



Productivity Practices and Income Strategies among Furniture Workers in Ngadirejo Village

Daffa' Fadhlur Rohman^{1*}, Ninik Srijani², Maretha Berlianantiya³, Yahya Reka Wirawan⁴

^{1,2,3,4}Universitas PGRI Madiun

Email: daffa_2202107021@mhs.unipma.ac.id

Abstract

This study aims to explore productivity practices and income strategies among furniture workers in Ngadirejo Village, Wonoasri District, Madiun Regency. A descriptive qualitative approach was employed involving 13 informants from three furniture enterprises. Data were collected through observation, interviews, and documentation. The data were analyzed inductively, and triangulation was used to ensure the credibility of the findings. The findings reveal that the productivity practices of furniture workers are reflected in several key themes, including work discipline, technical skills, the timely completion of production targets, work quality, and the availability of adequate equipment. Work discipline and technical skills enable workers to perform their tasks efficiently, while the timely completion of production targets and the maintenance of work quality contribute to sustaining productivity. In addition, the availability of adequate equipment supports the production process and facilitates more efficient work. To maintain and increase their income, furniture workers employ various strategies, particularly by maintaining productivity and product quality, completing production targets on time, and conducting promotional activities to expand market opportunities. These findings provide insights into the productivity practices and income strategies adopted by furniture workers and may serve as a reference for improving productivity and supporting income generation in the furniture sector.

Keywords: work productivity, worker income, furniture industry, rural employment, employee skills

Introduction

The furniture industry plays an important role in supporting rural livelihoods by creating employment opportunities and generating income for local communities. In Indonesia, the availability of timber resources has supported the development of furniture businesses that produce various household products, including tables, chairs, cabinets, and other wooden furnishings. The development of production technology and the availability of skilled workers have also contributed to improving production efficiency and product quality. (Puspita et al., 2016) explained that timber has greater economic value when it is processed using appropriate technology and supported by skilled workers. In addition to meeting consumer demand, furniture enterprises contribute to local economic development by creating employment opportunities and supporting household income, particularly in rural communities (Evitasari & Kisworo, 2020).

Despite their importance for rural livelihoods, furniture businesses face challenges in maintaining worker productivity and ensuring sustainable income. Productivity in the furniture sector is reflected not only in the quantity of products produced but also in workers' ability to perform tasks efficiently, complete production targets on time, and maintain product quality. Several factors may influence productivity, including work discipline, technical



skills, work experience, working conditions, and the availability of production equipment. (Masruroh et al., 2025) found that work experience and technical skills contribute to more efficient production processes, while (Pitriyani, 2020) emphasized the importance of technical skills developed through experience and training. In addition, (Jaya et al., 2023) reported that a supportive work environment can contribute to higher employee productivity, whereas (Sada, 2021) identified wages, job characteristics, working conditions, organizational climate, and employees' attitudes toward work as important factors affecting productivity.

Maintaining productivity is also closely related to workers' efforts to sustain their income. In furniture enterprises, workers' income is associated with their responsibilities, technical skills, work performance, and ability to complete assigned production tasks (Kamulalis, 2022). (Sjahrain, 2019) argued that higher productivity can support more efficient production processes and improved product quality, which may increase the economic value of furniture products. However, income generation is not determined solely by productivity. Business and marketing activities also play an important role in expanding market opportunities and supporting income.

The furniture industry not only fulfills the demand for household furniture but also serves as an important source of livelihood, particularly for people living in rural areas. The success of a furniture business is influenced by several interconnected factors, including business capital, the availability of labor, work experience, and the application of production technology. (Lestari, 2019). stated that these factors play a significant role in determining production performance and the level of income earned by business owners. Furthermore, the furniture industry contributes to local economic development by creating employment opportunities and improving community welfare. (Evitasari & Kisworo, 2020). emphasized that furniture enterprises have a positive impact on regional economic growth through job creation and increased household income. (Ernawati, 2019) emphasized that maintaining product quality and implementing effective promotional strategies can contribute to increased business income. Therefore, understanding workers' productivity practices should also be accompanied by an examination of the strategies used to sustain or improve income.

