Human Resource Management Strategy to Improve Sustainable Company per Formance In Industry 4.0 at the Organization of PT. KAI Daop 2 Bandung

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A R T I C L E I N F O

A B S T R A C T

Human resources are an important factor in improving company performance. Competing in the world of work Companies must be able to implement a Human Resource Management Strategy about Industry 4.0 in the Company Organization. The purpose of this study was to determine whether Motivation (X1) and Training (x2) have a significant effect on Company Performance (Y) at PT. Kai Daop 2 Bandung. Thenformulate the right Human Resources Management Strategy to improve sustainable Company Performance in Industry 4.0. The population in this study were all employees at Daop 2 Bandung station. The sample used in this study was 55 employees as respondents. The method in this study uses a Quantitative method with a Correlational approach. The results of the research and hypothesis show that Motivation (X1) and Training (X2) have a positive and significant effect on Company Performance (Y) at PT Kai Daop 2 Bandung

INTRODUCTION

In the current era of the industrial revolution 4.0. The industrial revolution 4.0 which is a phenomenon by combining network technology and automation technology as its center (Rizkinaswara, 2020). Growing sustainably in this era is certainly very different from the previous era. This industrial era 4.0 provides more offensive challenges in the technology area, especially wireless technology. Such as automated cars without drivers, the retail sector that does not use human resources anymore and even customer service using robots will become commonplace in the current era.

Human resource management is basically a company activity in managing all its employees or can be called human resources. Human resource management starts from recruitment which includes a proper jobdesk to prospective employees through selection, training, and development to improve work performance assessment. In managing human resources to improve the quality of a company can be done by improving the performance of the human resources themselves, so it is necessary to know more about improving human resources (Artini, 2019).

Human resources are the most important and inseparable factor in a company. Without human resources, a company or organization will not be able to run an organization or company (Mu'tafi, 2020). The existence of quality resources will help the company or organization in dealing with changes and developments in the company or organization. The progress of a company or organization is determined by good and effective human resources. So that in a company or organization applies how to manage, train, and motivate to have relevant resources.

Providing motivation is the right of employees and the obligation of the company to support the contribution of its employees in achieving predetermined goals. With motivation, it can move individuals to a certain goal so that employees are expected to work with all their power and efforts in facing challenges and changes.

Human resource management is active in identifying new skills needs and ensuring that employees have the appropriate knowledge, skills and attitudes to keep up with technological developments. This involves providing training and development that is relevant to the needs of the company and the individual employee. The training provided by management is in the form of developing aspects of leadership, interpersonal skills, and critical thinking skills and employees also receive individual training in the technology sector.

PT KeretaApi Indonesia or can be abbreviated as PT KAI is one of the State-Owned Enterprises (BUMN) that does business in the field of railways (Khoirunnisa & Muhammad, 2022). PT KeretaApi Indonesia provides services in the form of public transportation intended for humans and transportation for goods. The main task of PT KeretaApi Indonesia is to support government initiatives and programs related to the national economy and development, especially in the field of transportation. Operational area 2 Bandung, West Java as one of the business actors in the industry that has transportation cannot be separated from the phenomenon of continuous change in the era of industry

4.0. Therefore, the company needs to manage human resources to improve company performance.

The development of increasingly advanced technology will require professional or trained human resources. To face a challenge of change in the future. In the world of railways, human resources have an important role in facing an economy that is currently dominated by technology and knowledge. However, many obstacles are experienced in the station sector due to limitations, such as the quality and quantity of human resources, efficiency and asset allocation of human resources. Based on the above phenomenon, the author conducted a study "Human Resource Management Strategy to Improve Sustainable Company Performance in Industry 4.0 in Organizations (Case study of PT. KAI Daop 2 Bandung)". This research is expected to provide an overview of how HR management in improving company performance in industry 4.0 at PT. KAI Daop 2 Bandung.

LITERATURE REVIEW
Motivation

According to Agustini (2019) Motivation is an activity that causes someone to complete their work with enthusiasm, willingness and full responsibility. Meanwhile, according to Rizky (2022) motivation is the provision of driving force that creates employee work enthusiasm so that they are able to work effectively, cooperate, and be integrated with all their ef forts to create satisfaction. According to Ajabar et al. (2021) Person Which motivated for Work have a higher focus in their work and per form much better than people who don't. motivated to work.Motivation at work is very important for company productivity. If employee No Want to Work The same for the sake of interest company, so objective which has been determined No will achieved. On the other hand, if the employee hashigh motivation then the company can sure to achieve its goals (Budiyanto, 2020)

Training

According to Gary Dessler (2020) training is process in spelling r skills Which one is needed employee in carry out tasks or his job, Whichwhere employee training can provide practical knowledge and its application in world Work company for increase productivity Work in reach the desired goals of the organization company. According toSusan E. J. et al.(2018) , the main purpose of training is to improve per formance in the near future and in certain jobs by increasing employee competence. In addition, training is a form of systematic process from a company to develop and improve individual and group skills, knowledge, abilities, and attitudes that can change employee behavior to achieve company goals (Sinambela et al., 2021).

