

THE CHANGE MANAGEMENT STRATEGY OF THINKING MODEL OF HUMAN RESOURCES IN INDUSTRIAL ERA 4.0

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ABSTRACT

In the industrial era 4.0 organizational change as a transformation or modification of the whole or partial organization is a necessity. The change is an effort to maintain or improve the company's performance systematically. Management of organizational change is primarily concerned with the important actors of the organization, namely human resources. The change will directly lead to the way employees think. This way of thinking is the foundation of employee behavior at work.

Thus, organizational change management in the HR sector must be based on quality in order to have a strong reference in a corporate competition. The model of decision making by each level of human resources based on the spirit of fair competition and corporate main goals that are aligned will provide reinforcement when passing and being in the industry 4.0.

Keywords : Change, Management, Human Resources, Era 4.0

INTRODUCTION

Organizations change and adapt continually to remain competitive, but effective organizational change appears to be rare. Recent statistics show that only one-third of organizational change efforts are considered successful by their leaders. Apparently, implementing a successful change program in an organization is quite problematic. Low success rates of change programs are often associated with resistance to change on the part of employees. However, a more nuanced view of resistance to change and its determinants may be more appropriate [1].

According to Homan, the change process is driven by several strategic considerations, including the need for a more integrated way of working and the need to improve business performance [2]. These judgments usually result in a structured change program based on the assumption that change management consists of a (limited) set of interventions, which are considered objective, measurable and linearly manageable programs that can be realized in a relatively short time. However, scholars who oppose change point to the need for research beyond top-down organizational change. Studies should pay attention to the dynamics of change processes and thus contribute to understanding resistance, which is essential for the high failure rates of change programs.

Change is a process that absolutely occurs and inevitably every individual will definitely experience this natural process. Change is one of the components in natural selection where each individual must try to keep up with the changes that occur and try to adapt as best as possible to

the existing changes. Because the impact of slow adaptation to changes that are so fast will erode and automatically individuals who are unable to adapt to the changes will be eliminated from the ongoing competition. The mindset is one of the fundamental things in the change process, especially in an organization. Mindset is at the root of the change process.

The beginning of the change process is the formation of a mindset which will then influence individual behavior patterns in the adjustment or adaptation process. In an organization / company, employees are executors / drivers of any desired changes and therefore must be involved in planning for change. According to Ulrich and Brockband in Kiambati and Muchira it is the responsibility of Human Resources (HR) professionals to protect employees against the side effects of inevitable change and to reduce the effects of change in change agent organizations [3]. An important role for maximizing organizational human resources is played by HR practitioners because it is very important to achieve key organizational processes through supporting employee behavior and then continuing to have a successful organization [4].

In the business world in the industrial era 4.0 as now changes need to be made in all sectors to keep up with all advances, especially in the field of modern technology, because from the role of technology all information can be easily obtained and accessed by every individual or in this case competitors in the global industrial market competition thus enabling various changes to the basis of competition as a result of the opening of all access to information. So that there needs to be things that are linked between changes in the mindset of human resources with changes in technology / digital modernization in order to survive in the competition map.

The purpose of this paper is to explain how the role of changing the mindset of human resources in an organization in its efforts to maintain its existence to face competition in the industrial era 4.0. In addition, in relation to this, this paper also describes what factors underlie changes in mindset to become the basis for management in making changes to maintain existence in the competition in the industrial era 4.0.

THEORETICAL FRAMEWORK

Change management

Organizational Change Management according to Kiambati and Muchira [5] is the transformation and modification of the entire organization, or parts, in an effort to maintain or increase effectiveness in productivity, income, market competitiveness and internal alignment. Kotter suggests that change management is an approach to transitioning individuals, teams and organizations to a desired future state. He continues and argues that change management is the use of basic structures and tools to control any organizational change effort.

It is an organizational process that aims at helping employees to accept and accept changes in their current business environment because they are the lifeblood of the company according to [6]. Hobeche argues that over the years the HR function has become more multifaceted as the pace of change becomes faster, requiring a transition to a more value-added role such as that of a change agent.

