

The influence of work environment and verbal communication on administrative staff productivity at Universitas Sebelas Maret

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Abstrak

Produktivitas kerja pegawai administrasi di perguruan tinggi dipengaruhi oleh berbagai faktor, di antaranya lingkungan kerja dan komunikasi verbal yang berperan penting dalam mendukung kinerja organisasi. Penelitian ini bertujuan untuk mengetahui pengaruh lingkungan kerja dan komunikasi verbal terhadap produktivitas kerja pegawai administrasi bagian akademik di Universitas Sebelas Maret, baik secara simultan maupun parsial. Penelitian ini menggunakan pendekatan kuantitatif kausalitas. Populasi terdiri dari 196 pegawai, dengan sampel diambil menggunakan teknik convenience sampling. Teknik pengumpulan data menggunakan angket, dan analisis data dilakukan dengan regresi linear berganda menggunakan bantuan IBM SPSS Statistic 26. Hasil penelitian menunjukkan bahwa: (1) lingkungan kerja berpengaruh positif dan signifikan terhadap produktivitas kerja pegawai administrasi dengan nilai $t_{hitung} > t_{tabel}$ ($2,882 > 1,679$) dan signifikansi $0,006 < 0,05$; (2) komunikasi verbal berpengaruh positif dan signifikan terhadap produktivitas kerja pegawai dengan nilai $t_{hitung} > t_{tabel}$ ($4,332 > 1,679$) dan signifikansi $0,00 < 0,05$; (3) secara simultan, lingkungan kerja dan komunikasi verbal berpengaruh positif dan signifikan terhadap produktivitas kerja pegawai administrasi dengan nilai $F_{hitung} > F_{tabel}$ ($26,272 > 3,204$) dan signifikansi $0,00 < 0,05$. Persamaan regresi yang diperoleh adalah $\hat{Y} = 1,338 + 0,531X_1 + 0,493X_2$ dengan nilai R^2 sebesar 0,539, yang berarti kontribusi kedua variabel sebesar 53,9%. Hasil ini mendukung hipotesis yang diajukan.

Kata kunci : lingkungan organisasi; efektivitas komunikasi; produktivitas pegawai administrasi

Abstract

Administrative staff productivity in higher education institutions is influenced by multiple factors, with work environment and verbal communication playing essential roles in supporting organizational performance. This study examined the influence of work environment and verbal communication on administrative staff productivity in the academic division at Universitas Sebelas Maret, both simultaneously and individually. The research employed a quantitative causal approach with a population of 196 employees and a sample of 48 participants selected through convenience sampling. Data

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were collected using questionnaires and analyzed through multiple linear regression using IBM SPSS Statistics 26. Results indicated that: (1) work environment significantly and positively influenced administrative staff productivity ($t = 2.882 > 1.679$, $p = .006$); (2) verbal communication significantly and positively influenced staff productivity ($t = 4.332 > 1.679$, $p < .001$); and (3) simultaneously, work environment and verbal communication significantly and positively influenced administrative staff productivity ($F = 26.272 > 3.204$, $p < .001$). The regression equation was $\hat{Y} = 1.338 + 0.531X_1 + 0.493X_2$ with $R^2 = .539$, indicating that both variables contributed 53.9% to productivity variance. These findings support the proposed hypotheses.

Keywords: organizational environment; communication effectiveness; administrative staff productivity

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Introduction

In the modern era supported by technological advancement, human resources (HR) remain a fundamental factor determining organizational success, including higher education institutions. Technology alone cannot guarantee organizational efficiency and productivity without quality workforce support. Human resources function not only as implementers but also as strategic planners in achieving organizational goals (Febrina & Rahmat, 2024). In higher education contexts such as Universitas Sebelas Maret (UNS), administrative staff play vital roles in supporting academic and non-academic service delivery. Their service quality directly impacts institutional reputation and satisfaction among students, faculty, and other stakeholders.

