

Office Layout Perception and Employee Performance: The Mediating Role of Work Motivation at PT XYZ

Aldi Favian Athawijaya ^{1*}, Meylia Elizabeth Ranu ²

^{1*} Office Administration Education, Faculty of Economics and Business, Universitas Negeri Surabaya, Surabaya City, East Java Province, Indonesia

² Master of Economic Education, Faculty of Economics and Business, Universitas Negeri Surabaya, Surabaya City, East Java Province, Indonesia

Email: aldi.22130@mhs.unesa.ac.id ^{1*}, meyliaranu@unesa.ac.id ²

Article history:

Received June 5, 2026

Revised July 12, 2026

Accepted July 15, 2026

Abstract

The primary objective of this research is to investigate how perceived workspace design impacts staff productivity, incorporating internal drive as a mediating factor within an Indonesian manufacturing context at PT XYZ. By applying the Person-Environment Fit theory within the context of management science, this research addresses a theoretical gap regarding the interplay of physical ergonomics and psychological support in non-Western organizational settings. A quantitative explanatory approach was employed, utilizing saturated sampling to collect primary data via questionnaires from 40 active employees in the PPIC and Accounting divisions. Data processing was executed utilizing the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach via SmartPLS software. The empirical findings demonstrate a solid framework, accounting for 71.9% of the variations in workforce productivity. Office layout perception demonstrates a significant positive direct effect on both employee performance ($p = 0.006$) and work motivation ($p = 0.000$). Furthermore, work motivation significantly drives performance ($p = 0.000$) and acts as a crucial mediator in the layout-performance relationship (indirect effect $p = 0.000$). The findings underscore the necessity of tailoring workspace designs to specific operational needs, such as open-plan spaces for communication-heavy tasks and partitioned areas for focus-intensive work. Ultimately, to sustain operational efficiency and human resource effectiveness, management should prioritize targeted physical environment improvements, such as optimized lighting and ventilation, alongside supportive organizational policies.

Keywords:

Office layout perception; Employee performance; Work motivation; Person-Environment fit; PLS-SEM.

1. INTRODUCTION

Employee performance is a key indicator of organizational success in achieving strategic objectives. Performance not only illustrates an employee's competence in fulfilling job requirements but also demonstrates the institution's capability in managing its workforce. In a global context, various scholarly investigations demonstrate that workforce productivity is significantly shaped by the professional setting, encompassing both tangible and mental dimensions. Office layout designed by considering organizational structure and collaboration patterns can improve productivity and communication effectiveness among employees (Rashid et al., 2009; Sailer et al., 2009). Furthermore, workspace typology significantly influences job satisfaction and employee performance through efficient circulation and accessibility arrangements (Ali Mustafa & Abdullah Azeez, 2022). Satisfaction with the workplace environment also contributes directly to employee performance and organizational engagement (Ji et al., 2014; Rousseau, 1998).

At the national level, the issue of employee performance in Indonesia remains a serious challenge. The Jakarta metropolitan area, for example, has 4,836,977 workers, many of whom face physical and non-

physical workplace problems (Putra, 2020). Inadequate working environments such as limited workspace, poor ventilation, and insufficient facilities have been identified as significant barriers to productivity (Kurniawaty et al., 2019; Raziq & Maulabakhsh, 2015; Shahzad et al., 2023). Nusraningrum et al (2024) reported that 90% of employees in the Jabodetabek logistics sector consider their workspace uncomfortable and inadequate, while 85% reported not enjoying their work. These findings indicate that many organizations in Indonesia have not prioritized workspace comfort as a factor influencing motivation and employee performance. Information published by the Central Statistics Agency via the National Labor Force Survey (SAKERNAS) further highlights that despite strong workforce participation rates, operational efficiency and productivity have yet to reach optimal levels. This underscores the critical need for a high-quality work environment to boost output (Badan Pusat Statistik, 2024).

PT XYZ, a manufacturing company, also faces similar challenges related to employee performance. Preliminary observations indicate delays in administrative document completion, untimely operational reporting, and low work initiative among employees. In several divisions, employees tend to wait for instructions rather than proactively completing tasks. Additionally, work fatigue is indicated by decreased enthusiasm and reduced employee engagement during teamwork activities. These phenomena suggest that employee performance problems need further examination, particularly in relation to physical and psychological workplace conditions.

