



OFFICE LAYOUT ANALYSIS TO ACHIEVE EMPLOYEE PERFORMANCE (CASE STUDY AT PT. JASA RAHARJA PEKALONGAN BRANCH)

Shafa Chantika P.P.^{a1}, Muhamad Nukha Murtadlob^b

^aFaculty of Economics and Business, Universitas Negeri Semarang, Indonesia

^bFaculty of Economics and Business, Universitas Negeri Semarang, Indonesia

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ABSTRACT

Phenomenon/Issue: Several issues have been identified, including limited service areas, open-plan workspaces without adequate partitions, suboptimal desk spacing, and a monotonous design. These conditions potentially disrupt employee comfort, workflow efficiency, and overall performance.

Purpose: This study aims to analyze the role of office layout in achieving employee performance at PT. Jasa Raharja Pekalongan Branch, focusing on how spatial arrangement supports work effectiveness, coordination, and productivity.

Research Methods: The research employs a qualitative approach using a case study method. Data were collected through direct observation of the office environment, in-depth interviews with employees and management, and documentation analysis. Data analysis was conducted through data reduction, data presentation, and conclusion drawing to obtain a comprehensive understanding of the office layout's impact on employee performance.

Results: The findings indicate that the application of a combined open and closed office layout concept supports smoother workflows and effective inter-unit coordination. The layout aligns with office layout principles such as the shortest distance and proper work sequence. Nevertheless, several challenges remain, including insufficient desk spacing, limited design flexibility, and monotonous workspaces that may reduce employee motivation. Supporting physical factors such as lighting, air circulation, and acoustics are generally adequate and contribute positively to the work environment.

Research Contributions: This study contributes practically by providing insights for organizational decision-makers in improving office layout design to enhance employee performance. Theoretically, it enriches the literature on office management and workplace design by emphasizing the importance of adaptive and functional office layouts in supporting employee effectiveness and productivity.

¹ Correspondence:

Shafa Chantika P.P. Faculty of Economics and Business, Universitas Negeri Semarang, Indonesia. E-mail: chantikaprab@students.unnes.ac.id

INTRODUCTION

The effectiveness of employee performance in an organization, especially in the government sector, is highly dependent on the optimization of various resources, including the work environment and office layout. In accordance with PANRB Ministerial Regulation No. 1 of 2021 concerning Guidelines for Position Analysis, the office layout must be adjusted to the duties and functions of employees to support work effectiveness (Putriana *et al.*, 2023). In practice, the office serves as a center of administrative, communication, coordination, and decision-making activities that support the achievement of organizational goals (Griffin, 2019). Therefore, the arrangement of office space is not only a physical aspect, but also a strategic aspect in improving work efficiency (Amalia & Rahayu, 2023).

Employee performance is a crucial factor in assessing the effectiveness of an organization. In various sectors, including the government and the private sector, improving employee performance is a top priority so that the facilities and services provided can be optimal. Employee performance is not only determined by internal aspects such as skills, but also by external conditions such as the physical environment and spatial design (Hanifah & Adi, 2023). Therefore, attention to the quality of the work environment is very important because of its significant impact on the overall performance of employees. Work effectiveness itself is defined as the ability of individuals to achieve work targets efficiently and productively (Pangestu & Purnama, 2024). An unsupportive work environment can reduce employee work productivity, so it is very necessary to intervene in workspace design as an effort to minimize stress and support better productivity (Anggraini *et al.*, 2022).

The main challenge faced by many organizations in Indonesia, both private and government, lies in the limitations of physical space, funds, and lack of understanding of ergonomics. Within the scope of government agencies, the design of workspaces is not only required to be efficient internally, but also needs to provide proper access for the community, in accordance with the provisions of Law No. 25 of 2009 concerning Public Services. One way to overcome the main problems that are often faced by organizations is to carry out tasks based on the principle of efficiency. Efficiency in the context of public organizations not only means reduced costs, but also includes better management of human and material resources to achieve maximum results (Gunuboh, 2023). This is in line with the argument that managerial understanding and improvement of performance measurement systems are crucial steps in improving the effectiveness of public organizations. According to Yami's research, organizational effectiveness can be achieved when various factors, such as knowledge management and staff skills, are optimized (Yami *et al.*, 2021). If a job can be completed efficiently, then automatically the work has also been carried out effectively. The effectiveness in question is the achievement of goals optimally with results that are in accordance with expectations. With the hope that all available resources can be used optimally to achieve maximum work results. Success in implementing this efficiency approach is expected to improve public service performance and achieve the expected goals optimally. Data from various studies shows that organizations that are able to integrate efficiency practices with a focus on results are better able to meet public expectations (Vasyunina *et al.*, 2022).

