MANAGEMENT STRATEGY
SWOT ANALYSIS OF LUCKY TEXTILE GROUP IN FACING
TEXTILE INDUSTRY COMPETITION

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Abstract: Lucky Textile Group is one of the textile manufacturing companies in Indonesia. Lucky Textile Group has 2 companies, each of which has different production results but is mutually sustainable. PT. Benang Citra Indonesia and PT. Lucky Print Abadi is part of the Lucky Textile Group. PT. Yarn Citra Indonesia currently produces yarn with the main raw material, namely cotton, while PT. Lucky Print Abadi produces woven and finishing fabrics (Printing, Dyeing and White). The raw material for making woven fabric is yarn obtained from PT. Yarn Citra Indonesia or can also be from an outside factory according to the type of raw materials needed. Then it is processed into finishing cloth (Printing, Dyeing and White) according to the customer's request. It is known that market competition in Indonesia is increasingly flooded with imported textile products so that competition in the textile industry in Indonesia is getting tougher, where competitors from Vietnam and Bangladesh also make many Indonesian textile producers fall. The textile and textile product industry (TPT) of Indonesia is one of the strategic national manufacturing industries in the Indonesian economy, because of its contribution to 2 (two) national interests. First in the social field, through employment and opening up employment opportunities. Second in the economic sector, namely the average foreign exchange generated by the textile sector in the last 5 years reached US $ 7.92 billion with a growth rate of 8.5% and contributed the largest foreign exchange of all Indonesian export commodities. Therefore through the SWOT analysis, it is expected to be able to understand the strength of the Lucky Textile Group in facing global competition.

Keywords: Strategic Management, SWOT Analysis, SWOT Matrix
INTRODUCTION

A manufacturing company is a type of business entity whose work uses certain machines, equipment, and labor. This company has a characteristic that is changing a raw material into finished goods that have a large sale value. In the process and stages carried out in the activities of manufacturing companies have been carried out based on Standard Operating Procedures or commonly called established SOPs. One of the parts of manufacturing companies in Indonesia is usually called a factory. 1 The factory is a place for the manufacturing process. The technical definition of manufacturing is the activity of processing raw materials through chemical and physical processes in changing a form, nature, and appearance to make a product. Besides manufacturing itself includes the assembly of various materials to become a product. Different again with the understanding of manufacturing based on economic terms. Where manufacturing is the activity of transforming a raw material into a product that has a form, as well as a sale value. Manufacturing companies in Indonesia are very many with various types of industries, one of which is Textile and Textile Products (TPT).

Textile and Textile Products (TPT) is one of the industrial manufacturing companies in Indonesia. Textile and Textile Products (TPT) runs by processing cotton into yarn, then yarn into a woven fabric, and then finishing the fabric and reprocessing it into clothing such as clothes, pants etc. At present the contribution of Textiles and Textile Products (TPT) to the national economy is quite significant, because it is the largest foreign exchange earner for the non-oil and gas sector.1 Nowadays the competition of world textile products is getting tougher. One of the competitive advantages of Indonesian products is price, which is caused by cheap labor and assistance from the government (subsidies, tax breaks, soft loans, protection of external products, etc.).

The average foreign exchange generated by the TPT sector in the last 5 years reached US $ 7.92 billion with a growth rate of 8.5% and accounted for the largest foreign exchange of all Indonesian export commodities. The foreign exchange surplus generated in the last 5 years averaged US $ 6.24 billion with a growth rate of 11.7% .1 Employed employment in the manufacturing industry sector reached 1.85 million people was the biggest contribution compared to other sectors. So do not be surprised if the Textile and Textile Products (TPT) industry requires a lot of labor and a lot of Indonesian people who work in the Textile and Textile Products (TPT) company.

The condition of the national textile and textile product (TPT) industry is facing severe challenges. One of them is due to the rush of imported raw materials from China so that domestic absorption has fallen dramatically. The issue of the labor sector has also aggravated the situation. Indonesian workers are often compared to other countries such as Vietnam, Cambodia and Bangladesh. The TPT export performance of these countries is much faster compared to Indonesia. Indonesia has been overtaken by Vietnam since 2012 in the performance of textile exports, currently TPT exports in Vietnam reached US $ 48 billion,
while Indonesia was only US $13 billion in 2018. Moreover, we know that textile products from China are easily found in wholesale centers in Indonesia, such as Land Abang, Mangga Dua, and Cempaka Mas. In addition to the cheap price, variations in shape and color are the reasons consumers like Chinese-made textiles rather than more expensive made-in-country products. Like a tit for tat, behavior of Chinese products has become a passion for traders to market it. This is what needs attention by domestic textile producers.

