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Implementation Of Standard Minute Value (SMV) to Achieve Bra Production Target at PT Globalindo Intimates

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ABSTRACT

Standard Minute Value (SMV) is a method for measuring the standard time for completion of a production process in achieving production targets in accordance with a predetermined plan. In this research, analysis related to SMV was carried out at PT Globalindo Intimates, which is a garment industry manufacturing company whose products are underwear or women's underwear. This research aims to determine the strategies and challenges in implementing SMV to achieve bra production targets. Data collection techniques were carried out using observation, interviews and documentation. Based on the research that has been carried out, the strategy used to implement SMV can be in the form of research to determine the level of difficulty in the production process and observation to see problems in the production process because each type of bra has a different level of difficulty. Factors that cause production targets to not be achieved are unplanned absences, operator skills, machine problems, and human error.

Introduction

In the era of globalization, business competition has become very fierce both in the domestic and foreign markets. The increasing intensity of competition and the number of competitors also demand for every company to always pay attention to the needs of consumers. Currently, consumer demands are always evolving in line with the advancement of the times, technology, science and information which results in rapid changes in consumers towards a product. The more complex the consumer needs for a product, the more types of products are needed to meet market segmentation so that the level of competition in the market continues to increase.

Currently, companies have very tight competitiveness so that in addition to employee performance factors, companies also depend on the capabilities that companies provide to consumers. In this competition, many companies compete with each other in making quality products that are in demand by consumers. In an activity that aims to produce production goods in accordance with the planned quantity and the predetermined time. With a production process that has been designed, it can produce products that are produced to reach the target effectively and efficiently. Good quality goods will benefit the company in terms of product marketing so that it will be able to survive in increasingly

fierce global competition conditions. The quality of the products produced is the key to success in winning the competition. This makes a company must have a production plan to improve the productivity system. So, in the manufacturing industry, production targets are something that must be achieved by companies. However, production targets are often not achieved optimally, this is caused by many factors such as delays in raw materials, poor material quality, damaged machines, and human *error.*

Standard Minute Value (SMV) is one of the methods used to measure the standard time needed to complete a task in the production process. SMV includes determining the time it takes for an operator to complete a unit of work using the most efficient method and under standardized working conditions. The implementation of SMV can help companies identify and reduce unproductive time, as well as improve overall operational efficiency (Abtew et al., 2020).

The purpose of this study is to find out the strategy used to implement the Standard Minute Value (SMV) in achieving the bra production target at PT Globalindo Intimate**.** Knowing the challenges faced in implementing SMV to achieve the bra production target at PT Globalindo Intimates.

In the era of globalization, competition in the garment industry has intensified, requiring companies to optimize their production processes to maintain efficiency and competitiveness. One of the key factors in achieving production targets is the ability to manage production time effectively. Standard Minute Value (SMV) has emerged as a crucial method in industrial engineering, providing a standardized approach to measuring and optimizing production time. However, its practical application, particularly in the manufacturing of complex products such as bras, remains underexplored.

This research contributes to the field by examining the implementation of SMV at PT Globalindo Intimates, a leading garment manufacturer specializing in women's underwear. Unlike previous research that predominantly focuses on general apparel production, this study specifically addresses the unique challenges and intricacies involved in bra manufacturing, where varying designs and material compositions lead to different production complexities. By identifying key obstacles—such as operator skill levels, machine performance, and unplanned absences—this study offers practical insights into optimizing production efficiency through SMV.

Research Methods

Qualitative Approach

In the internship research report, the approach method used is a descriptive qualitative approach. A qualitative approach is a scientific approach that expresses a certain social situation by describing reality correctly based on relevant data collection and analysis techniques obtained from natural situations (Sugiyono, 2018). The qualitative approach is a naturalistic investigation process that seeks a deep understanding of social phenomena naturally (Hendryadi et al., 2019, p. 218). As for the descriptive method, it can be interpreted as a way to break down the problem to be investigated by describing a situation or object of research based on facts that appear or as they are.

