

Office layout and communication effects on employee work morale

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Abstrak

Terdapat permasalahan mengenai semangat kerja pegawai yang rendah. Semangat kerja pegawai merupakan aspek yang sangat penting karena berperan dalam mempercepat pencapaian tujuan suatu organisasi. Penelitian ini bertujuan untuk mengetahui (1) pengaruh tata ruang kantor terhadap semangat kerja pegawai; (2) pengaruh komunikasi kantor terhadap semangat kerja pegawai; (3) pengaruh tata ruang kantor dan komunikasi kantor terhadap semangat kerja pegawai di kantor Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kabupaten Karanganyar. Penelitian ini menggunakan pendekatan kuantitatif dengan metode kausalitas. Populasi berjumlah 48 pegawai dengan sampel penelitian seluruh pegawai di kantor DPMPTSP Kabupaten Karanganyar yaitu sebanyak 48 pegawai. Sampel penelitian menggunakan teknik non-probability sampling dan teknik pengumpulan data menggunakan angket. Teknik analisis data menggunakan teknik analisis regresi linear berganda dengan bantuan software SPSS Statistic 26 for Windows. Hasil penelitian menunjukkan bahwa (1) terdapat pengaruh positif dan signifikan antara variabel tata ruang kantor terhadap semangat kerja pegawai DPMPTSP Kabupaten Karanganyar yang dibuktikan melalui nilai $t_{hitung} 2,295 > t_{tabel} 2,014$; (2) terdapat pengaruh positif dan signifikan antara variabel komunikasi kantor terhadap semangat kerja pegawai DPMPTSP Kabupaten Karanganyar. Hal ini dibuktikan melalui nilai $t_{hitung} 2,283 > t_{tabel} 2,014$; (3) terdapat pengaruh positif dan signifikan antara variabel tata ruang kantor dan komunikasi kantor terhadap semangat kerja pegawai di kantor DPMPTSP Kabupaten Karanganyar. Hal ini dibuktikan melalui nilai $F_{hitung} 10,338 > F_{tabel} 3,20$. Berdasarkan hasil tersebut, maka dapat disimpulkan bahwa tata ruang kantor dan komunikasi kantor berpengaruh positif dan signifikan secara simultan terhadap semangat kerja pegawai di kantor DPMPTSP Kabupaten Karanganyar.

Kata kunci: interaksi organisasi; lingkungan kerja fisik; produktivitas pegawai; ruang kerja

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Abstract

This research addressed low employee work morale problems at the Investment and One-Stop Integrated Services Office of Karanganyar Regency. The study examined: (1) office layout influence on employee work morale; (2) office communication influence on employee work morale; and (3) their combined influence. Using quantitative causal methodology, this research involved 48 employees as both population and sample through non-probability sampling. Data collection utilized questionnaires, with multiple linear regression analysis conducted using SPSS Statistics 26. Results revealed: (1) office layout positively and significantly influenced employee work morale ($t_{\text{count}} = 2.295 > t_{\text{table}} = 2.014$); (2) office communication positively and significantly influenced employee work morale ($t_{\text{count}} = 2.283 > t_{\text{table}} = 2.014$); and (3) both variables simultaneously demonstrated positive and significant influence on employee work morale ($F_{\text{count}} = 10.338 > F_{\text{table}} = 3.20$). The determination coefficient showed 31.5% variance explanation, with remaining 68.5% attributed to other factors. These findings confirm that effective office layout and communication are crucial determinants of employee work morale in public service organizations.

Keywords: employee productivity; organizational interaction; physical work environment; workspace

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Introduction

Organizations require high-quality human resources (HR) to generate excellent results and achieve desired objectives. When organizations possess high-quality HR, employees can optimally execute their duties and responsibilities (Kusuma, 2016). Human resources play vital roles in companies and are expected to enhance organizational productivity. Employee work morale represents one factor influencing company productivity.

