# Fashion Industry Labor Competency in SKKNI Garment Sector at Indonesia

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**Abstract:**
*Fashion industry focuses in producing clothes and linen for households, possessing labor force, utilizing both industrial and normal machines.* Fashion industry examined in this research is Garment and Boutique industry located in Malang, East Java, Indonesia. Garment and Boutique industry possess different method in producing fashion products. Garment industry produces clothing in large quantity, utilizing standard pattern (SML), using conveyor system, and selling in wholesale. On the other hand Boutique is fashion industry which produces clothing based on customer size or personal size. A laborer process a piece of clothing from making pattern, sewing the clothes itself, until it's ready-to-wear. This research focused on laborer competency in fashion industry based on *Minister of Labour Republic of Indonesia Decree Number: 305 2015regarding Penetapan Standar Kompetensi Kerja Nasional Indonesia or Indonesian National Labor Competency Standard (SKKNI),Fashion Industry Primary Category Clothing Mass Production Sector, and Minister of Labor and Transmigration Republic of Indonesia Decree No. 90/Men/V/2010 regarding Indonesian National Labor Competency Standard, textile industry sector and custom made textile product garment sector, woman custom made sub-sector. This research utilizes qualitative approach, using snowball sampling based on taken data adequacy. Data collection is conducted by performing in-depth interview, industrial direct observation and documentation. Research result exhibits garment sector laborer does not possess competency mastery due to constant work on their work sector. On the other hand, laborer in boutique industry master every existing work competency as each laborer are responsible for the whole production process from making pattern and sew it until it's ready-to-wear.*
**Keywords:** *labor competency, fashion industry, KKNI*

## 1. INTRODUCTION

Fashion industry is a business or activity that is engaged in processing raw materials such as cloth or partially finished product into garments which added value to increase profit. One of prominent fashion industry is Garment and Boutique industry. Garment industry is produces clothes in bulk and follows fashion trend. Producer conducts every production process from design, production, and shipping process. Clothes were divided into three main categories: women's clothing, men's clothing, and children's clothing. Those were made utilizing SML standard sizes (Small, Medium, Large). These products are readily available and ready to wear. On the other hand, Boutique is a fashion business utilizing show room or clothing store. Products were made using personal size, or based on the size of the customer. Boutique sewn clothing are in high quality, therefore the producer does not produce them in huge number (Wening,1994: 93; Jerusalem, 2011: 15-16).

In order for an industry to maintain its performance, it must be supported by competent workforce in the field. Labor competence is an important aspect and required by the industry to conduct business. It is also required by Garment and Boutique industry.

According to Nurcahyo (2004), from industrial perspective, a competent workforce is key requirements to improve product quality, to ensure the industry can compete, especially in terms of quality. This is a demand that must be met by the industry which has been using quality standards such as quality management system (ISO 9000) or internationally recognized equivalent quality standards. To gain competent workforce in accordance with industry's requirement is difficult. Most of the industry obtained qualified workforce (qualified and certified) by spending huge amount of money. The sum of money is generally used to run a training program (training) in a comprehensive manner. According to Sarpong (2012), garment manufacturer must possess adequate knowledge and competence in clothes manufacturing process.

In line with Nurcahyo, Jerusalem (2011) he stated that an industry's competitiveness and performance, is largely determined by human resources quality. An industry's ability to produce goods that meets specifications and targets is influenced by human resources. Therefore human resources involved in production process ought to meet work requirements, both knowledge and skills. There is a huge number of unemployment in Indonesia which is caused by incompatibility between workforce competency with industrial competency requirement.

This research focuses on competencies of laborers who are working in fashion industry based on SKKNI according to Minister of Labor and Transmigration Indonesian Republic Decree No.: KEP.157/MEN/IX/2004 on SKKNI Garment Sector. Industry in question is garment and boutique in Malang City and Malang Regency.

Labor and Transmigration Minister Indonesian Republic Decree No.: KEP.157/MEN/IX/2004 on Indonesian national competence standard on garment sector as well as result of Conference National Competency Standards Sector Garments which was held on June 29, 2001 in Jakarta stated that: Indonesian National Work Performance Competence Standard or Standar Kompetensi Kerja Nasional Indonesia (SKKNI) is a description of capabilities including minimum knowledge, skills and attitudes possessed by employees occupying certain positions which is applied in national scale.