Previous studies have provided valuable insights into the factors influencing work productivity, including skills, experience, working conditions, technology, and human resource management. Other studies have focused on the relationship between productivity and income. However, limited attention has been given to the actual practices through which furniture workers manage their productivity and the strategies they employ to sustain or improve their income within rural-based furniture enterprises. In particular, there remains a need to examine how work discipline, technical skills, the timely completion of production targets, work quality, equipment availability, and promotional activities are reflected in the daily experiences of furniture workers.

This study was conducted in Ngadirejo Village, Wonoasri District, Madiun Regency, where furniture businesses provide employment opportunities and contribute to local livelihoods. The village is home to three furniture enterprises, namely CV. Jati Indah, UD. Nurul Eka Mandiri, and UD. Jati Unggul. These enterprises involve workers with different skills and responsibilities throughout the furniture production process, including wood cutting, smoothing, assembling, and finishing. The presence of these enterprises provides an appropriate local context for examining how furniture workers carry out productivity-related practices and develop strategies to sustain or improve their income.

Previous studies have primarily examined the factors influencing work productivity or the relationship between productivity and income. However, limited attention has been given



to the actual productivity practices adopted by furniture workers and the strategies they use to sustain or improve their income, particularly within rural furniture enterprises. This gap is relevant to the context of Ngadirejo Village, where furniture businesses provide employment opportunities and contribute to local livelihoods. Therefore, this study addresses two research questions: (1) What productivity practices are implemented by furniture workers in Ngadirejo Village? and (2) What income strategies do furniture workers employ to sustain or improve their income? Accordingly, this study aims to explore productivity practices and income strategies among furniture workers in Ngadirejo Village. The findings are expected to contribute to a better understanding of how work discipline, technical skills, the timely completion of production targets, work quality, equipment availability, and promotional activities shape workers' productivity and income strategies. Practically, this study is expected to provide insights for furniture workers and business owners in improving productivity, maintaining product quality, and developing strategies to support sustainable income and rural livelihoods.

Method

This study employed a descriptive qualitative design and was conducted from May to June 2026 in Ngadirejo Village, Wonoasri District, Madiun Regency, involving three furniture enterprises: CV. Jati Indah, UD. Jati Unggul, and UD. Nurul Eka Mandiri. A total of 13 informants, consisting of furniture workers and business owners, participated based on their direct involvement and relevant experience in furniture production and business activities. Data were collected through observation, face-to-face interviews, and documentation. Interviews were conducted until the information became repetitive and no substantial new information emerged. With participants' consent, interviews were recorded and transcribed. Documentation included photographs and relevant field records.

The researchers obtained informed consent from all participants before data collection. Data were analyzed inductively using thematic analysis by identifying recurring patterns and developing them into themes related to productivity practices and income strategies. The main themes included work discipline, technical skills, timely completion of production targets, work quality, equipment availability, and promotional activities. Data triangulation was conducted by comparing information from different informants and data collection methods to enhance the credibility of the findings.

The data were analyzed using the triangulation technique to ensure the credibility and trustworthiness of the findings. Triangulation was carried out by comparing and verifying information obtained from different sources, data collection methods, and periods of time. The data analysis process consisted of three stages: data reduction, data display, and conclusion drawing. Data reduction involved selecting, simplifying, and organizing the collected information to focus on issues relevant to the research objectives. The reduced data were then systematically presented to facilitate interpretation and analysis. Finally, conclusions were drawn based on patterns and relationships identified from the analyzed data, ensuring that the findings accurately addressed the objectives of the study.

Results and Discussion

Observation

Observation is a data collection technique conducted through direct observation by the researcher in the field. The researcher carried out observations on May 6, 13, 20, 26, and

29, 2026, at two locations, namely CV. Jati Indah and UD. Jati Unggul, using an observation guide developed by the researcher.

