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Employee Performance in Restaurants: A Conventional Approach to Archive Management and Office Space Design

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Abstract: This study explores the impact of archival activities and office layout on employee performance in the restaurant industry, specifically focusing on Bejana Restaurant in Nusa Dua, Bali. These two aspects are often overlooked, yet they play a critical role in ensuring proper record-keeping and an efficient workspace, both of which can positively affect employee performance. The research employs various data analysis methods, including validity and reliability tests, multiple linear regression, and tests for linearity, normality, heteroscedasticity, and multicollinearity. The findings show that while the F-test significance value was 0.031, confirming that the regression model can be used to analyze employee performance, neither archival arrangement nor office layout had a significant impact on employee performance.

Keyword: restaurant, archive management, office layout, kinerja, employee performance, office management.

INTRODUCTION

Human beings are inherently social creatures with a natural inclination to belong to groups. This need becomes evident when fulfilling daily necessities, which often require collaboration rather than individual effort. Achieving shared goals calls for cooperation and structured coordination within groups. Therefore, careful planning is essential to ensure that the steps taken align with intended outcomes. The advancement of information technology has significantly facilitated the completion of administrative tasks efficiently and effectively. It has also enhanced users' understanding of how to utilize technological resources (Hayati, 2020).

Archive management plays a crucial role in supporting the smooth execution of activities within an organization or institution. Archives may consist of documents, files, letters, and other forms of correspondence, both incoming and outgoing, which must be managed under a reliable system to ensure accountability (Hayati, 2020). According to Law No. 4 of 2009,

archives are defined as records generated through organizational activities or events, regardless of form or medium, and are recognized under current technological standards by institutions, organizations, individuals, or groups, both in the public and private sectors.

Sayuti (2013) defines archiving as the activity of storing important documents in an appropriate filing system according to specific procedures to ensure ease of retrieval when needed. Effective archive management can create a centralized information repository or institutional memory (Mulyono et al., 2011). Archives require dedicated attention as they serve a vital role in government and organizational functions, supporting the completion of tasks across departments.

Office facilities are another critical factor that contributes to operational efficiency. These facilities include office spaces, equipment, supplies, and other necessary resources. To function optimally, such facilities must be arranged in ways that enhance, rather than hinder, productivity. The strategic placement of office equipment and thoughtful organization of workspaces to improve employee satisfaction is known as office space planning. Both public and private sector institutions should consider this a key factor, as the physical work environment directly affects employee performance.

Gie (2012) defines office space planning as the arrangement of furniture and equipment within the available floor space, or alternatively, as the act of placing tools in appropriate positions and organizing work processes to improve employee performance. Several environmental aspects must be considered in this process, including lighting, air circulation, and overall ergonomics.

Office Management

According to Garnida and Priansa (2013), office management is a branch of management science and practice focused on organizing office functions effectively and efficiently. George R. Terry (2011) describes it as the process of planning, supervising, organizing, and motivating the execution of office-related tasks to achieve organizational objectives. Siddiq (2013), as cited by Nuryadi (2023), views office management as the implementation of general management principles in organizing pre-planned office tasks. Thus, the development and implementation of strategies, whether for archive management or office space planning, are the responsibility of office managers and their teams.

The Work Environment

According to Barthos (2013), archives, or records,referred to as *warkat* in Indonesian,are essentially written documents, including images or diagrams, that contain information about specific subjects, issues, or events, created by humans to help preserve memory. Gie (2019) defines archives as a collection of *warkat* stored systematically and purposefully, with the goal of being easily accessible whenever needed. Therefore, an important step in archive management is filing, which refers to the process of organizing or grouping records into a single unit of information in a systematic manner using a specific system (Musliichah, 2019).

However, not all documents qualify as archives, as not all of them hold useful value. Effective archives have three main characteristics (Suraja, 2006, p. 33): 1) they consist of valuable *warkat*; 2) the *warkat* are stored systematically; and 3) the archives can be quickly located when needed. The types of archives outlined by Sugiarto and Wahyono (2015) include: 1) archives based on subject or content; 2) archives based on form and physical characteristics; 3) archives based on value or utility; 4) archives based on their significance; 5) archives based on function; 6) archives based on location or management level; 7) archives based on authenticity; and 8) archives based on legal strength.

