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The effect of supervision, work motivation, and competence on employee work productivity

Reza Hanindya Irfansah¹, Sri Hartono², Umi Farida

Faculty of Economics, Muhammadiyah University of Ponorogo, Jl. Budi Utomo No.10, Ronowijayan,
Kec. Ponorogo, Kabupaten Ponorogo, Jawa Timur 63471
*email: rezahanindya456@gmail.com

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ABSTRACT

Employee work productivity at the Magetan Regency Cooperative and Small and Medium Enterprises (SME) Agency still faces several challenges, particularly in terms of service effectiveness, equitable distribution of SME support, and speed of administrative processing. This study aimed to analyze the effect of supervision, work motivation, and competence on employee work productivity at the Magetan Regency Cooperative and SME Office. A quantitative approach was used, employing a survey method through the distribution of questionnaires to all 36 employees using a saturation sampling technique. The data were analyzed using multiple linear regression and simultaneous analysis between variables. The results show that supervision, work motivation, and competence have a positive and significant effect on employee work productivity, both partially and simultaneously. This suggests that improving the quality of supervision, fostering work motivation, and developing staff competence are key factors in enhancing productivity in the workplace. This study implies that organizations must strengthen their supervision systems, boost motivation through appropriate rewards, and continuously develop employees' competencies to support optimal organizational performance.

Keywords: competence; employee work productivity; small and medium-sized enterprises; supervision; work motivation

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1. INTRODUCTION

Human resources are a key factor in measuring the progress of an organization, including government agencies responsible for delivering public services and supporting regional development. According to [Pahira and Rinaldy \(2023\)](#), appropriate Human Resources (HR) management strategies, such as professional recruitment, continuous training, and the provision of compensation and incentives, contribute to increased employee work productivity, as they boost work morale and optimize the quality of work output. This is reinforced by [Asriyanti et al. \(2024\)](#), who showed that good human resource management significantly improves employee performance. Furthermore, [Jailani and Akhyar's \(2021\)](#) empirical research on public agencies indicates that employee work productivity significantly impacts organizational performance and effectiveness.

In the era of modern governance, which emphasizes transparency and accountability, the public demands public services that are responsive, timely, and streamlined in every bureaucratic process. Furthermore, civil servants are expected to comply with applicable regulations while possessing the capacity to innovate so that public services continue to evolve and meet the increasingly dynamic needs of the public ([Sangaji & Irianto, 2025](#)).

In supporting the implementation of people-centered economic development, the Magetan Regency Cooperative and Small and Medium Enterprises (SME) Agency play a strategic role in efforts to develop cooperatives and SMEs as the main drivers of the local economy. Employee work productivity within the agency not only influences the organization's internal performance but also impacts the quality of services provided to the public and the success of business empowerment programs, as demonstrated in research on the implementation of the e-performance system, which shows that the productivity and digital competence of civil servants have a significant impact on bureaucratic efficiency and the improvement of public services ([Marcelina et al., 2025](#)). Therefore, improving employee work productivity is a key priority to ensure that local government work programs can be implemented optimally and provide tangible benefits for the community and local businesses ([Nagari et al., 2025](#)).

Supervision is a managerial function that plays a vital role in ensuring that work is performed in accordance with operational standards, performance targets, and the organization's vision ([Lebu-lebu et al., 2024](#)). Effective supervision involves not only monitoring the execution of tasks but also providing guidance, coaching, and correction for any errors that may occur ([Vikananda et al., 2022](#)). Work motivation is an essential component in driving employee productivity. Motivation can stem from internal factors such as the need for recognition, self-actualization, or moral commitment to the job, as well as from external factors such as incentives, a comfortable working environment, and opportunities for career development ([Alfarissy & Suwaji, 2025](#)). Furthermore, employee competence is a key element in determining the success of task execution. Competence encompasses aspects of skills, knowledge, attitude, and professional behavior directly related to job demands. Competent employees adapt more easily to change, complete tasks effectively and efficiently, and provide added value to the organization ([Faisal, 2024](#)). However, employee competence is not static; it must therefore be continuously improved through training, education, and work experience to face the increasingly complex challenges of bureaucracy in the digital age.

The Magetan Regency Cooperative and SME Agency still faces various challenges in managing its human resources. The complexity of external challenges in fostering cooperatives and SMEs, such as limited access to capital, suboptimal marketing strategies, low digital literacy, and disparities in the managerial capabilities of business operators, affects the workload and performance of the agency's staff. This aligns with the findings of [Suhufa and Andarini \(2025\)](#) on the role of the East Java Provincial Cooperative and SME Agency. Data from the Magetan Regency Central Statistics Agency or [Badan Pusat Statistik Kabupaten Magetan \(2023\)](#) reinforces this, showing that of the 45,046 registered SME operators, only around 18% receive optimal support, while the growth of micro-enterprises over the past two years has stagnated at around 2%. Similar conditions at the provincial level indicate that the root causes of the problem, including potential issues related to human resource capacity within the agency, require a more in-depth analysis.

Preliminary findings in the field, obtained through informal observations and preliminary information from several Micro, Small, and Medium Enterprises (MSME) operators receiving support, indicate that challenges still exist in the provision of mentoring services. Some business operators have complained about the relatively lengthy administrative process for assistance, the uneven distribution of on-site mentoring, and the difficulty some staff face in providing technical solutions that align with market developments and business needs. This phenomenon suggests issues in three key areas: supervision that is not yet fully optimal; fluctuating staff motivation due to factors such as welfare and performance rewards that are not clearly defined; and competencies that need to be improved in accordance with demands for digital transformation in the SME sector.