Employees with high work morale contribute to organizational advancement and goal achievement. Greater employee work morale correlates with higher company productivity levels. According to Madjidu et al. (2022), work morale can be defined as the work atmosphere or climate within organizations that reflects enthusiasm in task execution, thereby encouraging individuals to work better and more productively. Work morale encompasses an individual's desire and commitment to performing tasks well, maintaining discipline, achieving maximum performance, and demonstrating willingness and satisfaction toward their work (Basri & Rauf, 2021). When work morale is low, employee participation tends to be limited to following instructions only. Conversely, high work morale indicates that individuals will participate with full enthusiasm and commitment. Employee work morale is reflected through their work patterns in completing responsibilities. Employees with high work morale not only demonstrate responsibility toward their work but also can face challenges that arise during task execution (Kusuma, 2016).

Various factors can influence employee work morale, including office layout (Prabudi et al., 2018). Effective office layout is arranged efficiently to avoid wasting energy, time, or space. These research findings align with studies by Elfrina and Ranu (2015), which demonstrated that office layout positively and significantly influences employee work morale, evidenced by t_{count} values of 1.970 with significance levels of 0.000. Similar research findings were also discovered in studies by Prabudi et al. (2018), concluding that office layout provides significant influence of 19.36% on employee work morale. These research results are supported by recent studies by Ashari Prabudi (2014) and Elva Elviana et al. (2022), proving that office layout significantly and positively influences employee work morale. This indicates that better office layout positioning correlates with

higher employee work morale. Additionally, office space must be adequately sufficient to enable employees to move more freely, facilitating communication between employees, easing coordination, and simplifying supervision processes (Waluyo et al., 2021). Meanwhile, Asmaria (2020) defines office layout as workspace arrangement and placement of office equipment and furniture in available areas to support worker comfort and productivity. Creating effective office layout requires attention to the 5S principles: sort, set in order, shine, standardize, and sustain (Mariam & Narasis, 2015).

Proper office space arrangement can minimize energy and time waste caused by unnecessary movement while increasing space utilization efficiency. Furthermore, appropriate space arrangement can prevent disruptions from other sections. Office layout that aligns with workflow can contribute positively to achieving arrangement objectives such as work activity flow, maintaining employee health, effective control, and work morale enhancement. Research results by Herdina Paramitha Elfrina and Meylia Elizabeth Ranu (2015) demonstrated that office layout positively and significantly influences employee work morale at the Karang Pilang District Office, Surabaya City.

Another factor that can influence employee work morale is office communication. Office communication is also considered a factor with significant influence on employee work morale. Sabil (2018) states that communication is the process of sending stimuli, usually verbal, to influence others' behavior. This perspective is supported by Sumilat et al. (2017), who add that communication involves conveying symbols in the form of words to change communicant behavior. Communication can be conducted directly (face-to-face) or indirectly (using gestures, expressions, or media) (Febriana, 2018).

Office communication represents the process of conveying information, instructions, or commands related to specific tasks, which can be performed by leaders to employees or vice versa, as well as between employees both inside and outside the office. Such communication can be conducted directly or through specific media, aiming to ensure organizational goal achievement (Elva Elviana et al., 2022). Communication constitutes one of the most important aspects of teamwork, especially in work settings. Effective communication is highly necessary because interactions between leaders and employees become key to building employee work morale. Good communication between leaders and employees creates workplace comfort for both parties due to established closeness (Franky Sugara, 2020).

Based on preliminary observations and surveys, employee work morale at the DPMPTSP Karanganyar Regency office remains low. Sixty percent of employees stated that office layout arrangement at DPMPTSP Karanganyar Regency does not provide comfort, and 58.3% of employees do not arrive according to established work hours, lack enthusiasm in executing tasks, and several employees appear less energetic and often seem drowsy or lethargic while working. Therefore, it is crucial to enhance work morale by eliminating unproductive habits during work hours. Regarding office communication, misunderstandings between employees still exist in interpreting conveyed messages and insufficient active questioning to colleagues when experiencing obstacles in work completion. This can cause errors in task execution due to inadequate communication and coordination; only 41.7% of employees stated that office communication at DPMPTSP Karanganyar Regency functions well. Fifty-eight point three percent stated that office communication does not function well, causing some employees to tend to complete tasks individually or rely on other employees considered more experienced. Such actions can trigger personal conflicts that negatively impact organizational communication overall. Therefore, this research aims to determine the influence of office layout and office communication on employee work morale at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Karanganyar Regency.

