

### THE ROLE OF EMPLOYEE WORK MOTIVATION IN OVERCOMING PRODUCTION PROBLEMS AT RCD LEATHER PASURUAN MSMEs

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#### Abstract

This study aims to determine the role of employee work motivation in overcoming production problems at the Rcd Leather MSMEs in Pasuruan. As an economic actor in the MSMEs sector, Rcd Leather faces various challenges in its production process, including unstable raw material supply and limited workforce skills. This study uses a qualitative approach using interview and observation methods with employees of the Rcd Leather MSMEs. The results of the study indicate that work motivation, both intrinsic and extrinsic, plays an important role in improving employee performance, increasing production efficiency, and overcoming various obstacles in work. A deeper understanding of the driving factors is expected to enable UMKM managers to develop more effective strategies to increase the competitiveness.

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## INTRODUCTION

Good employee performance is the most important factor for productivity and quality of results achieved by the company. An important aspect that affects employee performance is work motivation. According to Handoko (2010), motivation is a state of mind that drives someone to do something to achieve a certain goal. Motivation can come from internal or external factors and has a significant impact on individual performance, such as production status.

Based in Pasuruan, MSMEs Rcd Kulit is engaged in the leather product industry such as shoes, bags and other accessories. As a small company that excels in product design and material quality, Rcd Leather faces many challenges in its production process. These challenges include the instability of raw material supply, limited technology, and less than optimal workforce skills. These limitations directly affect the productivity and competitiveness of RCD leather products in the domestic and international markets.

But as shoemakers have shifted to using local raw materials, artisans have acknowledged dissatisfaction caused by a variety of production problems with local suppliers: rising prices, late deliveries, high demand that suppliers cannot meet, and often disappointing raw material quality.

Production at Rcd Leather is often disrupted by various constraints, such as unstable availability of raw materials, limited technology, and suboptimal workforce skills. These problems can lead to decreased productivity and product quality, which ultimately affects the ability of this MSMEs to compete in a wider market.

In this situation, employee work motivation becomes an important factor that helps overcome various production problems. High motivation increases employee productivity, creativity, and commitment in completing tasks. In addition, motivation also plays a role in creating a conducive work environment where employees can work effectively to achieve the expected production goals and help overcome various production problems to increase employee productivity, creativity, and dedication in carrying out their duties.

However, how work motivation is utilized and its impact on solving production problems in MSMEs such as Rcd Leather has not been well studied. Therefore, this study aims to analyze the role of employee work motivation in overcoming production problems faced by MSMEs RCD Leather Pasuruan.

This research is expected to contribute to the development of human resource management strategies, especially in improving employee productivity and performance in the MSMEs sector. This research also aims to provide insight to the MSMEs managers regarding the importance of work motivation in creating production efficiency and better product quality. The results of this study are expected to be not only useful theoretically but also have practical implications for the development of the Indonesian MSMEs industry.

This study is also expected to improve the regional economy through MSMEs brands that can provide theoretical contributions in the field of human resource management and MSMEs management, as well as offer practical recommendations that can be applied by Rcd Leather and other MSMEs facing similar challenges. Thus, this study is not only academically relevant, but also has significant practical implications for the development of MSMEs in Indonesia.

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### **Work Motivation**

Work Motivation is a drive that arises from within an individual or from the environment that creates a desire to work well and achieve certain goals. Herzberg (1966) explains in his theory that there are two factors that influence work motivation: motivation factors and hygiene factors. Motivating factors include performance, recognition, and responsibility, while supporting factors include working conditions, employee relations, and compensation.

According to Handoko (2010), work motivation is a condition within an individual that drives the individual to achieve a certain goal. Motivation can come from intrinsic motivation such as personal satisfaction, or extrinsic motivation such as compensation or salary. For MSMEs with limited resources, employee motivation is key to maintaining business continuity.

Siagian (2002) stated that good work motivation plays an important role in improving employee performance, productivity, and loyalty to the company. Therefore, an appropriate motivational strategy is needed, especially for MSMEs that face constraints in terms of technology and production capacity.