Overall, the application of efficiency principles in workspace design and resource management in public organizations in Indonesia is a very important step to ensure that public services are accessible properly and effectively, responding to the needs of the community in accordance with existing regulations. Work effectiveness is closely related to the efficiency of resource utilization, and spatial planning is one of the determinants. (Sedarmayanti, 2001) emphasizing the importance of detailed space management based on physical needs to support office activities properly. Lighting, color, ventilation, and acoustics have a big role in creating good spatial planning. In addition, basic principles such as the principle of the shortest distance, work sequence, maximum use of space, and flexibility of arrangement are the foundations in designing office layouts (Gie, 2007). Research by (Sutriani & Hamdiah, 2022) concludes that a good workspace layout is able to increase the effectiveness of employee performance, as evidenced in a study at PT Pupuk Iskandar Muda. The same thing is also stated by (Nasrullah *et al.*, 2022) who found that an efficient office layout had a positive impact on the performance of employees at the Barombong District Office.

This phenomenon also occurs at the Pekalongan Branch of Jasa Raharja Office, a State-Owned Enterprise (BUMN) engaged in social insurance which has the main task of providing protection to people who are victims of traffic accidents. The Pekalongan Branch of Jasa Raharja Office is strategically located in the center of Pekalongan City. Based on internal data, this office has the following workspace divisions: Leadership, Cashier, *Front Office* & Service, Insurance, Finance & General, Archive Room, and Meeting Room (Jasa Raharja Office Pekalongan Branch, 2025). The service room at the front has a narrow movement room, while the Insurance and Finance & General areas are combined in one room without partitions. This condition shows that the principle of a work series has not been fully implemented, so it has the potential to hinder the effectiveness of employee work. The design of the office layout, which has not changed since 2014, also triggers a sense of boredom among employees and makes the workflow less smooth, especially when the workload increases. The impact can be seen from the decline in the ranking of employee performance awards, which were previously ranked first in 2021–2022 to second and third in 2023–2024 (Jasa Raharja Pekalongan Branch Office, 2025). In addition, the limited document storage facilities cause a buildup of files on the desk, which also disrupts the neatness and efficiency of the workspace.

Changes in the achievement of this achievement are very interesting to research, especially in the context of office space planning which is suspected to have an influence on the effectiveness of employee work. In addition, the spatial layout at the Jasa Raharja Pekalongan Branch Office has unique characteristics, by combining the concept of open and closed spaces. *The front office* area is designed in an open manner to improve the efficiency of service to the public, while other workspaces such as the leadership room, cashier room, and meeting room are structurally separated by a permanent wall. In addition, the Insurance field, as well as the Finance and General fields, are placed in one room without any separation between the desks, even the living room is placed in the same room as the two fields. The spatial design in this office also stands out because it has not undergone significant changes since 2014. Although the spatial layout used has not undergone significant updates for a long time, this does not have a negative impact on the effectiveness of employees' work. This unconventional spatial planning concept is able to continue to support employee productivity and performance, but still raises questions about the extent to which the spatial planning pattern can continue to support work effectiveness in the future.

The focus of this research is considered relevant to be carried out at the Pekalongan Branch of Jasa Raharja Office. This statement is based on the fact that spatial planning makes a great contribution to the effectiveness of employee performance. Based on the results of observations and interviews, the researcher found that although there were several shortcomings in spatial arrangement such as limited service spaces, workspaces that were combined without partitions, and narrow connecting hallways, employees were still able to carry out their duties according to the responsibilities given. The researcher sees that these conditions do not fully reflect the ideal office layout, considering that between the workspace, service room, and archive room, there is still an overlap in functions and limitations of supporting facilities that have an impact on work effectiveness.

