Inclusive and Responsive Strategies for Advancing the Human Resource Paradigm Toward Indonesia's Golden Vision

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Abstract
Purpose: The transformation of human resources (HR) towards the vision of Golden Indonesia 2045 requires a strategic approach to human resource management that is both flexible and effective.

Research Methodology: A structured questionnaire with a Likert scale was used to collect quantitative data. The research data of 73 students majoring in management at the University of Muhammadiyah Palopo were processed using statistical analysis based on partial least squares structural equation modeling (SEM) with the SmartPLS application. This research was conducted from March to April 2025.

Results: This study examines how Generation Z perceives the role of Inclusive HR (X_1) in shaping organizational phenomena, revealing that this variable does not exert a significant or beneficial influence on the paradigm of Indonesia's golden vision (Y). Meanwhile, the Responsive HR (X_2) research variable has been shown to have a positive and significant impact on the Golden Indonesia HR Paradigm (Y). Furthermore, the Impactful HR variable (X_3) has a significant and positive effect on the Golden Indonesia HR Paradigm (Y).

Conclusions: The higher the level of responsiveness of HR in dealing with external changes, such as digital transformation, demographic shifts, and labor market dynamics, the greater its contribution to the direction and strategic framework of national human resource development.

Limitations: This indicates that Indonesia's HR transformation requires a holistic HR approach: inclusive in engagement, responsive to change, and having a real impact on organizations and society.

Contributions: For HR practitioners and policymakers, these findings mean that HR must become an agent of strategic change, training programs, reward systems, and talent development must be directly related to national human resource development macro targets, and HR must evaluate the social impact of policies, such as inclusivity and product development.

Keywords: *Development Programs, Digital Environmental, HR Transformation, Human Capital, Inclusive Leadership*

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1. Introduction

Indonesia's inclusive Human Resource (HR) paradigm should make equality and accessibility the forefront in facing the dynamics of the relationship between workers and industries, which are increasingly complex, while still focusing on recruitment regardless of the meaningful differences, be it ethnic, racial, religious, or class, so that all aspects of employment continue to open opportunities for equal, equitable development, and an open organizational culture of input from various competent parties. In general, HR behavior patterns should emphasize that human resource management must

implement inclusive recruitment, build an affirmative culture, and formulate policies with equal access, thereby encouraging innovation and increasing retention for all workforces (Ho & Kuvaas, 2020).

Responsive human resource development will require organizations to be more adaptive to external dynamics, such as technological disruptions, job market changes, government regulations, and evolving social expectations (Mukhuty, Upadhyay, & Rothwell, 2022). The main strategy that needs to be undertaken is environmental scanning or periodic trend mapping, which has an impact on future competency needs (Budhwar, Malik, Silva, & Thevisuthan, 2022). HR is no longer simply an administrative implementer but must be a strategic partner who is able to translate external changes into training, recruitment, and competency development agendas. Thus, the organization not only survives but is also able to transform sustainably (Afriani, 2021).

The government seeks to develop responsive Human Resources (HR) to increase their capacity to continue conducting environmental scanning, mapping external trends such as technological disruptions, changes in the labor market, government regulations, and social expectations, to estimate competency needs. Companies that systematically manage knowledge and develop dynamic capabilities, such as sensing capabilities (detecting opportunities and threats), seizing (seizing opportunities), and reconfiguring (rearranging resources), will be superior in innovating and adapting to external changes (Koentjoro & Gunawan, 2020). Similarly, companies that can build digital sensing and digital transformation capabilities can respond quickly to technological disruptions and regulatory changes that affect business models and skill requirements (Schmid, Borokhovski, Bernard, Pickup, & Abrami, 2023).

The role of HR is changing from an administrative function to a strategic partner that not only translates external changes into recruitment and training policies but also drives sustainable transformation. An integrative model in which HR plays a role in facilitating changes in HR practices, adjustments to organizational structures, and maintaining employee well-being as part of the organization's dynamic capabilities (Apascaritei & Elvira, 2022). Thus, HR is positioned as a strategic business partner not only to prepare human resources to overcome external challenges but also to redefine the balance between stability and flexibility so that organizations not only survive but also develop sustainably.