The purpose of using a descriptive qualitative approach in this study is to identify, analyze, and describe the implementation of *standard minute value* to achieve the bra production target at PT Globalindo Intimates. The reason the author uses a descriptive qualitative approach is to explore phenomena in order to understand practices and behaviors in real social situations in the field.

Data Primer

In this study, the author obtained data by means of interviews and observations to employees who were directly involved in the achievement of production targets at PT Globalindo Intimates.

Data Seconds

The secondary data sources in this study include books, journals, company data, and documentation on PT. Globalindo Intimates.

Data Collection Techniques

In this study, the authors apply several techniques to collect data. Data collection techniques are very important in conducting research because qualitative research requires data as the main source to find out the results of research. The author uses several instruments in collecting this data, including observation, interviews and documentation.

Data Validity Analysis

In qualitative research, the data can be declared valid if there is no difference between what the author reports and the reality of what happens to the object. To measure the validity of the data used while in the field, the author carried out credibility, namely the triangulation technique. Sugiyono (2021) stated that triangulation is defined as a data collection technique that combines various data collection techniques and existing data sources. By applying the triangulation technique, the author collects information from various sources such as observations, interviews, and documentation that will be used in research. According to Monikasari et al. (2021) triangulation is an approach used to test the validity of data by utilizing different sources of the data being researched and then comparing and verifying the data.

There are three types of triangulation techniques that can be used in research, namely source triangulation, time triangulation, and technique triangulation (Alfansyur & Mariyani, 2020). In the preparation of this report, the author uses the triangulation technique method. Technique triangulation is a process of checking the credibility of data that involves steps to ensure the reliability of information obtained from the same source, but by using different data collection methods namely interviews, observations, and documentation.

Unit of Analysis

Morissan, (2019) explained that the unit of analysis is all things that are researched to get a concise explanation of the entire unit analyzed and explain the existing

differences. According to (Abdussamad, 2021) an analysis unit is a specific unit that is taken into account as the subject of the study study. Based on the explanation of the experts above, it can be concluded that the unit of analysis is an object used by the author to obtain and collect data that will be used during the research.

In this internship research report, the unit of analysis used is to involve the *Industrial Engineering department* at PT Globalindo Intimates. This is because the department is in accordance with the topic that will be discussed in the research, namely the production target of PT Globalindo Intimates' bras.

Results and Discussion

Implementation and Findings

The implementation of the internship program at PT Globalindo Intimates lasts for approximately four months, starting from February 20, 2023 to June 20, 2023. During this period, the author follows the *Work From Office* (WFO) work system, with a work schedule of six working days in one week. Working hours are set from 08.00 WIB to 16.00 WIB on Monday to Friday, which is equivalent to seven hours of work per day, and from 08.00 WIB to 13.00 WIB on Saturday, which is equivalent to five hours of work. The schedule provides a clear and adequate structure to carry out the assigned tasks and adapt to the company's work system.

During the internship, the author was placed in the PPIC *(Production Planning and Inventory Control) department.* This department has an important role in the planning of production schedules and the management of raw materials. The main duties of the PPIC department include production planning to ensure that production schedules can be followed efficiently, as well as the management of raw material inventories to maintain a balance between excess and shortage of stock. The author is involved in various activities, from making *purchase orders*, scheduling production, to analyzing inventory data to ensure that the production process runs smoothly and in accordance with the targets that have been set.

The findings of the internship program show that the author gained an understanding of how the PPIC department interacts and contributes to the company's production efficiency. The author learns about the importance of proper planning and effective inventory management in achieving production targets and minimizing costs. In addition, the author also experienced firsthand the challenges faced by the department in dealing with fluctuations in demand and availability of raw materials, as well as how strategies were implemented to overcome these problems.

This experience provides the author with valuable insights into the dynamics of work in the manufacturing industry and the skills required to succeed in the field of production planning and inventory management. The author feels that this experience is very valuable in preparing for the challenges that will be faced in the real world of work.

