

## Job Motivation and Satisfaction Among Furniture Factory Workers in Lalitpur

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### Abstract

*Motivation can affect not only the acquisition of people's skill and abilities but also how and to what extent they utilize their skill and abilities. Work Motivation has been of interest to industrial & organizational psychologists at least since the 1930s, stimulated in large part by the famous Hawthorne studies. This study analyzes the role of job rotation in improving employee performance through job satisfaction and motivation. Theoretically, this research is expected to make academic contributions in the field of human resource management. We employed qualitative research paradigm followed by basic qualitative research design to examine job motivation and satisfaction among the furniture workers in this study. This study found the confidence in craftsmanship and the financial independence that comes with having a specialized skill drive the resilient group of Lalitpur's furniture workers. For employees like Respondent, their work is a profession of status and respect rather than one of survival.*

### Introduction

Motivation refers to the internal factors that impel action and to external factors that can act as inducements to action, the three aspects of action that motivation can affect are choice, effort and persistence (Gong et al., 2020). Motivation can affect not only the acquisition of people's skill and abilities but also how and to what extent they utilize their skill and abilities. Work Motivation has been of interest to industrial & organizational psychologists at least since the 1930s, stimulated in large part by the famous Hawthorne studies (Rothlis & Dickson, 1939). Stressing the important effect on employee satisfaction of the process by which organizational decisions affecting employees are made. The study of organizational behavior often begins with a clear definition of organization as a consciously coordinated social unit, consisting of two or more individuals, which work continuously to achieve common goals (Kondalkar, 2020). In this context, the attitudes and behavior of individuals within the organization determine the success or failure of the overall organizational performance. Various researchers have identified factors related to organizational success, with job satisfaction and motivation being the most studied topics. Further research into these two factors has made their practical value clear.

One of the main pillars of Nepal's manufacturing economy is the furniture industry, especially in the cities of Lalitpur and Kathmandu. It is a sector that combines cutting-edge modern technology with traditional craftsmanship. But beneath the shiny exterior of the finished product is a labor negotiating challenging socioeconomic circumstances. Job satisfaction and motivation are more than just psychological emotions; they are the outcome of a careful balance between an employee's abilities, the respect they receive, their financial security, and the physical safety of their workplace and explore job motivation and satisfaction among furniture factory workers (Girdwichai & Sriviboon, 2020).

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A lot of theories of motivation have been analyzed that the most crucial factor in determining an employee's motivation is job satisfaction. Motivation and feeling satisfied seem to be the same equivalents, as seen by Dawson's (2005) assertion that positive employee behavior is linked to employee satisfaction. In actuality, these theories of motivation including Maslow's hierarchy of needs, Alderfer's ERG theory, Herzberg's two factors theory, and McClelland's theory of needs have confirmed that a high level of job satisfaction is necessary to determine whether motivation exists (Alrawahi et al., 2020; Arogundade & Akpa, 2023; Rojas et al., 2023; Thangal et al., 2021). In summary, based on the aforementioned considerations, workers with high job satisfaction may subsequently become more motivated; on the other hand, workers may not get more motivated if their desired job satisfaction characteristics are not met.

However, the distinction between job satisfaction and motivation often seems blurred, due to similar input factors, high correlations, and complementary roles. Since most motivation theories are based on the concept of job satisfaction, there is a misconception that these two concepts are understood in the same sense. However, it is very important for the corporate sector and the academic sector to understand that motivation and job satisfaction are different concepts (Riyanto et al., 2021; Rus et al., 2023). Both of these affect the psychological and behavioral aspects of employees in different ways.

Human resources are one of the most important assets to determine the effectiveness of an organization. Therefore, companies must continuously invest in human resource development, from recruitment to employee retention (Natsir et al, 2024). Adaptability and flexibility are key elements in a dynamic work environment. The Indonesian Ministry of Law and Human Rights has realized the need to maximize the utilization of staff capacity and maintain competitive advantage through effective management strategies. Fluctuations in employee performance are often related to the implementation of job rotations (Sunday & Gabriel, 2024). Job rotation is the process of transferring employees to different positions within the organization, which aims to reduce boredom, increase motivation and develop skills. However, it can also cause stress and adaptation difficulties among employees in some cases.