The office layout condition at PT XYZ still shows several constraints that may reduce employee comfort and performance. Observations reveal that workspaces are dense and not proportional to the number of employees. High partitions between desks limit visibility and interaction, natural lighting is insufficient, and poor ventilation results in inadequate air circulation. Stacked boxes and cables also restrict movement, while furniture such as desks and chairs is not fully ergonomic. This isolating physical environment creates a significant challenge in the context of Indonesia, where work culture functions as a fundamental mental program that relies heavily on human cooperation within a community (Hasing & Sulkarnain, 2019). A work environment can only reach its maximum potential when a company creates a conducive and collaborative atmosphere that carefully addresses both the physical and psychological needs of its employees (Firjatullah et al., 2023). Consequently, the restrictive layout at PT XYZ, especially the high partitions, directly contradicts this cultural inclination for collaborative work. These conditions are consistent with findings that poorly organized workspaces increase work stress risk (Nusraningrum et al., 2024). Inefficient workspace layout may also increase psychological burden and reduce employee motivation, ultimately decreasing productivity (Arata et al., 2025).

Optimal employee performance cannot be separated from a supportive work environment. One important aspect of workplace support is ergonomic office layout design that facilitates work activities. Proper workspace arrangement can create conducive working conditions, increase comfort, improve employee interaction, and reduce work-related stress (Osuch & Majchrzak, 2023). A well-organized workplace environment also enhances sense of belonging, comfort, and work motivation (Li et al., 2015). Furthermore, the psychological health and efficiency of workers are substantially impacted by internal spatial conditions, which include proper ventilation, natural illumination, strategic floor plans, and the integration of green features (WorldGBC, 2020). Consequently, the crucial link connecting workspace configuration to workforce productivity demands serious attention.

Ideal office layout design should balance physical, psychological, and aesthetic aspects. Workspace design that balances privacy and visual connectivity improves comfort and reduces work isolation (Appelmeulenbroek et al., 2022; Masoudinejad & Veitch, 2023). The inclination toward either enclosed or collaborative open-plan settings typically shifts according to specific job circumstances and the nature of the tasks performed by the staff (Tuzcuoğlu et al., 2025). Environmentally friendly workspace arrangements also foster organizational belonging (Li et al., 2015). Consequently, a practically and visually appealing professional environment is instrumental in boosting staff efficiency alongside their mental well-being.

Employee perception of office layout becomes important because it influences comfort and productivity. This perception is subjective and shaped by employees' experiences interacting with their workspace. When employees perceive office layout as supportive, they tend to be more focused, comfortable, and motivated. Conversely, poor layout increases workload and reduces enthusiasm (Bakker & Demerouti, 2007; Veitch, 2018). High job satisfaction also improves loyalty and performance, while poor workplace conditions may create organizational inefficiency (Adwan et al., 2024). Therefore, perception of office layout not only influences comfort but also affects overall organizational performance.

Work motivation acts as an important psychological factor linking workplace environment and employee performance. The self-determination framework postulates that satisfying core psychological requirements specifically personal agency, mastery, and social connection substantially boosts an individual's internal drive (Deci & Ryan, 1985). When these needs are satisfied, employees demonstrate higher engagement and better performance (Van den Broeck et al., 2010). Higher workplace comfort also encourages employees to exert greater effort to maintain favorable working conditions (Akerlof & Yellen JL, 1986). Consequently, psychological motivation acts as an essential bridge that links spatial environment evaluations to overall job execution (Adwan et al., 2024; Arata et al., 2025).

Prior scholarly investigations have explored how spatial configuration impacts workforce productivity, yet the majority of this literature is concentrated within Western corporate settings. Research in Asia, particularly Indonesia, remains limited (Koohsari et al., 2022; Sugiyama et al., 2021). Workspace preferences and office attributes may differ depending on cultural and organizational contexts (Tuzcuoğlu et al., 2025). This highlights a distinct theoretical gap concerning the interplay among workspace configuration assessments, internal motivation, as well as workforce productivity within Indonesian enterprises.

Consequently, the current investigation seeks to analyze how office layout perception influences employee performance, with work motivation serving as the mediating variable at PT XYZ. This study contributes by integrating office layout perception, work motivation, and employee performance into a single model. It is anticipated that the present study will yield verifiable proof detailing how office layout contributes to boosting motivation and performance, alongside offering actionable insights for companies to construct ergonomic and accommodating workspaces.

2. RESEARCH METHOD

The research was conducted at PT XYZ, focusing on active employees who met specific research criteria. The study was carried out starting from July 2025 until completion. This study employs a quantitative approach with an explanatory research design to ascertain causal relationships between variables (Sari et al., 2023; Strydom, 2014). Specifically, a causal associative approach was utilized to analyze the relationship between office layout perception (X) and employee performance (Y), with work motivation (Z) serving as a mediating variable (Sugiyono, 2011). Firsthand information was gathered by administering questionnaires, whereas supplementary data was sourced from academic publications and corporate records to establish a robust empirical and theoretical framework.

