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Adapun susunan kronologi bukti korespondensi dapat dilihat sebagai berikut:

Strategi pengembangan tenaga kerja untuk meningkatkan kualitas output pada industri tas

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ABSTRAK

Penelitian bertujuan merumuskan strategi pengembangan kompetensi tenaga kerja untuk meningkatkan mutu dan kualitas output pada industri tas di Kabupaten Kudus. Populasi penelitian adalah pelaku usaha dan dengan teknik pengambilan sampel random sample, ada 93 yang menjadi responden penelitian. Metode analisis data menggunakan SWOT (*strength, weaknesses, opportunities threats*) analysis. Hasil penelitian menunjukkan bahwa strategi yang tepat untuk mengembangkan ketenagakerjaan di industri tas di Kabupaten Kudus adalah strategi pertumbuhan - tumbuh dan kembangkan (*growth and build strategy*). Strategi tumbuh & kembang ini bersifat intensif yang dilakukan melalui pengembangan kompetensi ketenagakerjaan untuk meningkatkan mutu dan kualitas output tas. Langkah yang dilakukan dengan learning resources yang dirancang (*by designed*) dan pelatihan- pelatihan yang mengacu pada *Competency Based Training*.

Kata Kunci: strategi, pengembangan, tenaga kerja, analisis SWOT

Pendahuluan

Di Kabupaten Kudus, sektor industri merupakan sektor yang paling tinggi kontribusinya terhadap struktur perekonomian daerah atau PDRB kabupaten Kudus. Menurut BPS 2014 terlihat bahwa sektor industri di Kabupaten Kudus menempati urutan teratas dibandingkan dengan sektor ekonomi lainnya dalam kontribusinya terhadap PDRB Kabupaten Kudus. Perkembangan jumlah unit usaha industri kecil dan menengah di Kabupaten Kudus dari tahun ke tahun rata-rata mengalami peningkatan. Namun, Pada tahun 2009, jumlah usaha mikro dan kecil mengalami penurunan sebesar 16,54 % sedangkan pada tahun 2013 jumlah unit usaha mikro dan kecil di Kabupaten Kudus mengalami penurunan yang cukup signifikan sebesar 16,69 %.

Menurut Dinas Perindustrian, Koperasi dan UMKM dalam observasi awal pada tanggal 26 November 2014 menyatakan bahwa industri kecil dan menengah yang

Commented [MW1]: Judul perlu disederhanakan

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banyak dan berkembang pesat di Kabupaten Kudus salah satunya adalah industri konveksi tas. Sekarang tas menjadi salah satu industri yang sangat menggiurkan. Rata-rata penduduk di dunia ini, menghabiskan sebagian dari uangnya untuk membelanjakan tas. Oleh karena itu, para pengusaha sangat tertarik untuk mengembangkan bisnisnya di industri tas. Usaha kecil dan menengah Konveksi tas ini memang perlu ditingkatkan serta diberdayakan karena akan berkontribusi terhadap pertumbuhan ekonomi daerah Kabupaten Kudus. Penurunan jumlah usaha kecil tersebut ternyata berimbas pada produktifitas tas di Kabupaten Kudus.

Data dari Kelompok Usaha Bersama, (2014) menunjukkan bahwa nilai produktifitas dan permintaan tas di Kabupaten Kudus dari tahun 2010 - 2013 mengalami peningkatan. Namun yang menjadi sumber permasalahannya adalah jumlah nilai produktifitas lebih rendah di banding nilai permintaan tas. Sehingga hal ini menandakan bahwa terjadi *gap* atau kesenjangan dalam kebutuhan tas di Kabupaten Kudus.

Observasi awal yang dilakukan pada Bulan Desember 2014 diketahui beberapa permasalahan mendasar yang sering dihadapi industri kecil dan menengah konveksi tas sulit berkembang diantaranya sebagai berikut; Pertama, Masih rendahnya kualitas Sumber Daya Manusia (SDM) pelaku industri; Kedua, Modal yang dimiliki para pengusaha masih kecil, sehingga untuk mengembangkan usahanya masih mengalami beberapa kesulitan; ketiga, Terbatasnya kepemilikan teknologi modern sehingga produksi terbatas jumlahnya.

Sumber Daya Manusia menjadi faktor penentu daya saing perusahaan di pasar. Perkembangan dan persaingan industri tas yang pesat menuntut inovasi dan *skill* tenaga kerja yang tinggi. Oleh karena itu diperlukan strategi pengembangan ketenagakerjaan untuk meningkatkan mutu dan kualitas output pada industri tas di Kab Kudus. Untuk mendukung hal tersebut, maka penelitian ini bermaksud untuk merumuskan strategi pengembangan ketenagakerjaan yang tepat untuk meningkatkan mutu dan kualitas output pada industri tas di Kab Kudus.

Metode Penelitian

Penelitian ini merupakan penelitian yang bersifat *explorative* yaitu penelitian yang tidak melakukan pengujian hipotesis. Penelitian ini difokuskan pada pengidentifikasian kekuatan, kelemahan, peluang, dan ancaman yang dihadapi dari aspek ketenagakerjaan untuk menentukan strategi pengembangan yang tepat sebagai upaya untuk meningkatkan mutu dan kualitas output di industri tas Kabupaten Kudus. Unit analisis dalam penelitian ini adalah industri tas di Kabupaten Kudus.

Populasi dalam penelitian ini adalah unit usaha konveksi tas di Kabupaten Kudus. Metode pengambilan data adalah dengan teknik survey sebanyak 93 unit usaha konveksi tas menjadi sampel dalam penelitian ini. Untuk memperoleh data yang mendukung dalam menyusun kerangka populasi pada tiap daerah, adapun data populasi industri kecil dan menengah konveksi tas di Kabupaten Kudus adalah sebagai berikut.

Tabel 1. Jumlah Industri konveksi Tas di Kabupaten Kudus Tahun 2014

No	Desa	Jumlah UKM Tas
1	Loram Wetan	17
2	Loram Kulon	23
3	Pegunungan	15
4	Gulang	18
5	Gebog	20
	Jumlah	93

Sumber: KUB (Kelompok Usaha Bersama), 2014

Data yang digunakan dalam penelitian ini adalah data sekunder dan primer. Data diperoleh dari BPS dan Pemerintah Daerah Kabupaten Kudus. Data sekunder diperoleh dengan studi dokumenter, studi literatur atau *desk study*. Ada 2 jenis data primer, yaitu data eksternal dan data internal. Data eksternal yaitu data yang diperoleh dari luar pemerintah atau instansi yang diteliti, berupa peluang dan ancaman. Yang termasuk kategori data ini antara lain; persoalan-persoalan yang menyangkut masalah perekonomian, sosial, budaya, demografi, lingkungan dan kebijakan pemerintah, yang secara langsung dan tidak langsung dapat memberikan pengaruh terhadap pengembangan ketenagakerjaan di industri tas di Kabupaten Kudus.

Seluruh informasi tadi kemudian dibuat ke dalam Matriks *External Factors Evaluation* (EFE). Sedangkan data internal diperlukan untuk mengidentifikasi kekuatan dan kelemahan dari obyek yang diteliti. Setelah seluruh informasi terkumpul kemudian disusun ke dalam sebuah matriks yang disebut Matriks *Internal Factors Evaluation* (IFE).

Untuk mencapai tujuan yang hendak dicapai, penelitian ini menggunakan pendekatan dengan menggunakan analisis SWOT untuk menentukan strategi pengembangan ketenagakerjaan di Kabupaten Kudus. Analisis SWOT sangat membantu untuk melakukan asesment tidak hanya di industri- industri besar, tetapi juga di industri- industri kecil dan menengah (Gupta, 2013). Jika semua data (eksternal- dan internal) diperoleh, maka faktor- faktor strategis pengembangan dapat ditentukan berdasarkan matriks SWOT (Khuzaini dan Suwito, 2006).

		Total Skor Evaluasi Faktor Internal		
		4,00 Kuat 3,00	Rata- Rata 2,00	Lemah 1,00
Total Skor Evaluasi Faktor Eksternal	Tinggi	Pertumbuhan I	Pertumbuhan II	Stabilitas III
	Menengah	Pertumbuhan IV	Stabilitas V	Penciutan VI
	Rendah	Pertumbuhan VII	Penciutan VIII	Likuidasi IX

Gambar 1. Matrik EFE dan IFE

Commented [MW3]: Istilah tidak disingkat

Hasil Dan Pembahasan

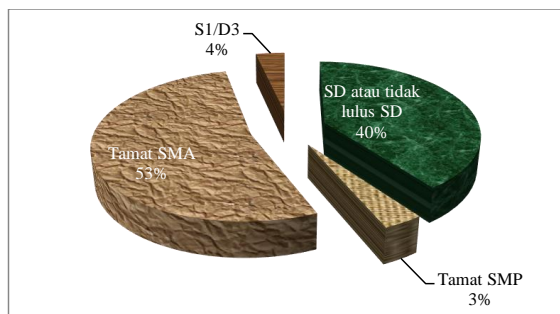
Kabupaten Kudus terbagi dalam 9 kecamatan, 123 desa dan 9 kelurahan, serta 713 Rukun Warga (RW), 3.752 Rukun Tetangga (RT) dan 414 dukuh/ lingkungan. Untuk mengetahui kegiatan produksi industri kecil dan menengah konveksi tas di wilayah Kabupaten Kudus dilakukan wawancara terhadap 85 pengusaha konveksi tas.

Jumlah tersebut menunjukkan adanya kluster industri kecil dan menengah konveksi tas yang ada di Kabupaten Kudus.

Lokasi tersebut yaitu di Kecamatan Jati yaitu Desa Loram Wetan, Desa Loram Kulon. dan Desa Gulang. Kecamatan Bae yaitu Desa Peganjaran dan Desa Gebog. Pemilihan lokasi tersebut berdasarkan data dari Dinas Perindustrian Koperasi dan UMKM bahwa ke lima desa tersebut merupakan desa yang yang terdapat *cluster-cluster* industri kecil dan menengah konveksi tas di Kabupaten Kudus.

Tingkat pendidikan

Jika dilihat dari latar belakang tingkat pendidikan responden, maka terlihat bahwa sebagian besar memiliki latar belakang pendidikan yang tidak tinggi. Hal ini penting untuk diketahui karena latar belakang pendidikan ini sangat menentukan bagi kemungkinan diberikan *up grade* pengetahuan dan teknologi secara lebih efektif dan efisien.



Sumber : data primer diolah

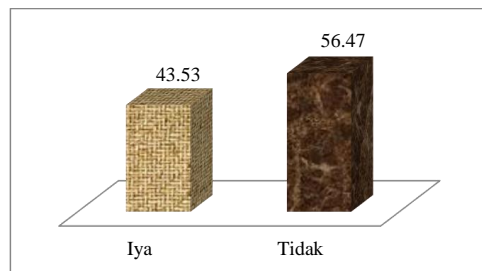
Gambar 2. Tingkat Pendidikan Responden

Gambar 2 menginformasikan bahwa sebagian besar (53%) pekerja di industri tas berpendidikan tamatan SMA. Sementara pekerja yang hanya lulusan SD dan atau tidak lulus SD sebesar 40%. Hal ini menjadi indikasi penting keberhasilan dari proses transfer pengetahuan karena latar belakang pendidikan sangat menentukan bagi kemungkinan diberikannya *up grade* teknologi secara lebih efektif dan efisien.

Spesialisasi Tenaga Kerja

Pemahaman tentang pentingnya pekerja bekerja berdasarkan spesialisasi ternyata sudah banyak dipahami oleh para pelaku usaha di industri tas. Adanya spesialisasi akan dapat meningkatkan produktivitas, karena memungkinkan setiap pekerja mencapai keahlian di bidang tertentu secara maksimal untuk mencapai tujuan usaha yaitu *profit maximization*. Ini terlihat ada lebih dari 95 % pemilik usaha melakukan spesialisasi pekerjaan. Namun, masih ada 4,7% yang tidak mengharuskan spesialisasi dalam tipe pekerjaan.

Spesialisasi pekerjaan yang dilakukan 37,6% mengacu pada pendidikan terakhir, sementara 62,4% melihat keahlian atau kemampuannya. Dengan kata lain, banyak pekerja di industri tas memiliki kemampuan secara otodidak.



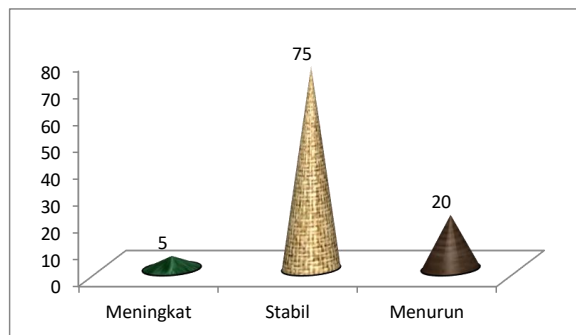
Sumber : Data Primer diolah

Gambar 3. Akses terhadap pelatihan

Pada gambar 3. memperlihatkan bahwa 56,47% pekerja mendapat ketrampilan secara otodidak. Sedangkan kemampuan yang dimiliki karena mendapatkan pelatihan dari pemilik sebanyak 43, 53%. Pelatihan yang diberikan hanya berkisar 1-2 kali dalam setahun, dengan materi utama yaitu pemberian ketrampilan dasar yang dibutuhkan dalam industri tas yaitu menjahit.

Produksi Tas

Hasil produksi industri tas di Kabupaten Kudus dapat dilihat bahwa ada 75% responden mengatakan bahwa tingkat produksi pada industri tas di Kabupaten Kudus berada kondisi stabil/ tetap, hanya 5% yang mengalami peningkatan. Sementara 20% lainnya produksinya malah mengalami penurunan. (Gambar 4)



Sumber : Data Primer, Diolah

Gambar 4. Produksi Tas (%)

Tingkat produksi yang stabil menurut sebagian responden mempunyai arti bahwa meskipun terjadi kenaikan harga jual hal namun tidak berakibat pada penurunan jumlah pembeli. Dengan kata lain, turunnya harga tidak berpengaruh pada output tas yang dihasilkan. Desain tas yang dibuat 48,2% merupakan permintaan pasar, sedangkan 51,8% merupakan hasil desain sendiri. Kondisi tersebut mengharuskan para pengusaha di industri tas harus aktif di bidang marketing dan pemasaran untuk memperoleh pasar. Sementara desain yang dibuat pada industri tas dapat dilihat pada tabel 2

Tabel 2.

Desain yang dibuat di Industri Tas Kudus

Jenis	Responden	%
5	64	75,29
4	7	8,24

3	14	16,47
Jumlah	85	100

Sumber : Data Primer diolah

Pada tabel 5 terlihat bahwa desain yang dibuat oleh pengusaha relatif banyak, berkisar 5 desain (ada 75% responden). Hal ini menunjukkan bahwa para pelaku usaha belum memfokuskan pada keunikan hasil produksi yang dihasilkan.

Analisis SWOT

Analisis lingkungan diperlukan untuk mengidentifikasi faktor- faktor yang menjadi kekuatan (*Strengths*), kelemahan (*Weakness*), peluang (*Opportunities*), dan ancaman (*Threats*) pada Pengembangan Ketenagakerjaan Sebagai Upaya Meningkatkan Mutu Dan Kualitas Output Pada Industri Tas Di Kab Kudus. Hasil dari analisis ini akan digunakan untuk melakukan evaluasi internal (*Internal Factors Evaluation* = IFE) dan evaluasi eksternal (*External Factors Evaluation* = EFE). Berikut ini hasil dari analisis lingkungan pada Pengembangan Ketenagakerjaan Sebagai Upaya Meningkatkan Mutu Dan Kualitas Output Pada Industri Tas Di Kab Kudus;

1. Kekuatan (*Strengths*); Stok tenaga kerja melimpah (banyak), Adanya spesialisasi dalam pekerjaan (menjahit, mengobras, membordir), Pelatihan- pelatihan yang diberikan oleh dinas kepada pekerja bersifat gratis, Materi yang diberikan dalam pelatihan merupakan ketrampilan dasar yang harus dikuasai oleh pekerja di industri tas
2. Kelemahan (*Weakness*); Jenis pelatihan masih belum variatif (sama dari tahun ke tahun), Tingkat pendidikan pekerja relatif masih rendah, Belum ada standar kualitas tas yang baku (*quality control*), Desain dibuat dan ditentukan oleh pengusaha, bukan oleh pasar.
3. Peluang (*Opportunities*); Permintaan tas masih tinggi, Peluang & kesempatan kerja di industri tas masih sangat tinggi, Jenis pekerjaan yang ditawarkan beragam (penjahit, pengobras, pembordir), Tingginya permintaan tas merupakan kesempatan untuk meningkatkan peluang kerja, Tidak terjadi penurunan jumlah pembeli meskipun terjadi kenaikan harga jual.

4. Ancaman (*Threats*); Standar kualitas tas yang diinginkan tidak sesuai dengan yang diberikan, Tingginya persaingan antar pekerja (dengan tingkat keahlian yang sama), Kemampuan dalam menyerap pengetahuan dan teknologi pekerja masih lemah, Frekuensi pendampingan dan pelatihan oleh dinas masih kurang, Kurangnya tenaga terampil, Adanya produk luar yang menjadi pesaing

Evaluasi Faktor Internal (Internal Factors Evaluation = IFE)

Identifikasi internal dilakukan untuk mengetahui kekuatan dan kelemahan yang mempengaruhi pengembangan ketenagakerjaan Industri Tas di Kabupaten Kudus.

Tabel 3. Evaluasi Faktor Internal

Faktor Strategis Internal	Bobot	Rating	Skor	Rangking
Kekuatan				
A Stok tenaga kerja melimpah (banyak)	0,15	3,50	0,52	1
B Adanya spesialisasi dalam pekerjaan (menjahit, mengobras, membordir)	0,12	3,50	0,42	2
C Pelatihan- pelatihan yang diberikan oleh dinas kepada pekerja bersifat gratis	0,12	2,50	0,29	4
D Materi yang diberikan dalam pelatihan merupakan ketrampilan dasar yang harus dikuasai oleh pekerja di industri tas	0,12	3,00	0,36	3
Total Rerataan Skor Kekuatan	0,50		1,59	
Kelemahan				
E Jenis pelatihan masih belum variatif (sama dari tahun ke tahun)	0,12	1,5	0,18	2
F Tingkat pendidikan pekerja relatif masih rendah	0,13	1,0	0,13	4
G Belum ada standar kualitas tas yang baku (<i>quality control</i>)	0,13	1,5	0,20	1
H Desain dibuat dan ditentukan oleh pengusaha, bukan oleh pasar	0,11	1,5	0,17	3
Total Rerataan Skor Kelemahan	0,50		0,68	
Total	1,00		2,27	

Tabel 3 memperlihatkan bahwa total rataan skor untuk faktor kekuatan adalah 1,59 sedangkan rataan skor faktor kelemahan sebesar 0,68. Hal ini menunjukkan

bahwa Industri tas memiliki faktor kekuatan yang lebih besar dibandingkan faktor kelemahan. Oleh karena itu, perajin atau pelaku usaha industri tas harus dapat memanfaatkan dan mengoptimalkan kekuatan dengan lebih meminimalkan kelemahan yang dimiliki untuk meningkatkan kualitas tenaga kerjanya.

Hasil perhitungan tabel 3 memperlihatkan bahwa stok tenaga kerja melimpah (banyak) menjadi kekuatan terbesar pelaku usaha Industri tas. Kekuatan terbesar kedua adalah sudah adanya spesialisasi dalam pekerjaan (menjahit, mengobras, membordir). Dengan spesialisasi pekerjaan, seharusnya waktu pengerjaan bisa semakin cepat karena setiap pekerja dapat fokus pada apa yang dikerjakan. Logikanya, kapasitas produksi dapat meningkat. Sementara itu, belum ada standar kualitas tas yang baku (*quality control*) menjadi kelemahan terbesar yang dirasakan oleh pelaku usaha Industri tas. Kondisi ini terjadi karena pelaku usaha tidak memiliki perencanaan yang tepat. Produksi industri tas akan dilakukan apabila memiliki modal dan industri tas nya laku terjual.

Total skor matriks IFE sebesar 2,27 yang menunjukkan bahwa industri tas berada pada kondisi rata-rata. Kondisi ini menuntut agar pemilik usaha lebih mengoptimalkan kekuatan yang dimiliki dalam mengatasi kelemahannya.

Evaluasi Faktor Eksternal (*External Factors Evaluation = EFE*)

Identifikasi eksternal dilakukan untuk mengetahui peluang dan ancaman yang mempengaruhi perkembangan ketenagakerjaan di industri tas di Kabupaten Kudus. Rating yang diberikan tergantung pada tinggi rendahnya respon yang ditunjukkan oleh perusahaan terhadap peluang dan ancaman.

Pada tabel 4 terlihat bahwa total rata-rata skor untuk faktor kunci peluang sebesar 1,62. Sedangkan total rata-rata skor untuk faktor kunci ancaman adalah sebesar 1,56. Hal ini menunjukkan bahwa faktor kunci peluang lebih besar dibandingkan faktor ancaman, sehingga para pelaku usaha industri tas harus mampu mengoptimalkan peluang yang ada untuk mengatasi ancaman yang dihadapi.

Berdasarkan hasil matriks EFE diperoleh total nilai sebesar 3,18. Hal ini menunjukkan bahwa perajin Industri tas memiliki kemampuan yang tinggi dalam

memanfaatkan peluang eksternal dan menghindari ancaman yang dihadapi pada proses usaha.

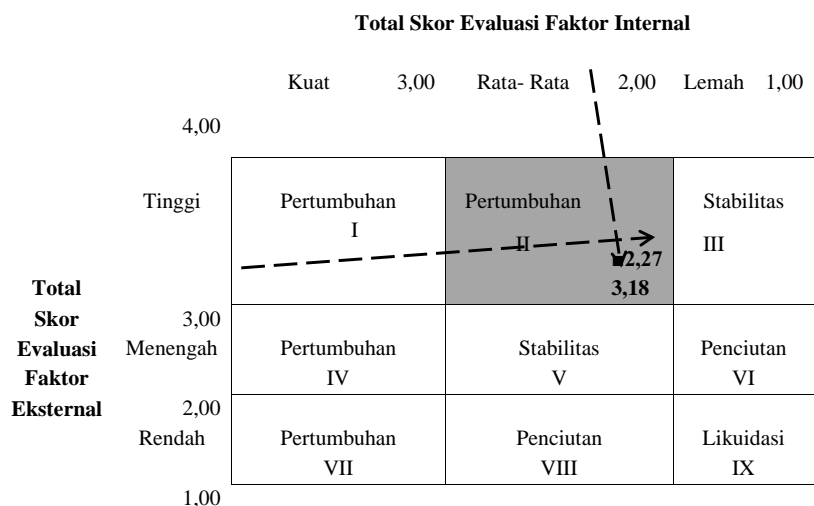
Tabel 4. Evaluasi Faktor Eksternal

Faktor Strategis Internal	Bobot	Rating	Skor	Rangking
Peluang				
A Permintaan tas masih tinggi	0,11	4	0,42	1
B Pangsa pasar industri tas masih sangat tinggi	0,09	3,5	0,32	3
C Jenis pekerjaan yang ditawarkan beragam (penjahit, pengobras, pembordir)	0,09	3	0,26	4
D Tingginya permintaan tas merupakan kesempatan untuk meningkatkan peluang kerja	0,10	3,5	0,35	2
E Tidak terjadi penurunan jumlah pembeli meskipun terjadi kenaikan harga jual	0,09	3	0,26	5
Total Rerataan Skor Peluang	0,47		1,62	
Ancaman				
F Tingginya persaingan antar pekerja (dengan tingkat keahlian yang sama)	0,07	2	0,11	6
G Standar kualitas tas yang diinginkan tidak sesuai dengan yang diberikan	0,10	3	0,25	4
H Kemampuan dalam menyerap pengetahuan dan teknologi pekerja masih lemah	0,09	4	0,33	1
I Frekuensi pendampingan dan pelatihan oleh dinas masih kurang	0,09	4	0,31	3
J Kurangnya tenaga terampil	0,09	4	0,32	2
K Adanya produk luar yang menjadi pesaing	0,08	3	0,24	5
Total Rerataan Skor Ancaman	0,53		1,56	
Total	1,00		3,18	

Hasil perhitungan EFE pada tabel 4 menunjukkan bahwa permintaan pasar yang terus dan makin meningkat menjadi peluang utama serta motivasi pelaku usaha industri tas untuk terus mengembangkan usaha. Hal ini dipicu oleh gaya hidup dimana saat ini orang membutuhkan tas untuk menunjang aktivitas hariannya, seperti bekerja, sekolah, dan bepergian. Bahkan saat ini tas banyak digunakan sebagai cinderamata pada acara-acara tertentu seperti rapat, seminar dan lain sebagainya. Adapun kelemahan terbesar yang dihadapi oleh Industri tas adalah kemampuan dalam menyerap

pengetahuan dan teknologi pekerja masih lemah. Faktor ini menjadi ancaman yang harus diantisipasi karena akan dapat menghambat pengembangannya.