Competence is individual characteristics which determine work performance or behavior. The basic foundation of his characteristics indicates how to behave or think, equating the situation, and support for a long period of time. (Spencer and Spencer,1993:9). Burke (2015:12) claims "competency; statements describe outcomes expected from the performance of professionally related functions, or those knowledge's, skills, and attitudes thought to be essential to the performance of those functions". Jatmoko concluded that competency is a worker abilities, skill, behavior required by related profession. The competency ought to be possessed in order to conduct optimal work performance (Jatmoko, 2013:6).

Act No. 13 of 2003 concerning the employment chapter 1 verse 10, states that competence is the ability individual that covers aspects of knowledge, skills and attitudes in workplace in accordance with established standards. Decree of the Minister of Education No. 045/U/2002, regarding curriculum colleges core, stated that competence is a set of intelligent action conducted in full responsibility, possessed by a person, as a condition to be considered capable by the community in carrying out tasks in certain occupations (Arfandi, 2013: 284). Maton and Moore (2010:104), explains that "competency comprises the specification of

knowladge and skill to the standard of performance required in the work place". Spencer and Lyle (1993: 9), stated competency is an underlying characteristic of an individual that is causally related to criterion-referenced effective and / or superior performance in a job or situation. Criterion-referenced competency means that the Predicts actually measured on a specific criterion or standard

Competence can be defined as individual character that can be measured and determined to demonstrate their work behavior and performance (Spencer, et al., 1993). Thus, competence is a guide for the company give example of appropriate laborer function. Competence relates to behavior (speech and action) which shows a person good or bad behavior, (Menur, undated). Competency also refers to mix of a person's skills, knowledge, and attitude that can be measured and observed (Susiana, et al., 2015: 381).

Jerusalem(2011), Nurcahyo (2004), stated that competitiveness and performance of an industry, is largely determined by the human resources (HR) competency. An industry's ability to produce goods that meets specifications and targets is influenced by human resource. Therefore human resources involved in production process ought to meet work requirements such as: work behavior, knowledge, and skills (Sarpong, 2012),

Competency mastery in accordance with established standards will enable a person to: 1) working on an assignment, 2) organize to ensure said assignment to be carried out, 3) to determine steps taken in event something different to the original plan occurred, 4) using their ability to solve problems or carry out tasks under different conditions.

Business environment exhibits technology improvement and social change trend. Human resources need to understand multicultural organizations and cultural diversity concepts. These circumstances makes human resources increase in its importance, in regards to executives, managers, and workers (Spencer and Spencer, 1993: 343).

KKNI garment sector (2004: 1-6), work competency standards are divided into four areas of competence units, namely 1) production, 2) quality, 3) human resources field and 4) maintenance. Production process include: a) selecting or modifying pattern/block, b) adjusting pattern size, c) producing maker, d) laying materials, binding pieces of clothing, e) combining tickets and labels with pieces of clothing, f) sew clothes, g) pressing, h) setting button, i) sewing button, j) measuring, laying and cutting fabric according to the order, k) combine and try on clothing according to the order. Quality phase includes implementing quality standards, carrying out test / inspection to check product quality. Human Resources involved: following K3 procedures in the workplace, coordinating teamwork, working in a team environment. Maintenance phase includes performing minor maintenance.

According to Suhartiningsih (2004:1), laborers in fashion industry are required to run garment equipment, 2) capable of sewing, 3) capable of performing finishing on product, 4) capable of packaging, 5) capable of processing orders. On the other hand, competencies that must be mastered In boutique industry are: 1) capable of measuring, 2) capable of making patterns, cutting material, 3) capable to display, 4) capable of processing orders, (Suhartiningsih, 2004)

## 2. RESEARCH METHOD

This study employs qualitative research, using snowball sampling, according to the adequacy of the data to be retrieved. Data collected through in-depth interviews, direct observation and documentation industry in Garment and Boutique Industry located in Malang. Research was done by direct observation on employment field condition in garment and boutique industry, Guba and Lincoln (1981: 191-193) is also used to determine competencies or skills employed in each assignments or jobs in fashion industry. Target respondents in this study were in charge of production, foremen and workers in garment industry, boutique owners and laborers. Researcher acts as a key instrument, collecting data through documentation, observation, or his own interviews with participants (Creswell, 2012: 261).

