

# **THE RELATIONSHIP BETWEEN PHYSICAL WORKPLACE ENVIRONMENT AND EMPLOYEES' PERFORMANCE**

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**Abstract:** In today's dynamic and competitive business world, a healthy workplace environment makes good business sense. Managers should not just focus on the employees' salary to enhance employees' performance as there are many factors that need to be considered. Organization which is perceived as a positive place to work will relatively yield a competitive edge. In this study, the researchers focused on the relationship between physical workplace environment and employees' performance. Several factors of physical workplace environment have been identified by the researchers, namely the office layout, lighting, furniture and equipment of the workplace. Physical office environments may influence the office employees' well beings where they spend long hours inside the office building. Employees who are well-equipped with workplace environmental support will be highly satisfied and show high level of commitment towards their organization. Better physical workplace environment will boost employees' performance. Employees are the backbone of any organizations. Employees are influenced to deliver their best performance depending on how well their work environment is. Committed employees who are highly motivated by conducive work environment synergise their time and energy in the pursuit of achieving organizational goals. Therefore, this paper will determine the relationship between physical workplace environment and employees' performance at government agency in Kedah. Questionnaires was distributed to 100 respondents as the sample size for this study from the total population of 140 employees of different departments and units. The finding of this paper revealed that the lightings is the most leading factor of physical workplace environment that affect the performance of employees. Therefore, the recommendation for this study focused most on the factors of lighting options that can be used by the organization.

**Keywords:** Physical Workplace Environment, Office Layout, Lighting, Furniture and Equipment, Employees' Performance

## **1. Introduction**

Employees' performance is the result of work of a person in an organization at a particular time which reflects how well the person or group reach the qualification of job in a mission of achieving organization's goal (Khaleed & Haneen, 2017). Many factors could influence the employee's job performance including equipment, physical work environment, meaningful work,

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standard operating procedures, rewards for good or bad systems, performance expectancy, and feedbacks on performance, in addition to knowledge, skills and attitudes (Suwati & Gagah, 2016). The physical work environment and its influence has been massively studied since the environment have correlation, potentially impacted on task performance. Employees' performance is depending on the willingness and also the openness of the employees itself on doing their job. This willingness and openness could increase the employees' productivity which also leads to the performance. Ali, Chua and Lim (2015) stated that employee's performance can profoundly be used as a measurement of how well a certain organization converts its resources into services or goods. This reflects that all employees' productivity is imperative to the organization. Furthermore, a high level of employee work performance is more likely to bring profitability to that organization.

Management's new challenged was to build a work environment that attracted, retained and motivated its employees. It takes an entirely different approach than it did a few years ago in order to keep employees satisfied today. However, employee performance had become an issue which affects the organization flow and also the management. Organization should take this matter in a serious way in order to prevent any problem occur among employees. When employee have problem with their workstation, it will affect the organization and subsequently impacting the performance of the organization as well. For example, some employees are not comfortable when they need to share the table with others or working in an open office layout because there is no privacy at all for them.

Apart from that, the most valuable asset in an organization is its employees. Therefore, the success of an organization depends on employees' commitment and participation. The high commitment environment will then help to improve employee retention rate, reduce operating costs and the most important thing is that it promotes employees' performance and efficiency (Liou, 2008). Furthermore, Luchak and Gellatly (2007) also emphasize that organizations struggle to develop committed employees because the belief that organizations with committed employees will achieve superior long term performance. Then, the employees with strong organizational commitment will contribute to organizational performance (Tolentino, 2013).

Other than that, according to Hogan, Lambert and Griffin (2013), poor workplace conditions such as physical efforts, environmental conditions, and hazards have also resulted in decreasing employees' performance which then can distract employees from concentration on tasks, showing creativity, and solving work problems. Therefore, a comfortable working environment is important in order to enable employees focus and do their job perfectly. Hence, it will ensure the quality of life at work as well as the performance of office workers in ensuring better organizational performance (Kamarulzaman, Saleh, Hashim & Ghani, 2011).

