

## The Influence of Supervision, Work Experience, And Work Quality on Employee Productivity in The Makassar City Education Office

Fevrianti Lini Marandan<sup>1</sup>, Muhammad Akbardin<sup>1</sup>, Randy Mauna Noor<sup>1</sup>

<sup>1</sup>Management Study Program, Field of Interest, Human Resource Management, Sekolah Tinggi Ilmu Ekonomi Makassar, Indonesia

### ARTICLE INFO

**Received:** 13 January 2026  
**Revised:** 10 February 2026  
**Accepted:** 27 February 2026  
**Available online:** 10 March 2026

#### Keywords:

Supervision  
Work Experience  
Work Quality  
Productivity

#### Corresponding Author:

Fevrianti Lini Marandan

Email:

[fevriantilinio2@gmail.com](mailto:fevriantilinio2@gmail.com)

Copyright © 2026, Journal of Economic Trends and Management, Under the license [CC BY- SA 4.0](https://creativecommons.org/licenses/by-sa/4.0/)



### ABSTRACT

**Purpose:** This study aims to examine the influence of supervision, work experience, and work quality on the productivity of employees at the Makassar City Education Office. Employee productivity is an important factor in improving organizational performance, particularly in public sector institutions that provide educational services to the community.

**Subjects and Methods:** This research employed a quantitative approach conducted at the Makassar City Education Office. The study involved 67 employees as respondents. Data were collected using a structured questionnaire and analyzed using multiple regression analysis with the Statistical Package for Social Sciences (SPSS). The analysis was conducted to determine both the partial and simultaneous effects of supervision, work experience, and work quality on employee productivity.

**Results:** The results indicate that supervision has a positive and significant effect on employee productivity, suggesting that effective monitoring and guidance from supervisors can enhance employees' work performance. Work experience also shows a positive and significant influence on productivity, indicating that employees with greater experience tend to perform their tasks more efficiently. In addition, work quality significantly contributes to improving employee productivity, as higher quality standards encourage employees to work more effectively. Simultaneously, supervision, work experience, and work quality collectively have a significant positive impact on employee productivity.

**Conclusions:** Improving supervision, enhancing employees' work experience, and maintaining high work quality are essential strategies for increasing employee productivity at the Makassar City Education Office.

### INTRODUCTION

Human resource management (HRM) is crucial for organizations in managing, organizing, and utilizing employees productively to achieve organizational goals (Rustiawan et al., 2023). Human resources within an organization need to be managed professionally to achieve a balance between employee needs and the demands and capabilities of the organization, resulting in work productivity (Hendra, 2020). A company, including a government agency, requires effective employee supervision to create a positive and productive work environment (Ajamobe et al., 2022; Purnomo et al., 2025; Yuningsih et al., 2023). Increased productivity results from individual or employee performance, as evidenced by the way individuals work effectively and appropriately to meet company responsibilities and achieve set targets.

The Makassar City Education Office, as a policymaker, is a component of the local government with a strategic role in providing educational services to the community, consistently addressing public demands for quality, efficient, and effective services. Referring to Makassar City Regional Regulation No. 17 of 2005 concerning the establishment, organizational structure, and work procedures of the Makassar City Education Office, it states that the Makassar City Education Office is tasked with formulating, fostering, and controlling policies in the education sector, which covers schools, primary education, secondary education, non-formal education, youth and sports, and infrastructure.

Productivity is generally defined as a person's success in carrying out their work. Employee productivity is a person's ability to complete tasks and achieve targets efficiently and effectively (Asriyanti et al., 2024; Eksan & Dharmawan, 2020; Gaurifa, 2024). Employees can perform well if they exhibit high performance, resulting in good work. The development of industry and economic growth must be accompanied by similar growth in organizational development and frameworks to support, complement, and maintain the continuity of these processes (Ashworth, 2012). According to Giusti et al. (2018), work quality is seen as capable of increasing the participation and contribution of members or employees to the organization.

Quality work also fosters employee desire to remain with the organization. Work quality is a measurable outcome, measured by the effectiveness and efficiency of work performed by human resources in achieving company goals and objectives effectively and efficiently (Olian & Rynes, 1991; Pelealu, 2022). Efforts to improve work productivity include direct supervision, such as conducting workplace observations, providing written and verbal reports, and so on. Based on initial observations at the Makassar City Education Office, results related to employee productivity were obtained, as can be seen from the phenomena that occurred.

Among the productivity issues raised in this study were the poor quality of employee work, which is still lacking, such as the continued delay in completing reports; a lack of work discipline, such as employees still being absent from their desks during working hours, for example, chatting with colleagues, talking on the phone, or simply relaxing; and the frequent absence of employees who are not seen on time; and a lack of employee initiative, such as a lack of initiative to complete tasks and responsibilities quickly, resulting in late assignments. Furthermore, some employees still do nothing unless instructed by their superiors. Many factors influence employee productivity, such as supervision, work experience, and work quality, which all influence productivity (Ramdhan et al., 2026; Rahaman et al., 2023; Djazilan & Arifin, 2022).