Masing- masing total skor yang diperoleh dari hasil evaluasi faktor internal dan faktor eksternal dipetakan dalam sebuah matrik, yang disebut matriks internal eksternal. Pemetaan ini penting dilakukan untuk pemilihan alternatif strategi yang lebih detail dalam menghadapi persaingan dan perubahan pada upaya Pengembangan Ketenagakerjaan Sebagai Upaya Meningkatkan Mutu Dan Kualitas Output Pada Industri Tas Di Kab Kudus.



Gambar 5. Internal External Matrix

Commented [MW4]: Gunakan istilah yang tepat

Mengacu pada Gambar 5. maka strategi yang ditempuh adalah strategi pertumbuhan - tumbuh dan kembangkan (*growth and build strategy*) yang bersifat intensif berupa pengembangan kompetensi ketenagakerjaan untuk meningkatkan mutu dan kualitas output tas. Langkah yang dilakukan dengan learning resources yang dirancang (*by designed*) sesuai dengan kebutuhan dari pemberi kerja dan memberikan pelatihan- pelatihan yang mengacu pada *Competency Based Training*.

Alternatif- Alternatif Strategi Pengembangan

Perumusan alternatif strategi pengembangan juga dapat dilakukan dengan pembuatan matrik SWOT seperti pada Tabel 5.

Tabel 5. Matriks SWOT Industri tas

IFE	<p>Strenght- S</p> <p>S1. Stok tenaga kerja melimpah (banyak).</p> <p>S2. Adanya spesialisasi dalam pekerjaan (menjahit, mengobras, membordir).</p> <p>S3. Materi yang diberikan dalam pelatihan merupakan ketrampilan dasar yang harus dikuasai oleh pekerja di industri tas.</p> <p>S4. Pelatihan- pelatihan yang diberikan oleh dinas kepada pekerja bersifat gratis</p>	<p>Weakness- W</p> <p>W1. Belum ada standar kualitas tas yang baku (<i>quality control</i>).</p> <p>W2. Jenis pelatihan masih belum variatif (sama dari tahun ke tahun).</p> <p>W3. Desain dibuat dan ditentukan oleh pengusaha, bukan oleh pasar.</p> <p>W4. Tingkat pendidikan pekerja relatif masih rendah</p>
EFE	<p>SO</p> <p>1. Meningkatkan kemampuan pekerja di bidang marketing untuk memperluas jaringan pemasaran.</p> <p>2. Meningkatkan kompetensi pekerja melalui pendidikan formal, pelatihan kerja dan pengembangan produktivitas tenaga kerja.</p> <p>3. Meningkatkan learning resources yang dirancang (<i>by designed</i>) sesuai dengan kebutuhan.</p>	<p>WO</p> <p>1. Meningkatkan kualitas pelatihan yang diberikan mengacu pada (<i>Competency Based Training</i>).</p> <p>2. Mengembangkan kompetensi serta pengetahuan trainer untuk meningkatkan kualitas output (tas) dari segi teknik dan desain lewat pendampingan dan pelatihan oleh dinas dan pakar.</p>
<p>Opportunities- O</p> <p>O1.Permintaan tas masih tinggi</p> <p>O2.Tingginya permintaan tas merupakan kesempatan untuk meningkatkan peluang kerja</p> <p>O3.Pangsa pasar industri tas masih sangat tinggi</p> <p>O4. Jenis pekerjaan yang ditawarkan beragam (penjahit, pengobras, pembordir.</p> <p>O5.Tidak terjadi penurunan jumlah pembeli meskipun terjadi kenaikan harga jual</p>	<p>ST</p> <p>1. Menyelenggarakan pendidikan dasar 9 tahun serta pelatihan- pelatihan yang fleksibel dan berstandar namun biaya terjangkau.</p> <p>2. Mempeluas kesempatan</p>	<p>WT</p> <p>1. Memperkenalkan <i>quality assurance framework</i></p> <p>2. Melakukan sertifikasi kompetensi kerja secara sistematis dan masif dengan pendekatan</p>
<p>Threats- T</p> <p>T1. Kemampuan dalam menyerap pengetahuan dan teknologi pekerja masih lemah</p> <p>T2. Kurangnya tenaga terampil</p>		

<p>T3. Frekuensi pendampingan dan pelatihan oleh dinas masih kurang.</p> <p>T4. Standar kualitas tas yang diinginkan tidak sesuai dengan yang diberikan.</p> <p>T5. Adanya produk luar yang menjadi pesaing</p> <p>T6. Tingginya persaingan antar pekerja (dengan tingkat keahlian yang sama)</p>	<p>kerja dengan arah kebijakan penempatan sesuai dengan kompetensi dan perluasan kesempatan kerja.</p> <p>3. Optimalisasi sumber daya yang ada dan efisiensi pelatihan kerja untuk menekan waktu dan biaya produksi melalui melalui pembinaan program, fasilitas dan sarana instruktur dan tenaga ahli pelatihan, sistem dan pendekatan pelatihan guna menciptakan produk yang sesuai dengan permintaan pasar.</p>	<p>jemput bola (<i>reach out</i>).</p> <p>3. Meningkatkan kuantitas dan kualitas dengan cara menjalin kemitraan dengan pihak lain untuk menghadapi persaingan global serta meraih pangsa pasar yang lebih luas.</p> <p>4. Menyediakan media komunikasi dan promosi pelaku usaha dan pekerja industri tas sebagai upaya untuk mempermudah dan memperluas jaringan Industri tas .</p>
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Sumber: data primer diolah

Strategi *Strenght- Opportunities* (SO)

1. Meningkatkan kemampuan pekerja di bidang marketing untuk memperluas jaringan pemasaran.

Langkah ini perlu dilakukan untuk memenuhi permintaan pasar yang terus meningkat. Melalui promosi, pameran, fashion show dan media- media promosi lainnya keunggulan, keunikan tas dapat diperkenalkan sehingga akan lebih cepat dikenal oleh konsumen. Terlebih lagi dengan mulai diperkenalkannya Kota Semarang sebagai Kota MICE diharapkan akan dapat semakin meningkatkan pangsa pasar Industri tas dari Kabupaten Kudus. Selain lewat pameran, promosi dapat dilakukan lewat penyebaran brosur dan leaflet. Tujuannya, untuk menginformasikan kepada konsumen tentang keberadaan, keunikan dan kekhasan tas. Promosi dapat juga dilakukan dengan mengembangkan metode *networking* serta pemasaran *on-line*. Umumnya pelaku usaha tidak memiliki tenaga pemasaran yang secara khusus menangani pemasaran. Padahal periode ke depan, promosi menjadi aspek penting pada Pengembangan Ketenagakerjaan Sebagai Upaya Meningkatkan Mutu Dan Kualitas Output Pada Industri Tas Di Kab Kudus. Keberhasilan penjualan sangat tergantung dari cara,

metode serta kreativitas pemasaran. Strategi ini sangat penting dilakukan karena Industri tas berada pada fase untuk membuka pangsa pasar yang baru.

2. Meningkatkan kompetensi pekerja melalui pendidikan formal, pelatihan kerja dan pengembangan produktivitas tenaga kerja.

Peningkatan kualitas tenaga kerja dilakukan melalui pendidikan formal, pelatihan kerja dan pendampingan di tempat kerja. Kesemuanya dibuat sebagai satu kesatuan sistem pengembangan ketenagakerjaan yang komprehensif dan terpadu. Pelatihan kerja memerlukan informasi mengenai jenis keterampilan yang dibutuhkan oleh pemberi kerja. Pendampingan membutuhkan tenaga ahli yang berkompeten di bidang.

3. Meningkatkan learning resources yang dirancang (by designed) sesuai dengan kebutuhan.

Pengusaha dan serikat pekerja dalam pengembangan kurikulum dan memastikan bahwa keterampilan yang diajarkan sesuai dengan yang dibutuhkan di tempat kerja modern. Desain dan perencanaan yang dibuat melibatkan tenaga kerja, perguruan tinggi, organisasi buruh, dan pemangku kepentingan lainnya yang datang bersama-sama untuk belajar tentang model kemitraan sektor, termasuk analisis yang efektif industri, keterlibatan majikan, bangunan kemitraan, dan desain program pelatihan industri yang relevan. Selain itu, kurikulum yang digunakan paling tidak harus dapat mencerminkan apa yang diinginkan oleh pemberi kerja atau dunia kerja yang mengandung unsur *knowledge, skills* dan *attitudes*.

Strategi Strength-Threats (ST)

1. Menyelenggarakan pendidikan dasar 9 tahun serta pelatihan- pelatihan yang fleksibel dan berstandar namun biaya terjangkau.

Dalam rangka memasarkan output secara lebih luas dan kompetitif di pasar dunia, maka produk-produk tersebut harus dikerjakan oleh tenaga kerja terampil yang dihasilkan melalui sistem pelatihan yang fleksibel berstandar internasional namun biaya yang dikeluarkan terjangkau oleh pekerja. Sistem pelatihan harus berorientasi pada *market driven* disesuaikan dengan perubahan teknologi, perubahan struktur ekonomi.

Strategi ini harus dipenuhi untuk memastikan semua siswa di program kejuruan, calon pekerja, memiliki kemampuan dasar berhitung dan keaksaraan yang cukup untuk mendukung *lifelong learning* dan pengembangan karir, terutama untuk menjamin dan mendukung adanya transfer pengetahuan dan teknologi. *Lifelong learning* adalah belajar ketrampilan baru dan memperoleh pengetahuan baru yang tak terbatas, terutama untuk menjamin dan mendukung adanya transfer pengetahuan dan teknologi (Richardo, 2008). Selain itu, perlu adanya perubahan dunia pendidikan dari yang bersifat umum menjadi kejuruan dan ketrampilan, khususnya untuk jangka pendek dan menengah. Pembaharuan bentuk pelatihan dari yang umum menjadi aplikasi teknologi, merupakan terobosan untuk mengimbangi percepatan laju perkembangan teknologi.

2. *Mempeluas kesempatan kerja dengan arah kebijakan penempatan sesuai dengan kompetensi tenaga kerja.*

Kebijakan sektoral menjadi ujung tombak dalam penciptaan kesempatan kerja. Dibutuhkan kerjasama antar dinas tenaga kerja dengan dinas UKM dalam pemenuhan tenaga kerja. Hal ini disebabkan karena dinas tenaga kerja merupakan penyedia informasi mengenai lapangan pekerjaan yang sedang dibutuhkan serta memberikan masukan terhadap calon tenaga kerja baru. Sementara dinas UKM memberikan wadah pelatihan dan tata cara menjahit dan mendesain tas dengan jaminan tenaga kerja yang dihasilkan memiliki kompetensi.

3. *Optimalisasi sumber daya yang ada dan efisiensi pelatihan kerja untuk menekan waktu dan biaya produksi melalui melalui pembinaan program, fasilitas dan sarana instruktur dan tenaga ahli pelatihan, sistem dan pendekatan pelatihan guna menciptakan produk yang sesuai dengan permintaan pasar.*

Biasanya tenaga kerja yang dimiliki oleh pekerja memiliki sifat yang loyal dan bekerja keras, tetapi mereka mengalami kekurangan yaitu lemah dalam mengikuti perubahan pasar. Dalam pengembangan produk, pekerja masih menawarkan industri tas berdasarkan motif yang mereka yakini laku di pasar, belum melibatkan konsumen dalam pengembangan produk. Industri tas akan lebih diterima oleh konsumen apabila dihasilkan sesuai dengan motif, desain dan keinginan konsumen. Oleh karena itu,

penguasaan teknologi dan informasi akan sangat membantu pekerja mengetahui variasi dari motif dan desain yang sesuai dengan *market demand*. Pekerja dapat belajar banyak keterampilan di tempat kerja baik secara informal maupun pelatihan formal. Oleh karena itu, pelatihan tersebut tidak bisa hanya diserahkan kepada pengusaha karena beberapa alasan. Pertama, Perusahaan memberikan *firm-specific training* kepada pekerjanya, namun perusahaan hanya punya sedikit insentif untuk dapat memberikan *training for general skills*. Perusahaan juga mungkin menghadapi hambatan atau terlalu kecil untuk dapat memberikan pelatihan yang efektif. Kedua, Pengusaha mungkin enggan merekrut *fresh graduate* kecuali mereka yang "siap kerja", karena mahal biaya pelatihan. Ketiga, angkatan kerja yang sangat terampil dapat mendorong investasi di dalam negeri, sementara keterampilan pekerja diharapkan dapat meningkatkan keterampilan rekan kerja (misalnya menciptakan "spillovers" positif).

Strategi Weakness- Opportunities (WO)

1. *Meningkatkan kualitas pelatihan yang diberikan mengacu pada Competency Based Training.*

Competency Based Training merupakan salah satu bagian pokok reformasi pelatihan. Pembentukan *Competency Based Training* mengikutsertakan industri untuk merancang, membangun dan melaksanakan pelatihan (Martina, 2012). Dengan demikian implementasi pelatihan akan diterima oleh industri dan hasil pelatihan akan bersifat responsif pada kebutuhan industri. Salah satu kunci keberhasilan *Competency Based Training* adalah adanya penilaian kemampuan dari tingkat ketrampilan tertentu dan pemberian sertifikat yang harus disesuaikan dengan tingkat pengetahuan, keahlian serta sikap mental sesuai yang dipersyaratkan dalam standar kompetensi nasional [*National Competency Standard*]. Untuk itu langkah awal yang dilakukan adalah dengan membuat standar kompetensi kerja ketrampilan dari pekerja sesuai dengan bidang kerjanya masing-masing. Selain itu, perlu dibuat penyusunan standar kerja, kurikulum modular, belajar dan bahan ajar, prosedur penilaian dan evaluasi, sertifikasi dan lingkungan pelatihan yang tepat, konseling dan bimbingan pelayanan, akreditasi modul pelatihan disampaikan oleh BLK dalam akreditasi kelembagaan.

2. *Mengembangkan kompetensi serta pengetahuan trainer untuk meningkatkan kualitas output (tas) dari segi teknik dan desain lewat pendampingan dan pelatihan oleh dinas dan pakar.*

Pendampingan sangat diperlukan tidak hanya untuk menjaga kontinuitas produksi, tetapi juga dalam hal kualitas output. *Up-grade* teknologi bagi pekerja merupakan istilah yang masih dianggap mewah. Pekerja mengaku bahwa telah menerapkan penggunaan mesin jahit listrik, mesin obras, mesin potong listrik. Ternyata masih banyak ditemui penggunaan mesin jahit manual, gunting potong sebagai peralatan membuat tas sehari-hari dan frekuensi penggunaannya lebih banyak. Padahal, teknologi tepat guna diyakini memudahkan pelaku usaha dalam proses pembuatan tas. Namun, teknologi yang dipakai masih semi manual dan sederhana sekali. Teknik dan pembuatan desain tas juga masih sederhana. Oleh karena itu, pemberian jasa-jasa pelatihan tentang *up-grade* teknologi serta pendampingan perlu dilakukan oleh berbagai dinas yang terkait diantaranya dinas perindustrian dan perdagangan, dinas koperasi dan UMKM serta asosiasi pengusaha industri tas.

Strategi Weakness -Threats (WT)

1. *Memperkenalkan quality assurance framework.*

Mendorong pengembangan dan penentuan *regional quality assurance framework* (RQAF) sebagai langkah awal mendapat pengakuan kualifikasi ketenagakerjaan di lingkup regional (daya saing tenaga kerja). Program RQAF ini dapat mempromosikan ketrampilan para tenaga kerja yang memenuhi kualifikasi sesuai dengan kebutuhan industri, dimana kualifikasi tersebut dapat berupa tingkat pendidikan dan sertifikat kompetensi kerja yang dimiliki tenaga kerja (Ruiz, 2012). Program ini juga membantu tenaga kerja agar dapat meyakinkan kepada organisasi/ industri/ kliennya bahwa dirinya kompeten dalam bekerja atau menghasilkan produk atau jasa dan meningkatkan percaya diri.

2. *Melakukan sertifikasi kompetensi kerja secara sistematis dan masif dengan pendekatan jemput bola (reach out).*

Pemerintah jangan bersikap pasif, tetapi harus jemput bola mendatangi komunitas pekerja profesional. Agar program sertifikasi ini bisa diikuti sebanyak-banyaknya pekerja Indonesia, sarana menuju sertifikasi seperti pendidikan, khususnya pendidikan profesi dan kejuruan serta pusat-pusat pelatihan yang layak dan berstandar internasional, harus dibangun. Dengan begitu, akan tercipta suatu *link-train-match* sebagai upaya perluasan penyerapan tenaga kerja. Tugas ini tak harus melulu harus dilakukan oleh pemerintah, tetapi bisa juga pihak swasta dan pelaku usaha, mengingat banyak balai latihan kerja yang berkualitas sangat bagus dimiliki swasta. Dengan adanya strategi ini diharapkan memacu generasi muda semakin berpeluang untuk mengembangkan potensi SDM berbasis kompetensi sesuai dengan bidang profesi yang ditekuni melalui pelatihan – pelatihan keahlian khusus yang bersertifikasi sesuai dengan Standar Kompetensi Kerja Nasional Indonesia (SKKNI). Selain itu manfaat sertifikasi untuk industri yaitu membantu meyakinkan kepada kliennya bahwa produk/jasanya telah dibuat oleh tenaga-tenaga yang kompeten, dan membantu memastikan *link and match* antara kompetensi lulusan dengan tuntutan kompetensi dunia industri. (Henrich, 2008)

3. *Meningkatkan kuantitas dan kualitas dengan cara menjalin kemitraan dengan pihak lain untuk menghadapi persaingan global serta meraih pangsa pasar yang lebih luas.*

Kesempatan bermitra dengan pihak lain merupakan peluang yang bagus untuk terus dioptimalkan. Hal ini dilandasi karena pelaku usaha Industri tas mengakui bahwa dengan bermitra ada banyak keuntungan yang dapat diperoleh terutama untuk mengatasi masalah memasarkan produk dan mencari bahan baku. Namun, saat ini kemitraan antar pelaku usaha industri tas masih belum berjalan secara optimal. Belum optimalnya ditandai dengan masih sedikitnya manfaat yang diterima. Pameran yang dilakukan tidak bisa mencakup semua anggota. Selain itu, informasi-informasi diperoleh tidak sempurna sehingga mereka kesulitan untuk menindaklanjuti. Hal ini tidak hanya terkait dengan masalah pemasaran, tetapi juga pengadaan bahan baku. Padahal di sisi yang lain,

sekarang banyak sekali permintaan yang dilakukan oleh instansi pemerintah dan swasta terkait dengan promosi yang dilakukan Pemprov Jawa Tengah untuk ikut menggaungkan “Visit Jawa Tengah Year 2013”.

4. *Menyediakan media komunikasi dan promosi pelaku usaha dan pekerja industri tas sebagai upaya untuk mempermudah dan memperluas jaringan Industri tas .*

Untuk mempermudah promosi dari Industri tas diperlukan suatu wadah untuk membantu memasarkan dan mengembangkan produk industri tas serta sarana pengembangan kerajinan industri tas sebagai obyek wisata industri tas di Kota Semarang. Dengan pengadaan suatu media dan fasilitas seperti membuat sebuah “Pusat Informasi, Promosi dan Perdagangan Kerajinan Industri tas ” dapat dipakai untuk meningkatkan eksistensi industri tas sebagai salah satu potensi industri dan pariwisata di Kota Semarang. Fasilitas tersebut diharapkan dapat membantu dan mendukung industri kerajinan industri tas agar tidak semakin tenggelam, yaitu berupa usaha pengenalan, pengembangan dan pemasaran kerajinan industri tas terutama bagi industri kecil untuk saling tukar keahlian dan informasi.

Simpulan

Pada Pengembangan ketenagakerjaan industri tas di Kabupaten Kudus, faktor-faktor yang menjadi kekuatan antara lain Stok tenaga kerja melimpah (banyak), Adanya spesialisasi dalam pekerjaan (menjahit, mengobras, membordir), Pelatihan- pelatihan yang diberikan oleh dinas kepada pekerja bersifat gratis dan Materi yang diberikan dalam pelatihan merupakan ketrampilan dasar yang harus dikuasai oleh pekerja di industri tas. Sedangkan kelemahan yang ada, faktor- faktornya antara lain; Jenis pelatihan masih belum variatif (sama dari tahun ke tahun), Tingkat pendidikan pekerja relatif masih rendah, Belum ada standar kualitas tas yang baku (*quality control*), dan Desain dibuat dan ditentukan oleh pengusaha, bukan oleh pasar.

Faktor peluang yang dihadapi pada pengembangan ketenagakerjaan pada industri tas di Kabupaten Kudus, antara lain; Permintaan tas masih tinggi, kesempatan kerja di industri tas masih sangat tinggi, Jenis pekerjaan yang ditawarkan beragam (penjahit, pengobras, pembordir), Tingginya peluang kerja, Tidak terjadi penurunan

jumlah pembeli meskipun terjadi kenaikan harga jual. Faktor eksternal lain yaitu ancaman yang dihadapi antara lain; Tingginya persaingan antar pekerja (dengan tingkat keahlian yang sama), Standar kualitas tas yang diinginkan tidak sesuai dengan yang diberikan, Kemampuan dalam menyerap pengetahuan dan teknologi pekerja masih lemah, Frekuensi pendampingan dan pelatihan oleh dinas masih kurang, Kurangnya tenaga terampil dan Adanya produk luar yang menjadi pesaing.

Pengembangan ketenagakerjaan di industri tas di Kabupaten Kudus memiliki total skor matriks IFE sebesar 2,27 dan total nilai EFE sebesar 3,18. Mengacu pada nilai- nilai tersebut maka pada matriks IE, posisinya berada pada sel II. Strategi yang ditempuh pada posisi ini adalah strategi pertumbuhan - tumbuh dan kembangkan (*growth and build strategy*). Strategi perkembangan ketenagakerjaan di industri tas di Kabupaten Kudus yaitu strategi tumbuh & kembang yang bersifat intensif berupa pengembangan kompetensi ketenagakerjaan untuk meningkatkan mutu dan kualitas output tas. Langkah yang dilakukan dengan learning resources yang dirancang (*by designed*) sesuai dengan kebutuhan dari pemberi kerja dan memberikan pelatihan-pelatihan yang mengacu pada *Competency Based Training*.

