

The Influence of Office Layout on Employee Job Satisfaction in Companies

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Abstract

Purpose: The purpose of this study is to determine the influence of office space on employee job satisfaction in companies within Pekalongan Regency.

Research Methodology: This study employed a quantitative research approach, utilizing various data processing methods including instrument tests, classical assumption tests, simple linear regression, and hypothesis tests. These tests were used to assess whether the office layout has a significant impact on employee job satisfaction.

Results: The study found that office layout significantly affects employee job satisfaction. The significance value was found to be 0.006, which is less than 0.05, indicating that there is a significant relationship. The t-value calculated was 2.910, which is greater than the t-table value of 1.692, thus confirming that the H_a hypothesis (alternative hypothesis) is accepted, meaning that office layout does indeed have an impact on job satisfaction, as t-table (0.334) was smaller than the calculated t-value.

Conclusions: The study concludes that office layout plays a significant role in influencing employee job satisfaction. The better the arrangement of office space, the higher the likelihood of improved job satisfaction among employees.

Limitations: The study's limitations include a limited number of respondents, which may have affected the generalizability of the results. Future studies could address these limitations by involving a larger sample and exploring additional variables that were not covered in this study.

Contributions: This research contributes by offering insights into the relationship between office space design and employee job satisfaction, providing solutions for companies seeking to improve work environments and enhance employee satisfaction.

Keywords: *Employees, Layout, Office, Satisfaction, Work*

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1. Introduction

In the era of globalization and increasing business competition, companies realize that Human Resources (HR) are a critical factor in all activities, making HR a valuable asset for organizations. Every company is established with specific goals in mind. An organization/company consists of a group of people who collaborate in a coordinated and structured manner to achieve a common goal. An organization can use the resources available in its surrounding environment to achieve these goals (Lestari, Dewi, & Hidayatullah, 2025). This highlights the essential role of people as the key to understanding their needs (Jumani & Rianto, 2023). The success of a company is a result of the performance and productivity of the employees, which significantly impacts the achievement of the

company's goals. Therefore, creating a conducive work environment should be a priority for leadership.

Office layout is one of the important aspects of creating a conducive work environment. Office layout is not only the physical arrangement of workspaces but also includes the design, facilities, and overall atmosphere within the office environment. A well-designed office layout can enhance comfort, reduce employee work-related stress, and improve both the physical and psychological comfort of employees in their work. Office layout refers to the arrangement of office facilities, such as equipment, furniture, and supplies, that are organized based on tasks and needs to make work easier. Office layout is critical in arranging spaces so that equipment and office supplies are placed efficiently, resulting in an effective and efficient office atmosphere ([Kharis, Anjarini, Mulyapradana, & Elshifa, 2021](#)). For organizing office space, managers must consider principles such as the shortest distance principle, work sequence principle, full space utilization principle, and workplace rearrangement principle as outlined by Richard Muther. These principles will impact the achievement of the office's goals ([Karnati, 2019](#)).

Based on interviews conducted by the researcher, it was found that employees often contribute to discomfort and lack of productivity in the office layout. One respondent working at a product sales company mentioned that some colleagues do not have enough time to organize documents or files, leading to many files being left untidy or stacked on desks and cabinets. Another respondent shared that their office space was small and overfilled, with air conditioning that was not functioning properly, causing employees to feel hot and uncomfortable. Additionally, inadequate lighting resulted in poorly lit spaces. These conditions negatively affect job satisfaction. This study shows that office layout can influence various aspects, including employee job satisfaction. Job satisfaction is a key factor affecting employee performance. Employees who feel satisfied with their work tend to be more productive, loyal, and demonstrate higher job performance. On the contrary, dissatisfaction can lead to decreased performance, negatively affecting the company's image. Potential outcomes of dissatisfaction include higher turnover, absenteeism, disciplinary issues, and a decrease in organizational productivity ([Almaida & Purnomo, 2021](#)).

According to Hasibuan & Hasibuan [Jumani and Rianto \(2023\)](#) job satisfaction indicators include enjoying and loving their job, work morale, discipline, and job performance. This aligns with the findings of Widi Anggraeni and Tjutju Yuniarsih, who state that improving office layout according to needs can increase employee effectiveness, and vice versa ([Marsela & Hartiningtyas, 2022](#)). Given these phenomena, the researcher is interested in studying the influence of office layout on employee job satisfaction. The goal of this research is to analyze the effect of office layout on employee job satisfaction in companies within the Pekalongan Regency.

