Strategic Leadership in the Age of Society 5.0: Balancing Technological Advancement with Social Value Creation

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Article Info	ABSTRACT
	The emergence of Society 5.0 requires a fundamental transformation in strategic leadership practices, particularly in integrating technological advancement with social value creation. This article aims to analyze the role of strategic leadership in balancing digital innovation and human-centered approaches. The study adopts a qualitative approach through a comprehensive literature review and document analysis related to leadership, digital transformation, and Society 5.0. The findings indicate that strategic leadership is no longer focused solely on organizational efficiency and performance, but also on ethical responsibility, human resource development, and social sustainability. Digital competence, organizational vision, ethical leadership, and collaboration are identified as key factors supporting leadership effectiveness in this era. The results highlight the role of strategic leaders as mediators between technological systems and societal values. In conclusion, strategic leadership in Society 5.0 must be holistic, adaptive, and oriented toward sustainable social impact.
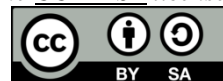
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	Perkembangan Society 5.0 menuntut perubahan mendasar dalam praktik kepemimpinan strategis, terutama dalam mengintegrasikan kemajuan teknologi dengan penciptaan nilai sosial. Artikel ini bertujuan untuk menganalisis peran kepemimpinan strategis dalam menyeimbangkan inovasi teknologi dan pendekatan berpusat pada manusia. Penelitian ini menggunakan pendekatan kualitatif dengan metode studi literatur dan analisis dokumen yang relevan dengan kepemimpinan, transformasi digital, dan Society 5.0. Hasil penelitian menunjukkan bahwa kepemimpinan strategis tidak lagi berfokus semata pada efisiensi dan kinerja organisasi, tetapi juga pada tanggung jawab etis, pengembangan sumber daya manusia, dan keberlanjutan sosial. Kompetensi digital, visi organisasi, kepemimpinan etis, serta kolaborasi menjadi faktor kunci dalam mendukung efektivitas kepemimpinan di era ini. Temuan ini menegaskan bahwa pemimpin strategis berperan sebagai penghubung antara teknologi dan nilai-nilai kemanusiaan. Kesimpulannya, kepemimpinan strategis dalam Society 5.0 harus bersifat holistik, adaptif, dan berorientasi pada penciptaan dampak sosial yang berkelanjutan.
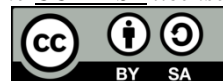
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INTRODUCTION

The rapid acceleration of technological innovation has fundamentally reshaped organizational and societal structures. Digital technologies such as artificial intelligence, big data, and automation increasingly influence decision-making processes. Organizations are required to adapt their leadership approaches to remain competitive. Traditional leadership models often struggle to respond effectively to these changes. As a result, leadership is undergoing a significant transformation. This transformation is closely associated with the emergence of Society 5.0 (Whitehead et al., 2025).

Society 5.0 represents a new societal paradigm that integrates advanced technology with human-centered values. Unlike previous industrial revolutions, Society 5.0 prioritizes social well-being alongside technological progress. Technology is positioned as a tool to solve social problems rather than merely enhance efficiency. This paradigm challenges organizations to reconsider their strategic priorities. Leadership plays a critical role in aligning technology with societal needs. Therefore, strategic leadership becomes increasingly important.

Strategic leadership refers to the ability of leaders to anticipate change and guide organizations toward long-term success. It involves vision formulation, strategic decision-making, and value creation. In the digital era, strategic leadership extends beyond economic objectives. Leaders are expected to integrate ethical, social, and environmental considerations. This expanded responsibility reflects growing societal expectations. Strategic leadership must therefore evolve in response to Society 5.0 (Oosthuizen, 2023).

The integration of advanced technology presents both opportunities and challenges for organizations. Digital tools can enhance productivity, innovation, and organizational agility. However, excessive focus on technology may lead to social and ethical concerns. Issues such as inequality, job displacement, and data privacy have become prominent. Leaders must navigate these complexities carefully. Balancing technological advancement with social value creation is essential.

Strategic leadership in Society 5.0 requires a human-centered approach. Leaders are expected to place people at the core of organizational strategies. Technology should support human capabilities rather than replace them. This approach emphasizes empowerment, inclusion, and well-being. Leadership decisions must consider their social impact. Human-centered leadership strengthens organizational legitimacy.

