

Strategy to Increase Employee Productivity through Sustainable Training in Kediri Ikat Woven Fabric MSMEs

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Abstract

This research focuses on increasing employee work productivity through continuous training at the UMKM Batik woven Medali Mas Bandar Kidul Kediri. This highlights the importance of leveraging traditional skills to forge partnerships and respond to market trends. This study aims to identify strategies to increase employee work productivity through continuous training in the MSME sector. This study specifically considers leveraging traditional skills, forming partnerships, and adapting to market needs to improve organizational performance. This research uses SWOT analysis to analyze the internal and external factors that influence Medali Mas Bandar Kidul Kediri ikat woven fabric MSMEs. This method utilizes IFE, and EFE analysis to assess strengths, weaknesses, opportunities, and threats with the ultimate goal of identifying the most effective strategies. This research reveals that SO strategies that focus on utilizing traditional skills, forming partnerships, and adapting to market trends get the highest scores. So, it can be concluded that continuous training plays an important role in increasing employee productivity in the MSME sector. By leveraging traditional skills, forming partnerships, and adapting to market trends, organizations can improve performance and contribute to the well-being of society.

Keywords: *work productivity, ongoing training, IFE, EFE, SWOT Analysis*

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Introduction

In an era that continues to develop with rapidly developing technology and increasingly fierce competition, increasing productivity is the key to success for companies and individuals. Human resources have an important role in organizations because a company's success depends on the skills and capabilities of the individuals who are part of its team. In the Bandar Kidul Kediri ikat woven fabric industry, human resources play an important role in the production, development, and management processes. The ikat fabric industry is Indonesia's abundant cultural heritage. However, Micro, Small and Medium Enterprises (MSMEs) that have potential in this industry often face challenges in increasing their productivity to remain competitive in a dynamic market. Productivity is an important indicator of economic activity. Productivity is also a measure of national economic growth in the long term. Increased productivity, refers to ideas to continuously strive to improve the quality of life continuously in order to increase efficiency, effectiveness and quality standards which are the main goals of the organization. One strategy to increase productivity is through continuous training.

Increasing productivity in the MSME sector has the potential to have a major impact on community welfare because many individuals rely on MSMEs as their main source of income (Sudianto in Diana et al, 2023). Continuous training is a continuous educational process that aims to continuously improve employee understanding, skills, and mentality to increase organizational productivity and performance (R. A. Noe, 2017). Continuous training provides opportunities for employees to develop new skills and industry practices, this directly contributes to increased work productivity because employees become more efficient in completing their tasks (Tan, 2019). Continuous training can increase employees' intrinsic motivation and their sense of involvement in their work. Employees feel supported to develop their skills and give their best in their work (R. A. , T. M. J. , & D. A. M. Noe, 2010). In addition, continuous training can stimulate employee creativity and promote innovative thinking in finding solutions to complex problems. This can result in new discoveries and improvements in work processes that ultimately increase company productivity (Salsa, 2010)

The phenomenon that occurred at the Medali Mas Ikat Woven Batik UMKM located on Jl. KH Agus Salim GG VIII no 54 Bandar Kidul Kediri, among other things, is that there is a gap between the skills and understanding possessed by employees and market and technological demands, namely the tools used in carrying out weaving production activities that utilize non-machine looms (ATBM). In this case, the use of handloom is to preserve the cultural heritage that exists in the manufacture of woven cloth. Formal and informal education and training can influence employees' ability to compete and innovate in the industry. Some employees have a low level of education, whereas the employees at this MSME come from the surrounding community with low education and are over 50 years old. Apart from that, employees also come from family members. The training for MSMEs is carried out through an education and development program for ikat weaving. Training is provided regarding the process of making ikat weaving, dyeing, manufacturing techniques, processing ikat woven fabric, and designing ikat woven fabric.

In this research, the researchers formulated a problem formulation on how to increase employee work productivity through continuous training using SWOT analysis on the UMKM Batik Woven Medali Mas Bandar Kidul Kediri. This research aims to determine strategies for increasing employee work productivity through continuous training at the Medali Mas Bandar Kidul Kediri Woven Batik UMKM.

Through an innovative approach to continuous training, we form a strategy to increase employee work productivity. Focuses on developing traditional skills in the ikat weaving process by combining ancient skills with modern design concepts. Consistently implemented training initiatives empower employees with new knowledge, increase creativity, and improve performance.

Methodology

The data used in this study is qualitative. Which refers to data that contains meaning and is not expressed in numerical form (Noor, 2014). The data collection techniques applied were observation and interviews. The data analysis approach used in this research is descriptive with a qualitative approach. The SWOT analysis method aims to provide insight into an organization's strengths, weaknesses, opportunities and threats through analysis of internal and external factors.