Human Resource Management

When we talk about employability, it is not about age, but about how human capital workers match the demands of the job. Human resources mainly consist of: (1) health and functional capacity (physical, mental, social), (2) education and competence, (3) values and attitudes, and (4) motivation. When this comprehensive set of individual factors is related to (5) job demands (physical, mental), (6) work community and management, and (7) work environment, the result can be called individual employability. Workers contribute to their employability through their health and functional abilities, with knowledge, skills, attitudes and motivation. The workplace affects work ability through work organizational factors - especially problems of leadership and management - by work demands and the work environment, including social factors [7]. According to Bayangkara, making employees as assets means placing employees in important positions in competitive strategies in achieving company goals [8]. The HR management function is not sufficient to be seen as a function of supporting operations and lower than other main functions (marketing, operations, finance) but must be placed in an equal position.

Mindset

Our mindset (or our paradigm sometimes) is the sum total of our beliefs, values, identities, expectations, attitudes, habits, decisions, opinions, and thought patterns - about ourselves, others and how life works. . It is the filter by which we interpret what we see and experience. Your thought patterns shape your life and attract to you results that are sure reflections of that thought pattern. What you believe will happen, does happen. Joel Arthur Barker writes in Paradigms, "Ignoring the power of paradigms to influence your opinion means putting yourself at risk when exploring the future. In order to be able to shape the future, you must be ready and able to change your paradigm. " Shifting in mindset means changing from one mindset to another. In the Science of Success, this means moving from a mindset that blocks success to one that encourages and attracts success. Oliver Wendell Holmes once said, "The human mind which is exposed to a new idea never returns to its original dimension." This is how it works. We choose a thought in the conscious mind and become emotionally involved with that thought. As we continue to choose that thought and implant it in the subconscious mind, the subconscious mind begins to move the body into action. That's exactly what happened a few minutes ago when you moved your arm. You consciously choose that thought and feel you want to do it. You give orders and imprint them in your subconscious mind, which activate all the muscles necessary to move your arms. In this way all results are created. Thoughts create feelings in your subconscious mind. Feelings create action, and action creates results.

There are at least four factors that influence a person's mindset, namely family environment, association with society, education, and belief system or belief [9]. The most dominant factor influencing one's mindset is one's belief system. The evidence is very strong that the belief system has the most dominant influence on the mindset of an employee, is when he is faced with the opportunity to commit corruption. The only thing that can prevent this act is not sanctions from superiors, the KPK, or law enforcement agencies, but fear of God. The Belief System, or belief system, or belief system, is also able to direct an employee to make the best contribution to the company.

RESEARCH METHOD

This research is a theoretical study, which tries to see carefully and critically how the theoretical construction is actually built. Thus this research approach is qualitative. Primary data is in the form of theory taken from various literature which is compatible and in accordance with the research context. The data are analyzed interactively, so that a more holistic understanding of the problems in question in this study can be obtained.

DISCUSSION

Globalization : An Inevitability

The contemporary reality that occurs in today's industrial world is how technology has shifted the role of humans in organizational work, at least to a certain level. If this is the case, the organization's performance will definitely experience adjustments, which in turn will lead to the thinking pattern of the human resources in it. There is a kind of shock that might occur if human resources cannot propagate the wave of work in an all-digital-mechanical environment. Then, if we go back to the past, one thing that cannot be denied is how the world is nothing. Through globalization, the world becomes our home village.

Now, globalization has entered a new era called the Industrial Revolution 4.0. Klaus through The Fourth Industrial Revolution stated that the world has undergone four stages of revolution, namely: 1) Industrial Revolution 1.0 occurred in the 18th century through the invention of the steam engine, allowing goods to be mass produced, 2) Industrial Revolution 2.0 occurred in the 19th century up to 20 through the use of electricity which lowers production costs, 3) Industrial Revolution 3.0 occurred in the 1970s through the use of computerization, and 4) Industrial Revolution 4.0 itself occurred in the 2010s through intelligence engineering and the internet of things as the backbone of movement and human and machine connectivity.

The Industrial Revolution 4.0 resulted in changing the way humans think, live and relate to one another. Significant changes in the field of technology, but also in other fields such as economic, social and political. In this case it also affects human resources (HR), because human resources are one of the success factors of the role of industry 4.0.