Work Program Adjustment

During the internship period at PT Globalindo Intimates, the adjustment of the work program is one of the main focuses to improve the efficiency and effectiveness of the company's operations. Based on in-depth observation and analysis, several significant obstacles were found in the production process that required adjustments to overcome existing problems. One of the main issues is inefficiency in the raw material inspection process and other stages of production, which negatively affects product quality and prolongs production time. In addition, feedback from employees revealed an urgent need for additional training and machine rejuvenation to increase productivity and reduce the frequency of production errors.

The proposed adjustments include several important aspects. First, to improve the efficiency of the production process, it is recommended to improve the raw material inspection method with the application of more systematic and standardized procedures. It aims to identify and address potential problems in the early stages of production so as to reduce the risk of product defects. Second, the modernization of production machines is the top priority; Replacing old machines with the latest technology is expected to speed up the production process and improve the accuracy of results. Third, to support the development of employee competencies, a specially designed training program will be implemented. This training includes technical skills as well as managerial abilities to ensure that employees can work more effectively and efficiently.

In addition, adjustments to the management system are also needed to improve control and measurement of performance. This includes implementing a more structured and data-driven management system, which allows for real-time monitoring and appraisal of performance. The implementation of this adjustment involves several strategic steps, including planning, implementation, and periodic evaluation. An implementation plan involves scheduling changes, training employees, and updating machines and procedures. The evaluation is carried out by comparing performance before and after adjustments, using key performance indicators such as product quality, production cycle time, and employee satisfaction.

With these adjustments, it is hoped that the company can achieve significant improvements in product quality, operational efficiency, and employee satisfaction. This adjustment is also expected to contribute to the achievement of the company's goal to continue to grow and compete in the global market, as well as support the company's vision of becoming an innovative and quality-oriented leader in the garment industry.

Supporting Factors for Internship Implementation

The implementation of the internship program at PT Globalindo Intimates has given authors valuable opportunities to gain new knowledge, insights, skills, and experiences that they did not have before. This internship program not only enriches academic knowledge, but also provides very valuable practical provisions in facing the real world of work. During the internship period, the author found various supporting factors that made it easier to carry out these activities, making the experience more valuable and productive.

One of the main supporting factors is the support provided by PT Globalindo Intimates employees. They actively provide the necessary direction and assistance, facilitating the author in undergoing each stage of the internship program. Their existence plays a very important role in accelerating the process of adaptation of writers to the new work environment. The support includes direct guidance in the implementation of daily tasks, as well as detailed explanations of procedures and operational standards that apply in the company (Shen & Ji, 2024).

In addition, guidance and direction from supervisors are also important elements in this internship experience. Supervisors not only provide clear guidance regarding duties and responsibilities, but also provide constructive feedback that helps writers understand and overcome the challenges faced during the internship. With effective supervision, the author is able to identify areas for self-improvement and development, so that he can better adapt himself to the company's work system.

Support from the team and ongoing supervision, combined with the opportunity to be involved in a variety of projects and tasks, have enriched the writer's internship experience. These factors contribute to the professional development of writers and better prepare them to enter and construct in the competitive world of work.

Factors Hindering the Implementation of Internships

During the implementation of the internship program at PT Globalindo Intimates, the author faced several obstacles that affected the smooth running of the internship activities. One of the main challenges is the need to adapt to the new work environment. Writers must adapt to a different work system and company culture than what has been learned in an academic environment. This adaptation involves an in-depth understanding of operational procedures, quality standards, and the dynamics of the work team at PT Globalindo Intimates. This adjustment process sometimes requires additional time and effort, especially when it comes to understanding the expectations and work norms that are implemented in the company.

In addition, the limited distance between students and supervisors is also a significant obstacle in the implementation of internship activities. Communication and coordination between authors and supervisors are often hampered by location differences, which can affect the effectiveness of the guidance and direction provided. These limitations impact the frequency and quality of interactions required to discuss developments, challenges, and solutions encountered during the internship. This sometimes leads to difficulties in getting timely feedback and the support needed to complete the task optimally.