Physical workplace environment is the environment where these human beings are fit with their job. This physical work environment includes the lightings, ventilation and also the temperature. Office layout in which a physical environment that influences the behaviour of the office occupants is evidently supporting the fact that distraction is the component that has the most negative impact on perceived productivity. On the other hand, interactions in the workplace has the most positive effect on perceived productivity. (Horr, Arif, Kaushik, Mazroei, Katafygiotou, & Elsarrag, 2016). Office lighting refers to natural light and artificial light. Natural light is a free resource that enters the office through window or skylight, whereas artificial light is the kind of light which is produced and designed by manufacturing. (Sarode & Shirsath, 2012). Office furniture comprises of desks, chairs, the filing system, shelves and drawers. (Sarode & Shirsath, 2012). Office equipment such as computers, printers, photocopiers, plotters among others have increasingly become the basic jobs tools in enhancing performance. (Kingsley, 2012)

The objectives of this paper are to determine the most influential factor of physical work environment preferred by the employees at the government agency in Kedah and to identify the relationship between physical workplace environment (office layout, lighting, furniture and equipment) and employee's performance.

## **2. Literature Review**

### **2.1 *Employees Performance***

According to Rorong (2016), factors related to physical workplace environment need to be scrutinised in all workplace since the findings can assist in creating the workplace environment that can further improve the employees' experience and better performance. There is an example of physical environment which is indoor climate. It includes temperature, lighting and acoustic. Normally organizations primarily focus on achieving a better performance at a lower cost, but for employees, it is crucial for them to attain workplace pleasure. With respect to employee satisfaction, a common belief was that given up one's personal desk conflicts with basic human needs for privacy, territoriality and expressed one's status. Employees had a problem when they do not feel comfortable with their workplace environment and that lead to decreased employee performance toward the organizations. Furniture and equipment that had been provided by the company was not comfortable for the employees especially when they need to sit for a longer time to complete their work. For instance, office ergonomics should be applied at every company in order to fulfil employees need and ensure they are happy working with the organizations.

Employee engagement is the science of instilling enthusiasm and commitment among employees, measured by increased performance, productivity, customer satisfaction, profitability and other positive business outcomes. Gallup (2015) reported that only 13 per cent of employees worldwide are participated in their jobs. These statistics served to confirm the common belief that work was often a source of grievance than satisfaction. Gallup's report also noted that Thailand, Malaysia, Indonesia and Singapore had among the highest proportions of employees who do not participate in their jobs. In Malaysia particularly only 11 per cent of employees give participation to their jobs while another 81 per cent do not give participation to their job and 8 per cent are actively participative. According to Brill (1992), as cited by Naharuddin and Sadegi (2013), the result of the employees' performance can increase from 5 to 10 percent depending on the improvement of the physical workplace designated at their workplace.

According to Boles et. al (2004) as cited by Naharuddin and Sadegi (2013) when employees are naturally feeling relaxed and enjoy their work, it is predicted that their work performance is also increased. Indeed, by having a good and proper workplace environment, it can also help to reduce the total number of absenteeism among workers and thus can increase the employees' performance that will boost the productivity in the workplace.

### **2.2 *Physical Workplace Environment***

The physical environment includes components of the tangible workplace environment that comprise spatial layout and functionality of the surroundings. Researches on the workplace environment need to be done in order to get an ergonomic workplace for every employee in order to ensure they are satisfied with their working environment. According to Samson, Waiganjo and Koima (2015), spatial layout refers to the way in which machinery, equipment, and furnishings are arranged, the size and shape of those items, and the spatial relationships among them. The spatial layout of furniture was found to influence the amount and nature of conversation between individuals. Amir (2010) stated that basically there are two main elements that related with physical work environment, which are the office layout plan and also the office comfort. The measurement of performance is affected by the condition of workers fit with their physical workspace and physical work environment.

