

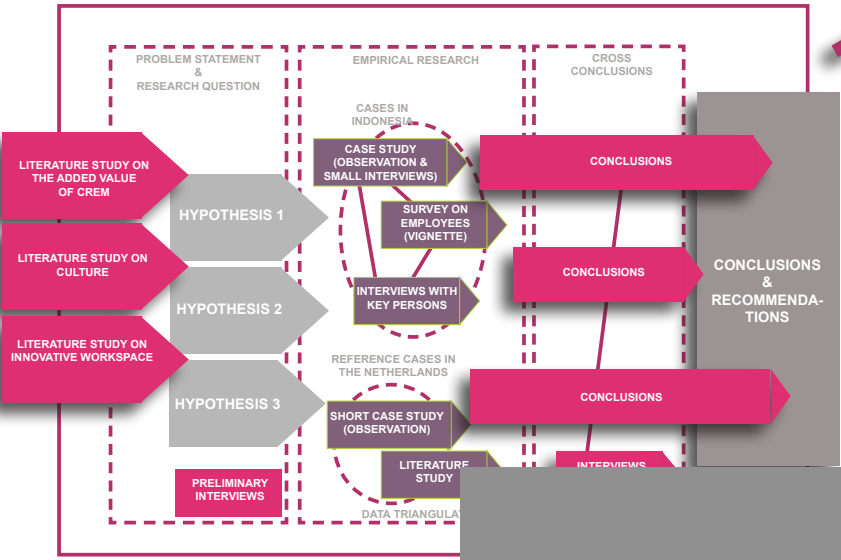
EXPLORING INNOVATIVE WORKPLACE DESIGN IN JAKARTA

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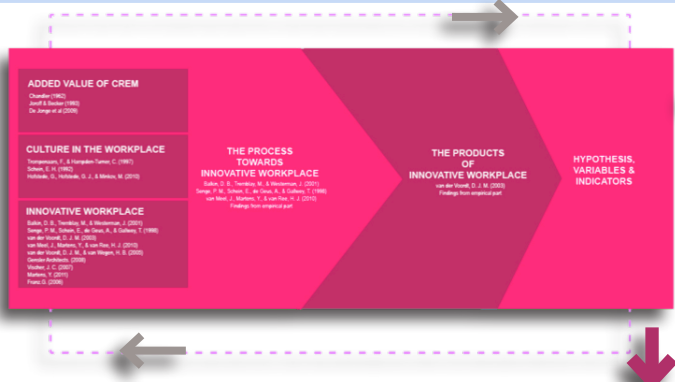
PROBLEM STATEMENT

Innovative workplace is believed to be supportive towards employees' productivity. A series of discussions and researches were supporting this topic within the field of Real Estate Management. The idea of this research is to reveal innovative workplace in Jakarta, what are the preferences of the employees concerning the physical workplace environment.

Research question:
"What are the users' preferences regarding the physical workplace environment in Jakarta, which are perceived, as supportive to higher productivity?"



To support the study, 3 particular topics were included in the literature study, namely The Added Value of Corporate Real Estate Management (CREM), Culture in the Workplace and Innovative Workplace



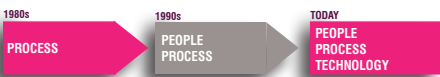
The preferences are reflections of users' demands. To check whether a case or a workplace strategy is a success, one can measure the satisfaction level, which reflects the supply side of the strategy. In order to do this, discrete choice questions were combined with the WODI toolkit questions, which revealed both preferences and the satisfaction level of the employees. To cross analyse the results of the discrete choice and the WODI, indicators namely comfort, stimulation and privacy, were made based on the list of variables used for describing the physical characteristics.

When asked about the importance of workplace design, 89% of the respondents rated "important" or "very important". (Gensler Architects, 2008)

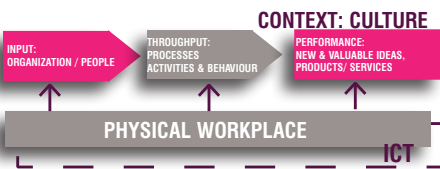
90%

9 out of 10 respondents believe that workplace design affects productivity. (Gensler Architects, 2008)
- Based on a survey on 2000 employees in the US.