The role of leaders has expanded significantly in the context of digital transformation. Leaders are no longer solely responsible for financial performance. They are also accountable for social responsibility and ethical governance. Stakeholders increasingly demand transparency and sustainability. Strategic leaders must respond to these expectations proactively. This shift redefines leadership success (Marion & Augtania, 2023).

Technological advancement has significantly altered the nature of work. Automation and artificial intelligence reshape job roles and skill requirements. Employees are required to adapt continuously to new technologies. Leaders must support workforce transformation through learning initiatives. Strategic leadership ensures alignment between technology and human development. This alignment enhances organizational resilience.

Decision-making processes are increasingly influenced by digital technologies. Data-driven insights support more accurate strategic decisions. However, excessive reliance on technology may reduce critical human judgment. Strategic leaders must balance analytical tools with experience and intuition. Ethical considerations must guide technology-based decisions. Responsible decision-making remains essential.

Innovation plays a central role in the Society 5.0 framework. Organizations are encouraged to innovate not only for economic gain but also for social benefit. Strategic leaders foster innovation that addresses societal challenges. Collaboration across sectors

becomes increasingly important. Leaders must encourage creativity and experimentation. Innovation guided by social values supports sustainable development.

Organizational culture significantly influences the effectiveness of strategic leadership. A culture that embraces change supports technological adaptation. Strategic leaders shape cultures that value ethics, collaboration, and inclusivity. Such cultures facilitate responsible innovation. Resistance to change can be minimized through supportive leadership. Organizational culture becomes a strategic asset.

Stakeholder engagement is a critical dimension of strategic leadership. Organizations interact with diverse stakeholders, including employees, customers, and communities. Society 5.0 emphasizes inclusive and participatory development. Leaders must involve stakeholders in strategic decision-making. This engagement enhances trust and legitimacy. Strategic leadership strengthens stakeholder relationships (Barker, 2022).

Ethical leadership becomes increasingly relevant in the digital era. Advanced technology may generate ethical dilemmas if misused. Leaders must ensure responsible governance of digital systems. Ethical frameworks guide strategic actions and decisions. Accountability and transparency are essential leadership qualities. Ethics underpin sustainable leadership practices.

Sustainability is closely linked to strategic leadership in Society 5.0. Organizations are expected to contribute to long-term social and environmental well-being. Leaders integrate sustainability goals into organizational strategy. Technology can support sustainable practices when applied responsibly. Strategic leadership aligns innovation with sustainability objectives. This alignment supports long-term value creation.

Globalization further intensifies leadership challenges in the digital age. Organizations operate across diverse cultural and regulatory environments. Strategic leaders must manage complexity effectively. Digital technologies enable global connectivity and collaboration. However, cultural sensitivity remains essential. Leadership adaptability is therefore critical.

Digital transformation has increased organizational dependence on virtual collaboration and information systems. Leaders are required to manage geographically dispersed teams effectively. Communication and coordination rely heavily on digital platforms. Strategic leadership ensures alignment and cohesion in digital environments. Human interaction remains an essential leadership element. Technology must support, not replace, leadership presence (Elizabeth & Kusuma, 2021).

Academic interest in strategic leadership and Society 5.0 continues to grow. Scholars examine how leadership adapts to technological and social change. Existing leadership theories require re-evaluation in digital contexts. Interdisciplinary approaches enrich leadership research. Empirical studies remain necessary. This topic remains highly relevant.

In conclusion, strategic leadership plays a pivotal role in the age of Society 5.0. Leaders are required to balance technological advancement with social value creation. This balance determines organizational sustainability and legitimacy. Human-centered and ethical leadership becomes increasingly essential. Strategic leadership integrates vision, technology, and social responsibility. Understanding this role is critical for future organizational success.

RESEARCH METHOD

This study employs a qualitative research approach to examine strategic leadership in the context of Society 5.0. A qualitative design is appropriate because it enables an in-depth exploration of leadership practices and perceptions. The research focuses on understanding how leaders balance technological advancement with social value creation. Emphasis is placed on interpreting meanings rather than measuring variables numerically. This approach allows for rich contextual analysis. Qualitative inquiry supports the study's exploratory objectives.

