



HUMAN RESOURCE MANAGEMENT INNOVATION IN IMPROVING TALENT RETENTION IN THE GENERATION Z ERA

Usman H.M.

STEBIS Bina Mandiri, Bogor, West Java, Indonesia

E-mail: usman.hm07@gmail.com

Abstract

This study aims to understand how Generation Z talents interpret various innovations in Human Resource Management (HRM) in their workplace, and how this influences their decision to stay or leave the organization. Using a descriptive qualitative approach with a phenomenological case study design, the study was conducted in three organizations in different sectors that have adopted HRM innovations. A total of 15 Generation Z employees (aged 22–27 years) were interviewed in depth to explore their experiences. The analysis revealed five main themes: empowering flexibility, relevant and personalized learning, inclusive work culture, continuous recognition and feedback, and attention to holistic well-being. The findings show that HRM innovations that are authentic and in line with Generation Z values can increase their sense of appreciation and engagement with the organization, thus positively impacting retention. This study provides practical insights for HR leaders and practitioners to create more innovative, adaptive, and employee-focused HRM strategies, especially in dealing with the dynamics of the Generation Z workforce in Indonesia.

Keywords: Generation Z, HR Innovation, Talent Retention, Phenomenological Case Study,

INTRODUCTION

In the era of globalization and rapid technological advancement, the landscape of the world of work has undergone a major transformation. One of the most striking changes is the emergence of Generation Z, born around the mid-1990s to the early 2010s as a new force in the world of work. This generation comes with different characteristics, values, and expectations from previous generations, they prefer flexibility in working, pay great attention to work-life balance, and have high expectations for self-development and an inclusive work environment.(Sadeghi, 2024; Setiawati, 2020). This condition encourages organizations to adapt, especially in managing human resources and designing more relevant talent retention strategies.(Tanoto & Tami, 2024).

The competition in recruiting and retaining the best employees, often called the war for talent, is getting tighter. Many organizations are competing to attract, develop, and retain their talents. Global studies note that the turnover rate, especially among the younger generation, is a serious challenge for many companies.(Time, 2024;

Kyriakopoulos & Thanos, 2023). Data from (Kashive & Khanna, 2023) shows that Generation Z tends to change jobs earlier in their careers than other genders. This is also in line with the report of the Statistics Center (BPS) of Indonesia (Adila, 2024) which shows an increase in youth labor mobility in recent years.

Research by Tanoto & Tami, (2024) of 373 respondents of Generation Z in Indonesia found that work-life balance greatly influences their decision to stay in an organization. This means that companies need to be more serious in creating a work environment that supports this balance. On the other hand, Hendriana et al., (2023) revealed that employer branding can mitigate the negative impact of emotional exhaustion on employee decisions to stay. This suggests that employee perceptions of the organization also play an important role in retention.

Several other factors that are considered important for Generation Z in choosing and remaining in the workplace include flexibility in time and place of work, opportunities for fast and relevant career development, an inclusive and meaningful work culture, and fair and competitive compensation and benefits. (Richards, 2023; Pandita et al., 2023). They also grew up in the digital age, are accustomed to transparency, and have a high social and environmental awareness, all of which shape their expectations of the world of work.

The high turnover rate among Generation Z can have various consequences. In addition to the high cost of recruiting and training new employees, companies can also lose the innovation, fresh ideas, and work enthusiasm that young talent usually brings. Not only that, but high turnover can damage the morale of the remaining team and affect work stability. In the long run, this can damage the organization's image as an ideal place to work, which ultimately complicates the next recruitment process. (Amrullah et al., 2025).

Several studies have highlighted the importance of flexibility, employee appreciation, and work-life balance as important factors in maintaining Generation Z. However, not all research results provide uniform conclusions. For example, research Kgarimetsa & Naidoo, (2024) and A salim (2024) shows that professional development opportunities do not necessarily have a positive impact on retention, indicating the need for a more personalized and contextualized approach. On the other hand, (Sidabutar, ND) showed that job satisfaction, commitment to the organization, and perception of career opportunities are the main predictors of retention. Research in Indonesia also confirms that a supportive work culture and opportunities for continuous learning are important factors for Gen Z. (Wijaya, 2018; Jusuf et al., 2022).

Although various studies have discussed the factors that influence the retention of Generation Z, there is still a gap in understanding how innovation in HR management can actually be implemented effectively. First, there is still limited research that specifically discusses how innovative practices in HR management can be a key strategy in retaining this young talent. These innovations include the use of technology in the recruitment and training process, flexible work models, personalized mentoring programs, and a more comprehensive and humane compensation system.

Second, many studies are general in nature and have not touched on the cultural context and dynamics of the local labor market in depth, including in

Indonesia. In fact, the effectiveness of an HR innovation can be highly dependent on the social and cultural context in which the organization is located. Therefore, this study will focus on identifying and analyzing HR innovations that have proven effective in increasing the retention of Generation Z talents, both on a global scale and in the Indonesian context.