Through these findings, the researcher considers it necessary to further examine the impact of office spatial planning on the effectiveness of employee performance at the Pekalongan Branch Jasa Raharja Office. This research is expected to contribute to developing a more effective spatial planning strategy to improve work efficiency and overall employee productivity. Based on the background and problems that have been described, the researcher is interested in raising a research with the title "Office Spatial Analysis to Realize Employee Performance (Case study on PT. Jasa Raharja Pekalongan Branch)".

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Office Layout

The office is a place where administrative activities take place, such as recording, processing, and storing important information that supports organizational operations. More than just a workplace, the office also

acts as a social environment that shapes interactions between employees (Hanifah & Adi, 2023). According to The Liang Gie (2000), an office is a work unit in an organization that provides information and communication services to support managerial functions (Gie, 2000). In the modern era, the office is not only an administrative workspace, but also an environment that supports collaboration, innovation, and employee work comfort.

An office layout is a physical arrangement of a workspace, including the placement of furniture, equipment, and other facilities aimed at creating work efficiency. These settings are designed to optimize workflow, reduce unnecessary movement, and foster work comfort (Hanifah & Adi, 2023). The Liang ko Gie also said that spatial planning is an art and science in designing workspaces to support a smooth workflow and create a good working atmosphere. In this context, the definition of office space refers to the way of arranging and arranging physical space that aims to maximize the function and comfort of the workspace. The main goal of office layout is to create a productive work climate by balancing aesthetics and functionality (Hanifah & Adi, 2023). The main goal of office space arrangement is to improve work efficiency, streamline workflow, reduce wasted time and effort, and create a pleasant work environment. Good spatial planning is able to optimize employee productivity through the arrangement of desk positions, office equipment, air circulation, lighting, and accessibility between work departments.

The principles of office space design include principles such as efficiency, flexibility, and openness, all of which influence how the space is used in daily practice (Sabrina & Dinah, 2024). According to The Liang Gie, there are several important principles in office spatial planning, including (Gie, 2000):

- Work Series Principle: Arrange the space according to the order of work to make the operational process more efficient.
- Shortest Distance Principle: Minimize employee mileage at work to save time and effort.
- Principle of Utilization of the Entire Space: Make optimal use of the entire room, both horizontally and vertically.
- Workflow Basics: Ensure that the movement of documents, employees, and work tools does not interfere with each other.

In addition, there are various types of office layouts that can be applied, such as open spaces that dissolve in the environment and closed spaces that provide privacy, each of which has specific advantages (Hanifah & Adi, 2023). Office layouts can be distinguished based on their shape, including: Office layouts can be distinguished based on their shape, including:

- Open plan: All employees are in one room without partitions, facilitating communication, but minimal privacy.
- Closed plan: Each employee or section has its own space, suitable for work that requires high concentration.
- Mixed spatial layout: A combination of open and closed spaces, used to balance collaboration and privacy needs.

It is important to ensure that the designed office layout not only pays attention to aesthetic aspects, but also meets the needs of employees in order to work optimally. For example, the implementation of an effective office layout can include the selection of furniture.

An effective office layout can be characterized by a layout that is able to create comfort, efficiency, and high work productivity. The characteristics of effective spatial planning include ergonomic furniture placement, adequate lighting, good ventilation, and arrangements that support a logical and fast workflow. In addition, the benefits of good spatial planning include increased work efficiency, decreased employee stress, and the creation of a collaborative work atmosphere (Taher *et al.*, 2023). (Kharis *et al.*, 2021) shows that a well-organized spatial layout can encourage increased productivity and create a comfortable and healthy work environment. Influential factors in spatial planning include lighting, accessibility, natural light, and the layout of work equipment (Taher *et al.*, 2023; Kharis *et al.*, 2021). According to The Liang Gie, the factors that affect the arrangement of office space include (Gie, 2007):

- Type of work: Whether the job requires high concentration or collaboration.
- Number of employees: Affects the need for space and furniture.
- Equipment type: Requires setting up to be easy to reach but does not interfere with mobility.
- Work circulation: The flow of employees, documents, and information must flow unimpeded.

Overall, good spatial planning can support a better work environment and can significantly improve employee performance.

