

The Relationship between Office Layout and Employee Performance at Badan Kepegawaian Daerah of West Sumatra Province

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ABSTRACT

This study aims to determine the condition of the office layout, the level of employee performance, and the relationship between office layout and employee performance at Badan Kepegawaian Daerah (Regional Personnel Agency) of West Sumatra Province. This correlational quantitative research investigated 50 sampled employees, selected through a proportionate stratified random sampling technique from a total population of 73 personnel. Primary data collection relied on a pre-validated and reliable closed Likert-scale questionnaire. The obtained data underwent descriptive and inferential evaluations including Kolmogorov-Smirnov normality, linearity, and Pearson correlation tests facilitated by IBM SPSS Statistics 27. Based on the descriptive analysis, both variables fell into the 'good' classification, with average scores of 3.79 for workspace configuration and 4.16 for personnel productivity. Furthermore, the Pearson test yielded a correlation coefficient of 0.710 at a 0.001 significance level ($p < 0.05$). These empirical results confirm a substantial positive relationship, demonstrating that well-organized physical office structures significantly drive improvements in employee output.

1. INTRODUCTION

The strategic management of personnel serves as the fundamental driver of institutional efficacy across both public agencies and the corporate sector. Organizational success is not only determined by technological sophistication and the completeness of facilities, but is also influenced by the organization's ability to manage employees effectively. In the era of globalization and rapid technological development, organizations are required to be able to create a work environment that supports increased productivity and service quality. Budiyanto et al. (2023) stated that optimal human resource management does not only focus on improving individual capabilities, but also on creating a comfortable work environment, a proportional division of tasks, and an office layout that can support the smoothness of employee activities. Thus, office layout is an important factor that organizations need to consider in increasing employee work effectiveness.

A good work environment is basically able to provide a sense of security, comfort, health, and support employees in carrying out their work optimally. Conversely, a less conducive work environment can reduce motivation and hinder employee productivity. Haris & Lestariningsih (2024) explain that the physical work environment includes lighting, room cleanliness, layout, air circulation, temperature, and noise levels. In addition to the physical work environment, non-physical work environments such as social relationships, communication between employees, and the emotional atmosphere of work also affect employee comfort in working. Both of these aspects are interrelated and affect employee motivation, morale, and performance in carrying out their duties and responsibilities.

Employee performance is an important indicator in assessing organizational success. According to Haynes in Sinambela (2016), performance shows the extent to which a person is able to carry out work in accordance with the standards, responsibilities, and goals set by the organization. Furthermore, Sinaga (2020) states that performance functions as a tool for measuring organizational effectiveness, a means of evaluating work, a basis for accountability, and feedback for developing work strategies in the future. Therefore, improving employee performance is an important need for every organization, especially government agencies that have a responsibility to provide optimal public services to the community.

One of the organizational factors presumed to have a relationship with employee performance is office layout. Office layout is the arrangement of workspace, equipment, and office facilities so that work activities can take place effectively and efficiently. Revida et al. (2021) explain that office layout is the activity of arranging work facilities such as desks, chairs, cabinets, and other equipment to create comfort and support employee productivity. Meanwhile, Elisa & Pahlevi (2021) state that a good office layout can facilitate coordination, smoothen workflow, and increase employee work efficiency. A well-organized office layout will create a comfortable work atmosphere so that employees can work more focused, effectively, and productively. Conversely, a poor office layout can hinder employee movement, reduce work comfort, and lower concentration at work.

In the context of government organizations, office layout is an important part of supporting the effectiveness of administrative and public services. One of the government agencies that has a strategic role in the management of the civil state apparatus is Badan Kepegawaian Daerah (Regional Personnel Agency) of West Sumatra Province. Based on the West Sumatra Governor Regulation Number 35 of 2017, this agency has the main duties and functions in the planning, development, transfer, promotion, performance assessment, and career development of the State Civil Apparatus (ASN) within the West Sumatra Provincial Government. The implementation of these tasks requires a work environment that supports the smoothness of administration, including an effective and efficient office layout.

