THE EFFECT OF OFFICE LAYOUTS AND LEADERSHIP CONTROL TOWARDS THE EMPLOYEES PERFORMANCE IN SURABAYA

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ABSTRACT

This study aims to determine the effect of office layout and leadership control on the performance of company employees in Surabaya, the data collection used was questionnaire. Data analysis was obtained using multicollinearity test, normality test, heteroscedasticity test, multiple linear regression test and hypothesis test. The results showed that (1) office layout has a positive and significant effect on the performance of company employees in Surabaya with a significance value of 0.006 ($<$0.05), and (2) leadership control has a positive and significant effect on employee performance with a significance value of 0.004 ($<$0,05). (3) office layout and leadership control have positive and significant effects on employee performance with a significance value of 0.007 ($<$0.05).

Keywords: office layout, leadership control, performance

1. Introduction

The development of the world of work in recent years has increased sharply. The increasingly high life necessities forces people to earn income to make ends meet. On the other hand, many new companies produce necessities and other supporting necessities. This causes many offices emerge everywhere. Companies in conducting their business activities provide offices used as intermediaries between consumers and companies. Companies in running their business are paying attention to each the activities of offices that become spearhead of the company's businesses.

In the office there are human resources that conduct business activities of companies commonly referred to as employees. An employee performs his duties in the office provided by the company. In addition, there are employees who do their work outdoors or outside the office. Doing work and running the business of a company is a mandatory thing that must be done so that the right can be accepted by employees for their life necessities. Every job done by an employee must be in accordance with company procedures and rules because in addition to the company, the employee's work continues to be supervised by the company to see the extent of the performance of its employees. Employee performance is a measure of the results of work that has been produced by employees and how the work flow is carried out by an employee in carrying out their duties in a company's office Sofyan (2013). The meaning of performance is explained by some experts in their field, in short, performance is a form of activity that results in an outcome given by the employee to the company.

Employee work is not solely done without the support of the company in meeting the needs of employees and the employee environment that can provide enthusiasm in working Mangkunegara (2012). Companies must pay attention to the level of comfort of employees in working, because with a good level of office comfort an employee in carrying out his work activities will produce good employee performance for the company.

Employee comfort in working is unavoidable because almost half of the time a day is spent in the office where the employee works. A pleasant office is a place that is not boring and can add to the work enthusiasm of employees in order to support the improvement of the quality of office activities and the achievement of organizational goals, so that the office atmosphere indirectly supports the work effectiveness of employees who work in the office Asnar (2013). Layout is one of the factors that influence the dynamism of a workplace, therefore, the selection of office layout must be one of the agendas of the management, because it will affect the productivity and performance of an organization Sukoco (2007).

Another factor that can affect performance is leadership control. According to Rivai (2008) leadership control is essentially an art of influencing and directing people by means of obedience, trust, and cooperation that is eager to achieve certain goals. Leadership control in accordance with the situation faced in the organization or work unit will make the performance conducive. Another phenomenon that the authors found at the Employee's Office was that the Leader was less concerned with the employees, it was seen from the lack of giving reprimands to office employees who did not arrive on time. Leaders also did not adequately involved employees in the decision making process. Lack of supervision from the leader on the work carried out by employees make

the level of error in the completion of the work increase. The aim of the organization cannot be achieved optimally.

From the description above, it can be concluded that the purpose of this study is whether the office layout affects employee performance, whether leadership control affects performance, whether office layout and leadership control affect employee performance.

2. Literature Review
2.1. Office Layout

According to Littlefield & Peterson in Gie (2000) "Office layout may be defined as the arrangement of furniture and equipment within available floor space."Office layout is the determination of the space requirements and of the detailed utilization of this space in order to provide a practical arrangement of the office work within reasonable costs.

According to Gie (2009), office layout is the determination of space requirements and concerning the detailed use of this space to prepare a practical arrangement of physical factors that are considered necessary for the implementation of office work at reasonable costs. Office layout is effective use and is able to give satisfaction to employees for the work they do, as well as giving a deep impression to employees, Sukoco (2007).

