



Human Resource Management in the Batik Industry: Evaluating the Role of Training and Development in Indonesia

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ABSTRACT

The article titled "Human Resource Management in the Batik Industry: Evaluating the Role of Training and Development in Indonesia" examines the impact of training and development programs on the competencies and productivity of workers in Indonesia's batik industry, primarily composed of micro, small, and medium enterprises. By analyzing qualitative data from literature over the past decade, the study highlights the benefits of human resource development through targeted training programs. These programs aim to enhance technical skills, managerial abilities, and innovative capacities among batik artisans. The findings indicate that effective training contributes to increased productivity, product quality, and competitiveness of batik MSMEs, ultimately supporting both local economic development and the preservation of Indonesia's cultural heritage. This research underscores the need for sustainable human resource practices in the batik industry to maintain its cultural significance and economic viability.

INTRODUCTION

Batik is an ancient manual dyeing technique used in many countries around the world, including China, Indonesia, Malaysia, Singapore, India and Japan. Thanks to its high aesthetic and cultural value, batik has attracted widespread attention (Quan et al., 2024). Batik is Indonesia's rich cultural heritage, with deep meaning and beauty. As one of the traditional textile arts, batik has become an inseparable part of the cultural identity of the Indonesian people. Batik motifs play a very important role in determining the uniqueness and beauty of batik cloth. (Indarti, 2024). Indonesian batik has gained wide recognition in the international arena. On 2 October 2009, UNESCO officially recognized Indonesian batik by including it in the Representative List of Intangible Cultural Heritage of Humanity (Kurniadi et al., 2018). The batik industry in Indonesia mostly consists of small and medium-sized enterprises (SMEs), which are the source of livelihood for most of the population. Before the 1997 monetary crisis, the industry experienced rapid progress. Some batik entrepreneurs experienced a period of prosperity. In the 1980s, batik was considered an official garment that was worn at every state event or other formal events (Utomo & Yulia, 2018).

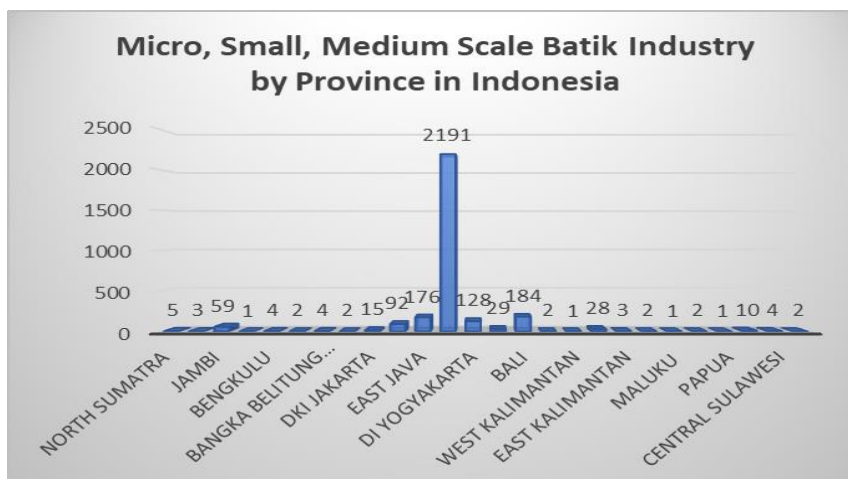


Figure 1. Data on the Batik Industry in Indonesian Provinces

Source: data processed by the author based on BPS - Pusdatin Kemenperin

Based on the figure above, which shows that the number of batik industries based on the Province in Indonesia is the highest, namely Central Java province with a score of 2,191 batik industries. Second is in Bali province with 184 batik industries. The third is in East Java province with a total of 176 batik industries.

The lack of basic knowledge and entrepreneurial skills is the cause of the failure of SMEs in running their business. Regarding the utilization, empowerment, and development of micro, small, and medium enterprises (MSMEs) based on local potential, various problems arise related to the development of human resource competencies, funding, and institutions. Human resource competencies can be improved through training and education (Suyatno & Suryani, 2024). Human resource development is effective

if SMEs are able to manage knowledge. Ultimately, knowledge must be managed so that it becomes a corporate asset (Handayani, 2020). Human resource development is very important because it can be used to gain a competitive advantage. Human resources are developed to utilize aspects of employee knowledge, education, job-related knowledge or competencies, entrepreneurial spirit and innovation (Rokhman et al., 2023).