Office Transformation

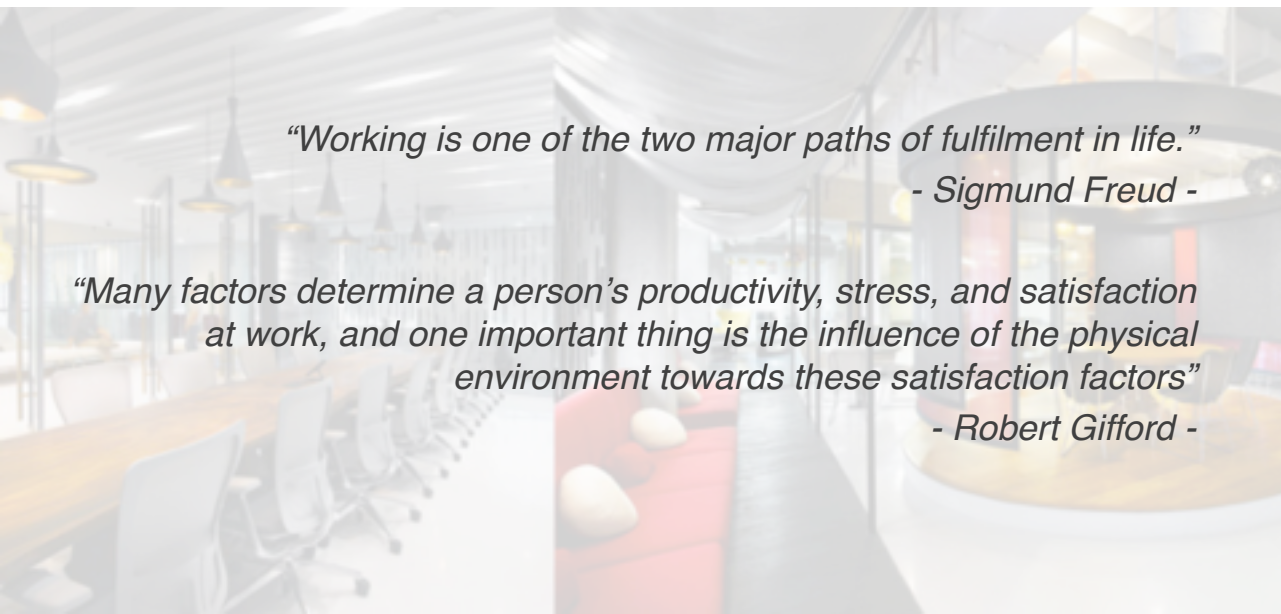


How Technology Influence the Workplace



Innovative workplace is a result of the effort to reduce occupancy costs, while increasing the added value for the organizations. With ICT development, mobile working and activity-based workplace management are made more possible and even more flexible. Activity based working is one way to solve the mobile working issue at the moment, to increase efficiency.

Research Background



"Working is one of the two major paths of fulfilment in life."
- Sigmund Freud -

"Many factors determine a person's productivity, stress, and satisfaction at work, and one important thing is the influence of the physical environment towards these satisfaction factors"
- Robert Gifford -

FINDINGS ON EMPIRICAL RESEARCH

Case study in Jakarta

MedcoEnergi



Local, energy company
Indirect bottom up approach
Mix of cellular office & open space
With guidelines

MATCH OF INDICATORS' SATISFACTION

60% on stimulation
50% on privacy
57% on comfort

>50% MATCH

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3

<50% MATCH

<50% MATCH

Top down approach
Open office
With guidelines



P&G



US multinationals, FMCG
Global bottom up + Top down approach
Mix of rooms & open office
With guidelines

Amsterdam

Microsoft

US multinationals, software
Mix of (global) top down & bottom up approach
Mix of rooms & open office
With guidelines



CONCLUSIONS & DISCUSSIONS

RESULT ON ALL 174 PARTICIPANTS

DISCRETE CHOICE RESULT: importance level

1. Stimulation | 2. Privacy | 3. Comfort

The overall results of the preference showed importance preference level by the employees, where stimulation was the most seen as important, but only slightly more than privacy. However, it should always be a combination of the three.

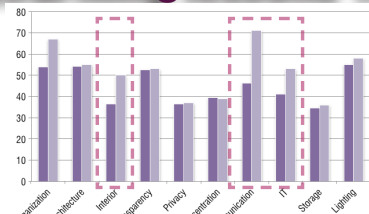


Result of the cross-analysis between WODI & Discrete choice findings

Innovative workplace design, as in this case activity based workplace is one way to engage the employees and enhance their performance. It is indeed impossible to manage all characteristics of employees' needs in the workplace. However, by creating as much options and flexibility by creating multi-usage workspaces, employees will have the sense of control, which could stimulate them and motivate them in using spaces based on their current state. The idea is to create the optimal solution from the integrated strategy, which aligned both users' needs & demands as well as the organizations' objectives. Survey method used in this research (the combination of WODI toolkit & the discrete choice method) could be one solution for mapping the users' demands.



Learning lessons from NL



Comparison between WODI results in NL & Jakarta
Lessons from NL:

- more transparency
- more combination with bottom up approach
- more investments put on the workplace design

Indeed, the workplace design implementations in Jakarta still need extensive improvements. Organizations tend to put less attention in this case, and manage a top-down approach on the decision making, neglecting the importance of employee engagement. Although the implementations found in the Dutch cases are also not the perfect solutions, but lessons could be learned on how the combination of employee engagement with top down decision making could lead to a more comprehensive design. Additionally, company guidelines are considered to be another important factor in supporting the consistency of the top-down approach.



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