From the explanation above, it can be concluded that office layout is an office space composed of several office equipment and office furniture in detail so that it can support the course of an activity in carrying out the work needed by employees of a company or agency. An agency or company must pay attention to the preparation of the office layout, because with an effective office layout it will generate satisfaction for workers at work which will improve employee performance.

2.2. Leadership Control

Leadership control includes setting goals for the level of expertise and capability that employees must possess, monitoring their skills and abilities, providing guidance for the purposes of needed improvements, giving rewards and penalties to employees on the basis of their level of expertise and ability, Challagalla and Shervani (1996). In the context of skills, control is trained by encouraging, supporting, and enhancing behavior (eg training, internships) aimed at improving skills and abilities, such as presentations, negotiations, interpersonal communication, planning, and other relevant skills.

According to Riva'i (2007) broad definition of leadership includes: The process of influencing in determining organizational goals, motivating

follower behavior to achieve goals, influencing to improve the group and culture. It also influences the interpretation of the measures of his followers, organizing and activities to achieve goals, maintaining cooperative relationships and group work, obtaining support and cooperation from people outside the group or organization.

2.3. Performance

According to Nawawi (2003) in Darmawan, the factors that influence the high and low performance are: A person's interest in the work they do, Salary or high wages factors will improve one's performance, social status of work, work atmosphere and relationship in work, acceptance and award can improve performance, work goals.

The definition of employee performance is the comparison of results achieved with the participation of the work force per time unit, Mangkunegara (2012). Besides, performance is a function of motivation and the ability to complete one's task or job. One should have a certain degree of willingness and level of ability. Employee performance is a very important thing in the company's efforts to achieve the goals, Rivai (2008).

Based on some of these opinions, it can be concluded that employee performance is the result of the work achieved by employees in carrying out their duties and their role in a company. Employee performance is a form of work done by employees for the company in achieving company goals.

2.4. Conceptual Framework

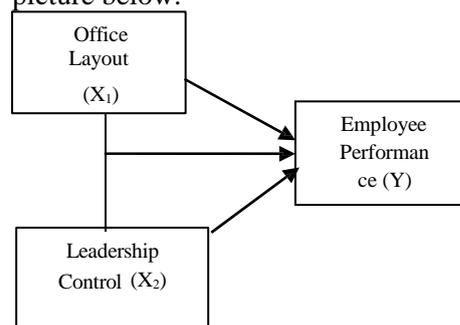The research framework can be described in the picture below:

Figure 2.1
Research Design

In this study researcher will examine the effect of Office Layout and Leadership Control Variables on the performance of employees in Surabaya, by distributing questionnaires, tabulating data, analyzing and interpreting the results of the analysis.

Based on the conceptual framework, the following research hypotheses are formulated:

H1: Office layout has a positive effect on employee performance

H2: Leadership control has a positive effect on employee performance

H3: Office layout and leadership control simultaneously have a positive effect on employee performance.

3. Research Methods

3.1. Research Approach

The research approach used is quantitative research. Researchers survey respondents, provide questionnaires, process data, and interpret them.

3.2. Population and sample

The population in this study was employees in Surabaya. The sampling technique in this study was purposive sampling method, namely respondents (subjects) who were deliberately selected with certain characteristics believed to be representative of the study population. Determination of the number of samples in this study were 132 respondents, this was based on Hair et al. (2004) which states that the minimum number of samples that can be analyzed is 30 respondents with the assumption of homogeneous respondents, the respondents studied exceeded the minimum number set.

4. Research Results

4.1. Validity and Reliability Tests

Validity test aims to find out how far the validity of the data obtained through questionnaires. To test instrument validity, the author uses SPSS program assistance. According to Arikunto (2006: 243) testing instrument validity using product moment correlation coefficient with a significance level of 0.05 from r table = 0.364 (Idris, 2010: 11) with the following criteria:

1. If r0≥r table: the instrument is said to be valid,

2. If r0 <r table: the instrument is said to be invalid

According to Arikunto (2006: 236) reliability testing is used to determine the level of confidence of the questionnaire. Instrument reliability testing was also carried out using SPSS version 21.0 according to Arikunto reliability testing uses Cronbach Alpha technique with a significance level of 0.05. The test criteria are the calculated r value compared to r table. If r counts> r table, it can be concluded reliably.