Improving the quality of human resources is very important, especially because Indonesia is still lacking, let alone utilizing the latest technology. The sophistication of technology cannot be negotiated in social life, especially in the business world, and needs to be addressed carefully and on target. Because it is important to prepare human resources to have talents and skills. In improving human resources starting from education, training and guidance for HR. In industry 4.0, the basic human capital that must be possessed are: skills, agility and culture, with different cultural backgrounds still able to work together. In this case, human resources are the most important role in facing the era of the industrial revolution 4.0.

In facing the industrial revolution 4.0, there are at least three things that all parties need to pay attention to. First is quality, namely efforts to produce quality human resources to suit the needs of the digital technology-based job market. Second, it is a matter of quantity, namely

producing the number of qualified, competent human resources according to industry needs. Third, is the problem of the distribution of quality human resources which is still uneven.

To get competitive human resources in industry 4.0, the education curriculum must be designed so that the output is able to master new literacy, namely: (1) data literacy, namely the ability to read, analyze and utilize big data information in the digital world, (2) technology literacy, namely understanding how machines work, technology applications (coding, artificial intelligence and engineering principles, and (3) human literacy, humanities, communication and design. But in the challenges of the industrial revolution era 4.0, literacy is not enough, in the ability to base reading, write and count.

Regarding efforts to increase HR competence and productivity, the government needs to make efforts, namely job training, certification bodies carried out by the government through training at Job Training Centers and digital programs. The problems that occur today cannot be solved in the same ways as in the past concept, of course, must be able to adjust to the present or according to the needs of the industrial era 4.0. The Industrial Revolution 4.0 cannot only be faced with technology development without involving human resources in it. Because HR is an actor in industry 4.0.

In the face of the 4.0 industrial revolution, he is of the opinion that there are two paths that have been taken: First, preparing the implementation of education and human resources and the needs of the times in the era of the industrial revolution. Second, apart from preparing education, the prepared human resources must also be equipped with education for cultural and human values. So that the use of technology is in accordance with the cultural and humanitarian rules that have been made.

HR Competitive Advantage

Tela illustrates that quality, competent and ethical Human Resources (HR) are valuable assets of the Indonesian nation. Having competitive human resources is also the hope of educational institutions. The industrial era 4.0 is characterized by the need for digital skilled human resources to support the application of industry 4.0 which is thick with the artificial intelligence (AI) field. Education is the basic capital to create human resources and fields that are very positively affected by the presence of AI. For example, on the author's campus, students who take short semesters no longer need to attend (using online learning) in order to increase interaction time and togetherness between students and their families. In addition, very interesting learning materials can be shared using Video Based Learning and blended learning which can be accessed by anyone to obtain a bachelor's degree and competency certificate.

A smart recommendation system (recommender system) will be widely used in universities in order to select materials that suit their needs and increase the speed of student understanding of the subjects they are studying. Therefore, the authors argue, there are several strategic steps that must be taken by related institutions for the Indonesian nation to be able to obtain competitive human resources in Industry 4.0:

The provision of various scholarships and study assignments from the nation's best young people to study abroad in order to produce competitive human resources in the future in the next 5-10 years. Applied fields to be able to develop vocational schools and mastery of digital technology to be ready for industry 4.0 and able to face society 5.0 also need to get top priority.

The opening of free, quality, and certified online education classes for the public. Coaching young educators and lecturers for apprenticeships at more established institutions that are fostered by senior educators in the country. Involving educators, lecturers, and the State Civil Service (ASN) to participate in applied programs that have the potential to improve soft skills and technical mastery of the best industries in the world. Make it easy for our smart scholars who live abroad to want to go back to build the nation. Competitive human resources can be seen from the output that is needed and absorbed by those in need, the ability to create innovation and become agents of change in their environment.

Changing the HR Mindset

If competitive advantage is a necessity, then what cannot be abandoned is to change the mindset of human resources, into high-quality and highly competitive means of production. The logic of human resource management, in the industrial era 4.0, must be based on a qualitatively oriented mindset. The Jokowi regime has provided an ideal basis, with the jargon of mental revolution echoing. But does this provide a maximum implementation footprint?

