



STRATEGY TO INCREASE HR PRODUCTIVITY THAT USES COWORKING SPACE AS A NEW WORKPLACE CONCEPT IN MEDAN CITY

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Abstract

The number of freelancers and start-up companies in Indonesia has increased from year to year, which has led to the emergence of new work styles (new work orders), where this work style has characteristics that are more free, flexible and independent, even the problems that arise are different from the work model in general. This needs to be supported by the availability of a place to work, one of the alternative places to work that is currently developing is coworking space. Even though the development of coworking spaces continues to increase, community participation in coworking spaces in the city of Medan is not yet optimal, and people even tend to equate cafés and coffee shops as coworking spaces. Research was carried out on CoHive at Clapham, Cohub Indonesia, Cradle Event & Coworking Space, SAGA Creative Hub, and Digital Innovation Lounge Medan. The analytical method used in the research is a Likert scale to measuring the opinions and perceptions of a person or group and Multiple Linear Regression to look at the factors that influence person or group using co working space. The reseach results show that Physical environmental factors that influence the productivity of human resources working in Co Working Space are lighting, noise and cleanliness. Non-physical environmental factors that influence the productivity of human resources working in Co Working Space are attention and support from leaders, collaboration between groups, and communication. SOAR analysis in determining strategies for increasing human resource productivity using co-working space, namely: S-A Strategy: Modern and comfortable facilities, location accessibility, flexibility in work space choices, and an atmosphere that supports creativity as well as better collaboration, opportunities to develop professional networks, or increase work focus. O-A Strategy: There are networking events, workshops or seminars on relevant topics, or collaborative projects with companies or other professionals in the co-working space and users can improve specific skills, expand their business network, or achieve a better balance between personal and professional life. S-R Strategy: Users can increase work productivity, innovation in business ideas, or increase job satisfaction and have the opportunity to increase their income, work efficiency, product or service quality. O-R Strategy: Users get access to business acceleration programs, funding, or joint projects with large companies that partner with the co-working space and users have the opportunity to increase market share

Keywords: *Co Working Space, SOAR, Productivity, Human Resources*

1. INTRODUCTION

The development of digital technology is currently increasingly rapid, humans have a new lifestyle that cannot be separated from all electronic devices. Technology is a tool that can help most human needs (Nikijuluw et al., 2020). Driven by technological, economic and environmental developments, technology is able to facilitate various needs and work that previously had to be done manually in a shorter and faster time. The high dynamics of work that is developing in society has given rise to a new revolution in the way people do work, which is now mostly done with digital-based technology (Asyhar, 2019). The development of information and communication technology, as well as new ways of working, is transforming the work behavior of urban communities. Now, there are increasing alternatives in work behavior being developed, such as remote working (teleworking), flexible working hours (flexi-time), and others. Work is no longer limited to physical problems that

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require working in a certain location. So this can increase productivity and efficiency of time, costs and energy at work. Job providers benefit from existing hard work with a comfortable workforce. This is one of the main concerns of businesses, namely providing flexible working hours. Flexible working conditions are not possible in many professions. So now many companies are looking for independent workers, from private companies to official agencies to fill personnel shortages. Technological developments and new ways of working of course also create opportunities that encourage the growth of freelance startups (digital-based start-up businesses) to emerge. Based on Startup Ranking data, the number of startups in Indonesia as of May 2023 is 2,492 companies. This number is the sixth largest number in the world. Based on this data, it shows that Indonesia is a potential place to start a startup. As a reaction to new work orders, new forms of workplaces are emerging in various countries in the world, including in Indonesia, such as the currently popular coworking space. Coworking Space has various supporting facilities for working, such as work space that can stimulate creativity, efficiency, flexibility, and of course it is cheaper so it can be reached by various groups (Putri & Satiawan, 2019). Coworking space focuses on creating spaces that support collaboration, openness, knowledge sharing, innovation and user experience (Surbakti & Danil, 2020).