4.2. Normality Test

Data normality testing is used to determine whether the distribution of a data follows / approaches the normal distribution. Processed using

a computer through the SPSS program (Statistical Product Service Solution) version 21.00 with α 0.05. Normality test criteria are:

1. If sig> α it means the data is normally distributed.
2. If sig <α it means the data is not normally distributed.

From the test results, it is found that Sig (2-tailed) for the performance variable is 0,568, office layout is 0,497, and leadership control is 0,768 (> 0,05). This means that all data in this study are normally distributed and meet the requirements for analysis with multiple linear regression models.

4.3. Multicollinearity Test

One of the requirements in the use of regression analysis is that there is no multicollinearity problem or between the independent variables do not have close tolerance, data is processed using a computer through the SPSS program version 21.00. Multicollinearity criteria according to Santoso (2000: 281) are:

a. If the Tolarance number is above 0,0001 and VIP <5, there is no multicollinearity
b. If the Tolerance number is below 0,0001 and VIP> 5, there is multicollinearity

From the test results of the VIF value, the office layout (X1) and leadership control variables (X2) are 1.675, and the tolerance number is 0.635> 0.0001. This means that there is no multicollinearity because the VIF value <5. Thus all independent variables have requirements for analysis with regression models.

4.4. Heteroscedasticity Test

Heteroscedasticity test is done to test whether there is a variance inequality from residuals on an observation to other observations in a regression model. To detect heteroscedasticity, Glejser Test can be used:

a. If sig ≤ α 0.05 variance has heteroscedasticity
b. If sig> α 0.05 variance has no heterocedasticity

The results of the analysis show that the significance of variable Y = 0.675, the significance of variable X1 (office layout) = 0.870 and the significance of X2 (leadership control) = 0.313> value of Sig.0.05 This means that all variables have no signs of heteroscedasticity.

4.5. Multiple Regression Analysis

The general form of multiple regression analysis according to Arikunto is (2002: 332):

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

Where:

Y = dependent variable (Performance)

a = Constants

b = Regression coefficient

X_1 = Office Layout

X_2 = Leadership control

e = confounding error (5%)

To find out whether the regression coefficient is significant or not, a significant F test and t test is carried out.

The results of the analysis show:

$$Y = 18{,}687 + 0{,}276\, X_1 + 0{,}312\, X_2$$

From the equation above, it is known that the constant value obtained is 18,687. This means that if the independent variables in the form of office layouts and leadership controls are not considered then the amount of employee performance is 18,687. The regression coefficient value of office layout variable (X1) is 0.276, with Sig. 0.016 (<0.05). This means that office layout has a positive and significant effect on performance.

While the regression coefficient value of the leadership control variable (X2) is 0.322 with Sig. 0.025. Positive coefficient means that leadership control has a positive effect on performance. To find out whether the regression coefficient is significant or not, a significant F test and t test were carried out.

a. F Test
  Sig value. obtained is 0.002 (<0.05). Or the calculated F value> F table is 21.826> 3.20. Based on the results of the F test, the independent variables together have a significant effect on the dependent variable.
b. Determination Coefficient Test
  R^2 value (R square) is 0.492 or (49.20%). This shows that office layout and leadership control together contribute 48.30% to performance. While the remaining 51.70 is influenced by other variables not included in this study.
c. T Test
  The first hypothesis tested in this study was to find out whether office layout (X1) has a positive and significant effect on the performance (Y) of company employees. Based on the results of the

analysis obtained the value of t arithmetic> t table is 2.754> 2.03 with a regression coefficient of 0.287. This means that partially the office layout has a positive and significant influence on the performance of company employees. The value of t arithmetic> t table is 2.976> 2.03 with a regression coefficient of 0.322. Thus, it can be concluded that leadership control has a positive and significant effect on the employees.

