

HUMAN RESOURCES MANAGEMENT IN THE COUNTRY'S BORDER REGION FACES INDUSTRY 4.0 AND THE COVID-19 PANDEMIC

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Abstract:

This study was to see how much influence mediation of mindset changes has on human resource development and economic growth. The study used questionnaire aids, from which the questionnaire results were processed with Smart PLS 3.0 and the Sobel test, which is used to look at the indirect influence of mediation variables. Respondents involved in this study were the Karimun Regency community, with as many as 120 respondents taken using random sampling techniques. The results of hypothesis testing in this study are: *first*, human resource development has a significant influence on economic growth with an influence value of 14,407, more significant than the value of t value 1.96; *second*, human resource development has a significant value in changing mindsets of 40,679, greater than the value of t value 1.96. *Third*, the variable change mindset significantly influences the economic growth of 11,696 and is greater than the value of t = 1.96. *Fourth*, there is a significant indirect influence between human resource development and economic growth mediated by a change in the mindset of 306.25, more significant than the value of t values of 1.96.

Keywords: *Change mindset, Human Resource, Economic Growth*

Abstrak:

Penelitian ini bertujuan untuk melihat seberapa besar pengaruh mediasi perubahan pola pikir terhadap pengembangan sumber daya manusia dan pertumbuhan ekonomi. Studi ini menggunakan alat bantu kuesioner, dari mana hasil kuesioner diproses dengan Smart PLS 3.0 dan tes Sobel, yang digunakan untuk melihat pengaruh tidak langsung dari variabel mediasi. Responden yang terlibat dalam penelitian ini adalah masyarakat Kabupaten Karimun, dengan sebanyak 120 responden diambil menggunakan teknik random sampling. Hasil pengujian hipotesis dalam penelitian ini adalah: pertama, pengembangan sumber daya manusia memiliki pengaruh signifikan terhadap pertumbuhan ekonomi dengan nilai pengaruh 14.407, lebih besar dari nilai nilai t 1,96; kedua, pengembangan sumber daya manusia memiliki nilai yang signifikan dalam mengubah pola pikir sebesar 40.679, lebih besar dari nilai t value 1,96. Ketiga, pola pikir perubahan variabel memiliki pengaruh signifikan terhadap pertumbuhan ekonomi 11.696 dan lebih besar dari nilai t = 1,96. Keempat, ada pengaruh tidak langsung yang signifikan antara pembangunan sumber

daya manusia dan pertumbuhan ekonomi yang dimediasi oleh perubahan pola pikir 306,25, lebih besar dari nilai t 1,96.

Kata Kunci: *Perubahan Pola Pikir, Sumber Daya Manusia, Pertumbuhan Ekonomi*

INTRODUCTION

Globalization is currently entering a new era of industrial revolution 4.0. Klaus (Shwab, 2016) through *The Fourth Industrial Revolution* states that the world has undergone four stages of the revolution, namely: 1). Industrial revolution 1.0 occurred in the 18th century through the invention of steam engines, thus allowing goods to be mass-produced, 2). Industrial revolution 2.0 occurred in the 19th to 20th century through the use of electricity that made production costs cheap, 3). Industrial revolution 3.0 occurred in the 1970s through the use of computerization, and 4). The industrial revolution 4.0 itself occurred around the 2010s through intelligence engineering and the internet of things as the backbone of movement and connectivity between humans and machines.

Industrial Revolution 4.0 resulted in a change in the way people think, live, and relate to each other. Changes are presented in the field of technology, but also in other areas such as economics, society, and politics. In this case, it also affects human resources, because human resources are one of the success factors of the role of industry 4.0 (Teck, Subramaniam, & Sorooshian, 2019). Improving the quality of human resources is very important especially because Indonesia is still lacking, let alone utilizing the latest technology. Technological sophistication is non-negotiable in the life of society, what else in the business world, and needs to be addressed carefully and on target. Because of the importance of preparing human resources to have talents and skills (Rymarczyk, 2020). The low ranking of the Human Capital Index and Education Index, of course, has an impact on Indonesia's weak competitiveness. The results of the Global Talent Competitiveness Index (GTCI) survey in 2019 on the rating of state competitiveness based on the ability or talents of human resources owned by the country, placed Indonesia in sixth place in the ASEAN region with a score of 38.61. First place was Singapore (77.27), followed by Malaysia (58.62), Brunei Darussalam (49.91), and the Philippines (40.94). Some indicators that become index assessment, namely per capita income, education, infrastructure, information computer technology, gender, environment, tolerance, and political stability (Tirto, 2019).