Lucky Textile Group is an integrated Textile Manufacturing company that was founded in 1970. Products produced include Yarns, Greige fabrics, Printed Fabrics and Colored Fabrics. These products are sold primarily to International and Local Brand Garment Makers, some are sold to International and Local Traders. All business activities are managed by 2 companies:

1. PT Benang Citra Indonesia, handles 10,000 tons of Yarn Business annually and

2. PT Lucky Print Abadi, handles annual sales of 25 million meters of Greige and 30 million meters of Printed and Dyed Fabrics. By the end of 2021, the Company is targeting a 30% increase in each activity. To achieve the 2021 target, an analysis is needed that can contribute to the Lucky Textile Group in the face of competition, especially competition in textile products.

LITERATURE REVIEW

According to Philip Kotler, SWOT analysis is interpreted as an evaluation of overall strengths, weaknesses, opportunities, and threats. Meanwhile, according to Freddy Rangkuti, SWOT analysis is defined as "analysis based on logic that can maximize strengths and opportunities, but simultaneously can minimize weaknesses (weaknesses) and threats (threats) ".

According to Jogiyanto (2005), SWOT is used to assess the strengths and weaknesses of the company's resources and external opportunities and challenges faced.

According to Fred R. David (2008), 1 All organizations have strengths and weaknesses in the functional area of business. No company is as strong or weak in all business areas. SWOT analysis is one of the well-known internal and external environmental analysis instruments of the company. This analysis is based on the assumption that an effective strategy will minimize weaknesses and threats. When applied accurately, this simple assumption has a large impact on the design of a successful strategy.

A SWOT analysis is an incredibly simple, yet powerful tool to help you develop your business strategy, whether you’re building a startup or guiding an existing company.
SWOT stands for Strengths, Weaknesses, Opportunities, and Threats.

Strengths and weaknesses are internal to your company—things that you have some control over and can change. Examples include who is on your team, your patents and intellectual property, and your location.

Opportunities and threats are external—things that are going on outside your company, in the larger market. You can take advantage of opportunities and protect against threats, but you can’t change them. Examples include competitors, prices of raw materials, and customer shopping trends.

A SWOT analysis organizes your top strengths, weaknesses, opportunities, and threats into an organized list and is usually presented in a simple two-by-two grid. Go ahead and if you just want to dive right in and get started.

When you take the time to do a SWOT analysis, you’ll be armed with a solid strategy for prioritizing the work that you need to do to grow your business.

You may think that you already know everything that you need to do to succeed, but a SWOT analysis will force you to look at your business in new ways and from new directions. You’ll look at your strengths and weaknesses, and how you can leverage those to take advantage of the opportunities and threats that exist in your market.

Who should do a SWOT analysis?

For a SWOT analysis to be effective, company founders and leaders need to be deeply involved. This isn’t a task that can be delegated to others.

But, company leadership shouldn’t do the work on their own, either. For best results, you’ll want to gather a group of people who have different perspectives on the company. Select people who can represent different aspects of your company, from sales and customer service to marketing and product development. Everyone should have a seat at the table.

Innovative companies even look outside their own internal ranks when they perform a SWOT analysis and get input from customers to add their unique voice to the mix.

If you’re starting or running a business on your own, you can still do a SWOT analysis. Recruit additional points of view from friends who know a little about your business, your accountant, or even vendors and suppliers. The key is to have different points of view.

Existing businesses can use a SWOT analysis to assess their current situation and determine a strategy to move forward. But, remember that things are constantly changing and you’ll want to reassess your strategy, starting with a new SWOT analysis every six to 12 months.
For startups, a SWOT analysis is part of the business planning process. It’ll help codify a strategy so that you start off on the right foot and know the direction that you plan on going.