Competence is an ability or proficiency that describes a person's qualifications or abilities both qualitatively and quantitatively in terms of knowledge, skills, and cognitive, affective, and psychomotor behavior to the maximum extent possible. In addition to specialized training competencies, specialized certifications also need to be considered to support the quality of human resources. Certification and knowledge in production, marketing, management, affective, cognitive, and psychomotor areas will increase work effectiveness and develop positive characters such as creativity, participation, in-depth knowledge, discipline, responsibility, commitment, morale, and work motivation. Sufficient knowledge will improve work performance, productivity, work discipline, minimal production damage, low error rate, low accident rate, imaginative and capable work ability, ease of training according to production operation standards, making the right decisions, and showing initiative (Pratiwi et al., 2024).

The purpose of this study is to examine human resource management that focuses on the objectives and benefits of training and development management in the Indonesian Batik Industry.

LITERATURE REVIEW

Training is the process of providing the skills needed to perform a job. Training is not only the responsibility of the organization, but also the responsibility of each employee. Training is a systematic and planned effort to improve employees' knowledge, skills and attitudes through learning experiences in order to improve performance effectiveness. The essence of training is more about skills than just education or teaching that provides knowledge, because training includes work experience and knowledge. Several types of training can be conducted to improve human resources, namely: a) Technical Training, which aims to improve knowledge and skills in a particular business field; b) Management Training, which aims to improve knowledge and abilities in organizational management, administration, marketing, or product trading, or increase awareness of certain norms. To strengthen the role of Micro, Small and Medium Enterprises (Hidayana & Omar, 2024).

Training is a learning process that emphasizes practice over theory. Training is conducted by individuals or groups by utilizing various learning approaches to improve abilities in one or several specific skills. Batik training is conducted by artisans to teach batik techniques and skills to visitors or batik lovers. Crafters provide education about batik techniques and carry out the batik production process in stages according to the type of production, namely written batik, printed batik, and stamped batik (Indarti, 2024). Training transfer is the process of applying and maintaining knowledge, skills and behaviors

gained from training in a work situation over a period of time. The ultimate goal of a training program is to ensure that the processes experienced during learning are applied and replicated in the workplace. In the context of the painted batik industry, a training program is considered adequate if participants benefit in the form of skills and knowledge. (Setyawati et al., 2017).

The development process is focused on activities that increase the organization's capacity to meet its future needs. For this reason, development projects are often called career development or leadership development. Development is the process of increasing an employee's capacity to perform a range of new or existing tasks, including customer feedback, through knowledge, skills and activities. The main objective of the development program is to prepare employees to develop managerial skills (Gustiana, 2022).

METHODOLOGY

This research uses qualitative data from previous articles, collecting articles based on the Sinta, Scopus and Google Scholar databases which include international reputable journals for the last 10 years from 2015 - 2024. The case study in this research is to examine human resource management that focuses on the objectives and benefits of training and development management in the Indonesian Batik Industry.

Table 1. Journal Sample

No	Year	Author's	Article Title	Journal Title	Index
1.	2018	Kurniadi, et al.	The Role of Human Resource in Batik Industry Case of Laweyan Community, Indonesia	Asia-Pacific Management and Business Application	Sinta 2
2.	2018	Utomo & Yulia	Human resource development strategy model: a case study on small and medium Laweyan Batik industry in Surakarta	Ventura Journal of Economics, Business, and Accountancy	Sinta 2
3.	2019	Marthala & Elida	Development of Teaching Materials in Training Batik Based on Local Culture	Advances in Social Science, Education and Humanities Research (Atlantis press)	Scopus
4.	2017	Setyawati, et al	The Effect of Participatory Training Towards The Trainees' Satisfaction With Training Effectiveness As The Mediation Variable	International Journal of Economic Perspectives	Scopus
5.	2020	Mulyanto, et al	Training Models Of Batik Motif Design Development For Designers In Micro	Vlakna a textil	Scopus

			Enterprises		
6.	2019	Nurwandi, et al	Building a Learning Society in the Design Field for Batik Craftworkers in Indonesia	International Journal of Innovation, Creativity and Change	Scopus
7.	2023	Livrika, et al	Improving the Quality of Human Resources and Organizational Management at Batik Nologaten MSMEs	Asian Journal of Community Services	Ebsco
8.	2023	Iskandar, et al	Sustainable HR Practices in Indonesian MSMEs from a Social Entrepreneurship Perspective: Training, Recruitment, Employee Engagement, Social Impact of Local Communities	International Journal of Business, Law, and Education	Sinta 5
9.	2023	Sarjiyanto, et al	Sustainable Industry, Culture And Community Development: A Case Study Of Kampung Batik Laweyan, Indonesia	Journal of Sustainability Science and Management	Scopus
10.	2020	Handayani	The Effect of Human Capital on Batik SMEs Innovation: The Mediating Role of Adaptive Creativity	Binus Business Review	Sinta 2
11.	2024	Pratiwi, et al	Analysis of Human Resources Competence for Improving Business Performance in The Masaran Sragen Batik Industry Center	Bulletin of Counseling and Psychotherapy	Sinta 2