Research Method

This research was conducted at the Investment and One-Stop Integrated Services Office (DPMPTSP) of Karanganyar Regency, located at Jalan Slamet Riyadi, Ngaliyan, Lalung, Karanganyar Regency, Central Java Province, postal code 57716, situated within the same area as

the Public Service Mall (MPP) of Karanganyar Regency from September 2024 to June 2025. The researcher chose this research location at the DPMPTSP Karanganyar Regency office for several reasons: 1) problems exist regarding insufficient employee work morale at the DPMPTSP Karanganyar Regency office; 2) research with this title has never been conducted at the DPMPTSP Karanganyar Regency office; 3) the institution was willing to provide research permission, particularly for all employees at the DPMPTSP Karanganyar Regency office; 4) required data and information for conducting research were available. This research employed quantitative methodology. The approach used was quantitative causal research, aimed at testing hypotheses regarding the influence of independent variables office layout (X_1) and office communication (X_2) on work morale (Y) as the dependent variable. Research procedures included preparation, proposal development, instrument determination and construction, data collection, data processing and analysis, conclusion drawing, and report compilation.

The population used in this research comprised 48 employees at DPMPTSP Karanganyar Regency. The research sample included all employees at the DPMPTSP Karanganyar Regency office, totaling 48 employees. For this research sampling, the researcher employed saturation sampling technique.

Data collection utilized questionnaires with the following indicators: employee work morale variable instruments used indicators of: 1) work productivity; 2) attendance level; 3) work tranquility. Office layout variable instruments used indicators of: 1) office layout design dimensions; 2) employee placement dimensions; 3) office physical environment dimensions. Office communication variable instruments included: 1) ease of obtaining information; 2) communication intensity; 3) communication effectiveness; 4) attitude changes. Research instruments were measured using modified 4-point Likert scales that underwent validity and reliability testing using product moment correlation and Cronbach Alpha. Validity test results indicated that $r_{xy} > r_{table}$, enabling instruments to be declared valid. Reliability test results showed that employee work morale variables had values of 0.885, office layout variables had values of 0.818, and office communication variables had values of 0.827, enabling research instruments to be declared reliable.

Data analysis stages were conducted after implementing validity and reliability tests on research instruments and declaring them valid and reliable. Data analysis in this research utilized SPSS 26 program assistance through normality tests, linearity tests, multicollinearity tests, and heteroscedasticity tests. After completing these stages, hypothesis testing was conducted, consisting of multiple linear regression analysis, t-tests, F-tests, determination coefficient analysis, and effective and relative contribution calculations.

Results and Discussion

Research Results

Research instruments used in this study underwent validity and reliability testing, consisting of 16 employee work morale variable statements (Y), 13 office layout variable statements (X_1), and 14 office communication variable statements (X_2). These instruments were distributed through closed questionnaires to 48 employees serving as research samples. Data were collected, processed, and analyzed using SPSS Statistics 26. Research results included descriptive data analysis of independent variables office layout (X_1) and office communication (X_2), as well as dependent variable employee work morale (Y).

Descriptive data results for employee work morale variable (Y) as the dependent variable showed minimum values of 42 and maximum values of 62. Mean values were 49.50, median values were 48.50, and mode was 52. Total scores were 2,376 with value ranges of 20, standard deviations of 4.51, and this variable consisted of 16 statement items. Descriptive data results for office layout variable (X_1) showed minimum values of 30 and maximum values of 51. Mean values were 40.94, median values were 40.00, and mode was 38. Total scores were 1,965 with value ranges of 21, standard deviations of 4.76, and this variable consisted of 13 statement items. Descriptive data results for office communication variable (X_2) showed minimum values of 38 and maximum values of 54. Mean values were 44.46, median values were 43.00, and mode was 41. Total scores were

2,134 with value ranges of 16, standard deviations of 4.24, and this variable consisted of 14 statement items.