Result and Discussion

IFE Matrix Analysis

The IFE matrix functions to evaluate the significance of internal factors in the organization. Through this matrix, the internal condition of the organization/MSMEs such as strengths and weaknesses is measured using a weighted rating assessment.

Table 1. IFE Matrix (*Internal Factor Evaluation*)

Internal factors	Weight	Ratings	Weight Score x Rating
Strength:			
Possess superior traditional skills	0.11	5	0.55
Employees come from the surrounding community	0.10	4	0.40
Have the same opportunity to develop your abilities	0.11	5	0.55
Has an affordable price	0.10	5	0.50
The quality of the fabric is neat and good	0.10	5	0.50
Total	0.52		2.5

Weakness			
Limited employee skills in carrying out production processes such as modern design, marketing management	0.11	4	0.44
Lack of discipline in completing work	0.10	3	0.30
As a stepping stone for employees to get a better job	0.08	3	0.27
The need for training to increase employees' abilities in designing and weaving	0.11	4	0.44
Lack of ability to innovate in design and production processes	0.11	4	0.44
total	0.40		1.89

Source: Processed data, 2024

EFE Matrix Analysis

The EFE matrix functions to assess the extent of influence of external factors on MSMEs by reflecting opportunities and threats assessed with rating weights.

Table 2. EFE Matrix (External Factor Evaluation)

External Factors	Weight	Ratings	Weight Score x Rating
Opportunity			
Establishing collaboration or partnerships with other industries	0.11	5	0.55
Providing opportunities for the public to get to know ikat woven products	0.10	4	0.40
Responding to developing market trends (responding to product demand from the market)	0.10	4	0.44
Get government support for the development of creative industries (free training program)	0.11	5	0.55
Participate in activities organized by the textile industry and government	0.10	4	0.40
Total	0.52		2,3

Threat:			
Society is bored with monotonous motifs (not attractive to young people)	0.11	4	0.44
Other types of fabric have cheaper prices	0.10	3	0.30
Limited resources such as capital, labor and raw materials	0.10	4	0.40
Technological advances in the production process	0.11	4	0.44
Global economic changes	0.10	3	0.33
total	0.52		1.91

Source: Processed data, 2024

In table 1. It can be seen that the strength of the bandar kidul mas medal ikat woven cloth MSMEs in first place is having superior traditional skills with a score of 0.55, in second place employees coming from the surrounding community have a score of 0.40, in second place. third has the same opportunity to develop with a score of 0.55, in order there is having an affordable price with a score of 0.50 and in fifth place the neat quality of the fabric has a score of 0.50

Meanwhile, the weakness is in first place, namely limited employee skills in carrying out production processes such as modern design, marketing management with a score of 0.44. Second place is lack of discipline in completing work with a score of 0.30. The third place is as a stepping stone for employees to get a better job with a score of 0.27. The third place is the need for training to increase employees' abilities in designing and weaving with a score of 0.44. Fourth place Lacks the ability to innovate in design and production processes with a score of 0.44.

Based on table 2, the main opportunity that can be exploited by Bandar Kidul Kediri ikat woven fabric MSMEs is to first establish partnerships with other industries with a score of 0.55. Second, providing the public with the opportunity to get to know ikat woven fabric products with a score of 0.40. Third, responding to developing market trends with a score of 0.44. Fourth, get government support for the development of creative industries (free training program) with a score of 0.55. Fifth, Participate in activities organized by the textile industry and government with a score of 0.40.

Meanwhile, the threat is first, public boredom with monotonous motifs (not attractive to young people) with a score of 0.44. Second, there are other types of fabric that have a cheaper price with a score of 0.30. Third, limited resources such as capital, labor and raw materials with a score of 0.40. Fourth, technological progress in the production process with a score of 0.40, and fifth, changes in the global economy with a score of 0.30.