2. Literature Review

2.1 Office Layout

The office is an environment where an organization can operate, expected to realize its vision, mission, goals, and objectives. To achieve these expectations, it must be supported by a well-organized office layout. Therefore, the people who join the organization must pay attention to the office layout ([Risha & Nugraha, 2022](#)). Several references provide definitions of office layout, including Nuraida, who states that office layout is the arrangement of office spaces and the placement of various office tools and furniture within the available space to provide employees with facilities to work ([Arifin & Wulandari, 2021](#); [Lestari et al., 2025](#)). Office layout refers to the organization and placement of office machines, equipment, and furniture in the appropriate locations, so employees can work well, comfortably, and freely ([Pratiwi, Lie, Butarbutar, & Wijaya, 2019](#)). Office layout is a decision that determines the efficiency of an operation in the long term ([Rattami & Sofyan, 2020](#)).

Office layouts are divided into two types: open office layouts and separate office layouts. An open office layout involves all employees working in a large room, where they can see each other, whereas a separate layout divides the office into smaller sections ([Ervianti, Saroh, & Zunaida, 2023](#)). Priansa

& Garnida categorize office layouts into four types: private offices, open-plan offices, landscape offices, and cellular offices ([Elisa & Pahlevi, 2021](#)). According [Marsela and Hartiningtyas \(2022\)](#) identifies three types of office layouts:

1. Open plan, where employees work in a shared space without partitions
2. Closed offices, where each employee has a private space with partitions that prevent visibility of other employees' work
3. Semi-open and closed layouts, where partitions are used, but without doors

A well-organized office layout can significantly improve employee comfort. Carefully planned office layouts, with strategic placement of equipment, facilities, and work areas, aim to create an optimal working environment. High flexibility in space usage makes it easier for employees to perform their work. Additional goals of office layout include minimizing work distances, improving workflow, maintaining employee health, enhancing satisfaction, optimizing supervision, and using available space efficiently. It also serves as a representation of the organization's identity, leaving a positive impression on visitors ([Shaffira & Suratman, 2024](#)). According to [Oktavianti \(2018\)](#), an effective office layout brings several benefits, such as:

1. Optimizing space usage efficiently
2. Developing a comfortable work environment for employees
3. Creating a positive impression for the public
4. Ensuring efficiency in work processes
5. Increasing employee productivity
6. Anticipating future organizational development with flexible layout planning

To achieve organizational goals, several key factors must be considered, including functional factors, health factors, and aesthetic factors. Functional factors the office layout must consider the functionality of office furniture and equipment. Health factors the office layout must support the health of the people using the space. Aesthetic factors the office layout should also consider the visual appeal and ambiance of the office ([Jaenudin, 2012](#)). According to [Aula and Nugraha \(2020\)](#), three indicators help determine a good office layout: physical environment, work system planning, and office space arrangement. Other scholars agree that office layout indicators include ([Pratiwi et al., 2019](#); [Sitohang, Nu'Man, & Hidayat, 2022](#)):

1. Facilities and infrastructure, which are essential for supporting the organization's goals
2. Physical work environment, which includes factors like room temperature, humidity, lighting, and noise that affect employees' productivity
3. Ergonomics, which ensures the office environment is comfortable and efficient for both employees and visitors, taking into account the proper arrangement of equipment and tools

2.2 Job Satisfaction

Job satisfaction, according to Rivai, is an evaluation that an individual makes regarding what they feel about their job ([Lestari et al., 2025](#)). [Erviанти et al. \(2023\)](#) state that job satisfaction is an emotional state resulting from evaluating one's work experiences. [Rattami and Sofyan \(2020\)](#) defines job satisfaction as the alignment between a person's expectations and the rewards provided by their job. Job satisfaction can be seen as an employee's positive attitude toward their job, which arises from their assessment of the work environment and their appreciation for achieving important workplace values ([Okto et al., 2024](#); [Yusda, Pebriyanti, & Ekatama, 2022](#)).

Job satisfaction is divided into intrinsic and extrinsic satisfaction. Intrinsic job satisfaction comes from the job itself, such as the role an individual plays in the workplace. Extrinsic job satisfaction comes from external factors like pay, work environment, coworkers, etc ([Attamimi, Hayati, & Karim, 2022](#)). There are four major theories of job satisfaction: disagreement theory, equity theory, two-factor theory, and needs fulfillment theory ([Dalena, Ali, & Ediwarman, 2022](#)). [Luthfiana and Rianto \(2023\)](#) state that there are various theories of job satisfaction, including equity theory, discrepancy theory, need fulfillment theory, social reference group theory, two-factor theory, and expectancy theory.