## 3. FINDINGS AND DISCUSSION

3.1 Garment Industry Findings

Interviews, observation, and documentation was done by researchers at the Garment Industry in Malang City and found that: 1) the garment industry disregard laborer knowledge and skills in recruitment. Every worker are considered not possessing sewing skills, so they start at basic job assignment. Industry train laborers on sewing techniques according to industry standards, 2) Work type conducted in garment

industry, ranging from design, pattern, spreading, sewing, numbering, bundling, sewing, QC and packing, 3) designs and patterns created by owner or trusted team, using standardized size, utilizing computer program. This work was done by a team randy, before products are made in bulk, the process begins in designing process and directed to sample room. This was followed by presenting marketing and direction, in order to choose a suitable design. Should the design approved, the mass production would begin. Due to the importance of this work, a person in the team should possess graphic design skill. 4) In production process, workers produce clothing pieces, therefore they do not need to have knowledge and skills in creating full attire, 5) Laborer competence in the garment industry is limited to their respective production process.

Referring to KKNI garment sector (2004: 1-6), not every laborer in garment industry master every work type competency. Choosing and modifying pattern or block, producing maker are performed by owner or trusted person in the industry. Assignment performed by laborer involved laying material, cutting material, numbering, binding pieces of clothing, combining pieces of clothing into full attire. Laborer in garment industry produce clothes pieces, instead of one laborer producing full attire as not every laborer master work type competency required in the industry. Laborers are competent in their respective area. Production is done in bulk which means laborers perform partial work on each production process. Laborers sew clothes pieces, and paid out based on the number of clothing pieces they sew, using standards set by garment industry. Laborer often works in the same sector during their work in garment industry.

Quality standard is the guarantee of a product made from a company. A customer ordered a product based on produced product quality. An industry would perform well should products are preferred and purchased by customers. A good product is the result of employees who are competent in their field. (Nurcahyo, 2004; Jerusalem, 2011).

The industry would not run properly should it is not supported by competent human resources in their respective field, (Menur, undated). Competency is demonstrated by work performance conducted in garment industry, (Spencer, et al., 1993) Garment Industry has its own procedures in recruiting labor, which meets industry standards. This is consistent with research findings that in recruiting labor, garment industry ruled out workers' education in production section. The industry do not judge their worker based on their education background. It is more important for the laborers to perform in their respective production process capable of sewing quickly and cleanly. As a new employee, they were given jobs ranging from easiest process to more complicated procedures. Industry give no regard to laborers education background, it is more important should the workers could perform according to work type available in the industry. Garment Industry prefers give training to worker who has zero sewing ability compared to recruiting laborers possessing ability.

Safety is something that must be considered by a laborer who works in fashion industry. Workers in garment industry should be working with a team during production. As production in garment industry utilize the conveyor system, where parts of the clothes is done by each person, then be combined into full attire which is in accordance with KKNI garment sector (2014).

Maintenance must be done by the workers, to ensure tools used are always in good condition and ready to use. Every workers in garment industry must possess knowledge and skills in repairing minor damage on device, therefore work performance was not hampered which is in accordance with KKNI garment sector, (2014).

3.2 Boutique Industry Findings

Boutique recruit labor based on worker ability or competence, therefore the boutique does not have to provide or teach sewing knowledge and skills, or conduct training process. Production in boutique includes every sewing process except for designing and measuring the customer. The second type of work is very important in the clothing manufacture; therefore it is usually done by owner himself. Other manufacturing process includes making patterns, cutting, sewing, until the clothes are ready-to-use. Minister of Labor and Transmigration Republic of Indonesia Decree No. 90/Men/V/2010, regarding Establishment of the National Competence Indonesia, textile industry and garment sector of textile goods custom fields (Suhartiningsih, 2004).

Clothing pieces were made based on customer or personal size. Laborer conducts production process from making patterns, sewing the attire, until it's ready to wear. A Boutique laborer must have complete sewing knowledge and skills. This finding is consistent with KKNI garment sector. Boutique made clothing is

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high quality, so they do not produce them in high number. Sewing technique used is couture sewing techniques.

