

The Importance of Positive Organization in the Industrial Era 4.0

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ABSTRACT: The increasingly sophisticated and digital life makes it more difficult for the business world to compete in the market. It requires breakthroughs to remain in a psychologically healthy condition and optimal performance, including building a positive organization so that that employee engagement can flow at work. In addition, the organizational level should be able to build harmonious collaboration in order to create a psychologically healthy and comfortable organization that can flourish sustainably. Companies in Indonesia urgently need employees who possess a global mindset and are able to produce useful works for the community through the development of the individual, team, and organizational strengths. Descriptive qualitative research, accompanied by case studies based on primary data, secondary data, and literature study support, was conducted to analyze the positive organization in the industrial era 4.0 so that companies are able to accommodate the workforce, especially the workforce from millennial generation who are more likely to enjoy informal working style and prefer companies that have high moral standards.

Keywords: Positive organization, flourish, culture, employee engagement, industry 4.0.

1 INTRODUCTION

In addition to making many companies move and switch to online activities, the Internet of Things also brings many opportunities, including new things that have never been done before. More than fifty percent of Indonesia's population is currently connected to the internet. Various aspects of community life are increasingly connected to digital systems that make costs more economical and shorten distance, space, and time.

Various efforts have been carried out by companies to remain sustainable in their markets, bearing in mind the emergence of many new companies, such as startups, with their agility of capable of breaking the dominance of old players and eroding market share or generating new markets that have not yet been thought of by industry players. Meanwhile, not all companies have the opportunity to meet and invest in startup companies. However, many companies in Indonesia are starting to build digital-based organizations to be able to grow and avoid deadly business interruptions.

In transforming into a digital-based organization, companies need superior digital business plans that can transform data into information and use it to

make more informed decisions. However, the reality has shown that many organizations fail not because they are less able to adapt to external changes that occur, but because they are not able to encourage the implementation of strategies through changes in processes, products, structures, people, or culture from the inside properly.

In the future Volatility, Uncertainty, Complexity, and Ambiguity (VUCA), globalization, technology disruption, and current millennial lifestyle will become a challenge for Human Resource managers in companies to transform business models so that employees do not just work to fulfill obligations, but most importantly to produce works that benefit many people.

The key to business in the industrial era 4.0 is actually not on technology, but people. Technology can be bought, but blunders in recruiting people can cause companies to collapse. This indicates that a positive organizational climate in the company is an important factor for the effectiveness of achieving company and employee goals. The more positive the organizational climate, including the relationship between management and employees and its culture, the greater the opportunity for the company to achieve its targets and for employees to feel com-

comfortable working at the company. In other words, companies in Indonesia urgently need the realization of a positive organization in order to be excellent and outstanding.

Happiness and meaningfulness in the workplace are an essential part of the employee aspiration today, considering that happiness is limited to not only the family environment but also the workplace. In theory, people do and try to achieve something because they are driven by extrinsic and intrinsic motivation. Extrinsic motivation can be in the form of rewards, such as material, position, or appreciation for a specific achievement. Furthermore, intrinsic motivation can be in the form of satisfaction and fondness for work or the desire to excel. Employee happiness is determined more by internal than external conditions, in which it requires a commitment to be realized (SWA.07.2019).

Happiness can be built in the workplace through positive organization by applying positive elements of an organization so that employees can flow into work and they are engaged and excited to accept new challenges. Companies need to create a condition that can make employees grow comfortably and achieve a meaningful life. Companies, in dealing with VUCA in the Industrial Era 4.0, naturally develop ecosystems that enable the formation of a positive organization through the creation of Human Resources, work, and cultural ecosystems in order to sustain the process.

2 RESEARCH METHODS

This research belongs to the descriptive qualitative category to investigate and understand the phenomenon of companies in Indonesia in dealing with VUCA, globalization, technological disruption, and millennial lifestyle with a focus on managing Human Resources so that the organization can operate healthily, comfortably, and sustainably. This research is based on the concept of "Going - Exploring -", which involves case-oriented study of a number of cases that have occurred in companies by making facts easy to understand and trying to interpret phenomena from the perspective of business actors based on the interpretation of business actors to the phenomena that have taken place (Chariri.2009).

A comprehensive analysis was based on primary data, secondary data, and literature studies with emphasis on positive organization. A positive organization is a reality that is formed socially through the interaction between individuals and their environment, a practice created by humans in organizations,

a symbolic discourse formed by individuals, and the results of human creativity.

There were four companies used as the sample in this study with the argumentation that the four companies (PT. Bank Central Asia, Tbk.; PT. Garuda Indonesia, Tbk.; PT. Nutrifood Indonesia; and BPJS Ketenagakerjaan) have implemented positive organization with 3 or 4 dimensions: positive meaning, positive communication, positive relationship, and positive culture.