Regarding efforts to improve the competence and productivity of human resources, what the government needs to do is job training, certification bodies conducted by the government through training at the Job Training Center and digital programs. The problems that occur today, can not be solved in the same ways as in the past concept must be able to adjust the present or as needed in the industrial era 4.0. Industrial Revolution 4.0 is not possible only faced with the development of technology without involving human resources in it. Because human resources are actors in industry 4.0. High-quality resources are

an important capital in the face of the industrial revolution era 4.0. Industrial Revolution 4.0 creates increased job opportunities but encourages disruptions in areas that determine future economic development globally and present challenges in various aspects of human life, not least in the employment sector, including skills transformation, job transformation, and community transformation (Bettiol, Capestro, De Marchi, Di Maria, & Sedita, 2021; Sorooshian & Panigrahi, 2020).

2020 was a tough year for the world when the Covid-19 outbreak, which initially appeared locally in Wuhan–China, then spread and ravaged the joints of the world economy. Global data as of June 2, 2020, shows that there are 6,140,934 people from 216 countries in the world confirmed by the Covid-19 outbreak and 373,548 of them have died. As for the data Indonesia shows there are 27,549 people spread across 34 provinces positive Covid-19 and 1,663 of them died. When Covid-19 began to appear at the end of 2019 and began to spread and explode locally in China at the end of January 2020, then spread around the world throughout February to the end of May, none of the world's think tanks and strategic think tanks (from government, private sector, universities, as well as the World Bank and IMF) took into account, so the economic outlook for 2020 and the years that after is still predicted with normal assumptions.

McKinsey consulting firm at the end of March 2020 published a report on the impact of Covid-19 on the business world. Here are some of the highlights McKinsey explained in their report, among others: *First*, Covid-19 is an unprecedented catastrophe. Various reports mention that the largest previous outbreak occurred a century ago, around 1918-1920 where the Spanish influenza outbreak struck the world with an estimated death toll of between 50 - 100 thousand people. *Second*, regarding the handling model, China is most widely referred to considering that Covid-19 first appeared in China where its government strictly enforces regional quarantine policies in almost all affected cities, especially in Wuhan region. The next model in South Korea chooses partial regional quarantine but with very aggressive mass tests, accompanied by contact tracing, isolation and quarantine of those who are Covid-19 positive with very strict monitoring. *Third*, on how to formulate the right strategy in two very conflicting things, namely saving many lives with strict quarantine, but on the other hand must still prioritize to save the economy from the shocks of the impact of Covid-19. *Fourth*, the market capitalization in this first quarter is the worst in history and will still fall in an unpredictable period. Some business sectors, especially oil and gas, air transportation, health care, and finance will experience negative growth for quite a long time, and will likely recover most quickly after 2021 or 2 years after the Covid-19 pandemic.

More specifically on the impact on the employment sector, the International Employment Organization (ILO) published the ILO Monitor 2nd edition in April 2020 in which the report outlines several important issues regarding the impact of Covid-19 on employment conditions around the world, among others: *First*, regional quarantine policies in various countries impact 2.7

billion workers (81 per cent of the total workers worldwide). *Second*, economic contraction directly affects the narrowing of employment. ILO calculations as of 1 April 2020 show a 6.7 per cent decrease in working hours in the second quarter of 2020 or equivalent to the loss of 195 million full-time jobs. *Third*, the calculation of total job losses in 2020 depends on the development of this pandemic, how the governments of each country anticipate it, as well as the discovery of drugs and vaccines so that it is known the certainty of the end of the pandemic.