### **Production Problems in MSMEs**

Production is a process that aims to create goods and services that can meet consumer needs. The MSME sector such as Rcd Leather often encounters various obstacles in its production process such as: Unreliable supply of raw materials, limited technology, and lack of workforce skills. According to Supardi (1989), production problems can affect the quality and quantity of products produced, thereby affecting a company's competitiveness in the market.

Small and medium enterprises in Indonesia play an important role in the national economy, contributing significantly to gross domestic product (GDP) and creating jobs. However, MSMEs often operate with limited resources, both in terms of capital, technology, and human resources (Servina et al., 2022). Production problems such as unstable raw material supply and limited technology are major challenges that affect production efficiency and product quality.

According to Wirawan (2015), optimal production performance depends on factors such as inventory management, quality control, and use of technology. In the context of MSMEs , solutions to production problems are often associated with the ability to motivate employees in overcoming operational problems.

### **The relationship between work motivation and production performance**

High work motivation in employees can have a direct impact on increasing production performance. Motivated employees complete tasks more productively, creatively, and efficiently. According to Herzberg (1966), an effective way to increase employee motivation is to create a supportive work environment and reward employee work performance.

Munandar (2011) stated that employees are the most important assets of a company and their motivation can have a direct impact on the operational success of a company. On the production floor, motivated employees can overcome obstacles such as limited raw materials and technical problems more effectively because they have the determination to produce high-quality products.

Andika Putri and Setyaningrum's (2020) research shows that work motivation has a positive effect on employee performance. This means that if a company succeeds in motivating its employees, then the employees will also try to achieve optimal work results in their production process. This is especially true for MSMEs such as Rcd Leather which rely on employee productivity to solve production problems.

### **Previous Research**

Previous research related to this topic includes that conducted by Sinaga (2020) which shows that incentives and rewards provided by companies can increase employee work motivation and improve production performance. This research supports the assumption that work motivation factors play an important role in overcoming managerial problems in various industries, including MSMEs .

Afrania & Herdiana's (2022) study also highlights the role of motivation in retaining high-performing employees in the MSME sector. This study shows that in addition to financial incentives, a supportive work environment is also an important factor in motivating employees to achieve optimal production results.

### **RESEARCH METHODS**

This study uses a qualitative research method. Qualitative research aims to gain a deeper understanding of a phenomenon through a more natural and unstructured data collection process. In this context, qualitative research is used to determine the role of employee work motivation in overcoming production problems at the Rcd Leather UMKM. This study focuses on how motivation affects employee work behavior when facing production challenges. This type of research is to describe, analyze, record and interpret all phenomena based on field facts and using various methods. The approach

used in this study is a descriptive approach. The descriptive approach aims to describe the actual situation in the field, especially those related to the role of work motivation in dealing with production problems. The researcher explains how motivation is used, what factors influence work motivation, and how it affects employee productivity.

### Research Location

This research was conducted Observation at MSMES Rcd Leather Pasuruan located on Jalan Untung Soeropati, Bangil District: Postal Code 67153. East Java. Rcd Leather is an MSMES engaged in the manufacture of leather goods such as shoes, bags, sandals, belts and other leather product accessories. The selection of this location is based on the company's production problems and the importance of the role of motivation in improving employee performance.

### Research subjects

The subjects of this study are individuals who provide data or information for research purposes. The method of selecting subjects in this study is based on purposive sampling, namely researchers consciously select informants based on certain considerations. The following people are informants for this study:

No	Name	Position	Information
1	Mr. Rofik	Owner/Owner of MSMES RCD	Key Informant
2	Mr. Didin	Marketing	Supporting Informant
3	Mr. Molyono	Employee 1	Supporting Informant
4	Mr. Arifin	Employee 2	Supporting Informant
5	Mother Cicik	-	Customer
6	Mr. Adi	-	Customer

## RESULTS AND DISCUSSION

Based on the results of the research, this research aims to determine the role of employee work motivation in overcoming production problems at the RCD Kulit Pasuruan MSMEs.