Employee productivity serves as a key indicator of successful HR management. According to Pamungkas et al. (2023), work productivity reflects employee effectiveness in managing tasks according to time, quality, and contribution to organizational goals. Hakim (2020) emphasized that productive individuals possess strong self-confidence, self-esteem, and self-concept. In administrative work contexts, productivity is determined not only by workload but also by work environment quality and inter-employee communication effectiveness.

Llave and Messenger (2018) added that work productivity can be assessed through various work flexibility indicators: time flexibility, task management autonomy, diverse work patterns, work-life balance, and technology utilization. These indicators become increasingly relevant in dynamic work environments where flexibility and adaptability are key to achieving optimal organizational performance.

Various factors can influence employee productivity levels, including compensation, work environment, organizational culture, leadership, work motivation, work discipline, job satisfaction, and both verbal and nonverbal communication (Dangnga & Amran, 2019). Among these factors, work environment and verbal communication constitute two important, interconnected elements that contribute significantly to employee performance. Without supportive work environment and effective communication, productivity tends to decline despite high HR qualifications.

Work environment represents a primary factor influencing work productivity. A quality work environment, encompassing both physical and non-physical aspects, provides comfort, increases motivation, and cultivates organizational loyalty (Sunarto & Anjani, 2022). Physical environments such as lighting, air circulation, room temperature, and work facilities support work enthusiasm. Meanwhile, non-physical environments include interpersonal relations, work culture, and harmonious communication climate (Maryani et al., 2023). Lindeberg et al. (2022) identified indicators for assessing work environment quality: physical work environment, digital work environment, social work environment, organizational well-being, and organizational productivity. Research by Siadari and Safrin (2024) demonstrated that work environment improvements can significantly enhance employee productivity.

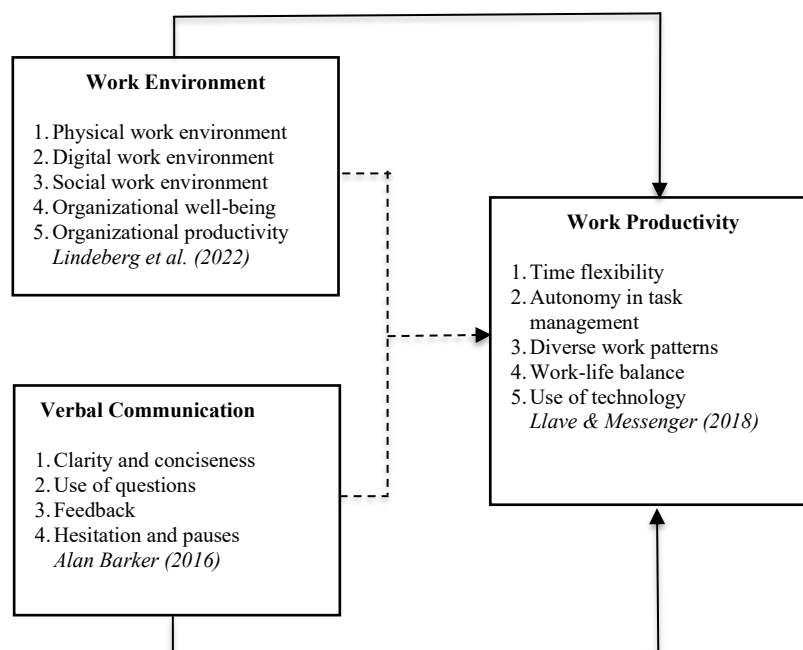
Beyond work environment, verbal communication constitutes a crucial element in forming teamwork and work efficiency. Verbal communication functions as a means for effective information exchange and work coordination, particularly in complex organizations such as universities (Kusumawati, 2016). Septiani et al. (2024) stated that effective verbal communication significantly impacts work productivity improvement. Conversely, miscommunication can cause work errors, internal conflicts, and performance decline (Qorib, 2024).

Effective verbal communication includes several indicators such as message clarity and conciseness, question usage, feedback, pacing, and timing (Barker, 2016). Clear, concise, and empathetic verbal communication forms the foundation for professional interactions (Wulandari et al., 2020). In university administrative environments, employees must communicate information quickly and accurately to various parties, from students to unit leaders.