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> Pak? Karena kami ada raker fakultas 4 hari di Magelang.Biasanya full, td

> bisa disambi Pak.Terima Kasih

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Salam,
Maya



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Labor Development Strategy in the Bags Industry

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Abstract

The research aims to formulate strategies for improving the labor competencies in the bag industry in Kudus Regency. Population of this study is business players and then sample is collected with technique of random samples. Data is analysed using the SWOT analysis (Strength, Weaknesses, Opportunities, and Threats). The results showed that the proper strategy for improving employment in the bag industry is growth and build strategy. Growth and development strategy is intensive action undertaken through the development of labor competencies to improve the quality of output. It's can be made with creating the learning resources by design method and trainings refers to the Competency Based Training (CBT).

Keywords : Strategy, Development, Competency, SWOT analysis

INTRODUCTION

In Kudu Regency, The industrial sector is a sector which the highest contribution to economy structure or GDP of the regions. According to the BPS 2014 that industrial sector in Kudus Regency is the top compared with the other economic sectors. The development of the total business unit industry small and medium in Kudus Regency from year to year is the average increased. However, In 2009, the number of of micro and small businesses decreased by 16,54 % while in 2013 the number of units of micro and small businesses in Kudus Regency decreased significantly by 16,69 %.

According to the Department of Industry, Cooperatives and SMEs in the initial observations on 26 November 2014 stated that the small and medium industry are many and growing rapidly in Kudus regency, one of them is bag industry. Now, bag industry is one of the lucrative industries. The average populations in the world

are spending most of his money to spend bag. Therefore, entrepreneurs are very keen to develop its business in the bag industry. This small and medium enterprises need to be improved and empowered because it will contribute to economic growth in the region Kudus District. Decreasing the number of small businesses will give an impact to productivity of bag in Kudus..

Data from the Joint of Business Group, (2014) showed that the value of productivity and demand for bags in Kudus regency of the year 2010-2013 has increased. But the value of bag productivity is lower than the value of its demand. So, it indicates that there is a gap in the bag needs in Kudus.

Preliminary observations made in the month December 2014 notes that several fundamental problems are often faced by small and medium industries are First, the quality of Human Resources is still low; Second, Capital owned entrepreneurs are still small, so they face some difficulties when expand its business; Third, limited ownership of modern technology that caused a limited production.

Human Resources become the determining factor of competitiveness in the market. Development and rapid competition in bag industry requires innovation and high-skill labor. Therefore we need labor development strategy to improve the quality of output in the bag industry in Kudus. So, this study intends to formulate appropriate labor development strategy to improve quality and quantity of output in the bag industry in Kudus.

RESEARCH METHODOLOGY

This research does not perform hypothesis testing. This study focused on identifying the strengths, weaknesses, opportunities and threats faced by employment. Then it uses to determine an appropriate development strategy in an effort to improve the quality of output in the industrial bags in Kudus District. The unit of analysis in this study is the bag industry in Kudus.

Population in this study is a business unit of bag convections in Kudus. The data collection method is survey of 93 business units. The population data of bag industries in Kudus regency is as follows.

Table 1. Bag industries in Kudus Regency 2014

No	Village	Small and micro enterprises (unit)
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1	Loram Wetan	17
2	Loram Kulon	23
3	Pegunungan	15
4	Gulang	18
5	Gebog	20
	Total	93

Source : Joint of Business Group (KUB), 2014

Data in this research are secondary and primary data. Data obtained from the BPS and the Government of Kudus District. Secondary data were obtained with the documentary studies, literature or a desk study. There are two types of primary data, the external data and internal data. External data is data and information from outside government or linked agency, such as opportunities and threats. Data included in this categories are issues related to economic issues, social, cultural, demographic, environmental and government policy, that directly and indirectly can influence on the development of employment in the bag industry in Kudus. Then, all information was made into Matrix of External Factors Evaluation (EFE). Internal data is necessary to identify the strengths and weaknesses of the object studied. After all the information were collected, then organized into a matrix called Internal Factors Evaluation (IFE) Matrix. (Rangkuti, 2009)

This study uses SWOT analysis to determine the development strategy of labor in Kudus district. SWOT analysis is helpful to conduct the assessment not only in the big industries, but also in small and medium industries (Gupta, 2013). If all data (eksternal - and internal) is obtained, then the development of strategic factors can be determined based on the SWOT matrix (Khuzaini and Suwito, 2006).

		Total Score of IFE		
		Strong 3,00	Average 2,00	Weak 1,00
Total Score of EFE	High 4,00	Growth I	Growth II	Stability III
	Medium 3,00	Growth IV	Stability V	Contraction VI
	Low 2,00	Growth VII	Contraction VIII	Liquidity IX

Picture 1. Matrix of EFE and IFE

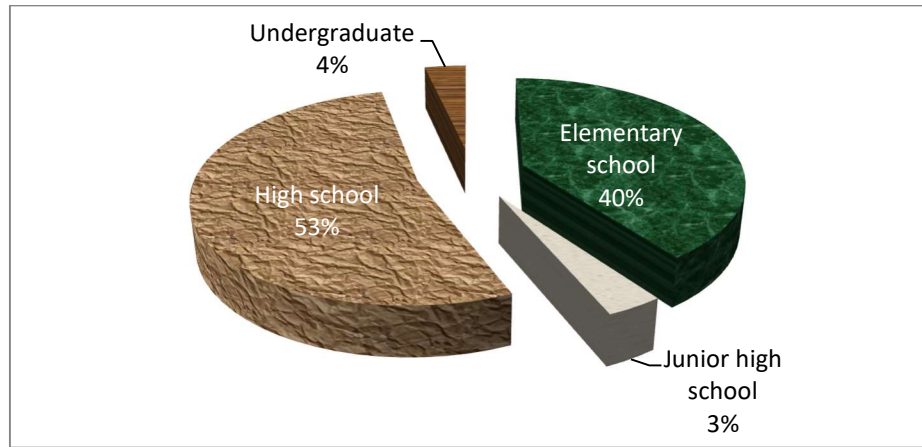
RESULT AND DISCUSSION

Kudus District is divided into 9 sub districts, 132 villages, and 414 hamlet. Interview with 85 entrepreneurs of bag convections were conducted to determining activity of bag industry. The number indicates the existence clusters of small medium of bag convections in Kudus.

Research was conducted in many village such Loram Wetan, Loram Kulon, Gulang. Pegunungan and Gebog. Department of Industry, Cooperatives and SMEs states that these are villages which contained industrial clusters of small and medium bags in Kudus.

Level of education

If viewed from a background level of respondent's education, it could seen that most of them have a low educational background. It is important because the educational background is crucial for up grading of knowledge and technology more effectively and efficiently.



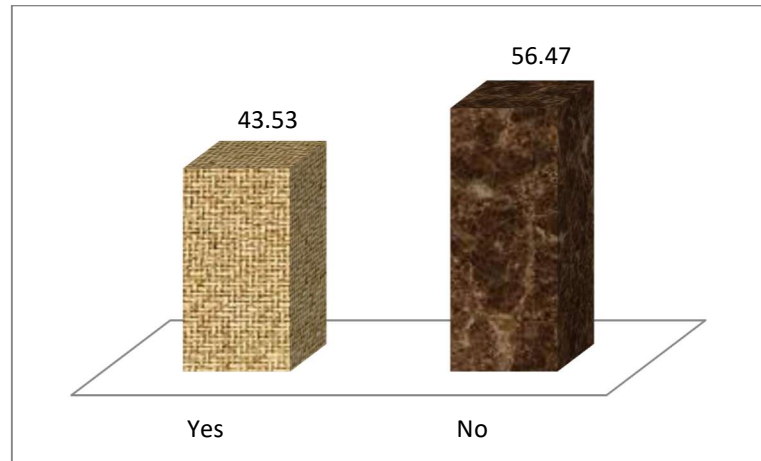
Source: Primary Data

Figure 2. Respondent Education

Figure 2 informs that 53% of workers in the bag industry are high school graduates. Meanwhile workers who only finished elementary school and not graduate are 40%. This becomes an important indication of unsuccessfully the transfer process caused by a low educational background knowledge.

Specialization of Labor

An understanding of the importance of work based on specialization of workers was already widely understood by businesses in the industrial bags. Specialization will be able to increase productivity, because each worker optimally, will reach a certain expertise to achieve the business objectives of profit maximization. It looks more than 95% of business owners do the job specialization. However, there are still 4.7%, which does not require that specializes in this type of work. Specialization work performed 37.6% refers to last education, while 62.4% based on skill or ability. In other words, many workers in the bag industry have the ability to be self-taught.



Source: Primary Data

Figure 3. Access to training

In Figure 3 shows that 56.47% of the workers got a self-taught skills. Meanwhile the capabilities was got from training of the owner as much as 43, 53%. Training provided only about 1-2 times a year, with the main material is giving the basic skills needed in the industry, sewing the bag.

Production of Bags

There are 75% of respondents said that production level in the bag industry in Kudus was stable, only 5% were increased. Meanwhile 20% were decreased. Production levels were stable, according to some respondents means that despite the price is increase, but it does not result in a decrease in the number of buyers. In other words, decline in prices has no effect on output. Bag designs are made of 48.2% from a market demand, while 51.8% is the result of his own design. The conditions require that employers in the bag industry to be active in marketing to gain the market.

Table 2.
Designs bag are made in Kudus

Type	Respondents	%
5	64	75,29
4	7	8,24
3	14	16,47
Total	85	100

Source: Primary Data

Table 2 shows that design made by employers are relatively numerous, ranging from 5 designs (75% of respondents). It's state that the entrepreneurs have not focused on uniqueness of the resulting production.

SWOT analysis

Environmental analysis is needed to identify factors into strengths, weakness, opportunities and threats. Results of this analysis will be used to conduct an internal evaluation (Internal Factors Evaluation = IFE) and external evaluation (External Factors Evaluation = EFE). Here are the results of the environmental analysis at the labor development to improve quality and quantity output in bag industry in Kudus;

1. **Strengths;** Stock of labor are abundant, existence of specialization in work (sewing, embroidery), trainings given by the department is free to workers, training material is basic skills that should be mastered by workers in the bags industry;
2. **Weakness;** This type of training is still not varied (same from year to year), educational level of workers is still relatively low; There are no standardized of bag's quality (weak quality control), Design created and defined by the employer, not by the market.

3. **Opportunities** ; Request for bag is still high; Job opportunities in the bag industry is still wide open; Types of jobs are offered vary (tailor, embroidery, 'pengobras'); High demand for the bag is an opportunity to increase employment opportunities, buyers does not decrease despite sales price is increase.
4. **Threats**; High competition among workers (with the same level of expertise); The desired quality standards are not in accordance with the given; Ability to absorb for knowledge and technology workers are still weak; Frequency of mentoring and training by the department is still lacking; Lack of skilled labor; The existance foreign products especially bag become competitors.

Internal Factors Evaluation (Internal Factors Evaluation = IFE)

Internal identification is performed to determine strengths and weakness that affect labor development in the bags Industry.

Table 3. Internal Factors Evaluation

	Internal Factors	Quality	Rating	Score	Ranking
	Strenght				
A	Stock of labor are abundant	0,15	3,50	0,52	1
B	existence of specialization in work (sewing, embroidery)	0,12	3,50	0,42	2
C	trainings given by the department is free to workers	0,12	2,50	0,29	4
D	training material is basic skills that should be mastered by workers in the bags industry	0,12	3,00	0,36	3
	The mean total score of Strength	0,50		1,59	
	Weakness				
E	Type of training is still not varied (same from year to year)	0,12	1,5	0,18	2
F	educational level of workers is still relatively low	0,13	1,0	0,13	4

G	There are no standardized of bag's quality (weak quality control)	0,13	1,5	0,20	1
H	Design created and defined by the employer, not by the market	0,11	1,5	0,17	3
	The mean total score of Weakness	0,50		0,68	
	Total	1,00		2,27	

Table 3 shows that the average total score for strength factor is 1.59, while the average score of weakness factor is 0.68. This shows that bag industry has a greater power factor than weakness. Therefore, entrepreneurs should be able to take advantage of industrial bags and optimize the strength to further minimize weaknesses to improve the quality of its workforce.

Moreover, Table 3 shows that stock of labor are abundant became the largest force of businesses bag industry. The second largest force is existence of specialization in work (sewing, embroidery). With specialization, working time should be faster because each worker can focus on what is done. Logically, productivity can be increased. Meanwhile, there has been no standardized of bag's quality (weak quality control) be the greatest weakness perceived by businesses bag industry . This condition occurs because businesses do not have proper planning. Production will be done if entrepreneur has a capital and bags have been sold. Total score of IFE matrix is 2.27 which indicates that bags industry are in average condition. It means, business owners optimize the strength to overcome their weaknesses.

External Factors Evaluation (External Factors Evaluation = EFE)

External identification conducted to determine the opportunities and threats that affect the development of labor in the bag industry in Kudus. Rating had given depending on the response shown by the company towards the opportunities and

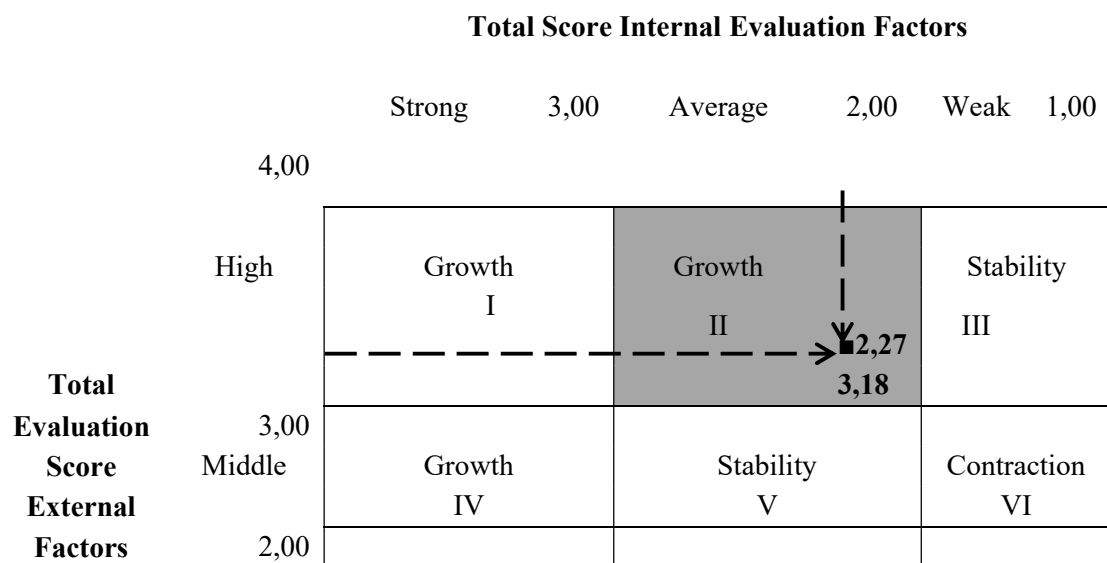
threats. Table 4 shows that the total average of scores for the key factor of opportunities is 1.62. However, the average total score for the threat is a key factor of 1.56. It suggests that opportunity is the key factor which greater than threat. So, the bag industry businesses should be able to optimize the existence opportunities to address the threat. Based on EFE matrix, the total value is obtained by 3.18. This suggests that crafters bag industry has a high ability to take advantage of external opportunities and avoid the threats facing the business process.

Table 4. External Factors Evaluation

Internal Factors		Quality	Rating	Score	Ranking
Opportunity					
A	Request for bag is still high	0,11	4	0,42	1
B	Job opportunities in the bag industry is still wide open	0,09	3,5	0,32	3
C	Types of jobs are offered vary (tailor, embroidery, 'pengobras')	0,09	3	0,26	4
D	High demand for the bag is an opportunity to increase employment opportunities	0,10	3,5	0,35	2
E	buyers does not decrease despite sales price is increase.	0,09	3	0,26	5
The mean total score of Opportunity		0,47		1,62	
Threats					
F	High competition among workers (with the same level of expertise)	0,07	2	0,11	6
G	The desired quality standards are not in accordance with the given	0,10	3	0,25	4
H	Ability to absorb for knowledge and technology workers remains weak	0,09	4	0,33	1
I	Frequency of mentoring and training by the department is still lacking	0,09	4	0,31	3
J	Lack of skilled labor	0,09	4	0,32	2
K	The existence foreign products especially bag become competitors	0,08	3	0,24	5
The mean total score of Threats		0,53		1,56	
Total		1,00		3,18	

Table 4 shows that market demands which growing up become the main opportunities and motivation for bag industry to expand the business. This is triggered by today's lifestyle where people need bags to support the daily activities, such as work, school, and traveling. Even today the bag is widely used as a souvenir on specific events such as meetings, seminars and others. The biggest weakness faced by the bag industry is the ability to absorb knowledge and technology workers are still weak. This factor is a threat that must be anticipated because it can hinder product quality.

Each total score obtained from the evaluation of internal factors and external factors mapped in a matrix, called external internal matrix. This mapping is important to the selection of strategic alternatives in more detail to face competition and changes to improve quality and quantity of output in the bag industry in Kudus. Referring to Figure 5, the strategy pursued is the growth and builds strategy. This strategy is labor-intensive form of competence development for improving the quality of the bag. Learning resources is designed in accordance with the needs of employers and trainings is provided refers to the Competency Based Training (CBT).



Low	Growth VII	Contraction VIII	Liquidity IX
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1,00

Picture 5. Internal External Matrix

Alternatives Development Strategy

Alternatives formulation development strategy can also be done by making the SWOT matrix as shown in Table 5.

Table 5. Bag Industry SWOT matrix

IFE	<p>Strenght- S</p> <p>S1. Stock of labor is abundant.</p> <p>S2. Existence of specialization in work (sewing, embroidery).</p> <p>S3. Training material is basic skills that should be mastered by workers in the bags industry.</p> <p>S4. Trainings given by the department is free to workers</p>	<p>Weakness- W</p> <p>W1. There are no standardized of bag's quality (weak quality control).</p> <p>W2. This type of training is still not varied (same from year to year).</p> <p>W3. Design created and defined by the employer, not by the market.</p> <p>W4. educational level of workers is still relatively low</p>
EFE	<p>SO</p> <p>1. Improving the ability of workers in the field of marketing to expand the marketing network.</p> <p>2. Improving the competence of employees through formal education, vocational training and the development of labor productivity.</p> <p>3. Improving the learning resources is designed as needed.</p>	<p>WO</p> <p>1. Improving the quality of training provided refers to (Competency Based Training).</p> <p>2. Developing competence and knowledge trainers to improve the quality of the output (bag) in terms of technique and design through mentoring and training by departments and experts.</p>
<p>Opportunities- O</p> <p>O1. Request for bag is still high</p> <p>O2. High demand for the bag is an opportunity to increase employment opportunities</p> <p>O3. Job opportunities in the bag industry is still wide open</p> <p>O4. Types of jobs are offered vary (tailor, embroidery, 'pengobras')</p> <p>O5. buyers does not decrease despite sales price is increase</p>		

Threats- T	ST	WT
<p>T1. Ability to absorb for knowledge and technology workers are still weak</p> <p>T2. Lack of skilled labor</p> <p>T3. Frequency of mentoring and training by the department is still lacking.</p> <p>T4. The desired quality standards are not in accordance with the given.</p> <p>T5. The existence foreign products especially for bags become competitors</p> <p>T6. High competition among workers (with the same level of expertise)</p>	<ol style="list-style-type: none"> 1. Holding a 9-year basic education and training in a flexible and standardized yet affordable cost. 2. Expanding employment opportunities with a placement policy direction in accordance with the competence and expansion of employment opportunities. 3. Optimization of existing resources and the efficiency of job training to minimize time and cost of production through coaching programs, facilities and instructors and expert training, systems and training approaches to create products according to market demand. 	<ol style="list-style-type: none"> 1. Introducing quality assurance framework 2. Certify competence in a systematic and massive work with the proactive approach (reach out). 3. Improve the quantity and quality by partnering with others to face global competition and gain greater market share. 4. Providing communication media and the promotion of business operators and workers of industrial bags in an effort to simplify and expand the network Industrial bags.

Source : Primary Data

Strength- Opportunities (SO) Strategy

1. *Improving the ability of workers in the field of marketing to expand the marketing network.*

This strategy needs to be done to meet the increasing market demand. Through promotions, exhibitions, fashion shows and other promotional media excellence, uniqueness bags can be introduced so that it will be quickly recognized by consumers. Moreover, by starting the introduction of Semarang as MICE City is expected to further increase market share Industry bag of Kudus. In addition to the exhibition, promotion can be done through distribution of brochures and leaflets. The goal is, give information to consumers about the existence, uniqueness and distinctiveness bag. Promotions can also be done by developing networking and on-line marketing. Generally, businesses do not have a sales force

that specifically handles the marketing. The period ahead, promotion is an important aspect in labor development as an effort to improve quality and quantity in bags industry. Sales success is highly dependent on the means, methods and creativity of marketing. It is very important because bags industry is in the phase to open a new market share.

2. *Improving the competence of employees through formal education, vocational training and the development of labor productivity.*

Improving the quality of the labor is done through formal education, job training and mentoring in the workplace (Hasan, 2011). All are made as an integrated system development of comprehensive and integrated employment. Job training requires information about the types of skills required by employers. Mentoring requires competent experts in the field.

3. *Improving the learning resources is designed as needed.*

Employers and unions in curriculum development and ensure that the skills taught in accordance with what is needed in the modern workplace. Design and planning made involving labor, universities, labor organizations, and other stakeholders who come together to learn about the partnership model sector, including effective analysis industry, the involvement of employers, building partnerships, and the design of training programs relevant industries, In addition, the curriculum used at least be able to reflect what is desired by the employer or the world of work contains elements of knowledge, skills and attitudes.

Strength-Threats (ST) Strategy

1. *Holding a 9-year basic education and training in a flexible and standardized yet affordable cost.*

In order to get the market more widely and be competitive in the world, the bags must be made by a skilled workforce. That is produced through a flexible training system with standard of international but reasonable expenses incurred by the worker. The training system should be oriented towards market driven adapted to

changes in technology, changes in the economic structure. This strategy must be met to ensure all students in vocational programs, aspirants, have basic skills numeracy and literacy sufficient to support lifelong learning and career development, especially to ensure and support the transfer of knowledge and technology. Lifelong learning is learning new skills and acquire new knowledge infinite, especially to ensure and support the transfer of knowledge and technology (Sabates, 2008). In addition, it's crucial to change general education into vocational and skills training, especially for the short and medium term. Renewal the common forms of training into the application of technology is a breakthrough to offset the acceleration of technological development.

2. *Expanding employment opportunities with the policy direction in accordance with the placement of labor competencies.*

A sectoral policy is spearheading the creation of employment opportunities. It takes cooperation among labor offices in compliance with the SME department of labor. This is because manpower is a provider of information about jobs that are needed and provide input on prospective new employees. However SME agencies provide training vessel and procedures for sewing and designing bags with the resulting labor warranty competence.