The State Civil Mechanism (ASN) plays an important role in the operation of the Indonesian government. They are responsible for the implementation of public policies, service delivery, and maintaining professionalism and integrity. Important functions such as policy making, implementation coordination, state asset management and national legal development. Various efforts have been made by the government to improve the performance of ASNs, such as skill development, infrastructure improvement, establishment of professional work culture, implementation of meritocracy system and corruption control (Firdausijah, 2022). However, challenges such as low motivation and low job satisfaction have had a negative impact on employee performance.

The Theory of Planned Behavior, proposed by Icek Ajzen (1991), is a widely used framework for understanding human behavior. According to this theory, behavior is influenced by three major factors attitude, subjective beliefs, and perceived behavior control. TPB is extremely relevant to understand the impact that job rotation has on employee performance, job satisfaction, and motivation in the workplace. Job Motivation, motivation is the internal force that motivates the employee towards work performance. Herzberg's two-factor theory (1959) illustrates the importance of intrinsic and extrinsic motivators. Studies have shown that job rotations increase motivation and commitment to the organization by breaking down routines.

Employee Performance employee performance is the contribution made by an employee to achieve organizational goals. According to various studies, performance is influenced by a combination of ability, motivation and situational factors. Job rotation plays a positive role in improving performance by expanding skills and knowledge. Job Satisfaction is the level of overall satisfaction that employees experience with their work, (Lestari et al ,2025).and other studies have shown that the nature of work, compensation, and work environment have an impact on job satisfaction. Job rotations can increase job satisfaction by providing new challenges and growth opportunities. In this context, This study analyzes the role of job rotation in improving

employee performance through job satisfaction and motivation. Theoretically, this research is expected to make academic contributions in the field of human resource management. In practice, it will provide policymakers and managers with useful information to improve employee performance.

## **Methodology**

This study based on the qualitative research paradigm (Denzin & Lincoln 2005) and is followed by basic qualitative research design to examine job motivation and satisfaction among the furniture workers. The study provides comprehensive description on the phenomena under study. One furniture factory and one from workers in Lalitpur district selected by purposive sampling method for data collection purpose. Purposive sampling is a widely used non-probability technique that is integral to qualitative and mixed methods of research for its focus on detailed and contextual understanding. Purposive sampling which is defined as the intentional selection of specific units based on their relevance to the research question, enables the researchers to gain deep insights into complex phenomenon. Furniture factory worker working experience of more than 15 years in integrated furniture sectors were selected as the respondent in the Lalitpur. The sampling approach involves selecting this work based on their availability during the event.

Managed to interview with our issues from participants' working experience, the interview with participant continued for 60 minutes. We conducted interview in Nepali language and recorded them using on mobile phone and noted some information from their gestures and emotions too with permission. Without any hesitation, they shared their experiences. We analyzed the interview by using thematic analysis method developed by Braun and Clarke (2006). Additional information was collected from document review, government and non-government policies related to the issue. Triangulation method was adopted to ensure the reliability and validity of the information. All the information gathered during the research process were transcribed, sorted out, and organized (Dibeukal, 2025). The collected data were edited, classified, and then themes were generated that formed the basis for analysis and interpretation to draw meaning full result (Creswell, 2018).

## **Result and Discussion**

### **Motivation and Working profession**

Furniture factory workers expressed strong motivation friends and derived from their growing confidence in their own abilities. When Workers Skilled from Supporting Roles As they progressed, they gained practical experience and repeatedly developed a sense of self-confidence based on success in handling complex tasks. One participant explained, "Initially, I was scared to touch the machines, but now I can handle them with confidence without anyone's help. In the past, I used to need help with every little task, but now when I work, I rely on my own decisions, confidence, and gradual hands-on learning and exposure to the workplace. This growing confidence not only motivates the worker to continue in the profession but also strengthens their professional identity (Nexhip et al., 2024). As workers become more capable and independent, their attachment to the furniture profession deepens. Therefore, belief in one's abilities is a major driving force. which sustains long-term involvement in furniture work.

The sense of success was another important motivating factor in shaping workers' commitment to their profession. Participants were associated with success in completing furniture items independently, earning higher wages, and receiving recognition from employers and customers. "When I complete an entire door or window by myself," said one worker, "I feel successful." It made me feel like I had achieved something in life. These statements show that success is measured not only by economic benefits but also by the acceptability of skills and qualifications. This sense of accomplishment strengthens motivation by providing emotional satisfaction and recognizing the efforts of workers. Thus, experiencing success through skill proficiency and improved livelihoods motivates workers to stay committed to their profession (Upadhyaya & Roy Chowdhury, 2024).