2. Literature Review and Hypothesis Development
2.1. Inclusive HR Strategies
HR planning must be supported by human capital analytics to ensure high responsiveness (Kuknor & Bhattacharya, 2022). The strategy needed should involve the full and thorough gathering and analysis of worker data, including performance, retention, training needs, and leadership potential (Eshete & Birbirssa, 2024). With a predictive analytics approach, organizations can anticipate competency deficiencies, design adaptive career paths, and personalize development programs that make them accessible to all levels of human resources (Roberson & Perry, 2022). Human resources will increase the relevance of human resource interventions to current and future business needs more precisely at all levels of the Indonesian workforce development.

The results show that HR analytics not only depict what is happening but also increase strategic value in predicting workforce trends and employee behavior (Tursunbayeva, Lauro, & Pagliari, 2018). The research "Predictive Analytics in Human Resources Management" confirms that algorithm-based learning is very effective in detecting risks, identifying employees who have high potential but have not yet developed, and in automating the selection and retention process with minimal error rates (Căvescu & Popescu, 2025). To proactively and accurately address current business needs and anticipate future challenges, organizations in Indonesia should integrate HR planning with advanced analytics and predictive modeling. This approach enables the design of early, personalized interventions, such as targeted competency training, leadership development for emerging talent, and adaptive career pathways.

> H_1: Inclusive HR strategies have a positive and meaningful toward paradigm Indonesia's Golden vision

2.2. Responsive HR

Responsive Indonesian human resources are determined not only by technical capabilities but also by resilience and psychological readiness to face change. Therefore, HR development strategies must include aspects of mental well-being, empowerment, and the involvement of all stakeholders in an organization (Shore & Chung, 2022). To build a strong workforce that can handle challenges, it is crucial to have programs for employee well-being, mental health assistance, and a flexible work culture (Zulmi, Prabandari, & Sudiro, 2021). Companies that can make their structures more flexible and their employees more resilient will be more adaptive, creative, and competitive in the long run (Septianda, 2024).

Investments in mental well-being and employee psychological support are directly correlated with increased worker resilience and engagement in the face of organizational change. The study titled "Why and how do workplaces invest in mental health and well-being?" This study aims to highlight the necessity for organizations to secure leadership commitment at all levels and actively engage employees in designing and implementing welfare programs to ensure responsiveness to actual workforce needs (Henstock, Johnson, Kinghorn, Beach, & Al-Janabi, 2025). Another study titled "Implementing practices focused on workplace health and well-being programs" found that programs that combine work-life balance training, adaptability to change, and stress prevention have a significant effect on reducing fatigue and anxiety, while increasing creativity and innovation within organizations (Daniels et al., 2021). Therefore, Indonesia's human resource development strategy should ideally not only include technical aspects and competencies but also provide a sustainable psychological support mechanism, flexible work culture, and stakeholder-based resilience training so that organizations are able to move quickly and adaptively to global and local challenges.

H₂: Responsive HR has a positive and meaningful toward paradigm Indonesia's Golden vision

2.3. Impactful HR

Impactful HR strategies in developing Indonesian human resources must prioritize a continuous learning model with a flexible approach. This model has an impact on the development of a learning ecosystem that combines online learning, coaching, peer learning, and blended learning that is integrated with daily work (Alfawaire & Atan, 2021). The concept of learning in the flow of work is key so that employees not only learn during formal training but also through experience and interaction. The objective is to cultivate learning agility within organizations, enabling employees to rapidly acquire knowledge and effectively apply it in diverse and evolving contexts (Camilleri, 2018).

The study, titled "Transfer of informal learning: The role of manager support in linking learning to performance," underlines that informal learning (through daily work experience, collaboration between colleagues, and mentoring) supported by managers through direct assistance, mentoring, and emotional support, can strengthen the effectiveness of formal learning and accelerate the application of newly learned skills in real-life work situations (Blume, Ford, & Huang, 2024). The analysis aimed to determine whether blended and flipped learning approaches significantly enhance learning achievement and self-efficacy compared to traditional face-to-face instruction (Schmid et al., 2023). Based on these findings, Indonesia's human resource development strategy that prioritizes a flexible learning model, combining online learning, mentoring/coaching, peer learning, and blended learning that is integrated with daily work, will be very effective in building learning agility. This model allows employees to learn continuously, adapt quickly to change, and apply learning within the workflow, making contributions to the organization more direct and sustainable.

