

The Importance of Positive Organizations in the Industrial Era 4.0

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Abstract –The increasingly sophisticated and digital life makes it difficult for the business world to compete in the market. It requires new breakthroughs to remain in a psychologically healthy condition and optimal performance, including building a positive organization, so 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 have a global mindset and produce useful work for the community through the development of individual, team and organizational strengths. Descriptive qualitative research, accompanied by case studies based on primary data, secondary data, and literature study support, is intended to analyze the positive organization in the industrial era 4.0 so that companies are able to accommodate the workforce, especially from millennial generation who are more likely to be 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, 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 cheaper and shorten distance, space and time.

Various efforts have been made by companies to remain sustainable in their markets, bearing in mind the emergence of many new companies, such as startups, with their agility 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, there are many companies in Indonesia that 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, then 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 they must be able 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

IV. Finding and Discussion

Positive organization is a flourishing and sustainable organization in achieving excellent and extraordinary growth in all aspects so that employees can concentrate fully at work, flow, engage, and feel as a calling of the soul to achieve meaningful life. Most companies, in realizing a positive organization, 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 assessment of culture that is currently 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.

In the midst of increasingly fierce competition, companies need employees who have good intelligence, psychologically can develop positively, and 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 disruption wave 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 understand 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

the vision and mission that the company had proclaimed before. Positive organizations are 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.

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
PT. Bank Central Asia, Tbk	<ul style="list-style-type: none"> Successfully run 4 PO dimensions PO. Executing the strategy: purpose, people, work, technology. 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
PT. Garuda Indonesia, Tbk	<ul style="list-style-type: none"> Transforming people, process, and technology. Measuring employee engagement and employee satisfaction periodically Successfully running 3 PO dimensions Organizing innovation award
BPJS Ketenagakerjaan	<ul style="list-style-type: none"> Successfully running 3 PO dimensions Measuring engagement, organizational citizenship behavior, job satisfaction index, customer satisfaction index, and cultural entropy Vision of human capital: "great people, best leader, best culture, and best human capital practice"

employees, given that the success and failure of the company's business depends on the ability of human resources owned.

Based on table 1, it can be seen that PT. NutriFood Indonesia and PT. Bank Central Asia, Tbk are able to run 4 dimensions of positive organization, such as positive meaning, positive communication, positive relationships, and positive culture. The results achieved include the quality of 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 with the company. The level of employee engagement in 2017 increased by 2%,

mistakes 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 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 extraordinary.

II. Literature Review

Happiness and meaningfulness in the workplace are important part of the employee aspiration today, considering that happiness is not only limited to the family environment, but also in 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 certain achievements. 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 conditions than by external conditions. This means that it requires commitment to be realized.

Happiness can be built in the workplace through positive organizations 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 situations that can make employees grow comfortably and achieve meaningful life. Companies, in dealing with VUCA in the Industrial Era 4.0, naturally develop ecosystems that enable the formation of positive organizations

through the creation of Human Resources ecosystems, work ecosystems, and cultural ecosystems so that the process can be sustainable.

III. Research Methodology

This research belongs to the descriptive qualitative category with the intention of investigating and understanding 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.

Comprehensive analysis is based on primary data, secondary data, and literature studies with emphasis on positive organizations. 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 are 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.

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