation: EM plays an important role in driving innovation and adaptation. Managers need to design and implement innovation strategies that are able to respond to the challenges and opportunities that arise in the digital era, such as developing new technologies or implementing artificial intelligence-based solutions. 3) Employee Engagement: In an era that emphasizes collaboration and creativity, managers must be able to motivate and engage employees effectively. Creating a work culture that supports collaboration, knowledge sharing, and self-development is key to maintaining employee productivity and engagement. 4) Data and Information Management: Society 5.0 era offers great access to data and information. Managers need to be able to collect, analyze and make decisions based on data intelligently. This capability enables more informed and adequate decision making to steer the organization in the right direction.

B. LITERATURE REVIEW

1. The Concept of Managerial Effectiveness

Effectiveness in the corporate context refers to the company's ability to achieve its stated goals in an optimal manner. Effectiveness shows the extent to which a company can produce desired results by using available resources efficiently and effectively (Menon & Pfeffer, 2003) .

In management literature, effectiveness is often distinguished from efficiency. Efficiency is concerned with using resources (time, money, labor) in the most economical way. Meanwhile, effectiveness focuses more on achieving overall goals. A company can consider itself efficient if it produces output at minimum costs, but it is still not necessarily effective if the output does not match organizational goals or does not meet customer needs (Kaplan & Norton, 2001; Hill et al., 2009) .

Managerial refers to matters relating to management or the act of managing an organization or company. In the corporate context, "managerial" refers to all aspects related to managing resources, people, operations, and strategy to achieve organizational goals (Pfeffer, 2018) . According to Mintzberg, (2017) Managerial in companies refers to everything related to the management of resources, processes and people in an organization to achieve set goals which involve planning, organizing, driving (implementing), controlling and coordinating activities and aspects. other important aspects of business operations.

Building the concept of EM has many meanings adopted from various articles, but the perspective from the grand theory used is still very few that discuss how EM

is developed. The following are several definitions of EM which are summarized in table 1 below:

Table 1. Definition of managerial effectiveness

Writer	Understanding
(Campbell & Dunnette, 1968)	EM should also reflect organizational effectiveness. individual effectiveness must be a concern; because performing well is a prerequisite for positive organizational dynamics.
(Kassem & Morsi, 1971)	EM as a function of a manager's competence to master a complex set of practices that include: time management, results orientation, building on strengths, concentrating on a few key areas and making effective decisions
(Mintzberg, 1993)	An effective manager as one who recognizes the need to understand the content of work and use available resources to carry out the organization's operations and path in achieving EM.
(Pennings & Goodman, 1977)	EM is measured using employee satisfaction, effort and commitment.
(Gustafson & Johnson, 1989)	Those in public policy then view strategic planning and structural interactions as solutions to improve EM
(Bartol & Martin, 1982)	Perspectives on EM define it in terms of the ability to set and achieve goals
(Willcocks, 1998)	EM considers context-specific variables such as managerial position, nature of tasks, organization and socio-economic environment.
(Gupta, 1996)	EM is articulated as the manager's ability to carry out the activities necessary for his position while achieving current results and in terms of developing further potential.
(Sen & Saxena, 1999)	the effectiveness of a manager achieving the output requirements of their job. Therefore, EM must be measured based on the output of the manager's work.
(Srivastava, 2009)	The organizational perspective emphasizes the managerial ability to create a vision for the future of the organization, as the main parameter of EM
(Page et al., 2003)	The individual perspective focuses on the individual rather than the organization for EM because individuals can learn, practice and develop management skills and behaviours, which can be applied across situations and contexts
(Hamlin, 2005)	EM is built from (1). Effective Organization and Planning/Proactive Management (2). Participative and Supportive Leadership/Proactive Team Leadership, (3). Empowerment and Delegation, (4) Genuine Concern for People/Paying Attention to Staff Interests and Development Needs (5). Inclusive/Open Decision Making and Personal Management Approach, (6). Communicate and Consult Widely/Keep People Informed.
(Ali & Patnaik, 2014)	EM is supported by the effectiveness of three important components in organizations, namely manager effectiveness, interpersonal effectiveness and personal effectiveness.