Changes in mindset can help change human resources to develop. Globalization and economic factors have necessitated change, however, traditional culture and an ingrained mindset, which inevitably informs human resource management practices, have resisted these changes. There is a strain in human resource practices in Japan between the old and the new (Powell, 2017). Human resource development is an effort to develop the quality or capability of human resources through the process of planning education, training, and management of human resources. The process of human resource development is closely related to the concept of education and training. Education and training in this context is a must-go-to achieve development. Development can run optimally if done through planned and fundamentally and systematically. Development refers to activities directed at improving competence over a longer period that exceeds the current position, in anticipation of the future needs of a growing and changing organization. It is the process of preparing individuals in the organization to prepare for different/higher responsibilities, usually related to improving the intellectual ability to carry out better work. It consists of planning, education and training and management.

In an era of globalization with barriers between countries that are getting lower, developing countries need to prepare employees, both mentally and materially. Mental means preparing for the confidence based on the nation's culture, that we are the same as employees of any country (Agu, Stewart, McFarlane-Stewart, & Rae, 2021; Ayukekbong, Ntemgwa, & Atabe, 2017; Karoui & Khemakhem, 2019). This cultural base is a plus for Indonesian human resources that will make Indonesia's human resources unique and have more competitive advantages. Material means ability in terms of knowledge, expertise and behaviour. In a macro context, the characteristic that marks it is the quality to implement changes to improve people's standard of living, while in the micro context is the quality to carry out the production process, for example in a business or industrial organization. So, in the second sense, the quality aspect is not highlighted. Because every human individual who belongs to the category of the labour force is involved or can be involved in the development process or production process, then under any circumstances has the ability he belongs to the category of human resources.

Human resource development is a term used to describe an integrated and holistic approach to changing the behaviour of people involved in a work process, using a series of relevant learning techniques and strategies (Megginson, Joy-Mattews, and Banfield, 1993). This concept means that there are various elements of activity during the process of changing behaviour,

namely the existence of educational elements, the existence of learning elements, and development. Human resource development through human resource development education that carries the mission as mentioned above is focused on improving the resilience and competence of each individual involved or will be involved in the development process. This improvement of resilience and competence is among others implemented through education (Katunian, 2019; van Song, Hanh, Cuc, & Tiep, 2020). Facing the era of digital transformation in the era of industrial revolution 4.0, demanding human resources to immediately revolutionize themselves, not only about technical work but into a more substantial, namely a change in mindset. Mindset is how the man thinks, which is determined by the self-regulation made before thinking and acting. Disruption is a change that arises from massive and radical innovations, which make many products, technologies, ways, and methods that we know in the past obsolete (Kasali, 2018).

Preparing human resources through a change of mindset, certainly not an easy thing, because in every change there is always a reluctance to do something new. Those caught up in yesterday's logic are afraid of change and too comfortable with what they have achieved. The mindset must not only be understood but also must be trained. Breakaway from the fixed mindset that tends to maintain the status quo, to then change it with a growth mindset, must go through 3 (three) stages of the process, namely the ability to see (seeing is believing), move, and finish to completion (Kasali, 2018). Some of the people who saw it turned out to be immobile and some people were moving but failed to complete the change until it was complete. Each step is determined by the way of thinking. The growth mindset became the forerunner for human resource development to meet the industrial revolution 4.0. Human resources that cling to the growth mindset will be encouraged to continue to change into better people from day today (Bligh, Kohles, & Yan, 2018; Duchi, Lombardi, Paas, & Loyens, 2020).