In the study that forms the basis of this article, the effectiveness of archive management is evaluated using the indicators outlined in Law No. 43 of 2009, which include: 1) archive

creation, referring to the activity of recording information on a particular medium for communication purposes in the execution of organizational functions and tasks; 2) archive utilization, which refers to using archives for organizational interests while preserving their authenticity, integrity, security, and safety; 3) archive maintenance, which involves filing active archives, organizing inactive archives, storing archives, and converting archive media; and 4) archive disposal, which refers to reducing archives that are rarely used or have become obsolete.

Office Space Planning Indicators

According to Ida Nuraida (2014), office space planning refers to the organization of office space and the arrangement of office equipment and furniture within the available area to provide facilities for workers. More broadly, office space planning can be understood as the overall physical aspects and placement of necessary facilities within the organizational or production space of a company, aimed at achieving efficiency (Sumayang, 2016). Therefore, determining the specific space requirements and their usage is crucial to ensure that office work can be performed efficiently and cost-effectively (Gie, 2012, p. 186). In the study that serves as the basis for this article, the effectiveness of office space planning will be measured using indicators proposed by Gie (2012, p. 186), which include: 1) planning or organizing the office layout; 2) arranging furniture; and 3) physical environmental requirements.

First, planning or organizing the office layout and equipment as effectively as possible is an essential factor in administrative activities. The steps involved in organizing the office layout include the following (Gie, 2012, p. 186): 1) understanding the relationship between tasks performed by different departments; 2) knowing the nature of the work, the number of workers involved, and the sequence of tasks; 3) drawing a floor plan using a scale, indicating the length and width of the room, and marking areas such as doors and windows; 4) arranging employee desks using color markers and numbering or coding each section; and 5) designing a conceptual floor plan while considering the possibility of future changes.

Second, arranging office furniture also plays a critical role in designing an effective and efficient office layout. Office furniture, such as desks, chairs, cabinets, shelves, and drawers, made from materials like wood, metal, or other substances, plays an important role within the office and needs to be adapted to the space available. For example, in arranging desks, walkways should be provided for employee traffic. If the room is small, two desks can be placed side by side, but no more than that in each row (Gie, 2012, p. 198).

Third, every office must have physical environmental requirements that need to be carefully considered and arranged. The physical environment in office space planning includes (Sedarmayanti, 2017, p. 148): a) lighting, as insufficient lighting can impair vision and slow down work; b) color scheme, as colors not only reflect light but can also influence the emotional state of individuals, stimulating different psychological conditions; c) ventilation, with an ideal temperature range of 13-24 degrees Celsius, requiring sufficient ventilation to provide employees with fresh and comfortable air; d) decoration, which relates to color schemes, decorations, and the layout of work equipment; e) noise, as workplaces requiring high concentration can be disrupted by loud sounds, which should be avoided; f) music, as the right kind of music can boost morale, but inappropriate music can disturb focus; and g) safety, which should always be considered in space planning to ensure a safe working environment.

Kinerja

The term *kinerja* is often associated with the English word "performance," which refers to work results or achievements. However, *kinerja* encompasses a broader meaning, incorporating not only the outcomes of work but also the processes through which work is

carried out. According to Wibowo (2017), *kinerja* refers to work results that are closely linked to the organization's strategic goals, customer satisfaction, and contributions to the economy.

In essence, *kinerja* involves both what an employee accomplishes and what they fail to accomplish, based on predefined performance standards. It includes factors such as: output quantity, output quality, timeliness of output, workplace attendance, and cooperative attitude. In the study underlying this article, employee performance will be interpreted through the Indonesian concept of *kinerja*, which includes the achievements, results, and abilities of an employee in reaching those goals, ultimately influencing how much they contribute to the organization.

Individuals exhibiting high *kinerja* tend to have certain characteristics, including: 1) high personal responsibility; 2) a willingness to take and bear risks; 3) realistic goal setting; 4) a comprehensive work plan and dedication to achieving those goals; 5) utilizing concrete feedback throughout their work activities; and 6) actively seeking opportunities to realize planned objectives. The success of an organization can be seen through the performance outcomes of its employees. Therefore, it is crucial for any company or institution to assess the performance of each employee. If performance is unsatisfactory, the organization can implement measures for improvement.