Source: quoted from various articles (2023)

The EM concept was formed through the development of various theories and views in the history of management. These theories together form an understanding

of how managers can achieve organizational goals by managing resources efficiently, understanding human factors, and adapting to various situations. EM involves the ability to manage people, resources, and processes within an organization in a way that produces desired results.

The definition of EM summarized by several authors can actually be grouped from several figures who contributed to the birth and popularity of a number of theories and concepts from various fields such as management, organizational psychology, sociology and economics. Therefore, several theories that are relevant in explaining how EM is formed are:

- a. *Leadership Theories and Management Styles (Leadership Theories)*: Various leadership theories such as transformational theory, contingency theory, and situational leadership theory provide insight into how the right leadership style can influence EM. For example, transformational theory emphasizes the importance of managers as agents of change who inspire and motivate teams, while contingency theory suggests that a leadership style appropriate to the situation can increase effectiveness.
- b. *Motivation and Reward Theories*: Motivation theories such as Maslow's hierarchy of needs theory, Vroom's expectancy theory, and reinforcement theory provide an understanding of how managers can encourage employees to achieve effectiveness through rewards, incentives, and increased motivation.
- c. *Decision-Making Theories*: Theories such as Simon's theory of bounded rationality and decision-making process theory provide insight into how managers can make effective and efficient decisions. This theory highlights the importance of rational analysis, evaluation of alternatives, and risk management in the decision-making process.
- d. *Organization and Design Theories*: Organizational design theories, such as Mintzberg's organizational structure theory, contingency design theory, and organizational learning theory, help in understanding how organizational structure, governance, and corporate culture can contribute to EM.
- e. *Communication and Interpersonal Relationship Theories (Communication and Interpersonal Relationship Theories)*: Theories of effective communication and interpersonal relationships, such as transactional communication theory and human relations theory, play an important role in shaping managers' abilities to communicate effectively, build cooperation, and resolve conflict.

2. EM Concept Based on Leadership Theories

Leadership theories are theories that attempt to provide a broader understanding of leadership and the ways in which various aspects of leadership are connected. One of the well-known grand theories of leadership is Contingency Theory, which argues that leadership effectiveness depends on the relationship between leadership characteristics, subordinate characteristics, and a particular situation. The concept of managerial effectiveness can be formed based on the grand theory of leadership and can be understood in the following context:

- a. Trait Leadership Theory : This theory focuses on personal characteristics or leadership traits possessed by individuals. The concept of managerial effectiveness in this theory involves identifying and developing leadership characteristics that support good managerial performance, such as self-confidence, integrity, good communication, and initiative.
- b. Style Leadership Theory : This theory emphasizes the leadership style applied by a manager. The concept of managerial effectiveness in this theory involves selecting a leadership style that suits the situation and needs of team members. For example, a democratic leadership style can support effectiveness in creative and engaged teams.
- c. Contingency Theory : This theory claims that managerial effectiveness is influenced by certain context factors. The concept of managerial effectiveness in this theory focuses on identifying situational factors that influence a manager's success, such as organizational culture, the task at hand, and team dynamics.
- d. Transformational Leadership Theory : This theory highlights the role of a leader in inspiring and motivating team members to achieve extraordinary performance. The concept of managerial effectiveness in this theory involves the manager's ability to develop a strong vision, encourage innovation, and build positive emotional relationships with team members.
- e. Transactional Leadership Theory : This theory emphasizes exchanges between leaders and team members in achieving goals. The concept of managerial effectiveness in this theory involves the manager's ability to provide appropriate incentives, supervision and rewards for the expected performance of team members.
- f. *Situational* Leadership Theory : This theory emphasizes that effective leadership must be adjusted to the level of maturity or ability of team members. The concept of managerial effectiveness in this theory involves the manager's ability to recognize the maturity level of an individual or team, and adapt the leadership style accordingly.
- g. Service Leadership Theory (*Servant Leadership Theory*) : This theory emphasizes the role of a leader as a servant for team members and the organization. The concept of managerial effectiveness in this theory involves the manager's ability to prioritize the needs and development of team members, which in turn can improve overall performance.
- h. Charismatic Leadership Theory : This theory highlights the attractiveness and charisma of a leader in influencing and inspiring team members. The concept of managerial effectiveness in this theory involves the manager's ability to communicate a vision in a way that inspires and convinces team members.

