



## Work Motivation of Persons With Disabilities in UMKM Arsyadina Surabaya (Descriptive Qualitative Study)

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**Abstract.** *This study uses a descriptive qualitative method to analyze the intrinsic and extrinsic work motivation of individuals with disabilities at UMKM Arsyadina in Surabaya. Data was collected through interviews, observations, and documentation involving several informants, including the owner, non-disabled employees, and employees with disabilities who have worked for approximately two years. The data obtained was then analyzed using data condensation techniques, data presentation, and conclusion drawing. The results of the analysis indicate that individuals with disabilities have high motivation to work, driven by both internal and external factors. Moreover, the inclusive and adaptive work environment at UMKM Arsyadina contributes significantly to enhancing their work enthusiasm. These findings provide valuable insights into the motivational factors that enable individuals with disabilities to perform well in the workplace.*

**Keywords:** *Employee Motivation; People with Disabilities; UMKM*

### 1. INTRODUCTION

The work motivation of employees with disabilities is often driven by a range of factors similar to other employees, such as a sense of achievement, recognition and engagement in work. However, there are some specific aspects that can be a source of motivation for them. First, the opportunity to prove themselves and overcome challenges provides a strong sense of accomplishment. Second, support from coworkers and management who understand their needs and provide an inclusive work environment can increase motivation and engagement. In addition, having a role that provides meaning and allows them to make a meaningful contribution is also a big motivational factor. By understanding and meeting the specific needs of employees with disabilities, organizations/companies can help maintain and increase their motivation at work.

According to Amavisca & Sukarno (2023) motivation is a drive that has a purpose as a driver of employees' desire to achieve set goals, and improve their performance at work. It involves a combination of psychological, social, and situational factors that influence a person's level of energy, perseverance, and commitment to their work. Work motivation can come from a desire for personal achievement, a need for recognition or reward, a drive to develop and learn, or other factors such as a supportive work environment and motivating leadership (Afandi 2019).

According to Murdiyanto in Dewi & Sukarno (2021) motivation is an encouragement that comes from within a person to do work. Motivation functions as a driver of human behavior, moving them to carry out activities to achieve organizational goals. In carrying out tasks, motivation is needed as a driver and direction to achieve predetermined goals (Utami 2023).

Based on Law No. 4 of 1997 on persons with disabilities and Government Regulation No. 43 of 1989 on efforts to improve the social welfare of persons with disabilities, the government has shown serious concern for the disabled. This regulation is strengthened by Law No. 13 Year 2003, article 1 paragraph 10, which emphasizes equal opportunities for persons with disabilities in all aspects of life and livelihood. Based on this legislation, it has been emphasized that opportunities and treatment in the world of work are not only intended for normal people, but also for people with disabilities.

Disabled employees often bring a unique perspective to tasks that can stimulate innovation and improve performance (Hendrayana 2022). In addition, having employees with disabilities can also improve a company's brand image, as it demonstrates their commitment to social values and equality. While there are challenges in providing the necessary accessibility and support for employees with disabilities, investing in resources and training, to create an inclusive work environment will bring long-term benefits to UMKM. Thus, the success of companies that employ employees with disabilities can also generate word of mouth and publicity so as to attract other companies to hire workers with disabilities in their companies (Soni Kurniawan and Rahmadani 2021).

According to Toyyiba & Widodo (2023) UMKM are family-run home industries, and are one of the resilient businesses and without time limits. UMKM have great potential to open up employment opportunities for employees with disabilities. By empowering employees with disabilities, UMKM not only expand their talent base, but also enhance their reputation as agents of positive change in society (Rosdiana Alfiany 2021).

One of them is UMKM Arsyadina located in Surabaya, a micro, small and medium enterprise engaged in convection that has gained a good reputation among the local community. Started in 2012 with a vision to empower the community and create high-quality products. UMKM Arsyadina has developed into one of the successful examples of UMKM that are able to survive and thrive in the midst of intense business competition.

With approximately 20 non-disabled employees, among whom there are 16 to 18 people with disabilities divided into 3 types, namely the mentally impaired, hearing impaired and speech impaired, UMKM Arsyadina Surabaya is a business that not only focuses on economic

success, but also has a strong commitment to social inclusion and community empowerment, including people with disabilities.

The phenomenon that occurs in UMKM Arsyadina, which involves people with disabilities in the world of work, provides interesting insights into how their work motivation is influenced by various factors. The employees with disabilities working at UMKM Arsyadina show great enthusiasm and willingness in carrying out their duties. They not only carry out routine work with dedication, but also have great enthusiasm when introduced to new things. This passion is evident when they face new challenges or learn skills they have not previously mastered. Their curiosity drives them to constantly improve and adapt quickly to change. This shows that, despite having physical or sensory limitations, their enthusiasm and motivation to learn and contribute is no less than that of other employees. This is evidenced by the delivery of the owner of UMKM, namely Ms. Mita in the following news:

*“ ... do not experience major obstacles in employing people with disabilities. Because they have the enthusiasm and willpower to work. Especially if there are new things that they did not know before”* (Redaksi 2022).