The variables measured in this study consist of office layout perception (independent), work motivation (mediator), and employee performance (dependent). Employee performance was measured using seven indicators adapted from (M. Hossain & Islam, 2024; Risha & Nugraha, 2022), covering aspects such as quality, quantity, timeliness, and independence. Work motivation was reflected through factors like working conditions, career prospects, and emotional involvement, adapted from (Santos et al., 2024). Meanwhile, office layout perception was assessed based on visibility, furniture placement, lighting, and noise levels, adapted from (Koohsari et al., 2022; Risha & Nugraha, 2022). The research instrument utilized a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

Table 1. Measurement of Variables

Variable	Indicators	Scale	Source
Office Layout Perception	Employee Visibility, Furniture Placement, Office Layout Type, Employee Mobility, Room Color, Lighting, Air Circulation, Noise Level	Likert (1-5)	Koohsari et al. (2022); Risha & Nugraha (2022)
Work Motivation	Motivation	Likert (1-5)	Santos & Sousa (2024)
Employee Performance	Quality, Quantity, Timeliness, Effectiveness, Independence, Work Commitment, Overall Performance	Likert (1-5)	Risha & Nugraha (2022); Hossain & Islam (2024)

While the total population of PT XYZ is approximately 2,000 employees, purposive sampling was initially applied to select respondents whose daily tasks are heavily dictated by specific office layouts (such as the PPIC and Accounting divisions). This resulted in a specific target sub-population of 40 employees. Consequently, a saturated sampling (census) technique was applied, utilizing all 40 qualified employees as active respondents (Acharya et al., 2013; Sugiyono, 2019).

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) assisted by SmartPLS software. The outer model evaluation aimed to assess indicator reliability (outer loading > 0.70), internal consistency (composite reliability and Cronbach’s alpha > 0.70), convergent validity (AVE > 0.50), and discriminant validity using the Fornell–Larcker criterion, cross-loadings, and the Heterotrait-Monotrait Ratio (HTMT) (Joseph F. Hair et al., 2017). Furthermore, the inner model evaluation was conducted to assess relationships among latent variables. This included evaluating the coefficient of determination (R²), effect size (f²), and predictive relevance (Q²). Collinearity assessment was performed to ensure Variance Inflation Factor (VIF) values were below 5. Finally, path coefficient significance, including the mediation effect, was tested using bootstrapping procedures by examining t-statistics and p-values (Joseph F. Hair et al., 2017).

3. RESULTS AND DISCUSSION

3.1. Results

The research was conducted at PT XYZ, surveying a total of 40 active employees as respondents. This survey aimed to measure employees' perceptions regarding office layout, work motivation, and their subsequent performance. All questionnaires were successfully collected and deemed suitable for further analysis. Based on data entry, an outline of the respondents' overall characteristics was obtained, providing a foundation for understanding the context of the data.

Table 2. Characteristics of Respondents

Demographic	Category	Frequency	Percentage
Gender	Female	24	60.0%
	Male	16	40.0%
	Total	40	100%
Age	< 25 Years	9	22.5%
	25-35 Years	9	22.5%
	35 Years	22	55%
	Total	40	100%
Tenure	< 1 Years	11	27.5%
	1-3 Years	6	15.0%
	> 3 Years	23	57.5%
	Total	40	100%
Position	Staff	31	77.5%
	Supervisor	6	15.0%
	Manager	3	7.5%
	Total	40	100%

Source: Processed Data, 2025

Table 2 shows the demographic distribution of the 40 respondents at PT XYZ. The workforce is predominantly female (60%), which may influence perceptions of workspace and motivation. Furthermore, 55% of the respondents are over 35 years old, and 57.5% have been working at the company for more than 3 years. This indicates a mature and experienced workforce, providing stability and objective assessments regarding the work environment and their performance. Professionally, the majority are staff-level employees (77.5%), representing the operational layer that directly experiences the daily physical office layout. The data were statistically processed using SmartPLS to evaluate the measurement model (Outer Model) and the structural model (Inner Model). Validity testing ensures the indicators reflect the latent variables. Most indicators across employee performance (Y), work motivation (Z), and office layout (X) showed strong outer loadings above 0.60, with specific items measuring performance, motivation, and layout demonstrating robust validity (achieving high scores of 0.883, 0.774, and 0.810, respectively). While a few specific indicators fell below the ideal 0.70 threshold (with loadings as low as 0.356 and 0.460), they were retained in the measurement model based on methodological guidelines. Based on analytical guidelines by Hair et al. (2017), outer loadings ranging from 0.40 to 0.70 remain permissible; their elimination is strictly recommended only if it substantially elevates the construct's composite reliability or Average Variance Extracted (AVE) past minimum standards. Furthermore, their retention is conceptually crucial for capturing the multidimensional nature of office layout perception and the nuanced psychological aspects of work motivation, preventing the compromise of the construct's content validity.