The research design adopted in this study is descriptive qualitative. This design aims to describe systematically the characteristics of strategic leadership in digital and human-centered contexts. The study does not attempt to test hypotheses or establish causal relationships. Instead, it seeks to capture leadership strategies as they are practiced in organizations. Descriptive qualitative research facilitates the identification of key themes. This design aligns with the conceptual nature of the study (Munawwaroh & Indonesia, 2024).

Data collection is conducted through a comprehensive literature review and document analysis. Academic journal articles, books, and conference proceedings related to strategic leadership, Society 5.0, and digital transformation are used as primary sources. Policy documents and organizational reports are also reviewed. These sources provide theoretical and practical insights into leadership practices. The literature review establishes the conceptual framework of the study. Document analysis enriches contextual understanding.

The data analysis technique used in this study is thematic analysis. Collected data are systematically organized and coded into meaningful categories. Emerging themes related to leadership strategies and social value creation are identified. The analysis involves interpreting patterns and relationships within the data. Findings are linked to relevant leadership theories. This analytical process ensures depth and rigor.

To enhance the credibility and trustworthiness of the research, several validation strategies are applied. Source triangulation is conducted by comparing findings across multiple academic sources. Peer-reviewed literature is prioritized to ensure academic quality. Clear documentation of data collection and analysis procedures is maintained. Consistency in coding and interpretation is ensured throughout the process. These measures strengthen the reliability of the findings.

Ethical considerations are carefully addressed in this study. All data sources are properly cited to respect intellectual property rights. The research avoids the use of confidential or sensitive organizational information. Objectivity is maintained in data interpretation and reporting. The study adheres to academic integrity standards. Ethical compliance ensures the credibility of the research.

Finally, the limitations of the research method are acknowledged. The qualitative approach relies on secondary data, which may limit generalizability. Findings are interpretative and context-dependent. However, this approach provides valuable theoretical insights. It offers a comprehensive understanding of strategic leadership in Society 5.0. These limitations suggest directions for future empirical research.

RESULT AND DISCUSSION
Results

The findings indicate that strategic leadership in the era of Society 5.0 emphasizes the integration of advanced technology with human-centered values. Leaders are increasingly required to align digital innovation with ethical considerations. Technological tools are viewed not only as efficiency enhancers but also as instruments for social value creation. Leadership effectiveness is measured by the ability to balance automation and empathy. This balance becomes a defining characteristic of modern strategic leadership.

The results show that digital literacy is a critical competency for strategic leaders. Leaders who understand technological systems are better positioned to make informed decisions. Digital competence enables leaders to anticipate organizational challenges. It also supports the alignment of technological adoption with long-term strategic goals. Consequently, digital knowledge strengthens leadership adaptability (Budhwar et al., 2023).

Organizational vision emerges as a central element of strategic leadership. Leaders articulate visions that integrate technological advancement with societal well-being. Such visions guide employees in navigating digital transformation. Clear vision fosters shared

understanding across organizational levels. This alignment enhances collective commitment to strategic objectives (Grosse et al., 2023).

The findings reveal that strategic leaders prioritize human capital development. Continuous learning and skill enhancement are encouraged within organizations. Leaders recognize that technology cannot replace human creativity and judgment. Investment in employee development strengthens organizational resilience. This approach supports sustainable transformation.

Ethical leadership appears as a dominant theme in the results. Leaders are expected to address ethical implications of technological use. Transparency and accountability are emphasized in decision-making processes. Ethical considerations shape organizational policies and practices. This reinforces trust among stakeholders (Poto, 2025).

The results highlight the growing importance of collaborative leadership. Strategic leaders encourage cross-functional collaboration enabled by digital platforms. Collaboration enhances knowledge sharing and innovation. Digital tools facilitate communication across organizational boundaries. This collaborative approach supports organizational agility.

Innovation-oriented leadership is evident in the findings. Leaders actively promote experimentation and creative problem-solving. Technological advancement provides opportunities for innovation. Leaders create supportive environments for idea generation. Innovation becomes a strategic priority rather than a peripheral activity.

The findings indicate that data-driven decision-making is integral to strategic leadership. Leaders rely on data analytics to inform strategic choices. Data enhances accuracy and reduces uncertainty. However, leaders balance data insights with human judgment. This integration strengthens decision quality (Adel, 2022).