H₃: Impactful HR that has a positive and meaningful toward paradigm Indonesia's Golden vision
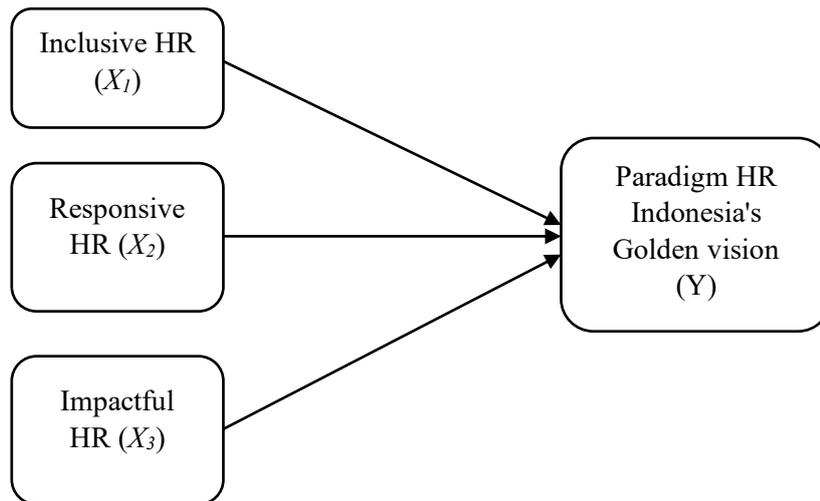
Figure 1. Research conceptual framework

This study is designed to involve Generation Z as respondents by using dimensions or variables that will support the creation of a golden Indonesian human resource paradigm (Y) by connecting it with inclusive HR strategies (X_1), responsive HR (X_2), and impactful HR (X_3). By determining the mapped variables and interacting with each other at each level of the contract, this study will produce a picture that connects the correlations and provide a more comprehensive insight into how to implement superior Indonesian HR practices in the future.

Conceptually, a research framework was employed using a systematic method; the research framework developed will assist in examining the aspects that impact the paradigm of Indonesian human resources. The conceptual framework established will provide a platform for establishing more sustainable, inclusive, and responsive policies to the issues of the superior human resources industry. The conceptual model of this study is presented in Figure 1. The conceptual framework was designed to establish a synergistic approach that integrates inclusive HR strategies, responsive practices, and impactful initiatives to achieve the overarching goal of shaping a golden Indonesian human resource paradigm.

3. Methodology

This study adopts a quantitative technique utilizing partial least squares structural equation modelling (PLS-SEM) to examine the relationship between inclusive HR strategies, responsive HR, and impactful HR to produce a golden Indonesian HR paradigm for university students, namely, the University of Muhammadiyah Palopo, South Sulawesi, Indonesia. The conceptual model framework used in this study describes the relationship between variables, with the Indonesia's Golden vision HR paradigm as the dependent variable. The research method with this approach is mainly focused on the development of hypotheses because this study aims to test the relationship between these constructions based on theories that have been extensively researched before gaining novelty.

To ensure comprehensive data collection for hypothesis testing, this study employed a closed-ended questionnaire using a Likert scale, distributed via a Google Forms approach to reach students in the Management Department at the University of Muhammadiyah Palopo. Of the 100 targeted respondents, 73 completed the survey during the research period from March to April 2025. The study hypothesis was investigated using the Structural Equation Model (SEM) technique, expressly applying the Partial Least Squares (PLS) method. PLS is a structural repair model of SEM based on components or variations (Legate, Hair, Chretien, & Risher, 2023). SEM is a statistical study topic that enables the investigation of complicated correlations that are difficult to assess simultaneously. According to Darwin et al. (2021), SEM is a statistical tool that combines factor analysis with regression analysis and correlation. Its objective is to explore the links between variables in a model, whether it is the relationship between indicators and their constructions or the relationship between constructs.