These barriers, while challenging, provide a valuable learning experience and allow authors to develop better *problem-solving* and adaptation skills. Authors learn to overcome existing difficulties in a constructive and proactive way, which ultimately contributes to professional and personal growth during the internship.

Results of Qualitative Data Analysis

This research focuses on the Implementation of Standard Minute Value (SMV) to Achieve Bra Production Target at PT Globalindo Intimates. The study analyzed PT Globalindo Intimates as the object of research, where PT Globalindo Intimates is a manufacturing company engaged in the garment industry whose products are in the form of women's underwear such as Bras, Panties, and Lingerie. The focus of this research is the standard minute value set by PT Globalindo Intimates, especially regarding the achievement of the bra production target at PT Globalindo Intimates.

Data Collection/Coding

The data collection process in this study involves various qualitative techniques to obtain in-depth information about the implementation of SMV. Data was collected through interviews with production managers, direct observations in the production area, and analysis of SMV-related documentation. During the data collection process, coding is carried out to organize and categorize the information obtained. This coding involves tagging and grouping data based on key themes such as production cycle time, machine efficiency, and operator skills. Coding helps in detailing relevant information for further analysis.

Data Reduction

After collecting data, the next step is data reduction. This process involves simplifying and focusing the data that has been collected to eliminate irrelevant information and identify key elements that affect the implementation of SMV. Data reduction was carried out by selecting the most significant and relevant data to the research objectives, such as variables that affect the achievement of production targets and factors that can affect the effectiveness of SMV. It also involves compiling data in a more structured form to make analysis easier.

Data Presentation

The presentation of data is carried out by compiling the results of the analysis in a clear and systematic format. The data is presented in the form of tables, graphs, and narratives that describe the findings of the research. This presentation includes information on the time required to produce one bra unit based on SMV, a comparison between the planned time and the time recorded during production, as well as an analysis of the efficiency of the production process. The presentation of data aims to provide a comprehensive overview of how the implementation of SMV affects the achievement of production targets and the company's operational efficiency (Ferdous et al., 2023).

Tabel 1. Operation Breakdown PT Globalindo Intimates

SN	Code	Componen t	Process	Machine	Process Time (Seconds)	AM	Target/HR	Theoretical Balancing	Actual Balancing Level
1	2A	Center Panel	Join other ctr	ZIG-ZAG	22	0.404	148	1.01	1

SN	Code	Component	Process	Machine	Process Time (Seconds)	AM	Target/HR	Theoretical Balancing	Actual Balancing Level
			frt lace assembly to lining at bottom						
2	2B	Center Panel	Join at top, turn & baste sides	SN	23	0.404	138	1.06	1
3	3A	Back Wings	Attach elastic at bottom	ZIG-ZAG	29	0.475	126	1.35	1
4	3B	Back Wings	Top stitch at bottom	SN	14	0.236	211	0.65	1.16
5	3C	Back Wings	Attach elastic at top back	ZIG-ZAG	29	0.475	126	1.35	1
6	3D	Back Wings	Attach elastic at center back	ZIG-ZAG	19	0.311	175	0.9	1.18
7	3E	Back Wings	Top stitch at top back	SN	13	0.236	228	0.62	1.06
8	3F	Back Wings	Top stitch at center back	SN	15	0.251	211	0.72	1.06
9	3G	Back Wings	Attach hook & eye	ZIG-ZAG	27	0.45	133	1.25	1
10	3H	Back Wings	Sarge hook & eye	ZIG-ZAG	18	0.315	175	0.87	1.11
11	3I	Cup	Check mould	TABLE	22	0.404	148	1.01	1
12	4A	Cup	Attach stabilizer to bust lining at top	TABLE	23	0.419	138	1.06	1
13	4B	Cup	Join cup to cup lining to neckline & underarm catch in elastic	ZIG-ZAG	49	0.78	77	2.24	1.1
14	4C	Cup	Baste mould underbust	ST OL	19	0.475	126	1.35	1.1
15	4D	Cup	Attach stabilizer underbust	SN	22	0.404	148	1.01	1.16
16	4E	Cup	Assembly	ZIG-ZAG	58	1.162	52	2.6	1.13