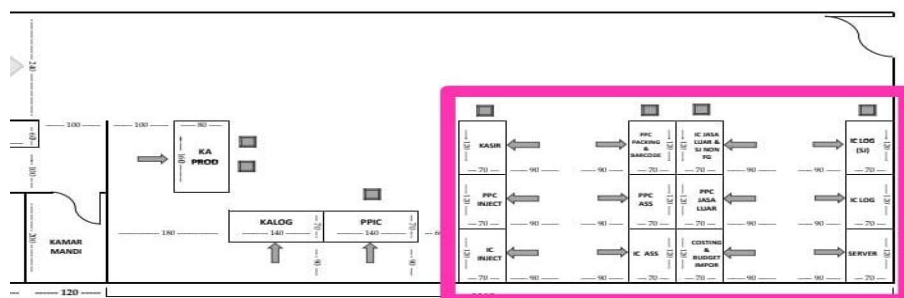


Figure 1. Office Layout Plan of PT XYZ

Beyond demographic characteristics, the physical workspace at PT XYZ is strategically divided into two distinct layout typologies tailored to departmental functions. The Production Planning and Inventory Control (PPIC) division, occupied by 12 employees, utilizes an open-plan office layout without permanent

partitions. Covering an area of 56.4 square meters (6m x 9.4m), the room is equipped with standard desks (120 cm × 70 cm) and provides 180 cm of total movement space between facing chairs. This open configuration, supported by adequate natural and artificial lighting as well as air conditioning, is deliberately designed to facilitate the rapid and intensive communication required for production coordination. However, the lack of spatial boundaries also exposes employees to potential noise and reduced privacy. Conversely, the accounting division, comprising 9 employees, employs a cubicle-type layout with blue partitions separating the facing desks. This enclosed configuration provides distinct visual boundaries, minimizing distractions and ensuring a higher degree of privacy. This layout is perfectly aligned with the nature of accounting tasks, which demand meticulous accuracy and high concentration on financial data, although it inherently limits spontaneous interpersonal interaction. These contrasting physical conditions provide a clear empirical context for understanding the varying scores in employees' layout perceptions.

The analysis continued with a reliability test to measure internal consistency. A construct is reliable if both Cronbach's Alpha and Composite Reliability (CR) are greater than 0.70.

Table 3. Reliability and Convergent Ability

Variable	Cronbach's Alpha	Composite Reliability	AVE
Office Layout Perception (X)	0.827	0.848	0.308
Work Motivation (Z)	0.876	0.884	0.427
Employee Performance (Y)	0.914	0.924	0.463

Source: Processed Data, 2025

As seen in Table 3, Employee Performance achieved the highest reliability (Cronbach's Alpha = 0.914; CR = 0.924). While the Average Variance Extracted (AVE) values for the constructs were slightly below the standard 0.50 threshold (Y=0.463, Z=0.427, X=0.308), the convergent validity is still considered acceptable because the Composite Reliability for all variables comfortably exceeded 0.70. Discriminant validity was also established using the Heterotrait-Monotrait Ratio (HTMT), where all inter-construct values remained well below the 0.90 limit (the highest being 0.868 between Motivation and Performance), confirming that each variable measures distinct concepts. To ensure stable path coefficient estimates, collinearity was checked. All Variance Inflation Factor (VIF) values were well below the 5.00 limit, peaking at 1.261, indicating the model is free from multicollinearity. The model's predictive accuracy is represented by R-Square. Office layout and work motivation collectively explain a substantial 71.9% of the variance in employee performance ($R^2 = 0.719$). Meanwhile, office layout accounts for 20.7% of the variance in work motivation ($R^2 = 0.207$). Effect size (f^2) measures the specific contribution of each variable. The effect of office layout on performance (0.231) and on motivation (0.261) represents medium effect sizes. Strikingly, the effect of work motivation on employee performance yielded an f^2 of 1.300, indicating a massive contribution to explaining performance variations.

Ultimately, the structural paths were verified through a bootstrapping mechanism, employing a significance threshold of $p < 0.05$ and t-values exceeding 1.96.