Based on the research results of Radhiana & Arsyad (2023) "The Influence of Work Quality, Participation and Communication on Employee Productivity at the Aceh Jaya Education Office" states that work quality, participation and communication have a significant effect on work productivity at the Aceh Jaya Education Office. In line with the research of MT Tamaka, GM Sendo (2022) "The Influence of Supervision, Work Experience and Quality of Work Life on Employee Productivity at PT. Pegadaian Persero Kanwil Manado" the results of the study show that supervision has a significant effect on work productivity, work experience and quality of work life do not have a significant effect on employee work productivity. Simultaneously supervision, work experience and quality of work life together have a significant effect on employee work productivity.

## **METHODOLOGY**

### **Research Location and Time**

This research was conducted at the Makassar City Education Office, Jl. Anggrek Raya No. 2, Paropo, Panakkukang District, Makassar City. The author conducted the research for one month, from December 2024 to January 2025.

### **Research Type**

This research used quantitative methods. According to Amri (2017), quantitative methods can be defined as research methods used to examine a specific population or sample. Data collection uses research instruments and quantitative data analysis is carried out with the aim of testing

established hypotheses. Based on this theory, quantitative research methods are research methods that include data generated from predetermined populations and samples and analyzed according to statistical principles. This research aims to describe the responses of Makassar City Education Office employees.

### **Population and Sample**

A population is a combination of all elements that form events, things, or people with similar characteristics that are the focus of the researcher's attention. A population is a generalized area consisting of objects and subjects with certain qualities and characteristics determined by the researcher to be studied and conclusions drawn (Casteel & Bridier, 2021; Asiamah et al., 2017). The population in this study was all 80 employees of the Makassar City Education Office. A sample is a representative or portion of the research population that can represent the population. The sample size was determined using the Slovin formula approach according to Anugraheni et al. (2023).

### **Data Types and Sources**

The data used in this study is quantitative data, which can be in the form of numbers that can be calculated and measured, such as continuous data, which can have decimals. In this case, the quantitative data required is all employee respondents at the Makassar City Education Office. Primary data is data obtained directly from questionnaire responses containing respondent identities and responses regarding the influence of supervision, work experience, and work quality on employee productivity at the Makassar City Education Office. Secondary data is research data obtained indirectly, through intermediaries. This data is directly related to the research being conducted and is sourced from the Makassar City Education Office, books, journals, office profiles, organizational structures, and employee data required for this study.

### **Data Collection Method**

In this study, the researcher used a questionnaire to obtain the necessary data, information, or information. This data collection technique involves providing or distributing a list of questions to respondents, with the expectation that they will respond based on the list. The techniques used in this study are as follows: A questionnaire is a set of questions prepared for respondents. This questionnaire is intended to obtain written information from respondents regarding supervision, work experience, and work quality on employee productivity. Questionnaire data is collected directly to obtain truly objective data. Questionnaire data is closed-ended, meaning that questions are structured in such a way that respondents' answers are limited to one of the provided alternatives. This involves collecting data and facts contained in documents. Documentation can include personal notes, diaries, work reports, minutes of meetings, special notes, audiotapes, video recordings, photographs, and so on. This documentation is carried out to obtain secondary data related to the research being carried out, for example organizational structure, number of employees and so on.

### **Analysis Method**

The analysis method used by the researcher is Multiple Linear Regression. This analysis is used to determine the relationship between the independent and dependent variables, whether each has a positive or negative relationship, and can predict the value of the dependent variable if the independent value increases or decreases. This data is usually presented in interval or ratio scales. Data validity is evidence that the instrument, technique, or process used for a concept actually measures the intended concept. Data validity is determined by a robust measurement process. A measurement instrument is said to have high validity if it measures what it is intended to measure. Validity testing indicates the extent to which a measurement instrument is truly suitable or appropriate as a measurement tool for its intended purpose. Validity testing is conducted to determine whether respondents' questionnaire responses are truly suitable for use in this study.

The purpose of validity is to determine the extent to which the measured items (variables) are integrated with each other. An instrument is considered valid if the  $r$  value of the results (correlated/total indicator) is greater than the  $r$  table, meaning the measuring instrument used to obtain the data is valid. A reliability test is a measure of the extent to which the measurement is carried out without bias (error-free). Therefore, ensuring consistent measurements across time and across various items in the instrument is necessary. Reliability testing is conducted to determine whether the results of questionnaire responses by respondents are truly stable in measuring a symptom or event. The higher the reliability of a measuring instrument, the more stable it is; the lower the reliability, the less stable the instrument is in measuring a symptom. A reliable instrument is one that, when used repeatedly to measure the same object, will produce the same data. The decision-making criterion for reliability testing is based on the Cronbach's Alpha ( $\alpha$ ) value for each variable. A variable is considered reliable if it produces a Cronbach's Alpha value  $> 0.60$ .