Based on data collection through interviews, observations, and documentation, the following findings were obtained:

### 1. Rcd Leather Production Constraints

MSMEs Rcd Leather faces several production problems that affect product quality and quantity, including:

- a. Raw Materials: One of the biggest constraints is the unreliability of supply.



raw materials. The raw materials used in Rcd Leather are: Some products, such as animal skin, often experience price increases and delivery delays, which affect production efficiency.

- b. **Technology Limitations:** The technology used in the production process is still relatively traditional, thus hampering production capacity and product innovation. These technological limitations force employees to work longer hours to achieve production goals.
- c. **Employee Work Skills:** Employees have basic skills in leather product production, but still need to improve technical skills and production process efficiency.

### **2. The Role of Motivation in Overcoming Production Constraints**

The results of the study show that work motivation plays an important role in helping employees overcome various production constraints at Rcd Leather. The following findings relate to the role of motivation in overcoming production problems.

- a. **Intrinsic Motivation:** Rcd Leather employees are generally motivated by personal satisfaction in producing quality products. This intrinsic motivation stems from a sense of pride in one's work, especially if the product produced is well received by consumers. This sense of achievement motivates us to continue to improve the quality of our products, even in the face of limited raw materials and technology.
- b. **Extrinsic Motivation:** Extrinsic motivation factors such as compensation, incentives, and good relations with management also have a significant influence on employee performance. Rcd Leather rewards employees who meet production targets in the form of bonuses and provides additional incentives for employees who work hard when the supply of raw materials is unstable.
- c. **Collaborative work environment:** A supportive work environment, such as a harmonious relationship between employees and the company owner, is also an important motivational factor. Employees will feel more comfortable working when management supports them through work flexibility and good communication.

### **3. The Influence of Motivation on Employee Productivity**

Rcd Leather has proven that effective work motivation increases employee productivity. The positive impacts include:

- a. **Increased production efficiency:** Motivated employees will tend to work



more efficiently, reduce production errors, and increase output according to the set schedule. Increased motivation also makes employees more proactive in finding solutions to problems that arise, for example using local raw materials when imported raw materials are difficult to obtain.

- b. Improved product quality: Motivated employees are more careful in every step of production, which also improves the quality of the products produced. This is very important for Rcd Leather which is famous for its high-quality leather products.
- c. Innovation in production: Motivation given to employees encourages innovation in the production process. For example, some employees took the initiative to improve the way leather products were cut and made to shorten production time without compromising quality.

#### 4. Challenges in implementing motivation

Although motivation has a positive impact, there are several challenges in its implementation:

- a. Economic uncertainty: Due to fluctuations in raw material prices and market uncertainty, it is difficult for the Company to consistently provide incentives. If the economic situation is not good, Rcd Leather may not be able to provide sufficient incentives, which will ultimately affect employee motivation.
- b. Training Constraints: Employees need further training to improve their skills, especially when using modern technology. However, MSMEs have limited budgets, making it difficult to provide technical training on a regular basis.

#### 5. Strategies to increase employee motivation

The research findings suggest several strategies to further enhance employee motivation and address production constraints:

- a. Training Development: Rcd Leather needs to provide resources to train employees so that they can do their jobs better. In the use of new technology Production
- a. Consistent incentive policies: Given the importance of incentives in motivating employees, companies implement more structured incentives to maintain employee motivation even in uncertain economic conditions.
- b. Improving employee communication and participation: Involving employees in decision-making in the production process can increase their sense of responsibility and motivation to work better.





### Conclusion

Conclusion The results of this study indicate that work motivation, both intrinsic and extrinsic, plays an important role in overcoming production problems at MSMES Rcd Leather Pasuruan. Work motivation not only increases employee productivity but also fosters innovation in the production process. However, to maintain and improve employee motivation in the future, challenges in increasing motivation such as economic fluctuations and training barriers must be overcome. that employee work motivation has a significant influence on production performance, especially in the context of MSMES facing various production constraints. Effective work motivation helps employees overcome production problems, increase productivity and product quality, and strengthen the competitiveness of MSMES in the market. This study aims to further determine the relationship between work motivation and solving production problems at MSMES RCD Kulit Pasuruan.

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