Table 4. Structural Model and Hypothesis Testing

Hypothesis Path	Path Coefficient	t-Statistic	p-Value
Office Layout Perception (X) → Employee Performance	0.286	2.775	0.006
Office Layout Perception (X) → Work Motivation (Z)	0.455	4.384	0.000
Work Motivation (Z) → Employee Performance (Y)	0.678	8.214	0.000
Office Layout Perception (X) → Work Motivation (Z) → Employee Performance (Y)	0.309	3.579	0.000

Source: Processed Data, 2025

The statistical output detailed in Table 4 confirms that every proposed pathway exhibits a positive and significant trajectory. Office layout has a direct, positive effect on both Employee Performance ($p = 0.006$) and Work Motivation ($p = 0.000$). Work motivation significantly drives Employee Performance ($p = 0.000$). Furthermore, the indirect effect testing confirms that work motivation acts as a significant mediator ($p = 0.000$), meaning improvements in the office layout not only directly boost performance but also do so indirectly by elevating employee motivation.

3.2. Discussion

Regarding the influence of office layout perception on employee performance, the findings indicate a positive effect, meaning a well-organized workspace enhances work effectiveness. This finding aligns with the Person-Environment Fit (P-E Fit) theory, which emphasizes that an environment meeting employees' physical needs (needs-supplies fit) optimizes activity and performance. Descriptive data reveals that workspace lighting is the highest-rated indicator, showing that adequate illumination significantly aids accuracy and efficiency. At PT XYZ, while lighting is generally good, issues remain with dense spaces, sub-

optimal ventilation, and non-ergonomic furniture. The company has tailored layouts to operational needs, such as a partition-less open plan for the PPIC division to facilitate rapid document flow, and separated workspaces for accounting, which relies on computerized systems. This confirms previous studies by (Gerlitz & Hülsbeck, 2024; M. M. Hossain & Islam, 2024; Indergård & Hansen, 2025; Zhenjing et al., 2022), which consistently report that proper physical workspace design significantly boosts individual productivity and performance.

Furthermore, office layout perception positively influences work motivation, demonstrating that a comfortable and well-arranged physical environment fosters a conducive atmosphere and internal drive. This is also grounded in the P-E Fit theory, where a workspace that accommodates psychological needs and mobility enhances the employee's motivation. The descriptive data highlights that employees feel strongly supported by a cooperative work environment. At PT XYZ, the specific layout designs an open space for PPIC to encourage intensive communication and separated desks for accounting to support focused tasks create a positive, supportive environment that sparks enthusiasm. These findings corroborate research by (Ali Mustafa & Abdullah Azeez, 2022; Arata et al., 2025; Bergefurt et al., 2024; Zerella et al., 2017), affirming that spatial features like layout type, physical proximity, and visual privacy are critical in enhancing an employee's psychological well-being and motivation.

Work Motivation also demonstrated a positive impact on Employee Performance. Employees with high motivation exhibit greater effort, task commitment, and optimal target achievement. Theoretically, under the P-E Fit framework, motivation acts as the psychological mechanism linking environmental suitability to adaptive work behaviors. Behaviorally, this is reflected in the respondents' high commitment, where motivated employees consistently strive to maintain high work standards and complete all required tasks. These results are consistent with recent literature by (Asamani et al., 2025; Czerwińska-Lubszczyk & Jankowiak, 2025; Elamalki et al., 2024; Tuzcuoğlu et al., 2025), which identify motivation as a crucial psychological bridge that translates organizational factors and work experience into optimal performance output.

Finally, the study establishes that Work Motivation plays a mediating role between office layout perception and employee performance. A positively perceived workspace not only directly affects performance but also indirectly elevates it by fostering a strong internal drive. Within the P-E Fit perspective, this proves that environmental suitability fulfills psychological needs, creating a motivational state that leads to productive behavior. This mediating mechanism is supported by (Elamalki et al., 2024; Santos et al., 2024; Zhenjing et al., 2022). Practically, PT XYZ enforces strict working hours (08:00 to 16:30) and evaluates discipline monthly, where lateness can result in salary cuts and affect year-end remuneration. Performance is appraised based on task accuracy according to job descriptions. To maximize performance, PT XYZ must maintain its tailored workspace strategy keeping PPIC open for communication and Accounting separated for focus while prioritizing physical improvements. Specifically, enhancing lighting distribution, optimizing ventilation, and providing ergonomic furniture are proven necessities to sustain long-term motivation and operational efficiency.

