

## Implementation of Change Management and Innovation on Employee Performance in Sewing

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### Abstract

This report discusses the results of an internship entitled "Implementation of Change Management and Innovation on Employee Performance in the Sewing Sector at PT. xxxx". The purpose of this internship is to provide students with direct work experience in the sewing industry and foster a professional work attitude. During the internship, students were directly involved in the production process and observed the implementation of management changes and work innovations. The results showed that the use of new methods, training, and work aids increased employee efficiency. However, obstacles such as resistance to change and limited skills were also identified. Overall, change and innovation have a positive impact on performance, although supporting strategies are still needed to ensure optimal process performance.

**Keywords:** Internship, Change, Innovation, Performance, Sewing

### Introduction

In an increasingly competitive and dynamic business environment, companies are required to continuously improve productivity and efficiency to achieve established product quality standards. One of the main challenges companies often face is the ability of employees to achieve expected performance in product quality. This can be caused by various factors, such as a lack of technical skills, low motivation, ineffective management, or inadequate support for employee competency development.

The internship was conducted at PT. xxxx, a company engaged in the manufacture of sports gloves in Indonesia. During this internship, the author identified changes and innovations that occurred in the production line area where gloves are produced. By conducting the internship at PT. xxxx, the author hopes to gain knowledge related to the topic, namely "changes and innovations in employee performance in sewing at PT. Mercindo Global Manufacturing."

Observations across various sectors have shown that employees' lack of product quality can impact overall company performance, reduce competitiveness, and impact the quality of services or products. This situation can also trigger high levels of stress among employees and affect their job satisfaction. As a student pursuing a bachelor's degree in Digital Business, I am interested in developing strategic solutions that can help companies address this issue.

The author's choice of PT. xxxx as the place to conduct his internship was based on the desire to gain practical experience in the rapidly growing production sector in the current era of globalization, as well as to gain new lessons from the company's employees who play a crucial role in the production system. Furthermore, the industry's strategic location provides added value to the community by opening job opportunities for local residents, including myself as a migrant from outside the region.

Through this internship program, I hope to contribute to analyzing the reasons why employees fail to meet the demand for superior sewing quality and to provide relevant recommendations, such as changes and innovations in employee performance to improve their effectiveness. Furthermore, this opportunity will provide me with valuable experience in applying my academic knowledge in a practical, real-world context.

The purpose and objectives of the activities for the Author from the internship practice are as follows: to gain knowledge, insight into a field of work, especially in the industrial sector such as sewing, with internship practice it is hoped that it will form graduates who have skills and are competent in the world of work. aims to gain experience from real professions that are similar to the scheme obtained in college. aims to train self-ability in terms of responsibility, discipline, and hard work in order to be able to compete in the world of work. to train students to feel new things from the world of lectures to work culture where the world of work has higher pressure compared to the lecture period because the world of work requires to complete work optimally and on time

Internship programs at a company can be felt by various parties. For students, they have the opportunity to apply the knowledge they have gained during college in the real world of work, gain experience working in the industrial world, and broaden their horizons in the field where the internship is carried out. For the University, this activity is a form of participation in equalizing the quality of students in the field of digital business. Meanwhile, for business partners, this activity is expected to improve production quality and competitiveness.

### **Method**

This study employed a literature review method, drawing on scientific articles, books, journals, and online media. The data obtained was then analyzed to identify hazards lurking in industrial processes and their risk management.

### **Results and Discussion**

#### **Definition of Human Resources**

Human resources are the foundation for doing things, capitalizing on opportunities, and leveraging situations to overcome difficulties. Equipped with creativity, emotion, and will, humans have the ability to free themselves from problems and seek profit from every opportunity around them.

#### **Organizational Change**

Change is something that can occur within an organization. Change implies the displacement of a previous situation into something that may be more complex than before. Change can occur in individuals and in society, and it may even be underway without us realizing it. However, sometimes change is necessary for an organization to remain adaptive and competitive in the face of evolving market demands. In the context of a manufacturing company like PT. Mercindo Globa Manufaktur, change can take the form of adopting new technology or restructuring work processes in the production department, including sewing. These changes are not only physical but also affect the behavioral and psychological aspects of employees.

