



The Effect of Job Rotation, Non-Physical Work Environment, and Office Layout on Work Spirit at PT. Kalimantan Sawit Kusuma

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Abstract. This study aims to determine the effect of job rotation, non-physical work environment, and office layout on work spirit at PT. Kalimantan Sawit Kusuma. The research employed a quantitative approach, using a structured questionnaire distributed to employees. Data analysis was carried out to examine both the partial and simultaneous effects of the three independent variables on work spirit. The findings reveal that job rotation has a positive but insignificant influence on work spirit, indicating that employee transfers or job rotation have not yet fully encouraged employees to increase their enthusiasm due to potential mismatches between the new position and individual competence. In contrast, both office layout and non-physical work environment have positive and significant effects, suggesting that a well-designed workspace and a supportive social environment can create a pleasant atmosphere that enhances work spirit. This study emphasizes that a combination of structural factors such as job rotation and office layout, together with psychological factors such as social interaction and communication, plays an essential role in improving work spirit within an organization. The contribution of this research is to strengthen the theoretical understanding of how structural and non-physical factors influence work spirit, and to provide practical insights for organizations to design human resource policies that balance organizational structure and psychological well-being to foster a motivated, high-spirited workforce.

Keywords: job rotation, non-physical work environment, office layout, work spirit

1 INTRODUCTION

Human resources (HR) are the most crucial aspect of a company, therefore, they are the primary driving force within a company or organization. Employees are part of the human resources (HR) and play a crucial role as valuable assets for the company [1]. Every company expects employees to perform optimally in accordance with established goals and strategies. Companies or organizations must make efforts to

ensure their employees have a strong work ethic. To achieve high work spirit among employees, optimal attention is needed to achieve the agency's hopes and goals.

A transfer is a change in position, title, or workplace implemented by management within an organization as an effort to improve employee performance. This policy aims to increase motivation and foster work spirit, enabling employees to be more productive and achieve maximum results. Although for some employees already in their comfort zone, a transfer is sometimes considered undesirable[2].

Office layout or space planning is the ability to organize and utilize workspace optimally so that office equipment and supplies can be placed appropriately and efficiently. Good space planning not only creates comfort for individuals and groups in working, but also facilitates workflow and increases the effectiveness and efficiency of employee performance. The physical condition of a well-organized workspace plays a crucial role in creating a work environment that supports employee morale, as a comfortable and organized layout can foster motivation, reduce fatigue, and encourage employees to work with greater enthusiasm and productivity[3].

Besides job rotation and office layout, the non-physical work environment is also a factor that affects work spirit in a company. The non-physical work environment relates to spiritual aspects, such as social relationships and friendships among employees within the company[4]. Companies need to ensure social protection by creating a safe work environment, providing adequate rest periods, and providing support for employees and their families. This demonstrates the critical role non-physical aspects of the work environment play in maintaining employee well-being and productivity [5]. This is because the non-physical work environment can influence both the physiological and psychological state of employees in carrying out their work. By creating a safe and comfortable work environment, work spirit can grow, fatigue can be avoided, and the risk of stress in carrying out duties and functions as government officials can be minimized.

Previous research on transfers found that transfers have a positive and significant impact on work spirit at the Riau Regional Police Criminal Investigation Directorate[6]. However, there are differing opinions and results, indicating that transfers do not have a positive and significant impact on work spirit at the Meulaboh Branch of the State Savings Bank[7]. Regarding the office layout variable, it was found that office layout had a positive and significant influence on work spirit among educational staff at Krian 2 Private Vocational School in Sidoarjo[8]. Furthermore, other research indicates that office layout did not have a positive and significant influence on work spirit among employees at the Sumedang Regency Manpower and Transmigration Office. Furthermore, the results of the study on non-physical work environment variables, namely the external (non-physical) work environment, have a positive but not significant effect on work spirit. The work enthusiasm variable is mentioned here because there are other factors that do not have an effect.[9]. Meanwhile, other research findings suggest that while non-physical work environments can contribute to employee well-being through positive interpersonal relationships and team dynamics, these factors are not strong enough to directly boost work spirit [10].

The purpose of this study is to analyze the influence of job rotation, office layout, and non-physical work environments, both partially and simultaneously, on work spirit at PT. KSK. This will determine the extent to which these three factors contribute to improving or decreasing employee morale.