In addition, Samson, Waiganjo and Koima (2015), better physical workplace environment will boost employees' performance and ultimately improve their productivity. Moreover, according to Kohun (2002), as cited by Samson, Waiganjo and Koima (2015) a healthy workplace environment makes

good business sense and is characterized by respect that supports employee engagement and creates a high-performance culture that encourage innovation and creativity. Other than that, the elements of physical work environment need to be proper so that the employees would not feel burdened while getting their job done. For example, furniture and equipment should be provided for each employee to ensure they are comfortable in completing their job and can further enhance their productivity toward the organization.

The most important resource for an organization is the employees. They make sufficient contribution to an organization. Organizations can only realize their goals and objectives through its employees' performance. Employees will strive to perform when they feel that their immediate environment state corresponds with their obligations. The type of work environment in which they operate will determine whether they perform or not, it's through their performance that organizational performance can be realized. The workplace conditions will determine the employees' comfort to work and boost their performance.

### **2.3 Office Layout**

The real physical layout of an office is highly important when it comes to maximizing the productivity of employees. Recently, work environment supports new ways of working and flexible workplaces which offers ease of communication and interpersonal access. This is contrastive with fully enclosed private offices, and this change to open-plan office has boosted employee's productivity paralleled to closed office spaces. According to Awan and Tahir (2015), individual workstation that is too crowded and restricted can cause stress, pressure and other psychological effects. An individual employee may feel disturbed and have lack of freedom and motivation. In the short run, it may lead to a very stressful environment which reduces the quality of the job performance. Raziq and Maulabakhsh (2015) stressed that employees whose work requires supervisory-professional and privacy are unhappy with an open-plan office. Employees may experience uncongenial workspace when spatial arrangements are inappropriate, and they may even not realize their surroundings could be better.

According to Sehgal (2012), space components like office furniture comprises of desks chairs, the filing system, shelves, drawers, etc., have a specified part to play in the productivity and the efficiency of the employees and the suitable functioning of any office. Also, one of the most essential things to be guaranteed is whether the workplace furniture is ergonomic or not. Ergonomic office furniture guarantees that every worker gets well with the things around him, like chairs, desks, personal computer arrangement and even environmental factors.

Creating a work environment which promotes wellbeing of employees and increase individual performance is viewed as a strategy to enhance company efficiency and productivity. For example, work environment in Bank institutions in terms of actual physical layout and design of an office is extremely important when it comes to maximizing individual performance (Samson, Waiganjo & Koima, 2015). Informal seating arrangements are also parts of office layout such as chairs that are placed at a right angle facilitate social interaction, whereas formal seating arrangements, such as chairs placed back-to-back discourage social interaction (Samson, Waiganjo & Koima, 2015). This may explain how the style of furnishings and other physical symbols may come to serve a symbolic function. However, unfavourable seating arrangements not only discourage social interaction, but also lead to unexpected situations to occur. For instance, poor office layout or overcrowding can lead to common types of accident such as tripping or striking against objects (Oswald, 2012).

## **2.4 Lighting**

Regardless of building design, natural light is considered to be the number one wanted natural feature in the workplace. The exposure to natural light in an office space impacts employees' quality of life. The amount of light needed in the workplace depends on the kind of tasks being performed, either outdoors or indoors. As a consequence, it will either increase or decrease the performance. Inconvenient lighting is a source of distress, thus leading to poor job performance. Poor job performance happens when the employee is exposed to uncomfortable working environment in which there is a high glare, or dim bulk, or a lack of natural light in the office (Gitahi & Maina, 2015). The brightness of office light influences concentration, alertness, and task performance. Modifying the quality and nature of light can appreciably enhance working experience and productivity (Sehgal, 2012).

Ali et. al. (2015) stated that in a workplace, whether in an office setting or in an industrial one, lighting is needed in order to ensure the workplace is safe and to allow all tasks to be completed on time and effectively. Lighting standards vary with different work environment and in order to perform various types of work, different types of lighting are required. In addition, as mentioned by Boyce et. al (2003) as cited by Naharuddin and Sadegi (2013) there are few factors that could affect employees' performance in term of physical work environment. For instance, the factors such as lightings of the workplace. Meanwhile Sarode and Shirsath (2012) stated that eyestrain, headaches, irritability and inevitability, reduced productivity are resulted from working in dim or over bright work environments. Light sources, including the sun, can create unwanted reflections, glare and shadows in the workplace that can cause discomfort and distraction, and can interfere with the performance of visual tasks.