It is important for researchers to note that EM is not determined solely by one leadership theory, but rather by a combination of various factors and approaches that can be adapted to different situations and organizational contexts.

3. EM Concept Based on Motivation and Reward Theories

Motivation theory and reward theory are a group of theories that explain what drives people to act. These theories can be used by managers to improve their EM by providing appropriate rewards to employees for their performance. EM Concept Based on Motivation and Reward Theory:

- a. *Hierarchy of Needs Motivation Theory (Maslow's Hierarchy of Needs)*: The concept of managerial effectiveness in this theory is related to understanding individual hierarchical needs. Effective managers understand that team members have varying levels of needs, such as physical, safety, social, recognition, and self-actualization needs. By understanding and meeting these needs, managers can motivate team members to achieve better performance.
- b. *Theory X and Y (Theory X and Theory Y)*: This theory describes two different views about employee motivation. Theory X assumes that employees tend to be lazy and avoid responsibility, so managers need to provide close supervision. Theory Y argues that employees naturally want to contribute and develop, so managers can create an environment that supports participation and initiative.
- c. *Acquired Needs Theory*: The concept of managerial effectiveness in this theory is related to understanding individual needs for achievement, affiliation, and power. Effective managers can identify the dominant needs in each team member and structure tasks and rewards according to those needs.
- d. *Expectancy Theory*: This theory focuses on the relationship between effort, performance and rewards. The concept of managerial effectiveness in this theory involves ensuring that team members believe their efforts will result in good performance, and that good performance will lead to desired rewards.
- e. *Reinforcement Theory*: The concept of managerial effectiveness in this theory involves the use of positive or negative reinforcement to influence employee behavior. Effective managers will provide appropriate rewards or sanctions to stimulate or reduce certain behaviors.
- f. *Equity Theory*: This theory focuses on employees' perceptions of the balance between their efforts and rewards compared to their peers. The concept of managerial effectiveness in this theory involves ensuring a fair perception of the distribution of rewards and opportunities.
- g. *Social Influence Theory*: This theory states that people tend to be influenced by social norms and values in their efforts. The concept of managerial effectiveness in this theory involves understanding work group norms and creating an organizational culture that supports employee motivation.

In implementing these concepts, managers need to understand that motivation is complex and can vary between individuals. Therefore, a flexible and tailored approach to individual needs and organizational situations is essential in achieving EM.

4. EM Concept Based on Decision Making Theories

The concept of EM in the context of decision-making theory involves understanding and applying various approaches and principles to make good and rational decisions. Building the concept of managerial effectiveness based on decision making theory involves an in-depth understanding of various approaches and principles in decision making and how to apply them in the context of organizational management. Following are some EM concepts based on decision making theory:

- a. **Bounded Rationality:** This concept refers to humans' limitations in processing information perfectly when making decisions. Effective managers recognize these limitations and strive to obtain relevant and important information within the limits of existing limitations. They may use rules of thumb (heuristics) or make "good enough" decisions based on existing information.
- b. **Incremental Decision-Making Model:** This concept emphasizes an evolutionary decision-making process, where decisions are taken in stages based on the addition of information and further analysis. Effective managers may take small steps first, observe the results, and then make additional changes or decisions.
- c. **Decision Analysis :** This concept involves the use of analytical tools and techniques, such as SWOT analysis, cost-benefit analysis, and risk analysis, to assist managers in identifying options, measuring consequences, and selecting the most optimal solution based on organizational goals.
- d. **Group Decision Making:** This concept refers to a decision-making process that involves the participation of team or group members. Effective managers in this context must be able to manage group dynamics, facilitate communication, and build consensus in order to reach mutually acceptable decisions.
- e. **Intuitive Decision Making:** This concept recognizes the important role of intuition and experience in decision making. Effective managers can rely on their intuitive knowledge and insight to recognize patterns that may not be immediately apparent from the data.
- f. **Ethical Decision Making:** This concept emphasizes the importance of considering ethical and value aspects in decision making. Effective managers understand the ethical implications of their decisions on various stakeholders and strive to take actions that are consistent with ethical principles.
- g. **Stakeholder Involvement:** This concept involves recognizing the importance of involving the various parties affected by a decision in the decision-making process. Effective managers strive to understand the needs and views of various stakeholders and make decisions that reflect their interests.