3. *Optimization of existing resources and the efficiency of job training to minimize time and cost of production through coaching programs, facilities and instructors and expert training, systems and training approaches to create products according to market demand.*

Usually, the labor of the workers has a loyal nature and work hard, but they do not follow the market changes. In product development, workers still offer industrial bags based on the motives marketable, consumers have not been involved in product development. Industry bag will be accepted by consumers if it is produced in accordance with motifs, designs and desires of consumers. Therefore, the mastery of technology and information will greatly help workers determine variations of motifs and designs are in accordance with market

demand. Workers can learn a lot of skills in the workplace, both informal and formal training. Therefore, such training cannot be left to employers for several reasons. First, the Company provides firm-specific training to their workers, but the company has little incentive to provide training for general skills. The company also may face obstacles or too small to be able to provide effective training. Second, entrepreneurs may be reluctant to recruit fresh graduates unless they are "ready to work", because of the high cost of the training. Third, highly skilled workforce can encourage investment in the country; while the skills of workers are expected to increase the skills of co-workers (eg create "spillovers" positive).

Weakness- Opportunities (WO) Strategy

1. *Improving the quality of training provided refers to the Competency Based Training.*

Competency Based Training is a fundamental part of training reform. Competency Based Training included the establishment of industries to design, build and implement training (Martina, 2012). Thus the implementation of the training received by the industry and the training results will be responsive to the needs of the industry. One key to the success of Competency Based Training is the assessment of the ability of a certain skill level and certification should be adjusted to the level of knowledge, skill and mental attitude as required in the national competency standards [National Competency Standard]. For the first step is to make the work competency standards of skills of workers in accordance with their respective fields of work. In addition, it should be made standard-setting work, modular curriculum, learning and teaching materials, assessment and evaluation procedures, environmental certification and proper training, counseling and guidance services, accreditation of training modules delivered by BLK in institutional accreditation.

2. *Developing competence and knowledge trainers to improve the quality of the output (bag) in terms of technique and design through mentoring and training by departments and experts.*

Assistance is indispensable not only to maintain continuity of production, but also in terms of quality of output. Up-grade technology for workers is a term that is still considered a luxury. Workers claimed that it has implemented the use of electric sewing machines, machine 'obras', and electric cut machines. Apparently there are still prevalent use manual sewing machines; scissors cut as equipment make the daily bag and frequency. In fact, the appropriate technology is believed to facilitate entrepreneurs in the process of making bags. However, the technology used was semi-manual and simple. Engineering and manufacture of bag design is still simple. Therefore, the provision of services on the up-grade training and mentoring technology needs to be done by various agencies related services including industry and trade, department of cooperatives and SMEs and business associations bag industry.

Weakness - Threats (WT) Strategy

1. *Introducing a quality assurance framework.*

Encourage the development and determination of regional quality assurance framework (RQAF) as a first step to be recognized qualification in the regional labor (labor competitiveness). RQAF program can promote the skills of the workforce are qualified in accordance with the needs of the industry, which can be the qualification level of education and work competency certificate owned labor (Ruiz, 2012). The program also helps the workforce in order to convince the organization-industry-client that it is competent in work or providing products or services and increase confidence.

2. *Certify competence in a systematic and massive work with the proactive approach (reach out).*

The government should be active pick up the ball went to the community of professional workers. In order for this certification program can be followed by as many Indonesian workers, a means toward certifications such as education, especially professional education and vocational training centers as well as a decent and international standards, should be built. By doing so, will create a link-train-match as the expansion of employment. This task should not only be done by the government, but could also private parties and businesses, given the many training centers are very good quality privately owned. Given this strategy is expected to spur the younger generation more likely to develop competency-based human resource potential in accordance with the occupied areas of the profession through training - training of special skills that are certified in accordance with the National Competence Indonesia (SKKNI). In addition to the industry that the benefits of certification help convince his clients that the products / services have been made by competent personnel, and assists ensure the link and match between the competencies of graduates with competencies demands of the industrial world. (Henrich, 2008)

3. *Improve the quantity and quality by partnering with others to face global competition and gain greater market share.*

The opportunity to partner with other parties is a good opportunity to continue to be optimized. This is because businesses based on industry recognizes that by partnering bag there are many advantages to be gained primarily for troubleshooting products and search for raw materials. However, today a partnership among business actors bag industry is still not running optimally. Not optimal characterized by the small number of benefits received. The exhibition, which is done, cannot cover all the members. In addition, the information obtained is not perfect so that they are difficult to follow. This is not only related to marketing issues, but also the procurement of raw materials. Yet on the other hand, now a lot of requests made by the government and private institutions

related to the promotion of the Central Java Provincial Government to participate echo "Visit Central Java Year 2013".

4. *Providing a medium of communication and promotion of business and the bag industry workers in an effort to simplify and expand the network of Industrial bags.*

The promotion of Industrial bags needed a container to help market and develop industrial product bags as well as a means of developing the craft industry as a bag tourism industry in the city of Semarang. With a media procurement and facilities such as creating a "Center for Information, Promotion of Trade and Craft of bags industry " can be used to improve the existence of the bag industry as one of the potential industry and tourism in the city of Semarang. The facility is expected to help and support the craft industry industrial bag so as not to drown, which consist in the introduction, development and marketing of industrial craft bag especially for small industry to exchange expertise and information.

CONCLUSION

Environmental analysis on the bag industry in Kudus regency showed that the total value of external factors have a scores higher than the total value of internal factors. It means that an external condition of bag industry has a great opportunity to improve. Referring to these values, its position is in cell II. The strategy adopted in this position is a growth and build strategy. Strategy development of labor in the bag industry in Kudus is growth and development strategy. That is the labor-intensive form of competence development to improve the quality and quality of bags. Steps taken are expanding the employment opportunities that the policy direction in accordance with the placement of labor competencies and then the learning resources is designed in accordance with the needs of employers and provide training which refers to the Competency Based Training (CBT)

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Labor Development Strategy in the Bags Industry

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Abstract

The research aims to formulate strategies for improving the labor competencies in the bag industry in Kudus Regency. Population of this study is business players and then sample is collected with technique of random samples. Data is analysed using the SWOT analysis (Strength, Weaknesses, Opportunities, and Threats). The results showed that the proper strategy for improving employment in the bag industry is growth and build strategy. Growth and development strategy is intensive action undertaken through the development of labor competencies to improve the quality of output. It's can be made with creating the learning resources by design method and trainings refers to the Competency Based Training (CBT).

Keywords : Strategy, Development, Competency, SWOT analysis

INTRODUCTION

In Kudu Regency, The industrial sector is a sector which the highest contribution to economy structure or GDP of the regions. According to the BPS 2014 that industrial sector in Kudus Regency is the top compared with the other economic sectors. The development of the total business unit industry small and medium in Kudus Regency from year to year is the average increased. However, In 2009, the number of of micro and small businesses decreased by 16,54 % while in 2013 the number of units of micro and small businesses in Kudus Regency decreased significantly by 16,69 %.

According to the Department of Industry, Cooperatives and SMEs in the initial observations on 26 November 2014 stated that the small and medium industry are many and growing rapidly in Kudus regency, one of them is bag industry. Now, bag industry is one of the lucrative industries. The average populations in the world

are spending most of his money to spend bag. Therefore, entrepreneurs are very keen to develop its business in the bag industry. This small and medium enterprises need to be improved and empowered because it will contribute to economic growth in the region Kudus District. Decreasing the number of small businesses will give an impact to productivity of bag in Kudus..

Data from the Joint of Business Group, (2014) showed that the value of productivity and demand for bags in Kudus regency of the year 2010-2013 has increased. But the value of bag productivity is lower than the value of its demand. So, it indicates that there is a gap in the bag needs in Kudus.

Preliminary observations made in the month December 2014 notes that several fundamental problems are often faced by small and medium industries are First, the quality of Human Resources is still low; Second, Capital owned entrepreneurs are still small, so they face some difficulties when expand its business; Third, limited ownership of modern technology that caused a limited production.

Human Resources become the determining factor of competitiveness in the market. Development and rapid competition in bag industry requires innovation and high-skill labor. Therefore we need labor development strategy to improve the quality of output in the bag industry in Kudus. So, this study intends to formulate appropriate labor development strategy to improve quality and quantity of output in the bag industry in Kudus.

RESEARCH METHODOLOGY

This research does not perform hypothesis testing. This study focused on identifying the strengths, weaknesses, opportunities and threats faced by employment. Then it uses to determine an appropriate development strategy in an effort to improve the quality of output in the industrial bags in Kudus District. The unit of analysis in this study is the bag industry in Kudus.

Population in this study is a business unit of bag convections in Kudus. The data collection method is survey of 93 business units. The population data of bag industries in Kudus regency is as follows.

Table 1. Bag industries in Kudus Regency 2014

No	Village	Small and micro enterprises (unit)
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1	Loram Wetan	17
2	Loram Kulon	23
3	Pegunungan	15
4	Gulang	18
5	Gebog	20
	Total	93

Source : Joint of Business Group (KUB), 2014

Data in this research are secondary and primary data. Data obtained from the BPS and the Government of Kudus District. Secondary data were obtained with the documentary studies, literature or a desk study. There are two types of primary data, the external data and internal data. External data is data and information from outside government or linked agency, such as opportunities and threats. Data included in this categories are issues related to economic issues, social, cultural, demographic, environmental and government policy, that directly and indirectly can influence on the development of employment in the bag industry in Kudus. Then, all information was made into Matrix of External Factors Evaluation (EFE). Internal data is necessary to identify the strengths and weaknesses of the object studied. After all the information were collected, then organized into a matrix called Internal Factors Evaluation (IFE) Matrix. (Rangkuti, 2009)

This study uses SWOT analysis to determine the development strategy of labor in Kudus district. SWOT analysis is helpful to conduct the assessment not only in the big industries, but also in small and medium industries (Gupta, 2013). If all data (eksternal - and internal) is obtained, then the development of strategic factors can be determined based on the SWOT matrix (Khuzaini and Suwito, 2006).

		Total Score of IFE		
		Strong 3,00	Average 2,00	Weak 1,00
Total Score of EFE	High 4,00	Growth I	Growth II	Stability III
	Medium 3,00	Growth IV	Stability V	Contraction VI
	Low 2,00	Growth VII	Contraction VIII	Liquidity IX
	1,00			

Picture 1. Matrix of EFE and IFE

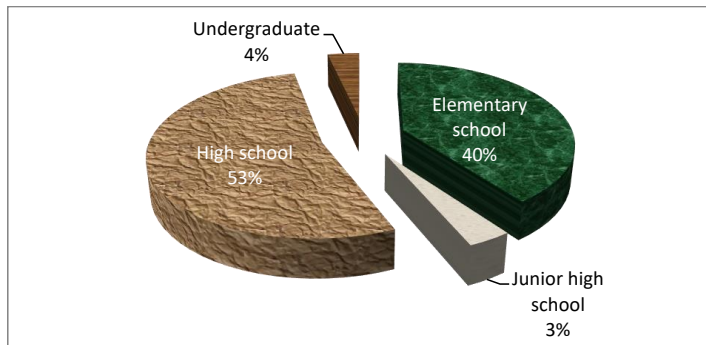
RESULT AND DISCUSSION

Kudus District is divided into 9 sub districts, 132 villages, and 414 hamlet. Interview with 85 entrepreneurs of bag convections were conducted to determining activity of bag industry. The number indicates the existence clusters of small medium of bag convections in Kudus.

Research was conducted in many village such Loram Wetan, Loram Kulon, Gulang. Pegunungan and Gebog. Department of Industry, Cooperatives and SMEs states that these are villages which contained industrial clusters of small and medium bags in Kudus.

Level of education

If viewed from a background level of respondent's education, it could seen that most of them have a low educational background. It is important because the educational background is crucial for up grading of knowledge and technology more effectively and efficiently.



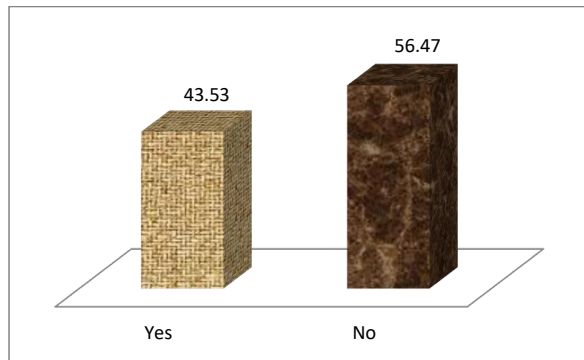
Source: Primary Data

Figure 2. Respondent Education

Figure 2 informs that 53% of workers in the bag industry are high school graduates. Meanwhile workers who only finished elementary school and not graduate are 40%. This becomes an important indication of unsuccessfully the transfer process caused by a low educational background knowledge.

Specialization of Labor

An understanding of the importance of work based on specialization of workers was already widely understood by businesses in the industrial bags. Specialization will be able to increase productivity, because each worker optimally, will reach a certain expertise to achieve the business objectives of profit maximization. It looks more than 95% of business owners do the job specialization. However, there are still 4.7%, which does not require that specializes in this type of work. Specialization work performed 37.6% refers to last education, while 62.4% based on skill or ability. In other words, many workers in the bag industry have the ability to be self-taught.



Source: Primary Data

Figure 3. Access to training

In Figure 3 shows that 56.47% of the workers got a self-taught skills. Meanwhile the capabilities was got from training of the owner as much as 43, 53%. Training provided only about 1-2 times a year, with the main material is giving the basic skills needed in the industry, sewing the bag.

Production of Bags

There are 75% of respondents said that production level in the bag industry in Kudus was stable, only 5% were increased. Meanwhile 20% were decreased. Production levels were stable, according to some respondents means that despite the price is increase, but it does not result in a decrease in the number of buyers. In other words, decline in prices has no effect on output. Bag designs are made of 48.2% from a market demand, while 51.8% is the result of his own design. The conditions require that employers in the bag industry to be active in marketing to gain the market.

Table 2.
Designs bag are made in Kudus

Type	Respondents	%
5	64	75,29
4	7	8,24
3	14	16,47
Total	85	100

Source: Primary Data

Table 2 shows that design made by employers are relatively numerous, ranging from 5 designs (75% of respondents). It's state that the entrepreneurs have not focused on uniqueness of the resulting production.

SWOT analysis

Environmental analysis is needed to identify factors into strengths, weakness, opportunities and threats. Results of this analysis will be used to conduct an internal evaluation (Internal Factors Evaluation = IFE) and external evaluation (External Factors Evaluation = EFE). Here are the results of the environmental analysis at the labor development to improve quality and quantity output in bag industry in Kudus;

1. **Strengths;** Stock of labor are abundant, existence of specialization in work (sewing, embroidery), trainings given by the department is free to workers, training material is basic skills that should be mastered by workers in the bags industry;
2. **Weakness;** This type of training is still not varied (same from year to year), educational level of workers is still relatively low; There are no standardized of bag's quality (weak quality control), Design created and defined by the employer, not by the market.

3. **Opportunities** ; Request for bag is still high; Job opportunities in the bag industry is still wide open; Types of jobs are offered vary (tailor, embroidery, 'pengobras'); High demand for the bag is an opportunity to increase employment opportunities, buyers does not decrease despite sales price is increase.
4. **Threats**; High competition among workers (with the same level of expertise); The desired quality standards are not in accordance with the given; Ability to absorb for knowledge and technology workers are still weak; Frequency of mentoring and training by the department is still lacking; Lack of skilled labor; The existance foreign products especially bag become competitors.

Internal Factors Evaluation (Internal Factors Evaluation = IFE)

Internal identification is performed to determine strengths and weakness that affect labor development in the bags Industry.

Table 3. Internal Factors Evaluation

	Internal Factors	Quality	Rating	Score	Ranking
	Strenght				
A	Stock of labor are abundant	0,15	3,50	0,52	1
B	existence of specialization in work (sewing, embroidery)	0,12	3,50	0,42	2
C	trainings given by the department is free to workers	0,12	2,50	0,29	4
D	training material is basic skills that should be mastered by workers in the bags industry	0,12	3,00	0,36	3
	The mean total score of Strength	0,50		1,59	
	Weakness				
E	Type of training is still not varied (same from year to year)	0,12	1,5	0,18	2
F	educational level of workers is still relatively low	0,13	1,0	0,13	4

G	There are no standardized of bag's quality (weak quality control)	0,13	1,5	0,20	1
H	Design created and defined by the employer, not by the market	0,11	1,5	0,17	3
	The mean total score of Weakness	0,50		0,68	
	Total	1,00		2,27	

Table 3 shows that the average total score for strength factor is 1.59, while the average score of weakness factor is 0.68. This shows that bag industry has a greater power factor than weakness. Therefore, entrepreneurs should be able to take advantage of industrial bags and optimize the strength to further minimize weaknesses to improve the quality of its workforce.

Moreover, Table 3 shows that stock of labor are abundant became the largest force of businesses bag industry. The second largest force is existence of specialization in work (sewing, embroidery). With specialization, working time should be faster because each worker can focus on what is done. Logically, productivity can be increased. Meanwhile, there has been no standardized of bag's quality (weak quality control) be the greatest weakness perceived by businesses bag industry . This condition occurs because businesses do not have proper planning. Production will be done if entrepreneur has a capital and bags have been sold. Total score of IFE matrix is 2.27 which indicates that bags industry are in average condition. It means, business owners optimize the strength to overcome their weaknesses.

External Factors Evaluation (External Factors Evaluation = EFE)

External identification conducted to determine the opportunities and threats that affect the development of labor in the bag industry in Kudus. Rating had given depending on the response shown by the company towards the opportunities and

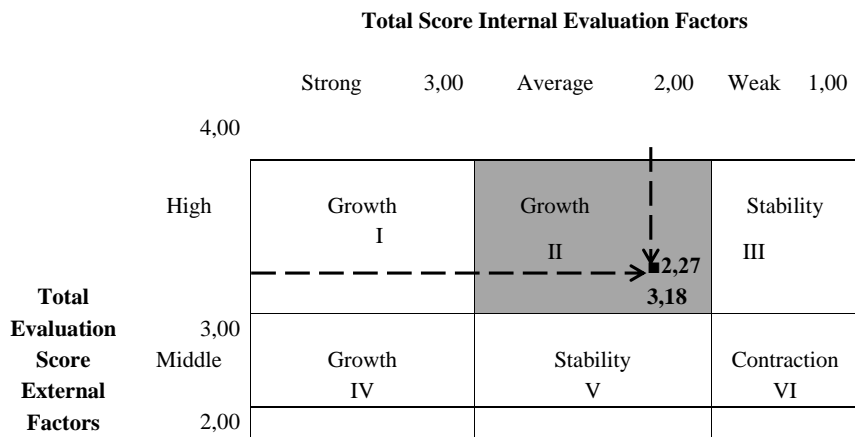
threats. Table 4 shows that the total average of scores for the key factor of opportunities is 1.62. However, the average total score for the threat is a key factor of 1.56. It suggests that opportunity is the key factor which greater than threat. So, the bag industry businesses should be able to optimize the existence opportunities to address the threat. Based on EFE matrix, the total value is obtained by 3.18. This suggests that crafters bag industry has a high ability to take advantage of external opportunities and avoid the threats facing the business process.

Table 4. External Factors Evaluation

	Internal Factors	Quality	Rating	Score	Ranking
	Opportunity				
A	Request for bag is still high	0,11	4	0,42	1
B	Job opportunities in the bag industry is still wide open	0,09	3,5	0,32	3
C	Types of jobs are offered vary (tailor, embroidery, 'pengobras')	0,09	3	0,26	4
D	High demand for the bag is an opportunity to increase employment opportunities	0,10	3,5	0,35	2
E	buyers does not decrease despite sales price is increase.	0,09	3	0,26	5
	The mean total score of Opportunity	0,47		1,62	
	Threats				
F	High competition among workers (with the same level of expertise)	0,07	2	0,11	6
G	The desired quality standards are not in accordance with the given	0,10	3	0,25	4
H	Ability to absorb for knowledge and technology workers remains weak	0,09	4	0,33	1
I	Frequency of mentoring and training by the department is still lacking	0,09	4	0,31	3
J	Lack of skilled labor	0,09	4	0,32	2
K	The existence foreign products especially bag become competitors	0,08	3	0,24	5
	The mean total score of Threats	0,53		1,56	
	Total	1,00		3,18	

Table 4 shows that market demands which growing up become the main opportunities and motivation for bag industry to expand the business. This is triggered by today's lifestyle where people need bags to support the daily activities, such as work, school, and traveling. Even today the bag is widely used as a souvenir on specific events such as meetings, seminars and others. The biggest weakness faced by the bag industry is the ability to absorb knowledge and technology workers are still weak. This factor is a threat that must be anticipated because it can hinder product quality.

Each total score obtained from the evaluation of internal factors and external factors mapped in a matrix, called external internal matrix. This mapping is important to the selection of strategic alternatives in more detail to face competition and changes to improve quality and quantity of output in the bag industry in Kudus. Referring to Figure 5, the strategy pursued is the growth and builds strategy. This strategy is labor-intensive form of competence development for improving the quality of the bag. Learning resources is designed in accordance with the needs of employers and trainings is provided refers to the Competency Based Training (CBT).



Low	Growth VII	Contraction VIII	Liquidity IX
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1,00

Picture 5. Internal External Matrix

Alternatives Development Strategy

Alternatives formulation development strategy can also be done by making the SWOT matrix as shown in Table 5.

Table 5. Bag Industry SWOT matrix

IFE	<p>Strenght- S</p> <p>S1. Stock of labor is abundant.</p> <p>S2. Existence of specialization in work (sewing, embroidery).</p> <p>S3. Training material is basic skills that should be mastered by workers in the bags industry.</p> <p>S4. Trainings given by the department is free to workers</p>	<p>Weakness- W</p> <p>W1. There are no standardized of bag's quality (weak quality control).</p> <p>W2. This type of training is still not varied (same from year to year).</p> <p>W3. Design created and defined by the employer, not by the market.</p> <p>W4. educational level of workers is still relatively low</p>
EFE	<p>SO</p> <p>1. Improving the ability of workers in the field of marketing to expand the marketing network.</p> <p>2. Improving the competence of employees through formal education, vocational training and the development of labor productivity.</p> <p>3. Improving the learning resources is designed as needed.</p>	<p>WO</p> <p>1. Improving the quality of training provided refers to (Competency Based Training).</p> <p>2. Developing competence and knowledge trainers to improve the quality of the output (bag) in terms of technique and design through mentoring and training by departments and experts.</p>
<p>Opportunities- O</p> <p>O1. Request for bag is still high</p> <p>O2. High demand for the bag is an opportunity to increase employment opportunities</p> <p>O3. Job opportunities in the bag industry is still wide open</p> <p>O4. Types of jobs are offered vary (tailor, embroidery, 'pengobras')</p> <p>O5. buyers does not decrease despite sales price is increase</p>		

Threats- T	ST	WT
<p>T1. Ability to absorb for knowledge and technology workers are still weak</p> <p>T2. Lack of skilled labor</p> <p>T3. Frequency of mentoring and training by the department is still lacking.</p> <p>T4. The desired quality standards are not in accordance with the given.</p> <p>T5. The existence foreign products especially for bags become competitors</p> <p>T6. High competition among workers (with the same level of expertise)</p>	<ol style="list-style-type: none"> 1. Holding a 9-year basic education and training in a flexible and standardized yet affordable cost. 2. Expanding employment opportunities with a placement policy direction in accordance with the competence and expansion of employment opportunities. 3. Optimization of existing resources and the efficiency of job training to minimize time and cost of production through coaching programs, facilities and instructors and expert training, systems and training approaches to create products according to market demand. 	<ol style="list-style-type: none"> 1. Introducing quality assurance framework 2. Certify competence in a systematic and massive work with the proactive approach (reach out). 3. Improve the quantity and quality by partnering with others to face global competition and gain greater market share. 4. Providing communication media and the promotion of business operators and workers of industrial bags in an effort to simplify and expand the network Industrial bags.