RESEARCH METHODS

The approaches used in this study are types of quantitative research and data retrieval conducted using questionnaires related to changes in mindset, human resource development, and economic growth. The population used in the study was a border community located in Karimun district as many as 120 respondents with sampling techniques using random sampling techniques, and data analysis methods using the partial least square (PLS) approach that is structural equation modelling (SEM) that allows researchers to enter immeasurable variables measured indirectly by indicator variables (Hair et al., 2017). Data analysis techniques are carried out through several stages as a model of data analysis techniques proposed by Miles and Huberman, namely data collection, data reduction, presentation of data, and drawing conclusions based on the reduction, interpellation, and presentation of data conducted at each previous stage by the mechanism. To look at the indirect influence relationships between variables in this study using the Sobel Test analysis tool.

RESULTS AND DISCUSSION

The results of this study after being processed using Smart PLS are as follows:

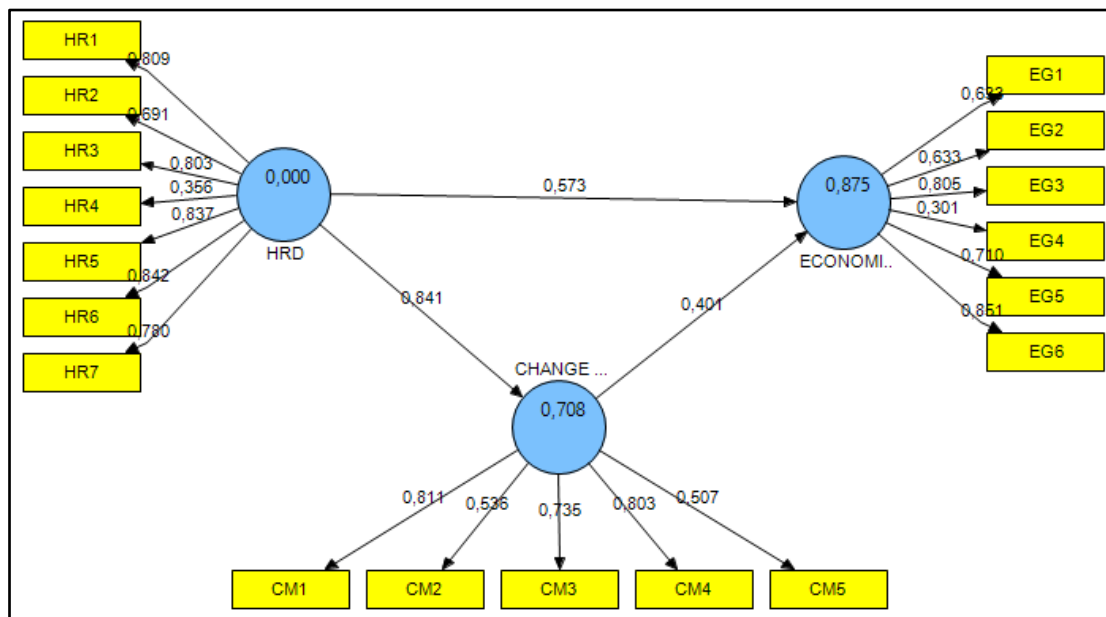


Figure 1: Research Model

Figure 1 explains that the human resource development variable has 7 indicators with HR1 0.809; HR2 0.691; HR3 0.803; HR4 0.356; HR5 0.837; HR6 0.842; HR7 0.780. From the human resource development variable, there is one indicator that is not valid or below the standard validity value set by the researcher, which is 0.60. The invalid indicator is HR4 with a value of $0.356 < 0.60$, and the decision taken related to the invalid indicator in this study is to remove the indicator, the conclusion that the invalid indicator is declared incompatible with the place of study.

Next is the variable change in the pattern of piker with 5 five indicators used, namely CM1 0.811; CM2 0.536; CM3 0.735; CM4 0.803; CM5 0.507. From the variable indicator of mindset change there are two invalid indicators, namely for the CM2 indicator $0.536 < 0.60$ and the CM 0.507 indicator < 0.60 with the decision taken for the two invalid indicators are removed, the conclusion that the invalid indicator is declared incompatible with the place of study. The economic growth variables in the study used six indicators: EG1 0.623; EG2 0.633; EG3 0.805; EG4 0,301; EG5 0.710; EG6 0.851. For economic growth variables, there is one indicator that has a value below the standard set by researchers, namely the EG4 indicator with an indicator value of $0.301 < 0.60$ with the decision taken is to remove invalid indicators. The conclusion is that invalid indicators are declared incompatible with the place of study.