**Table 1. Research Findings Summary in Boutique Industry**

| Sub Focus | CV.Dwitra Sakti | CV.Dwi Putra Perkasa | CV. Amarta Wisesa | Mazidah Collection | Rivaul Garment |
|---|---|---|---|---|---|
| Product | Shirt, Jacket Trousers, Hat | Shirt | Alma mater Blazer | School uniform | Children Shirt |
| Dressmaking Vocational School Graduates | Accept | Doesn't Accept | Doesn't Accept | None | None |
| Argument | Paid equal to other labor | Doesn't work fast, determine salary | Doesn't work fast, determine salary | No application | No application |
| Work type | *Spreding cutting Numbering Bundelling Sewing QC Finishing Packing* | *Spreding cutting Numbering Bundelling Sewing QC Finishing Packing* | *Spreding cutting Numbering Bundelling Sewing QC Finishing Packing* | *Spreding cutting Numbering Bundelling Sewing QC Finishing Packing* | *Spreding cutting Numbering Bundelling Sewing QC Finishing Packing* |
| Pattern | Standard Pattern | Standard Pattern | Standard Pattern | Standard Pattern | Standard Pattern |
| *Spreading* | According to number of pattern made | According to number of pattern made | According to number of pattern made | According to number of pattern made | According to number of pattern made |
| *Cutting, numbering dan bundel-ling* | Machine cutting, numbering and bundeling | Machine cutting, numbering and bundeling | Machine cutting, numbering and bundeling | Machine cutting, numbering and bundeling | Machine cutting, numbering and bundeling |
| *sewing* | *lopende band* | *lopende band* | *lopende band* | *lopende band* | *lopende band* |
| QC | Perfection | Perfection | Perfection | Perfection | Perfection |
| *finishing* | decorate, attaching buttons and *labelling* | decorate, attaching buttons and *labelling* | decorate, attaching buttons and *labelling* | decorate, attaching buttons and *labelling* | decorate, attaching buttons and *labelling* |
| *Packing* | Iron and *Packing* | Iron and *Packing* | Iron and *Packing* | Iron and *Packing* | Iron and *Packing* |

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| Mastered competency | Particular work type in garment | Particular work type in garment | Particular work type in garment | Particular work type in garment | Particular work type in garment |
|---|---|---|---|---|---|

**Table 2. Research Findings Summary in Boutique Industry**

| Sub Focus | *Dinar Kebaya* | Reve *House of Couture* | Fashion *Designer Value of* Andy Sugix | *Marshela Butik* |
|---|---|---|---|---|
| Product | kebaya | Kebaya, wedding dress, party gown | Kebaya, wedding dress , party gown | Kebaya, wedding dress , party gown |
| Vocational graduates workforce | Doesn't accept | accept | accept | accept |
| Argument | Teachers workers with no capability | Capable of sewing | Capable of sewing | Capable of sewing |
| Work type in boutique | 1.Making and breaking pattern<br>2. cutting<br>3. sewing<br>4. QC | 1.Making and breaking pattern<br>2. cutting<br>3. sewing<br>4. QC | 1.Making and breaking pattern<br>2. cutting<br>3. sewing<br>4. QC | 1.Making and breaking pattern<br>2. cutting<br>3. sewing<br>4. QC |
| Pattern | *Personal size* | *Personal size* | *Personal size* | *Personal size* |
| Possessed Competency | Each work type in boutique | Each work type in boutique | Each work type in boutique | Each work type in boutique |

## 4. CONCLUSION

Garment Industry do not examine worker sewing capabilities in recruiting their work force, because new workers will be given basic tasks or assignments, and trained according to Industrial standards. Clothing products are mass produced based on standardized size. Workers perform the following production process: sewing, numbering, bundling, sewing, QC, and packing. Patterns were made by owner or trusted personnel in this regard. Sewing techniques utilize conveyor system (lopende band). Workers worked only in parts on each sewing process, therefore work force competency are only limited in their work sector alone.

Boutique industry requires workers possessing ability and skills (competencies) for the whole sewing process. Boutique clothing products are made in individual order, therefore size used is based on customer or personal sized. Laborers in Boutique industry must be capable in each sewing process. From creating a pattern according to costumer requested models, sewing the entire outfit, finishing process, until it's ready to be worn by customer. The sizing and designing process are conducted by the owner, because this is an extremely important phase and has no room for error.

Based on above research findings it can be suggested, in recruiting labor, garment industry should pay more attention to new workers competence, eliminating the need to train them. There are a number of high school graduates, especially vocational schools in dressmaking sector, who have knowledge and skills required in sewing clothes. It is suggested to provide them employment. This action would assist the government in reducing unemployment. Collaborating with educational institutions / schools that have setting up their graduates with sewing skills would reduce expenses, manpower and time utilized by the company. Moreover, in accordance with President Instruction no. 9 in 2016, regarding Vocational schools revitalizing in order to increase quality and competitiveness of Human Resources, among others will align the vocational curriculum with employer requirements' need (link and match) (Muzenda and Duku, 2014).

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