Based on questionnaires distributed to 48 employees, classical assumption test results included normality tests to prove whether data were normally distributed using Kolmogorov-Smirnov tests indicating significance values > 0.05 , enabling conclusions that data were normally distributed. Normality test results in this research obtained values of 0.185, enabling conclusions that collected data were normally distributed. Linearity tests in this research demonstrated significant linear relationships between X variables and Y variables. Data could be considered linear if significance values > 0.05 . Linear test results for office layout on employee work morale were $0.097 > 0.05$, while results for office communication on employee work morale were $0.272 > 0.05$. Multicollinearity tests were used to observe no multicollinearity symptoms if tolerance values > 0.10 and Variance Inflation Factor (VIF) values < 10 . Multicollinearity test results showed tolerance values for office layout and office communication variables of 0.757 with VIF values for each variable of 1.321. Based on these results, no multicollinearity symptoms existed between the two independent variables.

Subsequently, hypothesis testing was conducted using t-tests, F-tests, multiple linear regression analysis, determination coefficients, and effective and relative contributions of independent variables (X) and dependent variables (Y). T-test results were performed to determine relationships between independent variable Office Layout (X_1) and dependent variable Employee Work Morale (Y), and independent variable Office Communication (X_2) and dependent variable Employee Work Morale (Y).

T-test results processed by researchers obtained t_{count} office layout values of $2.295 > t_{\text{table}}$ values of 2.014. Therefore, H_0 was rejected and H_1 was accepted, indicating that office layout positively and significantly influenced employee work morale. Office communication t_{count} results were $2.283 > t_{\text{table}}$ values of 2.014. Therefore, H_0 was rejected and H_2 was accepted, meaning that office communication positively and significantly influenced employee work morale. F-test results in this research obtained F_{count} values of 10.338 with F_{table} values of 3.20. Based on decision-making foundations of $F_{\text{count}} (10.338) > F_{\text{table}} (3.20)$, H_0 was rejected and H_3 was accepted. Therefore, in this research, employee work morale was positively and significantly influenced by office layout and office communication simultaneously. Determination coefficients (R^2) obtained results of 0.315 or 31.5%, interpreted as office layout and office communication variables together influencing employee work morale by 31.5%, with the remaining 68.5% influenced by other variables not explained in this research. Multiple linear regression analysis results obtained regression equation $\hat{Y} = 21.550 + 0.309X_1 + 0.345X_2$. Based on these results, if X_1 and X_2 values were 0, employee work morale values obtained were 21.550. If one-point increases occurred in office layout variables, increases of 0.309 would occur in employee work morale variables. If one-point increases existed in office communication variables, employee work morale variables would increase by 0.345. Effective contributions were obtained through calculations of office layout on employee work morale of 15.8%, while effective contribution values for office communication on employee work morale were 15.7%. Relative contribution results for office layout on employee work morale were 50.2%, and relative contribution values for office communication on employee work morale were 49.8%.

Discussion

The first hypothesis in this research stated that influences were suspected between office layout and employee work morale. To prove this hypothesis, t-test calculations were performed with t_{count} results of $2.295 > t_{\text{table}}$ values of 2.014 and significance values of $0.026 < 0.05$. Based on these results, H_0 was rejected and H_1 was accepted, concluding that office layout positively and significantly influenced employee work morale. Regarding office layout, Sari et al. (2021) argued that effective layout can utilize space effectively, create comfortable work environments, provide positive impressions to guests, and ensure workflow efficiency, thereby increasing employee productivity. Effective space management can provide employee satisfaction in executing work and create positive impressions. Adequate space enables employees to move freely, facilitates

communication, enhances coordination, and eases supervision. Office layout must also support employee work comfort; pleasant offices can encourage work morale and improve office activity quality, thereby supporting company goal achievement. These research results align with studies by Elfrina and Ranu (2015), demonstrating that office layout positively and significantly influences employee work morale, evidenced by t_{count} values of 1.970 with significance levels of 0.000. Similar research findings were also discovered in studies by Prabudi et al. (2018), concluding that office layout provides significant influence of 19.36% on employee work morale. These research results are supported by recent studies by Ashari Prabudi (2014) and Elva Elviana et al. (2022), proving that office layout significantly and positively influences employee work morale. This indicates that better office layout positioning correlates with higher employee work morale.