RESULT AND DISCUSSION

Batik is a highly artistic craft that has high aesthetic value and has become an inseparable part of Indonesian cultural life. (Kurniadi et al., 2018). Batik is a textile product that has experienced rapid development in Java for several centuries. Most Indonesians are familiar with traditional and modern batik styles. The batik industry in Indonesia is spread across several regions in Java, giving rise to the names of several types of batik such as Pekalongan batik, Surakarta batik, Yogya batik, Lasem batik, Cirebon batik, and Sragen batik. Each batik from the region has a different distinctive motif. There are three

types of batik produced, namely written batik, stamped batik, and printed batik. (Utomo & Yulia, 2018).

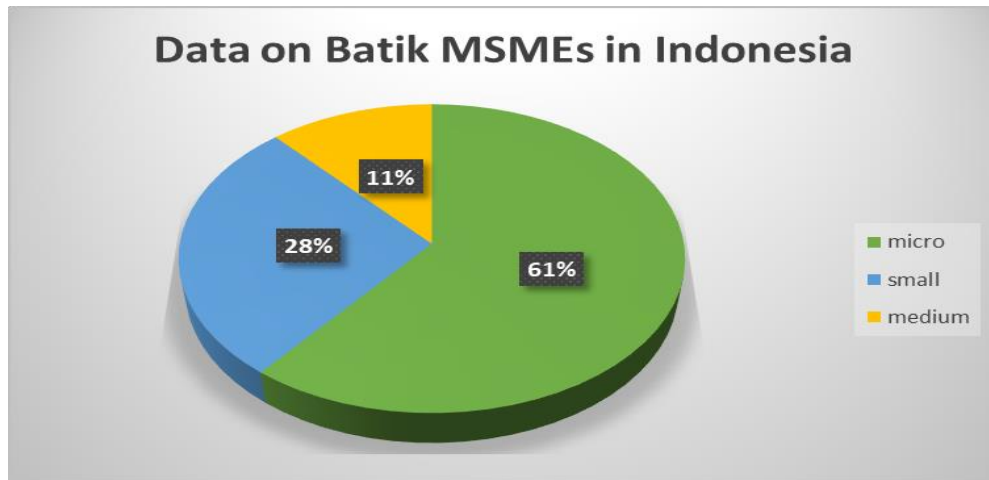


Figure 2. Data on Batik MSMEs in Indonesia

Source: data processed by the author based on BPS - Pusdatin Kemenperin

Micro, small and medium scale batik in Indonesia totals 2,951, the highest number of batik in Indonesia is micro scale, which is 61% or totaling 1,794, the second position is small scale, which is 28% or totaling 815, and micro scale is 11% or totaling 342. Batik craft development is a relatively new art form. Therefore, in terms of techniques and skills, training is needed to create these resources (Marthala & Elida, 2020).

Training and Development Management Objectives

Training programs are expected to improve the capabilities of employees or companies and most importantly, help in achieving organizational goals. The effectiveness of training can be measured by the quality of training transfer, which is (Kurniadi et al., 2018) in real work. One training design is the participatory training paradigm. This model emphasizes the learning process, where training activities are built on the active participation of trainees in all aspects of training, including planning, implementation, and evaluation. Practical participatory training aims to improve trainees' knowledge and skills (Setyawati et al., 2017) Design development training is a typical form of learning that involves various skills, including motor skills. Motor learning is a learning process that focuses on the dimension of movement; learning is realized by muscular responses that are expressed in movements of the body or certain body parts. (Kurniadi et al., 2018).

Design can be defined as an activity carried out by individuals or groups to meet consumer needs. This activity involves the use of specialized skills combined with creativity in the context of professional design. (Nurwandi et al., 2018) in technical and managerial skills as well as knowledge of batik designs and trends can improve workers' ability to produce high-quality products. Teamwork, communication and innovation skills should be emphasized to create a productive and creative work environment. By improving the quality

of human resources, we can ensure that their performance productivity is ready to face the challenges of an ever-evolving market. Improving the quality of human resources involves enhancing the knowledge, development, and skill mastery of team members. Regular training on batik design, dyeing techniques, production management, and marketing can provide the necessary knowledge to produce high-quality and competitive products in an increasingly competitive market. (Marthala & Elida, 2020).