In this context, employee performance will be measured using the indicators of *kinerja* proposed by Mangkunegara (2017), which include: 1) work quality, the standard of excellence that must be achieved in the job; 2) work quantity, the amount of work to be completed and accomplished; 3) work constraints, such as whether the employee is reliable, follows instructions, is proactive, careful, and diligent in their work; and 4) work attitude, which includes the employee's attitude toward the company, colleagues, and the work they perform.

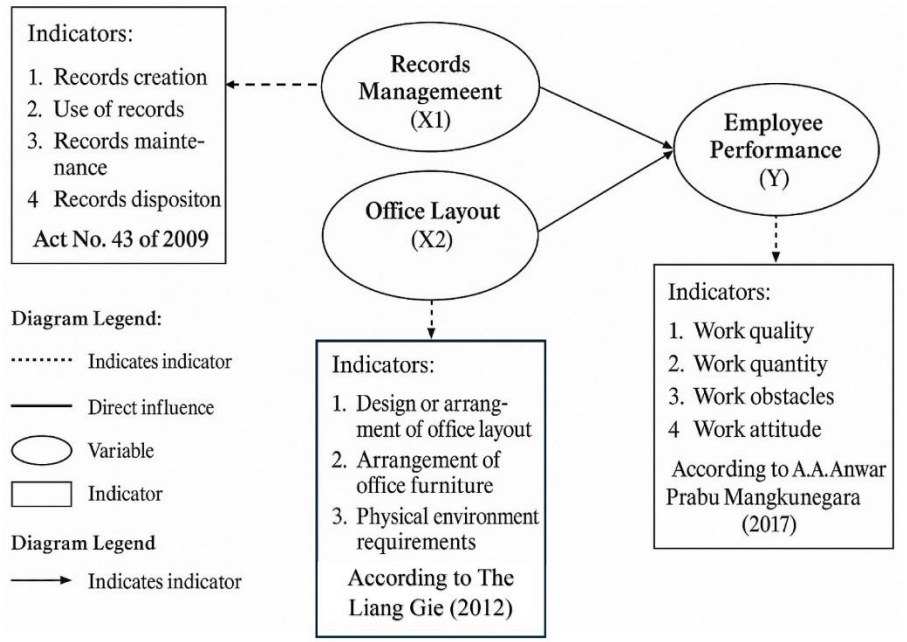
Purpose of the Article

Based on the background outlined, this article aims to examine the influence of archive management and office space planning, measured according to the indicators described, on employee performance at Warung Bejana, a restaurant located in Badung Regency, Bali. The study employs a multiple linear regression method to analyze the relationship between the two independent variables, archive management and office space planning, and the dependent variable, employee performance.

METHOD

The research used as the data foundation for this article was conducted at Warung Bejana. The focus of the study is to explore how the arrangement of archives and office space planning affect employee performance in a restaurant, with Warung Bejana serving as a case study. Therefore, the independent variables in this study are: 1) Archive Management, which is measured using the indicators outlined in Law No. 43 of 2009; and 2) Office Space Planning, which is assessed using the indicators proposed by Gie (2012, p. 186). The dependent variable is Employee Performance, which is measured using the indicators developed by Mangkunegara (2017). Based on these, the hypothesis for this study can be stated as follows:

H_1: There is an influence of archive management (X1) on employee performance (Y).
H_2: There is an influence of office space planning (X2) on employee performance (Y).
H_3: There is an influence of both archive management (X1) and office space planning (X2) on employee performance (Y).