Third, there are still few who explore how the combination of various HR innovations can complement each other and create a synergistic effect in retaining young employees. Understanding how these innovative elements work together is still very much needed. Thus, this study is expected to provide a real contribution in answering the challenge of talent retention in the era of Gender Z. The results are expected to not only be an academic reference, but also a practical guide for HR practitioners and organizational leaders in designing retention strategies that are more relevant, adaptive, and in accordance with the spirit and hopes of Indonesia's future gender.

Thus, this research is expected to provide a real contribution in answering the challenges of talent retention in the Generation Z era. The results of this study are expected to be a guide for HR practitioners and organizational leaders in designing retention strategies that are more relevant, adaptive, and in accordance with the spirit and future generations of Indonesia.

METHODS

This study uses a qualitative descriptive method that aims to explore and describe a phenomenon in depth based on the perspectives of the participants. In this context, the study focuses on how Generation Z talents interpret, feel, and respond to various innovations in Human Resource Management (HRM) practices applied in the organizations where they work. In addition, this study also wants to understand how these perceptions and experiences influence their decisions to stay or leave the organization. This approach allows researchers to explore rich and meaningful information through narratives, opinions, and direct interpretations of the experiences of the individuals involved.

By design, this study uses a case study with a phenomenological approach. The study was conducted in an organization that is known to implement innovations in HR management. The phenomenological approach was chosen to capture the essence of Generation Z's experience, especially regarding how they perceive these innovations and how it affects their decision to stay in the organization. Researchers will identify common themes that emerge from various participant experiences in order to gain a more complete and in-depth understanding.

RESULTS

This study aims to explore in depth how Generation Z talents feel and interpret various Human Resource Management (HRM) innovations implemented in their workplaces. In addition, this study also wants to understand how these experiences influence their decisions to stay in the organization. By using a phenomenological approach in case study design in three organizations that are considered to have implemented real HRM innovations, this study managed to identify several key themes that describe the core of the participants' experiences.

Participant Characteristics:

The study involved 15 Generation Z employees (aged between 22-27 years) working in three different organizations:

- a. Jatkomsat (Technology Sector): This organization emphasizes work flexibility and technology-based career development.
- b. Sunindo Adipersada (Creative Sector): Known for its collaborative work culture, attention to employee well-being, and informal approach to learning.
- c. Mandiri Utama Finance (Financial Services Sector): Emphasize mentoring programs, ongoing feedback, and structured self-development platforms.

Each participant in this study had worked in their respective organizations for at least 6 months to 3 years. To understand their experiences in more depth, the researcher conducted semi-structured interviews that were narrative in nature.

From the results of the interview transcription analysis, five main themes were found that were interrelated and described how Generation Z interpreted and responded to the HR innovations they experienced, especially in relation to the decision to stay in the organization.

1. Empowering Flexibility: More Than Just a Work Location.

This theme shows that for Generation Z, flexibility is not just about working from home or the office. They interpret it more broadly, including the freedom to manage time, choose the most appropriate way of working, and the ability to maintain a balance between personal and professional life.

- a. Participant Experience: Many employees from Jatkomsat, for example, really appreciate the hybrid work policy and flexible working hours. They feel trusted to set their own work rhythm, which makes them feel more responsible and independent. One participant, Anya (25 years old), said, "Flexibility is not just about working from anywhere, but also about when we feel most productive. The company understands that and gives us freedom, so we also feel more appreciated and want to stay."
- b. Meaning of Retention: For participants, flexibility is a sign that the organization truly cares about the needs and well-being of its employees. This freedom creates a sense of comfort, reduces stress, and strengthens emotional ties to the workplace. They feel that companies that provide space for life outside of work are places worth staying.

2. Relevant and Personalized Learning and Development: An Investment for the Future.

Generation Z is known to have a high spirit to continue learning and developing. They highly value innovation in HR management that provides learning space that is relevant to their personal interests and career goals. Especially if the development process is tailored to the needs of each individual, not just a one-size-fits-all approach.

- a. Participant Experience: At Sunindo Adipersada, for example, participants were enthusiastic about the various opportunities to attend workshops, training, and access to informal learning platforms that could be tailored to their interests. For them, this was proof that the company truly cared about employee self-development. As Rio (23 years old) said, "Here there are so many opportunities to learn new things, not just those directly related to work. It makes us feel

appreciated and our potential is seen.” Meanwhile, at Mandiri Utama Finance, participants appreciated the mentoring program and structured self-development system, because it helped them see a clearer career path and feel accompanied in the process of achieving it.