The second research hypothesis stated that influences were suspected between office communication and employee work morale. T-test calculations were performed with t_{count} results of $2.283 > t_{\text{table}}$ values of 2.014 and significance values of $0.027 < 0.05$. Based on these results, H_0 was rejected and H_2 was accepted, confirming that office communication positively and significantly influenced employee work morale. In this regard, communication represents important aspects of teamwork, especially in work environments. Communication relationships between leaders and employees become keys to creating work morale. Effective communication can provide work comfort for both leaders and employees. Communication roles significantly determine task execution success because all work requires communication processes. Asri (2022) defines communication as complex information sending and receiving processes that enable individuals to exchange thoughts, expand perspectives, and increase effectiveness in work and daily life. Office communication can be interpreted as processes of creating and exchanging messages in interdependent relationship networks to face dynamic and continuously changing environments. Effective office communication is crucial in supporting company smoothness and success. Five effective communication principles according to Nurhayati et al. (2022) include REACH: 1) Respect, mutual respect that encourages cooperation and performance effectiveness; 2) Empathy, abilities to understand others' conditions to build openness and trust; 3) Audible (understanding), ensuring messages can be received and well understood; 4) Clarity, message clarity to avoid misunderstandings; and 5) Humble, attitudes that foster respect for others. These results are also relevant to previous research findings. These research results align with studies by Franky Sugara et al. (2020), concluding that office communication positively and significantly influences employee work morale, evidenced by t_{count} values of 2.970 at significance levels of 0.004. Similar research findings were also discovered in studies by Lestari et al. (2021), demonstrating that office communication provides significant influence of 70.8% on employee work morale. These research results are supported by studies by Buulolo et al. (2021) and Elva Elviana et al. (2022), proving that office communication significantly and positively influences employee work morale. This indicates that better office communication correlates with higher employee work morale in completing office work.

The third hypothesis in this research stated that influences were suspected between office layout and office communication simultaneously on employee work morale. This could be proven through F-test calculations obtaining F_{count} values ($10.338 > F_{\text{table}}$ values (3.20) and significance values of $0.000 < 0.05$. Based on these results, H_0 was rejected and H_3 was accepted, confirming that office layout and office communication together positively and significantly influenced employee work morale. Office layout and office communication together positively and significantly influenced employee work morale at the DPMPSTP Karanganyar Regency office. Results demonstrated that better implemented office layout and office communication correlated with higher employee work morale levels in completing assigned tasks. This means that improvements in office layout and office communication will enhance employee work morale at the DPMPSTP Karanganyar Regency office. These research results align with research findings by Kurniyanto (2024) and Elva Elviana et al. (2022), demonstrating that office layout and office communication simultaneously or together influence employee work morale.

Conclusion

Based on the research results presented above, the following conclusions were reached: office layout demonstrated positive and significant influences on employee work morale, followed by positive and significant influences of office communication on employee work morale. Additionally, office layout and office communication together exerted positive and significant influences on employee work morale. These conclusions prove that research hypotheses were relevant to research results. Other findings in this research showed that office layout and office communication simultaneously influenced employee work morale by 31.5%, while the remaining 68.5% was influenced by other variables not explained in this research. Based on these conclusions, suggestions that researchers can provide to DPMPTSP Karanganyar Regency leadership include enhancing employee work morale by improving office layout positioning and office communication quality. As office layout and communication improve, employee work morale will also increase through re-evaluating arrangement and equipment placement in each employee's work area. All office equipment should be stored in designated places and not placed on work desks. This aims to maintain tidiness, increase space efficiency, and ensure work desks can function optimally. Information delivery in office environments should be conducted clearly, openly, and transparently to all employees without exception. This ensures that every employee can obtain necessary information easily and timely without excessive effort to search independently. This approach is expected to create communicative, efficient work environments while enhancing coordination and productivity between employees. For DPMPTSP Karanganyar Regency employees, recommendations include maintaining tidiness and cleanliness of personal work desks. Office equipment not currently in use should be stored appropriately and not placed carelessly on work desks. Proper arrangement will prevent disruptions in daily task execution and create more comfortable work atmospheres. Every employee obtaining work-related information, whether directly or indirectly, should immediately convey it to colleagues or other employees. This is part of efforts to create effective, transparent, and collaborative communication within organizations. For future researchers, expectations include considering other variables that might influence employee work morale to expand theoretical knowledge regarding employee work morale.

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