**How to do a SWOT analysis the right way**

As I mentioned above, you want to gather a team of people together to work on a SWOT analysis. You don’t need an all-day retreat to get it done, though. One or two hours should be more than plenty.

Gather people from different parts of your company and make sure that you have representatives from every part. You’ll find that different groups within your company will have entirely different perspectives that will be critical to making your SWOT analysis successful.

Doing a SWOT analysis is similar to brainstorming meetings, and there are right and wrong ways to run them. I suggest giving everyone a pad of sticky-notes and have everyone quietly generate ideas on their own to start things off. This prevents groupthink and ensures that all voices are heard.

After five to 10 minutes of private brainstorming, put all the sticky-notes up on the wall and group similar ideas together. Allow anyone to add additional notes at this point if someone else’s idea sparks a new thought.

Once all of the ideas are organized, it’s time to rank the ideas. I like using a voting system where everyone gets five or ten “votes” that they can distribute in any way they like. Sticky dots in different colors are useful for this portion of the exercise.

Based on the voting exercise, you should have a prioritized list of ideas. Of course, the list is now up for discussion and debate, and someone in the room should be able to make the final call on the priority. This is usually the CEO, but it could be delegated to someone else in charge of business strategy.

You’ll want to follow this process of generating ideas for each of the four quadrants of your SWOT analysis: Strengths, Weaknesses, Opportunities, and Threats.

1. **Strength**

   Strength (strength) is a skill resource or other superiority relative to competitors and market needs served by companies or organizations. Strengths are special competencies that provide a comparative advantage for companies in the market.1 Strength can be contained in financial resources, image, market leadership, buyer relations with suppliers, and other factors. The strength factors that are meant by factors owned by a company or organization are, among others, special competencies contained in the organization that result in ownership of comparative advantage by business units in the market. It is said so because the business unit has a source of skills, reliable products and so on that makes it stronger.
than competitors in satisfying the planned market needs that will be served by the business unit concerned.

2. Weakness

Weakness (weakness) is a limitation or lack of resources, skills, and capabilities that seriously hinder the effective performance of a company or organization. Facilities, financial resources, management capabilities, marketing skills, brand image can be a source of weakness. Weaknesses factors, if people talk about weaknesses contained in the body of a company, what is meant is the limitations or deficiencies in terms of resources, skills and abilities that become a serious barrier to satisfying the performance of organizational performance.

3. Opportunities

Opportunity (opportunity) is an important situation that is profitable in the company or organization. Important trends are one source of opportunity. Identification of market segments that were previously neglected, changes in competitive or regulatory situations, technological changes, and improving relations with buyers or suppliers can provide opportunities for companies or organizations.

4. Threat (threath)

Threat (threath) is an important situation that is not profitable in the corporate or organizational environment. Threat is a major disruptor for the current position desired by the organization. The entry of new competitors, slow market growth, increasing bargaining power of important buyers or suppliers, technological changes and new or revised regulations can be a threat to the success of the company. Threats are the opposite of the notion of opportunity, thus it can be said that threats are environmental factors that do not benefit a business unit, if not addressed, the threat will become a wedge for the business unit concerned both for the present and the future. In summary, opportunities in the external environment reflect the possibility that threats are potential obstacles.

**Benefits of SWOT Analysis**

The benefit of a SWOT analysis is to find a problem from four different sides, namely strengths, weaknesses, opportunities, and threats, which are owned by the company. The results of this analysis can provide recommendations for increasing strength and maintaining opportunities, while at the same time reducing weaknesses and avoiding potential threats.

According to Ferrel and Harline (2005), the function of a SWOT analysis is to obtain information from a situation analysis and separate it from internal issues (strengths and weaknesses) and external issues (opportunities and threats).
SWOT analysis also acts as a useful instrument in strategic analysis activities. With this analysis, organizations can minimize weaknesses and reduce the impact of threats that must be faced.

So, in general the benefits of a SWOT analysis are as follows:

- Companies become more understanding of its strengths and provide recommendations to improve it.
- The company can see an opportunity and can maintain the opportunity.
- The company recognizes weaknesses and looks for solutions to reduce those weaknesses.
- The company knows the potential threats and seeks solutions to avoid those threats.