### **Data Hypothesis Testing**

The coefficient of determination ( $R^2$ ) indicates the percentage of the independent variable relative to the dependent variable. The higher the coefficient of determination, the better the independent variable explains the dependent variable, indicating that the regression equation is suitable for estimating the value of the dependent variable. The coefficient of determination measures the model's ability to explain the variation in the dependent variable in the first hypothesis test. The coefficient of determination is measured by the adjusted  $R^2$  value to determine the extent to which the independent variables, namely obedience pressure, task complexity, self-efficacy, and time budget pressure, influence audit judgment. The adjusted  $R^2$  value ranges from 0 to 1. A small adjusted  $R^2$  value indicates that the independent variable's ability to explain the dependent variable is very limited. In general, the coefficient of determination for cross-sectional data is relatively low due to the large variation between observations, while time series data typically has a high coefficient of determination.

The data analysis used in this study was multiple linear regression analysis. This analysis was used to examine the influence of each independent variable ( $X$ ) on the dependent variable ( $Y$ ). This analysis aimed to examine the relationship between the research variables and determine the extent of each independent variable's influence on the dependent variable. The  $t$ -test essentially shows how far an independent variable individually explains the various variations in the dependent variable. If the  $t$ -probability value is greater than 0.05, then the independent variable has no effect on the dependent variable (the regression coefficient is insignificant), whereas if the  $t$ -probability value is less than 0.05, then the independent variable has an effect on the dependent variable (the regression coefficient is significant).

The  $t$ -statistic essentially shows how much influence one explanatory or independent variable individually has in explaining the variation in the dependent variable. One way to conduct a  $t$ -test is to compare the  $t$ -statistic value with the critical point according to the table. If the calculated  $t$ -statistic value is higher than the  $t$ -value in the table, we accept the alternative hypothesis stating that an independent variable individually influences the dependent variable. The  $f$ -test (simultaneous test) is a statistical method used to determine whether all independent variables included in a linear regression model jointly influence the dependent variable. The  $f$ -test is conducted to examine the effect of all independent variables jointly on the dependent variable. The significance level used in the  $f$ -test is 0.5 or 5%. If the significance value of  $f < 0.05$ , it means that the independent variable simultaneously influences the dependent variable, or vice versa.

## **RESULTS AND DISCUSSION**

Validity indicates the extent to which a measuring instrument can measure what it is intended to measure. In other words, a test or measuring instrument can be said to have high validity if it performs its measuring function or produces measurement results that align with the intended purpose. Validity testing is conducted by correlating the scores of each item with the total score

for each attribute. According to Sugiyono corrected item-total correlation is the correction between total item scores. It is interpreted by consulting the r-crisis value. If the calculated  $r > r$ -crisis ( $r$ -table), the instrument is declared valid.

Table 1. Validity Test Results for Supervision Variable (X1)

Instrument	Correlation Coefficient	r-value	Remarks
X1.1	0.875	0.361	Valid
X1.2	0.622	0.361	Valid
X1.3	0.776	0.361	Valid
X1.4	0.848	0.361	Valid
X1.5	0.707	0.361	Valid
X1.6	0.748	0.361	Valid

Table 1 presents the results of the validity test for the supervision variable (X1). The analysis shows that all questionnaire items designed to measure the supervision variable meet the validity criteria based on the corrected item–total correlation test. Each statement item demonstrates a correlation coefficient that exceeds the minimum validity threshold, indicating that the items are able to measure the intended construct consistently. These results indicate that the indicators used to represent the supervision variable are appropriate and relevant for capturing the concept of supervision in the context of employee productivity. Therefore, all items in the supervision variable are considered valid and suitable to be used in further statistical analysis in this study. The validity of these instruments confirms that the measurement tool used in this research is capable of accurately reflecting the supervision construct as perceived by employees of the Makassar City Education Office. Consequently, the questionnaire items can be retained and utilized in the subsequent stages of data analysis.

Table 2. Validity Test Results for Work Experience Variable (X2)

Instrument	Correlation Coefficient	r-value	Remarks
X2.1	0.696	0.361	Valid
X2.2	0.841	0.361	Valid
X2.3	0.871	0.361	Valid
X2.4	0.746	0.361	Valid
X2.5	0.774	0.361	Valid
X2.6	0.744	0.361	Valid

Table 2 presents the results of the validity test for the work experience variable (X2). The analysis indicates that all statement items used to measure work experience meet the established validity criteria based on the corrected item–total correlation test. Each item demonstrates an adequate correlation with the total score, indicating that the items are able to represent the construct of work experience appropriately. These findings suggest that the indicators developed for the work experience variable are relevant and capable of capturing employees' perceptions regarding their level of experience in performing job-related tasks. Therefore, all questionnaire items for the work experience variable are considered valid and appropriate to be used in the subsequent stages of statistical analysis. The validity of these instruments confirms that the measurement tool used in this study is suitable for assessing the work experience variable among employees of the Makassar City Education Office.