Furthermore, a poor lighting system may reduce employee performance as well as productivity. This is because those whose work related to reading might have a serious problem with their vision, which in turn may cause fatigue or eyestrain. In contrast, employees who work in a better quality of lighting are likely to create faster work with fewer errors, as compared to that work in a poor lighting. Basically, there are four kinds of lighting that commonly used in an office which is natural daylight, fluorescent lighting, incandescent lighting and high-intensity discharge lamps (Quible, 2005). Natural lighting is an efficient lighting system which provides psychological advantages for employees. However, on extremely bright days, the intensity of natural light may result in it having to be controlled. Next, the fluorescent lighting is the most commonly used in the office because its produces illumination that closely resembles to the natural light. However, the fluorescent lighting is more expensive to install. The incandescent lighting that is usually found in home can also be used effectively in offices. It is the least cost effective in terms of the amount of light produced in relation to the energy consumed. Finally, the use of high-intensity discharge lamps for illuminating office areas is fairly new because normally it was used for street and stadium lighting as it provides an extremely efficient lighting system. However, its disadvantage is their effects on colour sometimes make it more difficult to distinguish between various colours.

The argument on the sufficiency of light needed at the workplace depends on many factors such as how detail is the task, reflection and contrast (task and background), the eye (age and condition) and how important of the speed and accuracy of the task (Reese, 2004). Meanwhile, according to Tedesco and Mitchell (1984) the difficulty of the task and its importance affect the quantity or the amount of light needed as different tasks require different quantities of light or level of illumination. For example, reading a bulletin board notice would require a lower quantity of light than analysing a computer printout at your desk. After that, the quality of light determines visual comfort, pleasantness of atmosphere, and to a significant extent the visibility of seeing the task. Good quality of light is relatively free from glare and is diffused evenly about the seeing area and shadows also should be minimized. In conclusion, typically, the more light available, the easier it is to perform a specific task.

## **2.5 Furniture and Equipment**

Furniture and equipment are the other important factors that should be considered by the organization before making the decision of buying them. This is because, not only the employees' performance is affected but also furniture and equipment affect the space in the organization. This is crucial to ensure the employees can move freely. Another important factor to consider is the cost that organization needs to bear as in the conditions that furniture and equipment cannot be used for long time, easily broke or not user friendly which is hard for the employees to utilise them when they are performing job. Sarode and Shirsath (2012) further highlight that office furniture comprises of desks chairs, the filing system, shelves, drawers, etc. All of them have specific roles to play in office in order to empower the productivity and efficiency of the employees.

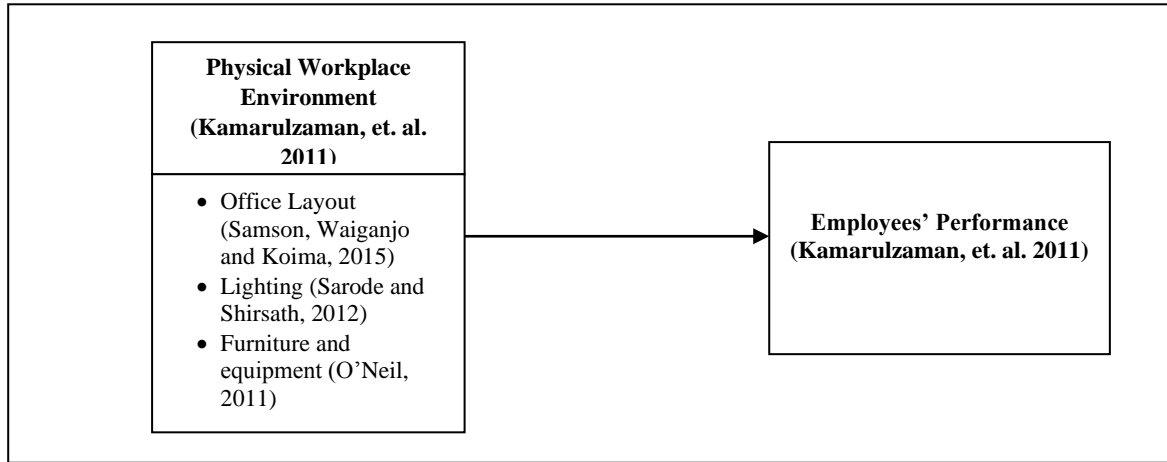
Moreover, one of the most important things to be considered when buying office furniture is to ensure whether it is ergonomic or not. Ergonomics can be defined as the nature of the relationship between the employee and his or her job duties. Ergonomics helps to ensure that the employees' tasks, tools and equipment, and physical environment closely match their individual needs (Quible, 2005). The ergonomics of office furniture is important as an employee has to work with them whenever he is on office. Hence, if they are uncomfortable and not user friendly, their working style and efficiency gets hampered considerably, and eventually this can affect the overall organizations. On the contrary, non-ergonomic office furniture can also lead to health problems of employees, which again has an adverse effect on the productivity.