Employee Performance

Employee performance is the achievement of work obtained by individuals and groups in an organization in accordance with the duties and responsibilities carried out. (Mangkunegara, 2005) stated that performance includes the quality and quantity of work achieved in accordance with organizational standards. Aspects of motivation, skills, and support of the work environment are very influential in determining these achievements (Putri *et al.*, 2022; Taher *et al.*, 2023). The principles of employee performance include:

- Responsibilities: Employees work in accordance with their main duties and functions.
- Effectiveness: The level of achievement of work goals according to the target.
- Efficiency: A comparison between the results and the resources used.
- Discipline: Compliance with organizational rules in the execution of duties.

In addition, factors that affect performance include work pressure, teamwork, effective management, and work environment conditions, including spatial planning. The other aspects are individual aspects (motivation, expertise), organization (structure, leadership, facilities), and the physical environment such as lighting, ventilation, and workspace layout (Taher *et al.*, 2023; Putriana *et al.*, 2023). The effectiveness of employee work can be seen from the achievement of work targets, the quality of work results, the speed and accuracy of work, and initiative in completing tasks. The work environment, including office layout, greatly affects the extent to which employees can work effectively and productively (Yuniarti *et al.*, 2022).

The Relationship between Spatial Planning and Employee Performance

The relationship between office layout and employee performance is the main focus in the analysis of this study. Optimal spatial planning has a crucial role in encouraging employee performance improvement. A well-organized work environment can increase motivation, retain employees, and drive overall productivity. (Putriana *et al.*, 2023; Pratama & Riana, 2022). (Gulo *et al.*, 2024) A well-managed work environment can have a positive impact on employee motivation and retention rates, thus encouraging greater contributions to the achievement of organizational goals.

Understanding efficient spatial planning, companies can maximize social interaction between employees, which is one of the keys to success in improving team performance (Putri *et al.*, 2022; Kharis *et al.*, 2021). However, this cannot be achieved without a deep understanding of employee psychology, which is crucial in designing an effective workspace. Employees' psychological responses to the physical condition of the office have a direct effect on their motivation and performance (Putriana *et al.*, 2023). This research aims to uncover the key elements in office space that are able to support maximum employee performance. It is hoped that the results of this research can be the basis for providing recommendations for the formulation of policies related to more efficient workspace arrangement and human resource management, as well as contributing academically to the development of knowledge in the field of human resource management and workspace design. (Putriana *et al.*, 2023; Daughter *et al.*, 2022).

METHOD

A qualitative approach was used in this study to gain a deeper understanding of the impact of office space on employee performance. According to (Sugiono, 2017), the qualitative method is based on the philosophy of postpositivism, with a focus on the observation of objects in natural conditions, where the researcher plays the role of the main instrument. Informants were selected through purposive and snowball techniques, data collection was carried out triangulatively, and data analysis was carried out inductively. This approach was chosen because it can explore the meaning behind the phenomenon, not just make

generalizations. (Hanifah & Adi, 2023) It also emphasizes that qualitative data in the form of narratives can provide an in-depth picture of employees' experiences and perceptions of their work environment.

The type of research used is a case study, with a single object, namely PT. Jasa Raharja Pekalongan Branch, which is located at Jl. Imam Bonjol No.51, Kraton Lor, North Pekalongan District, Pekalongan City, Central Java. The case study approach was chosen because it allowed researchers to comprehensively observe the relationship between spatial planning and the work effectiveness of employees at the location (Wunarlan, 2023). This research utilizes two types of data sources, namely primary data and secondary data. Primary data were collected through direct observation, in-depth interviews with employees and documentation at the research site. Meanwhile, secondary data were obtained from relevant literature, internal organizational documents, as well as the results of previous research related to this topic. (Taher *et al.*, 2023).