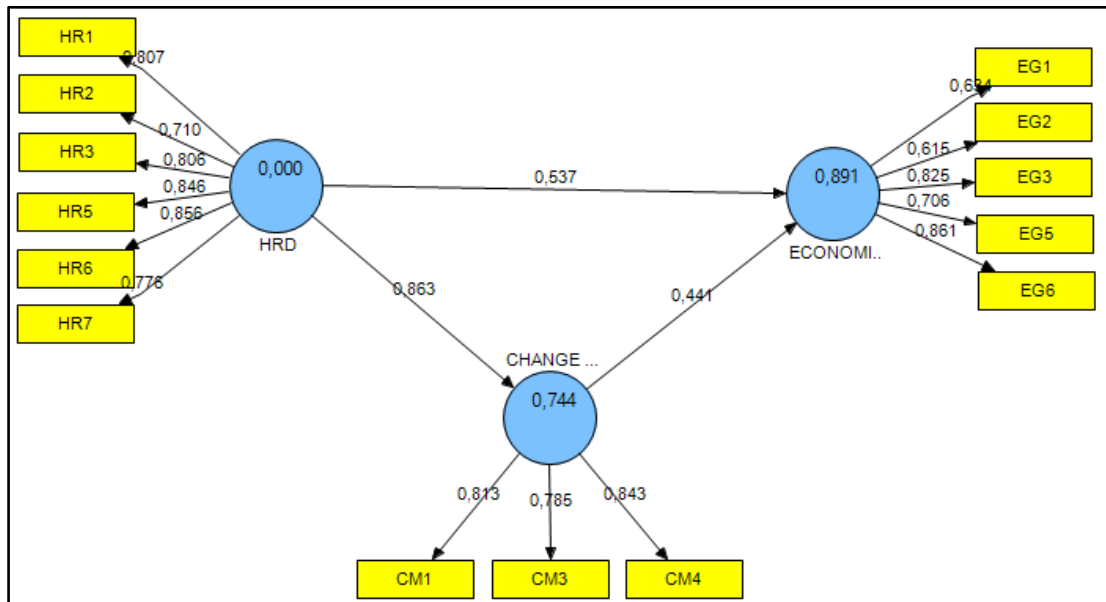


Figure 2: Results of Research Models

Figure 2 above describes the results of new calculations that have been recalculated without involving invalid indicators. From the results of the recalculation for variable human resource development, change mindset, and economic growth there are no invalid indicators, all indicators are declared valid and can proceed to the next stage.

Convergent Validity Test

Testing the validity for reflective indicators can be done by looking at the relationship between the indicator score and the construct score.

Tabel 1: Convergent Validity

	Change of Mindset	Economic Growth	HRD
CM1	0,812583	-	-
CM3	0,784951	-	-
CM4	0,843448	-	-
EG1	-	0,634275	-
EG2	-	0,615004	-
EG3	-	0,824887	-
EG5	-	0,706206	-
EG6	-	0,860722	-
HR1	-	-	0,807075
HR2	-	-	0,709942
HR3	-	-	0,806436
HR5	-	-	0,845535
HR6	-	-	0,855536

From table 1 above it can be seen that each indicator of each variable used in this study already has a relationship (indicator score and construct score). From these results, it can also be explained that each reflective indicator is valid and researchers can proceed to the next stage.

Reliability Test

Reliability tests are used to ensure that each plot indicator used in the study is consistent and reliable. In Table 2, it can be seen that each index of the

variable used in this study has consistency and reliability and does not change even after repeated measurement, indicating that each design index is declared reliable and very consistent. Researchers can also make decisions by looking at synthetic confidence values that have values greater than or equal to the specified 0.70 standards, and all designs have values greater than or equal to the already used standard. Then compare the Cronbach alpha value with the study configuration, and the standard Cronbach alpha value used is 0.60. It can be seen that the plotted values of this study are already higher than the standard values of the Cronbach alpha set.