Source : Primary Data

Strength- Opportunities (SO) Strategy

1. *Improving the ability of workers in the field of marketing to expand the marketing network.*

This strategy needs to be done to meet the increasing market demand. Through promotions, exhibitions, fashion shows and other promotional media excellence, uniqueness bags can be introduced so that it will be quickly recognized by consumers. Moreover, by starting the introduction of Semarang as MICE City is expected to further increase market share Industry bag of Kudus. In addition to the exhibition, promotion can be done through distribution of brochures and leaflets. The goal is, give information to consumers about the existence, uniqueness and distinctiveness bag. Promotions can also be done by developing networking and on-line marketing. Generally, businesses do not have a sales force

that specifically handles the marketing. The period ahead, promotion is an important aspect in labor development as an effort to improve quality and quantity in bags industry. Sales success is highly dependent on the means, methods and creativity of marketing. It is very important because bags industry is in the phase to open a new market share.

2. *Improving the competence of employees through formal education, vocational training and the development of labor productivity.*

Improving the quality of the labor is done through formal education, job training and mentoring in the workplace (Hasan, 2011). All are made as an integrated system development of comprehensive and integrated employment. Job training requires information about the types of skills required by employers. Mentoring requires competent experts in the field.

3. *Improving the learning resources is designed as needed.*

Employers and unions in curriculum development and ensure that the skills taught in accordance with what is needed in the modern workplace. Design and planning made involving labor, universities, labor organizations, and other stakeholders who come together to learn about the partnership model sector, including effective analysis industry, the involvement of employers, building partnerships, and the design of training programs relevant industries, In addition, the curriculum used at least be able to reflect what is desired by the employer or the world of work contains elements of knowledge, skills and attitudes.

Strength-Threats (ST) Strategy

1. *Holding a 9-year basic education and training in a flexible and standardized yet affordable cost.*

In order to get the market more widely and be competitive in the world, the bags must be made by a skilled workforce. That is produced through a flexible training system with standard of international but reasonable expenses incurred by the worker. The training system should be oriented towards market driven adapted to

changes in technology, changes in the economic structure. This strategy must be met to ensure all students in vocational programs, aspirants, have basic skills numeracy and literacy sufficient to support lifelong learning and career development, especially to ensure and support the transfer of knowledge and technology. Lifelong learning is learning new skills and acquire new knowledge infinite, especially to ensure and support the transfer of knowledge and technology (Sabates, 2008). In addition, it's crucial to change general education into vocational and skills training, especially for the short and medium term. Renewal the common forms of training into the application of technology is a breakthrough to offset the acceleration of technological development.

2. *Expanding employment opportunities with the policy direction in accordance with the placement of labor competencies.*

A sectoral policy is spearheading the creation of employment opportunities. It takes cooperation among labor offices in compliance with the SME department of labor. This is because manpower is a provider of information about jobs that are needed and provide input on prospective new employees. However SME agencies provide training vessel and procedures for sewing and designing bags with the resulting labor warranty competence.

3. *Optimization of existing resources and the efficiency of job training to minimize time and cost of production through coaching programs, facilities and instructors and expert training, systems and training approaches to create products according to market demand.*

Usually, the labor of the workers has a loyal nature and work hard, but they do not follow the market changes. In product development, workers still offer industrial bags based on the motives marketable, consumers have not been involved in product development. Industry bag will be accepted by consumers if it is produced in accordance with motifs, designs and desires of consumers. Therefore, the mastery of technology and information will greatly help workers determine variations of motifs and designs are in accordance with market

demand. Workers can learn a lot of skills in the workplace, both informal and formal training. Therefore, such training cannot be left to employers for several reasons. First, the Company provides firm-specific training to their workers, but the company has little incentive to provide training for general skills. The company also may face obstacles or too small to be able to provide effective training. Second, entrepreneurs may be reluctant to recruit fresh graduates unless they are "ready to work", because of the high cost of the training. Third, highly skilled workforce can encourage investment in the country; while the skills of workers are expected to increase the skills of co-workers (eg create "spillovers" positive).

Weakness- Opportunities (WO) Strategy

1. *Improving the quality of training provided refers to the Competency Based Training.*

Competency Based Training is a fundamental part of training reform. Competency Based Training included the establishment of industries to design, build and implement training (Martina, 2012). Thus the implementation of the training received by the industry and the training results will be responsive to the needs of the industry. One key to the success of Competency Based Training is the assessment of the ability of a certain skill level and certification should be adjusted to the level of knowledge, skill and mental attitude as required in the national competency standards [National Competency Standard]. For the first step is to make the work competency standards of skills of workers in accordance with their respective fields of work. In addition, it should be made standard-setting work, modular curriculum, learning and teaching materials, assessment and evaluation procedures, environmental certification and proper training, counseling and guidance services, accreditation of training modules delivered by BLK in institutional accreditation.

2. *Developing competence and knowledge trainers to improve the quality of the output (bag) in terms of technique and design through mentoring and training by departments and experts.*

Assistance is indispensable not only to maintain continuity of production, but also in terms of quality of output. Up-grade technology for workers is a term that is still considered a luxury. Workers claimed that it has implemented the use of electric sewing machines, machine 'obras', and electric cut machines. Apparently there are still prevalent use manual sewing machines; scissors cut as equipment make the daily bag and frequency. In fact, the appropriate technology is believed to facilitate entrepreneurs in the process of making bags. However, the technology used was semi-manual and simple. Engineering and manufacture of bag design is still simple. Therefore, the provision of services on the up-grade training and mentoring technology needs to be done by various agencies related services including industry and trade, department of cooperatives and SMEs and business associations bag industry.

Weakness - Threats (WT) Strategy

1. *Introducing a quality assurance framework.*

Encourage the development and determination of regional quality assurance framework (RQAF) as a first step to be recognized qualification in the regional labor (labor competitiveness). RQAF program can promote the skills of the workforce are qualified in accordance with the needs of the industry, which can be the qualification level of education and work competency certificate owned labor (Ruiz, 2012). The program also helps the workforce in order to convince the organization-industry-client that it is competent in work or providing products or services and increase confidence.

2. *Certify competence in a systematic and massive work with the proactive approach (reach out).*

The government should be active pick up the ball went to the community of professional workers. In order for this certification program can be followed by as many Indonesian workers, a means toward certifications such as education, especially professional education and vocational training centers as well as a decent and international standards, should be built. By doing so, will create a link-train-match as the expansion of employment. This task should not only be done by the government, but could also private parties and businesses, given the many training centers are very good quality privately owned. Given this strategy is expected to spur the younger generation more likely to develop competency-based human resource potential in accordance with the occupied areas of the profession through training - training of special skills that are certified in accordance with the National Competence Indonesia (SKKNI). In addition to the industry that the benefits of certification help convince his clients that the products / services have been made by competent personnel, and assists ensure the link and match between the competencies of graduates with competencies demands of the industrial world. (Henrich, 2008)

3. *Improve the quantity and quality by partnering with others to face global competition and gain greater market share.*

The opportunity to partner with other parties is a good opportunity to continue to be optimized. This is because businesses based on industry recognizes that by partnering bag there are many advantages to be gained primarily for troubleshooting products and search for raw materials. However, today a partnership among business actors bag industry is still not running optimally. Not optimal characterized by the small number of benefits received. The exhibition, which is done, cannot cover all the members. In addition, the information obtained is not perfect so that they are difficult to follow. This is not only related to marketing issues, but also the procurement of raw materials. Yet on the other hand, now a lot of requests made by the government and private institutions

related to the promotion of the Central Java Provincial Government to participate echo "Visit Central Java Year 2013".

4. *Providing a medium of communication and promotion of business and the bag industry workers in an effort to simplify and expand the network of Industrial bags.*

The promotion of Industrial bags needed a container to help market and develop industrial product bags as well as a means of developing the craft industry as a bag tourism industry in the city of Semarang. With a media procurement and facilities such as creating a "Center for Information, Promotion of Trade and Craft of bags industry " can be used to improve the existence of the bag industry as one of the potential industry and tourism in the city of Semarang. The facility is expected to help and support the craft industry industrial bag so as not to drown, which consist in the introduction, development and marketing of industrial craft bag especially for small industry to exchange expertise and information.

CONCLUSION

Environmental analysis on the bag industry in Kudus regency showed that the total value of external factors have a scores higher than the total value of internal factors. It means that an external condition of bag industry has a great opportunity to improve. Referring to these values, its position is in cell II. The strategy adopted in this position is a growth and build strategy. Strategy development of labor in the bag industry in Kudus is growth and development strategy. That is the labor-intensive form of competence development to improve the quality and quality of bags. Steps taken are expanding the employment opportunities that the policy direction in accordance with the placement of labor competencies and then the learning resources is designed in accordance with the needs of employers and provide training which refers to the Competency Based Training (CBT)

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Labor Development Strategy in the Bags Industry

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Abstract

The research aims to formulate strategies for improving the labor competencies in the bag industry in Kudus Regency. Population of this study is business players and then sample is collected with technique of random samples. Data is analysed using the SWOT analysis (Strength, Weaknesses, Opportunities, and Threats). The results showed that the proper strategy for improving employment in the bag industry is growth and build strategy. Growth and development strategy is intensive action undertaken through the development of labor competencies to improve the quality of output. It's can be made with creating the learning resources by design method and trainings refers to the Competency Based Training (CBT).

Keywords : Strategy, Development, Competency, SWOT analysis

INTRODUCTION

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are spending most of his money to spend bag. Therefore, entrepreneurs are very keen to develop its business in the bag industry. This small and medium enterprises need to be improved and empowered because it will contribute to economic growth in the region Kudus District. Decreasing the number of small businesses will give an impact to productivity of bag in Kudus..

Data from the Joint of Business Group, (2014) showed that the value of productivity and demand for bags in Kudus regency of the year 2010-2013 has increased. But the value of bag productivity is lower than the value of its demand. So, it indicates that there is a gap in the bag needs in Kudus.

Preliminary observations made in the month December 2014 notes that several fundamental problems are often faced by small and medium industries are First, the quality of Human Resources is still low; Second, Capital owned entrepreneurs are still small, so they face some difficulties when expand its business; Third, limited ownership of modern technology that caused a limited production.

Human Resources become the determining factor of competitiveness in the market. Development and rapid competition in bag industry requires innovation and high-skill labor. Therefore we need labor development strategy to improve the quality of output in the bag industry in Kudus. So, this study intends to formulate appropriate labor development strategy to improve quality and quantity of output in the bag industry in Kudus.

RESEARCH METHODOLOGY

This research does not perform hypothesis testing. This study focused on identifying the strengths, weaknesses, opportunities and threats faced by employment. Then it uses to determine an appropriate development strategy in an effort to improve the quality of output in the industrial bags in Kudus District. The unit of analysis in this study is the bag industry in Kudus.

Population in this study is a business unit of bag convections in Kudus. The data collection method is survey of 93 business units. The population data of bag industries in Kudus regency is as follows.

Table 1. Bag industries in Kudus Regency 2014

No	Village	Small and micro enterprises (unit)
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1	Loram Wetan	17
2	Loram Kulon	23
3	Pegunungan	15
4	Gulang	18
5	Gebog	20
	Total	93

Source : Joint of Business Group (KUB), 2014

Data in this research are secondary and primary data. Data obtained from the BPS and the Government of Kudus District. Secondary data were obtained with the documentary studies, literature or a desk study. There are two types of primary data, the external data and internal data. External data is data and information from outside government or linked agency, such as opportunities and threats. Data included in this categories are issues related to economic issues, social, cultural, demographic, environmental and government policy, that directly and indirectly can influence on the development of employment in the bag industry in Kudus. Then, all information was made into Matrix of External Factors Evaluation (EFE). Internal data is necessary to identify the strengths and weaknesses of the object studied. After all the information were collected, then organized into a matrix called Internal Factors Evaluation (IFE) Matrix.

This study uses SWOT analysis to determine the development strategy of labor in Kudus district. SWOT analysis is helpful to conduct the assessment not only in the big industries, but also in small and medium industries (Gupta, 2013). Specifically, SWOT is a basic and candid model that assesses what a business can and cannot do, as well as its potential opportunities and threats. The method of SWOT analysis is to take the information from an environmental analysis and separate it into internal (strengths and weaknesses) and external issues (opportunities and threats). (Ahmad Reza Ommani, 2011).

		Total Score of IFE		
		Strong 3,00	Average 2,00	Weak 1,00
Total Score of EFE	High 4,00	Growth I	Growth II	Stability III
	Medium 3,00	Growth IV	Stability V	Contraction VI
	Low 1,00	Growth VII	Contraction VIII	Liquidity IX

Picture 1. Matrix of EFE and IFE

RESULT AND DISCUSSION

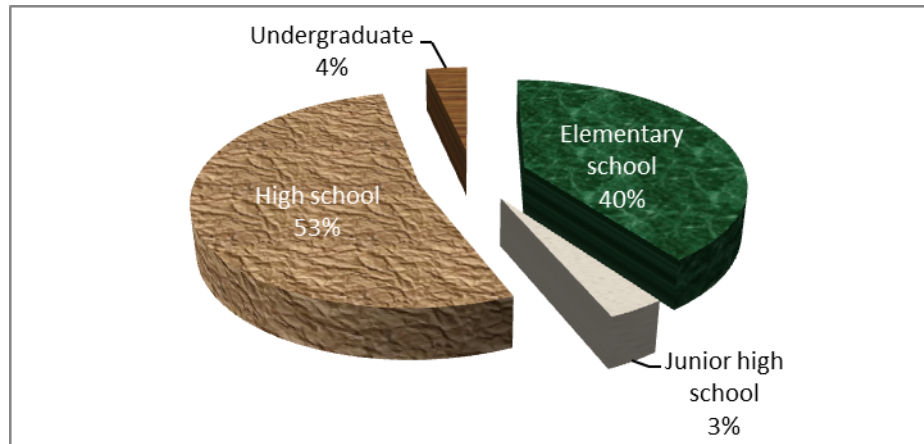
Kudus District is divided into 9 sub districts, 132 villages, and 414 hamlet. Interview with 85 entrepreneurs of bag convections were conducted to determining activity of bag industry. The number indicates the existence clusters of small medium of bag convections in Kudus.

Research was conducted in many village such Loram Wetan, Loram Kulon, Gulang. Pegunungan and Gebog. Department of Industry, Cooperatives and SMEs states that these are villages which contained industrial clusters of small and medium bags in Kudus.

Level of education

If viewed from a background level of respondent's education, it could seen that most of them have a low educational background. It is important because the

educational background is crucial for up grading of knowledge and technology more effectively and efficiently.



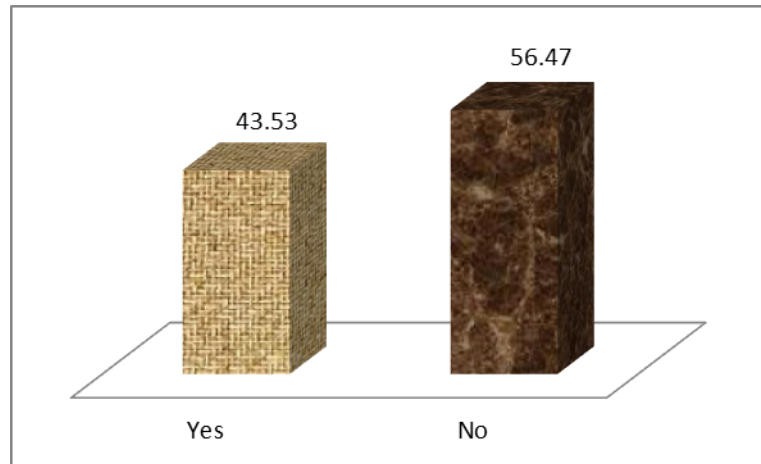
Source: Primary Data

Figure 2. Respondent Education

Figure 2 informs that 53% of workers in the bag industry are high school graduates. Meanwhile workers who only finished elementary school and not graduate are 40%. This becomes an important indication of unsuccessfully the transfer process caused by a low educational background knowledge.

Specialization of Labor

An understanding of the importance of work based on specialization of workers was already widely understood by businesses in the industrial bags. Specialization will be able to increase productivity, because each worker optimally, will reach a certain expertise to achieve the business objectives of profit maximization. It looks more than 95% of business owners do the job specialization. However, there are still 4.7%, which does not require that specializes in this type of work. Specialization work performed 37.6% refers to last education, while 62.4% based on skill or ability. In other words, many workers in the bag industry have the ability to be self-taught.



Source: Primary Data

Figure 3. Access to training

In Figure 3 shows that 56.47% of the workers got a self-taught skills. Meanwhile the capabilities was got from training of the owner as much as 43, 53%. Training provided only about 1-2 times a year, with the main material is giving the basic skills needed in the industry, sewing the bag.

Production of Bags

There are 75% of respondents said that production level in the bag industry in Kudus was stable, only 5% were increased. Meanwhile 20% were decreased. Production levels were stable, according to some respondents means that despite the price is increase, but it does not result in a decrease in the number of buyers. In other words, decline in prices has no effect on output. Bag designs are made of 48.2% from a market demand, while 51.8% is the result of his own design. The conditions require that employers in the bag industry to be active in marketing to gain the market.

Table 2.
Designs bag are made in Kudus

Type	Respondents	%
5	64	75,29
4	7	8,24
3	14	16,47
Total	85	100

Source: Primary Data

Table 2 shows that design made by employers are relatively numerous, ranging from 5 designs (75% of respondents). It's state that the entrepreneurs have not focused on uniqueness of the resulting production.

SWOT analysis

Environmental analysis is needed to identify factors into strengths, weakness, opportunities and threats. Results of this analysis will be used to conduct an internal evaluation (Internal Factors Evaluation = IFE) and external evaluation (External Factors Evaluation = EFE). Here are the results of the environmental analysis at the labor development to improve quality and quantity output in bag industry in Kudus;

1. **Strengths;** Stock of labor are abundant, existence of specialization in work (sewing, embroidery), trainings given by the department is free to workers, training material is basic skills that should be mastered by workers in the bags industry;
2. **Weakness;** This type of training is still not varied (same from year to year), educational level of workers is still relatively low; There are no standardized of bag's quality (weak quality control), Design created and defined by the employer, not by the market.

3. **Opportunities** ; Request for bag is still high; Job opportunities in the bag industry is still wide open; Types of jobs are offered vary (tailor, embroidery, 'pengobras'); High demand for the bag is an opportunity to increase employment opportunities, buyers does not decrease despite sales price is increase.
4. **Threats**; High competition among workers (with the same level of expertise); The desired quality standards are not in accordance with the given; Ability to absorb for knowledge and technology workers are still weak; Frequency of mentoring and training by the department is still lacking; Lack of skilled labor; The existance foreign products especially bag become competitors.

Internal Factors Evaluation (Internal Factors Evaluation = IFE)

Internal identification is performed to determine strengths and weakness that affect labor development in the bags Industry.

Table 3. Internal Factors Evaluation

	Internal Factors	Quality	Rating	Score	Ranking
	Strenght				
A	Stock of labor are abundant	0,15	3,50	0,52	1
B	existence of specialization in work (sewing, embroidery)	0,12	3,50	0,42	2
C	trainings given by the department is free to workers	0,12	2,50	0,29	4
D	training material is basic skills that should be mastered by workers in the bags industry	0,12	3,00	0,36	3
	The mean total score of Strength	0,50		1,59	
	Weakness				
E	Type of training is still not varied (same from year to year)	0,12	1,5	0,18	2
F	educational level of workers is still	0,13	1,0	0,13	4

	relatively low				
G	There are no standardized of bag's quality (weak quality control)	0,13	1,5	0,20	1
H	Design created and defined by the employer, not by the market	0,11	1,5	0,17	3
	The mean total score of Weakness	0,50		0,68	
	Total	1,00		2,27	

Table 3 shows that the average total score for strength factor is 1.59, while the average score of weakness factor is 0.68. This shows that bag industry has a greater power factor than weakness. Therefore, entrepreneurs should be able to take advantage of industrial bags and optimize the strength to further minimize weaknesses to improve the quality of its workforce.

Moreover, Table 3 shows that stock of labor are abundant became the largest force of businesses bag industry. The second largest force is existence of specialization in work (sewing, embroidery). With specialization, working time should be faster because each worker can focus on what is done. Logically, productivity can be increased. Meanwhile, there has been no standardized of bag's quality (weak quality control) be the greatest weakness perceived by businesses bag industry . This condition occurs because businesses do not have proper planning. Production will be done if entrepreneur has a capital and bags have been sold. Total score of IFE matrix is 2.27 which indicates that bags industry are in average condition. It means, business owners optimize the strength to overcome their weaknesses.

External Factors Evaluation (External Factors Evaluation = EFE)

External identification conducted to determine the opportunities and threats that affect the development of labor in the bag industry in Kudus. Rating had given depending on the response shown by the company towards the opportunities and

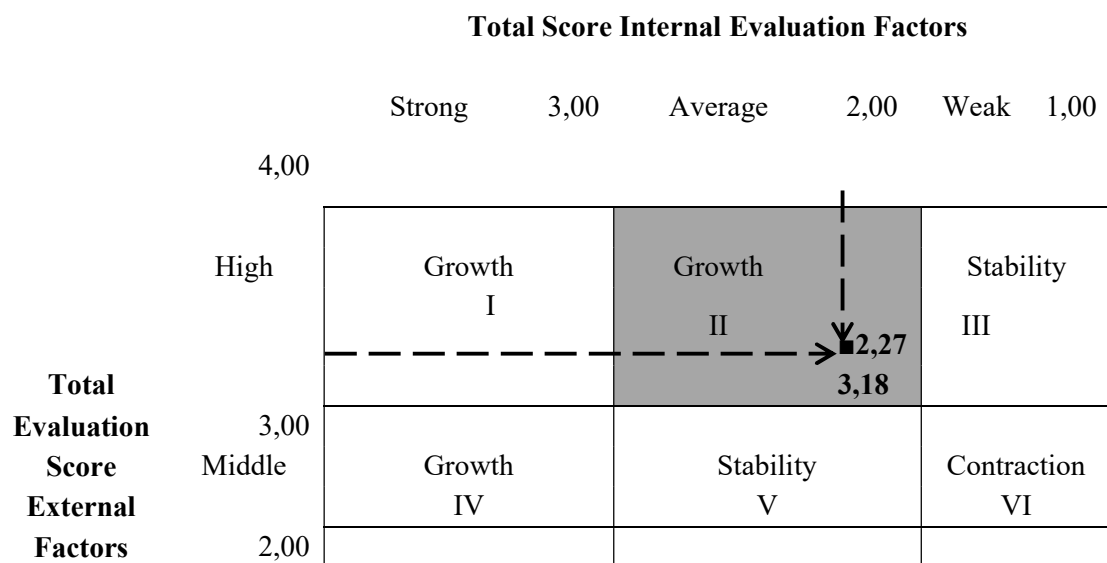
threats. Table 4 shows that the total average of scores for the key factor of opportunities is 1.62. However, the average total score for the threat is a key factor of 1.56. It suggests that opportunity is the key factor which greater than threat. So, the bag industry businesses should be able to optimize the existence opportunities to address the threat. Based on EFE matrix, the total value is obtained by 3.18. This suggests that crafters bag industry has a high ability to take advantage of external opportunities and avoid the threats facing the business process.