Factors affecting SWOT Analysis

Broadly speaking there are 2 main factors that affect the SWOT Analysis, namely internal factors and external factors.

1. Internal Factors: Factors originating from within the company, namely the strengths and weaknesses of the company itself. Some things that are part of internal factors, namely:

   - Adequate financial resources
   - Competent human resources
   - The latest technological property
   - Public trust in the company
   - Good marketing skills
   - Good distribution skills, etc.

2. External Factors: Factors originating from outside the company (threats and opportunities) and affect the company's performance. Some things that are part of external factors, namely:

   - Business trends
   - Masyarakat Community culture
   - Social politics and ideology
- Economic conditions of a country
- Government regulations and policies
- Technological developments, etc.

**SWOT Analysis Steps**

According to Rangkuti (2006), the SWOT Matrix can clearly illustrate how external opportunities and threats faced by a company can be adjusted according to its strengths and weaknesses. This matrix can produce four sets of possible strategic alternatives.

To analyze SWOT managers use the Four Step Strategy. The four strategies include:

1. First, the SO (Strengths-Opportunities) strategy is a strategy that companies use to utilize or optimize their strengths to take advantage of various opportunities.

2. Second, the WO (Weaknesses-Opportunities) strategy is a strategy that is used as optimally as possible to minimize existing weaknesses to take advantage of various opportunities.

3. Third ST (Strengths-Threats) is a strategy used by companies by utilizing or optimizing power to reduce various threats.

4. Fourth, the WT (Weaknesses-Threats) strategy is a strategy used to reduce weaknesses in order to minimize or avoid threats.

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<th>Power</th>
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<td>Opportunity</td>
<td>SO STRATEGY</td>
<td>Create strategies that use power to take advantage of opportunities</td>
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<tr>
<td>Threat</td>
<td>ST STRATEGY</td>
<td>Create strategies that use power to overcome threats</td>
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<td>WO STRATEGY</td>
<td>Create strategies that minimize weaknesses to take advantage of opportunities</td>
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<td>WT STRATEGY</td>
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**RESEARCH METHODS**
Data analysis technique used by the author is to use SWOT analysis techniques, SWOT analysis is a form of situation and condition analysis that is descriptive (illustrating). SWOT analysis is used using qualitative models.

The analytical method used in this study is Strength, Weakness, Opportunity, and Threats (SWOT) or can be called also the analysis of strengths, weaknesses, opportunities and threats. The use of this method will produce strategic analysis and choices that can be used to determine the success and failure factors.

The SWOT matrix is a tool for organizing organizational strategic factors that can clearly illustrate how external opportunities and threats facing an organization can be adjusted to their strengths and weaknesses. (Mulyani et al., 2020), (Yeni et al., 2019), (Sari & Ali, 2019).

FINDINGS AND DISCUSSION

Lucky Textile Group is a company engaged in the field of textile manufacturing. The main products marketed by this company are printing cloth, which is a raw material for the Garment, Fashion Mode etc. The vision of the Lucky Textile Group is "Always Lucky", the purpose of that vision is to look for opportunities to get the opportunity and be able to take the opportunity. The Lucky Textile Group analysis aims to enable the Lucky Textile Group to maximize strength and look for, take fiber to get the opportunities that exist, so that they succeed in competition, especially competition for textile products, The SWOT analysis of Lucky Textile Group, namely:

**Strengths**

1. Integrated Textiles

The domestic textile industry is one of the special sectors because it has been integrated into a complete business chain from upstream to downstream. Since the 1980s, the textile and textile product (TPT) industry has been able to grow rapidly at this time because it conducts export activities by prioritizing the integration of upstream and downstream in the country. Lucky Textile Group has 3 kinds of mutually sustainable production processes namely yarn, woven fabric and finishing fabric.

2. 60 years of experience
Lucky Textile Group is a company engaged in the textile industry and has a subsidiary PT. Lucky Print Abadi and PT. Yarn Citra Indonesia.