Change management capabilities are strongly reflected in the results. Leaders play a critical role in guiding organizations through digital transitions. Effective communication reduces resistance to change. Leaders emphasize inclusivity during transformation processes. This approach supports smoother organizational change.

The results demonstrate that organizational culture significantly influences leadership effectiveness. Leaders cultivate cultures that embrace technology and innovation. Openness to change becomes a shared organizational value. Culture supports employee engagement in digital initiatives. Leadership shapes cultural adaptability.

Strategic leaders are shown to prioritize social responsibility. Organizations are encouraged to contribute positively to society. Technological resources are leveraged to address social challenges. Leaders integrate social objectives into business strategies. This alignment enhances organizational legitimacy.

The findings reveal that leadership flexibility is essential in Society 5.0. Leaders adapt their styles based on situational demands. Technological change requires responsive leadership approaches. Flexibility supports timely decision-making. This adaptability enhances organizational performance.

Employee empowerment emerges as a significant result. Leaders delegate authority and encourage autonomy. Digital tools enable decentralized decision-making. Empowered employees demonstrate higher engagement levels. Leadership empowerment fosters innovation.

The results indicate that communication effectiveness is critical. Leaders use digital platforms to maintain transparent communication. Clear messaging reduces uncertainty during transformation. Communication strengthens trust between leaders and employees. Effective communication supports strategic alignment.

Strategic alignment between technology and organizational goals is emphasized. Leaders ensure that technological adoption supports strategic objectives. Misalignment is identified as a potential risk. Strategic oversight minimizes inefficiencies. Leadership coordination enhances organizational coherence.

The findings show that stakeholder engagement is a leadership priority. Leaders consider diverse stakeholder interests in strategic decisions. Digital platforms facilitate stakeholder interaction. Engagement enhances organizational accountability. This approach strengthens long-term relationships.

Risk management capabilities are highlighted in the results. Leaders identify risks associated with technological implementation. Proactive strategies are developed to mitigate potential threats. Risk awareness supports organizational stability. Leadership foresight is essential in managing uncertainty.

The results reflect the importance of sustainability-oriented leadership. Leaders integrate sustainability principles into strategic planning. Technology is used to optimize resource utilization. Sustainable practices enhance long-term organizational value. Leadership commitment drives sustainability initiatives.

The findings reveal that emotional intelligence is increasingly valued. Leaders demonstrate empathy in managing technologically driven change. Emotional awareness supports employee well-being. Leaders balance performance demands with human needs. Emotional intelligence strengthens leadership effectiveness.

Strategic leaders are found to emphasize continuous improvement. Organizations regularly evaluate technological effectiveness. Feedback mechanisms support learning processes. Continuous improvement enhances adaptability. Leadership commitment sustains improvement efforts.

The results indicate that strategic leadership supports organizational resilience. Leaders prepare organizations to face rapid technological change. Resilience is built through planning and flexibility. Leadership stability supports organizational confidence. This enhances long-term survival.

Digital transformation is shown to reshape leadership roles. Leaders transition from control-oriented to facilitative roles. Technology enables distributed leadership practices. Leaders focus on coordination rather than supervision. This shift enhances organizational responsiveness.

The findings show that strategic leaders encourage knowledge management. Digital systems are used to capture organizational knowledge. Knowledge sharing supports innovation and learning. Leaders promote open information exchange. This strengthens intellectual capital.

The results indicate that strategic leadership enhances competitive advantage. Organizations leverage technology to differentiate themselves. Leadership vision guides strategic positioning. Competitive strategies align with societal expectations. Leadership effectiveness supports market sustainability (Aheleroff et al., 2022).

Finally, the results demonstrate that strategic leadership in Society 5.0 is multidimensional. Leaders integrate technology, ethics, and social values. This integration defines contemporary leadership success. Strategic leadership extends beyond economic performance. It reflects a holistic organizational approach.

Discussion

Strategic leadership in Society 5.0 represents a significant shift in how organizations are guided. Leaders are expected to integrate technological innovation with social responsibility. This balance reflects changing expectations of organizational roles. Leadership success is no longer measured only by efficiency. Social value creation becomes a strategic objective. Technology serves as an enabler rather than a sole driver. This perspective reshapes leadership practices.