Furthermore, ergonomic office furniture ensures that each employee can adjust well with the things around him, like desks, chairs, computer alignment and even environmental factors. If the employee is uncomfortable with any of these, his work is bound to get affected. However, the employee will be comfortable and remain motivated to give the best to the company if the infrastructure in the office is good. Therefore, Reese (2004) mentioned that it is important for the organization to initiate ergonomics program in order to identify workplace musculoskeletal hazards, establish interventions, and prevent cumulative trauma disorders (CTDs). CTDs are among the fastest growing occupational health concerns. They include lower back strains, sprains, and repetitive motion injuries/illness such as tendonitis and carpal tunnel syndrome. On top of that, there are many organizations today that use consultant service by hiring ergonomic experts that advise people on how to improve their office ergonomics and the type of furniture which is suitable to create the ergonomic work place so as to reduce the risk of injuries. They are designed in manner that makes them safe to be used and also reduce the possibility of any accidents in the workplace. Office furniture like desks can be designed to give greater leg room and adequate support to the elbows while working on the computer. The positioning of the computer monitor and the mouse should also be adequate, so that the user does not have to strain his vision to view and stretch uncomfortably far to reach them. Office furniture helps the organization tremendously in increasing its productivity, and at the same time taking care of the employees' health (Sarode & Shirsath, 2012).

In addition, poorly designed furniture set out in an inefficient spatial arrangement and noisy environment will most likely increase stress and fatigue among the workers as well as causing back, neck and also eye strains. Summing up, if office furniture and equipment matters are not taken for consideration seriously, it will lead to high rates of employee incapacitations, absenteeism, low morale and interest. The gross result of these happenings is impairment of employee performance (Kingsley, 2012).

Figure 1 shows conceptual framework for relationship between physical workplace environment and employees' performance adapted from Kamarulzaman, et. al. (2011), Samson, Waiganjo and Koima (2015) and O'Neil (2011).

**Figure 1:** Conceptual Framework for Factors of Physical Workplace Environment that Lead to Employees' Performance



Based on the conceptual framework, there are several hypotheses developed which are:

- H<sub>1</sub>: There is a relationship between office layout and employees' performance
- H<sub>2</sub>: There is a relationship between lighting and employees' performance
- H<sub>3</sub>: There is a relationship between furniture and equipment and employee's performance

### 3. Methodology

A questionnaire of 5 sections on demographic, office layout, lighting, furniture and equipment and employee's performance was adapted from several sources. It was then distributed to 100 respondents. The questions are formed using a Likert-scale rating system consisting of five-point. The questions are formed to investigate the respondents' satisfaction level regarding the physical workplace environmental factors. In this study, the respondents of this research were selected by using stratified random sampling. Stratified random sampling can be defined as a probability sampling procedure which represents a heterogeneous population and contains several different groups (Salkind, 2013).