Company per formance

According to Anwar & Abdullah (2021) Company per formance is one of the main indicators that shows how well a company operates in achieving its strategic goals. According to Sarman Sinaga et al. (2021) universally, per formance can be interpreted as a person's work carried out on the basis of quantity and quality that have been mutually agreed upon. Company per formance is the main benchmark for assessing the health and success of a

company. Good per formance reflects the company's ability to achieve its goals, satisfy stakeholders, and adapt to environmental changes (Azmy, 2024) .**Hypothesis**

Relationship between Motivation and Company Per formance

With employee motivation, it can encourage employees to work well and achieve maximum results. The higher the motivation in a company, the higher the company's per formance. Researchers assume or hypothesize that motivation has an influence on company per formance. This hypothesis is in line with previous research conducted by (Caniago & Sudarmi, 2021) entitled Analysis of the Influence of Employee Trust and Motivation on Company Per formance. The results of this study indicate that motivation has an effect on company per formance. Likewise with research conducted by (Permansari, 2013) entitled The Influence of Motivation and Work Environment on the Per formance of PT. Anugrah Raharjo Semarang. The results of the study showed that motivation had a significant positive effect partially on company per formance

H1: Motivation Influences Sustainable Company Per formance in Industry 4.0 at PT. KAI DAOP 2 BandungRelationship between Training and Company Per formance

Training is the process of forming employees by adding abilities, skills, and knowledge so that they have good per formance. When employees have good per formance, it will affect the company's per formance. In this case, the researcher assumes that training affects company per formance . The results of this hypothesis are in line with previous research conducted by (Lukman, 2024) entitled The Effect of Training on Employee Per formance at PT Tempo Tbk Palembang. The results of the study showed that training had a significant effect on employee per formance.

H2: Training Affects Sustainable Company Per formance in Industry 4.0 at PT. KAI DAOP 2 Bandung

The Relationship Between Motivation and Training and Company Per formance

Motivation and training are very important in improving company per formance. With motivation and training, employee productivity can be increased at work. So that it can improve company per formance. . In this case, researchers assume that motivation and training affect company per formance. The results of this hypothesis are in line with previous research conducted by (Octaviani & Yunaningsih, 2019) entitled The Effect of Training and Motivation on Employee Per formance . The results of the study indicate that training and motivation affect employee per formance.

H3: Motivation and Training Influence Sustainable Company Per formance in Industry 4.0 at PT. KAI DAOP 2 Bandung
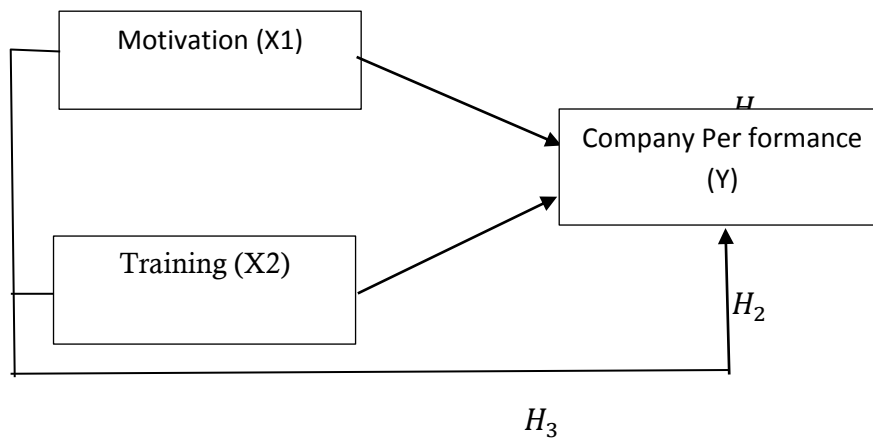
Figure 1. Conceptual Framework (The Image Has to be in Good Quality)

METHODS
Data & Methods

This research will use quantitative methods and with a correlational approach. quantitative methods can be interpreted as a research method used to prove hypotheses, and use a correlational approach because this approach was chosen to test the relationship between the independent variables (X1 and X2) and the dependent variable (Y) (Sugiyono & Lestari, 2021). The purpose of this study is to determine how much influence the variables of motivation, training on company performance at PT. KAI DAOP 2 Bandung, then formulate the right Human Resource Management strategy to improve the Company's sustainable performance in industry 4.0.