Table 4. External Factors Evaluation

Internal Factors		Quality	Rating	Score	Ranking
Opportunity					
A	Request for bag is still high	0,11	4	0,42	1
B	Job opportunities in the bag industry is still wide open	0,09	3,5	0,32	3
C	Types of jobs are offered vary (tailor, embroidery, 'pengobras')	0,09	3	0,26	4
D	High demand for the bag is an opportunity to increase employment opportunities	0,10	3,5	0,35	2
E	buyers does not decrease despite sales price is increase.	0,09	3	0,26	5
The mean total score of Opportunity		0,47		1,62	
Threats					
F	High competition among workers (with the same level of expertise)	0,07	2	0,11	6
G	The desired quality standards are not in accordance with the given	0,10	3	0,25	4
H	Ability to absorb for knowledge and technology workers remains weak	0,09	4	0,33	1
I	Frequency of mentoring and training by the department is still lacking	0,09	4	0,31	3
J	Lack of skilled labor	0,09	4	0,32	2
K	The existence foreign products especially bag become competitors	0,08	3	0,24	5
The mean total score of Threats		0,53		1,56	
Total		1,00		3,18	

Table 4 shows that market demands which growing up become the main opportunities and motivation for bag industry to expand the business. This is triggered by today's lifestyle where people need bags to support the daily activities, such as work, school, and traveling. Even today the bag is widely used as a souvenir on specific events such as meetings, seminars and others. The biggest weakness faced by the bag industry is the ability to absorb knowledge and technology workers are still weak. This factor is a threat that must be anticipated because it can hinder product quality.

Each total score obtained from the evaluation of internal factors and external factors mapped in a matrix, called external internal matrix. This mapping is important to the selection of strategic alternatives in more detail to face competition and changes to improve quality and quantity of output in the bag industry in Kudus. Referring to Figure 5, the strategy pursued is the growth and builds strategy. This strategy is labor-intensive form of competence development for improving the quality of the bag. Learning resources is designed in accordance with the needs of employers and trainings is provided refers to the Competency Based Training (CBT).



Low	Growth VII	Contraction VIII	Liquidity IX
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1,00

Picture 5. Internal External Matrix

Alternatives Development Strategy

Alternatives formulation development strategy can also be done by making the SWOT matrix as shown in Table 5.

Table 5. Bag Industry SWOT matrix

IFE	<p>Strenght- S</p> <p>S1. Stock of labor is abundant.</p> <p>S2. Existence of specialization in work (sewing, embroidery).</p> <p>S3. Training material is basic skills that should be mastered by workers in the bags industry.</p> <p>S4. Trainings given by the department is free to workers</p>	<p>Weakness- W</p> <p>W1. There are no standardized of bag's quality (weak quality control).</p> <p>W2. This type of training is still not varied (same from year to year).</p> <p>W3. Design created and defined by the employer, not by the market.</p> <p>W4. educational level of workers is still relatively low</p>
EFE	<p>SO</p> <p>1. Improving the ability of workers in the field of marketing to expand the marketing network.</p> <p>2. Improving the competence of employees through formal education, vocational training and the development of labor productivity.</p> <p>3. Improving the learning resources is designed as needed.</p>	<p>WO</p> <p>1. Improving the quality of training provided refers to (Competency Based Training).</p> <p>2. Developing competence and knowledge trainers to improve the quality of the output (bag) in terms of technique and design through mentoring and training by departments and experts.</p>
<p>Opportunities- O</p> <p>O1. Request for bag is still high</p> <p>O2. High demand for the bag is an opportunity to increase employment opportunities</p> <p>O3. Job opportunities in the bag industry is still wide open</p> <p>O4. Types of jobs are offered vary (tailor, embroidery, 'pengobras')</p> <p>O5. buyers does not decrease despite sales price is increase</p>		

Threats- T	ST	WT
<p>T1. Ability to absorb for knowledge and technology workers are still weak</p> <p>T2. Lack of skilled labor</p> <p>T3. Frequency of mentoring and training by the department is still lacking.</p> <p>T4. The desired quality standards are not in accordance with the given.</p> <p>T5. The existence foreign products especially for bags become competitors</p> <p>T6. High competition among workers (with the same level of expertise)</p>	<ol style="list-style-type: none"> 1. Holding a 9-year basic education and training in a flexible and standardized yet affordable cost. 2. Expanding employment opportunities with a placement policy direction in accordance with the competence and expansion of employment opportunities. 3. Optimization of existing resources and the efficiency of job training to minimize time and cost of production through coaching programs, facilities and instructors and expert training, systems and training approaches to create products according to market demand. 	<ol style="list-style-type: none"> 1. Introducing quality assurance framework 2. Certify competence in a systematic and massive work with the proactive approach (reach out). 3. Improve the quantity and quality by partnering with others to face global competition and gain greater market share. 4. Providing communication media and the promotion of business operators and workers of industrial bags in an effort to simplify and expand the network Industrial bags.

Source : Primary Data

Strength- Opportunities (SO) Strategy

1. *Improving the ability of workers in the field of marketing to expand the marketing network.*

This strategy needs to be done to meet the increasing market demand. Through promotions, exhibitions, fashion shows and other promotional media excellence, uniqueness bags can be introduced so that it will be quickly recognized by consumers. Moreover, by starting the introduction of Semarang as MICE City is expected to further increase market share Industry bag of Kudus. In addition to the exhibition, promotion can be done through distribution of brochures and leaflets. The goal is, give information to consumers about the existence, uniqueness and distinctiveness bag. Promotions can also be done by developing networking and on-line marketing. Generally, businesses do not have a sales force

that specifically handles the marketing. The period ahead, promotion is an important aspect in labor development as an effort to improve quality and quantity in bags industry. Sales success is highly dependent on the means, methods and creativity of marketing. It is very important because bags industry is in the phase to open a new market share.

2. *Improving the competence of employees through formal education, vocational training and the development of labor productivity.*

Improving the quality of the labor is done through formal education, job training and mentoring in the workplace. All are made as an integrated system development of comprehensive and integrated employment. Job training requires information about the types of skills required by employers. Mentoring requires competent experts in the field. Providing extensive training enhances employees' knowledge of their firm's operations, markets, customers, coworkers, and products, thereby enhancing productivity by creating more efficient operational capabilities and routines. (Yousang Kim, 2014).

3. *Improving the learning resources is designed as needed.*

Due to mechanization of processes, jobs became complex and more specialized, which resulted in a demand for skilled workers. This, in turn, promoted the growth of education that could provide training and skills for technically proficient labor. (Tushar Agrawal, 2013). Employers and unions in curriculum development and ensure that the skills taught in accordance with what is needed in the modern workplace. Design and planning made involving labor, universities, labor organizations, and other stakeholders who come together to learn about the partnership model sector, including effective analysis industry, the involvement of employers, building partnerships, and the design of training programs relevant industries, In addition, the curriculum used at least be able to reflect what is desired by the employer or the world of work contains elements of knowledge, skills and attitudes.

Strength-Threats (ST) Strategy

1. *Holding a 9-year basic education and training in a flexible and standardized yet affordable cost.*

In order to get the market more widely and be competitive in the world, the bags must be made by a skilled workforce. That is produced through a flexible training system with standard of international but reasonable expenses incurred by the worker. The training system should be oriented towards market driven adapted to changes in technology, changes in the economic structure. This strategy must be met to ensure all students in vocational programs, aspirants, have basic skills numeracy and literacy sufficient to support lifelong learning and career development, especially to ensure and support the transfer of knowledge and technology. Lifelong learning is learning new skills and acquire new knowledge infinite, especially to ensure and support the transfer of knowledge and technology (Sabates, 2008). In addition, it's crucial to change general education into vocational and skills training, especially for the short and medium term. Renewal the common forms of training into the application of technology is a breakthrough to offset the acceleration of technological development.

2. *Expanding employment opportunities with the policy direction in accordance with the placement of labor competencies.*

A sectoral policy is spearheading the creation of employment opportunities. It takes cooperation among labor offices in compliance with the SME department of labor. This is because manpower is a provider of information about jobs that are needed and provide input on prospective new employees. However SME agencies provide training vessel and procedures for sewing and designing bags with the resulting labor warranty competence.

3. *Optimization of existing resources and the efficiency of job training to minimize time and cost of production through coaching programs, facilities and instructors and expert training, systems and training approaches to create products according to market demand.*

Usually, the labor of the workers has a loyal nature and work hard, but they do not follow the market changes. In product development, workers still offer industrial bags based on the motives marketable, consumers have not been involved in product development. Industry bag will be accepted by consumers if it is produced in accordance with motifs, designs and desires of consumers. Therefore, the mastery of technology and information will greatly help workers determine variations of motifs and designs are in accordance with market demand. Workers can learn a lot of skills in the workplace, both informal and formal training. Therefore, such training cannot be left to employers for several reasons. First, the Company provides firm-specific training to their workers, but the company has little incentive to provide training for general skills. The company also may face obstacles or too small to be able to provide effective training. Second, entrepreneurs may be reluctant to recruit fresh graduates unless they are "ready to work", because of the high cost of the training. Third, highly skilled workforce can encourage investment in the country; while the skills of workers are expected to increase the skills of co-workers (eg create "spillovers" positive).

Weakness- Opportunities (WO) Strategy

1. *Improving the quality of training provided refers to the Competency Based Training.*

Competency Based Training is a fundamental part of training reform. Competency Based Training included the establishment of industries to design, build and implement training (Martina, 2012). Thus the implementation of the training received by the industry and the training results will be responsive to the needs of the industry. One key to the success of Competency Based Training is the assessment of the ability of a certain skill level and certification should be adjusted to the level of knowledge, skill and mental attitude as required in the national competency standards [National Competency Standard]. For the first step

is to make the work competency standards of skills of workers in accordance with their respective fields of work. In addition, it should be made standard-setting work, modular curriculum, learning and teaching materials, assessment and evaluation procedures, environmental certification and proper training, counseling and guidance services, accreditation of training modules delivered by BLK in institutional accreditation.

2. *Developing competence and knowledge trainers to improve the quality of the output (bag) in terms of technique and design through mentoring and training by departments and experts.*

Assistance is indispensable not only to maintain continuity of production, but also in terms of quality of output. Up-grade technology for workers is a term that is still considered a luxury. Workers claimed that it has implemented the use of electric sewing machines, machine 'obras', and electric cut machines. Apparently there are still prevalent use manual sewing machines; scissors cut as equipment make the daily bag and frequency. In fact, the appropriate technology is believed to facilitate entrepreneurs in the process of making bags. However, the technology used was semi-manual and simple. Engineering and manufacture of bag design is still simple. Therefore, the provision of services on the up-grade training and mentoring technology needs to be done by various agencies related services including industry and trade, department of cooperatives and SMEs and business associations bag industry.

Weakness - Threats (WT) Strategy

1. *Introducing a quality assurance framework.*

Encourage the development and determination of regional quality assurance framework (RQAF) as a first step to be recognized qualification in the regional labor (labor competitiveness). RQAF program can promote the skills of the workforce are qualified in accordance with the needs of the industry, which can be the qualification level of education and work competency certificate owned

labor (Ruiz, 2012). The program also helps the workforce in order to convince the organization-industry-client that it is competent in work or providing products or services and increase confidence.

2. *Certify competence in a systematic and massive work with the proactive approach (reach out).*

The government should be active pick up the ball went to the community of professional workers. In order for this certification program can be followed by as many Indonesian workers, a means toward certifications such as education, especially professional education and vocational training centers as well as a decent and international standards, should be built. By doing so, will create a link-train-match as the expansion of employment. This task should not only be done by the government, but could also private parties and businesses, given the many training centers are very good quality privately owned. Given this strategy is expected to spur the younger generation more likely to develop competency-based human resource potential in accordance with the occupied areas of the profession through training - training of special skills that are certified in accordance with the National Competence Indonesia (SKKNI). In addition to the industry that the benefits of certification help convince his clients that the products / services have been made by competent personnel, and assists ensure the link and match between the competencies of graduates with competencies demands of the industrial world. (Henrich, 2008)

3. *Improve the quantity and quality by partnering with others to face global competition and gain greater market share.*

The opportunity to partner with other parties is a good opportunity to continue to be optimized. This is because businesses based on industry recognizes that by partnering bag there are many advantages to be gained primarily for troubleshooting products and search for raw materials. However, today a partnership among business actors bag industry is still not running optimally. Not optimal characterized by the small number of benefits received. The exhibition,

which is done, cannot cover all the members. In addition, the information obtained is not perfect so that they are difficult to follow. This is not only related to marketing issues, but also the procurement of raw materials. Yet on the other hand, now a lot of requests made by the government and private institutions related to the promotion of the Central Java Provincial Government to participate echo "Visit Central Java Year 2013".

4. *Providing a medium of communication and promotion of business and the bag industry workers in an effort to simplify and expand the network of Industrial bags.*

The promotion of Industrial bags needed a container to help market and develop industrial product bags as well as a means of developing the craft industry as a bag tourism industry in the city of Semarang. With a media procurement and facilities such as creating a "Center for Information, Promotion of Trade and Craft of bags industry " can be used to improve the existence of the bag industry as one of the potential industry and tourism in the city of Semarang. The facility is expected to help and support the craft industry industrial bag so as not to drown, which consist in the introduction, development and marketing of industrial craft bag especially for small industry to exchange expertise and information.

CONCLUSION

Environmental analysis on the bag industry in Kudus regency showed that the total value of external factors have a scores higher than the total value of internal factors. It means that an external condition of bag industry has a great opportunity to improve. Referring to these values, its position is in cell II. The strategy adopted in this position is a growth and build strategy. Strategy development of labor in the bag industry in Kudus is growth and development strategy. That is the labor-intensive form of competence development to improve the quality and quality of bags. Steps taken are expanding the employment opportunities that the policy direction in accordance with the placement of labor competencies and then the learning resources

is designed in accordance with the needs of employers and provide training which refers to the Competency Based Training (CBT)

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Labor Development Strategy in the Bag Industry_Maya 5 April.doc

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Labor Development Strategy in the Bags Industry

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Abstract

The research aims to formulate strategies for improving the labor competencies in the bag industry in Kudus Regency. Population of this study is business players and then sample is collected with technique of random samples. Data is analysed using the SWOT analysis (Strength, Weaknesses, Opportunities, and Threats). The results showed that the proper strategy for improving employment in the bag industry is growth and build strategy. Growth and development strategy is intensive action undertaken through the development of labor competencies to improve the quality of output. It's can be made with creating the learning resources by design method and trainings refers to the Competency Based Training (CBT).

Keywords : Strategy, Development, Competency, SWOT analysis

INTRODUCTION

In Kudu Regency, The industrial sector is a sector which the highest contribution to economy structure or GDP of the regions. According to the BPS 2014 that industrial sector in Kudus Regency is the top compared with the other economic sectors. The development of the total business unit industry small and medium in Kudus Regency from year to year is the average increased. However, In 2009, the number of of micro and small businesses decreased by 16,54 % while in 2013 the number of units of micro and small businesses in Kudus Regency decreased significantly by 16,69 %.

According to the Department of Industry, Cooperatives and SMEs in the initial observations on 26 November 2014 stated that the small and medium industry are many and growing rapidly in Kudus regency, one of them is bag industry. Now, bag industry is one of the lucrative industries. The average populations in the world

are spending most of his money to spend bag. Therefore, entrepreneurs are very keen to develop its business in the bag industry. This small and medium enterprises need to be improved and empowered because it will contribute to economic growth in the region Kudus District. Decreasing the number of small businesses will give an impact to productivity of bag in Kudus..

Data from the Joint of Business Group, (2014) showed that the value of productivity and demand for bags in Kudus regency of the year 2010-2013 has increased. But the value of bag productivity is lower than the value of its demand. So, it indicates that there is a gap in the bag needs in Kudus.

Preliminary observations made in the month December 2014 notes that several fundamental problems are often faced by small and medium industries are First, the quality of Human Resources is still low; Second, Capital owned entrepreneurs are still small, so they face some difficulties when expand its business; Third, limited ownership of modern technology that caused a limited production.

Human Resources become the determining factor of competitiveness in the market. Development and rapid competition in bag industry requires innovation and high-skill labor. Therefore we need labor development strategy to improve the quality of output in the bag industry in Kudus. So, this study intends to formulate appropriate labor development strategy to improve quality and quantity of output in the bag industry in Kudus.

RESEARCH METHODOLOGY

This research does not perform hypothesis testing. This study focused on identifying the strengths, weaknesses, opportunities and threats faced by employment. Then it uses to determine an appropriate development strategy in an effort to improve the quality of output in the industrial bags in Kudus District. The unit of analysis in this study is the bag industry in Kudus.

Population in this study is a business unit of bag convections in Kudus. The data collection method is survey of 93 business units. The population data of bag industries in Kudus regency is as follows.

Table 1. Bag industries in Kudus Regency 2014

No	Village	Small and micro enterprises (unit)
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1	Loram Wetan	17
2	Loram Kulon	23
3	Pegunungan	15
4	Gulang	18
5	Gebog	20
	Total	93

Source : Joint of Business Group (KUB), 2014

Data in this research are secondary and primary data. Data obtained from the BPS and the Government of Kudus District. Secondary data were obtained with the documentary studies, literature or a desk study. There are two types of primary data, the external data and internal data. External data is data and information from outside government or linked agency, such as opportunities and threats. Data included in this categories are issues related to economic issues, social, cultural, demographic, environmental and government policy, that directly and indirectly can influence on the development of employment in the bag industry in Kudus. Then, all information was made into Matrix of External Factors Evaluation (EFE). Internal data is necessary to identify the strengths and weaknesses of the object studied. After all the information were collected, then organized into a matrix called Internal Factors Evaluation (IFE) Matrix.

This study uses SWOT analysis to determine the development strategy of labor in Kudus district. SWOT analysis is helpful to conduct the assessment not only in the big industries, but also in small and medium industries (Gupta, 2013). Specifically, SWOT is a basic and candid model that assesses what a business can and cannot do, as well as its potential opportunities and threats. The method of SWOT analysis is to take the information from an environmental analysis and separate it into internal (strengths and weaknesses) and external issues (opportunities and threats). (Ahmad Reza Ommani, 2011).

		Total Score of IFE		
		Strong 3,00	Average 2,00	Weak 1,00
Total Score of EFE	High 4,00	Growth I	Growth II	Stability III
	Medium 3,00	Growth IV	Stability V	Contraction VI
	Low 1,00	Growth VII	Contraction VIII	Liquidity IX

Picture 1. Matrix of EFE and IFE

RESULT AND DISCUSSION

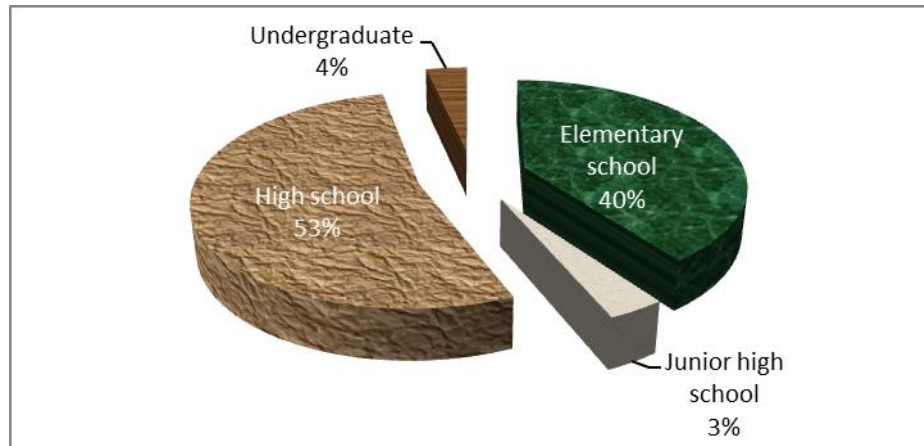
Kudus District is divided into 9 sub districts, 132 villages, and 414 hamlet. Interview with 85 entrepreneurs of bag convections were conducted to determining activity of bag industry. The number indicates the existence clusters of small medium of bag convections in Kudus.

Research was conducted in many village such Loram Wetan, Loram Kulon, Gulang. Pegunungan and Gebog. Department of Industry, Cooperatives and SMEs states that these are villages which contained industrial clusters of small and medium bags in Kudus.

Level of education

If viewed from a background level of respondent's education, it could seen that most of them have a low educational background. It is important because the

educational background is crucial for up grading of knowledge and technology more effectively and efficiently.



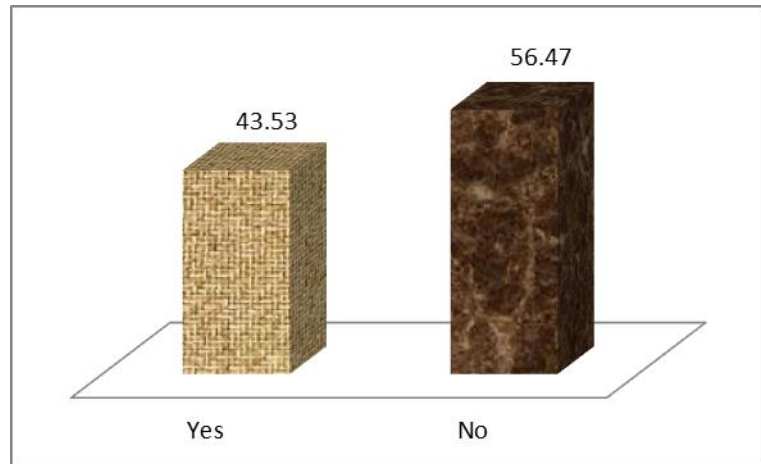
Source: Primary Data

Figure 2. Respondent Education

Figure 2 informs that 53% of workers in the bag industry are high school graduates. Meanwhile workers who only finished elementary school and not graduate are 40%. This becomes an important indication of unsuccessfully the transfer process caused by a low educational background knowledge.

Specialization of Labor

An understanding of the importance of work based on specialization of workers was already widely understood by businesses in the industrial bags. Specialization will be able to increase productivity, because each worker optimally, will reach a certain expertise to achieve the business objectives of profit maximization. It looks more than 95% of business owners do the job specialization. However, there are still 4.7%, which does not require that specializes in this type of work. Specialization work performed 37.6% refers to last education, while 62.4% based on skill or ability. In other words, many workers in the bag industry have the ability to be self-taught.



Source: Primary Data

Figure 3. Access to training

In Figure 3 shows that 56.47% of the workers got a self-taught skills. Meanwhile the capabilities was got from training of the owner as much as 43, 53%. Training provided only about 1-2 times a year, with the main material is giving the basic skills needed in the industry, sewing the bag.

Production of Bags

There are 75% of respondents said that production level in the bag industry in Kudus was stable, only 5% were increased. Meanwhile 20% were decreased. Production levels were stable, according to some respondents means that despite the price is increase, but it does not result in a decrease in the number of buyers. In other words, decline in prices has no effect on output. Bag designs are made of 48.2% from a market demand, while 51.8% is the result of his own design. The conditions require that employers in the bag industry to be active in marketing to gain the market.

Table 2.
Designs bag are made in Kudus

Type	Respondents	%
5	64	75,29
4	7	8,24
3	14	16,47
Total	85	100

Source: Primary Data

Table 2 shows that design made by employers are relatively numerous, ranging from 5 designs (75% of respondents). It's state that the entrepreneurs have not focused on uniqueness of the resulting production.

SWOT analysis

Environmental analysis is needed to identify factors into strengths, weakness, opportunities and threats. Results of this analysis will be used to conduct an internal evaluation (Internal Factors Evaluation = IFE) and external evaluation (External Factors Evaluation = EFE). Here are the results of the environmental analysis at the labor development to improve quality and quantity output in bag industry in Kudus;

1. **Strengths;** Stock of labor are abundant, existence of specialization in work (sewing, embroidery), trainings given by the department is free to workers, training material is basic skills that should be mastered by workers in the bags industry;
2. **Weakness;** This type of training is still not varied (same from year to year), educational level of workers is still relatively low; There are no standardized of bag's quality (weak quality control), Design created and defined by the employer, not by the market.