One of the things that boosts the morale of people with disabilities in UMKM Arsyadina is the recognition and praise they receive from the owner and others for their work. This recognition is not just words, but a genuine appreciation that shows that their efforts and contributions are appreciated and recognized. This is evidenced by the news:

*“What's nice is of course when they get praise if their work is considered good. It is really a great relief for them...”* (Wahyudi 2022).

The researchers also deepened this information through a survey interview with Ms. Muta'alliqu Rusydina, who is often called Mrs. Mita, as the owner and manager of UMKM Arsyadina. It was revealed that people with disabilities in these UMKM have a strong motivation to work and contribute. Ms. Mita explained that:

*“Even though the learning process is long, they actually have a strong spirit. If there is a new model, they want to learn. Although there are communication limitations that are different from non-disabled employees”.* (Mrs. Mita, 4/06/2024).

Based on the above phenomenon, researchers are interested in digging deeper into the intrinsic and extrinsic work motivation of people with disabilities in UMKM Arsyadina. The descriptive qualitative approach is very relevant for this research because it allows researchers to deeply understand the feelings and perceptions of employees with disabilities regarding their work. Through this approach, researchers can explore the psychological, social and situational factors that influence their work motivation, which may not be fully understood through a

quantitative approach. The qualitative approach also provides the flexibility to explore different dimensions of this phenomenon, including social interactions, communication barriers, and support received, which together shape the work motivation of employees with disabilities.

## **2. THEORETICAL STUDY**

### **Motivation**

Motivation, according to Gibson et al. (2019), is the driving force that triggers and directs an employee's behavior.

According to Hasibuan (2020), motivation is the provision of encouragement that stimulates an individual's work spirit, enabling employees to collaborate, work effectively, and integrate all their efforts to achieve satisfaction.

Motivation is a reaction that arises from within an individual as an impulse triggered by external stimuli, influencing them to achieve specific goals (Suranta 2019).

### **Motivation Theories**

#### **a. Hierarchy of Needs Theory**

Abraham Maslow's theory explains that every individual has a hierarchy of five needs, including physiological needs, safety, emotional belonging, esteem, and self-actualization (Robbins and Judge 2019).

#### **b. Theory X and Theory Y**

This theory, proposed by Douglas McGregor, presents two contrasting views about human behavior. First, Theory X represents a negative perspective, assuming that employees dislike work, are lazy, avoid responsibility, and need to be forced to perform. Second, Theory Y represents a positive perspective, assuming that employees enjoy work, are creative, seek responsibility, and can practice self-control.

#### **c. Two-Factor Theory**

Also known as the hygiene-motivation theory, this theory was introduced by psychologist Frederick Herzberg. It explains that intrinsic factors are associated with job satisfaction, while extrinsic factors are linked to job dissatisfaction. Factors such as organizational policies, supervision, and job rewards are crucial. When these factors align with employees' expectations, they feel satisfied. Conversely, a mismatch in these factors can lead to dissatisfaction.

### **3. METHODS**

The method used in this research is qualitative descriptive, with data collection techniques including observation, interviews, and documentation. The technique for selecting informants employs a purposive sampling method. The aim of this study is to provide a deep and comprehensive understanding of the research topic (Abdussamad 2021).

This research adopts a case study approach, with the subject of the study being UMKM Arsyadina Surabaya, a garment business that empowers individuals with disabilities. The object of this research is the work motivation of employees with disabilities, encompassing intrinsic and extrinsic factors that influence their enthusiasm and performance.

Through this approach, the researcher seeks to gain an in-depth understanding of how the dynamics of an inclusive work environment at UMKM Arsyadina Surabaya affect employee motivation, as well as how the subjective experiences of disabled employees contribute to the success of the enterprise.

### **4. RESULTS AND DISCUSSION**

#### **Internal**

#### **a. Enjoyable Work Motivation**

In the workplace, motivation is a key factor driving individuals to achieve accomplishments and feel comfortable in their jobs. One significant form of motivation is working in a pleasant environment. Enjoyable work not only enhances performance but also provides inner satisfaction. In the context of UMKM Arsyadina, a friendly work atmosphere and close social relationships serve as crucial motivators for employees, including those with disabilities. The presence of supportive colleagues who help one another creates a comfortable work environment, boosts self-confidence, and offers emotional support. These strong social bonds allow employees to feel safer and more valued, positively impacting their motivation and productivity. This aligns with the perspective of Ibu Mita, the owner of UMKM, who emphasizes the importance of an inclusive and respectful work environment for the well-being of employees with disabilities.