PLS is a different method that moves away from using covariance-based SEM and instead uses a variant-based approach (Legate et al., 2023). SEM is based on covariance probes causality or theory, whereas PLS is a prediction model. However, a contrast exists between covariance-based SEM and component-based PLS in applying structural equation models for theory testing or theory creation for predictive purposes. The study of SEM–PLS requires two phases of group analysis: (1) the analysis of the outer model, which includes (a) analyzing the reliability and validity of the components and (b) evaluating the discriminant validity. Studying the structural model (inner model) requires studying several aspects. These elements are (a) the R-squared, (b) F-squared, and (c) hypothesis testing, which entails examining the direct impact, indirect effect, and overall effect (Memon et al., 2020).

4. Results and Discussions

4.1. Model Measurement

The research estimating model that agrees with this study is Partial Least Squares (PLS) to assess the data empirically. This strategy is utilized for complicated models in the presence of multiple study variables. The data processing method with the Structural Equation Modelling–Partial Least Squares (SEM-PLS) approach is suitable for research with confirmatory study cases for several reasons: it is possible to predict theory and development, valid data processing results with small datasets, matches formative and reflective indicators in the model, and does not require normally distributed data (D. Harahap, Afandi, Hasibuan, & Cahyani, 2024).

4.2. Respondent Overview

The study described the characteristics of respondents, with a focus on age and gender. The identities of the respondents are presented in Table 1. The total number of male respondents was 33 (45%), and the number of female respondents was 40 (55%). The age range of 18 – 20 years was 48 (66%), 21 – 25 years was 18 (25%), and >26 years was 7 (10%).

Table 1. Description of respondent overview

Category		Frequency	%
Gender	Man	33	45
	Female	40	55
Age	18 – 20 Years	48	66
	21 – 25 Years	18	25
	>26 Years	7	10

4.3. The Assessment Modeling Analysis

The validity and reliability tests in this study employed the findings of an outer model analysis utilizing the Partial Least Squares (PLS) algorithm approach in the SmartPLS application. This validity and reliability test proves that each instrument used to assess respondents has been understood in general, and that the answers from the respondents have not changed or been inconsistent. This validity test is necessary to ensure that each item of the instrument used in the questionnaire is correct and can be relied upon to verify the accuracy of the instrument or questionnaire used. The types of validity in the partial least squares Structural Equation Model (SEM) fall into two categories: convergent validity and discriminant validity. Convergent validity indicates that a set of indicators represents a single latent variable (Hair, Hult, Ringle, & Sarstedt, 2017).

The results of the analysis are considered valid if the overall indicator matches the criteria with a loading factor value > 0.7 and an AVE value above 0.5 (Fajri & Agbo, 2025). Based on the processing of the SmartPLS analysis in Table 2, it is presented that the Responsive HR (X_2) variable has two indicators that are excluded from the model, namely indicators $X_{2.2}$ and $X_{2.3}$; in the Impactful HR (X_3) variable, there is one indicator that is excluded from the model, which is the $X_{3.3}$ indicator; and in the Paradigm HR Indonesia Gold (Y) variable, one indicator is excluded from the model, namely the Y.4 indicator because the invalid loading factor value is less than 0.7.

The convergent validity of the measurement model may be determined from the correlation between the indicator score and the construct score, especially in the Fornell-Larcker Criterion findings provided in Table 3, with the loading factor value requirements of each instrument (> 0.7). Based on the second step of data processing using the Inclusive HR variable (X1), all instruments were valid (>0.7). Variable Responsive HR (X2), all instruments are valid (> 0.7). The Impactful HR variable (X3), all instruments are valid (> 0.7). Paradigm HR Indonesia Gold (Y) variable, all instruments are valid (> 0.7). This finding renders the construction model legitimate and may be evaluated further.