Several factors influence job satisfaction, including the job itself, supervision, coworkers, promotions, and salary ([Luthfiana & Rianto, 2023](#); [Sunarta, 2019](#)). According to [Riyani and Maulia \(2023\)](#), job satisfaction consists of nine elements: salary, promotion, supervision, benefits, recognition, work procedures, coworkers, job nature, and communication. [Dalena et al. \(2022\)](#) mentions six dimensions of job satisfaction: the job itself, salary, career advancement, supervision, workgroups, and working conditions. [Jumani and Rianto \(2023\)](#) identify five indicators of job satisfaction, including enjoying and loving the job, work morale, discipline, and work performance. [Luthfiana and Rianto \(2023\)](#) lists six indicators of job satisfaction, including salary, the job itself, coworkers, supervisors, promotion, and work environment. Riggio describes four models for improving job satisfaction ([Almaida & Purnomo, 2021](#)):

1. Restructuring work, implementing job rotation or job enlargement
2. Changing compensation to reflect performance and skills
3. Providing flexible working schedules, and
4. Introducing programs to support employee satisfaction

Other methods to improve job satisfaction include ([Almaida & Purnomo, 2021](#)):

1. Fair salary payment according to the employment contract and timely disbursement
2. Matching employees' roles with their interests through a good selection process
3. Preventing boredom and repetitive tasks by introducing variety into job responsibilities



Figure 1. Research framework

3. Methodology

The approach used in this study is a quantitative research approach, with a specific focus on measuring the impact of office layout on employee job satisfaction. In this model, office layout (X) is the independent variable, and employee job satisfaction (Y) is the dependent variable. The study involved 35 respondents; a sample chosen based on the relatively small population size. Due to this, the researcher opted to apply the census sampling technique, which means that the entire population was included as the sample. This method is appropriate for ensuring that all relevant data from the small population are included in the study, thus increasing the accuracy of the findings.

To collect data, the researcher used a Likert scale in the research instrument, which allowed for the measurement of attitudes, perceptions, and opinions regarding the office layout and job satisfaction. The questionnaire was then distributed via Google Forms, allowing respondents to provide their answers remotely. This approach also facilitated easy data collection and analysis. For data analysis, the study utilized several techniques:

1. Instrument testing, which included both validity and reliability tests, to ensure the accuracy and consistency of the research instrument (questionnaire).
2. Classical assumption tests, including tests for normality, multicollinearity, heteroskedasticity, and autocorrelation, were conducted to verify that the data met the assumptions required for regression analysis.
3. Simple linear regression analysis was employed to explore the relationship between office layout and employee job satisfaction.
4. Hypothesis testing using the t-test and R Square method helped assess the significance of the findings and determine how well the office layout explains the variation in employee job satisfaction.

The data analysis in this study was conducted by carefully referring to and being guided by a number of previous studies, including works by [Aliya and Saragih \(2020\)](#); [Ervianti et al. \(2023\)](#); [Kharis et al.](#)

(2021); [Mardiatmoko \(2020\)](#); [Mulyapradana, Rosewati, and Muafiq \(2020\)](#); [Senduk and Lesnussa \(2021\)](#); [Yusda et al. \(2022\)](#). These studies served as a comprehensive theoretical foundation that informed the development of the analytical framework, particularly in identifying relevant variables, formulating hypotheses, and determining appropriate methods for testing the relationships between variables. Furthermore, the findings and approaches from these prior works were also used as key references in interpreting the results of the analysis, allowing for a more systematic, valid, and contextually grounded explanation of the research outcomes.

4. Result and Discussions

To obtain the necessary data for this study, the researcher distributed a questionnaire to 35 respondents using Google Forms. The questionnaire contained 12 questions for Variable X (Office Layout) and 13 questions for Variable Y (Employee Job Satisfaction). The following is the analysis of the characteristics of the respondents in this study:

1. There were 16 male respondents, making up 45.7%, while 19 female respondents accounted for 54.3%. The number of female respondents was higher than the number of male respondents.
2. The age range of the respondents is as follows:
 - a. 25-30 years old: 5 respondents (14.3%)
 - b. 31-35 years old: 8 respondents (22.9%)
 - c. 36-40 years old: 6 respondents (17.1%)
 - d. 41-45 years old: 10 respondents (28.6%)
3. The number of respondents in the 41-45 years old range was larger than those in the 46-50 years old range.