Source: Data processed by the author (2024)

Figure 1. Conceptual Framework

The sample for this study consisted of the entire population, including the management and all employees at Warung Bejana, which totaled 30 individuals. Furthermore, the questionnaire used in this study was in Likert scale, designed to measure attitudes, opinions, and perceptions of an individual or group about social phenomena. Each question or statement in the questionnaire provided five alternative responses with the following scores:

1. strongly agree : skor 4
2. agree : skor 3
3. disagree : skor 2
4. strongly disagree : skor 1

The data obtained from the questionnaire filled out by 30 respondents were then analyzed using multiple linear regression analysis, processed using the IBM SPSS Statistics 20.0 for Windows system, and tested according to the statistical principles required when using multiple linear regression as an analysis tool. Prior to building the model, the author performed classical assumption tests (Ghozali, 2013; Gujarati, 2012) on the entire data set, followed by a series of tests on the constructed model, including: partial test (Ghozali, 2013), simultaneous test (Algifari, 2013, p. 263), hypothesis testing (Algifari, 2013, p. 263), and performing the coefficient of determination analysis (Algifari, 2013, p. 240).

RESULT AND DISCUSSION

The characteristics of the respondents in the study underpinning this article were examined based on gender, age, education, marital status, and length of employment, with the details provided in Table 1.

Table 1. Respondent Characteristics in the Bejana Restaurant

No.	Characteristic	Option	Frequency (persons)	Percentage (%)
1.	Age	a. 18-25	4	23,5
		b. 26-30	12	26,5
		c. 31-40	12	11,8
		d. > 40	2	38,2

		Total	**30**	**100**
2.	Gender	a. Male	16	52,9
		b. Female	14	47,1
		Total	**30**	**100**
3.	Education	a. SMA/SMK	4	23,5
		b. Diploma/Bachelor (S1)	22	8,8
		c. Master's Degree (S2)	4	67,6
		Total	**30**	**100**
4.	Work Duration	a. <3 years	6	17,6
		b. 3-5 years	2	5,9
		c. 5-8 years	3	8,8
		d. > 8 years	23	67,6
		Total	**30**	**100**

Source: Data processed by the author (2024)

To determine the classification of respondents' answers, the class width formula (C) was used (Ghozali, 2013). Based on this formula, the range (R) was calculated as 4-1=3, and the class width (C) was 3/4 = 0.75. From this result, the classification of respondents' answers can be arranged as follows:

1. 1.00-1.75 = very low
2. 1.76-2.51 = low
3. 2.52-3.27 = high
4. 3.28-4.03 = very high

The results of the data tabulation for 22 questions from the three variables, both independent and dependent, answered by 33 respondents can be seen in Tables 2 through 5.

From Table 2, it is known that the average response score for the archival management variable is high, with a mean value of 3.41. The highest score, 4.00, was given for the statement, "You have maintained the authenticity of the archives." The lowest average score was recorded for the statement, "You have conducted the destruction of archives that are no longer useful," with an average score of 3.05. It can be concluded that, in this study, the "use of archives" indicator becomes the dominant factor influencing the archival management variable.

Table 2. Description of Responses for the Archive Management Variable

No.	Statement	Answer				Mean
		1	2	3	4	
1	You are able to create archives in line with the developments in information technology and office layout.			17	13	4.26
2	You are responsible for creating the archives.		1	16	13	4.26
3	You ensure the security of the archives carefully and meticulously.		1	8	21	4.12
4	Your performance can guarantee the safety of the archives.		1	13	16	4.03
5	You have managed both active and inactive archives.		2	13	15	3.94
6	You have preserved the authenticity of the archives.		1	21	8	3.94
7	You have destroyed archives that are no longer useful.			22	8	4.09
8	You have destroyed archives in accordance with the applicable procedures.	1	2	17	10	4.15
					Total Mean	4.11

Source: Data processed by the author (2024)

From Table 3, it is shown that the average response score for the office space layout variable is high, with a mean value of 3.43. The highest score, 4.00, was given for the statement, "Furniture that is not used is arranged properly." Meanwhile, the lowest average score was for the statement, "The office space layout does not hinder the flow of work activities within the room," with an average score of 3.14. It can be concluded that, in this study, the "arrangement of furniture" indicator is the dominant factor influencing the office space layout variable.