This data collection technique is carried out through three main methods. Observations are carried out directly to understand the layout of the office space and how employee interactions take place in the daily work environment. This provides an empirical context to organizational dynamics. Interviews were conducted with employees and management to explore their perspectives on the influence of spatial planning on performance and productivity. Interviews are also a way to reveal the subjective experiences and perceptions of employees (Fathurrochman *et al.*, 2024). Documentation is used as a complement, in the form of collecting documents such as spatial planning policies, performance reports, and facility data available in the office, to strengthen the findings from observation and interview results (Kalrima *et al.*,

2022). The data analysis process is carried out in four main stages. The first stage, namely data reduction, aims to sort and organize information obtained from various sources, so that only data that is in accordance with the focus of the research is maintained. The next stage is the presentation of data (data display) in the form of structured narratives, tables, or diagrams that make it easier to understand and draw conclusions (Sumarni *et al.*, 2023). After that, the researcher draws conclusions, namely formulating an interpretation of the data based on the patterns that appear. The last step is verification, which is the re-proof of findings and conclusions through triangulation of data and comparison with other sources to ensure validity (Kusnanto, 2024).

With this systematic qualitative method, the research is expected to produce in-depth and contextual findings regarding how the arrangement of office space can affect employee performance. This approach is also expected to make a practical contribution to improving spatial planning in the work environment of government agencies, especially in PT. Jasa Raharja Pekalongan Branch.

RESULTS AND DISCUSSIONS

Spatial Layout of Jasa Raharja Office Pekalongan Branch

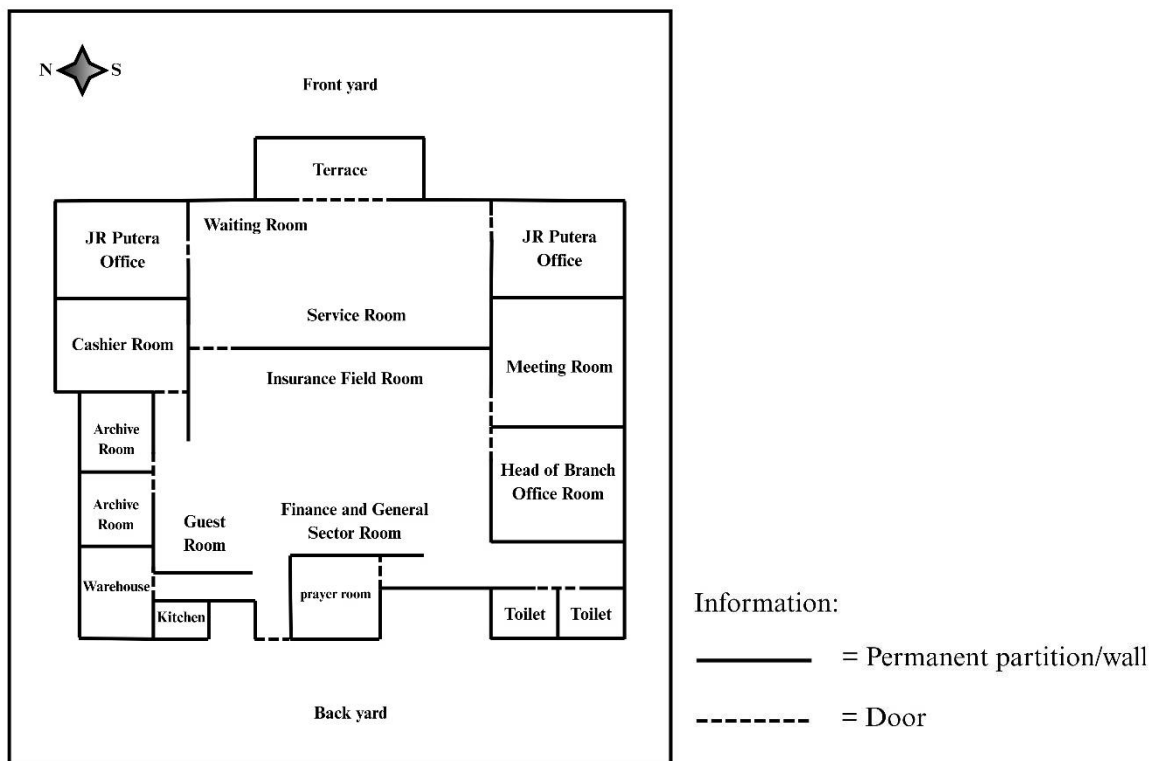


Figure 1. Spatial Plan of Jasa Raharja Office Pekalongan Branch

The office layout of PT. Jasa Raharja Pekalongan Branch implements a layout design by combining open and closed space systems. This structure places the service area at the front for easy access for anyone who wants to take advantage of services and support spaces such as the cashier room, employee workspace, meeting room, archive room, and management room within the office. This is also reflected in the application of office layout principles such as the principle of shortest distance which means minimizing time wasted in traveling from one work unit to another, the principle of work sequence which is a sequential workflow, and the principle of utilization of all space which means utilizing each area efficiently (Aboulfotouh *et al.*, 2020).