Respect and social status in the workplace strongly influenced workers' motivations. Participants emphasized that being a skilled worker increased respect from owners and customers. The participant said, "When people call me 'skill man (mistri). I feel honored; customers now listen to my suggestions. Or they ignored me. Such experiences show that motivation is deeply linked to social norms and symbolic status. Respect makes workers' sense of dignity and professional value more meaningful. Strengthens motivation and professional pride.

### **Economic Returns and Ways to Earn Support**

Financial conditions have multiple elements, including the cost and availability of finance for actual economic activity. It involves both price and non-price and can cover a range of markets and instruments. Participants emphasized that their income, experience, and skill development base gradually increased. A, "Initially, my income was very low, but my skills improved and people started trusting my work, my income also increased." This shows that continued involvement in this profession contributed to income growth over time and skill developments supporting growing income (Shiri et al., 2023).

Participant compared own current income to wages in other sectors, such as daily labor or salaried employment. He says, "If I had worked in other fields, the income would have been uncertain and limited, but this profession gives me a full income for my family." Such a comparison highlights the participant's perception that their profession offers more stable and flexible income opportunities.

### **Problems and work place condition**

Participant says that developing a skill on the sector and improving the financial well-being. Now I can manage my household expenses and my children's education better than before. Although he acknowledged challenges such as seasonal income fluctuations, he still saw his financial situation improve compared to the past. Show that shows that increased income, favorable comparisons with other sectors, and improved financial conditions strengthen the participant's commitment to the profession and reinforce its role as a sustainable means of livelihood. The theme with the lowest level of pleasure is this one. There are no set working hours and the Lalitpur factory floor is characterized as a "dirty" and "unstable" working environment. The normal expectation is a 12-hour shift from 7 a.m. to 7 p.m., but the reality is worse. Trucks are frequently loaded and unloaded at midnight or 11:00 p.m. One of the biggest obstacles to work-life balance is the absence of a "Fixed Time" policy. Unmanageable workload: The workload becomes unmanageable during busy times, such as wedding seasons or festivities like Dashain. Employees are overworked and frequently compromise their health and sleep in order to fulfill the owner's demands. Reliance on Owner's Terms: The employee is dependent on the owner's personality because a large portion of the work is informal (Santoro et al., 2020).

### **Technology and safety conditions**

Making the switch from manual to machine labor is a double-edged sword. Transition from Manual to Machine. The "Router" and "Band-saw" are mentioned by the respondent as necessary contemporary tools. The factory can now produce what used to take a week in a single day thanks to this technology, which has greatly accelerated production speed and improved output. One major area of discontent is the absence of safety tools. The respondent tells a personal account of a machine-related finger injury. He complains the fact that although Nepal has the "machines," it lacks the "safety sensors" that are present in foreign countries. Systematic Safety: "Safety Tools" and improved systems are needed. At the moment, employees use their knowledge Better systems and "Safety Tools" are demanded. Nowadays, employees use their experience to prevent misfortunes, but as they get older, their responses slow down. One of the main issues in Lalitpur's factories is the lack of insurance or a priority for safety mind set. Hasan et al.(2021) also suggested to address the overall health and well-being of the workers, it is imperative to lay out a blueprint for a safe and healthy workplace.

## Conclusions

Confidence in craftsmanship and the financial independence that comes with having a specialized skill drive the resilient group of Lalitpur's furniture workers. For employees like Respondent, their work is a profession of status and respect rather than one of survival. The study does, however, show a sizable "Satisfaction with Safety Gap." Although workers are content with their pay and the opportunity to remain in Nepal with their families, they are extremely unhappy with the physical risks and the uncontrolled working hours. A high stress workplace that is unsustainable over time is produced by the "7 to 7" work culture and midnight loading responsibilities. Healthcare Insurance Furniture workers must have health insurance because to the increased danger of respiratory problems and injuries. The following suggestions are offered to raise job satisfaction and guarantee the long-term viability of Lalitpur's furniture factory. Regulation of hours of operation Creating an 8-hour schedule with additional pay for loading in the early morning or late at night. Owners need to make investments in "safe" machinery with sensors and guards in addition to as technology uses of machines. Healthcare Insurance Furniture workers must have health insurance because to the increased danger of respiratory problems and injuries. These professionals' respect and social standing could be further enhanced by formalizing the "Mistri" status through not government-recognized certifications. In conclusion, workers are still highly motivated to work in Lalitpur's furniture industries because of the concrete benefits of their labor, but the "price" they pay for their physical well-being and safety is too high.

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