Table 2: Reliability test results

Construct	Composite Reliability	Cronbach Alpha	Notes
Change Mindset	0,854795	0,746308	reliable
Economic Growth	0,852192	0,780756	reliable
HRD	0,914832	0,888159	reliable

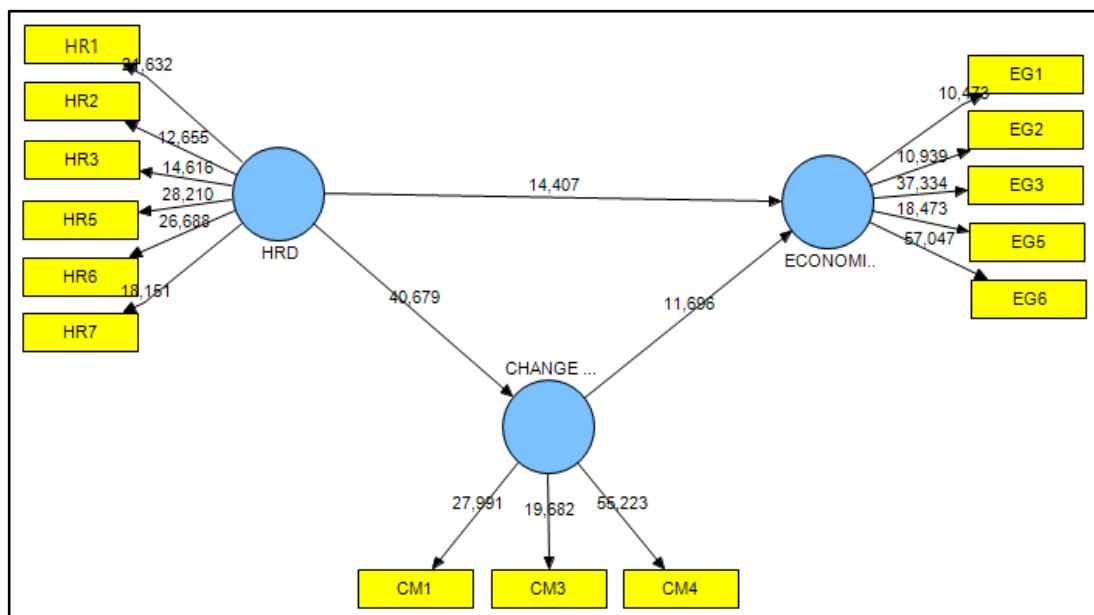


Figure 3: Bootstrapping Results

In this study, researchers tested hypotheses in two ways by looking directly at the relationship between variables (from variable independent to dependent variables) and looking at indirect influences to see how much of a varied role in mediating relationships between independent variables to dependent variables. From the 4 images above can be seen and taken the value that researchers then make to answer from a direct relationship.

Direct effect test

The direct influence test is to find out how much direct influence there is between the independent variable and the dependent variable. To see whether there is a direct effect between the variables, the results must be compared to

the standard value used by the researcher, and if the value of t is greater than 1.96, the hypothesis is accepted, and vice versa. If the value of t is less than 1.96, the decision made is either rejected or an irrelevant hypothesis. The table below shows that HRD has a significant effect on economic growth with a value of 14,407 > 1.96. In addition, HRD versus mentality also has a significant value with a ratio value of 40 679 > 1.96. A change in mindset is also important for economic growth with a t value of 11 696 > 1.96. The conclusions taken from looking at the results of the direct influence relationship of each research variable used are significant. Evident from the comparison between relationship values between variables that are more than the standard value of t values set at 1.96.