Table 1. Observation Guidelines

No	Aspects observed	Emergence		Information
		There is	There isn't any	
1.	Attendance	There is		Arrive on time
2.	Work consistency	There is		Complete work on time
3.	Utilization of working hours	There is		Do not leave the workplace before finishing
4.	Technical proficiency	There is		Possess strong skills
5.	Income level	There is		Employee wages paid every Saturday
6	Change in income	There is		Income varies

Based on the observation results, in terms of attendance, the employees demonstrated good discipline by working from 7:00 a.m. to 3:00 p.m. In terms of work consistency, the employees completed their tasks according to the targets set by their supervisors. Regarding the use of working hours, the employees did not leave the workplace until their assigned tasks had been completed. In terms of ability, the employees possessed adequate skills in various aspects of furniture production. Regarding the quality of work, the employees produced results that met customers' requirements and expectations. In terms of income, employees at CV. Jati Indah received a weekly salary of Rp. 800,000, while employees at UD. Jati Unggul received Rp. 1,000,000, with salaries paid every Saturday. Furthermore, changes in employees' income were observed based on several factors, such as absenteeism or failure to achieve the predetermined work targets.

Interview

Interviews are a data collection technique conducted through direct oral communication with relevant informants. The researcher interviewed 10 furniture employees and 3 furniture business owners from CV. Jati Indah, UD. Jati Unggul, and UD. Nurul Eka Mandiri. The interviews were conducted on May 6, 13, 20, 26, and 29, 2026, at the respective locations using an interview guide developed by the researcher.

Table 2. Interview Guide

No.	Focus	Question	Description
1.	What forms of work productivity do furniture workers in Ngadirejo Village demonstrate?	1. What forms of employee work productivity are evident during the furniture production process? 2. In your opinion, are there forms of productivity that prioritize innovation?	
2.	What efforts do furniture workers make to develop their furniture	1. How do you develop your work skills in this furniture-making field? 2. In your opinion, what are the key	



production skills?		factors that support the development of work skills?	
3.	What strategies are employed to increase the income of furniture workers?	1.	What strategies do you employ to increase your income while working in this furniture business?
		2.	Do you consider discipline an important factor in increasing income?
4.	What obstacles do furniture workers face that can affect their income?	1.	What obstacles have arisen during the furniture production process here? Have they affected your income?
		2.	In your opinion, what specific obstacles have led to a decrease in income?

Based on the interview results, the researcher obtained information from 13 informants, consisting of furniture employees and business owners from CV. Jati Indah, UD. Jati Unggul, and UD. Nurul Eka Mandiri in Ngadirejo Village. The findings are presented as follows.

Forms of Work Productivity among Furniture Workers

The findings show that the primary form of work productivity among furniture workers in Ngadirejo Village is the production of furniture based on customer orders, including tables, chairs, wardrobes, and other furniture products. The workers also adapt their production to current innovations and consumer preferences. One of the innovations identified in the furniture enterprises is the use of specialized woodcarving skills from Jepara. This enables the enterprises to produce various decorative carvings, including floral, bird, leaf, and other motifs that correspond to consumer preferences and current market trends.

The findings also indicate that workers' experience and technical skills are important aspects of the furniture production process. Workers are involved in various stages of production, including operating machinery, cutting wood, smoothing surfaces, shaping, carving, assembling, and finishing. These activities result in finished furniture products that are ready for sale or delivery to customers. This finding is consistent with (Masruroh et al., 2025), , who explained that employee experience and skills contribute to productivity throughout the furniture production process.

The interview findings were supported by observations of the production activities and documentation collected during the fieldwork. The observations showed that workers performed different production stages according to their respective tasks and skills, while the documentation provided evidence of the furniture products, production activities, and carving processes. To further strengthen these findings, representative quotations from both furniture workers and business owners should be included in this section.

Skills Development and Productivity Practices

The findings indicate that furniture workers perceive skills development as an important practice for improving their productivity and creating better income opportunities. The informants explained that they develop their skills through training programs organized by relevant institutions and by learning from more experienced co-workers. These activities help workers improve their technical abilities, including operating machinery, handling equipment, processing wood, and performing woodcarving. The informants also explained that capital availability, adequate equipment, effective management, and employee skills support the improvement of work competence and enable workers to produce innovative furniture products that meet customer expectations.

This finding is consistent with (Banda, 2019) who explained that skills development requires continuous practice supported by adequate knowledge and competence. The findings also support (Masrurah et al., 2025), who emphasized that employee experience and technical skills influence productivity throughout the furniture production process. In the context of Ngadirejo Village, the findings show that skills are developed not only through formal training but also through direct learning from experienced co-workers and practical involvement in furniture production. Therefore, skills development is perceived by the informants as an important productivity practice that can contribute to income opportunities.