3. **Opportunities** ; Request for bag is still high; Job opportunities in the bag industry is still wide open; Types of jobs are offered vary (tailor, embroidery, 'pengobras'); High demand for the bag is an opportunity to increase employment opportunities, buyers does not decrease despite sales price is increase.
4. **Threats**; High competition among workers (with the same level of expertise); The desired quality standards are not in accordance with the given; Ability to absorb for knowledge and technology workers are still weak; Frequency of mentoring and training by the department is still lacking; Lack of skilled labor; The existance foreign products especially bag become competitors.

Internal Factors Evaluation (Internal Factors Evaluation = IFE)

Internal identification is performed to determine strengths and weakness that affect labor development in the bags Industry.

Table 3. Internal Factors Evaluation

	Internal Factors	Quality	Rating	Score	Ranking
	Strenght				
A	Stock of labor are abundant	0,15	3,50	0,52	1
B	existence of specialization in work (sewing, embroidery)	0,12	3,50	0,42	2
C	trainings given by the department is free to workers	0,12	2,50	0,29	4
D	training material is basic skills that should be mastered by workers in the bags industry	0,12	3,00	0,36	3
	The mean total score of Strength	0,50		1,59	
	Weakness				
E	Type of training is still not varied (same from year to year)	0,12	1,5	0,18	2
F	educational level of workers is still	0,13	1,0	0,13	4

	relatively low				
G	There are no standardized of bag's quality (weak quality control)	0,13	1,5	0,20	1
H	Design created and defined by the employer, not by the market	0,11	1,5	0,17	3
	The mean total score of Weakness	0,50		0,68	
	Total	1,00		2,27	

Table 3 shows that the average total score for strength factor is 1.59, while the average score of weakness factor is 0.68. This shows that bag industry has a greater power factor than weakness. Therefore, entrepreneurs should be able to take advantage of industrial bags and optimize the strength to further minimize weaknesses to improve the quality of its workforce.

Moreover, Table 3 shows that stock of labor are abundant became the largest force of businesses bag industry. The second largest force is existence of specialization in work (sewing, embroidery). With specialization, working time should be faster because each worker can focus on what is done. Logically, productivity can be increased. Meanwhile, there has been no standardized of bag's quality (weak quality control) be the greatest weakness perceived by businesses bag industry . This condition occurs because businesses do not have proper planning. Production will be done if entrepreneur has a capital and bags have been sold. Total score of IFE matrix is 2.27 which indicates that bags industry are in average condition. It means, business owners optimize the strength to overcome their weaknesses.

External Factors Evaluation (External Factors Evaluation = EFE)

External identification conducted to determine the opportunities and threats that affect the development of labor in the bag industry in Kudus. Rating had given depending on the response shown by the company towards the opportunities and

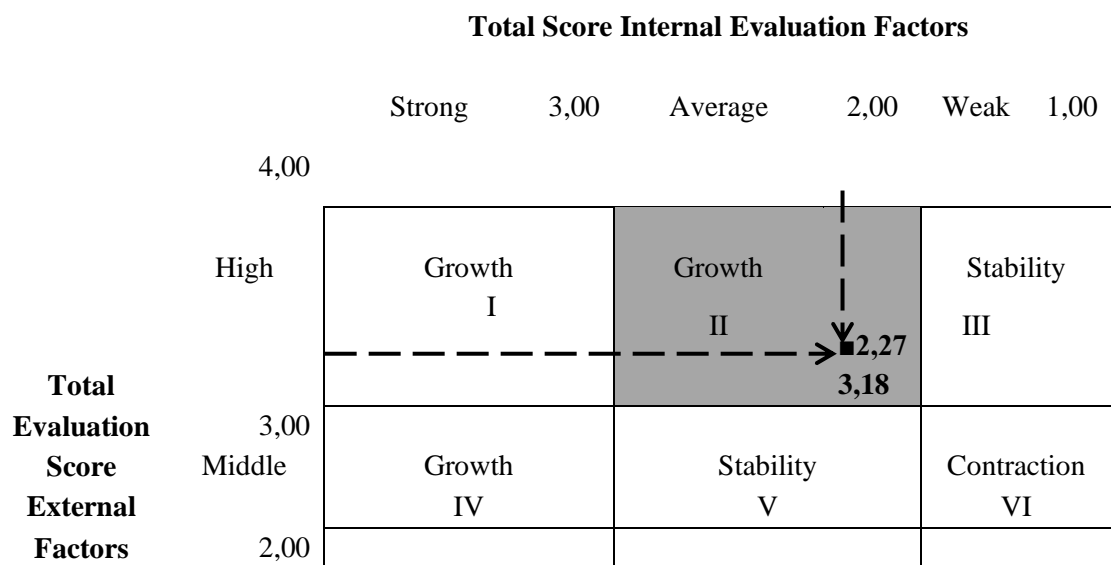
threats. Table 4 shows that the total average of scores for the key factor of opportunities is 1.62. However, the average total score for the threat is a key factor of 1.56. It suggests that opportunity is the key factor which greater than threat. So, the bag industry businesses should be able to optimize the existence opportunities to address the threat. Based on EFE matrix, the total value is obtained by 3.18. This suggests that crafters bag industry has a high ability to take advantage of external opportunities and avoid the threats facing the business process.

Table 4. External Factors Evaluation

Internal Factors		Quality	Rating	Score	Ranking
Opportunity					
A	Request for bag is still high	0,11	4	0,42	1
B	Job opportunities in the bag industry is still wide open	0,09	3,5	0,32	3
C	Types of jobs are offered vary (tailor, embroidery, 'pengobras')	0,09	3	0,26	4
D	High demand for the bag is an opportunity to increase employment opportunities	0,10	3,5	0,35	2
E	buyers does not decrease despite sales price is increase.	0,09	3	0,26	5
The mean total score of Opportunity		0,47		1,62	
Threats					
F	High competition among workers (with the same level of expertise)	0,07	2	0,11	6
G	The desired quality standards are not in accordance with the given	0,10	3	0,25	4
H	Ability to absorb for knowledge and technology workers remains weak	0,09	4	0,33	1
I	Frequency of mentoring and training by the department is still lacking	0,09	4	0,31	3
J	Lack of skilled labor	0,09	4	0,32	2
K	The existence foreign products especially bag become competitors	0,08	3	0,24	5
The mean total score of Threats		0,53		1,56	
Total		1,00		3,18	

Table 4 shows that market demands which growing up become the main opportunities and motivation for bag industry to expand the business. This is triggered by today's lifestyle where people need bags to support the daily activities, such as work, school, and traveling. Even today the bag is widely used as a souvenir on specific events such as meetings, seminars and others. The biggest weakness faced by the bag industry is the ability to absorb knowledge and technology workers are still weak. This factor is a threat that must be anticipated because it can hinder product quality.

Each total score obtained from the evaluation of internal factors and external factors mapped in a matrix, called external internal matrix. This mapping is important to the selection of strategic alternatives in more detail to face competition and changes to improve quality and quantity of output in the bag industry in Kudus. Referring to Figure 5, the strategy pursued is the growth and builds strategy. This strategy is labor-intensive form of competence development for improving the quality of the bag. Learning resources is designed in accordance with the needs of employers and trainings is provided refers to the Competency Based Training (CBT).



Low	Growth VII	Contraction VIII	Liquidity IX
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1,00

Picture 5. Internal External Matrix

Alternatives Development Strategy

Alternatives formulation development strategy can also be done by making the SWOT matrix as shown in Table 5.

Table 5. Bag Industry SWOT matrix

IFE	<p>Strenght- S</p> <p>S1. Stock of labor is abundant.</p> <p>S2. Existence of specialization in work (sewing, embroidery).</p> <p>S3. Training material is basic skills that should be mastered by workers in the bags industry.</p> <p>S4. Trainings given by the department is free to workers</p>	<p>Weakness- W</p> <p>W1. There are no standardized of bag's quality (weak quality control).</p> <p>W2. This type of training is still not varied (same from year to year).</p> <p>W3. Design created and defined by the employer, not by the market.</p> <p>W4. educational level of workers is still relatively low</p>
EFE	<p>SO</p> <p>1. Improving the ability of workers in the field of marketing to expand the marketing network.</p> <p>2. Improving the competence of employees through formal education, vocational training and the development of labor productivity.</p> <p>3. Improving the learning resources is designed as needed.</p>	<p>WO</p> <p>1. Improving the quality of training provided refers to (Competency Based Training).</p> <p>2. Developing competence and knowledge trainers to improve the quality of the output (bag) in terms of technique and design through mentoring and training by departments and experts.</p>
<p>Opportunities- O</p> <p>O1. Request for bag is still high</p> <p>O2. High demand for the bag is an opportunity to increase employment opportunities</p> <p>O3. Job opportunities in the bag industry is still wide open</p> <p>O4. Types of jobs are offered vary (tailor, embroidery, 'pengobras')</p> <p>O5. buyers does not decrease despite sales price is increase</p>		

Threats- T	ST	WT
<p>T1. Ability to absorb for knowledge and technology workers are still weak</p> <p>T2. Lack of skilled labor</p> <p>T3. Frequency of mentoring and training by the department is still lacking.</p> <p>T4. The desired quality standards are not in accordance with the given.</p> <p>T5. The existence foreign products especially for bags become competitors</p> <p>T6. High competition among workers (with the same level of expertise)</p>	<ol style="list-style-type: none"> 1. Holding a 9-year basic education and training in a flexible and standardized yet affordable cost. 2. Expanding employment opportunities with a placement policy direction in accordance with the competence and expansion of employment opportunities. 3. Optimization of existing resources and the efficiency of job training to minimize time and cost of production through coaching programs, facilities and instructors and expert training, systems and training approaches to create products according to market demand. 	<ol style="list-style-type: none"> 1. Introducing quality assurance framework 2. Certify competence in a systematic and massive work with the proactive approach (reach out). 3. Improve the quantity and quality by partnering with others to face global competition and gain greater market share. 4. Providing communication media and the promotion of business operators and workers of industrial bags in an effort to simplify and expand the network Industrial bags.

Source : Primary Data

Strength- Opportunities (SO) Strategy

1. *Improving the ability of workers in the field of marketing to expand the marketing network.*

This strategy needs to be done to meet the increasing market demand. Through promotions, exhibitions, fashion shows and other promotional media excellence, uniqueness bags can be introduced so that it will be quickly recognized by consumers. Moreover, by starting the introduction of Semarang as MICE City is expected to further increase market share Industry bag of Kudus. In addition to the exhibition, promotion can be done through distribution of brochures and leaflets. The goal is, give information to consumers about the existence, uniqueness and distinctiveness bag. Promotions can also be done by developing networking and on-line marketing. Generally, businesses do not have a sales force

that specifically handles the marketing. The period ahead, promotion is an important aspect in labor development as an effort to improve quality and quantity in bags industry. Sales success is highly dependent on the means, methods and creativity of marketing. It is very important because bags industry is in the phase to open a new market share.

2. *Improving the competence of employees through formal education, vocational training and the development of labor productivity.*

Improving the quality of the labor is done through formal education, job training and mentoring in the workplace. All are made as an integrated system development of comprehensive and integrated employment. Job training requires information about the types of skills required by employers. Mentoring requires competent experts in the field. Providing extensive training enhances employees' knowledge of their firm's operations, markets, customers, coworkers, and products, thereby enhancing productivity by creating more efficient operational capabilities and routines. (Yousang Kim, 2014).

3. *Improving the learning resources is designed as needed.*

Due to mechanization of processes, jobs became complex and more specialized, which resulted in a demand for skilled workers. This, in turn, promoted the growth of education that could provide training and skills for technically proficient labor. (Tushar Agrawal, 2013). Employers and unions in curriculum development and ensure that the skills taught in accordance with what is needed in the modern workplace. Design and planning made involving labor, universities, labor organizations, and other stakeholders who come together to learn about the partnership model sector, including effective analysis industry, the involvement of employers, building partnerships, and the design of training programs relevant industries, In addition, the curriculum used at least be able to reflect what is desired by the employer or the world of work contains elements of knowledge, skills and attitudes.

Strength-Threats (ST) Strategy

1. *Holding a 9-year basic education and training in a flexible and standardized yet affordable cost.*

In order to get the market more widely and be competitive in the world, the bags must be made by a skilled workforce. That is produced through a flexible training system with standard of international but reasonable expenses incurred by the worker. The training system should be oriented towards market driven adapted to changes in technology, changes in the economic structure. This strategy must be met to ensure all students in vocational programs, aspirants, have basic skills numeracy and literacy sufficient to support lifelong learning and career development, especially to ensure and support the transfer of knowledge and technology. Lifelong learning is learning new skills and acquire new knowledge infinite, especially to ensure and support the transfer of knowledge and technology (Sabates, 2008). In addition, it's crucial to change general education into vocational and skills training, especially for the short and medium term. Renewal the common forms of training into the application of technology is a breakthrough to offset the acceleration of technological development.

2. *Expanding employment opportunities with the policy direction in accordance with the placement of labor competencies.*

A sectoral policy is spearheading the creation of employment opportunities. It takes cooperation among labor offices in compliance with the SME department of labor. This is because manpower is a provider of information about jobs that are needed and provide input on prospective new employees. However SME agencies provide training vessel and procedures for sewing and designing bags with the resulting labor warranty competence.

3. *Optimization of existing resources and the efficiency of job training to minimize time and cost of production through coaching programs, facilities and instructors and expert training, systems and training approaches to create products according to market demand.*

Usually, the labor of the workers has a loyal nature and work hard, but they do not follow the market changes. In product development, workers still offer industrial bags based on the motives marketable, consumers have not been involved in product development. Industry bag will be accepted by consumers if it is produced in accordance with motifs, designs and desires of consumers. Therefore, the mastery of technology and information will greatly help workers determine variations of motifs and designs are in accordance with market demand. Workers can learn a lot of skills in the workplace, both informal and formal training. Therefore, such training cannot be left to employers for several reasons. First, the Company provides firm-specific training to their workers, but the company has little incentive to provide training for general skills. The company also may face obstacles or too small to be able to provide effective training. Second, entrepreneurs may be reluctant to recruit fresh graduates unless they are "ready to work", because of the high cost of the training. Third, highly skilled workforce can encourage investment in the country; while the skills of workers are expected to increase the skills of co-workers (eg create "spillovers" positive).

Weakness- Opportunities (WO) Strategy

1. Improving the quality of training provided refers to the Competency Based Training.

Competency Based Training is a fundamental part of training reform. Competency Based Training included the establishment of industries to design, build and implement training (Martina, 2012). Thus the implementation of the training received by the industry and the training results will be responsive to the needs of the industry. One key to the success of Competency Based Training is the assessment of the ability of a certain skill level and certification should be adjusted to the level of knowledge, skill and mental attitude as required in the national competency standards [National Competency Standard]. For the first step

is to make the work competency standards of skills of workers in accordance with their respective fields of work. In addition, it should be made standard-setting work, modular curriculum, learning and teaching materials, assessment and evaluation procedures, environmental certification and proper training, counseling and guidance services, accreditation of training modules delivered by BLK in institutional accreditation.

2. *Developing competence and knowledge trainers to improve the quality of the output (bag) in terms of technique and design through mentoring and training by departments and experts.*

Assistance is indispensable not only to maintain continuity of production, but also in terms of quality of output. Up-grade technology for workers is a term that is still considered a luxury. Workers claimed that it has implemented the use of electric sewing machines, machine 'obras', and electric cut machines. Apparently there are still prevalent use manual sewing machines; scissors cut as equipment make the daily bag and frequency. In fact, the appropriate technology is believed to facilitate entrepreneurs in the process of making bags. However, the technology used was semi-manual and simple. Engineering and manufacture of bag design is still simple. Therefore, the provision of services on the up-grade training and mentoring technology needs to be done by various agencies related services including industry and trade, department of cooperatives and SMEs and business associations bag industry.

Weakness - Threats (WT) Strategy

1. *Introducing a quality assurance framework.*

Encourage the development and determination of regional quality assurance framework (RQAF) as a first step to be recognized qualification in the regional labor (labor competitiveness). RQAF program can promote the skills of the workforce are qualified in accordance with the needs of the industry, which can be the qualification level of education and work competency certificate owned

labor (Ruiz, 2012). The program also helps the workforce in order to convince the organization-industry-client that it is competent in work or providing products or services and increase confidence.

2. *Certify competence in a systematic and massive work with the proactive approach (reach out).*

The government should be active pick up the ball went to the community of professional workers. In order for this certification program can be followed by as many Indonesian workers, a means toward certifications such as education, especially professional education and vocational training centers as well as a decent and international standards, should be built. By doing so, will create a link-train-match as the expansion of employment. This task should not only be done by the government, but could also private parties and businesses, given the many training centers are very good quality privately owned. Given this strategy is expected to spur the younger generation more likely to develop competency-based human resource potential in accordance with the occupied areas of the profession through training - training of special skills that are certified in accordance with the National Competence Indonesia (SKKNI). In addition to the industry that the benefits of certification help convince his clients that the products / services have been made by competent personnel, and assists ensure the link and match between the competencies of graduates with competencies demands of the industrial world. (Henrich, 2008)

3. *Improve the quantity and quality by partnering with others to face global competition and gain greater market share.*

The opportunity to partner with other parties is a good opportunity to continue to be optimized. This is because businesses based on industry recognizes that by partnering bag there are many advantages to be gained primarily for troubleshooting products and search for raw materials. However, today a partnership among business actors bag industry is still not running optimally. Not optimal characterized by the small number of benefits received. The exhibition,

which is done, cannot cover all the members. In addition, the information obtained is not perfect so that they are difficult to follow. This is not only related to marketing issues, but also the procurement of raw materials. Yet on the other hand, now a lot of requests made by the government and private institutions related to the promotion of the Central Java Provincial Government to participate echo "Visit Central Java Year 2013".

4. *Providing a medium of communication and promotion of business and the bag industry workers in an effort to simplify and expand the network of Industrial bags.*

The promotion of Industrial bags needed a container to help market and develop industrial product bags as well as a means of developing the craft industry as a bag tourism industry in the city of Semarang. With a media procurement and facilities such as creating a "Center for Information, Promotion of Trade and Craft of bags industry " can be used to improve the existence of the bag industry as one of the potential industry and tourism in the city of Semarang. The facility is expected to help and support the craft industry industrial bag so as not to drown, which consist in the introduction, development and marketing of industrial craft bag especially for small industry to exchange expertise and information.

CONCLUSION

Environmental analysis on the bag industry in Kudus regency showed that the total value of external factors have a scores higher than the total value of internal factors. It means that an external condition of bag industry has a great opportunity to improve. Referring to these values, its position is in cell II. The strategy adopted in this position is a growth and build strategy. Strategy development of labor in the bag industry in Kudus is growth and development strategy. That is the labor-intensive form of competence development to improve the quality and quality of bags. Steps taken are expanding the employment opportunities that the policy direction in accordance with the placement of labor competencies and then the learning resources

is designed in accordance with the needs of employers and provide training which refers to the Competency Based Training (CBT)

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Labor Development Strategy in the Bag Industry

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Abstract

The research aims to formulate strategies for improving the labor competencies in the bag industry in Kudus Regency. Population of this study is business players and then sample is collected with technique of random samples. Data is analysed using the SWOT analysis (Strength, Weaknesses, Opportunities, and Threats). The results showed that the proper strategy for improving employment in the bag industry is growth and build strategy. Growth and development strategy is intensive action undertaken through the development of labor competencies to improve the quality of output. It's can be made with creating the learning resources by design method and trainings refers to the Competency Based Training (CBT).

Abstrak

Penelitian ini bertujuan untuk merumuskan strategi untuk meningkatkan kompetensi tenaga kerja di industri tas di Kabupaten Kudus. Data terdiri pelaku usaha, yang akan dianalisis menggunakan alat analisis Strength, Weaknesses, Opportunities, and Threats (SWOT). Hasil menunjukkan bahwa strategi yang tepat untuk meningkatkan lapangan kerja di industri tas adalah strategi pertumbuhan dan strategi pengembangan. Pertumbuhan dan strategi pembangunan merupakan tindakan intensif dilakukan melalui pengembangan kompetensi tenaga kerja untuk meningkatkan kualitas output. Hal ini dapat dilakukan dengan menciptakan sumber belajar dengan merancang metode dan pelatihan merujuk pada Pelatihan Berbasis Kompetensi (CBT).

Introduction

In Kudus Regency, The industrial sector is a sector which the highest contribution to economy structure or GDP of the regions. According to the BPS 2014 that industrial sector in Kudus Regency is the top compared with the other economic sectors. The development of the total business unit industry small and medium in Kudus Regency from year to year is the average increased. However, In 2009, the number of of micro and small businesses decreased by 16,54 % while in 2013 the number of units of micro and small businesses in Kudus Regency decreased significantly by 16,69 %.

According to the Department of Industry, Cooperatives and SMEs in the initial observations on 26 November 2014 stated that the small and medium industry are

many and growing rapidly in Kudus regency, one of them is bag industry. Now, bag industry is one of the lucrative industries. The average populations in the world are spending most of his money to spend bag. Therefore, entrepreneurs are very keen to develop its business in the bag industry. This small and medium enterprises need to be improved and empowered because it will contribute to economic growth in the region Kudus District. Decreasing the number of small businesses will give an impact to productivity of bag in Kudus..

Data from the Joint of Business Group, (2014) showed that the value of productivity and demand for bags in Kudus regency of the year 2010-2013 has increased. But the value of bag productivity is lower than the value of its demand. So, it

indicates that there is a gap in the bag needs in Kudus.

Preliminary observations made in the month December 2014 notes that several fundamental problems are often faced by small and medium industries are First, the quality of Human Resources is still low; Second, Capital owned entrepreneurs are still small, so they face some difficulties when expand its business; Third, limited ownership of modern technology that caused a limited production.

Human Resources become the determining factor of competitiveness in the market. Development and rapid competition in bag industry requires innovation and high-skill labor. Therefore we need labor development strategy to improve the quality of output in the bag industry in Kudus. So, this study intends to formulate appropriate labor development strategy to improve quality and quantity of output in the bag industry in Kudus.

Methods

This research does not perform hypothesis testing. This study focused on identifying the strengths, weaknesses, opportunities and threats faced by employment. Then it uses to determine an appropriate development strategy in an effort to improve the quality of output in the industrial bags in Kudus District. The unit of analysis in this study is the bag industry in Kudus.

Population in this study is a business unit of bag convections in Kudus. The data collection method is survey of 93 business

units. The population data of bag industries in Kudus regency is as follows.

Data in this research are secondary and primary data. Data obtained from the BPS and the Government of Kudus District. Secondary data were obtained with the documentary studies, literature or a desk study. There are two types of primary data, the external data and internal data. External data is data and information from outside government or linked agency, such as opportunities and threats. Data included in this categories are issues related to economic issues, social, cultural, demographic, environmental and government policy, that directly and indirectly can influence on the development of employment in the bag industry in Kudus. Then, all information was made into Matrix of External Factors Evaluation (EFE). Internal data is necessary to identify the strengths and weaknesses of the object studied. After all the information were collected, then organized into a matrix called Internal Factors Evaluation (IFE) Matrix.

This study uses SWOT analysis to determine the development strategy of labor in Kudus district. SWOT analysis is helpful to conduct the assessment not only in the big industries, but also in small and medium industries (Gupta, 2013). Specifically, SWOT is a basic and candid model that assesses what a business can and cannot do, as well as its potential opportunities and threats. The method of SWOT analysis is to take the information from an environmental analysis and separate it into internal (strengths and weaknesses) and external issues (opportunities and threats) (Ommani, 2011).