According to Kurt Lewin's theory (1951), the organizational change process consists of three stages: unfreezing (creating awareness of the need for change), changing (implementing the change), and refreezing (stabilizing the change into a new culture). This approach emphasizes the importance of employee readiness and participation. Employees must feel fully involved and prepared at every stage of change. In a garment company, operational changes such as the implementation of a digital control system or modifications to work systems will have a direct impact on the way tailors work.

Organizational changes implemented without active employee involvement often encounter resistance. This is caused by fear of job loss, anxiety about adaptability, or unclear goals for the change. Therefore, clear communication, adequate training, and moral support from superiors are essential in the change process. Employees, as the primary implementers on the production line, need to understand the benefits of the changes implemented for them and the company as a whole.

#### **Innovation in Sewing Production Process**

Innovation is the activity of creating or adopting new methods to improve work processes, increase efficiency, and produce better products. In the garment industry, including PT. xxxx, innovation in the sewing process can include the adoption of automatic sewing machines, the use of digital patterns, or the integration of an ERP (Enterprise Resource Planning) system into production control. These innovations aim to shorten production times, reduce product defects, and improve quality standards.

Innovation in the sewing industry isn't just about technology; it also encompasses work mindsets. For example, the implementation of a lean manufacturing system can be categorized as a managerial innovation aimed at reducing waste and increasing work value. Tailors are encouraged to think efficiently, improve work processes, and pay attention to detail in product quality. This transformation in work patterns requires a shift in mindset, so management needs to ensure that all levels understand and are ready to implement it.

#### **The Impact of Change and Innovation on Employee Performance**

Employee performance is the result of a combination of ability, motivation, and a supportive work environment. In the context of change and innovation, performance is greatly influenced by an individual's ability to adapt to new work systems. Employees who are open to

change will adapt more easily and achieve optimal work results. Conversely, those who experience confusion or stress due to change can experience decreased productivity. Therefore, organizational support is crucial.

Performance is also influenced by clear roles and established work standards. In the sewing process, if production systems change without updating Standard Operating Procedures (SOPs), employees will experience confusion. Therefore, any changes or innovations need to be outlined in new, easy-to-understand work guidelines. Training and work simulations are essential to ensure technical and procedural understanding of the new work system.

### Results and Findings

During the internship, the author obtained several important results and findings demonstrating the impact of change and innovation on improving employee performance, particularly in the sewing production department. One key finding was increased work efficiency, where production time per glove unit could be reduced by 10-15% through the use of a newly implemented automatic sewing machine. Employees no longer need to manually adjust pedal pressure and thread length, as the system has been digitally calibrated.

However, obstacles remain in the innovation process. Some employees who have long worked with manual systems find it difficult to adapt to new technologies. Adapting to digital systems takes time, especially for employees unfamiliar with electronic control tools. Furthermore, implementing innovations often requires intensive training, but due to limited working hours and demanding daily targets, the training process is not optimal for all workers.

### Closing

**Conclusion:** The internship (PKL) has provided valuable experience for the author in applying educational knowledge in the field. Starting from September 2024 to December 2024, it can be concluded as a very beneficial program for students in practicing practical skills and direct experience in the world of work. This program provides broad benefits, covering various activities ranging from academic aspects, how to overcome and solve problems, use of technology, working in teams, and so on. Students are faced with becoming someone responsible with an innovative and creative approach to work, overcoming their various uniqueness, and creating an interesting and informative work process without reducing work enthusiasm.

**Suggestion:** After completing my internship and understanding the implementation of production activities at PT Mercindo Global Manufaktur, I can provide suggestions and hopefully they will be accepted as input or considerations to improve the company's profitability. The suggestions include: There needs to be increased teamwork to make the work easier. Increase operator awareness of the quality of sewing results. Further improve welfare with the aim of improving performance that can accelerate the company's growth. Improve communication between employees to minimize misunderstandings. Give targets that are in accordance with employee capabilities.

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