Table 3: The results of the direct influence hypothesis

Hypothesis	Variable		Direct Effect	Indirect Effect	Total Effect	t - Value s (>1.96)	Note
	Exogenous	Endogenous					
1	HRD	Economic Growth	0,537	-	0,537	14,407	Significant
2	HRD	Change Mindset	0,863	-	0,863	40,679	Significant
3	Change Mindset	Economic Growth	0,441	-	0,441	11,696	Significant

Indirect effect test

To see indirect influences, in this study researchers used the Sobel test as a tool used. The Sobel test will measure the extent of the role of variable mediation in helping the relationship between independent variables to dependent variables. The independent variable in this study is that HRD has a relationship with variable change mindset with a value of 40.6792 and change mindset towards economic growth of 11.6957. The standard error between variable HRD against change mindset is 0.02120, while for standard error change mindset against economic growth is 0.03770. From the results of the Calculation of Sobel test statistics can be an indirect relationship value of 306.25 > 1.96. Researchers concluded in this study that variable mediation has a significant influence in mediating the relationship between HRD and economic growth.

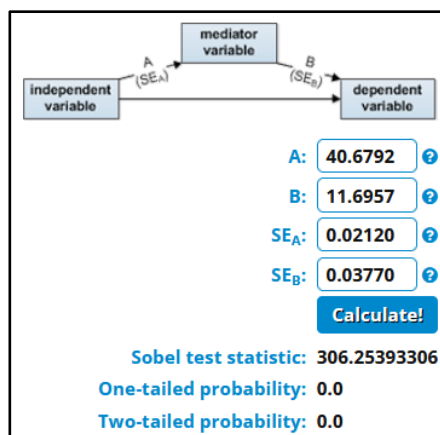


Figure 4: Sobel Test Result

From the results of this study, there are several results that researchers take from the results of direct or indirect hypothesis testing.

Human resource development on change mindset

Mindset or mindset is a person's values or beliefs that influence his behaviour, including at work. A person's way of thinking is influenced among other things by passion, culture, education and experience. Mindset can be changed, but it will take a relatively long time. Some studies have shown that a person's thinking can change within as early as two years. Changes in mindset and culture under the grand design of Indonesia's bureaucratic reform will help realize a bureaucracy that is clean and free from corruption, collusion, nepotism (KKN), improving the quality of public services, capacity and responsibility of bureaucratic activities. All three will make the organization of government effective and efficient (Lennick, D; Kiel, 2008; Wilson & Galuska, 2020).

To achieve the above goals, it is necessary to change the mindset of human resources and the working culture (culture) of the public to create an efficient, effective, productive, and professional bureaucracy. Bureaucrats must serve society, perform better, and have a results-oriented mindset (Aksentijević & Ježić, 2009). Changes in the mindset of human resources can be done in the following way: First, leadership as a role model. Indonesian government bureaucrats are still influenced by patrilineal culture and "feudal" culture. This can be understood because, before Indonesia's independence, Nusantara consisted of various kingdoms. This cultural influence places the leader as a role model. Therefore, the government leadership must carry out the motto Ki Hajar Dewantara "Ing Ngarsa Sung Tuladha, Ing Madya Mangun Karsa, Tut Wuri Handayani". Second, the selection of government employees who are free from corruption, collusion, and nepotism (KKN) and the development of human resources with merit system. Selection of HR receipts that apply best practices, will produce qualified employees and the best performance. Likewise, career development should use the merit system. HR policy and management should be based on competence, performance, fairness, and free from primordialism. Sweet fruit can only be picked from the selection of good seedlings and the right way to plant (Tegor et al, 2020). Third, the increase in government human resources in a sustainable manner. One of the most important elements in changing the mindset of government and private human resources is to develop the quality of human resources with the improvement of soft and hard competency. Soft competency is closely related to the ability to manage work processes, human relationships and build interactions with others. Soft competency (service orientation, integrity, innovative and creative thinking, managing emotions well, problem-solving and others) will affect hard competency and HR performance. Hard competency is related to the ability to carry out technical work. This ability can be done with the education and technical work training of the relevant government personnel (Cuéllar-Molina, García-Cabrera, & Déniz-Déniz, 2019; Lazarova, Peretz, & Fried, 2017).