Table 3. Description of Responses for the Office Space Planning Variable

No.	Statement	Answer					Mean
		1	2	3	4	5	
1	The office layout model does not hinder work activities within the room.			17	13		4,29
2	A well-arranged office layout provides comfort for employees in their work.		1	16	13		4,29
3	The arrangement of furniture supports the smooth flow of work activities.		1	8	21		4,24
4	Unused furniture is arranged properly.		1	13	16		4,24
5	The lighting in the room is adequate, providing comfort for work.		2	13	15		4,15
6	The cleanliness of the room is ensured, which helps improve employee performance in their work.		1	21	8		4,26
					Total Mean		4,25

Source: Data processed by the author (2024)

From Table 4, it is shown that the average response score for the employee performance variable is high, with a mean value of 3.36. The highest score, 4.00, was given for the statement, "You complete the tasks assigned with precision." Meanwhile, the lowest average score was for the statement, "You complete tasks within the specified time frame," with an average score of 3.00. It can be concluded that, in this study, the "work quality" indicator is the dominant factor influencing the employee performance variable.

Table 4. Description of Responses for the Employee Performance Variable

No.	Statement	Answer					Mean
		1	2	3	4	5	
1	You complete the tasks assigned to you with care.			17	13		3,88
2	You complete the tasks according to the established standards.		1	16	13		3,91
3	You complete the tasks within the specified time.		1	8	21		3,94
4	The amount of work you complete meets the expected target.		1	13	16		3,91
5	You can solve problems if you encounter obstacles in your work.		2	13	15		3,97
6	You remain calm when facing problems.		1	21	8		3,85
7	You assist colleagues in completing tasks.			22	8		3,94
8	You help other colleagues in completing tasks.	1	2	17	10		3,88
					Total Mean		3,92

Source: Data processed by the author (2024)

From Table 5, it can be observed that the validity test results show that the correlation coefficient for each statement item is greater than the r-table value of 0.2319, with a significance level less than 0.05, indicating that the data is valid. Additionally, from Table 5, it

can also be seen that the reliability test results show a Cronbach's alpha value greater than 0.6, meaning the data is reliable.

Table 5. Recap of the Results of Validity and Reliability Testing of the Research Instrument

Variable	Item	Correlation Coefficient	Description	Alpha Cronbach	Description
Archive Management	X1.1	0,963	Valid	0,957	reliable
	X1.2	0,963	Valid		
	X1.3	0,887	Valid		
	X1.4	0,791	Valid		
	X1.5	0,715	Valid		
	X1.6	0,669	Valid		
	X1.7	0,860	Valid		
	X1.8	0,859	Valid		
	X1.9	0,868	Valid		
	X1.10	0,955	Valid		
Office Space Planning	X2.1	0,980	Valid	0,976	reliable
	X2.2	0,980	Valid		
	X2.3	0,921	Valid		
	X2.4	0,756	Valid		
	X2.5	0,873	Valid		
	X2.6	0,911	Valid		
	X2.7	0,792	Valid		
	X2.8	0,980	Valid		
	X2.9	0,980	Valid		
	X2.10	0,980	Valid		
Employee Performance	Y1	0,636	Valid	0,811	reliable
	Y2	0,446	Valid		
	Y3	0,715	Valid		
	Y4	0,679	Valid		
	Y5	0,561	Valid		
	Y6	0,509	Valid		
	Y7	0,609	Valid		
	Y8	0,670	Valid		
	Y9	0,703	Valid		
	Y10	0,606	Valid		

Source: Data processed by the author (2024)

To meet the requirements for classical assumption tests, the following tests were conducted: 1) the normality test using the Kolmogorov-Smirnov Test (Ghozali, 2013:141), which resulted in an Asymp.sig value of 0.127, greater than $\alpha = 0.05$, indicating that the data is normally distributed (see Table 6); 2) the multicollinearity test, which showed that the tolerance value for the independent variables was above 0.1 and the Variance Inflation Factor (VIF) was below 10, meaning there was no indication of multicollinearity in the model (see Table 7); and 3) the heteroscedasticity test using the Glejser test, as shown in Table 8, which revealed that both independent variables had significant values greater than 0.05, indicating the absence of heteroscedasticity in the regression model.