The highest level of education among the respondents was as follows:

1. 4 people with high school (11.4%)
2. 3 people with diploma (8.6%)
3. 21 people with a bachelor's degree (60%)
4. 7 people with graduate degrees (20%)

4.1 Descriptive Statistical Test Results

In this study, descriptive statistical analysis was conducted, including minimum, maximum, mean, and standard deviation values for each variable. For office layout (X), the minimum value was 48, the maximum value was 60, the mean value was 53.5143, and the standard deviation was 3.15643. For employee job satisfaction (Y), the minimum value was 52, the maximum value was 65, the mean value was 57.6000, and the standard deviation was 2.95257. For data processing, the researcher used SPSS version 20, and the following data analysis results were obtained:

1. Validity test results for the office layout variable, which consisted of 12 items, and the employee job satisfaction variable, which consisted of 13 items, showed that all items were valid since the calculated r -value was greater than the r -table value (0.334).
2. To ensure the validity and reliability of the questionnaire items, the researcher conducted a reliability test. The reliability result showed that the Cronbach's Alpha for the office layout variable (X) was 0.730, and for the employee job satisfaction variable (Y) it was 0.683. These values exceed the required Cronbach's Alpha threshold of 0.60, indicating good reliability.

4.2 Normality Test

A normality test was conducted to determine whether the independent and dependent variables, or all variables in the regression model, follow a normal distribution. The test used the normal P-P plot, and if the points follow the diagonal line, the regression model is assumed to have normality. The Kolmogorov-Smirnov method was used, comparing the Asymp. Sig value with $\alpha = 0.05$. If the significance value was greater than $\alpha = 0.05$, the data were considered normal. In this study, the Asymp. Sig value was 0.995, indicating that the data follow a normal distribution and can be used in the analysis.

4.3 Multicollinearity Test

The multicollinearity test was conducted to determine whether there is a correlation between the independent variables in the regression model. The Variance Inflation Factor (VIF) and Tolerance values were used to assess multicollinearity. If the VIF value is less than 10 or the Tolerance value is greater than 0.1, no multicollinearity exists. The results of the calculations were as follows:

1. The Tolerance value for office layout (X) was 1.000, which is greater than 0.1, meaning there was no multicollinearity in the regression model.
2. The VIF value for office layout (X) was 1.000, which is less than 10, indicating no multicollinearity in the regression model.

4.4 Heteroskedasticity Test

The heteroskedasticity test was conducted to determine whether the regression model maintained constant variance across the data. In regression analysis, the assumption of constant variance (homoskedasticity) is essential because if the variance of the errors varies across observations, it can lead to inefficient estimates and affect the validity of hypothesis tests. If this assumption is violated, the model would be considered unreliable as a forecasting tool. In this study, the significance value obtained from the heteroskedasticity test was 0.176, which is greater than the threshold of 0.05. This result suggests that the assumption of homoskedasticity is not violated, meaning that the variance is constant across the data points. Therefore, the model is free from heteroskedasticity and can be considered valid for making predictions and further statistical analysis ([Hanafi & Kholil, 2025](#)).

4.5 Autocorrelation Test

The Durbin-Watson statistic for the autocorrelation test in this study was 1.829, which falls within the acceptable range of 1.65 – 2.35. This range indicates that there is no autocorrelation present in the residuals of the regression model. Autocorrelation refers to the correlation of a variable with itself over successive time periods, and the absence of autocorrelation suggests that the residuals (errors) from the model are independent of each other, which is a necessary condition for valid regression analysis ([Izzah, 2025](#)). To pass the autocorrelation test, the Durbin-Watson statistic (d) must fall within the range $du < d < 4-du$, where du represents the lower and upper critical values for the test. In this case, the calculated d value of 1.829 satisfies the condition because it falls between $du = 1.5191$ and $4-du = 2.4809$, confirming that there is no autocorrelation in the data. This result ensures that the regression model is reliable and that the residuals are not correlated over time. The calculation results are as follows:

$$\begin{aligned} N &= 35, \\ d &= 1.829, \\ dl &= 1.4019, \\ du &= 1.5191, \\ 4 - du &= 4 - 1.5191 = 2.4809 \end{aligned} \tag{1}$$

The result is $du < d < 4-du$, meaning $1.5191 < 1.829 < 2.4809$, so no autocorrelation was detected in the regression model.