Discriminant validity is the second form of validity in statistical analysis utilizing the partial least squares Structural Equation Modelling (PLS-SEM) approach, and the findings produced are used to verify that each notion of each latent model is distinct from other factors. Discriminant validity is the value derived from the Heterotrait-Monotrait Ratio (HTMT), as shown in Table 4. The notion of the study model is termed discriminant validity if the HTMT ratio is < 0.85 or < 0.90 (Memon et al., 2021). Aggregate HTMT values < 0.85 or <0.90; therefore, it can be concluded that the model in this study meets the criteria.

4.4. Inner Models Evaluation

Internal model evaluation is a part of the Structural Equation Model (SEM) analysis that is conducted on the structural model and quantifies the connection between the dependent and independent variables. The values used to measure the evaluation of the inner model in Smart PLS are the determinant coefficient (R_2 test) and the t-value. According to Hair, Risher, Sarstedt, and Ringle (2019), the model test on the hypothesis test results in two measured parameters, namely R-Square for independent variables and parameter coefficients, and t-Statistics. The R-value functions to measure the magnitude of the influence of dependent variables that can be influenced by independent variables, whereas the t-value measures the degree of significance of the interrelationship among latent variables in structural models or hypothesis testing (B. Harahap, Rizal, Widodo, Sutanto, & Qamaruddin, 2024). The R_2 value of Paradigm HR Indonesia Gold was 0.883 or 88.3 %, indicating that there was 0.117 or 11.7% which was not from the variable being studied. The results of R_2 show that the research model is in the high category because its value is > 0.75 or 75 %. The results of R_2 show that the research model is in the high category because its value is >0.75 or 75% (B. Harahap et al., 2024).

Hypothesis testing determined the extent of the influence of each contrast variable, as evaluated by the route coefficient and the resulting significance. The significance value determined by the researcher in this study was 5%, or 0.05. The effect of each variable is stated as positive and signifies if the value of the P-value is 0.05 (<0.05) (Tang et al., 2024). The results of the analysis obtained are Hypothesis 1, P-value 0.220; Hypothesis 2, P-value 0.044; and Hypothesis 3, P-value 0.000. This result shows that one hypothesis was rejected, namely Hypothesis 1, because the P-value was 0.220 > 0.05 (Table 5).

4.5. Discussion

This study conducts an in-depth analysis of the influence of inclusive HR and impactful HR practices on shaping Indonesia's human resource paradigm (Cooke, Schuler, & Varma, 2020). The primary objective is to determine whether these strategic approaches contribute significantly to advancing the vision of Golden Indonesia. While inclusive HR (X_1), a structured program aimed at fostering diversity, equity, and active participation, was hypothesized to have a positive effect, the findings indicate that its impact is not statistically significant (H_1 rejected). According to Javed, Fatima, Khan, and Bashir (2021), the results of their research show that inclusive human resources, it will have a significant impact on the competitive human resource paradigm.

Table 2. Test the outer model

Latent Construct	Code	Loadings
Inclusive HR (X_1) (CR=0,950 CA=0,930 and AVE=0,825)		
The existence of anti-discrimination and gender equality policies	$X_{1.1}$	0,927
Meritocracy-based recruitment and promotion	$X_{1.2}$	0,873
Cultural and generational inclusion programs	$X_{1.3}$	0,912

Effective communication and negotiation skills	$X_{1.4}$	0,919
Responsive HR (X_2) (CR=0,818 CA=0,562 and AVE=0,693)		
The velocity of HR policy response to regulatory modifications	$X_{2.1}$	0,787
Flexibility of work systems (hybrid, remote)	$X_{2.4}$	0,875
Impactful HR (X_3) (CR=0,883 CA=0,801 and AVE=0,717)		
HR supports innovation and organizational culture	$X_{3.1}$	0,889
HR programs impact employee loyalty and engagement	$X_{3.2}$	0,870
HR supports innovation and organizational culture	$X_{3.4}$	0,777
Paradigm Indonesia's Golden vision (Y) (CR=0,902, CA=0,836 and AVE=0,755)		
The national vision of HR 2045 is reflected in the organization's HR policy	Y_1	0,796
Implementation of Pancasila values and digital transformation of human resources	Y_2	0,902
Long-term competency development commitment	Y_3	0,905