Human resource development on economic growth

Senior economist and Professor of the University of Indonesia, Emil Salim said the keyword in inclusive and sustainable development is to improve the quality of human resources. According to him, Indonesia in 2020 has entered a demographic bonus year until 2030. The age of 15 to 64 is productive, especially for Indonesians who are currently 15 years old, in 2045 will be in their 40s which is considered very productive. So that the Government needs to improve the quality of Indonesia's human resources aged 15 years and above, to compete with other countries in terms of inclusive and sustainable development.

As stated by Mindarto (2020) that one of the strategies to be able to accelerate the recovery of development after the Covid-19 pandemic is through the utilization of industry 4.0 which can be optimized to empower the potential of superior and competitive human resources, as the basic capital to encourage regional development in a more real and sustainable manner. Therefore, efforts to rebuild the economy affected by Covid-19 require a good human resource development strategy that can support the potential of the digital economy to accelerate economic recovery (Caballero-Morales, 2021). In developing quality human resources in an Industry 4.0-based economy, there are five main strategies to optimally restore the Covid-19 affected economy: (1) regulation and incentives to improve the quality of human resources in the digital economy; (2) building human resources for entrepreneurial development; (3) develop the potential of human resources to optimize the potential of natural resources based on the digital and creative economy; (4) expand networks and strengthen cooperation with stakeholders to advance the digital economy; (5) the development of innovative and creative human resources in the field of the digital and creative economy (Abodunrin, Oloye, & Adesola, 2020; Ratten, 2020; Wei, Li, & Zhang, 2021).

Change mindset on economic growth

The Covid-19 pandemic has provided a multisectoral domino effect (health, social, economic, financial). But economic activity must continue to run while keeping in mind health factors. Rudiantara (2019) stated that in this era of the digital economy, technology is only an enabler (tool). The most important thing is his mindset to solve problems that occur in society using technology.

The Covid-19 pandemic had a massive impact. Various sectors of society are feeling the great monetary modifications that happened all through the pandemic, from the lowest up. If everybody doesn't put it together properly the economic scenario truly won't recover. To that end, addressing rising monetary demanding situations calls for a large focus and understanding. The trouble of macroeconomic and microscopes calls for suitable measures to keep monetary stability. The important efforts that someone could make to deal with monetary issues are of direction enhancing the abilities that era makes use of to conform to present conditions. What may be carried out via way of means of the

network withinside the face of the Covid-19 pandemic and the economic revolution is to maximise the improvement of a digital-primarily based totally economy.

Human resource development on economic growth mediated change mindset

The wave of the Industrial Revolution 4.0 brought fundamental changes to the diverse world lifestyles marked by the increasing advancement of creativity and innovation through the use of information technology that disrupts various aspects of global life, including economic competition. The era of the Industrial Revolution 4.0 makes the creative economy one of the strategic issues that must be considered as a strategic choice to win global competition characterized by continuous innovation and creativity to increase the value of the economy based on creative ideas (Laub, 1999; Nolan, 2013; Ravichandran & Bano, 2016).

CONCLUSION

In improving human resources starting from education, training and guidance for human resources in industry 4.0, the basic capital of human resources that must be owned are: skills, agility and culture, with different cultural backgrounds can still work together. In this case, human resources is the most important role to face the era of industrial revolution 4.0. In the face of industrial revolution 4.0, there are at least three things that need to be considered by all parties. *First* is quality, which is an effort to produce quality human resources to fit the needs of the job market based on digital technology. *Second*, it is a matter of quantity, which is to produce a number of qualified, competent and appropriate human resources according to the needs of the industry. *Third*, it is a problem of distribution of quality human resources that is still uneven.

In the face of the industrial revolution 4.0, there are two paths that although taken: First, preparing the implementation of education and human resources and the needs of the times in the era of the industrial revolution. Second, human resources prepared must also be equipped with the education of cultural and humanitarian values to use technology by the rules of culture and humanity that have been made.

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