The history of the development of Lucky Textile Group from its establishment to the present is as follows:

- In the 1960s, the establishment of the company was pioneered by Mr. D. Tamin as a textile trader, especially imported textiles from abroad.
- In 1970 a textile company, PT. Lucky Djakarta Printing Factory, which was followed by its establishment.
- PT. Lucky Abadi in 1974 which had spinning (yarn making) and weaving (weaving) divisions.
- In 1981 Patal Cimanggis Indah was established consisting of spinning, weaving and printing divisions.
- Patal Cimanggis Indah was moved to Cibitung in 1989 and changed to the name of PT. Eramulia Pearl Clothing.
- In 1998, PT. Sandang Mutiara Eramulia restructured the company by terminating the employment relationship with the employees of PT. Eramulia Pearl Clothing.
- After being out of business for two months, the company was renamed the Lucky Textile Group in November 1998 to the present.
- In 2000 the company was awarded the ISO 9002 (quality management system) certificate.

3. Professionally manage the family company

Strengths owned by a Family Business namely; minimal conflicts of interest between owners and managers, efficient leadership, resource excellence, achievement and long-term goals, a culture of commitment and support, and reputation and identity.

4. Famous corporate image

With the company's experience that has been known in the Garment Industry, Brand and Fashion, so the company is easier to market its products.

5. Strong confidence in the great potential of the textile industry

The textile and garment industry is currently a strategic industry for the Indonesian economy. The third largest manufacturing sector in Indonesia and being one of the sectors that absorbs the most labor. Indonesia's exports of textiles and textile products reached a value of USD 12.4 billion in 2017, exceeding the target of the Indonesian
Textile Association (API) of USD 11.8 billion. The government is even targeting 2019 export growth of USD15 billion.

**Weakness**

1. **Quality inconsistencies**
   
   Product quality is an important thing that every company must strive for if it wants to be produced that can compete in the market to satisfy the needs and desires of consumers. Quality affects satisfaction and subsequently satisfaction influences customer loyalty.

2. **Delivery performance on time**
   
   Delivery on time is very important, because it relates to the production process that must be done by the customer. If the delivery is not done in accordance with the promised time it will cause disappointment to the customer and will reduce the level of customer confidence in the company.

3. **Product innovation**

   Product development is to provide maximum value to consumers, win company competition by choosing innovative products, products that are modified and have high value in color, size, packaging, brand, and other features.

4. **Human Resource Development**

   One of the development of HR is to increase employee productivity, improve the quality and quantity of production because the technical abilities, human skills and managerial skills of employees will be trained.

5. **Market for short wide weaving machines**

   There is a weaving machine that is owned by the company making the machine not operate optimally and make a profit. This should invest in a short width loom or can even be modified so that the machine can be reused with different functions.

**Opportunities**

1. **Indonesia's domestic textile market is growing**

   The textile and apparel industry is the manufacturing sector which recorded the highest growth in the third quarter of 2019 of 15.08 percent. This achievement exceeded 5.02 percent economic growth in the same period. Based on the Making Indonesia 4.0 road map, the
textile and clothing industry as one of the five manufacturing sectors that are being prioritized for development, especially in entering the industry 4.0 era.

2. Indonesian fashion designers who are developing

The development of the fashion industry increasingly shows a positive stretch in Indonesia. Indonesian people are already very aware to look attractive and style following the development of developing fashion trends. Even now there are many designers from Indonesia who have career in international level and open their own fashion house as a form of character expression of their fashion products. This is an opportunity for the textile industry as a provider of textile and fashion raw materials.

3. International brands intend to improve their operations in Indonesia The large number of international brands or brands that enter Indonesia and expand their business in Indonesia makes a profit that can be sought by the textile industry in Indonesia in providing textile raw materials.

4. The textile industry is classified as a strategic industry

One of the processing industry groups categorized as strategic industries and national priorities in accordance with the National Industrial Development Master Plan (RIPIN) is the TPT industry, "Agus said quoted from Antara, Wednesday, January 15, 2020. The Minister of Industry said that so far the TPT industry was able to become a foreign exchange earner. This is reflected in the projected export value in 2019 that reaches USD 12.9 billion, in fact, the TPT industry is called the labor-intensive sector, which has absorbed a workforce of 3.73 million people.

5. The bank is ready to support investment

Banks in Indonesia are ready and continue to encourage investment into the country to accelerate economic growth in Indonesia. So that this can be utilized by the company in the development of investment related companies to face global competition.