Digital competence is increasingly viewed as a core leadership capability. Leaders must understand technological systems and their implications. Such understanding supports strategic foresight. Digital literacy enhances the quality of decision-making. Leaders can better anticipate organizational challenges. This competence strengthens adaptability in

dynamic environments. Technological awareness supports long-term planning (Zizic et al., 2022).

Organizational vision plays a central role in guiding strategic leadership. Vision provides clarity during technological transformation. Leaders articulate future-oriented goals. These goals integrate innovation and societal value. Clear vision reduces uncertainty among employees. It fosters shared commitment to strategy. Vision-driven leadership enhances coherence.

Human capital development remains essential in technology-driven contexts. Leaders recognize the irreplaceable role of human creativity. Technology complements but does not substitute human judgment. Continuous learning is promoted across organizations. Skill development supports organizational resilience. Leaders invest in training initiatives. This approach sustains competitiveness.

Ethical considerations become integral to strategic leadership. Leaders must address risks associated with digital technologies. Ethical awareness guides responsible decision-making. Transparency strengthens organizational accountability. Ethical leadership builds stakeholder trust. Trust supports organizational legitimacy. This reinforces sustainable leadership.

Collaborative leadership is enabled by digital platforms. Leaders encourage cross-functional teamwork. Collaboration enhances innovation and problem-solving. Digital tools support communication efficiency. Hierarchical boundaries become less rigid. Leaders facilitate collective engagement. This improves organizational agility.

Innovation-oriented leadership aligns with Society 5.0 principles. Leaders promote creativity within strategic frameworks. Technological resources support innovation processes. Leadership guidance ensures strategic alignment. Innovation is directed toward social benefit. This supports sustainable growth. Leadership commitment is essential (Zhang & Chen, 2023).

Data-driven decision-making enhances strategic accuracy. Leaders use analytics to inform planning. Data reduces uncertainty in complex environments. Human interpretation remains crucial. Leaders balance quantitative insights with judgment. This integration improves decision quality. Strategic outcomes are strengthened.

Change management capability defines leadership effectiveness. Leaders guide organizations through transformation. Clear communication reduces resistance. Inclusive approaches support employee acceptance. Leaders emphasize participation in change processes. This builds organizational readiness. Change becomes manageable (Santhi & Muthuswamy, 2023).

Organizational culture mediates technological adoption. Leaders shape cultures that value learning. Adaptive cultures support innovation. Shared values encourage experimentation. Culture influences employee behavior. Leadership actions reinforce norms. This sustains transformation.

Social responsibility expands leadership roles. Leaders integrate social objectives into strategy. Technology supports community engagement. Organizations contribute to societal well-being. Social value enhances reputation. Leadership accountability increases. This aligns with stakeholder expectations (Maulana et al., 2024).

Leadership flexibility becomes essential in dynamic contexts. Leaders adapt styles to situational demands. Flexibility enhances responsiveness. Rigid approaches limit effectiveness. Adaptive leadership supports innovation. Leaders respond to change proactively. This strengthens performance.

Employee empowerment is emphasized in Society 5.0. Leaders delegate authority effectively. Technology enables decentralized decision-making. Empowered employees show higher engagement. Autonomy supports creativity. Leadership trust becomes critical. This fosters innovation (Konno & Schillaci, 2021).

Effective communication supports strategic alignment. Leaders use digital platforms to communicate clearly. Transparency reduces uncertainty. Consistent messaging builds trust.

Communication facilitates coordination. Leaders act as information integrators. Strategic clarity is enhanced.

Strategic alignment between technology and goals is critical. Leaders ensure coherence in implementation. Misalignment leads to inefficiency. Strategic oversight reduces risks. Technology supports organizational objectives. Leaders coordinate resources effectively. Alignment improves performance.

Stakeholder engagement is a leadership priority. Leaders consider diverse interests. Digital platforms facilitate interaction. Engagement enhances accountability. Trust is strengthened through dialogue. Leadership responsiveness increases. Long-term relationships are supported (Akuntansi et al., 2025).

Risk management is integral to strategic leadership. Leaders identify technological risks early. Proactive strategies reduce vulnerability. Risk awareness supports stability. Leaders balance opportunity and threat. Preparedness enhances resilience. Organizational confidence increases.