One way to increase employee satisfaction is to create a pleasant work environment (Sandy et al., 2022). Employees who work in a comfortable environment are able to minimize stress disorders so they are able to work optimally. Therefore, it is important for an organization to pay attention to aspects of the work environment such as room arrangement in order to create employee job satisfaction and improve employee performance. With the Co-Working Space which provides a flexible space that supports collaboration, openness, knowledge sharing, innovation and user experience which will energize and encourage HR to increase their productivity. This is an attraction for digital nomads, freelancers, remote workers, and start-up companies that use coworking spaces as a place to work and develop their operational base in Medan City. In Medan there are several coworking spaces, namely CoHive at Clapham, Cohub Indonesia, Cradle Event & Coworking Space, KAMI SPACE, Alifa Creative Space, BETAHIVE Coworking Space, SAGA Creative Hub, and Digital Innovation Lounge Medan. However, there are still many people who don't know about Co Working Space. The lack of knowledge of the coworking space concept means that there is relatively little interest in participation numbers. Therefore, this research aims to be utilized and used as an insight into topics related to coworking spaces for various parties for the sake of development or future studies and research regarding various opportunities.

2. LITERATURE REVIEW

2.1 Co Working Space

Coworking spaces are membership-based work spaces where various groups of entrepreneurs and other non-traditional workers work together in a communal space (Howell & Bingham, 2019). Individuals pay a monthly rent in exchange for the right to work in a workspace, as well as membership in social and professional communities. Each individual works separately on their own company or project, but works together with others in the same physical location. As such, coworking spaces generally market themselves as places where people "work alone, together." Bilandzic & Foth (2013) explained that coworking space is a place where social wisdom emerges as a result of people sharing the same work space for their creative activities. For example, a new place for people to gather, explore, gain experience, learn and teach, as well as share and discuss topics regarding creative practices in various areas related to digital technology.

2.2 Work Environment

These physical factors include air temperature in the workplace, work space area, noise, crowding, and crowding. The physical work environment indicators according to Rozi & Syaikhudin (2020) are as follows; Coloring, by using the right color on the walls of the room and other equipment, the employee's joy and calm at work will be maintained. Apart from that, the right color will prevent glare that may arise due to excessive light (The Liang Gie, 2006), Cleanliness, including



the cleanliness of buildings, equipment and furniture. A clean work environment can create a feeling of joy, and this feeling of joy will influence a person to work more enthusiastically and productively, Lighting, sufficient light entering the work space of each office employee. Insufficient lighting will result in employees not clearly seeing and observing the work they are carrying out. In this case, it will increase the level of error by these employees, The layout, arrangement of tools and equipment must be arranged in such a way as to help the flow of work effectively and in accordance with employee needs, A workspace that is well organized and provides a balance between open space for collaboration and private space for concentration can increase productivity.

On the other hand, there is a non-physical work environment. According to Sedarmayanti (2017) there are 5 non-physical work environment indicators, namely: The work structure must be able to explain the relationship between the authority of who reports or is responsible to whom., Leaders' attention and support, leaders often provide direction, confidence, attention and respect for cooperation between groups, the extent to which employees feel there is good cooperation between existing work groups, Collaboration between groups, employees are able to collaborate with other people according to the time and tasks that have been determined in order to achieve the targets that have been determined, Smooth communication, there is good, open and smooth communication, both between co-workers and with leadership.

2.3 Human Resources Work Productivity

Yanti Budiasih (2012) explained that productivity is generally defined as the relationship between real results and actual input. Productivity is also defined as the level of efficiency in producing goods and services. Labor productivity is influenced by several factors both related to the workforce itself, the environment as a whole and those related to government policy. Productivity is the ability of employees to achieve certain tasks according to standards, completeness, cost, speed so that efficient and effective use of human resources in a company is very important to increase overall effectiveness and efficiency (Handayani, 2019) According to Faka (2021), there are factors that influence work productivity, namely: Education and training, Work environment, Skills, Efficiency and Attitude.