Table 1: Bag industries in Kudus Regency 2014

No	Village	Small and micro enterprises (unit)
1	Loram Wetan	17
2	Loram Kulon	23
3	Pegunungan	15
4	Gulang	18
5	Gebog	20
Total		93

Source: Joint of Business Group (KUB), 2014

		Total Score of IFE		
		4,00 Strong	3,00 Average	2,00 Weak 1,00
Total Score of EFE	High	Growth I	Growth II	Stability III
	Medium	Growth IV	Stability V	Contraction VI
	Low	Growth VII	Contraction VIII	Liquidity IX

Figure 1: Matrix of EFE and IFE Result and Discussion

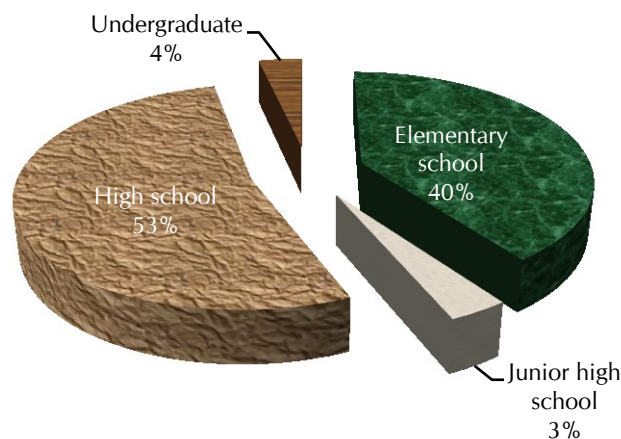
Kudus District is divided into 9 sub districts, 132 villages, and 414 hamlet. Interview with 85 entrepreneurs of bag convections were conducted to determining activity of bag industry. The number indicates the existence clusters of small medium of bag convections in Kudus.

Research was conducted in many village such Loram Wetan, Loram Kulon, Gulang. Peganjaran and Gebog. Department of Industry, Cooperatives and SMEs states that these are villages which contained industrial clusters of small and medium bags in Kudus.

Level of education

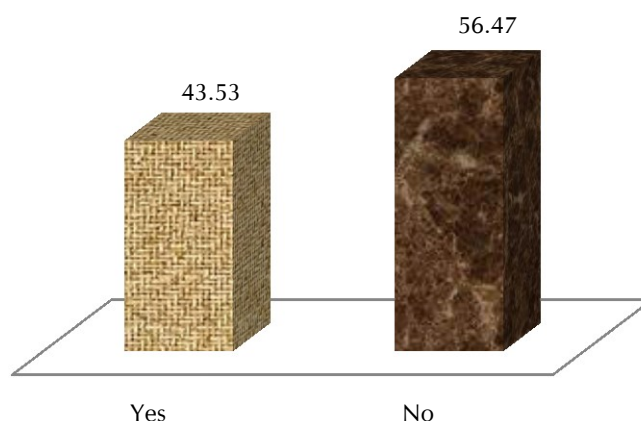
If viewed from a background level of respondent’s education, it could seen that most of them have a low educational background. It is important because the educational background is crucial for up grading of knowledge and technology more effectively and efficiently.

Figure 2 informs that 53% of workers in the bag industry are high school graduates. Meanwhile workers who only finished elementary school and not graduate are 40%. This becomes an important indication of unsuccessfully the transfer process caused by a low educational background knowledge.



Source: Primary Data

Figure 2: Respondent Education



Source: Primary Data

Figure 3: Access to Training

Specialization of Labor

An understanding of the importance of work based on specialization of workers was already widely understood by businesses in the industrial bags. Specialization will be able to increase productivity, because each worker optimally, will reach a certain expertise to achieve the business objectives of profit maximization. It looks more than 95% of business owners do the job specialization. However, there are still 4.7%, which does not require that specializes in this type of work. Specialization work performed 37.6% refers to last education, while 62.4% based on skill or ability. In other words, many workers in the bag industry have the ability to be self-taught.

In Figure 3 shows that 56.47% of the workers got a self-taught skills. Meanwhile the capabilities was got from training of the owner as much as 43, 53%. Training provided only about 1-2 times a year, with the main material is giving the basic skills needed in the industry, sewing the bag.

Production of bags

There are 75% of respondents said that production level in the bag industry in Kudus was stable, only 5% were increased. Meanwhile 20% were decreased. Production levels were stable, according to some

respondents means that despite the price is increase, but it does not result in a decrease in the number of buyers. In other words, decline in prices has no effect on output. Bag designs are made of 48.2% from a market demand, while 51.8% is the result of his own design. The conditions require that employers in the bag industry to be active in marketing to gain the market.

Table 2: Bag Design Made in Kudus

Type	Respondents	%
5	64	75,29
4	7	8,24
3	14	16,47
Total	85	100

Source: Primary Data

Table 2 shows that design made by employers are relatively numerous, ranging from 5 designs (75% of respondents). It's state that the entrepreneurs have not focused on uniqueness of the resulting production.

SWOT analysis

Environmental analysis is needed to identify factors into strengths, weakness, opportunities and threats. Results of this analysis will be used to conduct an internal evaluation (Internal Factors Evaluation = IFE) and external evaluation (External Factors

Evaluation = EFE). Here are the results of the environmental analysis at the labor development to improve quality and quantity output in bag industry in Kudus;

1. **Strengths**; Stock of labor are abundant, existence of specialization in work (sewing, embroidery), trainings given by the department is free to workers, training material is basic skills that should be mastered by workers in the bags industry;
2. **Weakness**; This type of training is still not varied (same from year to year), educational level of workers is still relatively low; There are no standardized of bag's quality (weak quality control), Design created and defined by the employer, not by the market.
3. **Opportunities** ; Request for bag is still high; Job opportunities in the bag industry is still wide open; Types of jobs are offered vary (tailor, embroidery, 'pengobras'); High demand for the bag is an opportunity to increase employment opportunities, buyers does not decrease despite sales price is increase.

4. **Threats**; High competition among workers (with the same level of expertise); The desired quality standards are not in accordance with the given; Ability to absorb for knowledge and technology workers are still weak; Frequency of mentoring and training by the department is still lacking; Lack of skilled labor; The existance foreign products especially bag become competitors.

Internal Factors Evaluation (IFE)

Internal identification is performed to determine strengths and weakness that affect labor development in the bags Industry.

Table 3 shows that the average total score for strength factor is 1.59, while the average score of weakness factor is 0.68. This shows that bag industry has a greater power factor than weakness. Therefore, entrepreneurs should be able to take advantage of industrial bags and optimize the strength to further minimize weaknesses to improve the quality of its workforce.

Table 3: Internal Factors Evaluation

Internal Factors	Quality	Rating	Score	Rank
Strenght				
A Stock of labor are abundant	0,15	3,50	0,52	1
B existence of specialization in works (sewing, embroidery)	0,12	3,50	0,42	2
C trainings given by the department which is free of charge for workers	0,12	2,50	0,29	4
D training material comprises basic skills that should be mastered by workers	0,12	3,00	0,36	3
The mean total score of Strength	0,50		1,59	
Weakness				
E Type of training does not have enough variation	0,12	1,5	0,18	2
F educational level of workers is low	0,13	1,0	0,13	4
G There are no quality standard for bag (weak quality control)	0,13	1,5	0,20	1
H Design created and defined by the employers, not by the market	0,11	1,5	0,17	3
The mean total score of Weakness	0,50		0,68	
Total	1,00		2,27	

Moreover, Table 3 shows that stock of labor are abundant became the largest force of businesses bag industry. The second largest force is existence of specialization in work (sewing, embroidery). With specialization, working time should be faster because each worker can focus on what is done. Logically, productivity can be increased. Meanwhile, there has been no standardized of bag's quality (weak quality control) be the greatest weakness perceived by businesses bag industry. This condition occurs because businesses do not have proper planning. Production will be done if entrepreneur has a capital and bags have been sold. Total score of IFE matrix is 2.27 which indicates that bags industry are in average condition. It means, business owners optimize the strength to overcome their weaknesses.

External Factors Evaluation (EFE)

External identification conducted to determine the opportunities and threats that affect the development of labor in the bag industry in Kudus. Rating had given depending on the response shown by the company towards the opportunities and threats. Table 4 shows that the total average of scores for the key factor of opportunities is 1.62. However, the average total score for the threat is a key factor of 1.56. It suggests that opportunity is the key factor which greater than threat. So, the bag industry businesses should be able to optimize the existence opportunities to address the threat. Based on EFE matrix, the total value is obtained by 3.18. This suggests that crafters bag industry has a high ability to take advantage of external opportunities and avoid the threats facing the business process.

Table 4: External Factors Evaluation

Internal Factors	Quality	Rating	Score	Ranking
Opportunity				
A Request for bag is still high	0,11	4	0,42	1
B Job opportunities in the bag industry is still wide open	0,09	3,5	0,32	3
C Types of jobs are offered vary (tailor, embroidery)	0,09	3	0,26	4
D High demand for the bag is an opportunity to increase employment opportunities	0,10	3,5	0,35	2
E buyers do not decrease despite sales price is increase.	0,09	3	0,26	5
The mean total score of Opportunity	0,47		1,62	
Threats				
F High competition among workers (with the same level of expertise)	0,07	2	0,11	6
G The desired quality standards are not in accordance with the given	0,10	3	0,25	4
H Ability to absorb for knowledge and technology workers remains weak	0,09	4	0,33	1
I Frequency of mentoring and training by the department is still lacking	0,09	4	0,31	3
J Lack of skilled labor	0,09	4	0,32	2
K The existent foreign products especially bag become competitors	0,08	3	0,24	5
The mean total score of Threats	0,53		1,56	
Total	1,00		3,18	

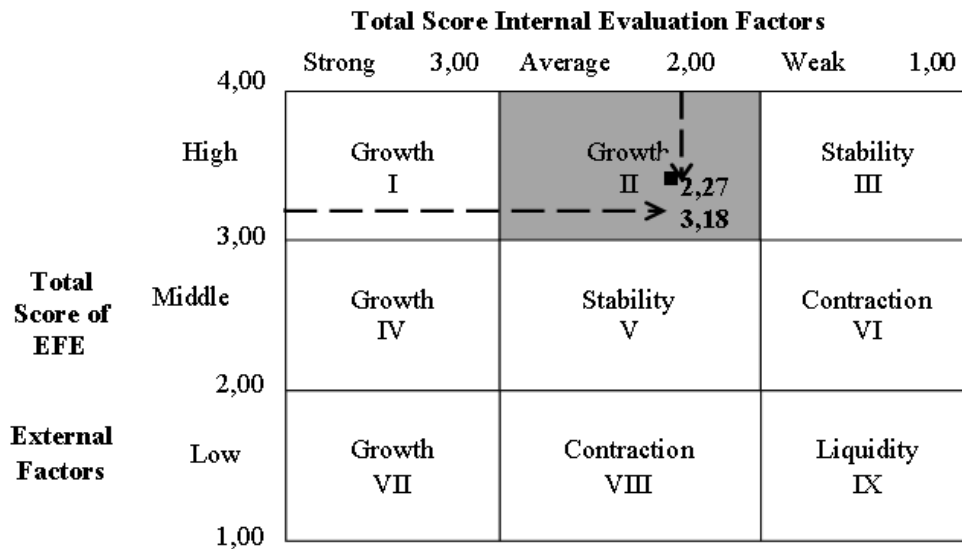


Figure 5: Internal External Matrix

Table 4 shows that market demands which growing up become the main opportunities and motivation for bag industry to expand the business. This is triggered by today's lifestyle where people need bags to support the daily activities, such as work, school, and traveling. Even today the bag is widely used as a souvenir on specific events such as meetings, seminars and others. The biggest weakness faced by the bag industry is the ability to absorb knowledge and technology workers are still weak. This factor is a threat that must be anticipated because it can hinder product quality.

Each total score obtained from the evaluation of internal factors and external factors mapped in a matrix, called external internal matrix. This mapping is important to the selection of strategic alternatives in more detail to face competition and changes to improve quality and quantity of output in the bag industry in Kudus. Referring to Figure 5, the strategy pursued is the growth and builds strategy. This strategy is labor-intensive form of competence development for improving the quality of the bag. Learning resources is designed in accordance with the needs of employers and trainings is provided refers to the Competency Based Training (CBT).

Alternatives Development Strategy

Alternatives formulation development strategy can also be done by making the SWOT matrix as shown in Table 5.

Strength-Opportunities (SO) Strategy

1. *Improving the ability of workers in the field of marketing to expand the marketing network.*

This strategy needs to be done to meet the increasing market demand. Through promotions, exhibitions, fashion shows and other promotional media excellence, uniqueness bags can be introduced so that it will be quickly recognized by consumers. Moreover, by starting the introduction of Semarang as MICE City is expected to further increase market share Industry bag of Kudus. In addition to the exhibition, promotion can be done through distribution of brochures and leaflets. The goal is, give information to consumers about the existence, uniqueness and distinctiveness bag. Promotions can also be done by developing networking and on-line marketing. Generally, businesses do not have a sales force that specifically handles the marketing. The period ahead, promotion is an important aspect

in labor development as an effort to improve quality and quantity in bags industry. Sales success is highly dependent on the means, methods and crea-

tivity of marketing. It is very important because bags industry is in the phase to open a new market share.

Table 5: Bag Industry SWOT Matrix

		Strength- S		Weakness- W			
		IFE		EFE			
		S1. Stock of labor is abundant. S2. Existence of specialization in work (sewing, embroidery). S3. Training material is basic skills that should be mastered by workers in the bags industry. S4. Training given by the department is free to workers	W1. There are no standardized of bag's quality (weak quality control). W2. This type of training is still not varied (same from year to year). W3. Design created and defined by the employer, not by the market. W4. Educational level of workers is still relatively low				
		Opportunities- O		SO		WO	
		O1. Request for bag is still high O2. High demand for the bag is an opportunity to increase employment opportunities O3. Job opportunities in the bag industry is still wide open O4. Types of jobs are offered vary (tailor, embroidery) O5. buyers does not decrease despite sales price is increase	1. Improving the ability of workers in the field of marketing to expand the marketing network. 2. Improving the competence of employees through formal education, vocational training and the development of labor productivity. 3. Improving the learning resources is designed as needed.		1. Improving the quality of training provided refers to (Competency Based Training). 2. Developing competence and knowledge trainers to improve the quality of the output (bag) in terms of technique and design through mentoring and training by departments and experts.		
		Threats- T		ST		WT	
		T1. Ability to absorb for knowledge and technology workers are still weak T2. Lack of skilled labor T3. Frequency of mentoring and training by the department is still lacking. T4. The desired quality standards are not in accordance with the given. T5. The existence foreign products especially for bags become competitors T6. High competition among workers (with the same level of expertise)	1. Holding a 9-year basic education and training in a flexible and standardized yet affordable cost. 2. Expanding employment opportunities with a placement policy direction in accordance with the competence and expansion of employment opportunities. 3. Optimization of existing resources and the efficiency of job training to minimize time and cost of production through coaching programs, facilities and instructors and expert training, systems and training approaches to create products according to market demand.		1. Introducing quality assurance framework 2. Certify competence in a systematic and massive work with the proactive approach (reach out). 3. Improve the quantity and quality by partnering with others to face global competition and gain greater market share. 4. Providing communication media and the promotion of business operators and workers of industrial bags in an effort to simplify and expand the network Industrial bags.		

Source: Primary Data

2. *Improving the competence of employees through formal education, vocational training and the development of labor productivity.*

Improving the quality of the labor is done through formal education, job training and mentoring in the workplace. All are made as an integrated system development of comprehensive and integrated employment. Job training requires information about the types of skills required by employers. Mentoring requires competent experts in the field. Providing extensive training enhances employees' knowledge of their firm's operations, markets, customers, coworkers, and products, thereby enhancing productivity by creating more efficient operational capabilities and routines.

3. *Improving the learning resources is designed as needed.*

Due to mechanization of processes, jobs became complex and more specialized, which resulted in a demand for skilled workers. This, in turn, promoted the growth of education that could provide training and skills for technically proficient labor. Employers and unions in curriculum development and ensure that the skills taught in accordance with what is needed in the modern workplace. Design and planning made involving labor, universities, labor organizations, and other stakeholders who come together to learn about the partnership model sector, including effective analysis industry, the involvement of employers, building partnerships, and the design of training programs relevant industries. In addition, the curriculum used at least be able to reflect what is desired by the employer or the world of work contains elements of knowledge, skills and attitudes.

Strength-Threats (ST) Strategy

1. *Holding a 9-year basic education and training in a flexible and standardized yet affordable cost.*

In order to get the market more widely and be competitive in the world, the bags must be made by a skilled workforce. That is produced through a flexible training system with standard of international but reasonable expenses incurred by the worker. The training system should be oriented towards market driven adapted to changes in technology, changes in the economic structure. This strategy must be met to ensure all students in vocational programs, aspirants, have basic skills numeracy and literacy sufficient to support lifelong learning and career development, especially to ensure and support the transfer of knowledge and technology. Lifelong learning is learning new skills and acquire new knowledge infinite, especially to ensure and support the transfer of knowledge and technology (Sabates, 2008). In addition, it's crucial to change general education into vocational and skills training, especially for the short and medium term. Renewal the common forms of training into the application of technology is a breakthrough to offset the acceleration of technological development.

2. *Expanding employment opportunities with the policy direction in accordance with the placement of labor competencies.*

A sectoral policy is spearheading the creation of employment opportunities. It takes cooperation among labor offices in compliance with the SME department of labor. This is because manpower is a provider of information about jobs that are needed and provide input on prospective new employees. However SME agencies provide training vessel and procedures for sewing and designing bags with the resulting labor warranty competence.

3. *Optimization of existing resources and the efficiency of job training to minimize time and cost of production through*

coaching programs, facilities and instructors and expert training, systems and training approaches to create products according to market demand.

Usually, the labor of the workers has a loyal nature and work hard, but they do not follow the market changes. In product development, workers still offer industrial bags based on the motives marketable, consumers have not been involved in product development. Industry bag will be accepted by consumers if it is produced in accordance with motifs, designs and desires of consumers. Therefore, the mastery of technology and information will greatly help workers determine variations of motifs and designs are in accordance with market demand. Workers can learn a lot of skills in the workplace, both informal and formal training. Therefore, such training cannot be left to employers for several reasons. First, the Company provides firm-specific training to their workers, but the company has little incentive to provide training for general skills. The company also may face obstacles or too small to be able to provide effective training. Second, entrepreneurs may be reluctant to recruit fresh graduates unless they are "ready to work", because of the high cost of the training. Third, highly skilled workforce can encourage investment in the country; while the skills of workers are expected to increase the skills of co-workers (eg create "spillovers" positive).

Weakness-Opportunities (WO) Strategy

1. *Improving the quality of training provided refers to the Competency Based Training.*

Competency Based Training is a fundamental part of training reform. Competency Based Training included the establishment of industries to design, build and implement training (Martina, 2012). Thus the implementation of the training

received by the industry and the training results will be responsive to the needs of the industry. One key to the success of Competency Based Training is the assessment of the ability of a certain skill level and certification should be adjusted to the level of knowledge, skill and mental attitude as required in the national competency standards [National Competency Standard]. For the first step is to make the work competency standards of skills of workers in accordance with their respective fields of work. In addition, it should be made standard-setting work, modular curriculum, learning and teaching materials, assessment and evaluation procedures, environmental certification and proper training, counseling and guidance services, accreditation of training modules delivered by BLK in institutional accreditation.

2. *Developing competence and knowledge trainers to improve the quality of the output (bag) in terms of technique and design through mentoring and training by departments and experts.*

Assistance is indispensable not only to maintain continuity of production, but also in terms of quality of output. Upgrade technology for workers is a term that is still considered a luxury. Workers claimed that it has implemented the use of electric sewing machines, machine 'obras', and electric cut machines. Apparently there are still prevalent use manual sewing machines; scissors cut as equipment make the daily bag and frequency. In fact, the appropriate technology is believed to facilitate entrepreneurs in the process of making bags. However, the technology used was semi-manual and simple. Engineering and manufacture of bag design is still simple. Therefore, the provision of services on the up-grade training and mentoring technology needs to be done by various agencies related services including industry and trade,

department of cooperatives and SMEs and business associations bag industry.

Weakness-Threats (WT) Strategy

1. *Introducing a quality assurance framework.*

Encourage the development and determination of regional quality assurance framework (RQAF) as a first step to be recognized qualification in the regional labor (labor competitiveness). RQAF program can promote the skills of the workforce are qualified in accordance with the needs of the industry, which can be the qualification level of education and work competency certificate owned labor (Ruiz, 2012). The program also helps the workforce in order to convince the organization-industry-client that it is competent in work or providing products or services and increase confidence.

2. *Certify competence in a systematic and massive work with the proactive approach (reach out).*

The government should be active pick up the ball went to the community of professional workers. In order for this certification program can be followed by as many Indonesian workers, a means toward certifications such as education, especially professional education and vocational training centers as well as a decent and international standards, should be built. By doing so, will create a link-train-match as the expansion of employment. This task should not only be done by the government, but could also private parties and businesses, given the many training centers are very good quality privately owned. Given this strategy is expected to spur the younger generation more likely to develop competency-based human resource potential in accordance with the occupied areas of the profession through training-training of special skills that are certified in accordance with the National Competence Indonesia (SKKNI). In addition to the

industry that the benefits of certification help convince his clients that the products / services have been made by competent personnel, and assists ensure the link and match between the competencies of graduates with competencies demands of the industrial world. (Henrich, 2008)

3. *Improve the quantity and quality by partnering with others to face global competition and gain greater market share.*

The opportunity to partner with other parties is a good opportunity to continue to be optimized. This is because businesses based on industry recognizes that by partnering bag there are many advantages to be gained primarily for troubleshooting products and search for raw materials. However, today a partnership among business actors bag industry is still not running optimally. Not optimal characterized by the small number of benefits received. The exhibition, which is done, cannot cover all the members. In addition, the information obtained is not perfect so that they are difficult to follow. This is not only related to marketing issues, but also the procurement of raw materials. Yet on the other hand, now a lot of requests made by the government and private institutions related to the promotion of the Central Java Provincial Government to participate echo "Visit Central Java Year 2013".

4. *Providing a medium of communication and promotion of business and the bag industry workers in an effort to simplify and expand the network of Industrial bags.*

The promotion of Industrial bags needed a container to help market and develop industrial product bags as well as a means of developing the craft industry as a bag tourism industry in the city of Semarang. With a media procurement and facilities such as creating

a "Center for Information, Promotion of Trade and Craft of bags industry " can be used to improve the existence of the bag industry as one of the potential industry and tourism in the city of Semarang. The facility is expected to help and support the craft industry industrial bag so as not to drown, which consist in the introduction, development and marketing of industrial craft bag especially for small industry to exchange expertise and information.

Conclusion

Environmental analysis on the bag industry in Kudus regency showed that the total value of external factors have a scores higher than the total value of internal factors. It means that an external condition of bag industry has a great opportunity to improve. Referring to these values, its position is in cell II. The strategy adopted in this position is a growth and build strategy. Strategy development of labor in the bag industry in Kudus is growth and development strategy. That is the labor-intensive form of competence development to improve the quality and quality of bags. Steps taken are expanding the employment opportunities that the policy direction in accordance with the placement of labor competencies and then the learning resources is designed in accordance with the needs of employers and provide training which refers to the Competency Based Training (CBT)

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