In addition, the principle of working order and utilization of the entire space is also integrated in the design. The use of open space systems in service areas shows adaptation to the needs of high interaction with the public, while closed spaces are devoted to workspaces that require high concentration, such as cash register and management rooms. However, the results of the interviews show that overly strict restrictions in the cash register reduce the effectiveness of coordination between employees, which creates a dilemma in managing the balance between privacy and work collaboration (Sirola) *et al.*, 2021).

The observation results show that although visually the office space looks spacious and comfortable, in practice there are still obstacles in communication between employees that have the potential to reduce the effectiveness of teamwork. This is in line with the findings (Aboulfotouh *et al.*, 2020). which states that the mismatch between employees' expectations of the work environment and real conditions can cause dissatisfaction, which ultimately has an impact on productivity. This condition is also reflected in the experience of employees of Jasa Raharja Pekalongan Branch, who stated that a monotonous and uninspiring display of space can have a negative effect on work motivation. Furthermore, aspects of the physical environment such as lighting, air circulation, and noise levels also affect overall work comfort. The study conducted by Forooraghi confirms that the quality of the workspace environment is closely related to employees' perception of their comfort and mental health (Forooraghi *et al.*, 2021). At the Jasa Raharja office, the use of a combination of natural and artificial light is considered quite effective in

helping employees maintain concentration. Good air circulation also contributes to the creation of a fresh working atmosphere, although there are still noise interferences from outside that can occasionally be heard and can interfere with work focus.

While some supporting factors are available, the presence of old elements in office space design creates a boring visual impression. Psychologically, this condition can reduce employee morale. Many employees feel that an unupdated design actually creates boredom and has an impact on work motivation (Öhrn *et al.*, 2021). Therefore, further research is urgently needed to comprehensively review the impact of the physical environment on employee performance in a broader context. The company is expected to pay attention to input from employees regarding the design of the workspace and make adjustments that support interaction between employees and improve the efficiency of the work process. The employee-oriented design principles, as put forward by Roster and Ferrari, suggest that a sense of control over the work environment can help lower stress levels and increase job satisfaction and productivity (Roster & Ferrari, 2020). Thus, employee involvement in the process of redesigning office spaces can be a more appropriate approach to create a collaborative and dynamic work environment. The findings from Tulenheimo-Eklund reinforce this by showing that employee participation in workspace design can increase a sense of belonging and satisfaction with the work environment (Tulenheimo-Eklund *et al.*, 2025). Therefore, the active involvement of employees in the management and design of office spaces is an important aspect to consider in the renewal of organizational spatial planning.

Analysis of spatial design at PT. Jasa Raharja Pekalongan Branch reminded of the importance of understanding the complexity of the interaction between the physical elements of the space and the psychological aspects of employees. The integration of open and closed spaces must be considered wisely to create a workspace that is not only efficient but also enjoyable for employees. Collaborative efforts between companies and employees in listening to and responding to these needs will be critical to supporting future productivity and job satisfaction.

Performance of Jasa Raharja Pekalongan Branch

From the findings of the study, it shows that the daily workflow at PT. Jasa Raharja Pekalongan Branch runs in an orderly manner and in accordance with the organizational structure that has been set. The work process starts from service, continues to the cashier section, then to the finance and general section, and ends in the verification process by the leadership. This flow shows good order and integration between sections, which reflects that functionally, the spatial layout has supported the efficiency of the work process. Direct observation in the field strengthens this through findings on the smooth movement of documents and the mobility of employees between units with minimal obstacles. Communication patterns between employees also tend to be smooth in routine tasks.