Table 3. Validity Test Results for Work Quality Variable (X3)

Instrument	Correlation Coefficient	r-value	Remarks
X3.1	0.566	0.361	Valid
X3.2	0.746	0.361	Valid
X3.3	0.672	0.361	Valid
X3.4	0.614	0.361	Valid
X3.5	0.629	0.361	Valid
X3.6	0.658	0.361	Valid

Table 3 presents the results of the validity test for the work quality variable (X3). The analysis indicates that all questionnaire items used to measure the work quality variable meet the established validity criteria based on the corrected item–total correlation test. Each item demonstrates an adequate level of correlation with the total score, indicating that the items are capable of representing the concept of work quality appropriately. These findings show that the indicators developed for the work quality variable are relevant and effective in capturing employees’ perceptions regarding the quality of their work performance. Therefore, all items measuring the work quality variable are considered valid and suitable to be used in further statistical analysis. The results also confirm that the measurement instrument applied in this study is appropriate for assessing the work quality construct among employees of the Makassar City Education Office, allowing the data to be reliably utilized in subsequent analytical procedures.

Table 4. Validity Test Results for Productivity Variable (Y)

Instrument	Correlation Coefficient	r-value	Remarks
Y1	0.672	0.361	Valid
Y2	0.576	0.361	Valid
Y3	0.804	0.361	Valid
Y4	0.715	0.361	Valid
Y5	0.841	0.361	Valid
Y6	0.794	0.361	Valid

Table 4 presents the results of the validity test for the productivity variable (Y). The analysis shows that all questionnaire items used to measure employee productivity meet the established validity criteria based on the corrected item–total correlation test. Each statement item demonstrates an adequate correlation with the overall score, indicating that the items are able to represent the productivity construct appropriately. These findings indicate that the indicators developed to measure employee productivity are relevant and capable of capturing employees’ perceptions regarding their level of work output and performance. Therefore, all items used to measure the productivity variable are considered valid and appropriate for use in subsequent statistical analyses. The validity results also confirm that the measurement instrument employed in this study is suitable for assessing employee productivity within the Makassar City Education Office, ensuring that the collected data can be reliably used for further analysis in this research.

Table 5. Reliability Test Results for All Variables (X1, X2, X3, Y)

Instrument	Cronbach’s Alpha	r-value	Remarks
Supervision (X1)	0.859	0.60	Reliable
Work Experience (X2)	0.868	0.60	Reliable
Work Quality (X3)	0.715	0.60	Reliable
Productivity (Y)	0.822	0.60	Reliable

From table 5. above, the results of the reliability test were the same starting from the results of variables X1, X2, X3 and Y. All of them produced a Cronbach's alpha value > 0.60 so it can be concluded that all instruments in this study are reliable.

Table 6. Distribution of Items for the Supervision Variable (X1)

Indicator	1 (STS)		2 (TS)		3 (CS)		4 (S)		5 (SS)		N	Mean
	f	%	f	%	f	%	f	%	f	%		
X1.1	1	1.5	3	4.5	11	16.4	26	38.8	26	38.8	67	4
X1.2	0	0.0	0	0.0	17	25.4	28	41.8	22	32.8	67	4
X1.3	0	0.0	1	1.5	21	31.3	26	38.8	19	28.4	67	3
X1.4	0	0.0	0	0.0	20	29.9	35	52.2	12	17.9	67	3
X1.5	0	0.0	0	0.0	12	17.9	40	59.7	15	22.4	67	4
X1.6	0	0.0	0	0.0	10	14.9	44	65.7	13	19.4	67	4
<b>Average</b>	0	0.0	1	2.0	15	23.0	33	49.0	18	26.0	67	4

Table 6. above shows the results of the study, there is 1 person or 2% stated that they disagree, 15 people or 23% stated that they quite agree, 33 people or 49% stated that they agree and 18 people or 26% stated that they strongly agree. This shows that the job training indicators consisting of X1.1 (Work results are always the benchmark for the leader's assessment of his employees), X1.2 (Performance measurements are carried out by the leader repeatedly), X1.3 (My leader always compares the work of each employee), X1.4 (My leader regularly compares the performance of his employees with the previous one), X1.5 (My leader provides corrective action to correct previous mistakes), X1.6 (My leader takes firm action if I violate the rules) are quite high because descriptive data shows that around 75% have a score  $\geq 4$ .