Despite these robust findings, the study acknowledges certain limitations. The analysis is confined to a specific sub-population within PT XYZ, which may limit the broader generalizability of the results. Future research should address this by exploring diverse organizational contexts and incorporating additional variables that might affect motivation and performance, such as leadership or compensation. Overall, these findings highlight the critical interplay between physical workspace and psychological motivation in driving employee performance, laying the groundwork for the concluding strategic recommendations presented in the subsequent section.

4. CONCLUSION

This study investigating the relationships among office layout perception, work motivation, and employee performance at PT XYZ yielded positive and significant results across all tested variables, explaining 71.9% of the variation in employee performance. Specifically, office layout perception significantly impacts both employee performance (path coefficient = 0.286, p-value = 0.006) and work motivation (path coefficient = 0.455, p-value = 0.000). Furthermore, work motivation demonstrated a strong positive effect on performance (path coefficient = 0.678, p-value = 0.000) and successfully acts as a crucial mediator (indirect effect = 0.309, p-value = 0.000). This elucidates the underlying mechanism of how a physical environment impacts performance: a well-designed layout directly provides comfort and supports mobility, while motivation emerges as the psychological key that drives employees to work more vigorously. Given these proven effects, it is imperative for PT XYZ to evaluate and redesign its workspaces by ensuring even lighting, optimal air circulation, and adequate desk spacing. The company must also maintain a tailored design strategy suited to distinct operational needs: installing enclosed partitions for divisions handling analytical tasks that demand high concentration (such as accounting), while implementing strict noise control measures in collaborative, open-plan areas like the PPIC division. Finally, to sustain the high motivation necessary for

optimal performance, management should prioritize supportive policies such as performance rewards, clear task distribution, and the continuous fostering of a conducive work environment.

Despite these significant findings, this study acknowledges certain limitations. The dataset relies on a restricted cohort of 40 participants from one specific manufacturing entity, potentially constraining the external validity of the conclusions across different economic sectors. Therefore, future research should aim to involve larger and more diverse samples across different organizations to validate these findings. Future research is recommended to broaden this model by adding other factors that might affect work outcomes and workspace perception, such as leadership styles and company culture.

ACKNOWLEDGEMENTS

The authors sincerely thanks Dr. Meylia Elizabeth Ranu, S.Pd., M.S.M. for her helpful advice, ongoing support, and valuable feedback throughout the entire research process. The authors are equally indebted to the entire staff and executive team at PT XYZ, whose willingness to participate and grant site access made this empirical investigation possible. Furthermore, the author acknowledges Universitas Negeri Surabaya for providing the academic platform and support to accomplish this work.

REFERENCES

- Acharya, A. S., Prakash, A., Saxena, P., & Nigam, A. (2013). Sampling: Why and how of it. *Indian Journal of Medical Specialties*, 4(2), 330–333. <https://doi.org/10.7713/ijms.2013.0032>
- Adwan, S., Goncharenko, G., & Liu, S. (2024). The impact of employee satisfaction on company's labour investment efficiency. *Elsevier*. <https://doi.org/https://doi.org/10.1016/j.irfa.2024.103570>
- Akerlof, & Yellen JL, E. (1986). *Efficiency Wage Models of the Labor Market*. Cambridge University Press.
- Ali Mustafa, F., & Abdullah Azeez, S. (2022). Role of office layout typology in saving time and distance spent by users: Case of office buildings in Erbil city. *Ain Shams Engineering Journal*, 13(5), 101742. <https://doi.org/10.1016/j.asej.2022.101742>
- Appel-meulenbroek, R., Kemperman, A., Water, A. Van De, Weijs-perr, M., & Verhaegh, J. (2022). How to attract employees back to the office? A stated choice study on hybrid working preferences. *Journal of Environmental Psychology*, 81(March). <https://doi.org/10.1016/j.jenvp.2022.101784>
- Arata, S., Sugiuchi, M., Yazawa, R., Funatsu, H., & Kawakubo, S. (2025). Effects of perceived office environment on the subjective well-being of workers: Insights from a structural equation modeling analysis. *Building and Environment*, 267(PB), 112180. <https://doi.org/10.1016/j.buildenv.2024.112180>
- Asamani, L., Acquah-Coleman, R., Senayah, W. K., & Oppong, S. (2025). Interactive roles of resource availability, role clarity and employee motivation in enhancing organisational effectiveness through employee performance and job satisfaction. *Discover Psychology*. <https://doi.org/10.1007/s44202-025-00333-8>
- Badan Pusat Statistik. (2024). *Keadaan Angkatan Kerja Jakarta februari 2024*.
- Bakker, & Demerouti. (2007). The Job Demands-Resources model: state of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Bergefurt, L., Boogert, P. F. Van Den, Appel-meulenbroek, R., & Kemperman, A. (2024). The interplay of workplace satisfaction, activity support, and productivity support in the hybrid work context. *Building and Environment*, 261(February), 111729. <https://doi.org/10.1016/j.buildenv.2024.111729>
- Czerwińska-Lubczyk, A., & Jankowiak, N. (2025). Motivation In the Workplace – A Generational Perspective. *Management Systems in Production Engineering*, 33(1). <https://doi.org/10.2478/mspe-2025-0011>
- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. Springer.