Table 1 shows the sources of questionnaire. The questionnaires were divided into five sections which are demographic profile, office layout adapted from Samson, Waiganjo and Koima (2015), lighting adapted form Sarode and Shirsath (2012), furniture and equipment adapted from O'Neil (2011), and employees' performance Kamarulzaman, et. al. (2011).

Variables	Source
Office Layout	Samson, Waiganjo and Koima (2015)
Lighting	Sarode and Shirsath (2012)
Furniture and equipment	O'Neil (2011)
Employee's Performance	Kamarulzaman et. al (2011)

The study used SPSS to analyse the data according to the research objectives. In order to determine the factors of physical workplace environment preferred by employees at the government agency in Kedah, mean and standard deviation were used to analyse the data. The second research objective were used Pearson Correlation and Coefficient to identify the relationship between physical

workplace environment (office layout, lighting, furniture and equipment) and employees' performance. Pilot test of 30 questionnaires were used for reliability analysis.

Table 2 shows reliability analysis for each section of questionnaires. Value of Cronbach's alpha for office layout section is 0.857 which is very good. Cronbach's alpha value for lighting section is 0.809 also very good. Section furniture and equipment and employee's performance consists of Cronbach's alpha value which are 0.872 and 0.851 refer as very good according to Rules of Thumb for Reliability Test (George & Mallery, 2003).

**Table 2: Reliability Analysis**

Variables	Cronbach's Alpha
Office Layout	0.857
Lighting	0.809
Furniture & Equipment	0.872
Employee's Performance	0.851

#### 4. Findings

Table 3 below summarized the respondents' demographic information of this study. There are 45% of male respondents and 55% of respondents are female. The respondents aged groups were 21 years old and below (5%), 22 to 40 years old (60%), 41 to 50 years old (27%), 51 and above (18%). There are 52% of the respondents work in closed-ended workstation and 48% of the respondents work in open-ended workstation. There are 79% of the respondents work for 8 hours per day and 21% of the respondents work more than 8 hours per day. Majority of the respondents (83%) work 5 days per week and the other 17% of the respondents work more than 5 days per week.

**Table 3: Demographic Information**

Demographic Information	Percentage %
<b>Gender</b>	
Male	45
Female	55
<b>Age</b>	
21 and below	5
22-40 years old	60
41-50 years old	27
51 and above	8
<b>Types of Workstation</b>	
Open-ended workstation	48
Closed-ended workstation	52
<b>Number Working Hours</b>	
8 hours	79
More than 8 hours	21
<b>Number of Working Days</b>	
5 days per week	83
More than 5 days per week	17

Table 4 shows the mean values for the factors of the physical workplace environment preferred by employees at the government agency in Kedah. The value of mean for the independent variables which is office layout, 3.8280 while the mean for lightings is 4.0200. In addition, the value of mean for furniture and equipment is 3.6720 meanwhile the value of mean for dependent variable which is employees' performance is 4.1640.

The highest value mean for independent variables is the lighting with the mean of 4.0200 and the standard deviation of it is 0.70467. Therefore, based on the research objectives of the study, the researcher concluded that lighting factor is the most significant based on the study carried out to the employees at the government agency in Kedah. This finding was contrasted to Binyaasen, (2009) that



stated employee’s participation is motivated by the physical layout of office. Meanwhile, according to Statt (1994) as cited by McGuire and McLaren (2008) stated that the adjustability/condition of work surfaces, chairs and of computer equipment which individuals use at work impacts upon psychological well-being.

**Table 4:** Mean for Independent Variables

Variables	Mean	Std. Deviation
Office Layout	3.8280	0.84758
Lighting	4.0200	0.70467
Furniture and Equipment	3.6720	0.87549

Table 5 shows the correlation between the independent variables and the dependent variables. The results show there is a significant and moderate relationship between the office layout and the employee’s performance which is ( $r=.458, p>0.5$ ). Besides that, there is a significant and moderate relationship between lighting and employees’ performance which is ( $r=.409, p>0.5$ ). As for furniture and equipment and employee’s performance, the value is ( $r=.519, p>0.5$ ). Lastly, there is a significant and a moderate relationship between the physical workplace environment and the employees’ performance which is ( $r=.551, p>0.5$ ).