Table 7. Distribution of Items for the Work Experience Variable (X2)

Indicator	1 (STS)		2 (TS)		3 (CS)		4 (S)		5 (SS)		N	Mean
	f	%	f	%	f	%	f	%	f	%		
X2.1	0	0.0	0	0.0	2	3.0	41	61.2	24	35.8	67	4
X2.2	0	0.0	0	0.0	9	13.4	27	40.3	31	46.3	67	4
X2.3	0	0.0	1	1.5	4	6.0	35	52.2	27	40.3	67	4
X2.4	0	0.0	1	1.5	6	9.0	29	43.3	31	46.3	67	4
X2.5	0	0.0	1	1.5	11	16.4	33	49.3	22	32.8	67	4
X2.6	0	0.0	2	3.0	5	7.5	42	62.7	18	26.9	67	4
<b>Average</b>	0	0.0	1	2.0	6	9.0	35	51.0	25	38.0	67	4

Table 7. above shows the results of the study: 1 person or 2% disagreed, 6 people or 9% agreed, 35 people or 51% agreed, and 25 people or 38% strongly agreed. This indicates that the job training indicators consisting of X2.1 (The longer I work, the better my performance will be), X2.2 (The length of time I work in the office makes my work easier), X2.3 (My work experience helps reduce errors at work), X2.4 (With the skills and experience I have, I can complete work optimally), X2.5 (My work experience helps me complete tasks efficiently), X2.6 (My work results always satisfy my superiors and coworkers) are quite high because descriptive data shows that around 89% have a score of  $\geq 4$ .

Table 8. Distribution of Items for the Work Quality Variable (X3)

Indicator	1 (STS)		2 (TS)		3 (CS)		4 (S)		5 (SS)		N	Mean
	f	%	f	%	f	%	f	%	f	%		
X3.1	0	0.0	3	4.5	5	7.5	41	61.2	18	26.9	67	4
X3.2	0	0.0	0	0.0	17	25.4	38	56.7	12	17.9	67	3
X3.3	0	0.0	0	0.0	14	20.9	39	58.2	14	20.9	67	4
X3.4	0	0.0	2	3.0	18	26.9	39	58.2	8	11.9	67	3
X3.5	0	0.0	3	4.5	14	20.9	39	58.2	11	16.4	67	3
X3.6	0	0.0	0	0.0	12	17.9	41	61.2	14	20.9	67	4
<b>Average</b>	0	0.0	1	2.0	13	20.0	40	59.0	13	19.0	67	4

Table 8. above shows the results of the study: 1 person or 2% disagreed, 13 people or 20% agreed, 40 people or 59% agreed, and 13 people or 19% strongly agreed. This indicates that the work quality indicators consisting of X3.1 (I can work well according to the time target), X3.2 (I always complete the given target), X3.3 (I am skilled in completing the assigned work), X3.4 (My skills influence the quality or weight of the work results given), X3.5 (I comply with existing regulations and are punctual in completing work), X3.6 (I always arrive on time) are quite high because descriptive data shows that around 78% have a score of  $\geq 4$ .

Table 9. Distribution of Items for the Productivity Variable (Y)

Indicator	1 (STS)		2 (TS)		3 (CS)		4 (S)		5 (SS)		N	Mean
	f	%	f	%	f	%	f	%	f	%		
Y1	0	0.0	0	0.0	7	10.4	30	44.8	30	44.8	67	4

Y2	0	0.0	0	0.0	3	4.5	43	64.2	21	31.2	67	4
Y3	0	0.0	0	0.0	11	16.4	26	38.8	30	44.8	67	4
Y4	0	0.0	0	0.0	7	10.4	37	55.2	23	34.3	67	4
Y5	0	0.0	0	0.0	3	4.5	46	68.7	18	26.9	67	4
Y6	0	0.0	0	0.0	6	9.0	33	49.3	28	41.8	67	4
<b>Average</b>	0	0.0	0	0.0	6	9.0	36	54.0	25	37.0	67	4

Table 9. above shows the results of the study: 6 people (9%) stated that they somewhat agreed, 36 people (54%) agreed, and 25 people (37%) strongly agreed. This indicates that the productivity indicators, consisting of Y1 (I am able to develop myself at my workplace), Y2 (I always want to improve the results of the work I do today compared to the previous day), Y3 (I always strive to improve the quality of work better than before), Y4 (I get the information needed to do my job well), Y5 (I use my time at work effectively and efficiently), Y6 (I always focus on the work I do), are quite high because descriptive data shows that around 91% have a score of  $\geq 4$ .

Table 10. t-test

Model	Variables	B	Std. Error	Beta	t	Sig.
1	(Constant)	8.522	3.906	-	2.182	0.033
	Supervision	0.197	0.088	0.245	2.227	0.029
	Work Experience	0.259	0.098	0.298	2.635	0.011
	Work Quality	0.245	0.106	0.260	2.302	0.025

For the supervision variable, the calculated t-value is 2.227 > 1.995 t-table, and the significance level is less than 0.029, indicating a significant effect of supervision on employee productivity. (The first hypothesis is accepted.) For the work experience variable, the calculated t-value is 2.635 > 1.995 t-table, and the significance level is greater than 0.05, namely 0.011. This indicates a significant effect of work experience on employee productivity. (The second hypothesis is accepted.). For the work quality variable, the calculated t-value is 2.302 > 1.995 t-table, and the significance level is greater than 0.05, namely 0.025. This indicates a significant effect of work quality on employee productivity. (The third hypothesis is accepted.)