Table 6. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.00479150
Most Extreme Differences	Absolute	.142
	Positive	.142

Negative	-.112
Test Statistic	.142
Asymp. Sig. (2-tailed)	.127[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Source: Data processed by the author (2024)

Table 7. Multicollinearity Test Results

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	,999	1,001
	X2	,999	1,001

[a]. Dependent Variable: Y

Source: Data processed by the author (2024)

Table 8. Heteroscedasticity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.050	2.253		2.241	.033		
	Total_X1	-.010	.064	-.030	-.154	.879	.863	1.159
	Total_X2	-.154	.108	-.282	-1.426	.165	.863	1.159

a. Dependent Variable: RES2

Source: Data processed by the author (2024)

From Table 9, it can be concluded that the multiple linear regression equation is as follows:

$$Y = 16{,}607 + 0{,}248X_1 + 0{,}219X_2 + e$$

Table 9. Multiple Linear Regression Analysis Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.607	4.285		3.875	.001
	Total_X1	.248	.122	.369	2.025	.053
	Total_X2	.219	.205	.194	1.067	.295

a. Dependent Variable: Total_Y

Source: Data processed by the author (2024)

From the equation, it can be interpreted that the coefficients of the variables for archive management (X1) and office space planning (X2) are positive, indicating that an increase in the values of these variables will result in an increase in employee performance.

Furthermore, based on Table 10, we can observe that the significance value of 0.031 indicates that the regression model can be used to determine employee performance, as both independent variables, archive management and office space planning, simultaneously have a significant effect. Therefore, the third hypothesis of this study is accepted.

Additionally, the R-Square (R^2) value shown in Table 11, which is 0.227, suggests that 22.7% of the variance in the dependent variable (employee performance) can be explained by the independent variables (archive management and office space planning). The remaining 77.3% is determined or influenced by other variables and factors not examined in this study.

Table 10. F-Test Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.244	2	17.122	3.966	.031[b]

	Residual	116.556	27	4.317		
	Total	150.800	29			

a. Dependent Variable: Total_Y
b. Predictors: (Constant), Total_X2, Total_X1
Source: Data processed by the author (2024)

Table 11. R^2 Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.477[a]	.227	.170	2.078

a. Predictors: (Constant), Total_X2, Total_X1
Source: Data processed by the author (2024)

Finally, based on Table 12, it can be explained that both independent variables, namely archive management and office space planning, do not have a significant positive effect on employee performance when examined separately. Therefore, the first and second hypotheses of this study are rejected.

Table 12. T-test Results

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	16.607	4.285		3.875	.001
	Total_X1	.248	.122	.369	2.025	.053
	Total_X2	.219	.205	.194	1.067	.295

a. Dependent Variable: Total_Y
Source: Data processed by the author (2024)

CONCLUSION

The most influential indicator for the archive management variable is the statement, *"You have maintained the authenticity of the archives,"* highlighting that the "use of archives" is the most dominant factor in improving the restaurant's archive management system. For office space planning, the leading indicator is the statement, *"Unused furniture is arranged properly,"* suggesting that "furniture arrangement" is the key factor in optimizing spatial layout. As for employee performance, the most influential indicator is the statement, *"You complete the tasks assigned with accuracy,"* indicating that "work quality" is central to sustaining high performance. These three indicators should be prioritized by the restaurant to enhance employee effectiveness.

Although the F-test significance value of 0.031 allows the regression model to be used to explain employee performance, the individual effects of archive management and office space planning on performance are not statistically significant. The model explains only 22.7% of the variation in employee performance, suggesting that other factors, accounting for 77.3%, play a more substantial role. This indicates that the indicators used to measure archive management and office space planning may need to be updated to better capture their relevance to employee performance in the restaurant setting. This is especially evident in the office space planning variable, which shows a t-test significance value of 0.295, far above the α threshold.

Future studies should explore more relevant or refined indicators for both archive management and office space planning or consider alternative variables that may better reflect the dynamics of restaurant operations. It's important to recognize that restaurants differ from conventional offices: office space includes not only administrative areas but also the kitchen, dining room, reception, and bar.

Therefore, to maintain high employee performance, restaurant management should reassess their archive management strategies to ensure they align with the unique, fast-paced

environment of a restaurant, and at the same time reorganize the workspace, across all functional zones such as the kitchen, reception, dining area, bar, and storage, to support efficient workflows and reduce clutter, ultimately enhancing overall operational performance.

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