2 LITERATURE REVIEW

2.1. Job Rotation

Job rotation are carried out with the aim of preventing a decline in employee work spirit which can have an impact on decreasing performance and effectiveness in completing tasks.[11]. Meanwhile, other research suggests that a transfer is an activity in the employment sector that involves shifting an employee's functions, responsibilities, and status to a specific position, with the goal of increasing the individual's job satisfaction and encouraging optimal performance for the organization[6].

Through the implementation of job rotation, it is hoped that employees can develop skills and improve the quality of their performance through new experiences and knowledge gained from different work environments.[11]. Furthermore, transfers serve to address employee boredom from consistently performing the same work. Therefore, employee transfers aim to maintain employee confidence and provide adequate compensation.[6].

There are five indicators of the transfer variable[12]: 1) work experience, 2) knowledge, 3) agency needs, 4) skills/expertise, and 5) responsibility.

H1: The effect of job rotation on work spirit

2.2. Office Layout

Office layout is the detailed determination of space requirements and their use to create a practical arrangement of the physical factors deemed necessary for office work[13]. another study states that layout is a crucial factor in ensuring smooth activities and achieving goals. Decisions related to layout have a significant impact on work outcomes[14]. Office layout is the ability to organize a workspace so that office equipment and supplies are placed appropriately. The physical condition of the office, including the utilization of office space, is directly and tangibly linked to improved performance and contributes to effective and efficient work performance. Good office layout can provide individual and group comfort while working. It can also streamline employee workflow, leading to optimal work results[3].

There are eight indicators of the office layout variable[13], including: 1) layout type, 2) indoor plants, 3) lighting, 4) paint color, 5) air conditioning, 6) sound, 7) office equipment storage, and 8) office facilities.

H2: The influence of office layout on work spirit

2.3. Non-physical Work Environment

The non-physical work environment is a psychosocial aspect that is not readily apparent, but significantly influences employee comfort, motivation, and performance. This element includes communication styles, emotional support from leadership, social relationships among coworkers, role clarity, recognition for work performance, and organizational cultural values.[15]. Not much different from previous opinion, it stated that the work environment surrounding employees needs to be considered because it influences their performance. A sense of security and comfort can be created through adequate working conditions, both physical and non-physical. One way to improve work spirit is by creating a conducive, comfortable, safe, and enjoyable work environment. This way, employees will feel at home, more enthusiastic, and able to complete their work well and on time, while also feeling satisfied with their work[16].

The non-physical work environment focuses on the quality of relationships and social interactions in the workplace, both between leaders and subordinates and between coworkers. Good relationships and a harmonious work environment in this environment can create a sense of comfort and increase employees' internal drive to work harder. Therefore, a positive non-physical work environment plays a crucial role in boosting employee morale, enabling them to carry out their tasks with enthusiasm and responsibility[17]. Another definition of a non-physical work environment is the conditions that influence how spirit work, including relationships with coworkers and superiors, as well as various other aspects such as organizational culture, management systems, career development opportunities, and social factors in the workplace. All of these elements play a vital role in creating a positive work atmosphere, which can ultimately increase work spirit, engagement, and loyalty to the company[18].

There are three indicators of non-physical work environment variables[4], namely: 1) harmonious relationships, 2) opportunities for advancement, and 3) job security.

H3: The influence of the non-physical work environment on work spirit

2.4. Work Spirit

Work spirit reflects the condition of employees in their work environment, and is an expression and mentality of individuals or groups that demonstrates a sense of joy and happiness in carrying out their work, thus feeling passionate and able to work faster and better to achieve group or organizational goals[13]. According to other research, work spirit is an individual's psychological state that drives them to work diligently, quickly, and optimally within an organization. Individuals with high levels of work spirit possess their own motivation to work and possess the tenacity and fighting spirit to face challenges and frustrations[19]. A person with a passion for work can transmit positive energy and influence others who may not share that same passion. Therefore, managing human energy in the workplace is crucial for an organization.[20].

There are four indicators of the work spirit variable[21],[22]: 1) absence, 2) cooperation, 3) job satisfaction, and 4) discipline.