Table 11. f-test

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	109.297	3	36.432	6.582
	Residual	384.733	63	5.535	
	Total	458.030	66		

Based on the analysis in table 11. above, the calculated f-value is 6.582 with a significance value of 0.001. Because the significance value is smaller than 0.05 and the calculated f-value is greater than the f-table (2.75). This means that the three independent variables, namely supervision (X1), work experience (X2), and work quality (X3), simultaneously influence the dependent variable of employee productivity (Y). The results of the analysis show that supervision, work experience, and work quality have a simultaneous or simultaneous influence on employee productivity at the Makassar City Education Office. (The fourth hypothesis is accepted).

Table 12. Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.488 <sup>a</sup>	0.239	0.202	2.353

Based on Table 12 above, the R Square value obtained was 0.239 or 23.9%. This figure reflects the level of employee productivity at the Makassar City Education Office, which is influenced by the variables of supervision, work experience, and work quality, amounting to 23.9%. Meanwhile, the remaining 76.1% is influenced by other factors or variables not included in this study. The results of the coefficient of determination test indicate that there are still other independent variables that influence employee productivity at the Makassar City Education Office.

### Significant Positive Effect of Supervision on Productivity (X1)

Based on the research results, the t-test for the supervision variable was  $2.227 > 1.995$  t-table, with a significance level of 0.029, which is less than 0.05. This indicates a positive and significant effect of supervision on employee productivity at the Makassar City Education Office. According to Yuningsih et al. (2023), supervision has a positive and significant effect on work productivity. This means that the better the supervision implemented in an organization, the higher the level of employee productivity. In their research, effective supervision encompasses various aspects, such as performance monitoring, providing constructive feedback, and coaching and guidance to employees. The results show that supervision conducted with a good approach can increase work motivation, discipline, and efficiency in completing tasks. Furthermore, clear and structured supervision helps reduce work errors, increase compliance with organizational procedures, and create a more orderly and professional work environment. In an organizational context, strict supervision while still providing room for employee development will increase their sense of responsibility and involvement in achieving company goals. Therefore, good supervision not only ensures better performance but also creates a positive and productive work culture.

### **Significant Positive Effect of Work Experience on Productivity (X2)**

Based on the research results for the work experience variable, the calculated t-value was  $2.635 > 1.995$  t-table, with a significance level of 0.011, which is less than 0.05. This indicates a positive and significant effect of work experience on employee productivity at the Makassar City Education Office. These results align with research by Maudoma (2017) that examined the effect of work experience, division of labor, and employee empowerment on employee productivity at PT. PLN (Persero) Manado Area. The results showed that work experience has a positive and significant effect on employee productivity. This means that the more work experiences an employee has, the higher their productivity. This finding aligns with other research showing that work experience positively contributes to employee productivity. For example, research by Purba (2020) found that work experience has a positive and significant impact on employee productivity at PT Adira Finance Tebing Tinggi. Overall, these studies confirm that longer and more diverse work experience can improve employees' skills, knowledge, and efficiency, ultimately positively impacting their work productivity.

### **Significant Positive Effect of Work Quality on Productivity (X3)**

Based on the research results, the work quality variable obtained a t-value of  $2.302 > 1.995$  t-table, with a significance level of 0.025, which is less than 0.05. This indicates that work quality has a positive and significant effect on employee productivity at the Makassar City Education Office. This research aligns with that conducted by Tilaar, Sendow, and Rotinsulu in 2017, entitled "The Effect of Quality of Work Life, Work Discipline, and Compensation on Employee Productivity at the North Sulawesi Provincial Environmental Service Office." This study aimed to analyze how quality of work life, work discipline, and compensation affect employee productivity. The results showed that work quality has a positive and significant effect on employee productivity. This means that the better the quality of work perceived by employees, the higher their productivity. Good work quality encompasses aspects such as a conducive work environment, harmonious employee relationships, and a balance between work and personal life. Furthermore, this study also found that work discipline and compensation had a positive and significant effect on work productivity. Simultaneously, these three variables work quality, work discipline, and compensation contributed significantly to increasing employee productivity. This finding underscores the importance of organizations paying attention to and improving work quality to achieve optimal productivity. By creating a work environment that provides appropriate rewards, organizations can encourage employees to work more productively and achieve their goals.