**Threats**

1. Indonesian political situation

Countries whose political conditions are unstable will tend to be at high risk as a place to invest. Political conditions will have an impact on economic performance and investor confidence, which will ultimately affect the country’s exchange rate.

2. Foreign direct investment will come
Foreign investment will certainly increase competition in addition to the policies of the company will certainly be carried out with foreign company policy standards and foreign parties usually carry out closed management so that access is limited to find out whether their business activities are healthy or not.

3. Currency exchange

Currency exchange rates play an important role in trade between countries, where most of the countries in the world are currently involved in free market economic activities. For investment companies and foreign investors, the exchange rate will have an impact on the return and investment portfolio. A stronger exchange rate will make the country's export value more expensive, and imports from other countries cheaper.

4. Import of illegal textiles

Illegal imports often occur in Indonesia. Minister of Finance Sri Mulyani Indrawati found a mode of violation in the import of textiles and textile products (TPT). The mode used is tricking imported goods. This lowers market prices and results in the textile industry experiencing losses.

5. Not enough local textile experts

The lack of local textile expert HR, can hamper the development of companies in the textile industry. This is due, textile experts can find out and analyze the development of the textile industry in Indonesia, so that companies can follow the direction of the market in Indonesia.

The next step is to create a SWOT matrix to get a strategic picture of the results of the Lucky Textile Group company analysis.

This statement is in line with research (Mulyani et al., 2020), (Yeni et al., 2019), and (Sari & Ali, 2019).
### OPPORTUNITIES (O)
1. Indonesia's domestic textile market is growing
2. Indonesian fashion designers who are developing
3. International brands intend to increase their operations in Indonesia
4. The textile industry is classified as a strategic industry
5. The bank is ready to support investment

### THREATS (T)
1. Indonesia's political situation
2. Foreign direct investment will come
3. Currency exchange
4. Import of illegal textiles
5. Not enough local textile experts

### STRENGTHS (S)
1. Integrated textiles
2. 60 years of experience
3. Manage a family company in a professional manner
4. Famous corporate image
5. Strong confidence in the great potential of the textile industry

### WEAKNESS (W)
1. Quality inconsistencies
2. Delivery performance on time
3. Product innovation
4. Human resource development
5. Market for short wide weaving machines

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### SO STRATEGY
1. 1. Utilizing and commitment to the company's image in marketing products in Indonesia.
2. 2. Using momentum in the development of the domestic and international textile market.
3. 3. Develop investment for the growth of the textile market

### WO STRATEGY
1. 1. Conduct training & human resource development to improve the quality of human resources in the face of the growth of the textile market.
2. 2. Invest the latest machines to improve product performance and quantity.
3. 3. Doing product innovation according to the needs of the domestic and international markets.

### ST STRATEGY
1. 1. Maximize resources and recruit textile experts to face the era of free markets and other competitors.
2. 2. Increasing competitiveness through improving the quality of products, human resources, facilities, and efficient services.
3. 3. Maintain & enhance the company's reputation to strengthen brand image.

### WT STRATEGY
1. 1. Improve product quality to compete with illegal textile imports.
2. 2. Increasing knowledge of human resources in the field of textiles.
3. 3. Appropriate market segmentation and collaboration with the textile industry in Indonesia in dealing with an unstable political situation.
Whatever the strategy for a company is very dependent on Human Resources (HR). HR is the main resource for managing companies and for achieving company goals. To achieve and realize good performance influenced by many factors.

Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. Understanding performance (work performance) is the work of the quality and quantity achieved by an employee in carrying out its functions in accordance with the responsibilities given to him.

Performance or performance is the result or output of a process (Nurlaila, 2010: 71). According to the behavioral approach in management, performance is the quantity or quality of something produced or services provided by someone who does the work (Luthans, 2005: 165).

Performance is a work performance, namely a comparison between work results and established standards (Dessler, 2000: 41). Performance is the result of work both in quality and quantity achieved by someone in carrying out the task in accordance with the responsibilities given (Mangkunagara, 2002: 22).

Performance is the result or overall level of success of a person during a certain period in carrying out the task compared with various possibilities, such as work standards, targets or targets or criteria that have been determined previously agreed upon together (Rivai and Basri, 2005: 50).