#### **b. Financial Needs Motivation**

In addition to the motivation derived from a pleasant work environment, financial needs also serve as a primary driver for employees with disabilities to work at UMKM Arsyadina. For them, earning their own income not only fulfills daily necessities but also instills a sense of pride and independence. Their salary enables them to avoid relying on parents or family members. Furthermore, they can set aside a portion of their earnings for savings to prepare for

the future or to purchase personal items. This financial motivation strengthens their determination to work harder, even to pursue greater dreams.

c. Achievement Needs Motivation

Another significant motivator is the need for achievement. For individuals with disabilities, praise and recognition for their performance serve as a powerful source of encouragement. Receiving appreciation from others, including colleagues and supervisors, makes them feel valued and acknowledged for their contributions. Additionally, opportunities to learn new skills and earn bonuses for good performance provide extra incentives for them to grow. With each new skill they master, these employees feel more empowered and optimistic in their work, helping them overcome self-doubt and improve their overall performance.

d. Social Needs Motivation

Social or affiliation needs also have a significant influence on the work motivation of employees with disabilities at UMKM Arsyadina. They tend to form small but strong circles of friendships, which make them feel safe and comfortable. Due to their communication challenges and sensitive nature, employees with disabilities at UMKM Arsyadina prefer to work with people they trust and know well. These social bonds provide a vital sense of belonging, creating a stable and supportive work environment that helps them adapt to their tasks effectively.

## **External**

a. Family Support Motivation

Motivation derived from family support is a powerful driving force for employees with disabilities at UMKM Arsyadina Surabaya. Families provide significant emotional and moral support to employees, particularly in overcoming various challenges in the workplace. Many employees, like Mbak Anti, work with the aim of bringing happiness to their families, which inspires them to keep striving and achieving. This is also a key focus for Ibu Mita, the owner of UMKM Arsyadina, who actively collaborates with the parents of employees with disabilities to maintain their motivation and work spirit. Through intensive communication and strong synergy between the UMKM and families, Ibu Mita hopes employees with disabilities receive support not only from the workplace but also from their families. This family support plays a crucial role in helping them overcome workplace challenges and providing the emotional stability they need.

b. Motivation from Close Friends and Caring Individuals

Beyond family, the role of close friends and caring individuals around them also serves as a vital source of motivation for employees with disabilities. Working in an inclusive and warm environment makes them feel comfortable and more enthusiastic in performing their tasks. Employees like Mbak Sita experience great benefits from the support of colleagues who consistently provide encouragement and assistance when needed. This is reinforced by UMKM Arsyadina's commitment to creating a supportive and respectful work atmosphere. Ibu Mita believes that a supportive work environment not only boosts productivity but also fosters emotional well-being, making employees feel at home and motivated to give their best. The support from friends and caring individuals adds an extra layer of encouragement, helping them feel accepted, valued, and empowered in their work environment.

## 5. CONCLUSION AND SUGGESTION

### Conclusion

Based on the research findings, the work motivation of employees with disabilities at UMKM Arsyadina Surabaya is influenced by both internal and external factors. Internal motivation includes career aspirations, financial needs, achievement, and positive social relationships. Meanwhile, external support, particularly from family and supportive colleagues, strengthens their work spirit in an inclusive environment. The combination of these factors helps employees with disabilities thrive optimally in the workplace.

### Suggestion

Based on the conclusions outlined above, the following recommendations are considered relevant to the research findings:

a. For UMKM Arsyadina Surabaya

This research is expected to provide an in-depth evaluation of communication practices between the management and employees with disabilities. Improving effective communication is crucial, especially since some employees cannot communicate using spoken language. Therefore, it is essential for the owner and mentors to learn sign language in greater depth. Sign language training can be conducted through workshops or regular training sessions involving all employees, both with and without disabilities.

b. For Researchers

Researchers are encouraged to deepen their understanding of the theories being studied and connect them with real-life situations. By thoroughly comprehending the theoretical

framework, researchers can gain better insights into the relationship between theoretical concepts and practical realities. Combining theoretical knowledge with direct experiences in the field will enhance the quality of research analysis, improve findings, and contribute meaningfully to the academic literature.

c. For Future Researchers

This study can serve as a foundation for future research on the analysis of motivation among people with disabilities. Future researchers are also encouraged to improve and refine the techniques used in subsequent studies to enhance the accuracy and effectiveness of analysis. Additionally, they may observe and explore a broader range of references and literature related to the analysis of motivation for individuals with disabilities, leading to better and more comprehensive research outcomes.

d. For Other Stakeholders

This research is expected to serve as a reference, study material, and discussion basis for others conducting similar research. Furthermore, it is hoped to provide additional information, insights, and knowledge related to motivational theories for individuals with disabilities.

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