4.6. Discussion

From the results of research conducted, it was proven that office layout can affect employee performance in Surabaya. This means that if the office layout is getting better the employee's performance is also higher, on the contrary if the office layout is not good the employee's performance can decrease. This finding is in accordance with the opinion of Saksono (1988) which states that "employees will be willing to work with enthusiasm if they feel their physical and non-physical needs are met through their involvement in the work process concerned". A good office layout will provide many benefits in completing work. This is in accordance with Gie's opinion (2010: 188) that there are some benefits in setting a good office layout, namely a) preventing the waste of time and energy of employees because they have to walk back and forth which is unnecessary, b) guarantee the smooth process of work concerned, c) allow efficient use of workspace, ie a certain floor area can be used for as many purposes as possible, d) prevent employees in other parts from being disturbed by something that will meet a particular part. The results of this study support the previous research conducted by (Fatmawati: 2008) which states that office layout has a significant relationship with employee performance. Therefore, based on the description above, it can be concluded that the office layout affects the performance of employees in Surabaya.

The influence between leadership control and the performance of Surabaya employees based on the results of statistical data processing found that leadership control has a positive and significant effect on the performance of Surabaya employees. This means that the second hypothesis which states that leadership control has a positive and significant effect on the performance of Surabaya employees is acceptable. This finding is in accordance with Rivai's (2008) opinion "leadership control is essentially the art of influencing and directing people by means of obedience, trust, and passionate cooperation in achieving certain goals". The term control is the same as the method used by the leader

in influencing his subordinates. If the leadership occurs in a particular organization such as in Surabaya, then the leader needs to develop the nature to produce high levels of productivity, then the leader needs to think about his leadership control. The results of this study are in accordance with previous research conducted by Darwito (2008) which states that leadership control has a significant influence on job satisfaction and organizational commitment to improve employee performance in Semarang City Hospital. This study found that there was a significant and positive influence between office layout and leadership control on performance. From the results of this study it can be seen that the better office layout and leadership control will be able to improve performance. Comfortable and pleasant office layout can make employees feel happy in the office, but the layout of the office without accompanied by good leadership control will not improve performance and will have an impact on the results of the work done. Based on the results of this study indicate that the influence of office layout and leadership control together have a significant influence on the performance of Surabaya employees. From the results of this study it can be seen that the better office layout and leadership control will be able to improve employee performance. This finding is also in accordance with Wijaya's opinion (1995: 69) "the factors that influence performance are cooperative colleagues, cooperative leaders, and adequate work facilities"

5. Conclusion and Suggestions
5.1 Conclusion

Based on the results of the research that the author conducted, it can be concluded that:

a. Office layout has a positive and significant influence on the performance of Surabaya employees. This is shown from the regression results where the value of Sig. is 0.006 (<0.05). That is, the performance of Surabaya employees is influenced by the office layout. In general, the layout of corporate offices in Surabaya can be deemed as good. This can be seen from the TCR value of 78.84% which belongs to the good category.

b. Leadership control has a positive and significant influence on the performance of Surabaya employees. This is known from the results of the analysis that Sig. obtained is 0.004 (<0.05) and from the results of descriptive analysis that obtained the level of respondents achievement by 85.72% included in the good category. This means that leadership control in the Surabaya Office can be deemed as good.

c. Office layout and leadership control together have a significant positive effect on employee performance in Surabaya. This can be seen from the value of Sig. obtained is equal to 0.007 (<0.05) with a contribution together of 49.20%. This shows that the proposed hypothesis, namely office layout and leadership control has a positive and significant effect on employee performance in Surabaya.

5.2 Suggestions

Based on the results of the research that the author has conducted, there are several suggestions that are considered, namely:

a. The employers in Surabaya need to further enhance the arrangement of office space, such as the amount of office furniture and equipment must be balanced with the number of employees in the room, and the amount of office furniture must be in accordance with the area of the room.

b. It is suggested to Surabaya employers to carry out leadership controls that are more flexible towards employees at work. Although the frequency distribution of the leadership control variables has looked good, there are still statement items that must be improved by reflecting the attitudes of a good leader between the leaders and employees. In addition, leaders must also pay more attention to the seriousness of employees in working like give strict sanctions to employees who are not disciplined.

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