This situation requires human resources who have knowledge and a broad horizon. With broad knowledge and insight can penetrate various dimensions, can choose, even offer choices for everyone who needs it. Human resources in the global era are those who have competitive qualities, are able to think, develop self-potential and recognize all their obligations and rights [10]. Able to survive in a life full of competition by producing superior works that provide benefits to the lives of others. HAR Tilaar said that superior human beings must possess and be able to develop the following characteristics: 1. Able to develop networks. Human resources in the era of globalization are faced with a world without borders, free trade, and global communication. Collaboration with various individuals or groups is very important and is one of the keys to achieving goals. Human resources who are experts in establishing work relationships that will succeed and be able to defend themselves for survival. 2. Able to work (teamwork) with various parties in developing specific advantages. HR is required to have specific advantages and have the ability to develop specific advantages by building a teamwork. HR can no longer separate themselves and be individualistic, establishing cooperative relationships with other parties has become a necessity in order to create superior products. 3. Prioritizing high quality. Superior human resources are people who continuously improve their knowledge and skills in producing products.

The era of globalization demands that human resources are willing to change and continue to update themselves so that they have broad knowledge and horizons, with broad knowledge and insight that can penetrate various dimensions, can choose, and even offer choices for everyone who needs it. Human resources in the global era have competitive qualities, are able to think, develop self-potential both about science and methods that can increase output and focus on productivity and recognize all their obligations and rights. Able to survive in a life full of competition by producing superior works that provide benefits to the lives of others. Building quality human resources has intellectual intelligence (IQ) and is also supported by emotional intelligence (EQ) which is based on awareness of true truth. Awareness of true truth is meant to be fully self-aware of noble values, namely divine values, while cultural values and social norms are a balance in finding true truth, it is advisable to build their HRM with a focus on Javanese

culture considering that the distribution of Javanese people is already common. -Indonesia has even penetrated the world of EQ so far it has escaped the attention of some people. Patricia Paton stated that most business people consider EQ to be a minor problem, the handling of which should be left to religious or family circles. On the contrary, in the era of globalization developing and leading business activities so that they are able to face challenges and pressures by ignoring emotions means letting and bringing the company into a weak position. Ary Ginanjar Agustian described the results of an IQ test, that most people who have high IQs show poor performance at work, while those with moderate IQs actually perform very well. Academic ability, report card grades, graduation predicates cannot be used as a measure of how well a person will perform after work or how high a person's success will be. Achievement Performance is determined only 20% of IQ, while 80% is determined by EQ. Likewise concluded by Joan Beck that IQ has developed 50% before the age of 5 years, 80% developed before 8 years, and only developed 20% until the end of adolescence, while emotional intelligence can be developed indefinitely (age).

CONCLUSION

In the era of industrial competition 4.0 like now technology has become an important factor for organizations in the industrial sector to make changes. The fundamental thing that organizations need to do in the face of increasingly competitive competition is to make changes in the Human Resources sector. Human Resources or in this case employees in the company are the spearheads who carry out all stages of the process from production to distribution to sales. HR management aims to manage the human element properly in order to obtain a workforce who is satisfied with their work. Change management is a systematic process of influencing people, institutions or organizations in a better direction with the aim of achieving work efficiency and effectiveness. Change management in the HR sector is very necessary and one of the fundamental things that needs to be done is to make changes to the HR mindset.

Why the mindset? Because the mindset is the root of the behavior pattern of every individual. By instilling a positive mindset and directing the individual mindset to work in accordance with the goals and targets of the company / organization, the process of achieving goals will run effectively and efficiently. Embedding a technology-based mindset is things to do to face competition in the industrial era 4.0. By studying and paying attention to the factors that underlie a change in mindset, a manager can access changes in mindset for employees. Therefore, a manager as a stakeholder in an organization by studying these things can take the right strategy in making decisions to make changes in HR management, so that with a strong HR mindset the foundation of the organization / company is to maintain its existence in the industrial era competition. 4.0 will also be strong.

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