5. EM Concept Based on Organization and Design Theories:

EM in the context of organization theory and design involves understanding how organizational structure and appropriate design can help achieve organizational goals in an efficient and effective manner. The following are several concepts of managerial effectiveness based on organization and design theory:

- a. **Organizational Structure:** This concept includes an understanding of various types of organizational structures, such as functional, matrix, divisional structures, etc. Effective managers need to select and design a structure that suits the nature of the work, the size of the organization, and the goals to be achieved.
- b. **Importance of Coordination:** Managerial effectiveness is closely related to the ability to coordinate the activities of various sections or units in an organization. An understanding of how to manage relationships between departments, avoid overlapping tasks, and ensure a smooth flow of information is essential.
- c. **Organizational Design:** This concept focuses on how elements such as division of labor, specialization, hierarchy, and authority are organized in an organization. Effective managers need to devise structures and designs that facilitate collaboration, innovation, and efficiency.
- d. **Organizational Flexibility:** Managerial effectiveness in this theory relates to the extent to which an organization can adapt to changes in the environment or market needs. This concept emphasizes the importance of designing organizations that are able to overcome unexpected challenges.
- e. **Leadership and Organizational Culture:** Effective leadership and appropriate organizational culture can shape managerial performance and effectiveness. Managers need to understand how an organization's culture and values can influence employee motivation and how leadership can play a role in shaping that culture.
- f. **Decentralization and Centralization:** This concept relates to the extent to which authority and decision making is distributed within an organization. Managers need to consider whether decentralization or centralization is more appropriate to achieve organizational goals.
- g. **Efficiency and Effectiveness:** In the context of organizations and design, this concept involves striking a balance between achieving organizational goals efficiently (with limited resources) and effectively (in achieving desired goals).
- h. **Team Structure and Interaction Between Parts:** EM in this theory relates to the manager's ability to design a team structure that facilitates collaboration, as well as managing interactions between parts efficiently.
- i. **Process-Oriented Design:** This approach emphasizes the importance of understanding and designing efficient and effective business processes as an important factor in achieving organizational goals.
- j. **Application of Technology and Innovation:** This concept relates to how organizations adopt technology and facilitate innovation in their design and operations to increase effectiveness.

6. EM Concept Based on Communication and Interpersonal Relationship Theories

EM in the context of communication and interpersonal relationship theory involves understanding how effective communication and good interpersonal relationships can influence team performance, cooperation, and the achievement of organizational goals. The following are several EM concepts based on communication and interpersonal relationship theory:

- a. **Effective Communication:** This concept refers to a manager's ability to convey information clearly and effectively to team members, as well as to listen carefully. Effective managers understand the importance of avoiding ambiguity and overcoming communication barriers.
- b. **Openness and Transparency:** Effective managers implement this concept by ensuring transparency in communications. They share relevant information openly and value feedback from team members.
- c. **Context and Communication:** This concept involves the understanding that the message and method of delivery must be appropriate to the context and characteristics of the recipient. Managers need to consider the most appropriate language, style and communication channels.
- d. **Nonverbal Communication:** Effective managers understand the importance of facial expressions, gestures and body language in communication. They pay attention to nonverbal messages that can provide additional information about team members' feelings and attitudes.
- e. **Communication Style:** A manager's communication style can impact the effectiveness of relationships with team members. This concept focuses on how managers combine approaches such as open communication, listening approaches, and conflict resolution.
- f. **Listening Skills:** Effective managers have good listening skills. They pay close attention when interacting with team members, show empathy, and understand their needs and concerns.
- g. **Public Speaking Ability:** This concept involves a manager's ability to speak in public with confidence and clarity. A good presentation can influence how information is delivered and received by employees.
- h. **The Power of Interpersonal Relationships:** Good interpersonal relationships can create a harmonious and productive work environment. Effective managers build relationships of mutual trust, respect, and support among team members.
- i. **Conflict Management:** This concept involves the manager's ability to resolve conflict in a constructive manner. Effective managers can facilitate open discussions, seek joint solutions, and avoid costly conflicts.
- j. **Management of Information Overload:** In the era of information overload, effective managers manage the amount of information received by team members. They organize information to keep it relevant and not overwhelm team members.