Table 3. Fornell-Larcker criterion

	Impactful HR (X_3)	Inclusive HR (X_1)	Paradigm Indonesia's Golden vision (Y)	Responsive HR (X_2)
Impactful HR (X_3)	0,847			
Inclusive HR (X_1)	0,717	0,908		
Paradigm Indonesia Gold Vision (Y)	0,926	0,751	0,869	
Responsive HR (X_2)	0,841	0,781	0,860	0,832

Table 4. Discriminant validity (HTMT)

	Impactful HR (X_3)	Inclusive HR (X_1)	Paradigm Indonesia's Golden vision (Y)	Responsive HR (X_2)
Impactful HR (X_3)				
Inclusive HR (X_1)	0,814			
Paradigm Indonesia Gold Vision (Y)	0.725	0,837		
Responsive HR (X_2)	0.697	0.801	0.880	

Table 5. Hypothesis test

	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
Inclusive HR (X_1) -> Paradigm Indonesia's Golden vision (Y)	0,082	1,229	0,220	Rejected
Responsive HR (X_2) -> Paradigm Indonesia's Golden vision (Y)	0,108	2,021	0,044	Accepted
Impactful HR (X_3) -> Paradigm Indonesia's Golden vision (Y)	0,078	8,587	0,000	Accepted

Soekotjo, Sosidah, Kuswanto, Setyadi, and Pawirosumarto (2025) state that inclusive HR increases perceived organizational support, which directly impacts employee engagement and organizational citizenship behavior. In the SEM research model, inclusive HR has a direct or indirect effect on employee performance, job satisfaction, and commitment (Chung et al., 2020). Rajput et al. (2023) study shows that organizations implementing inclusive policies should increase resilience and innovation because of the emergence of diverse ideas that can be transformed into competitive advantages.

The execution of Inclusive HR encounters systemic obstacles, including unequal employment access for marginalized groups, gender disparity in promotions, and insufficient training opportunities. The trajectory of human resource development aimed at achieving a Golden Indonesia 2045 necessitates a fundamental revolution. Inclusive HR is the main component of the Golden Indonesia HR paradigm

because inclusivity will ensure that the potential of human resources from all circles can be accelerated and optimized, thus having a real impact on development. Inclusive HR management is not an option but a strategic necessity in modern work procedures. The implementation of Inclusive HR must be based on measurable indicators, supported by leadership commitment, and be part of the grand strategy for developing Indonesian human resources nationally.

Responsive HR (X_2) has a positive and meaningful impact on gold Indonesian HR paradigm (H_2 accepted). In building reliable human resources, this research shows that the more responsive an organization's HR management system is, the higher the internalization of the values and direction of human resource development according to the vision of Golden Indonesia 2045. The findings of this study further clarify that the theory of Strategic Human Resource Management (SHRM) states that the effectiveness of HR lies in its ability to dynamically adapt to changes in the external and internal environments (Aust, Matthews, & Muller-Camen, 2020). Regarding the paradigm of Indonesian HR, contextually, the paradigm of Golden Indonesian HR includes various dimensional indicators, such as sustainability of competence, digitalization, nationalism, productivity, and cross-sector collaboration. Thus, HR responsiveness to technological dynamics, the needs of the younger generation, and organizational transformation is a policy in the national human resource development roadmap, making it the main prerequisite for further success.

Ainscow (2020) and Diniarsa and Batu (2023) demonstrate that firms with flexible and responsive human resources are better equipped to confront global issues, including the industrial revolution, demographic changes, and the need to address a more diverse workforce. In the context of building a golden Indonesian HR, the responsiveness of HR to government policies has been more adaptive with the start of vocational strengthening-based education, freedom of learning, and the digitization of State Civil Apparatus (ASN) services, which is clear evidence that the paradigm of Golden Indonesian human resources cannot be built with a rigid and bureaucratic HR system.

In addition, organizations must instil the principle of responsiveness in every aspect of HR management, such as recruitment based on future strategic needs, technology-based training, adaptation to the digital revolution, flexible and agile work policies, dynamic performance evaluation, and responsiveness to results rather than processes. With a responsive HR system, organizations not only follow changes but also anticipate and lead them, in accordance with the mission of superior HR 2045 (Bappenas, 2019). Responsive HR is the main driving factor in the formation of the Golden Indonesia HR paradigm. Therefore, organizations engaged mainly in the public sector and education are seen as needing to make responsiveness the foundation of human resource strategies in the future.