Whereas Mathis and Jackson (2006: 65) state that performance is basically what employees do or don't do. Performance management is the overall activities carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company.

**Meaning of Work**

Performance is the result of work from behavior (Armstrong, 1999: 15). This understanding of performance links the results of work with behavior. As a behavior, performance is a human activity that is directed at the implementation of organizational tasks assigned to it.

Meaning of work is the level of significance, beliefs, definitions, and values of individuals and work groups, not only the attributes that apply to the work undertaken and desired currently, as the main activity that is mostly done in the lives of individuals and groups (MOW International Research Team, 1987).

The meaning of work includes workers' beliefs about the role of work in the lives of workers, and reflects the feelings of workers about work, the behavior of workers at work, and the type of ultimate goal that workers strive to get something through work. The ultimate
goal means how people lead themselves in relation to their work and how the work area can be aligned with other areas of life.

The following definition and understanding of the meaning of work (meaning of work) from several book sources:

- According to Wrzesniewski (2003), the meaning of work is someone's goal for work and their understanding of the work they do.
- According to Ardichvili and Kuchinke (2009), the meaning of work is the nature (attributes) of individuals working significantly, a description of their work and how important the work is in their lives.
- According to Gaggioti (2006), the meaning of work is a set of values and beliefs, attitudes and expectations possessed by people who are related to their work.
- According to Pratt and Ashforth (2003), the meaning of work is a sense obtained after producing or making something (significant) or individual interpretation of their work in the context of life.
- According to Herudiati (2013) is an individual's appreciation in meeting economic needs by carrying out work activities in a work environment.

Aspects of Work Meaning

The meaning of work (meaning of work) has the same concepts and aspects as the work orientation. According to Wrzesniewski (2003), the meaning of work has several aspects, which are as follows:

Job-oriented jobs (jobs) will focus more on material benefits and maintain the benefits they obtain. These workers interpret work as meeting the needs in the form of money (financial) to sustain life and the availability of resources for workers to enjoy time away from work activities. Someone works just to get income.

Career-oriented workers will focus more on the rewards given by the company for the progress they have made. This progress often gives higher self-esteem, increases strength within one's office, and higher social position. The purpose of working in view of a career is to maximize self-esteem, social status, strength and pride in their positions.

The worker considers that work cannot be separated from the rest of his life. Workers do not prioritize getting financial rewards or career advancement, but on meaning. The meaning of work with this vocation aspect is associated with the belief that the work done contributes to better results and makes life better. Workers feel comfortable with their work because they like and also get deep enjoyment when doing the work.

Factors That Affect Performance
Effectiveness and efficiency. If a certain goal can finally be achieved, we may say that the activity is effective but if the consequences that are not sought the activity assesses the importance of the results achieved so as to result in satisfaction even though it is called inefficient. Conversely, if the results sought are not important or trivial then the activity is efficient (Prawirosentono, 1999: 27).

According to authority is the nature of a communication or order in a formal organization that is owned by a member of the organization to other members to carry out a work activity in accordance with its contribution (Prawirosentono, 1999: 27). The order says what can and isn't in the organization.

Discipline is obeying the applicable laws and regulations (Prawirosentono, 1999: 27). Thus, employee discipline is the activity of the employee concerned in respecting work agreements with the organization where he works.

Initiative that is related to the power of thought and creativity in forming ideas to plan something related to organizational goals.

**Employee Performance Characteristics**

Characteristics of people who have high performance are as follows (Mangkunegara, 2002: 68):

1. Memiliki tanggung jawab pribadi yang tinggi.
2. Dare to take and bear the risks faced.
3. Have realistic goals.
4. Having a comprehensive work plan and striving to realize its objectives.
5. Utilizing concrete feedback in all work activities that it does.
6. Looking for opportunities to realize the plan that has been programmed.

**Employee Performance Indicator**

There are six indicators to measure employee performance individually, namely (Robbins, 2006: 260):

1. Quality. Work quality is measured by employee perceptions of the quality of work produced and the perfection of the task of the skills and abilities of employees.
2. Quantity. Represents the amount produced expressed in terms such as the number of units, the number of activity cycles completed.
2) Timeliness. Is the level of activity completed at the beginning of the stated time, viewed from the point of coordination with the outputs and maximizing the time available for other activities.