- Elamalki, D., Kaddar, A., & Beniich, N. (2024). Impact of motivation on the job performance of public sector employees: the case of Morocco. *Future Business Journal*, 10(1), 1–15. <https://doi.org/10.1186/s43093-024-00342-4>
- Firjatullah, J., Wolor, C. W., & Marsofiyati. (2023). Pengaruh Lingkungan Kerja, Budaya Kerja, dan Beban Kerja Terhadap Kinerja Karyawan. *Manuhara: Pusat Penelitian Ilmu Manajemen Dan Bisnis*, 2. <https://doi.org/https://doi.org/10.61132/manuhara.v1i3.426>
- Gerlitz, A., & Hülsbeck, M. (2024). The productivity tax of new office concepts: a comparative review of open-plan offices, activity-based working, and single-office concepts. *Management Review Quarterly*, 74(2), 745–775. <https://doi.org/10.1007/s11301-022-00316-2>
- Hasing, W. F., & Sulkarnain. (2019). Pengaruh Budaya Kerja, Kompensasi dan Etos Kerja Terhadap Kinerja Karyawan pada PT. Telkom Indonesia. *Balanca: Jurnal Ekonomi Dan Bisnis Islam*, 1(2), 238–258. <https://doi.org/https://doi.org/10.35905/balanca.v1i2.1146>
- Hossain, M. M., & Islam, M. S. (2024). Employee Loyalty Moderates the Relationship Between Job Satisfaction and Other Influencing Factors of Employees' Performance. *Journal of the Knowledge Economy*, 0123456789. <https://doi.org/10.1007/s13132-024-02383-0>
- Hossain, M., & Islam, S. (2024). Employee Loyalty Moderates the Relationship Between Job Satisfaction and Other Influencing Factors of Employees' Performance. *Journal of the Knowledge Economy*, 0123456789. <https://doi.org/10.1007/s13132-024-02383-0>
- Indergård, K., & Hansen, G. K. (2025). The impact of workplace design on academic staff: a systematic literature review. *Building Research and Information*, 53(4), 479–491. <https://doi.org/10.1080/09613218.2024.2419868>
- Ji, J.P., G., & Messersmith, J. G. (2014). The tortoise and the hare: employment instability. *Human Resource Management Journal*, 24, 355–373. <https://doi.org/10.1111/1748-8583.12052>
- Joseph F. Hair, J., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. In Sage Publications.
- Koohsari, M. J., McCormack, G. R., Nakaya, T., Shibata, A., Ishii, K., Lin, C. Y., Hanibuchi, T., Yasunaga, A., & Oka, K. (2022). Perceived workplace layout design and work-related physical activity and sitting time. *Building and Environment*, 211, 108739. <https://doi.org/10.1016/j.buildenv.2021.108739>
- Kurniawaty, Ramly, M., & Ramlawati. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. *Management Science Letters*, 9, 877–886. <https://doi.org/10.5267/j.msl.2019.3.001>
- Li, F, W., S, R., & Y, D. (2015). Locus of control, psychological empowerment and intrinsic motivation relation to performance. *Journal of Managerial Psychology*, 30(4), 422–438. <https://doi.org/10.1108/JMP-10-2012-0318>
- Masoudinejad, S., & Veitch, J. A. (2023). The effects of activity-based workplaces on contributors to organizational productivity: A systematic review. *Journal of Environmental Psychology*, 86(November 2022), 101920. <https://doi.org/10.1016/j.jenvp.2022.101920>
- Nusraningrum, D., Rahmawati, A., Wider, W., Jiang, L., & Udang, L. N. (2024). Enhancing employee performance through motivation: the mediating roles of green work environments and engagement in Jakarta's logistics sector. *Frontiers in Sociology*, 9(May), 1–8. <https://doi.org/10.3389/fsoc.2024.1392229>
- Osuch, A., & Majchrzak, O. (2023). The role of positive institutions in language teachers' well-being. *JĘZYKOZNAWSTWO*, 2(2), 249–267. <https://doi.org/10.25312/j.6778>
- Putra, I. I. (2020). *Statistik Ketenagakerjaan DKI Jakarta 2019*. <http://statistik.jakarta.go.id/statistik-ketenagakerjaan-dki-jakarta-2019/>
- Rashid, J, W., & C., Z. (2009). Space, Behavior, and Environmental Perception in Open Plan Offices: A Prospective Study. *Environ. Planning B Planning*, 36, 432–449. <https://doi.org/10.1068/b33034>