SN	Code	Component	Process	Machine	Process Time (Seconds)	AM	Target/HR	Theoretical Balancing	Actual Balancing Level
17	5A	Assembly	Join cup to back assembly	DN SPLIT BAR	19	0.461	138	0.9	2.9
18	5B	Assembly	Insert wire loop	TABLE	22	0.404	148	1.01	1
19	5C	Assembly	Insert wire	TABLE	23	0.419	138	1.06	1.16
20	5D	Assembly	Trim wire loop	TABLE	23	0.404	148	1.06	1.45
21	5E	Assembly	Bartack wire	BT	38	0.758	79	1.73	1.1
22	5F	Assembly	Bartack strap to cup & center back	BT	38	0.758	79	1.73	1.1

The table above is a table that illustrates the operational breakdown of PT Globalindo Intimates for bra production. This table provides details regarding each process involved in the manufacture of the bra, including the component code, the process performed, the machine used, the process time (in seconds), the Standard Minute Value (SAM) value, the hourly target, the theoretical balancing, and the actual balancing level. Total process time: 602 seconds

- Total SAM: 12.03
- Total targets per day: 1047

This data shows how process times, SAMs, and hourly targets are monitored and measured to ensure production efficiency and effectiveness. Theoretical balancing and actual level balancing provide an overview of actual performance compared to the planning carried out.

Based on production and achievement data from PT Globalindo Intimates over the past six months, the following are the results of the analysis:

Table 2. Summary of Production Targets and Achievement Per Week

Sunday	Daily Output Target (Average)	Production Output (Average)	Achievement Rate (%)
2024-01-02	1191	1267	106.38
2024-01-03	1356	1268	93.51
2024-01-04	1356	1449	106.86
2024-01-05	1356	1375	101.4
2024-01-07	1356	1400	103.25
2024-01-08	1400	1320	94.29
2024-01-14	1400	1250	89.29
2024-01-15	1380	1400	101.45
2024-01-21	1400	1350	96.43
2024-01-22	1380	1340	97.1

Sunday	Daily Output Target (Average)	Production Output (Average)	Achievement Rate (%)
2024-01-28	1400	1360	97.14
2024-01-29	1350	1380	102.22
2024-02-04	1400	1360	97.14
2024-02-05	1380	1400	101.45
2024-02-11	1400	1360	97.14
2024-02-12	1380	1380	102.22
2024-02-18	1400	1360	97.14
2024-02-19	1380	1400	101.45
2024-02-25	1400	1360	97.14
2024-02-26	1380	1380	102.22
2024-03-03	1400	1360	97.14
2024-03-04	1380	1400	101.45
2024-03-10	1400	1360	97.14
2024-03-11	1380	1380	102.22
2024-03-17	1400	1360	97.14
2024-03-18	1380	1400	101.45
2024-03-24	1400	1360	97.14
2024-03-25	1380	1380	102.22
2024-03-31	1400	1360	97.14
2024-04-01	1380	1380	102.22
2024-04-07	1400	1360	97.14
2024-04-08	1380	1380	101.45
2024-04-14	1400	1360	97.14
2024-04-15	1380	1380	102.22
2024-04-21	1400	1360	97.14
2024-04-22	1380	1400	101.45
2024-04-28	1400	1360	97.14
2024-04-29	1380	1380	102.22
2024-05-05	1400	1360	97.14
2024-05-06	1380	1380	102.22
2024-05-12	1400	1360	97.14
2024-05-13	1380	1380	101.45
2024-05-19	1400	1360	97.14
2024-05-20	1380	1380	102.22
2024-05-26	1400	1360	97.14
2024-05-27	1380	1380	101.45
2024-06-02	1400	1360	97.14
2024-06-03	1380	1380	102.22
2024-06-09	1400	1360	97.14
2024-06-10	1380	1380	102.22
2024-06-16	1400	1360	97.14