Table 3. SWOT Matrix

Internal/External Factors	Strength	Weakness
	<ul style="list-style-type: none"> - Possess superior traditional skills - Employees come from the surrounding community - Have the same opportunity to develop your abilities - Has an affordable price - The quality of the fabric is neat and good 	<ul style="list-style-type: none"> - Limited employee skills in carrying out production processes such as modern design, marketing management - Lack of discipline in completing work - As a stepping stone for employees to get a better job - The need for training to increase employees' abilities in designing and weaving - Lack of ability to innovate in design and production processes
Opportunity:	SO Strategy	WO Strategy
Establishing collaboration or partnerships with other industries	<ul style="list-style-type: none"> - Utilize employees' superior traditional skills to establish partnerships with other industries. - Implement strategies that are responsive to developing market trends, especially in responding to product demand from the market. 	<ul style="list-style-type: none"> - Identifying training needs to improve employee skills in modern design and marketing management, using government support to develop free training programs to increase employee capabilities in their fields.
Providing opportunities for the public to get to know ikat woven products	<ul style="list-style-type: none"> - Seek and utilize government support to develop creative industries 	<ul style="list-style-type: none"> - Develop partnerships or collaboration with industry, especially with companies that have modern design and marketing management skills.
Responding to developing market trends (responding to product demand from the market)	<ul style="list-style-type: none"> - Using attendance at activities organized by the textile industry and government to expand networks 	<ul style="list-style-type: none"> - provide opportunities for the community to get to know ikat woven fabric products through participation in community events, as well as actively participating in activities organized by the government to expand networks
Get government support for the development of creative industries (free training program)		<ul style="list-style-type: none"> - increasing employee capabilities in design and production processes through training.

Participate in activities organized by the textile industry and government		
Threat:	ST Strategy	WT Strategy:
Society is bored with monotonous motifs (not attractive to young people)	- Leveraging superior traditional skills to diversify product design. adopting more modern and attractive motifs and patterns, especially attracting young people who tend to get bored with monotonous motifs	- Invest in internal or external training programs to improve employee capabilities in these areas so they can compete better in a rapidly growing industry.
There are other types of fabric that have cheaper prices	- Optimizing production processes and controlling costs to maintain competitive prices without sacrificing fabric quality	- Using society's boredom with motivation as motivation to increase the ability to innovate in design and production processes
Limited resources such as capital, labor and raw materials	- Develop partnerships or collaboration with other parties such as financial institutions and raw material suppliers to overcome limited resources such as capital, labor and raw materials	- offers limited edition products that combine traditional techniques with modern designs or high-quality materials to appeal to a wider market segment.
Technological advances in the production process	- Taking advantage of advances in technology production processes to improve efficiency and product quality.	
Global economic changes	- Build flexibility in financial management operations to respond to global economic changes	

Source: Processed data, 2024

SWOT Matrix Analysis for SO Strategy

The SO strategy looks at the strengths (Strength/S) used to take advantage of the opportunities that the Medali Mas Bandar Kidul Kediri Ikat Woven Fabric MSMEs have to increase employee work productivity by utilizing superior traditional skills possessed by employees to establish partnerships with other industries, implementing strategies that are responsive to developing market trends, especially in responding to product demand from the market, seeking and utilizing government support to develop creative industries, and using presence in activities organized by the textile industry and government to expand networks.

SWOT Matrix Analysis for WO Strategy

The WO strategy looks at the weaknesses and opportunities possessed by the Bandar Kidul Kediri Medali Ikat Woven Fabric MSMEs in an effort to increase employee work productivity, so that the company identifies training needs to improve employee skills in modern design and marketing management, using government support to develop free training program to improve employee capabilities in their field, develop partnerships or collaboration with other industries, especially companies that have modern design and marketing management skills, provide opportunities for the public to get to know ikat fabric products through participation in community events and actively participating in activities organized by the government to expand networks, as well as increase employee capabilities in design and production processes through training.

SWOT Matrix Analysis for ST Strategy

Through identifying strengths and threats, Bandar Kidul Kediri Medali Ikat Woven Fabric UMKM uses its strengths to overcome existing threats, namely by utilizing superior traditional skills to diversify product designs, adopting more modern and attractive motifs and patterns, especially among young people, optimizing production process and cost control to maintain competitive prices without sacrificing fabric quality, developing partnerships or collaboration with other parties such as financial institutions and raw material suppliers to overcome resource limitations such as capital, labor and raw materials, utilizing technological advances in the production process to increase efficiency and product quality, as well as build flexibility in financial management operations to respond to global economic changes.

SWOT Matrix Analysis for WT Strategy

Internal weaknesses in gold medal woven fabric MSMEs can be minimized to avoid external threats, namely by investing in internal or external training programs to improve employee capabilities in these areas, so that they can compete better in a rapidly growing industry, taking advantage of societal saturation. With design as a motivation to increase innovation in design and production processes, offering limited edition products to combine traditional techniques with modern designs or high-quality materials to appeal to a wider market segment.

Discussion

Interpretation of SWOT Analysis for SO Strategy

Mas Bandar Kidul Kediri Medali Ikat Woven Fabric MSMEs have a great opportunity to increase employee work productivity and business growth by utilizing their internal strengths and responding appropriately to existing external opportunities. Strategies that can be taken by MSMEs to increase employee work productivity include relying on superior traditional skills possessed by employees, MSMEs can establish partnerships with other industries such as designers, local brands or fashion companies. Partnerships like these can open the door to collaboration in new product development, joint marketing, or expansion into new markets.