3 RESULTS AND DISCUSSIONS

The positive organization is a flourishing and sustainable organization in achieving excellent and outstanding growth in all aspects so that employees can concentrate fully on work, flow, engage, and feel like a calling of the soul to achieve a meaningful life. In realizing a positive organization, most companies begin at the recruitment stage and continue with the development of interests and skills to achieve career goals and to perform well. Periodically there should be an assessment of culture that is taking place in the work environment, both those directly and indirectly involved. The next stage is to conduct communication and measurement to determine the amount of compensation and benefits to be received by employees (SWA.07.2019).

Amid increasingly fierce competition, companies need employees who have good intelligence, are psychologically competent, and can socially grow well. The results obtained by the companies proved to be significant, that is, there is an increase in sales volume and profits at the end of the year, including a step closer to achieving the vision and mission that the company had proclaimed before. Positive organization is increasingly implemented in companies, given the company's reputation is not only regulated by the marketing division, social media, and employee testimonials, but also determined by the company's ability to have people with different backgrounds and various skills and disciplines in order to maintain overall corporate branding, including being the community of choice of talents (Setyaningsih.2019).

The disruption waves that hit many companies in Indonesia was triggered more by the development of digital technology and lifestyle changes that made business owners and managers more vigilant, bearing in mind that there was no more appropriate response to deal with the disruption phenomenon, but the willingness to change and transform themselves, especially in managing employees, by strengthening the human aspects and moving all employees to un-

derstand business from upstream to downstream. The implementation of a positive organization can make human resource management more flexible by constantly managing many coaches, mentors, and thought leaders with a focus on the feelings, mentality, and skills of employees, given that the success and failure of the company's business depend on the ability of human resources owned.

Table 1. The Implementation of Positive Organization in 4 Companies

Company	Positive Organization (PO)
PT Nutrifood Indonesia	<ul style="list-style-type: none"> • Corporate Value: Integrity, Collaboration, Innovation, Respect, and Excellent. • Hashtag for employees: #FunWorkAtNutriFood #RumahKedua (secondhouse) • Successfully running 4 PO dimensions. • Measuring employee engagement scores and turnovers once every 2 years. • Successfully run 4 PO dimensions PO. • Executing the strategy: purpose, people, work, technology.
PT Bank Central Asia, Tbk.	<ul style="list-style-type: none"> • Providing various apps for employees, such as HC Inspire and BLIMS (e-library). • Spirit one BCA: "one goal, one soul, one joy". • Measuring employee engagement scores once every 2 years • Transforming people, process, and technology.
PT. Garuda Indonesia, Tbk.	<ul style="list-style-type: none"> • Measuring employee engagement and employee satisfaction periodically • Successfully running 3 PO dimensions • Organizing innovation award • Successfully running 3 PO dimensions • Measuring engagement, organizational citizenship behavior, job satisfaction index, customer satisfaction index, and cultural entropy
BPJS Ketenagakerjaan	<ul style="list-style-type: none"> • Vision of human capital: "great people, best leader, best culture, and best human capital practice

Based on table 1, it can be seen that PT. Nutri-Food Indonesia and PT. Bank Central Asia, Tbk are able to run four dimensions of positive organization, such as positive meaning, positive communication, positive relationships, and positive culture. The results achieved include the quality of the interpersonal relationship is increasing, useful works can be produced, employees can work comfortably, and there is freedom to innovate. PT. Garuda Indonesia, Tbk, is able to realize positive employee behavior

and is eager to contribute to the company. The level of employee engagement in 2017 increased by 2%, from 80% in 2016 to 82% in 2017. The employee satisfaction index reached 76 points in 2017 and won various awards at the international level. Furthermore, BPJS Ketenagakerjaan was able to reach 44.99 million registered workers with details of 26.2 million active participant workers and 488,188 active employers with a value of IDR 56.4 trillion - with the level of participant satisfaction to services of 90.71%.

At present and in the future, human resource management must be more directed to enable, empower, engage, and create the experience (Rachman.2019). In addition, the job description is no longer as specific as it has been so far. This means that what is needed most is a smart employee to do more business and not more time. The next stage is the ability to maintain teamwork in order to establish synergy and unity in work by prioritizing the values of synergy and unity, including realizing integrity, that is, upholding honesty and being responsible. The employees should be able to think far ahead and be ready to face changes in business dynamics and care for the environment.

4 CONCLUSION

Companies that are able to create positive organization are proven to have a positive effect on company performance, as seen in the increase in net profit and assets and employee engagement. The positive culture built by the company has also proven to have a positive effect on company performance and make employees stronger in the face of every change, including increasing the confidence and expectations of employees. A company that is successful in realizing a positive organization also believes that employees are the main asset. This means that work-life balance and reward system is urgently needed.

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