Micro, Small and Medium Enterprises (MSMEs) have the potential to be effective agents of change due to their importance to the local community. Implementing sustainable Human Resource (HR) practices can increase their influence on social entrepreneurship, thereby aiding community development. The need to maximize the potential for community well-being creates urgency. Aligning SMEs with sustainable HR practices is not only a local requirement but also a global one in an era where global sustainability is the main focus. Small and medium enterprises must change to remain relevant in the global marketplace as investors and customers increasingly prioritize socially conscious businesses (Iskandar et al., 2023) Community development aims to improve the economic standing and social capital of community members. Develop a model that explains how sustainability can improve the economic well-being of the community (Sarjiyanto et al., 2024).

Benefits of Training and Development Management

The benefits of workplace training programs according to Riani & Sawitri (2015), are as follows:

- a. Able to learn and apply new entrepreneurial attitudes in the workplace.
- b. Able to apply entrepreneurial skills.
- c. Improved collaboration between trainers and companies.
- d. Increased collaboration in the workplace.

Human resource development will increase adaptive creativity and innovation within the company. This is because the batik industry is one of the creative industries that requires adaptive creativity. Individuals who have a knowledge component can lead a business to success. Individuals' knowledge increases their ability to create and adapt. Knowledge also increases capital or other resources to maintain the company's competitive advantage (Handayani, 2020).

Technical guidance is provided to small business actors, especially in business management, so that the products produced are in accordance with the needs of the community and the business is managed effectively and efficiently by applying good business management and functions. Competent human resources will have an advantage in competition and will be more attractive in the world of work. Batik MSME companies need a workforce that has high skills and professionalism (Pratiwi et al., 2024).

Research Mulyanto et al (2020), the training process will produce products in the form of improved designer skills, resulting in better and higher quality products that meet consumer expectations. Since the designer's salary

depends on the quantity and quality of the images produced, an increase in the quantity and quality of the images will result in an increase in income.

CONCLUSIONS AND RECOMMENDATIONS

Micro, small and medium scale batik in Indonesia totals 2,951, the highest number of Batik in Indonesia is micro scale, which is 61% or 1,794, and the most batik industry in Indonesia is in Central Java province, totaling 2,191 batik industries. Training programs can improve the capabilities of employees or companies and most importantly, help in achieving organizational goals. The training process will produce products in the form of improved designer skills, resulting in better and higher quality products that meet consumer expectations. Human resource development will increase adaptive creativity and innovation within the company.

ADVANCED RESEARCH

Based on the research that has been conducted, there are several limitations that can be the basis for future research recommendations. These limitations offer opportunities for further exploration to broaden the understanding of human resource management in the Indonesian batik industry. The following are some recommendations:

1. Exploration of Technology-Based Training Methods

Current research shows that traditional training methods such as participatory training are effective in improving the skills of batik artisans. However, as technology develops, new approaches such as digital or augmented reality (AR) based training can be explored. Further research could focus on how these technologies enhance knowledge and skills transfer in the context of the batik industry, particularly in facilitating distance learning or in remote areas.

2. Analysis of the Long-Term Impact of Training Programs

Previous research tends to focus on the immediate outcomes of training such as improved technical skills and productivity. However, long-term impacts such as innovation sustainability and business stability have not been studied much. Future research could be designed as a longitudinal study to evaluate the contribution of training to the sustainable growth of the batik industry and its impact on workers' welfare.

3. Study on the Influence of Local Culture on Training Effectiveness

Each region in Indonesia has a unique cultural richness, which can influence the way training is received and implemented. In-depth research can be conducted to explore the influence of local cultural values on training success. This will help design training programs that are more contextually relevant and easily accepted by artisans in different regions.

4. Specific Needs of Specific Groups in Training

This research has not in-depth addressed the training needs of specific groups such as women artisans or the younger generation

entering the batik industry. Future research could delve deeper into the unique needs of these groups, for example through the development of training programs that support women's empowerment or encourage innovation from young people.

5. Relationship Between Training and Business Model Innovation

One of the limitations identified is the lack of exploration of the relationship between human resource training and the ability to adopt innovative business models. Further research could assess how targeted training can facilitate batik artisans in creating or adopting business strategies that are more adaptive, creative, and competitive in the global market.

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