Population and Sample

Population in a study states the overall object or individual that is the focus of the study (Sugiyono & Lestari, 2021). The population in this study were all employees at DAOP 2 Bandung Station. The sample is part of the research population or an example designated as a representative of the population itself (Abubakar, 2021). The sample used was 55 employees as respondents who were considered to be able to represent and provide the information needed in this study. In this study using a questionnaire as a tool to collect data, the questionnaire will be submitted via google form, where respondents can answer questions on written statements in the questionnaire online. The questionnaire was distributed to all permanent employees at DAOP 2 Bandung Station. This research uses the simple random sampling method.

Data Collection Method
Type and Source of Data

This study uses quantitative data, respondents' questionnaires provide quantitative data that is useful for conducting this analysis. The source of research data is primary data.

Data collection method

This study uses a questionnaire as a tool to collect data, the questionnaire will be submitted via google form, where respondents can answer questions on written statements in the questionnaire online.

Data analysis method

After the data has been collected, the researcher analyzes the data which aims to answer the formulation of research problems. In this study, using a tool in the form of a smart PLS application, data testing will go through 3 ways, namely: Outer model, Inner model, and Hypothesis testing.

RESULTS
Outer Model

Outer model is part of the measurement of a model, and is used to evaluate the validity of the model that has been studied (Sekarini et al., 2024).
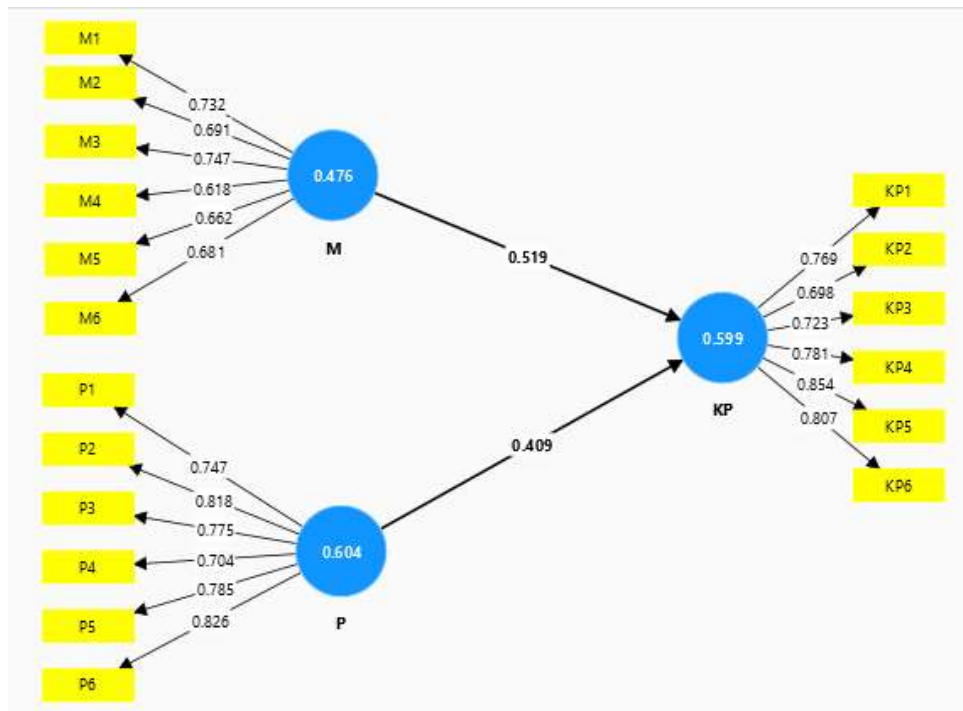