These concepts reflect the importance of effective communication and good interpersonal relationships in achieving organizational goals and managing teams successfully. By understanding and applying these concepts, managers can build a productive work environment, support employees, and ensure the achievement of good results.

C. RESULTS AND DISCUSSION

1. Implementation of Managerial Effectiveness

Era Society 5.0 refers to the concept of a society that is synergistically integrated with advanced technology such as artificial intelligence, *Internet of Things* (IoT), big data and other technologies. In this era, the challenges of implementing EM have become more complex and varied. In this era, technology is developing rapidly. Along with rapid technological advances, managers need to continue to understand and adopt the latest technological developments. This challenge arises because technology can change the way organizations work, communicate and manage.

Uncertainty and environmental dynamics in the era of society 5.0 are characterized by a high level of uncertainty in the business environment. Technology and trends can change rapidly, forcing managers to respond quickly and flexibly to changes. Technology enables remote working and collaboration between regions. Managers need to overcome the challenges of managing geographically dispersed teams, including coordination, communication, and building a unified work culture. Advanced technology can have complex social and ethical impacts. Managers therefore need to consider the ethical implications of the use of technology in decision making and organizational operations.

In this era, large data collection and analysis needs to be supported. Therefore, managers need to have a good understanding of data analysis to make better and more effective decisions. By maintaining data privacy and security, it is really necessary to use advanced technology to ensure that employee and organizational data is well protected. Managers and employees need to have sufficient technical and digital skills to operate and utilize existing technology.

The Society 5.0 era encourages continuous innovation. Managers need to create an environment that supports creativity and innovation in the face of intense competition. Cultural transformation and organizational change, require changes in organizational culture to be done carefully to ensure successful implementation. What needs to be paid attention to is also the generation and competency gap, where challenges are related to the gap in technological understanding between the older and younger generations. Managers need to manage intergenerational collaboration and ensure smooth knowledge transfer.

There are many examples of companies that have successfully implemented the EM concept well. However, keep in mind that success may vary depending on the industry, company size, and different contexts. The following are some examples of companies that are often cited as examples of success in implementing EM concepts:

- a. Apple Inc: Apple is known for its product innovation, transformational leadership by founder Steve Jobs, and ability to combine attractive design with good performance. They have a clear strategy, a focus on continuous innovation, and the ability to integrate their products and service ecosystem.
- b. Toyota: Toyota is known for its strong approach to quality management and process development. They succeeded in applying the concept of managerial effectiveness by paying attention to production efficiency, product quality, and continuous improvement through a lean manufacturing approach.
- c. Amazon: Amazon is an example of how managerial effectiveness can be applied in technology and e-commerce companies. A customer-focused approach, continuous innovation, and efficient supply chain management have enabled Amazon to grow into one of the world's largest companies.
- d. Microsoft: Microsoft is an example of a company that has successfully adapted to market and technological changes. A transformation led by CEO Satya Nadella, a focus on collaboration, innovation, and the development of diversified technology platforms and services has helped the company survive and grow.
- e. Procter & Gamble: P&G is a successful example of managing a broad product portfolio with effectiveness. They have the ability to conduct in-depth market research, develop strong brands, and ensure compliance with high quality standards.
- f. Starbucks: Starbucks has successfully built a global brand with a focus on product quality, customer experience, and employee engagement and training. Their employee-centric management approach has helped them create a positive work culture.
- g. Tesla: Tesla is known for innovation in the electric car industry. Elon Musk's transformational leadership, continued technological innovation, and focus on developing high-quality electric cars are examples of managerial effectiveness in the world of technology and automotive.