3) Effectiveness. Represents the level of use of organizational resources (energy, money, technology, raw materials) maximized with the intention of increasing the yield of each unit in the use of resources.

4) Independence. Is the level of an employee who will be able to carry out their work functions Work commitment. Is a level where employees have a commitment to work with the agency and employee responsibilities towards the office.

Factors that influence Employee Performance to realize this company's strategy for reviewing previous research results include:

- Productivity
- Work environment,
- Work culture,
- Work performance,
- Competence
- Compensation
- Leadership,
- Motivation,
- and so on.

The following are researches that support this statement, where employee performance is influenced by many factors.


**Productivity** variables have been examined extensively by previous researchers including: (Riyanto, Adila, et al., 2017), (Elmi & Ali, 2017), (Purba et al., 2017), (Delmotte et al., 2006). **Work Environment** variables have been examined extensively by previous researchers including: (Purba et al., 2017).

**Achievement** variables have been examined extensively by previous researchers including: (Riyanto, Sutrisno, et al., 2017a), (Thanh Nguyen et al., 2019), (Riyanto, Sutrisno, et al., 2017b), (Riyanto, Sutrisno, et al., 2017a). **Competence** variables have been examined extensively by previous researchers including: (Ansori & Ali, 2017), (Ridwan et al., 2020).
Compensation variables have been examined extensively by previous researchers including: (Riyanto, Pratomo, et al., 2017), (Purba et al., 2017), (Paul & Resources, 2000).

Leadership variables have been examined extensively by previous researchers including: (Limakrisna et al., 2016), (Bastari et al., 2020), (Anwar et al., 2020), (Ali, Mukhtar, et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Chauhan et al., 2019), (Elmi et al., 2016).

Motivational variables have been examined extensively by previous researchers including: (Riyanto, Sutrisno, et al., 2017a), (Bastari et al., 2020), (Prayetno & Ali, 2017), (Rivai et al., 2017), (Chauhan et al., 2019).


Organizational Culture and Performance variables have been examined extensively by previous researchers including: (Harini et al., 2020), (Elmi et al., 2016); and (Ali, Limakrisna, et al., 2016), (Prihartono & Ali, 2020), (Ansori & Ali, 2017), (Harini et al., 2020), (Riyanto, Pratomo, et al., 2017), (Brata, Husani, Hapzi, 2017), (Agussalim, Kristen, et al., 2016), (Agussalim, Kristen, et al., 2016), (Ali, Limakrisna, et al., 2016), (Desfiandi et al.,


CONCLUSION AND SUGGESTION

From the SWOT matrix that has been analyzed by Lucky Textile Group, it is a very mature company that is 50 years in the textile industry, having 3 kinds of mutually sustainable production processes namely yarn, woven fabric and finishing fabric.

Strategies that can be done in the face of competition are:

1. Proper market segmentation

   It aims to make the marketing process more directed so that company resources can be used effectively and efficiently.

2. Quality improvement

   Product quality is closely related to customer satisfaction. With the satisfaction of a product by the consumer, the better the product’s position in competition. Will cause open and closed reactions from consumers if the product is poorly produced and consumers will immediately know that the company that produces it is not good too.

3. Delivery on time

   Delivery on time is very important, because it relates to the production process that must be done by the customer. If product delivery is not on time, the next production process will be late. For example, in the Garment industry customer, if late delivery will result in "Line Lose" or production can be stopped in a certain number of machines.

4. Automation & machinery investment

   Office automation is related to various components ranging from input to distribution by utilizing technological assistance to the maximum and minimal human intervention. The basic objectives or benefits of automation are as follows:

   • Incorporation and application of technology.
• Renew the work implementation process.
• Increase productivity and effectiveness of work.
• Reducing employee service costs.

5. Human resource development

One of the objectives of developing human resources is to increase employee work productivity, to improve the quality and quantity of production because the technical abilities, human skills and managerial skills of employees will be trained.

6. Product development

The aim of product development is to provide maximum value to consumers, win company competition by choosing innovative products, products that are modified and have high value in color, size, packaging, brand, and other features.

REFERENCE


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