2.4 SOAR Analysis

SOAR (Strengths, Opportunities, Aspirations, and Results) is a very positive framework that can be used for strategic thinking and analysis that allows a person, team, or organization to create strategies and/or strategic plans to build its future through collaboration, understanding together, and commitment to action (Watkins et al., 2011) SOAR has a matrix that functions to compile the company's strategic factors that describe how the external strengths and opportunities faced by the company can be adjusted to its aspirations and measurable results. The SOAR analysis matrix according to Stavros & Cole (2013) is divided into four conditions as follows:

Table 1. SOAR Matrix

Ekster / Internal	Strenght Internal strength factors	Opportunities External opportunity factors
Aspiration Internal expectation factors	SA Strategy Create strategies that use strengths to achieve aspirations	OA Strategy An aspiration-oriented strategy which is then expected to take advantage of opportunities
Result Measurable results to be realized	SR Strategy Create strengths-based strategies to achieve measurable results	OR Strategy An opportunity-oriented strategy to achieve measurable results

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2.5 Conceptual Framework

A conceptual framework is a conceptual model that illustrates how theory relates to various factors identified as important issues (Sugiyono, 2018). It explains the relationship between theory and key factors known to be significant for a specific problem. Based on the background, research objectives, and literature review, the conceptual framework for this research can be depicted in Figure 1 as follows:

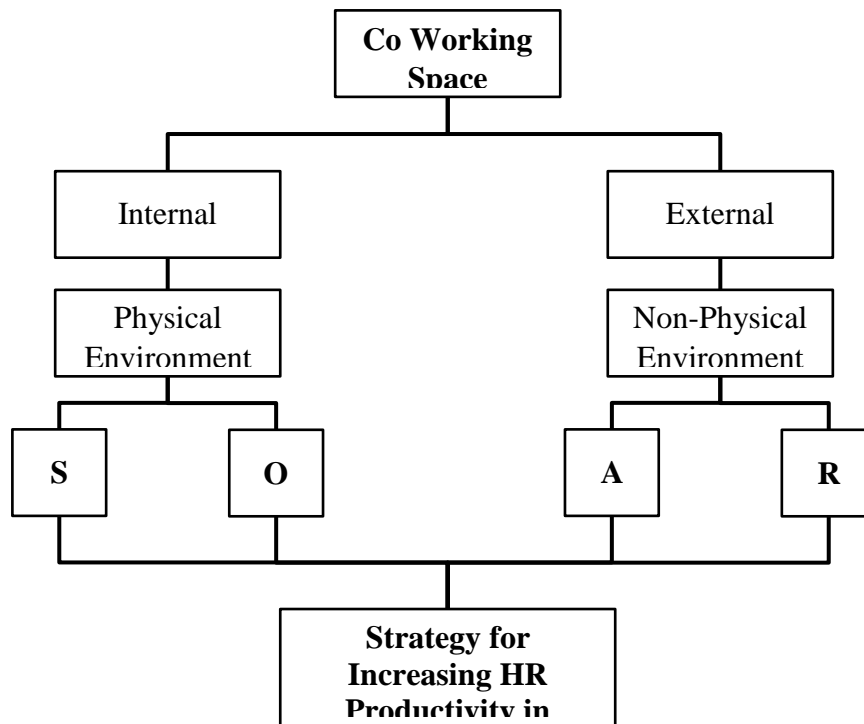


Figure 1. Conceptual Framework

This study includes three variables: Physical Environment and Non-Physical Environment as independent variable. Beside, for the dependent variable is Strategy for Increasing HR Productivity in Co working Space.

3. RESEARCH METHODS

3.1 Research Design and Data Collection

Research was carried out on every coworking space in the city of Medan that was established and existed in 2018. It is known that there are several coworking spaces such as CoHive at Clapham, Cohub Indonesia, Cradle Event & Coworking Space, SAGA Creative Hub, and Digital Innovation Lounge Medan. The data obtained was obtained through: Interviews, Observations; Documentation; and Questionnaire (questionnaire). The data used were 50 respondents.