Some examples of companies in Indonesia that have successfully implemented the EM concept include:

- a. Gojek: Gojek is a technology company that provides various services such as ride-hailing, food and goods delivery, and financial services. Gojek has succeeded in implementing EM by integrating various services into a single platform, building strategic partnerships with various business partners, and focusing on technological innovation.
- b. Bank Central Asia (BCA): BCA is one of the largest banks in Indonesia. BCA has successfully implemented EM by providing efficient banking services, supporting digital technology such as mobile banking and internet banking, and managing customer service well.
- c. Telkom Indonesia: Telkom is the largest telecommunications company in Indonesia. Telkom has implemented EM by expanding its telecommunications network throughout the country, providing internet and digital

communications services, and continuing to adapt to technological developments and customer needs.

- d. Unilever Indonesia: Unilever is a global consumer products company with a presence in Indonesia. Unilever has successfully implemented EM by managing a broad brand portfolio, focusing on product innovation that suits local preferences, and maintaining the quality and sustainability of its products.
- e. Astra International: Astra is a conglomerate company with various businesses such as automotive, agribusiness, energy and property. Astra has implemented EM by managing its business in an integrated manner, focusing on service and product quality, and supporting industrial development in Indonesia.

Every company has unique contexts and challenges. The examples above reflect success in various aspects of EM, but other companies can also have extraordinary achievements in different areas. They have successfully managed resources, faced market challenges, and adapted to technological developments and customer needs.

2. Future Study of EM

Adopting concepts that build EM from the various theories mentioned above, as well as various applications and implementations that are used as role models from world companies and in Indonesia in the Society 5.0 era can cover various aspects that are relevant to the social, technological and business changes that are occurring. In fact, it is of special and careful attention for researchers to be able to study several interesting topics including:

- a. The Impact of Smart Technologies (AI and IoT) on EM: Examining how artificial intelligence (AI) and *Internet of Things* (IoT) technologies influence managerial effectiveness. How the use of smarter data analysis, AI-based decision making, and the application of IoT in business operations impacts the way managers manage resources and make decisions.
- b. Leadership and Collaboration in a Digital Society: Studying how leadership effectiveness develops in the context of a digital society. How do managers lead geographically dispersed teams working virtually? How can effective collaboration and communication be maintained in a connected digital environment?
- c. Organizational Adaptation to Social and Technological Change: Examining how organizations manage social and technological change in the Society 5.0 era. How does managerial effectiveness play a role in managing organizational transformation, cultural change, and restructuring in the face of new trends?
- d. Innovation and Creativity Management: Studying how effective management supports innovation and creativity in the Society 5.0 era. How do companies develop an environment that encourages new ideas, experimentation, and innovative product development?

- e. Ethics and Organizational Social Responsibility: Examining how EM relates to organizational social responsibility and ethics in the context of Society 5.0. How can companies ensure that their managerial decisions are in line with social and environmental values?
- f. Balance Between Automation and Human Involvement: Learn how managers manage the balance between automation and the role of humans in business processes. How can managers integrate automation technology while maintaining human involvement in decision making and customer interactions?
- g. Managerial Skills Development in the Digital Era: Examining the skills and competencies needed by managers to be successful in the Society 5.0 era. How can training and development programs help managers hone skills relevant to new technologies and demands?
- h. Effects of Changes in Job and Organizational Structure: Study the impact of changes in job and organizational structure due to the adoption of new technology. How managers manage job transitions, team restructuring, and employee career development.

Programs and studies on EM in the future are important because business dynamics and work environments continue to develop. By updating knowledge and skills in EM, leaders and managers can be better prepared to face change and lead organizations to future success.

D. CONCLUSIONS

Implementing EM in the *Society 5.0* era is an urgent demand for organizations that want to remain relevant and successful in a dynamic and technologically advanced business environment. EM implementation must be built on clear, scientific and measurable concepts. EM is not only concerned with managers' ability to manage daily operations, but also involves their ability to adapt to change, utilize new technology, and lead diverse teams efficiently.

The role of managers is very necessary in increasing effectiveness in facing the complexity and dynamics of the *Society 5.0* era, several concrete steps that can be taken are: improving technical skills, developing digital communication skills: focusing on adaptive leadership, encouraging innovation and creativity, managing diversity and inclusion, investing in sustainable education, application of technology ethics, collaboration with the younger generation, flexibility and readiness for change, increasing digital literacy.

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