H4: The effect of non-physical work environment changes and office layout on work spirit

3 RESEARCH MODEL

Based on the theoretical framework and previous studies, the conceptual framework can be described as follows:

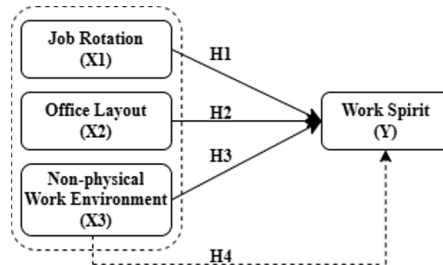


Figure 1. Conceptual Framework

4 RESEARCH METHODS

This study used a questionnaire to collect data from 80 employees of PT. Kalimantan Sawit Kusuma who work in various departments. Data analysis was conducted using SPSS version 26. Since the number of employees was only 80 people, the entire sample population was used in this study. The research data were analyzed through three stages: analysis of respondent characteristics, testing the feasibility of data (validity, reliability, and classical assumptions), and multiple regression analysis and hypothesis testing. Job rotation was measured using ten statements, for example, "Job rotation adds to my work spirit" [12]. Office layout was measured using sixteen statements, for example, "The type of office layout used supports interaction between teams" [13]. Non-physical work environment was measured using three statements, for example, "I feel comfortable working in this environment" [13]. Work spirit was measured using eight statements, for example, "I will be enthusiastic about working if I am not late for attendance" [21],[22]. The main objective was to determine the effect of job rotation, non-physical work environment, and office layout on work spirit at PT. Kalimantan Sawit Kusuma.

5 RESULTS AND DISCUSSION

5.1. Results

5.1.1. Characteristic Respondents

The data analysis results show that of the 80 respondents at PT. Kalimantan Sawit Kusuma, the majority were female (63%) and single (65%). Most were aged 20–30 years (59%), had a bachelor's degree (61%), and had worked for between 1–5 years

(60%). This indicates that the majority of employees are young, highly educated workers who are still in the early stages of their careers.

5.1.2. *Classical Assumptions*

The results of the classical assumption test show that the Tolerance value for X1 is 0.499, X2 is 0.366, and X3 is 0.554 (all > 0.10), and the VIF values are 2.004, 2.730, and 1.806 (all < 10), respectively, so there is no multicollinearity. The heteroscedasticity test shows significance values of 0.583, 0.265, and 0.434 (> 0.05), indicating the absence of heteroscedasticity. The Kolmogorov–Smirnov normality test produces an Asymp. Sig. value of 0.200 (> 0.05), which means the data is normally distributed. Thus, the regression model meets all classical assumptions and is suitable for further analysis.

5.1.3. *Hypothesis Testing*

Based on table 1. it can be concluded: a) The analysis indicates that variable X1 has a t-value of 1.117 with a significance level of 0.267, which is greater than the 0.05 threshold. Therefore, it can be inferred that X1 does not have a statistically significant effect on Y, suggesting that variations in X1 do not meaningfully influence the dependent variable. b) In the case of variable X2, the t-value is 3.870 with a significance level of 0.000, also below 0.05. Hence, X2 is found to have a positive and significant effect on Y, meaning that higher values of X2 correspond to higher levels of Y. c) For variable X3, the t-value is 3.242 with a significance level of 0.002, which is below 0.05. This result implies that X3 exerts a positive and significant effect on Y, indicating that an increase in X3 is associated with an increase in Y.

Table 1. T test results

		Coefficients ^a				
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3,456	2,494		1,385	,179
	Total_X1	,044	,091	,046	,485	,629
	Total_X2	,191	,060	,348	3,166	,002
	Total_X3	,466	,091	,498	5,148	,000

a. Dependent Variable: Total_Y

Source: Processed data, 2025

Based on the results of the F test, the calculated F value was 40.217 with a significance level of 0.000 (<0.05), which indicates that variables X1, X2, and X3 simultaneously have a significant effect on variable Y. The results of the coefficient of determination test show an R Square value of 0.614, which means that 61.4% of the variation in the dependent variable can be explained by the three independent variables, while 38.6% is influenced by other factors outside the model. The Adjusted R Square value of 0.598 indicates that after adjusting the number of variables, around 59.8% of the variation can be explained, with a standard error of estimate of 3.260 which indicates that the level of model prediction error is relatively low.

5.2. Discussion

5.2.1. *The Effect of Job Rotation on Work Spirit*

Based on the results of a multiple linear regression analysis, the Job Rotation variable (X1) has a coefficient value of 0.109 with a significance level of 0.267 (>0.05). This indicates that transfers have a positive but insignificant effect on work spirit at PT. Kalimantan Sawit Kusuma. This means that each increase in the implementation of transfers is not necessarily accompanied by a significant increase in work spirit.