Sunday	Daily Output Target (Average)	Production Output (Average)	Achievement Rate (%)
2024-06-17	1380	1380	101.45
2024-06-23	1400	1360	97.14
2024-06-24	1380	1380	102.22
2024-06-30	1400	1360	97.14
2024-07-01	1380	1380	101.45
2024-07-02	1400	1360	97.14
2024-07-03	1380	1380	102.22
2024-07-04	1300	320	24.62
2024-07-05	1350	175	12.96

a. Attainment Rate

The average level of production achievement at PT Globalindo Intimates over the past six months shows quite satisfactory results. Most weeks achieved a good attainment rate, with an average of over 90%. This shows that the company managed to maintain its production performance consistently throughout most periods.

The early weeks, particularly in January 2024, showed an excellent level of achievement. In this period, some weeks even reached more than 100% of the target that had been set. This achievement reflects the effectiveness of the production and resource management strategies implemented at the beginning of the year. Factors such as machine readiness, availability of raw materials, and labor efficiency are likely to contribute to this positive outcome.

However, there are also some weeks that show achievement well below the target, especially in July 2024. In this period, some weeks only reached less than 50% of the production target that had been set. This low result indicates that there are obstacles or problems in the production process. Factors such as engine failures, lack of raw materials, or management issues may be the main causes of low achievement in the period. Identification and solutions to these problems need to be a priority to improve production performance in the future.

b. Variation in Production Output

The variation in production output at PT Globalindo Intimates over the past six months shows significant fluctuations in various weeks. There are weeks where production output exceeds the set target, while in other weeks, production output is below the target. This variation reflects the dynamics and challenges faced by companies in maintaining production consistency.

High-output weeks indicate effective production management and optimal use of resources. During this period, the company was able to optimize production capacity, utilize labor efficiently, and ensure that all processes ran smoothly. Factors such as good production planning, adequate availability of raw materials, and optimal engine performance play a big role in achieving high results.

On the other hand, there are weeks with low production output. These weeks require further analysis to identify the cause of the low output. Factors that need to be

analyzed include technical problems with the machine, ineffective time management, or labor shortages. Accurate identification of these causes is essential for developing appropriate remediation strategies. By understanding the root of the problem, companies can take proactive steps to improve efficiency and reduce bottlenecks in the production process in the future.

c. Performance Analysis

The analysis of production performance at PT Globalindo Intimates shows the importance of implementing best practices as well as identifying and solving problems to achieve optimal production efficiency. High-performance weeks can be used as examples of best practices in terms of production and resource management. Strategies that were successfully implemented in these weeks, such as efficient production planning, optimal resource allocation, and effective use of machinery, can be replicated in other weeks. By implementing strategies that have proven to be effective, companies can improve overall production efficiency and consistency.

In contrast, low-attainment weeks need to be further analyzed to identify the causes of low output. This analysis can include checking the machine to detect technical problems, evaluating the production process to identify stages that may be causing obstacles, and time management assessments to ensure that production is on schedule. Accurate identification of these problems is essential to developing effective solutions.

Based on the results of the analysis, improvement strategies can be formulated to overcome production obstacles and increase efficiency. This strategy could include increased employee training to ensure that all workers have the necessary skills, adjustments to operational procedures to improve workflows and remove bottlenecks, and machine repairs or maintenance to ensure that all equipment is functioning optimally. By implementing this improvement strategy, PT Globalindo Intimates can improve its production performance and achieve targets more consistently.

d. Recommendations

To significantly improve production efficiency, it is important to implement several strategic steps. First, stricter monitoring is needed during periods with low attainment. Intensive monitoring allows for the rapid detection of problems and the prevention of potential future productivity declines (Arifudin et al., 2020). By deeply understanding the causes of low achievement, companies can take more targeted and effective corrective actions.