Sustainability-oriented leadership gains importance. Leaders integrate sustainability into planning. Technology optimizes resource use. Sustainable practices support longevity. Leadership commitment drives implementation. Social and environmental value is emphasized. Long-term impact is prioritized.

Emotional intelligence enhances leadership effectiveness. Leaders demonstrate empathy during change. Emotional awareness supports employee well-being. Leaders manage stress and uncertainty. Human-centered leadership strengthens trust. Emotional competence complements technology. Leadership influence is enhanced.

Continuous improvement reflects learning-oriented leadership. Leaders encourage feedback mechanisms. Technology supports performance monitoring. Learning supports adaptation. Improvement processes enhance agility. Leadership commitment sustains progress. Organizational learning is strengthened.

Organizational resilience is linked to leadership capacity. Leaders prepare for disruption. Strategic planning supports resilience. Flexibility enhances response capability. Leadership stability builds confidence. Resilient organizations adapt effectively. Long-term survival is supported.

Leadership roles evolve with digital transformation. Leaders shift from control to facilitation. Technology enables distributed leadership. Coordination replaces supervision. Leaders empower teams. Decision-making becomes collaborative. Agility is enhanced.

Knowledge management supports strategic leadership. Leaders promote knowledge sharing. Digital systems capture expertise. Learning supports innovation. Knowledge retention strengthens competitiveness. Leaders encourage openness. Intellectual capital grows.

Competitive advantage is shaped by strategic leadership. Leaders align technology with differentiation. Social responsibility enhances reputation. Ethical strategies support trust. Competitive positioning is strengthened. Leadership vision guides strategy. Sustainable advantage is achieved (Kayser, 2023).

Overall, strategic leadership in Society 5.0 is multidimensional. Leaders integrate technology and social values. Leadership success extends beyond economic performance. Ethical responsibility becomes central. Human-centered innovation defines leadership. Strategic leadership adapts to complexity. This redefines modern organizational leadership.

CONCLUSION

This study concludes that strategic leadership in the era of Society 5.0 requires a fundamental reorientation of leadership roles and priorities. Leaders are expected to integrate technological advancement with social and human-centered values. Leadership effectiveness is no longer measured solely by efficiency and performance outcomes. Social value creation

becomes a core strategic objective. Technology serves as a tool to support, not dominate, organizational direction. Strategic leaders must respond to complex societal expectations. This shift defines contemporary leadership paradigms.

The findings confirm that digital competence is an essential capability for strategic leaders. Understanding technology enables leaders to navigate digital transformation effectively. Digital literacy supports informed and adaptive decision-making. However, technological expertise must be balanced with ethical awareness. Leaders must consider the broader social consequences of technological adoption. Balanced competence enhances leadership credibility. This combination strengthens strategic leadership effectiveness.

Organizational vision is identified as a critical element in guiding leadership practices. Vision provides clarity and direction during periods of transformation. Leaders who articulate value-driven visions foster strategic alignment. Employees gain a shared understanding of organizational goals. This alignment increases commitment and engagement. Vision integrates innovation with social responsibility. Effective leadership relies on clear strategic direction.

Human capital development remains central despite increasing technological integration. Leaders recognize that human creativity and judgment are irreplaceable. Continuous learning is promoted as a strategic priority. Skill development strengthens organizational resilience. Investment in human resources supports long-term sustainability. Technology complements rather than replaces human potential. Human-centered leadership ensures organizational growth.

Ethical and collaborative leadership emerge as key dimensions of Society 5.0 leadership. Leaders must address ethical risks associated with digital systems. Transparency and accountability build stakeholder trust. Collaboration is enhanced through digital platforms. Shared leadership supports innovation and problem-solving. Ethical collaboration strengthens organizational legitimacy. Leadership responsibility extends beyond internal objectives.

Overall, this study concludes that strategic leadership in Society 5.0 is holistic and multidimensional. Leaders balance technological efficiency with social value creation. Leadership roles shift from control-oriented to facilitative approaches. Emotional intelligence supports human-centered transformation. Strategic leadership becomes inclusive and adaptive. This approach enhances organizational sustainability. Modern leadership is ultimately defined by its societal impact.

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