Furthermore, the results of the satirical analysis of this study show that impactful HR (X_3) has a positive influence and has a real effect on the gold Indonesian HR paradigm (H_3 accepted). The objective is to strengthen human capacity in a sustainable manner by designing the human resource function with an impact-oriented approach, thereby accelerating progress toward achieving the Golden Indonesia 2045 vision. This approach ensures that the greater the real contribution of HR to organizational goals, the stronger its role in realizing a superior HRM paradigm.

In the literature review, impactful HR refers to the extent to which the HR function not only performs an administrative role but also contributes significantly to the achievement of strategic organizational performance and human development in a sustainable manner (Wiyono, Dewi, Ambiapuri, Parwitasari, & Hambali, 2025). This strategy includes long-term competency development, contribution to innovation and productivity, and the formation of a collaborative and transformative work culture. The paradigm of Indonesia's Golden Vision emphasizes the importance of productive, globally competitive, nationally characterized and transformation-adaptive human resources. Thus, the impact of HR is a direct driver of this paradigm.

Meyers, Woerkom, Paauwe, and Dries (2020) state that effective HR that impacts a company's bottom-line performance will be more easily aligned with the direction of long-term socioeconomic change, including the state's mission in human development. Other research in line with this study suggests that

impactful HR has an impact on three levels: individual growth (employee-centric), organizational performance, and societal contribution (Kaliannan, Darmalinggam, Dorasamy, & Abraham, 2023). If these three levels are achieved, the organization will participate in building superior, sustainable, and globally relevant national human resources.

5. Conclusions

5.1. Conclusion

This study aims to examine Generation Z's perception of the inclusive HR variable (X_1) and its influence on the Golden Indonesia HR paradigm (Y), revealing that inclusive HR does not demonstrate a positive or significant effect in this context. The objective is to demonstrate that HR management practices promoting equality, diversity, and accessibility are essential for creating inclusive, fair, and competitive human resources aligned with the Golden Indonesia 2045 vision, an approach that remains underdeveloped at the national level. In contrast, this study confirms that responsive HR (X_2) exerts a positive and significant influence on shaping the Golden Indonesia HR paradigm (Y). The higher the level of responsiveness of HR in dealing with external changes, such as digital transformation, demographic shifts, and labor market dynamics, the greater its contribution to the direction and strategic framework of national human resource development. Furthermore, the impactful HR variable (X_3) shows a positive and significant influence on the Golden Indonesia (Y) HR paradigm. The objective is to ensure that the human resource function delivers a measurable impact on organizational performance, competency development, and the integration of sustainability and national values, thereby driving the advancement of a superior human resource paradigm for the future.

5.2. Research Limitations

These findings provide several important managerial implications for HR practitioners and policymakers, namely, that HR is insufficient for functioning administratively. However, it must be transformed into an agent of strategic change; training programs, reward systems, and talent development must be directly related to the macro targets of national human resource development. HR needs to evaluate the extent to which the policies made provide social impact, such as inclusivity, productivity, and labor competitiveness. In other words, inclusive HR, responsive *HR,* and impactful HR must be measured not only from the internal side of the organization but also their contribution to the future of the nation's human resources.

5.3. Suggestions and Direction for Future Research

Simultaneously, the three exogenous variables, inclusive HR, responsive HR, and impactful HR, strongly contribute to shaping and strengthening the paradigm of Indonesia's Golden Vision. The objective is to drive Indonesia's HR transformation through a holistic approach that ensures inclusive engagement, fosters responsiveness to change, and delivers tangible impact on both organizational performance and societal development.

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Author Contributions

IT conceptualized the study, designed the research methodology, collected and analyzed the data, and wrote the manuscript. AN contributed to data interpretation, assisted in refining the analysis, and reviewed the manuscript. BH provided guidance on the research framework and methodology and contributed to the manuscript revision.

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