Work environment and verbal communication play important roles in supporting administrative staff productivity. Observations at Universitas Sebelas Maret revealed various problems in academic administrative services, including information inaccuracy, low responsiveness, and process delays. An internal survey by UNS Academic Bureau in 2023 involving 500 students revealed that 62% of respondents were dissatisfied with administrative services, particularly regarding speed and information accuracy. Despite UNS Personnel System data (2023) recording nearly equal numbers of administrative staff and teaching staff (1,882 and 1,901 respectively), questions arise regarding performance efficiency and effectiveness. Suboptimal services risk decreasing student trust and hindering institutional vision achievement.

This study aimed to answer questions about how work environment and verbal communication contribute to administrative staff productivity. Research findings are expected to provide a foundation for HR management policy development, administrative service quality improvement, and theoretical and practical contributions to university management in creating conducive work environments and effective communication. Therefore, this research focused on the influence of work environment and verbal communication on academic division administrative staff productivity at Universitas Sebelas Maret to formulate appropriate performance improvement strategies.

Figure 1
Conceptual Framework



Based on the conceptual framework in Figure 1, research hypotheses can be formulated as follows: (1) Work environment influences administrative staff productivity in the academic division at Universitas Sebelas Maret; (2) Verbal communication influences administrative staff productivity in the academic division at Universitas Sebelas Maret; (3) Work environment and verbal communication simultaneously influence administrative staff productivity in the academic division at Universitas Sebelas Maret.

Method

This research was conducted at Universitas Sebelas Maret involving academic division administrative staff. The study lasted nine months, from October 2024 to July 2025. Research stages included instrument development, field data collection, data processing and analysis, and final report preparation. This research was part of an umbrella study that had previously developed instruments.

The study employed a quantitative approach with causal design, aiming to test the influence of work environment and verbal communication (independent variables) on work productivity (dependent variable). This approach was selected because it can objectively test causal relationships between variables through inferential statistical analysis.

Data collection used closed questionnaires based on five-point Likert scales. Questionnaires consisted of three main sections: work environment (8 items), verbal communication (11 items), and work productivity (12 items, with 1 item eliminated due to invalidity). Instruments were developed based on theory and previous research and had been tested in umbrella research. Validity test results showed all items in work environment and verbal communication variables were valid, while one work productivity item was invalid and excluded. Reliability test results showed Cronbach's alpha values of .605 (work environment), .765 (verbal communication), and .675 (work productivity), all meeting minimum reliability thresholds ($> .60$).

The population comprised all 196 academic division administrative staff at Universitas Sebelas Maret. Sample determination used G-Power software, yielding 48 respondents. The sampling technique was convenience sampling, where sample selection was based on respondent availability and accessibility without considering specific population distribution or characteristics randomly.

Data analysis used SPSS Statistics 26 software. Initial analysis included data tabulation and conversion. Subsequently, prerequisite tests were conducted, comprising normality, linearity, multicollinearity, and heteroscedasticity tests. After data met requirements, hypothesis testing used multiple linear regression analysis, supplemented with t-tests, F-tests, coefficient of determination (R^2) calculations, and independent variable contribution analysis through relative and effective contributions.

Results and Discussion

Results

Descriptive analysis revealed that work productivity variables showed minimum value 30, maximum value 48, mean 42.85, and standard deviation 3.814. Total work productivity variable score was 2,057. This variable comprised 10 statement items measured using 1-5 Likert scales. Work environment variables had minimum value 31, maximum value 40, mean 35.06, and standard deviation 2.418. Total work environment variable score was 1,683, comprising 8 statement items. Verbal communication variables had minimum value 39, maximum value 55, mean 46.39, and standard deviation 3.907. Total verbal communication variable score was 2,227, comprising 11 statement items.

Prerequisite tests included normality, linearity, multicollinearity, and heteroscedasticity tests. Normality test results showed Asymp. Sig. (2-tailed) value of .200 $> .05$, indicating normally distributed data. Linearity tests between work environment (X_1) and work productivity (Y) showed Deviation from Linearity value of .178 $> .05$, indicating linear relationships. Similarly, linearity tests between verbal communication (X_2) and work productivity (Y) showed Deviation from Linearity value of .062 $> .05$, indicating linear relationships.