- b. **Meaning of Retention:** The opportunity to grow and learn not only increases motivation, but also creates a sense of being valued as an individual. Participants see this as a long-term investment from the organization in their future. With this attention, the desire to move to another place that might promise better career development is greatly reduced.

3. **Inclusive and Collaborative Company Culture: It Feels Like a Second Home.**

For Gen Z, an inclusive and collaborative work culture is not just a plus, it’s a necessity. They want to be in an environment that accepts them for who they are, values their differences, and gives them space to be actively involved. When a work culture feels like a supportive community, loyalty naturally grows.

- a. **Participant Experience:** At Sunindo Adipersada, many participants felt that the open and collaborative work environment was a major strength. They were free to express ideas, provide input, and feel truly heard by colleagues and superiors. Something similar was felt at Jatkomsat, where inclusivity is a real value, not just a slogan. Sarah (26 years old) from Jatkomsat shared, “Here I feel like an important part of the team. My ideas are not only heard, but appreciated. I can also be myself without having to pretend. That makes me comfortable and at home.”
- b. **Meaning of Retention:** A warm, open, and supportive culture makes employees feel like they have a “second home” at work. When someone feels included and accepted as a whole, their emotional bond with the organization is strengthened. As a result, they tend to stay longer and are less easily tempted by outside offers.

4. **Ongoing Recognition and Feedback: I am Recognized, My Contributions are Valued.**

For Generation Z, simply working is not enough; they want to know that what they do matters and is appreciated. Recognition for their efforts and regular, constructive feedback give them a sense of direction, certainty, and motivation. HR innovations that encourage two-way communication and genuine appreciation are key to creating a healthy work environment.

- a. **Participant Experience:** At Mandiri Utama Finance, practices such as a 360-degree feedback system and regular one-on-one sessions between superiors and employees are felt to be very useful. Participants feel that they not only know where they are now, but also receive clear guidance on how to progress to the next stage. Andre (24 years old) said, “I feel appreciated because every effort I make is noticed. The feedback I receive is not only criticism, but also encouragement to grow. That keeps me motivated.”
- b. **Meaning of Retention:** When employees feel seen, not just as a number on an attendance report, they grow in confidence and loyalty. Consistent recognition and constructive feedback give them a strong reason to stay and grow with the organization, rather than looking for somewhere else that is more appreciative.

5. **Holistic Well-Being: I Am Cared For Not Just As An Employee**

Generation Z is not just looking for a workplace that pays them, but also one that cares about their overall health and well-being, both physical, mental and

emotional. Innovations in HR practices that provide real support for these areas mean a lot to them.

- a. **Participant Experience:** At Sunindo Adipersada, various welfare programs such as health workshops, counseling services, and mental health support are proof that the organization truly cares. Maya (27 years old) describes it with gratitude, "It feels calm working here because we know the company cares about our condition. Not just about work, but also mental health and life balance. I feel appreciated as a human being."
- b. **Meaning of Retention:** When organizations show genuine concern for the well-being of their employees as a whole, not just as a 'workforce', they grow a sense of security, respect, and connection. These feelings are what make employees, especially those from Generation Z, prefer to stay and grow with the organization in the long term.

DISCUSSION

The results of this study provide a rich picture of how Generation Z talent perceives and interprets innovations in Human Resource Management (HRM) practices, and how these experiences influence their decisions to stay with an organization. The five key themes identified are flexibility that provides room for growth, relevant and tailored learning opportunities, an inclusive and collaborative work culture, consistent appreciation and feedback, and attention to overall well-being reflect what really matters to this generation in choosing and retaining their workplace.

Flexibility as Key to Talent Retention

These findings reinforce the view that for Generation Z, work flexibility is no longer considered an additional facility, but rather a basic need. They want the freedom to organize their time and place of work, as this gives them a sense of control and confidence that has a direct impact on job satisfaction and organizational engagement. (Laka et al., 2024; Dewinda et al., 2024). When they feel empowered, loyalty naturally grows, along with the urge to contribute more. On the other hand, if organizations fail to address these needs, they are likely to lose talent seeking a more balanced work-life. The case study at Jatkomsat clearly illustrates how hybrid work policies and flexible working hours not only make employees feel more comfortable, but also strengthen their emotional connection to the workplace.

Self-Development as a Long-Term Investment in Retention.

Generation Z does not see work only as a place to earn a living, but also as a place to grow personally and professionally (Brown & Lala, 2024; Pain, 2021; Dewi et al., 2024). They want to continue learning and feel that organizations that provide space for self-development truly care about their future. HR innovations such as those implemented at Sunindo Adipersada and Mandiri Utama Finance in the form of mentoring, workshops according to interests, and structured self-development platforms give the impression that their career aspirations are valued. This encourages motivation and a sense of being valued, and reduces the likelihood of them moving to other places that are considered more supportive of career growth. These findings indicate the importance of a more personalized and flexible learning approach, replacing a rigid and uniform training system.