MSMEs need to understand developing market trends and respond carefully to changes in consumer demand. By improving their ability to respond to market trends, MSMEs can ensure that their products remain in demand by the market, especially young people who tend to look for innovative and attractive designs. Medali Mas Kediri Ikat Woven Fabric MSMEs can also explore the potential for support from the government, either in the form of training programs, capital assistance, or tax incentives to support the development of creative industries including the ikat fabric industry. By utilizing this support, MSMEs can strengthen their capacity to innovate and compete in the market. Apart from that, Medali Mas Ikat Woven Fabric MSMEs must also actively participate in industry and government activities to expand their professional network. By establishing good relationships with industry and government stakeholders, Tenn Ikat Medali Mas Kediri Fabric MSMEs can gain access to additional resources, collaboration opportunities and a wider market.

Interpretation of SWOT Analysis for WO strategy

UMKM Ikat Woven Fabric Medali Mas Bandar Kidul Kediri has identified its weaknesses and used them strategically to overcome existing external threats. The strategy used to increase work productivity is by identifying training needs, so companies can design special training programs to improve employee skills, thereby increasing employee productivity in product production and marketing. Ikat Woven Fabric MSMEs actively participate in community events and activities organized by the government to expand networks and increase product exposure to the public. By providing opportunities for the public to get to know ikat products, MSMEs can increase the popularity and demand for their products. MSMEs focus on increasing employee capabilities in design and production processes through structured and ongoing training. By improving employee skills, efficiency, quality and innovation in production can be increased, which will ultimately have a positive impact on employee work productivity. By implementing the WO strategy, Bandar Kidul Kediri Medali Ikat Woven Fabric MSMEs can improve their internal weaknesses and take advantage of external

opportunities to increase employee work productivity and overall business progress.

Interpretation of SWOT Analysis for ST Strategy

UMKM Ikat Woven Fabric Medali Mas Bandar Kidul Kediri has identified its internal strengths and used them strategically to overcome existing external threats. The strategy used is to utilize superior traditional skills to create more modern and attractive designs, especially for the younger generation. By doing this, they can overcome market saturation of motifs and increase the attractiveness of their products. This strategy focuses on optimizing production processes and controlling costs to maintain competitive prices without sacrificing fabric quality. In this way, MSMEs can remain competitive in an ever-changing market and respond to threats from other types of fabric that have lower prices. MSMEs enter into partnerships or collaborations with other parties such as financial institutions and raw material suppliers to overcome limited resources such as capital, labor and raw materials.

MSMEs can take advantage of technological advances in the production process to increase efficiency and product quality. By investing in modern technology, we can increase productivity and production consistency. Apart from that, MSMEs can also build flexibility in operations and financial management to respond to global economic changes. By diversifying sources of raw materials, we can reduce the impact of global economic changes and continue to develop sustainably.

Interpretation of SWOT Analysis for WT Strategy

By recognizing the internal weaknesses that exist in MSMEs, MSMEs can take steps to reduce the impact and take advantage of external opportunities to strengthen their position in the industry. The steps or strategies taken include the need to increase employee abilities to compete in a rapidly developing industry. By investing in internal and external training programs, MSMEs can improve employee skills in critical areas such as design and production processes. This helps MSMEs compete better with competitors in a competitive market. By adopting an innovative approach, MSMEs can produce products that are unique and attractive to customers, thereby differentiating them from competitors and attracting wider market interest. UMKM offers limited edition products that combine traditional techniques with modern designs or high quality materials. In this way, MSMEs attract a wider market segment that is looking for exclusive and different products. This strategy allows MSMEs to increase the added value of their products and gain higher profits. By implementing this strategy, Medali Mas Bandar Kidul Kediri Ikat Woven Fabric MSMEs can turn internal weaknesses into strengths and take advantage of external opportunities to strengthen their position in the market.

Conclusion

Based on the results of internal factor analysis / IFE, the SO value was 4.8 and the WO value was 4.19. Meanwhile, in the analysis of external factors / EFE, the ST value was 4.41 and the WT value was 3.8. From the results of internal and external evaluations, it was found that the highest score was for the SO strategy. Which is to increase employee work productivity by utilizing superior traditional skills possessed by employees to establish partnerships with other industries, implementing strategies that are responsive to developing market trends, especially in responding to product demand from the market, seeking and utilizing government support to develop creative industries, and Using attendance at activities organized by the textile industry and government to expand networks.

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