However, based on the author's observation results during the Educational Management Field Practice (PLMP) at Badan Kepegawaian Daerah of West Sumatra Province from June 9 to August 23, 2025, several phenomena related to office layout were found indicating that the workspace arrangement has not run optimally. Desks and chairs in several rooms are arranged too closely so that the employee's room for movement becomes limited and the room feels cramped. Furthermore, staff desks are placed too close to the sub-division head's desk without a clear partition, thereby reducing privacy and creating a less professional work atmosphere. Another phenomenon is seen in the document management which has not been organized well, characterized by many files piling up on desks and work chairs, making it difficult for employees to find the required archives. Excessive placement of furniture such as filing cabinets and spare chairs also causes the room to become narrower and hinders employee mobility at work. These conditions indicate that the office layout has not fully supported the comfort and efficiency of employee work.

These phenomena are in line with Gibson's theory in Silaen et al. (2021) which states that employee performance is influenced by individual factors, psychological factors, and organizational factors. Office layout is included in organizational factors that can affect employees' psychological conditions such as perception, motivation, and work attitude. When the office layout is not well organized, the workspace becomes narrow, and documents and equipment are not arranged neatly, these conditions can cause discomfort and reduce employee concentration at work. In the long run, these conditions have the potential to reduce employee effectiveness and performance.

In addition to the phenomenon of office layout, the author also found several phenomena related to employee performance at Badan Kepegawaian Daerah of West Sumatra Province. There are still jobs that take a quite long time to complete, especially in divisions that receive many documents simultaneously, thus the verification process requires high accuracy. Based on the 2024 Employee Performance Target (SKP) data, out of 70 employees, there are 42 employees (60%) who are in the "meets expectations" work result category, while only 28 employees (40%) achieved the "above expectations" category. In addition, the utilization of work time has not been fully efficient because employees still often spend time looking for documents due to a filing system that is not well organized. The author also found typing errors and a lack of accuracy in several documents so that they need to be revised. The 2024 SKP data shows that 53 employees (75.7%) obtained the "good" work behavior category, while employees with the "very good" category were

still limited, namely 17 employees (24.3%). These conditions indicate that the quality of employee performance still needs to be improved.

Various previous studies have shown that office layout has a relationship with employee performance. "Previous empirical investigations within various public sector agencies consistently corroborate the impact of spatial configuration on staff productivity. For instance, a study conducted at the Bandung City National Land Agency by Ginanjar (2011) demonstrated a significant positive correlation ($r = 0.53$). Complementing this finding, an evaluation at the Cimahi City Manpower Office by Riandini (2023) confirmed a substantial structural influence, yielding an Adjusted R^2 of 0.720. Further reinforcing these metrics, Ridwan et al. (2018) reported a positive nexus ($r = 0.565$) during their observation at the South Sulawesi Provincial Central Bureau of Statistics. Collectively, this body of evidence firmly substantiates the premise that strategic workspace arrangements are integral to elevating personnel output across governmental bodies.

Based on theory, field phenomena, and previous research results, it can be understood that office layout is one of the important organizational factors in creating a comfortable, effective, and productive work environment. A good office layout can help smoothen workflow, facilitate coordination, increase comfort, and support employees in carrying out tasks optimally. In contrast, disorganized physical workspaces create administrative bottlenecks that inevitably degrade personnel efficiency. Driven by this premise, the current investigation explicitly evaluates the correlational dynamics between spatial configurations and apparatus productivity within the Badan Kepegawaian Daerah of West Sumatra Province.

The primary objective of this study is to assess the current state of spatial configurations, evaluate personnel output, and ultimately examine the correlational dynamics between these variables at the West Sumatra Provincial Regional Personnel Agency. From a theoretical standpoint, these findings are designed to broaden the existing literature on human capital and facility management by highlighting the intersection of physical workspaces and staff execution. On a practical level, this investigation provides actionable insights for government bodies to redesign work environments that foster comfort, operational fluidity, and elevated productivity. Furthermore, the empirical evidence generated serves as a foundational reference for subsequent scholarly inquiries into public sector ergonomics.

2. METHOD, DATA, ANALYSIS

This investigation applies a quantitative correlational design to systematically evaluate the numeric relationship between variables without introducing experimental manipulation (Hardani et al., 2020; Ibrahim et al., 2018). Specifically, this framework is utilized to examine the structural association between office layout (X) and employee performance (Y) within the Badan Kepegawaian Daerah of West Sumatra Province.