**Table 5:** Correlation between Independent and Dependent Variables

Independent Variables		Employee’s Performance
Office Layout	Pearson Correlation	.458**
	Sig. (2-tailed)	.000
Lighting	Pearson Correlation	.409**
	Sig. (2-tailed)	.000
Furniture and Equipment	Pearson Correlation	.519**
	Sig. (2-tailed)	.000

\*\* . Correlation is significant at the 0.01 level (2-tailed).

It can be concluded that all of the hypotheses in this study were accepted as shown in Table 6.

**Table 6:** Summary of Research Hypotheses

Research Hypotheses	Analysis	Result
H <sub>1</sub> : There is a relationship between office layout and employee’s performance.	$r=.458^{**}, p<0.01$	Accepted
H <sub>2</sub> : There is a relationship between lighting and employee’s performance.	$r=.409^{**}, p<0.01$	Accepted
H <sub>3</sub> : There is a relationship between furniture and equipment and employee’s performance.	$r=.519^{**}, p<0.01$	Accepted

## 5. Recommendation

Organizations must maintain a better environment in order to enhance the employees’ productivity as the employees’ performance and the workplace environment have direct and positive relationship. As a matter of fact, employees’ productivity, physical as well as behavioural environment are linked through employees’ health (Hafeez et. al. 2019). The priority of providing good physical workplace environment can increase employee’s performance.

The organization should also ensure that the workplace environment is comfortable enough to support employee performance by improving the working conditions. Improving the working environment will increase employees' performance. When the working environmental supports are sound, employees are better equipped to do what is expected to them. They then subsequently manage to achieve organizational goals. Since the work environment is at the core of influencing employees' performance, these organizations should work hard at availing every needed resource in making sure that the work environment supports their employee performance.

The findings of this research will enable the organization to know how to address the issues concerning the employees and its work environment as it crops up and also to consider office design as an important factor in increasing employees' productivity. Physical workplace environment is really significant in maintaining the employees' performance. Organization needs to consider about their physical workplace environment in order to increase the effectiveness of employee performance and to achieve the company's goals. In the workplace, it is often assumed that employees who are more satisfied with the physical environment are more likely to produce better work outcomes. It will serve as a blueprint in determining the actual workplace environment needed and the impact it has on employee's performance. This study will also help the organization on how to ensure that the employees are satisfied with their workplace environment and ensure all the needs are fulfilled.

Eye strained may occur when performing work for a long time without proper lighting. Types of lighting used in the organization was standardized mean all of staff use the same lighting even for some departments that obviously need to use different kind of lighting to perform their work which involves a lot of drawing. Therefore, the researcher recommended that the organization should pay more attention to the office lighting because in the frequency analysis has shown that most of the respondent chose lighting as the most physical workplace environment factors' that affect their performance.

The organization must provide enough facilities for their employees to perform their work. For example, in filing room the organization should provide with suitable drawers to arrange the files and make sure they are easy to retrieve. It can avoid the loss of documents and all documents are kept safely from unauthorized person. This is also crucial as simple work procedures may increase employee's performance.

Apart from that, office layout is another factor that needs to be focused by organization. Each roles and responsibilities of the employees require different workstation. Binyaasen, (2009) stated that areas of less participation are demonstrated in conventional cellular offices where employees are assigned room with single or multiple occupancy, based on the status. Therefore, it offers less opportunity for participation with other staff. This is because each employee has their own personal characteristics, some of them feel comfortable working in close-ended workstation while other are not. In addition, open-ended workstation sometime also has its disadvantage which gave the employees chance to talk to each other during office hours about the matters that not related to their work. Those who do not love the situation may feel uncomfortable to perform their work. In a nutshell, the organization need to carefully examine which types of offices layout are suitable to be used in the organization and that is suitable for the workers to perform works as well.

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