3.2 Data Analysis Techniques

To examine the influencing factors that influence HR productivity working in coworking spaces in the physical environment, the tool used is multiple linear regression. Multiple linear regression analysis is a statistical analysis used to test the influence of more than one independent variable on one dependent variable. (Aminatur Zahriyah, et al, 2021). Testing is carried out using the following econometric formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

**Where:**

- Y = HR productivity
- a = Constanta
- b_x = Regression Coefficients
- X_1 = Lighting
- X_2 = Colouring
- X_3 = Disturbance
- X_4 = Cleanliness
- e = Standar *Error*

Meanwhile, to test the influencing factors that influence HR productivity working in coworking spaces in non-physical environments, this is done using the following econometric formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + e$$

Where:

- Y = HR productivity
- a = Konstanta
- b_x = Regression Coefficients
- X_1 = Leadership attention and support
- X_2 = Work Structure
- X_3 = Cooperation between groups
- X_4 = Group Responsibility
- X_5 = Communication
- e = Standar *Error*

3.3 Hypothesis Test

A hypothesis is a statement about the characteristics of a population, while hypothesis testing is a procedure to ensure the correct characteristics of a population based on sample data.

3.4 T Test (Partial)

The t test is a test used to test the influence of each independent variable individually on the dependent variable. In multiple linear regression, the t test aims to determine the effect of each independent variable partially. The model will be significant if the p-value < 0.05.

3.5 F Test (Overall)

The F test is to see that the independent/free variables together have a significant influence on the dependent variable. In simultaneous testing, the influence of the independent variable is tested together with the dependent variable. The model will be significant if the p-value < 0.05.

3.6 Coefficient of Determination Test (R^2)

The coefficient of determination (R^2) is used to measure goodness of fit in a regression. In multiple linear regression analysis, the determination test is used to measure the proportion of variation in the dependent variable that is explained by independent variation. The coefficient of determination varies from 0 to 1. The higher the R^2 value (closer to 1), the better the model (Mubarak, 2021)

4. RESULTS AND DISCUSSION

4.1 Characteristics of Co Workspace

Co-working space is a shared work space that offers various characteristics to support productivity, collaboration and user comfort. With coworking spaces, everyone who wants to work and increase productivity and creativity can do their work without having to have an office (Kurnianingtyas, 2023). By providing a supportive, creative and collaborative environment,

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coworking spaces can be an ideal place for different types of professionals and companies to work, learn and grow together.

4.2 Data Analysis

4.2.1 Physical Environmental Factors that Influence HR Productivity Working in Co Working Spaces

In analyzing the data, multiple linear regression was used to determine the influence of each independent variable on the dependent variable. The following are the results of data processing using SPSS.

Table 2 Summary of Physical Environmental Determination Models

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Physical Environment	.681 ^a	.464	.415	42.219

From the table above, the Adjusted R Square value or coefficient of determination for the physical environment and non-physical environment is 0.415. This figure shows that the productivity of human resources working in coworking spaces can be explained by the physical environment by 41.5%, while the remaining 58.5% is explained by other factors not examined in this research.

Table 3 F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	67796.148	4	16949.037	9.509	.000 ^b
Residual	78428.342	44	1782.462		
Total	146224.490	48			

Based on the results of a significant level of 0.000, the independent variables of the physical environment together have a significant influence on the productivity of human resources working in coworking spaces.

Table 4 T Test Results

Model	Unstandardized B	Sig
(Constan)	673.475	0.000
Coloring	5.996	.668
Lighting	-63.575	.002
Disturbance	-48.169	.001
Cleanliness	58.488	.008

Based on the t analysis in the table, the results show that the variables that partially influence the productivity of human resources working in coworking spaces are :

1. Lighting

Based on the t test results table, the significance value of the lighting variable is 0.002<0.05. Partially, there is a trend in the relationship that explains the productivity of human resources working in co-working spaces. The regression coefficient value for physical environmental lighting is negative 63.575, indicating that the lighting variable has a negative influence on the productivity of human resources working in the work space. The higher the lighting, the lower the productivity of human resources working in the co-working space.