Multicollinearity test results showed tolerance values for independent variables of .750 $> .10$ and VIF values of 1.333 < 10 . These results indicated no multicollinearity symptoms in independent variables. Heteroscedasticity tests using Spearman's rho showed significance values of .943 $> .05$ for work

environment variables and $.757 > .05$ for verbal communication variables, indicating no evidence of heteroscedasticity.

Table 1
Hasil Uji t

Model	t	p
(Constant)	0.224	.824
Work Environment	2.882	.006
Verbal Communication	4.332	< .001

Note. Data processed by researcher, 2025.

Table 1 presents t-test results examining individual or partial influences of independent variables on dependent variables. Work environment (X_1) and work productivity (Y) t-test results showed $t = 2.882 > 1.679$ and $p = .006 < .05$. These results indicated H_0 rejection and H_1 acceptance, meaning significant work environment influence on work productivity.

Verbal communication (X_2) and work productivity (Y) t-test results showed $t = 4.332 > 1.679$ and $p < .001$. These results indicated H_0 rejection and H_2 acceptance, meaning significant verbal communication influence on work productivity.

Table 2
F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	368,438	2	184,219	26,272	,000 ^b
Residual	315,541	45	7,012		
Total	683,979	47			

Note. Data processed by researcher, 2025.

Table 2 presents F-test results examining simultaneous influences of independent variables on dependent variables. Results showed $p < .001$ and $F = 26.272 > 3.204$. These results indicated H_0 rejection, meaning significant simultaneous influence of work environment (X_1) and verbal communication (X_2) on work productivity (Y).

Table 3
Multiple Linear Regression Analysis Results

Model	B	Std. Error	Beta
(Constant)	1,338	5,982	
Lingkungan Kerja	,531	,184	,337
Komunikasi Verbal	,493	,114	,505

Note. Data processed by researcher, 2025.

Based on Table 3, the regression equation obtained was: $\hat{Y} = 1.338 + 0.531X_1 + 0.493X_2$

Table 3 results can be explained as follows: (1) Positive constant value of 1.338 indicates that when work environment (X_1) and verbal communication (X_2) equal zero, \hat{Y} equals 1.338; (2) Positive X_1 coefficient of 0.531 indicates positive work environment influence on academic division administrative staff productivity at Universitas Sebelas Maret. One-point work environment increases result in 0.531 productivity increases, assuming other variables remain constant; (3) Positive X_2 coefficient of 0.493 indicates positive verbal communication influence on academic division administrative staff productivity at Universitas Sebelas Maret. One-point verbal communication increases result in 0.493 productivity increases, assuming other variables remain constant.

Table 4
Coefficient of Determination Analysis Results

R	R Square	Adjusted R Square	Std. Error of the Estimate
,734 ^a	,539	,518	2,648

Note. Data processed by researcher, 2025.

Coefficient of determination analysis in Table 4 aimed to determine the extent to which work environment and verbal communication variables influence work productivity variables. Results showed $R^2 = .539$, indicating that work environment and verbal communication variables influence work productivity by 53.9%. The remaining 46.1% is influenced by other factors or variables not examined in this study.

Discussion

Work environment demonstrated positive and significant influence on academic division administrative staff productivity at Universitas Sebelas Maret. Data analysis results showed work environment variable t-test results of $p = .006 < .05$ and $t = 2.882 > 1.679$. These results led to H_0 rejection and H_a acceptance for the first hypothesis: positive work environment influence on academic division administrative staff productivity at Universitas Sebelas Maret exists. Work environment encompasses everything surrounding employees that can influence employee job satisfaction to achieve maximum work results, providing spaces that support employees in improving assigned task performance (Siadari & Safrin, 2024). These findings align with previous research by Siadari and Safrin (2024) showing that good and comfortable work environments influence employee work productivity. Research by Baiti et al. (2020) found that work environment provides positive and significant influence on work productivity.