However, from the results of data triangulation that combines observation, interviews, and documentation, it was found that there were non-technical obstacles that were psychological and ergonomic. Some employees complain about the atmosphere of open spaces that often feel uncomfortable

for employees, especially when the workspace looks messy and can be seen by visitors. Research by Ramawisari noted that a regular work environment can improve employee comfort and performance in certain industries, as shown in their study on the laundry industry (Ramawisari *et al.*, 2023). On the other hand, overly enclosed spaces can add to feelings of isolation among employees, making it difficult for social interactions that are essential for collaboration, as Hidayat and Mahbubah revealed through their ergonomic evaluation (Hidayat & Mahbubah, 2022). Complaints also arise regarding unergonomic desk arrangements, such as the position of the desk direction that is oblique or not aligned with the light source, which interferes with concentration and comfort in working for a long period of time. The study of Suryanto *et al.* confirms the relationship between ergonomic risks and complaints of musculoskeletal disorders (MSDs) that can occur due to improper working postures, which is particularly relevant in this context (Suryanto *et al.*, 2020). From a broader postural analysis by Yosineba *et al.*, it is known that most of the complaints of MSDs result from ergonomic factors that ignore body circulation and positions that

do not support work comfort (Yosineba *et al.*, 2020). In addition, the design of the work environment that does not support ergonomic aspects can affect the overall productivity of employees. Research by Santosa *et al.* shows that ergonomic workplace design can reduce MSDs complaints and improve work outcomes in an office environment (Sigh *et al.*, 2022). Something similar was also found in Ahmad and Maesa's research, where the use of Rapid Office Strain Assessment (ROSA) can provide insight into the risks associated with the use of computers in the modern office (Ahmad & Maesa, 2021). Not only that, a more interactive and responsive space arrangement to employee needs is needed to increase work motivation. Research by Muda shows that employee performance and comfort can be negatively affected by space design that is not oriented towards ergonomics and sociality aspects (Young *et al.*, 2024). In addition, interventions involving work evaluation in an ergonomic context, such as those conducted by Sultan *et al.*, suggest that improvements in workers' posture can contribute to reduced work-related risks (Sultan *et al.*, 2022). These findings confirm that employee performance success is not only measured by formal productivity, but also needs to be accepted in the context of an emotionally and physically supportive work environment. Therefore, the adjustment of the design of the space and the rearrangement of the work layout in the context of ergonomics are urgent needs, as proposed by Ramadhani in his review of ergonomic design in the workplace in the context of medical records (Ramadhani, 2020).

Research by Triyana *et al.* shows the link between ergonomics and the reduction of musculoskeletal complaints among farmers, giving rise to awareness of the importance of design that supports overall health (Triyana *et al.*, 2023). Finally, design that pays attention to psychological aspects, as shown by Maghfira and Larassati, is able to have a positive impact on employee productivity and well-being (Maghfira & Larassati, 2024). From these results, it is very clear that it is important for the company at PT. Jasa Raharja Pekalongan Branch to consider ergonomic and psychological aspects in workspace design to improve overall employee performance, creating a healthy and humane environment. Therefore, this study provides recommendations for better spatial management for sustainable productivity and higher employee satisfaction.

The Role of Office Spatial Planning in Realizing the Performance of Jasa Raharja Pekalongan Branch Employees

The importance of office space in supporting employee performance at PT. The Pekalongan Branch of Raharja's services cannot be ignored. A well-designed layout of the space according to the expected workflow facilitates the flow of activities and accelerates coordination between fields. A good arrangement in the arrangement of work desks, waiting rooms, and personal workspaces is essential to suit the functions and needs of each work unit. However, challenges remain, especially in terms of comfort and flexibility of space. Some of the rooms in the Jasa Raharja Pekalongan Branch office still use old designs that are not in line with the development of current work needs. Rooms that are too large or closed can reduce the interactivity of communication between employees. According to research by Hidayah and Wardoyo, good space design can increase productivity and work effectiveness, which is the main support in organizational systems (Hidayah & Wardoyo, 2024).