2. Disturbance

Based on the t test results table, the significance value of the disturbance variable is 0.001<0.05. Partially, there is a tendency for a relationship between disruption and HR productivity working in shared workspaces. The environmental regression coefficient for physical disturbances is negative 48,169, indicating that the disturbance variable has a negative influence on the productivity



of human resources working in the work space. The longer the condition of the room is followed, the more the productivity of human resources working in the shared workspace decreases.

3. Cleanliness

Based on the t test results table, the significance value of the disturbance variable is $0.001 < 0.05$. Partially, there is a tendency for a relationship between disruption and HR productivity working in shared workspaces. The environmental regression coefficient for physical disturbances is negative 48,169, indicating that the disturbance variable has a negative influence on the productivity of human resources working in the work space. The longer the condition of the room is followed, the more the productivity of human resources working in the shared workspace decreases.

Based on the regression equation results, the regression model estimates are as follows:

$$Y = 673.475 + 5.996 X_1 - 63.575 X_2 - 48.169 X_3 + 58.488 X_4 + e$$

Where:

Y = HR productivity

a = Konstanta

b_x = Regression Coefficient

X_1 = Coloring

X_2 = Lighting

X_3 = Disturbance

X_4 = Cleanliness

e = Standar Error

4.3.2 Non-Physical Environmental Factors that Influence HR Productivity Working in Co-Working Spaces

In analyzing the data, multiple linear regression was used to determine the influence of each independent variable on the dependent variable. The following are the results of data processing using SPSS.

Table 5 Summary of Non-Physical Environmental Determination Models

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Non-Physical Environment	.470 ^a	.221	.133	51.961

From the table above, the Adjusted R Square value or coefficient of determination for the physical environment and non-physical environment is 0.133. This figure shows that 31.3% of the productivity of human resources working in coworking spaces can be explained by the non-physical environment, while the remaining 68.7% is explained by other factors not examined in this research.

Table 6 F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	33712.858	5	6742.572	2.947	.045 ^b
Residual	118799.642	44	2699.992		
Total	152512.500	49			

Based on the results of a significant level of $0.045 < 0.05$, the non-physical environmental independent variables together have a significant influence on the productivity of human resources working in the work space.

Table 7 T test results

Model	Unstandardized B	Sig
(Constan)	421.158	0.000

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Leadership Attention and Support	33.805	.048
Work structure	-16.253	.078
Cooperation between groups	-34.520	.031
Job responsibilities	-18.438	.301
Communication	43.488	.021

Based on the t analysis in the table, the results show that the variables that partially influence the productivity of human resources working in coworking spaces are leadership attention and support, collaboration between groups, and communication.

1. Leadership Attention and Support

Based on the t test results table, the significance value of the attention and support variables is $0.040 < 0.05$. Partially, there is a tendency for a relationship between leader attention and support and the productivity of human resources working in co-working spaces. The non-physical environmental regression coefficient value of leader attention and support is positive 33.805, indicating that the leader attention and support variable has a positive influence on the productivity of human resources working in working space. The better and more comfortable the users are in Co Working Space, the higher the productivity of HR working in Co Working Space.

2. Collaboration Between Groups

Based on the t test results table, the significance value of the collaboration variable between groups is $0.031 < 0.05$. Partially, there is a tendency for a cooperative relationship between groups with the productivity of human resources working in co-working spaces. The regression coefficient value of the non-physical work structure environment is negative 34,520, indicating that the inter-group collaboration variable has a negative influence on the productivity of human resources working in the work space.