Furthermore, the informants emphasized that capital availability, adequate equipment, effective management, and employee skills are essential factors in improving work competence. These factors not only enhance employees' production capabilities but also encourage innovation and increase customer satisfaction.

Work Discipline, Work Quality, and Income Strategies

The informants perceived work discipline, timely completion of production targets, technical skills, and work quality as important strategies for maintaining and increasing income opportunities. They explained that arriving on time, completing tasks according to predetermined deadlines, improving technical skills, and maintaining work quality help workers meet production targets and satisfy customers. The informants also emphasized that producing innovative furniture according to consumer expectations can support customer satisfaction and create opportunities for continued orders. Promotional activities were also considered important because they can help businesses reach potential customers and expand market opportunities.

These findings are consistent with (Putri & Hadi, 2024), who stated that strategies for increasing furniture workers' income include maintaining attendance and discipline, improving work quality, and producing satisfactory products through continuous innovation. The findings also correspond with (Masrurah et al., 2025), who emphasized the importance of employee experience and technical skills in supporting productivity throughout the furniture production process. In Ngadirejo Village, these practices are particularly important because workers' income opportunities are closely related to the ability of furniture enterprises to complete customer orders, maintain product quality, satisfy customers, and obtain new orders through promotional activities.

Obstacles to Productivity and Income Opportunities

The findings reveal that furniture workers and business owners perceive damaged equipment, employee absenteeism, limited purchasing power, limited promotional activities, and insufficient product innovation as obstacles to productivity and income opportunities. Damaged equipment can delay production and prevent workers from achieving production

targets. Employee absenteeism can increase the workload of other workers, resulting in fatigue and reduced productivity. The informants also explained that weak consumer purchasing power can reduce demand for furniture products and consequently affect the income opportunities of workers. Limited promotional activities and a lack of continuous product innovation may further reduce market demand and business competitiveness.

These findings are consistent with (Jahrani, 2018), who explained that limited capital can affect furniture production through inadequate equipment, insufficient raw materials, and limited innovation, which may reduce product quality and work performance. The findings also relate to (Putri & Hadi, 2024), who emphasized the importance of discipline, work quality, and innovation in supporting furniture workers' income. In the Ngadirejo Village context, the findings demonstrate that productivity and income opportunities are influenced not only by workers' skills and discipline but also by equipment conditions, employee availability, consumer purchasing power, promotional activities, and the ability of furniture enterprises to respond to changing customer preferences.

Conclusion

The findings show that furniture workers in Ngadirejo Village perceive productivity as closely related to their income opportunities. The principal themes identified in the study include continuous skills development, work discipline, timely completion of production targets, work quality, equipment availability, and promotional activities. Workers develop their skills through training and learning from experienced co-workers, while discipline, technical competence, and product quality support the completion of production targets and customer satisfaction. At the same time, damaged equipment, employee absenteeism, limited promotion, and weak consumer purchasing power may constrain productivity and income opportunities. These findings indicate that improving worker productivity requires attention to both individual work practices and the conditions supporting furniture production and marketing. Based on these findings, furniture business owners are recommended to provide continuous opportunities for workers to develop their technical skills, maintain production equipment through preventive maintenance, and strengthen discipline management to ensure that production targets can be completed on time. Businesses should also expand their marketing and promotional activities, particularly to reach wider markets and attract new customers. These efforts may help maintain product quality, improve production efficiency, increase customer satisfaction, and create more sustainable income opportunities for furniture workers. This study has several limitations. First, it was conducted in only three furniture enterprises in Ngadirejo Village, which limits the diversity of business contexts represented in the findings. Second, the observation was limited to the selected furniture enterprises and therefore may not reflect productivity practices in other furniture businesses or villages. Third, the study employed a qualitative approach with 13 informants, so the findings describe the perceptions and experiences of the participants and cannot be generalized statistically to all furniture workers. Future research could involve a larger number of enterprises and informants and use quantitative or mixed-method approaches to further examine the relationship between productivity practices and workers' income.

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