### **Simultaneous Positive and Significant Effect of Supervision, Work Experience, and Work Quality on Productivity (Y)**

The results of the study indicate that the calculated f-value is 6.582 with a significance level of 0.001. This significance value is less than 0.05 and the calculated f-value is greater than the f-table (2.75). This indicates that the variables of supervision, work experience, and work quality simultaneously have a significant positive effect on employee productivity at the Makassar City

Education Office. Supervision, work experience, and work quality are important factors influencing employee productivity in an organization. The study shows that these three variables simultaneously have a positive and significant effect on work productivity (Utami et al., 2020; Leitão et al., 2019; Utin & Yosepha, 2019). Effective supervision ensures that employee duties and responsibilities are carried out according to established standards, while adequate work experience enhances employees' ability to complete tasks more efficiently. Furthermore, high work quality reflects employee dedication and skill in producing optimal output, thus contributing to overall increased productivity (Abdelwahed & Doghan, 2023). Several studies support this finding, such as a study by Tilaar et al. (2017), which found that supervision, work experience, and work quality collectively have a significant impact on employee productivity in the public sector. The results of this study indicate that when supervision is carried out optimally, work experience is factored into assigned tasks, and work quality is maintained, employee productivity tends to increase. Davidescu et al. (2020) also confirmed that longer work experience provides benefits in improving employee skills and efficiency, which ultimately positively impacts their productivity. Therefore, organizations need to pay attention to and manage these three factors simultaneously to achieve maximum results. Good supervision can be carried out with a more constructive and constructive approach, so that employees feel motivated to perform better. In addition, employee training and development programs can help improve their work experience, which has an impact on improving the quality of work.

## CONCLUSION

Supervision has a partial positive and significant effect on employee productivity at the Makassar City Education Office, with a calculated t-value of  $2.227 > 1.995$ , and a significance level of  $0.029$ , less than  $0.05$ . Work experience has a partial positive and significant effect on employee productivity at the Makassar City Education Office, with a calculated t-value of  $2.635 > 1.995$ , and a significance level of  $0.011$ , less than  $0.05$ . Work quality has a partial positive and significant effect on employee productivity at the Makassar City Education Office, with a calculated t-value of  $2.302 > 1.995$ , and a significance level of  $0.025$ , less than  $0.05$ . Supervision, Work Experience and Work Quality have a significant positive effect simultaneously on the Makassar City Education Office with an f-count value of  $6.582$  with a significance value of  $0.001$ . Because the significance value is smaller than  $0.05$  and the f-count is greater than the f-table ( $2.75$ ).

## REFERENCES

- Abdelwahed, N. A. A., & Doghan, M. A. A. (2023). Developing employee productivity and performance through work engagement and organizational factors in an educational society. *Societies*, *13*(3), 65.
- Ajamobe, J. O., Adeniyi, S. O., & Adeniyi, O. G. (2022). Work Environment, Supervision and Job Satisfaction on Employees Productivity of Manufacturing Firms in Oluyole Local Government Area, Oyo State, Nigeria. *International Journal of Business Studies*, *6*(3), 178-192. <https://doi.org/10.32924/ijbs.v6i3.233>
- Amri, S. (2017). Pengaruh Kualitas Kehidupan Kerja dan Jenjang Karir Terhadap Produktivitas PT Bank Mestika Dharma Medan. *Jurnal Bisnis Corporate*, *2*(2). <https://doi.org/10.46576/jbc.v2i2.170>
- Anugraheni, T. D., Izzah, L., & Hadi, M. S. (2023). Increasing the students' speaking ability through role-playing with Slovin's Formula Sample Size. *Jurnal Studi Guru Dan Pembelajaran*, *6*(3), 262-272. <https://doi.org/10.30605/jsgp.6.3.2023.2825>
- Ashworth, C. J. (2012). Marketing and organisational development in e-SMEs: Understanding survival and sustainability in growth-oriented and comfort-zone pure-play enterprises in the fashion retail industry. *International Entrepreneurship and Management Journal*, *8*(2), 165-201. <https://doi.org/10.1007/s11365-011-0171-6>
- Asiamah, N., Mensah, H., & Oteng-Abayie, E. F. (2017). General, target, and accessible population: Demystifying the concepts for effective sampling. *The qualitative report*, *22*(6), 1607-1621. <https://doi.org/10.46743/2160-3715/2017.2674>