3. Communication.

Based on the t test results table, the significance value of the communication variable is $0.021 < 0.05$. Partially there is a tendency for a relationship between communication and the productivity of human resources working in co-working spaces. The non-physical communication environment regression coefficient value is positive 43.488, indicating that the communication variable has a positive influence on the productivity of human resources working in working space. The more frequently you communicate, the higher your HR work productivity will be in the coworking space.

Based on the regression equation results, the regression model estimates are as follows:

$$Y = 421.158 + 33.805 X_1 - 16.253 X_2 - 34.520 X_3 - 18.438 X_4 + 43.488 X_5 + e$$

Where:

- Y = HR productivity
- a = Konstanta
- b_x = Regression Coefficients
- X_1 = Leadership attention and support
- X_2 = Work Structure
- X_3 = Cooperation between groups
- X_4 = Group Responsibility
- X_5 = Communication
- e = Standar Error

4.3.3 SOAR Analysis

Based on data obtained from Co Working Space users, the data is used for analysis using SOAR analysis. This analysis is used with the aim of improving human resources which becomes a flexible, efficient and collaborative workplace solution. Based on strategic management analysis,



strengths, opportunities, aspirations and results can be identified in the co-working space. SOAR analysis was developed into four parts, namely S-A, O-A, S-R, O-R.

Table 8 SOAR Analysis Matrix Strategy for Increasing Human Resource Productivity Using Co Working Space

Internal	Strenght	Opportunities
External	<ol style="list-style-type: none"> 1. High internet speeds, adequate digital security systems, and space management software can improve operational efficiency. 2. Strategic location benefits by increasing accessibility to public transportation and public facilities around the co-working space. 3. Develop flexible rental policies to attract a variety of tenants. 	<ol style="list-style-type: none"> 1. Identify developing business opportunities by looking at colleagues who work in co-working spaces. 2. Utilize technological innovations such as co-working space management platforms
Aspiration	S-A Strategy	O-A Strategy
<ol style="list-style-type: none"> 1. Build and maintain a collaborative and inclusive atmosphere in co-working spaces, encouraging the exchange of ideas and innovation between tenants. 2. There are gatherings between tenants, thereby creating cooperation 	<p>Utilize facilities, accessibility, flexibility, co working space to encourage innovation with increased work focus and work networks. (S1,S2,S3 - A1,A2)</p>	<ol style="list-style-type: none"> 1. Utilizing technological innovation and co-worker experience to improve HR performance. (O2 - A2) 2. Utilizing technological innovation and gathering activities between co-working space users to create cooperation to increase HR productivity (O1 - A1)
Result	S-R Strategy	O-R Strategy
<ol style="list-style-type: none"> 1. Target increases productivity of coworking users 2. The creation of collaboration between users creates a co-working space 	<p>Using co working space facilities and flexibility to increase work productivity and collaboration for improvement. (S1- R1, R2)</p>	<p>Identify opportunities and utilize technological innovation to increase HR productivity. (O1,O2 - R1,R2)</p>

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Concluiions

1. Physical environmental factors that influence the productivity of human resources working in Co Working Space are distractions, distractions and cleanliness.
2. Non-physical environmental factors that influence the productivity of human resources working in Co Working Space are attention and support from leaders, collaboration between groups, and communication.
3. SOAR analysis in determining strategies for increasing human resource productivity using coworking spaces, namely:

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S-A Strategy: Utilize facilities, accessibility, coworking spaces to encourage innovation by increasing work focus and work networks

O-A Strategy: Leveraging technological innovation and co-worker experience to improve HR performance. Utilizing technological innovation and gathering activities between coworking space users to create collaboration to increase HR productivity

S-R Strategy: Use facilities and flexibility to increase productivity and collaboration

O-R Strategy: Identify opportunities and utilize technological innovation to increase HR productivity.

5.2 Recommendations

1. To coworking space users to take advantage of the existence of coworking spaces to improve HR performance.
2. Other researchers may be able to examine factors that can increase the comfort of coworking space users and increase the work productivity of coworking space users' human resources.

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