Out of a total population of 73 personnel at the agency, a sample of 50 individuals across different educational backgrounds was selected. This sample size was calculated by applying the Cochran formula with a 10% margin of error. To ensure fair representation, a proportionate stratified random sampling method was implemented, categorizing respondents proportionally based on specific strata (Sugiyono, 2019).

Primary data were gathered via a closed-ended questionnaire developed from specific variable indicators. The office layout construct was evaluated based on traffic flow smoothness, privacy, equipment positioning, and overall layout completeness. Concurrently, employee performance was assessed through work quality, work quantity, timeliness, and cooperation. Responses were captured using a standard five-point Likert scale, ranging from Strongly Disagree (1) to Strongly Agree (5) (Sugiyono, 2019).

Following official administrative approval, these surveys were distributed directly to the designated sample. Prior to the main data analysis, the instrument's validity and reliability were rigorously verified utilizing IBM SPSS Statistics 27 for Windows. The same software facilitated the final data processing, which incorporated descriptive statistics alongside essential prerequisite evaluations namely the Kolmogorov-Smirnov normality and linearity tests. Finally, a Pearson Product-Moment correlation analysis was executed to precisely determine the relationship between office layout and employee performance (Machali, 2021).

3. RESULT AND DISCUSSION

Result

The empirical investigation took place at the West Sumatra Provincial Badan Kepegawaian Daerah, involving a targeted sample of 50 personnel selected via proportionate stratified random sampling. The analytical framework designated office layout as the independent construct (X) and employee performance as the dependent metric (Y). Primary data were acquired through a comprehensive 55-item closed survey, which specifically allocated 29 statements to assess spatial configuration and 26 statements to evaluate staff execution.

Based on the descriptive statistical outcomes, the employee performance variable secured a solid aggregate mean of 4.16, placing it firmly within the 'good' classification. A detailed numerical breakdown of these specific performance indicators is presented in the subsequent table.

Table 1. Data Description of Employee Performance Variable Indicators (Y)

No.	Indicator	Average	Category
1.	Work Quality	4.18	Good
2.	Work Quantity	4.18	Good
3.	Timeliness	4.16	Good
4.	Cooperation	4.12	Good
Total		4.16	Good

As detailed in Table 1, the dimensions of work quality and quantity secured the peak average score of 4.18, whereas the cooperation metric recorded the lowest at 4.12. This distribution suggests that the staff at the West Sumatra Provincial Badan Kepegawaian Daerah successfully execute their mandated duties, particularly demonstrating strong proficiency in timely task completion.

Concurrently, the office layout parameter achieved a commendable composite mean of 3.79, firmly classifying it within the 'good' tier. A comprehensive breakdown of the specific indicators for this spatial variable is provided in the subsequent table.

Table 2. Data Description of Office Layout Variable Indicators (X)

No.	Indicator	Average	Category
1.	Smoothness of Employee Traffic Flow	3.97	Good
2.	Privacy	3.47	Enough
3.	Placement of Equipment	3.85	Good
4.	Completeness of the Layout	3.87	Good
Total		3.79	Good

Data from the second table reveals that the smoothness of personnel traffic flow achieved the maximum rating (3.97), whereas the privacy dimension recorded the minimum at 3.47, though still classified as satisfactory. These figures imply that while the physical workspace adequately facilitates general daily operations, confidentiality particularly acoustic privacy remains an area needing optimization.

Prior to executing the primary hypothesis evaluation, the dataset successfully met critical prerequisite assumptions. A Kolmogorov-Smirnov assessment confirmed a normal data distribution (Asymp. Sig. = 0.174 > 0.05). Concurrently, the linearity evaluation verified a linear association between the variables, evidenced by a Sig. Deviation from Linearity of 0.799 ($p > 0.05$).

Ultimately, the Pearson Product-Moment analysis generated a strong correlation coefficient of 0.710 with a high significance level ($p = 0.001 < 0.05$). This robust statistical outcome confirms a substantial and positive structural nexus between office layout and employee performance within the West Sumatra Provincial Badan Kepegawaian Daerah. Consequently, the data emphatically demonstrates that as the quality of the spatial arrangement improves, personnel output systematically rises.