- Asriyanti, S., Febrianti, A. A., Wulansari, F. N., Mubarak, S., & Anshori, M. I. (2024). Peran strategi manajemen sumber daya manusia dalam meningkatkan produktifitas kerja karyawan. *PPIMAN Pusat Publikasi Ilmu Manajemen*, 2(3), 08-21. <https://doi.org/10.59603/ppiman.v2i3.388>
- Casteel, A., & Bridier, N. L. (2021). Describing populations and samples in doctoral student research. *International journal of doctoral studies*, 16(1). <https://doi.org/10.28945/4766>
- Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086. <https://doi.org/10.3390/su12156086>
- Djazilan, M. S., & Arifin, S. (2022). Analysis of factors affecting employee work productivity. *International Journal of Service Science, Management, Engineering, and Technology*, 2(1), 26-30.
- Eksan, F., & Dharmawan, D. (2020). Pengaruh kompetensi dan motivasi terhadap produktivitas kerja karyawan PT Astra International Daihatsu, Tbk Cibubur. *Jurnal Ekonomi Dan Industri*, 21(2), 8-21. <https://doi.org/10.35137/jei.v2i12.607>
- Gaurifa, R. H. (2024). Pengaruh Disiplin Kerja Terhadap Produktivitas Kerja Pegawai Di Uptd Puskesmas Luahagundre Maniamolo Kabupaten Nias Selatan. *Jurnal Ilmiah Mahasiswa Nias Selatan*, 7(2), 228-240. <https://doi.org/10.57094/jim.v7i2.1355>
- Giusti, G., Kustono, A. S., & Effendi, R. (2018). Pengaruh partisipasi anggaran terhadap kinerja manajerial dengan komitmen organisasi dan motivasi sebagai variabel intervening. *E-Journal Ekonomi Bisnis Dan Akuntansi*, 5(2), 121-128. <https://doi.org/10.19184/ejeba.v5i2.8646>
- Hendra, H. (2020). pengaruh budaya organisasi, pelatihan dan motivasi terhadap kinerja karyawan pada Universitas Tjut Nyak Dhien Medan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 1-12. <https://doi.org/10.30596/maneggio.v3i1.4813>
- Leitão, J., Pereira, D., & Gonçalves, Â. (2019). Quality of work life and organizational performance: Workers' feelings of contributing, or not, to the organization's productivity. *International journal of environmental research and public health*, 16(20), 3803. <https://doi.org/10.3390/ijerph16203803>
- Maudoma, R. N. (2017). Pengaruh Pengalaman Kerja, Pembagian Kerja Dan Pemberdayaan Karyawan Terhadap Produktivitas Karyawan Pt. Pln (Persero) Area Manado. *Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 5(2), 131792. <https://doi.org/10.35794/emba.v5i2.16403>
- Olian, J. D., & Rynes, S. L. (1991). Making total quality work: Aligning organizational processes, performance measures, and stakeholders. *Human Resource Management*, 30(3), 303-333. <https://doi.org/10.1002/hrm.3930300303>
- Pelealu, D. R. (2022). Human Resources Management and Total Quality Management as an Effort to Improve Company Performance. *Majapahit Journal of Islamic Finance and Management*, 2(1), 23-39. <https://doi.org/10.31538/mjifm.v2i1.23>
- Purnomo, W., Hidayat, C., & Astuti, M. (2025). The Dynamics of Work Quality, Supervision, and Work Environment on Employee Productivity in Barukan Village: A Qualitative Approach. *International Journal of Economic and Tourism Research*, 1(1), 10-19. <https://doi.org/10.0000/ECOTOUR.v1.i1.a3>
- Radhiana, R., & Arsyad, A. (2023). Pengaruh Kualitas Kerja, Partisipasi, Kesempatan Berkembang Dan Komunikasi Terhadap Produktivitas Pegawai Pada Kantor Dinas Pendidikan Aceh Jaya. *Jurnal Ilmiah Edunomika*, 7(1). <https://doi.org/10.29040/jie.v7i1.7308>

- Rahaman, M. A., Taru, R. D., Gupta, A., Prajapat, V., & Mahmud, M. A. L. (2023). Factors influencing employee performance and their impact on productivity: A study of commercial banks in Bangladesh. *Banks and Bank Systems*, 18(2), 127. [https://doi.org/10.21511/bbs.18\(2\).2023.11](https://doi.org/10.21511/bbs.18(2).2023.11)
- Ramdhan, M. S., Purwanto, P., & Rahayu, S. (2026). The Effect of Work Experience, Work Discipline, and Physical Health on Employee Productivity at the KPP Madya Surabaya. *Neo Journal of economy and social humanities*, 5(1), 53-66. <https://doi.org/10.56403/nejesh.v5i1.398>
- Rustiawan, I., Gadzali, S. S., Suharyat, Y., Iswadi, U., & Ausat, A. M. A. (2023). The strategic role of human resource management in achieving organisational goals. *Innovative: Journal Of Social Science Research*, 3(2), 632-642.
- Tilaar, N. R., Sendow, G. M., & Jorie, R. J. (2017). Pengaruh kualitas kehidupan kerja, disiplin kerja dan kompensasi terhadap produktivitas kerja pegawai pada kantor Dinas Lingkungan Hidup Provinsi Sulawesi Utara. *Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 5(2), 131492. <https://doi.org/10.35794/emba.v5i2.16494>
- Utami, P. P., Widiatna, A. D., & Karyati, F. (2020). Job Satisfaction And Work Productivity: An Empirical Approach. *Systematic Reviews in Pharmacy*, 11(12).
- Utin, N. H., & Yosepha, S. Y. (2019). The model of employee performance. *International Review of Management and Marketing*, 9(3), 69. <https://doi.org/10.32479/irmm.8025>
- Yuningsih, N., Wiryawan, T. W., Kosim, M., & Purnamasari, P. (2023). The Influence Of Work Supervision, Work Culture And Work Environment On Employee Productivity PT ABC. *Business Innovation and Entrepreneurship Journal*, 5(2), 153-160. <https://doi.org/10.35899/biej.v5i2.658>