Figure 2. Factor Loading Before M4 Indicator Is Eliminated

From Figure 1. it can be seen that there are 3 variables and in each indicator there are 6 indicators. Where the M 1-6 indicators are Motivation variables, P1-6 are training variables, and KP1-6 are company performance variables. but after analyzing the data, the researcher removed the M4 indicator because the indicator did not show a significant relationship with the measured construct and could increase the construct validity value of removing the indicator. The outer loading after the M4 indicator is eliminated is as follows.
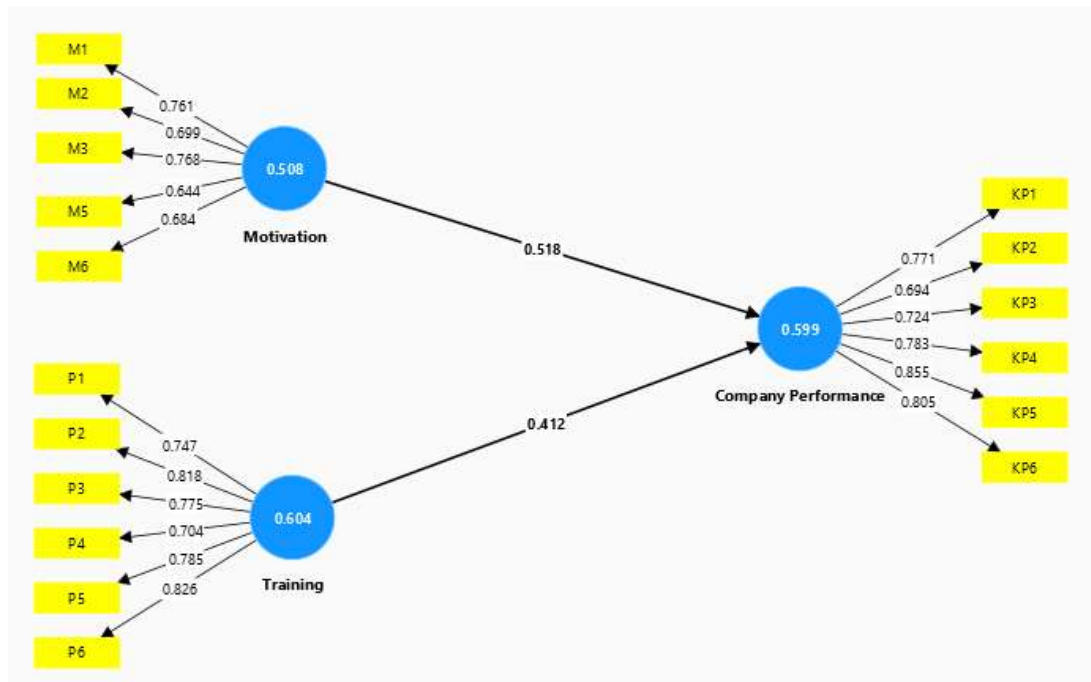

Figure 3. Loading Factor After the M4 Indicator Is Eliminated

From figure 3, The author can know, after the M4 indicator is eliminated, the Ave value in the motivation variable rises to 0.506. It can be concluded that the elimination of the M4 indicator has a positive effect on the tested data.

Table 1. Outer loading

	Motivation	Training	Company Performance
Motivation1	0.761		
Motivation2	0.699		
Motivation3	0.768		
Motivation5	0.644		
Motivation6	0.684		
Training1		0.747	
Training2		0.818	
Training3		0.775	
Training4		0.704	
Training5		0.785	
Training6		0.826	
Company Performance 1			0.771
Company Performance 2			0.694
Company Performance 3			0.724
Company Performance 4			0.783
Company Performance 5			0.855
Company Performance 6			0.805

To determine the convergent validity of an indicator data used in research, convergent validity is tested using the loading factor value or the value of the outer loading. An indicator can be considered to have good and acceptable convergent validity if its outer loading value is greater than 0.5 (Haryono, 2016). From the results of outer loading with SmartPLS above, the data can be considered valid because the relationship between the construct and the indicator variable has a value greater than 0.5.

Table 2. Discriminant Validity

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Motivation	0.76	0.767	0.508
Training	0.868	0.875	0.604
Company Performance	0.865	0.869	0.599

From table 2 above, it can be seen that the AVE value of each variable all exceeds the value of 0.5. So, it can be concluded that the data used in this study are considered valid. Meanwhile, when viewed from the Cronbach alpha value of each variable, it shows a construct value of more than the specified value of 0.70. So it can also be concluded that the overall variable data has a high level of reliability.

So it can be concluded that the indicators that researchers use in this study are valid and reliable, and show a high discriminant validity value when measuring each variable.

Table 3. R Square Inner-Model

R-square		
	R-square	R-square adjusted
Company Performance	0.793	0.785

Determination coefficient testing is used to determine how much influence the independent variable under study has on the dependent variable. From table 1.3 above, it is known that the R-square value is strong because the R-square value is> 0.75 (Haryono, 2016). So it can be seen that 79.3% of motivation and training variables affect company performance variables. While the remaining 20.7% of company performance variables are influenced by other variables.

