

DETERMINANT FACTORS OF MANUFACTURING INDUSTRY EMPLOYEES IN FACING THE CHALLENGES OF CONTINUOUS IMPROVEMENT: A STUDY IN THE CONTEXT OF 21ST CENTURY VOCATIONAL EDUCATION

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ABSTRACT

The manufacturing industry's high demand for CI must be supported by superior human resources (HR) as the spearhead in producing quality products. Researchers around the world, in the last decade, have tried to explore the factors determining success in implementing CI. However, research findings as described above are still limited regarding management factors and technical competence. Factors originating from people elements (soft skills, basic skills, generic skills, mindset, character, values, and the like) that are needed to implement CI successfully have not been explored in depth and specifically. People elements based on best practices in implementing CI are very urgent and important for vocational education graduates so that they can easily adapt to industrial work culture, especially the demands of CI in the 21st century. Therefore, this research aims to explore the determinants of people elements in manufacturing industry employees in facing CI challenges. This research uses a mixed method, with a sequential explanatory model, which means qualitative research is followed by quantitative research. Qualitative research uses a phenomenological approach, while quantitative research uses survey techniques to test the model obtained in qualitative research related to people element factors determining the success of CI implementation using the SEM method. The research results reveal that the factors that determine employee success in facing CI challenges generally include: (1) Mindset; (2) Life Philosophy (Worldview); (3) Soft Skills; (4) Psychological Knowledge; (5) Communication Skills; (6) Technical Skills; (7) Methods & Tools Skills; (8) Strategic Skills; (9) Management Skills; (10) Sustainability Learning.

Kata Kunci: *continuous improvement, human elements, manufacture*