Inclusive and Collaborative Culture as an Emotional Bond.

An open, supportive and collaborative work environment is a major draw for Generation Z. (Nugroho & Riyadi, 2024; Lisbet et al., 2024; Junaidi et al., 2024). This generation, who has been familiar with the digital world and online interactions since childhood, highly values genuine relationships and a sense of togetherness in a team. Sunindo Adipersada and Jatkomsat are real examples of organizations that have built an inclusive work culture where diversity is valued, everyone has a voice, and collaboration is upheld. In an atmosphere like this, employees feel psychologically safe, do not hesitate to express ideas, and are more willing to take the initiative. On the other hand, a closed or overly competitive culture can actually make employees feel alienated and encourage them to seek a more supportive work environment.

Recognition and Feedback as a Motivator of Spirit.

Generation Z grew up in a culture of instant appreciation, so they bring expectations of clear recognition and feedback to the workplace. (Sumartik et al., 2023; Prameswari et al., 2024; Madiistriyatno, 2024). They feel more motivated and confident when their contributions are appreciated and receive constructive guidance. At Mandiri Utama Finance, practices such as a 360-degree feedback system and regular discussion sessions with superiors help employees understand their performance, while also showing that their hard work is truly being noticed. Conversely, a lack of recognition or feedback can leave employees feeling neglected, demoralized, and considering moving on to an organization that values their contributions more.

Holistic Well-Being as a Basic Need, Not an Add-on

Attention to employee well-being is no longer just about increasing productivity, but also about how organizations truly care about the physical, mental and emotional condition of their workers. (Patel & Lam, 2023; Nurohman, 2024; Zega et al., 2024; Abidin et al., 2024; Mayasari et al., 2025). Generation Z highly prioritizes work-life balance and mental health, so they tend to value companies that provide space for both. Sunindo Adipersada, for example, offers programs such as health workshops, counseling services, and support to maintain a balance between work and personal life. These things create a sense of security, respect, and protection as individuals, not just as “workers.” Organizations that do not pay attention to this aspect risk being left behind by young talent looking for a more caring, humane, and sustainable workplace.

Comparison Between Case Study Organizations

While all three organizations in this study are seeking to innovate in Human Resource Management (HRM), their approaches are quite diverse. Jatkomsat stands out for its flexible work environment and inclusive culture, Sunindo Adipersada excels in its collaborative work environment and focus on employee well-being, while Mandiri Utama Finance is strong in its structured career development and continuous feedback system. These differences suggest that there is no single recipe for attracting and retaining Generation Z talent. Each organization needs to adapt its innovations to industry conditions, internal culture, and the specific needs of its employees. However, there is a common thread that connects all three: values such as feeling

appreciated, opportunities for growth, and work-life balance remain top priorities for this generation.

Theoretical Implications

Theoretically, the findings of this study enrich the understanding of how HR plays a role in maintaining the loyalty of Generation Z. The results strengthen the Social Exchange Theory which states that employees are more likely to stay if they feel they are treated fairly and receive a return that is commensurate with their contributions. HR innovations that focus on the needs of this generation can be seen as a form of "relationship investment" that strengthens the emotional and social bonds between employees and the organization. In addition, the results of this study are also in line with the Human Capital Theory, which emphasizes the importance of improving employee skills and knowledge as the organization's main assets. When employees are given opportunities to learn and develop, they feel more valued and motivated to continue contributing to a workplace that supports them.

CONCLUSION

Gen Z is looking for more than just a job, but also a place that supports their personal values, career development, and work-life balance. Innovations in Human Resource Management (HRM) that truly integrate these aspects are a sign that organizations care and are committed to long-term investment in their employees. Conversely, organizations that fail to meet these expectations risk higher employee turnover, especially among Gen Z talent.

It is critical for organizational leaders and HR professionals. To attract and retain Gen Z talent, organizations must go beyond conventional HR practices and focus on a more innovative, employee-centric approach. This includes more tangible flexibility policies, tailored career development opportunities, an inclusive and collaborative company culture, effective recognition and feedback systems, and a dedicated focus on employee well-being.

While this study provides important insights, there are some limitations, such as the limited sample size and specific organizational context. Future research could expand the geographic scope, involve more organizations from different industry sectors, and use a mixed-methods approach to gain a more complete and measurable understanding of how HR innovation impacts Gen Z talent retention.

Overall, it confirms that HR innovation is not just about following the latest trends or emerging technologies, but about truly understanding what Generation Z needs and expects. Organizations that can adapt and create a workplace that fits these needs are more likely to have loyal, motivated, and high-performing teams in an increasingly digital-first era. Investing in HR innovation that puts people first is a strategic investment in an organization's long-term success.

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