4.6 Simple Linear Regression Test

The simple linear regression test aims to measure the extent of the effect of office layout (X) on job satisfaction (Y). Based on the results of the regression analysis, the regression equation formed is:

$$\begin{aligned} Y &= a + bX \\ Y &= 34.977 + 0.423X \end{aligned} \tag{2}$$

Where:

- Y = Job Satisfaction
- X = Office Layout
- a = Constant
- b = Regression Coefficient

According to the equation, the job satisfaction value before being influenced by the office layout variable is positive, with a constant value of 34.977 and a regression coefficient (b) of 0.423. This

means that every 1-point increase in the office layout score results in a 0.423 increase in job satisfaction, assuming all other variables remain constant. The regression coefficient indicates a positive or direct influence between office layout and job satisfaction.

4.7 T-test

The t-test is used to determine whether the independent variable has a significant effect on the dependent variable. The test was conducted with a significance level of > 0.05 . To find the t-table value, the calculation was based on the degrees of freedom $df = n - 2$, which gives $35 - 2 = 33$. With a significance level of 0.05 or 5%, the t-table value is 1.692. Based on the calculations, the following conclusions were made. From the significance value in the coefficients table, the significance value was 0.006, which is less than 0.05, indicating that the data is significant. Therefore, it can be concluded that the office layout (X) has an effect on employee job satisfaction (Y). The t-value was 2.910, which is greater than the t-table value of 1.692, so H_a hypothesis is accepted, confirming that the office layout (X) has an effect on employee job satisfaction (Y).

4.8 Coefficient of Determination

The coefficient of determination (R Square) is a statistical measure that indicates how well the independent variable accounts for the variation in the dependent variable. It provides insight into the proportion of the variance in the dependent variable that can be explained by the independent variable. The value of R Square ranges from 0 to 1, where 0 indicates that the independent variable does not explain any of the variance, and 1 indicates that it perfectly explains the variance. In this study, the R Square value was found to be 0.507, which means that 51% of the variance in job satisfaction (Y) can be explained by office layout (X). This suggests that office layout has a moderate impact on job satisfaction. However, it also indicates that 49% of the variance in job satisfaction is influenced by other factors that were not included in this study. These could be additional organizational, personal, or environmental factors that affect employees' job satisfaction but were outside the.

5. Conclusions

5.1 Conclusion

Based on the results of the study, it can be concluded that the office layout has a significant and positive impact on employee job satisfaction. This conclusion is supported by the fact that the calculated t-value of 2.910 is greater than the t-table value of 1.692, and the significance value of 0.006 is less than 0.05. The hypothesis H_a is therefore accepted, indicating that office layout significantly influences job satisfaction. Furthermore, the validity and reliability of the office layout variable ranged from 0.400 to 0.667, with a reliability coefficient of 0.730, compared to r-table (0.334). Similarly, the job satisfaction variable showed a validity and reliability range from 0.386 to 0.601, with a reliability coefficient of 0.683, also compared to r-table (0.334). The coefficient of determination (R Square) of 0.507 indicates that 51% of job satisfaction is influenced by office layout, while the remaining 49% is impacted by factors not explored in this study.

5.2 Research Limitations

The study faced some limitations, notably the limited number of respondents ($N = 35$). This small sample size may have restricted the generalizability of the findings. Additionally, the study only explored office layout and job satisfaction, excluding other potentially relevant factors that might influence job satisfaction. Therefore, the findings should be interpreted with caution, especially when considering broader organizational contexts.

5.3 Suggestions and Directions for Future Research

Future research should aim to expand the sample size to enhance the generalizability of the results and provide a more comprehensive analysis. Additionally, future studies could explore other variables not covered in this study, such as organizational culture, employee engagement, or leadership style, to understand their impact on job satisfaction. Moreover, longitudinal studies could be conducted to examine the long-term effects of office layout on employee satisfaction over time. Including diverse

sectors or industries would also help to gain insights into how different work environments influence employee outcomes. Finally, future research could examine the role of digital workspaces and remote work setups as new factors influencing job satisfaction in the digital age.

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Author Contributions

AM contributed to the conceptualization of the research, the design of the study, and the data collection process. Additionally, AM was responsible for drafting the initial manuscript. AE took the lead in the data analysis and was involved in drafting and revising the manuscript, ensuring that the research findings were accurately represented. ADA was responsible for further data collection and played a significant role in analyzing the data, as well as contributing to the revision of the manuscript to ensure clarity and precision in presenting the results. BL contributed to the study design, providing overall supervision throughout the research process. BL also played a key role in the final approval of the manuscript, ensuring that all aspects of the research met the required standards. NM provided essential supervision during the study, ensuring that the research adhered to academic and ethical standards. NM was also responsible for the final approval of the manuscript and contributed to the revision of the document, ensuring its completeness and quality. This contribution statement ensures full transparency, clarifying the specific roles and responsibilities of each author in the research process.

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