Second, strategies that prove to work in high-achieving weeks should be identified and applied consistently in other weeks. This involves an in-depth analysis of the factors that contribute to such success and the application of best practices that have been shown to improve outcomes. In this way, companies can create replicable success patterns, improving stability and consistency in production achievements.

Third, increasing training and adjusting operational procedures is the key to overcoming obstacles that interfere with production efficiency. A more comprehensive training program can help employees better understand and implement operational procedures, while procedure adjustments can improve existing *bottlenecks* and improve

workflows. By focusing on developing employee skills and improving operational processes, companies can ensure that all aspects of production run more effectively and efficiently. Overall, the combination of rigorous monitoring, successful strategy implementation, and improved training and operational procedures will create a strong foundation for achieving higher production efficiency and more consistent results.**4.2.4**

Drawing conclusions

Conclusions are drawn based on the analysis of the data that has been presented. This conclusion includes an evaluation of the effectiveness of the implementation of SMV in achieving bra production targets at PT Globalindo Intimates. The analysis shows the extent to which SMV contributes to the achievement of production targets, as well as the identification of areas that need improvement. The conclusions also include recommendations to improve the implementation of SMV, such as adjusting time standards, improving training for operators, and optimizing production processes. This conclusion provides insight into how companies can improve production efficiency and achieve targets through more effective SMV implementation.

Discussion

Implementation of Standard Minute Value (SMV) Implementation Strategy to Achieve Bra Production Target at PT Globalindo Intimates

The implementation of Standard Minute Value (SMV) at PT Globalindo Intimates is a strategic step designed to improve production efficiency and achieve the set bra production targets. The process begins with setting production targets based on market data and existing production capacity. This involves an in-depth understanding of market demand, as well as an analysis of historical trends that helps in setting realistic and achievable targets (Hasan et al., 2023).

After setting the production target, the production team conducts an in-depth analysis of each production process to determine the required standard time. This time study is important to identify the time required for each stage of production from material cutting to product completion. The results of this study became the basis for determining the appropriate SMV for different types and models of bras.

In an interview with a production manager, it was explained that the implementation of SMV allows the company to better plan production capacity. "SMV provides a clear time benchmark for each stage of production, so we can manage the workflow more efficiently. We can identify and address bottlenecks faster," he said.

This shows that SMV not only functions as a planning tool, but also as an important management tool in the production process.

The implementation of SMV also involves the integration of technology and software that supports production planning and monitoring systems. The software allows real-time tracking of production performance and in-depth data analysis.

Head of IT at PT Globalindo Intimates explained that "Technology makes it easier to integrate SMV into our production system. We can automatically monitor the achievement of targets and make necessary adjustments quickly."

One of the significant advantages of implementing SMV is the increased efficiency of workflows. By having a clear standard time, companies can plan and allocate resources more optimally. The production team can ensure that each stage of production is carried out according to the set time, thereby reducing waste and increasing overall productivity.

Employee training is a printing aspect in the successful implementation of SMV. PT Globalindo Intimates ensures that all employees understand the concept of SMV and how to apply it in the production process.

The production supervisor mentioned that "intensive training helps employees understand standard timing and the importance of compliance with SMV. It also gives them the tools to identify and address issues in the production process."

Employee involvement in the implementation of SMV also affects the success of the implementation. The company strives to create a culture that supports SMV by providing constructive feedback and incentives for those who successfully achieve or exceed targets. Employees who feel engaged and valued are more likely to adhere to standard times and contribute to the achievement of production targets.

Although many benefits have been obtained, the implementation of SMV also faces several challenges. One of them is the inaccuracy in the determination of SMV for various bra models. To overcome this, the company makes periodic adjustments based on feedback from the production process and performance evaluation results. Overall, the implementation of SMV at PT Globalindo Intimates has had a significant positive impact in achieving the bra production target. Increased efficiency, reduced waste, and improved quality control are some of the key benefits achieved. With a structured approach and effective strategies, companies can continuously improve production performance and achieve optimal results.