Another problem that arises is the use of permanent partitions that can hinder direct supervision by the leadership. In a study conducted by Widiyasari, it was said that a spatial layout that does not support interaction can lead to a decrease in productivity and management effectiveness, which shows how important flexibility is in the design of office spaces (Sigh *et al.*, 2023). As a solution, it is recommended to use glass partitions or one-way reflective glass so that the supervision process can continue without compromising the privacy of the leadership room. The combination of transparent design with an element of privacy is important as revealed in research by Arifin and Abrian, which shows that good privacy and supervision can improve employee performance, although this has more to do with motivation (Arifin & Abrian, 2021).

To overcome limitations in spatial arrangement, several proposals have emerged, such as utilizing empty space for waiting rooms or relaxation areas. Research by Purwanto shows that a well-distributed space

can create comfort and improve employee performance by making the workplace more efficient and enjoyable (Purwanto, 2024). In addition, rearranging according to the principle of changing the composition of the workplace with the help of professionals such as interior architects will provide more optimal results. Thus, office space layout not only functions structurally, but also has a significant impact on the psychological aspects and overall work productivity of employees. Research by Nurmaya and Inta revealed that good work environment management directly contributes to employees' desire to be productive, so it is important for management to continuously improve and adjust the design of the workspace to the development of needs (Nurmaya & Inta, 2022).

The triangulation process carried out through observation, interviews, and documentation analysis also shows differences in perceptions between management and employees regarding the comfort of the workspace. The results of the triangulation can be used to develop design recommendations that focus more on employee well-being, as described in a study by Rahmawati and Lestari, who found that good spatial arrangements can reduce stress and contribute to increased work productivity (Rahmawati & Lestari, 2023). Through collaboration and dialogue between various stakeholders in the organization, especially employees who are users of the space, it will be possible to identify more deeply about their needs and expectations for the design of the workspace. This is in line with a study by Ningsih which mentioned the importance of employee participation in workspace planning to increase productivity (Ningsih, 2024). Thus, rearrangement of spatial planning by considering ergonomic, psychological, and social aspects is very important to support the performance of employees at PT. Jasa Raharja Pekalongan Branch.

CONCLUSION

Based on the results of the analysis that has been carried out, it can be concluded that the office layout at PT. Jasa Raharja Pekalongan Branch in general has been designed to support the implementation of employee duties and responsibilities. The spatial design concept applied combines an open space and closed space system, where the service and cashier rooms are placed at the front for easy access with customers, while employee workspaces, leadership rooms, and other administrative rooms are placed inside to support activities that require higher concentration. The arrangement of the workspace has paid attention to most of the principles in the arrangement of office space, such as the principle of the shortest distance that facilitates the mobility of employees in carrying out tasks, the principle of the work series that ensures a logical and efficient workflow between fields, and the principle of the use of all spaces which is reflected in the use of all office areas according to their functions. This arrangement has clearly supported the smooth service to customers and supported work effectiveness in general.

However, there are still a number of obstacles that need attention. Some workspaces have too much distance between desks, making it difficult to communicate between employees. On the other hand, some workspaces are made too closed or too open, which impacts employee comfort and productivity. The design of the space, which has not been updated since 2014, also gives the impression of monotony and boring, thus affecting the psychology of employees, especially in the long term. In addition, the principle of changing the composition of the workplace has not been fully implemented, even though periodic layout updates can contribute positively to a more dynamic and fresh working atmosphere.

Apart from these problems, supporting factors such as adequate lighting, good air circulation through the combination of windows and the use of air conditioning (AC), neutral wall coloring that gives a clean and bright impression, and minimal noise levels have succeeded in creating a relatively conducive work environment. These four aspects have been proven to have a positive impact on employee focus, comfort, and work effectiveness. Thus, the office layout at PT. Jasa Raharja Pekalongan Branch can be said to play an important role in realizing the effectiveness and productivity of employee work. Good spatial planning not only supports smooth operations, but also improves work comfort and accelerates coordination between parts. Therefore, efforts to continue to evaluate and adjust the office layout periodically need to be carried out as part of a strategy to improve performance and service quality in the agency environment.

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INFORMATION ABOUT THE AUTHORS

- Shafa Chantika P.P. : Faculty of Economics and Business, Semarang State University, Indonesia
chantikaprab@students.unnes.ac.id
- Muhamad Nukha Murtadlo : Faculty of Economics and Business, Semarang State University, Indonesia
nukhamurtadlo@mail.unnes.ac.id