Table 4. F Square

	Motivation	Training	Company Performance
Motivation			0.396
Training			0.25
Company Performace			

In testing F square is to find out how much influence each independent variable has on the dependent variable. The value used as a parameter in this test is if the value of the F value in the table ≥ 0.35 then it has a strong effect, then if the value of the F table ≥ 0.15 is considered to have a moderate effect, while if the value of F in the table> 0.02 then it has a weak effect, as for if the value of F in the table <0.02 then it is considered to have no effect (Haryono, 2016). From table 1.4 above, it can be seen that the motivation variable is considered to have a strong influence on the company performance variable, because the table value is ≥0.35. While the training variable can be considered to have a moderate influence on the company's performance variable.

Table 5. Hypothesis Testing

P values	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P Value
Motivation -> Company Performance	0.518	0.542	0.163	3.173	0.002
Training -> Company Performance	0.412	0.4	0.159	2.585	0.01

From the table above 5 above, it can explain the relationship between variables can be seen from the T-Statistics value and the P Value value, which is as follows:

1. The value of the effect of variable M "Motivation" (X1) on company performance (Y) is 3.173, which means that the T-statistics score value is 3.173> 1.96. And the P value is 0.002, which means the P value <0.05. So it can be concluded that "Motivation" has a positive and significant impact on company performance.

2. The effect value of the P variable "Training" (X2) on company performance (Y) is 2.585, which means the T-statistics score value is 2.585> 1.96. And the P value is 0.010, which means the P value <0.05. So it can be concluded that "training" has a positive and significant impact on company performance.

DISCUSSION
1. Motivation and training affect company performance

From the acquisition of the above analysis, it can be concluded from the r square value of 0.793 that it has a high value, which means that 79.3% of motivation and training variables have a positive and significant effect on company performance. These findings are in line with the results of the study. Octaviani & Yunaningsih (2019) which states that motivation and training affect employee performance.

2. Motivation affects company performance

From the acquisition of the analysis above, it can be seen from the large t-statistics value of the motivation variable (X1) on company performance (Y) is with a t-statistics value of 3.173> 1.96. And P value 0.002 <0.05. So it can be concluded that "motivation" has a positive and significant effect on company performance. These findings are in line with the results of research by Caniago & Sudarmi (2021) which state that motivation has a positive effect on employee performance, and also in line with the results of research by Permansari (2013) which states that motivation has a positive effect on employee performance. Then good employee performance also has a direct impact on improving company performance.

3. Training affects company performance

From the acquisition of the above analysis, it can be seen from the large t-statistics value of the training variable (X2) on company performance (Y) is with a t-statistics value of 2.585> 1.96. And P value 0.010 <0.05. So it can be concluded that "training" has a positive and significant effect on company performance. These findings are in line with the results of research Lukman (2024), which states that training has a positive effect on employee performance. Then good employee performance also has a direct impact on improving company performance.

CONCLUSIONS AND RECOMMENDATIONS
Conclusions

Based on the data analysis and discussion that has been presented above, it can be seen that, at PT KAI Daop 2 Bandung, "Motivation"(X1) and "training"(X2) affect company performance (Y) positively and significantly. The results of thehypothesis test also show that the value of the variable "motivation"(X1) has a positive and significant effect on company performance (Y), it is also known from the hypothesis test that the value of the variable "training"(X2) has a positive and significant effect on company performance (Y).

In conclusion, at PT KAI Daop 2 Bandung, HR management in the form of providing motivation and training to employees greatly affects company performance, meaning that these 2 things can improve company performance in Industry 4.0. which means that the company can prioritize these 2 things (motivation and training) in human resource management to be managed even better in order to improve the performance of the PT KAI Daop 2 Bandung company to be even better, but also must pay attention to other factors that are not tested by researchers in this study.

Recomendations

From the research findings, analysis, and conclusions mentioned above can be used to support research that may be conducted in the future. It is expected that future research can examine other factors that can affect company per formance at PT KAI Daop 2 Bandung, such as work culture, communication, career levels, and implementation of technology which are also thought to affect employee per formance in industry 4.0 at PT KAI Daop 2 Bandung.

FURTHER STUDY

This research has some limitations. First, Researchers only focus on the variables studied in this study. Therefore, there is a need for other research on other factors that can affect to company performance at PT. KAI Daop 2 Bandung. Second this study only uses data collection through questionnairs and quantitative methods. Therefore, the need for futher research using other methods, such as surveys, and interviews, that can provide provide more comprehensive findings. Apart from these limitations, this reasearch makes an important contribution to knowing the right strategy in human resource

management that can improve company performance at PT. KAI Daop 2 Bandung by knowing the influence of employee motivation and training.

ACKNOWLEDGMENT

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