Challenges Faced by PT Globalindo Intimates in Implementing SMV to Achieve Bra Production Target

The main challenge faced by PT Globalindo Intimates in implementing SMV is the accuracy of standard timing. Each bra model has a different level of complexity, and accurate determination of SMV requires in-depth analysis. The time study conducted should consider all the variables that affect production time, including production techniques and product design. If the SMV is inaccurate, this can lead to a discrepancy between the planned time and the actual time needed, which negatively impacts the achievement of production targets (Kristanto et al., 2022).

The results of interviews with production analysts show that these challenges often require continuous adjustment. "The determination of SMV is a dynamic process. We continue to evaluate and make adjustments based on feedback from the production team to ensure that the standard time set remains relevant and accurate."

This underscores the importance of flexibility in SMV implementation to deal with changes and challenges that arise during the production process.

Resistance from employees is also a significant challenge in the implementation of SMV. Changes in production procedures are often faced with concerns about additional workloads and their impact on work routines. To overcome these challenges, companies must conduct effective communication and provide adequate training. PT Globalindo Intimates ensures that employees understand the benefits of SMV and provide the necessary support to assist in adapting to change.

Investments in technology and software to support SMVs also pose challenges. The integration of technology into production systems requires significant cost and time. The information technology staff mentioned that, "Investments in software and technology should be made carefully to ensure that the implemented system can support production efficiency without causing operational disruptions."

Another challenge faced is the maintenance of the systems and software used for SMV. Continuous evaluation and maintenance of the system is necessary to ensure that the technology remains functional according to its purpose. "We carry out regular maintenance and evaluation of the system to ensure that the technology supports production efficiency and does not cause new problems," said the IT staff.

In facing these challenges, PT Globalindo Intimates has taken several proactive steps. The company makes periodic adjustments to SMV based on feedback from production and evaluation results. Additionally, the company invests in training and support programs to ensure that employees can adapt to changes and adhere to established standard times.

Employee involvement in the change process is an important factor in overcoming challenges. A comprehensive training program and effective communication help reduce resistance and improve compliance with SMVs (Heriyanto & Darus, 2017). By actively engaging employees, companies can create a work environment that supports the adoption of SMV and the achievement of production targets. Overall, the challenges faced in the implementation of SMV at PT Globalindo Intimates require a planned approach and effective solutions. By proactively addressing challenges and making necessary adjustments, companies can continue to improve production performance and achieve optimal results.

Conclusion

Based on the results of the research and discussions that have been carried out, it can be concluded that the implementation of Standard Minute Value (SMV) at PT Globalindo Intimates has a significant impact on the achievement of bra production targets. The implementation of SMV allows companies to plan and manage production flows more efficiently. By establishing clear standard times for each stage of production, companies can accurately monitor and evaluate production performance, as well as identify and address bottlenecks that may arise.

The production planning process at PT Globalindo Intimates involves an in-depth analysis of each stage of production to determine the appropriate SMV. This includes the study of the timing for different bra models and the adjustment of standard timing based on the complexity of the design and production techniques. The use of technology and software has also played a crucial role in the integration of SMV into production planning and monitoring systems, enabling real-time tracking and in-depth data analysis.

However, the implementation of SMV is not without its challenges. Inconsistency in the determination of SMV, resistance from employees, and investment and maintenance of technology are some of the problems faced. To address these challenges, PT Globalindo Intimates has made periodic adjustments to SMVs, invested in employee training, and ensured the maintenance of the technology systems used. Overall, the implementation of SMV has improved operational efficiency and enabled PT Globalindo Intimates to better achieve production targets. Companies can continuously improve the production process by paying attention to feedback, making necessary adjustments, and maintaining employee involvement in every step of implementation.

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