Discussion

The research results showed that employee performance at Badan Kepegawaian Daerah of West Sumatra Province is in the good category with an average of 4.16. This condition indicates that employees have been able to carry out work in accordance with the duties and responsibilities given by the organization. The results of this research are in line with the opinion of Huseno (2016) who stated that performance is the work outcome shown through the work process carried out continuously within the organization. In addition, Robbins & Judge (2024) explain that performance is not only seen from the work results, but also from the work behavior of employees in supporting the achievement of organizational goals.

In the employee performance indicators, the work quality and work quantity aspect obtained the highest score, while the cooperation aspect obtained the lowest score. The low score on the cooperation indicator indicates that there are still employees who have not actively helped co-workers when the workload increases. This condition can be caused by the high job responsibilities of each employee as well as suboptimal coordination among employees in completing joint work. This is in line with Ibrahim's opinion in Rahayu & Susanto (2024) which states that teamwork is influenced by communication, coordination, and cohesiveness among team members in achieving organizational goals.

The research results also showed that the office layout is in the good category with an average of 3.79. This indicates that the office layout in general has supported employee work activities, especially in the aspects of layout completeness and the placement of work equipment. This result is in accordance with the opinion of Revida et al. (2021) which states that a good office layout is capable of creating a comfortable work environment and supporting employee productivity. Elisa & Pahlevi (2021) also explain that a well-organized office layout can smoothen work activities and increase organizational efficiency.

However, the privacy indicator obtained the lowest average score compared to other indicators, especially in the acoustic privacy aspect. This condition indicates that work conversations between employees are still easily heard by other employees in the work area. This can be caused by the use of an open workspace and the fairly close distance between work desks. Research by Zavani & Rahardjo (2016) explains that the open workspace concept does facilitate communication, but it can also increase noise interference which impacts employee comfort and work concentration.

The inferential evaluation established a highly significant, positive structural association between office layout and employee performance, evidenced by an r -value of 0.710. Falling firmly into the robust category, this metric confirms that spatial organization is a principal driver in elevating staff productivity. The positive nature of this correlation dictates a proportional dynamic: optimizing the physical workspace systematically enhances personnel output, whereas neglecting spatial ergonomics will inevitably trigger a decline in overall administrative execution.

The results of this research are in line with the theory of Suwindia & Kurnia (2021) which states that office layout is related to employee performance because good space arrangement can support the smoothness of work activities, increase comfort, and facilitate coordination among employees. These findings are also supported by the research of Haynes and Vuolle in Ahmad et al. (2020) which explains that a workspace that is well-organized, clean, and has an ideal distance between employees can increase productivity and reduce work errors.

In addition, the results of this research are also consistent with previous studies conducted by Ginanjar (2011), Ridwan et al. (2018), Soetiksno et al. (2023), and Riandini (2023) which showed that office layout has a positive and significant relationship with employee performance. However, the correlation value in this study is higher than in some previous studies. This indicates that the office layout at Badan Kepegawaian Daerah of West Sumatra Province has a quite dominant role in influencing employee performance. Therefore, a good office layout arrangement needs to be an organizational concern because it is able to create a comfortable work environment, support work effectiveness, and increase employee performance optimally.

4. CONCLUSION

In summary, empirical evaluations at the West Sumatra Provincial Badan Kepegawaian Daerah confirm commendable operational standards, with employee performance and office layout achieving solid aggregate means of 4.16 and 3.79, respectively. More critically, the inferential analysis established a highly significant, positive structural nexus between these constructs ($r =$

0.710, $p = 0.001 < 0.05$). These metrics firmly validate that strategic enhancements to the physical workspace serve as a pivotal mechanism for elevating personnel output. A well-configured spatial environment is therefore indispensable for fostering staff well-being, seamless administrative coordination, and overall bureaucratic productivity.

Based on these results, it is recommended that the Badan Kepegawaian Daerah of West Sumatra Province improve privacy in the office layout in order to create a more comfortable, conducive, and organized working environment. Better privacy is expected to help employees feel more comfortable while working, improve concentration, and support more effective work activities, which may ultimately contribute to improving employee performance.

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