Verbal communication demonstrated positive and significant influence on academic division administrative staff productivity at Universitas Sebelas Maret. Data analysis results showed verbal communication variable t-test results of $p < .001$ and $t = 4.332 > 1.679$. These results led to H_0 rejection and H_a acceptance for the second hypothesis: positive verbal communication influence on academic division administrative staff productivity at Universitas Sebelas Maret exists. Verbal communication is communication using words either orally (speaking) or in writing to convey messages, information, or feelings to others (Hamama & Nurseha, 2023). In employee work productivity contexts, verbal communication plays important roles. Through oral and written communication, employees can convey information, receive instructions, and coordinate effectively with various parties. These findings align with previous research showing positive and significant verbal communication influence on employee work productivity. Research by Hidayat and Hasanah (2016) stated that verbal communication significantly influences employee work productivity improvement, helping office employees build mutual trust.

The third hypothesis results indicated positive significant influence of work environment and verbal communication together on academic division administrative staff productivity at Universitas Sebelas Maret. F-test calculations showed $p < .001$ and $F = 26.272 > 3.204$. These results led to H_0 rejection and H_a acceptance for the third hypothesis: positive and significant influence of work environment and verbal communication together on academic division administrative staff productivity at Universitas Sebelas Maret exists. Work environment plays important roles in supporting academic division administrative staff productivity achievement at Universitas Sebelas Maret. Administrative staff in good or conducive work environments tend to demonstrate more optimal performance, while those working in less supportive environments tend to experience decreased motivation and productivity. These findings align with previous research showing significant work environment influence on employee work productivity. Therefore, work environment quality improvement efforts, both physical and psychological aspects, are essential to support administrative staff performance improvement. Additionally, verbal communication plays important roles in supporting academic division administrative staff productivity at Universitas Sebelas Maret. This communication form includes information delivery, colleague coordination, and service to students and faculty. Effective verbal communication helps streamline workflows, minimize errors, and create harmonious and professional work relationships. Thus, verbal communication becomes an important aspect supporting administrative staff work success. These research findings align with previous research by Siadari and Safrin (2024) showing positive and significant work environment

influence on work productivity. According to Hidayat and Hasanah (2016), verbal communication positively and significantly influences work productivity. However, no previous research examined work environment and verbal communication variables together on work productivity, making these findings complementary to previous research.

Conclusion

Based on collected data and conducted analyses, the following conclusions can be drawn: (1) Positive and significant influence exists between work environment variables and academic division administrative staff productivity variables at Universitas Sebelas Maret. This was proven through t-tests with work environment variable significance values $< .05$ ($p = .006$) indicating positive and significant influence between both variables. Additionally, $t = 2.882 > 1.679$. Based on these results, H_0 was rejected and H_1 was accepted; (2) Positive and significant influence exists between verbal communication variables and academic division administrative staff productivity variables at Universitas Sebelas Maret. This was proven through t-tests with verbal communication variable significance values $< .05$ ($p < .001$) indicating positive and significant influence between both variables. Additionally, $t = 4.332 > 1.679$. Based on these results, H_0 was rejected and H_2 was accepted; (3) Positive and significant influence exists between work environment and verbal communication variables on academic division administrative staff productivity variables at Universitas Sebelas Maret. This was proven through F-tests where $F = 26.272 > 3.204$ with significance values $p < .001$. Thus, H_0 was rejected and H_3 was accepted. The regression equation model was $\hat{Y} = 1.338 + 0.531X_1 + 0.493X_2$. The coefficient of determination (R^2) was .539, meaning work environment (X_1) and verbal communication (X_2) together influenced work productivity (Y) by 53.9%. Research results showed work environment (X_1) provided 19.8% effective contribution to work productivity (Y), while verbal communication (X_2) provided 34% effective contribution. Regarding relative contributions, work environment (X_1) contributed 36.9% and verbal communication (X_2) contributed 63.1%, with total contributions of both variables reaching 100%. This indicates that verbal communication has greater influence compared to work environment in improving academic division administrative staff productivity at Universitas Sebelas Maret.

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