This finding indicates that the company's transfer process has not fully impacted work spirit. This may be because some employees are not yet ready to adapt to the new work environment or position, resulting in temporary discomfort. The results of this study align with previous findings that stated that transfers have no significant effect on work spirit [7], but there are differences of opinion regarding the positive and significant effect. Therefore, the effectiveness of a transfer policy depends heavily on the suitability of the new position to the employee's competencies, interests, and mental readiness [6].

5.2.2. *The Influence of Office Layout on Work Spirit*

The analysis results show that the Office Layout variable (X2) has a coefficient of 0.250 with a significance value of 0.000 (<0.05). This indicates that office layout has a positive and significant effect on work spirit at PT. Kalimantan Sawit Kusuma. A good workspace arrangement—including desk arrangement, lighting, air circulation, and accessibility between sections—can create a comfortable and efficient work environment, thus increasing work spirit to complete their tasks. This study found findings that support the positive influence of office layout on work spirit. Effective space arrangement not only improves physical comfort but also facilitates communication and collaboration between employees. Conversely, a cramped, disorganized, or poorly lit workspace can hinder productivity and decrease work motivation [23].

5.2.3. *The Influence of the Non-Physical Work Environment on Work Spirit*

The Non-Physical Work Environment (X3) variable has a coefficient value of 0.688 with a significance level of 0.002 (<0.05). These results indicate that the non-physical work environment has a positive and significant effect on work spirit. This means that the better the non-physical work environment perceived by employees—such as social relationships, communication, and coworker support—the higher their work spirit.

A less-than-optimal non-physical work environment can lead to decreased comfort, increased stress, and a diminished sense of community among employees. This situation indicates that interpersonal relationships, communication, and social support in the workplace are not well-developed. These findings emphasize the importance of companies creating a positive and supportive work environment, as

psychological and social factors in the workplace have been shown to play a significant role in increasing employee motivation, spirit, and effectiveness[24].

5.2.4. *The Effect of Transfers, Office Layout and Non-Physical Work Environment on Work Spirit*

The F-test results showed a calculated F-value of 40.217 with a significance level of 0.000 (<0.05), indicating that the three independent variables transfers, office layout and the non-physical work environment simultaneously significantly influence work spirit. The coefficient of determination (R^2) of 0.614 indicates that 61.4% of the variation in employee morale can be explained by these three variables, while the remaining 38.6% is influenced by factors outside the model, such as leadership, compensation, and organizational culture.

These results illustrate that the combination of appropriate transfer policies, a conducive non-physical work environment, and a comfortable workspace layout are crucial factors in creating a productive and enthusiastic work atmosphere. Therefore, company management needs to balance structural and psychological factors to maximize the potential of the company's human resources.

6 CONCLUSIONS AND SUGGESTIONS

6.1. *Conclusions*

Based on the research results, it can be concluded that: 1) Job rotation has a positive but not significant effect on employee work enthusiasm, because it is likely not in accordance with employee competency and readiness to adapt. 2) Office layout has a positive and significant effect, where good spatial arrangement, lighting, and physical comfort can increase work enthusiasm. 3) The non-physical work environment also has a positive and significant effect, because harmonious relationships and effective communication encourage a sense of comfort and enthusiasm for work. 4) Simultaneously, these three variables have a significant effect on work enthusiasm with a contribution of 61.4%, while 38.6% is influenced by other factors outside the model such as leadership style, compensation, and organizational culture.

6.2. *Suggestions*

Based on the research results, it is recommended that PT. Kalimantan Sawit Kusuma implemented a job rotation policy to align with employee competency and readiness, supported by adequate training and adaptation periods. The company also needs to improve its office layout to make it more comfortable and productive, and strengthen the non-physical work environment through communication and teamwork. For further research, it is recommended to add variables such as leadership style, procurement, and organizational culture to broaden the understanding of the factors influencing work spirit.

AUTHORS' CONTRIBUTIONS

1. Musthovavy Wahyunisa, as the first author, searched, collected, input, and calculated respondent data, processing it in the SPSS application and writing the articles.
2. Kusuma Chandra Kirana guided refining the research framework, reviewing relevant literature and offering input on developing the research concept.
3. Eko Yulianto provided guidance in statistical data analysis, offered feedback on result interpretation, and assisted in formulating the recommendations.

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