- Raziq, A., & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. *Procedia Economics and Finance*, 23(October 2014), 717–725. [https://doi.org/10.1016/S2212-5671\(15\)00524-9](https://doi.org/10.1016/S2212-5671(15)00524-9)
- Risha, A. N., & Nugraha, A. E. (2022). Analisa Tata Ruang Kantor dan Pengaruhnya terhadap Kinerja Pegawai. *Jurnal Serambi Engineering*, 7(1), 2754–2763. <https://doi.org/10.32672/jse.v7i1.3885>
- Rousseau, D. M. (1998). Why Workers Still Identify with Organizations. *Journal of Organizational Behavior*, 19(3), 217–233. <http://www.jstor.org/stable/3100169>
- Sailer, K., Budgen, A., Lonsdale, N., Turner, A., & Penn, A. (2009). How Changing Spatial Configurations Affect Organisational Behaviours Ref 096. *Comparative Studies of Offices Pre and Post How*, 096, 1–14.
- Santos, T., Santos, E., Sousa, M., & Oliveira, M. (2024). The Mediating Effect of Motivation between Internal Communication and Job Satisfaction. *Administrative Sciences*, 14(4), 69. <https://doi.org/10.3390/admsci14040069>
- Sari, M., Rachman, H., Astuti, N. J., Afgani, M. W., & Abdullah, R. (2023). Jurnal Pendidikan Sains dan Komputer Explanatory Survey dalam Metode Penelitian Deskriptif Kuantitatif Jurnal Pendidikan Sains dan Komputer. *Jurnal Pendidikan Sains Dan Komputer*, 3(1), 10–16. <https://doi.org/10.47709/jpsk.v3i01.1953>
- Shahzad, Y., Q., S., U. R., Ding, X., & Razzaq, A. (2023). Impact of stakeholders' pressure on green management practices of manufacturing organizations under the mediation of organizational motives. *Journal of Environmental Planning and Management*, 66(10), 2171–2194. <https://doi.org/10.1080/09640568.2022.2062567>
- Strydom, H. (2014). An Evaluation of The Purposes of Research in Social Work. *Social Work Maatskaplike Werk*, 49(2). <https://doi.org/10.15270/49-2-58>
- Sugiyama, T., Hadgraft, N., Clark, B. K., Dunstan, D. W., Chevez, A., Healy, G. N., Cerin, E., LaMontagne, A. D., Shibata, A., Oka, K., & Owen, N. (2021). Office spatial design attributes, sitting, and face-to-face interactions: Systematic review and research agenda. *Building and Environment*, 187. <https://doi.org/10.1016/j.buildenv.2020.107426>
- Sugiyono. (2011). *Metode penelitian kuantitatif kualitatif dan R&D*. Alfabeta. Bandung
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta. Bandung
- Tuzcuoğlu, D., Appel-Meulenbroek, R., Borgers, A., Arentze, T., & Sungur, A. (2025). Differences in preferences for office attributes in hybrid working: Office versus Flexible Workdays. *Journal of Environmental Psychology*, 104(April). <https://doi.org/10.1016/j.jenvp.2025.102587>
- Van den Broeck, A., Vansteenkiste, M., De Witte, H., Soenens, B. and Lens, W. (2010), Capturing autonomy, competence, and relatedness at work: Construction and initial validation of the Work-related Basic Need Satisfaction scale. *Journal of Occupational and Organizational Psychology*, 83: 981-1002. <https://doi.org/10.1348/096317909X481382>
- Veitch, J. A. (2018). How and why to assess workplace design: Facilities management supports human resources. *Organ. Dynam.*, 47(2), 78–87. <https://doi.org/10.1016/j.orgdyn.2018.01.002>
- WorldGBC, health & wellbeing framework. (2020). six principles for a healthy, sustainable built environment. 18.
- Zerella, S., Treuer, K. Von, & Albrecht, S. L. (2017). The influence of office layout features on employee perception of organizational culture. *Journal of Environmental Psychology*, 54, 1–10. <https://doi.org/10.1016/j.jenvp.2017.08.004>
- Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Frontiers in Public Health*, 10(May). <https://doi.org/10.3389/fpubh.2022.890400>