Studies by [Zainuddin et al. \(2021\)](#) and [Sabir et al. \(2020\)](#) indicate that supervision and competence have a significant influence on employee work productivity. [Pertiwi and Yanti \(2024\)](#) also confirmed that work motivation makes an important contribution significantly to improving the performance of government employees. However, previous studies were generally conducted in different agencies, with work environment characteristics that are not entirely the same as the bureaucratic conditions at the Magetan Regency Cooperative and SME Office. The Department of Cooperatives and SMEs has organizational characteristics that differ from those of other government agencies, as it not only performs administrative functions but is also responsible for the guidance, supervision, support, and development of MSMEs and cooperatives in the region. This situation requires staff to demonstrate high work productivity, adaptability, technical competence, and strong motivation in providing services to the public. Furthermore, work productivity in the public sector has different characteristics from that in the private sector. In public organizations, productivity is measured not only by the achievement of work targets but also by the quality of service, the effectiveness of community support, and the ability of staff to perform public service functions optimally. Under these conditions, work supervision, motivation, and competence are thought to have different influences compared to business organizations or private companies.

Given these circumstances, the lack of comprehensive studies on the relationship between these three variables in the public sector necessitates further research. This study offers a novel perspective by examining the effects of supervision, work motivation, and competence on employee work productivity at the Magetan Regency Cooperative and SME Agency, a public body focused on service provision and the empowerment of MSMEs. It is hoped that this study will make an empirical contribution to the development of human resource management research in the public sector, particularly regarding improving employee work productivity in public service agencies.

This study aims to determine whether supervision, work motivation, and work competence influence employee work productivity. The contribution of this study is to enrich researchers' understanding of how to integrate theoretical concepts with human resource management practices in an applicable and relevant manner; to provide new insights for lecturers, students, and researchers within the university who are interested in studies on employee work productivity; and to assist the agency in identifying which aspects are functioning well and which areas still require improvement so that employee work productivity can continue to increase.

2. LITERATURE REVIEW

2.1. Theoretical Basis

Organizational behavior is relevant as a grand theory in this study because employee work productivity is essentially the result of individual work behavior within an organization ([Gibson et al., 2012](#)). Therefore, to comprehensively understand employee work productivity, a theory is required that can explain the relationship between individual factors, organizational systems, and work behavior. From an organizational behavior perspective, productive employee work behavior is influenced by various factors, including supervision, work motivation, and employee competence. Supervision is a mechanism for controlling and directing work behavior to align with organizational requirements ([Robbins & Coulter, 2021](#)). Motivation drives the intensity and persistence of employees' work ([Luthans et al., 2015](#)). Competence reflects employees' abilities, encompassing knowledge, skills, and work attitudes, to carry out

tasks effectively (Spencer & Spencer, 2019). The interaction of these three factors shapes productive work behavior, thereby increasing employee work productivity.

Supervision is a process carried out to evaluate and review the implementation of work activities to determine whether the activities carried out have followed the established plan or whether there have been deviations (Farida et al., 2024). This study measures supervision by setting standards, work measurement, performance appraisal, and corrective action.

Motivation plays a vital role in driving individuals to achieve their goals. A highly motivated individual demonstrates drive, enthusiasm, and serious commitment to their work, as their internal drive compels them to strive for the best possible results (Burnaya & Suwitho, 2021). The indicators of work motivation used are achievements, recognition within the workplace, opportunities for development, and job responsibility.

Competence refers to an individual's capability to complete responsibilities based on the mastery of knowledge, competencies, and workplace attitudes that support the effective execution of duties. Employees with high competence are regarded as valuable assets because they can contribute optimally to the organization and serve as role models in the workplace and daily life (Darma & Heryanda, 2024). Competence is assessed based on work experience, education, knowledge, and skills.

Productivity plays a vital role for every employee in a company. A high level of productivity is expected to ensure that work is completed effectively and efficiently, thereby enabling the organization's objectives to be achieved as planned (Sutrisno, 2016). The metrics used for employee monitoring include competence, improved work output, work ethic, personal development, and efficiency.

2.2. Conceptual Framework

Supervision is a key management function that plays a vital role in ensuring that work is performed in accordance with organizational standards and objectives. Effective supervision can help employees work in a more focused and disciplined manner while minimizing errors in the performance of their duties. With good supervision in place, employees will take greater responsibility for their work, thereby increasing productivity. Based on Sabir et al. (2020) entitled "The Influence of Individual Competence, Work Discipline and Supervision on the Employee work productivity of Employees at the Barru Regency Cooperative, SME and Trade Office," the findings indicated supervision has significant influence on employee work productivity. This is supported by Apriandi et al. (2024), who stated that supervision significantly affects employee productivity. This is supported by organizational behavior theory, which explains that employees' work behavior is influenced by the organization's control and guidance systems.

H1: Supervision has a positive and significant effect on employee work productivity at the Magetan Regency Cooperative and SME and Medium Enterprises Agency.

Work motivation refers to both internal and external drivers that influence employees' enthusiasm and commitment to carrying out their duties. Employees with high motivation tend to perform more effectively, demonstrate greater discipline, and take a strong sense of responsibility for the tasks assigned to them. These factors contribute to increased employee productivity. Amuntai et al. (2024) titled "The Influence of Work Environment, Motivation and Competence on Employee work productivity at PT. Ajidharma Corporindo," it was found that work motivation has a significant effect on employee work productivity. This is supported by Vina et al. (2025), who state that work motivation significantly influences employee work productivity. From an organizational behavior perspective, motivation is a key factor influencing individual work behavior within an organization. Research conducted by Pramana indicates that work motivation has a positive and significant effect on employee work productivity. These findings are consistent with Vina et al. (2025), who state that work motivation can significantly enhance employee productivity.

H2: Work motivation has a positive and significant effect on employee work productivity at the Magetan Regency Cooperative and SME and Medium Enterprises Agency.

Competence refers to an employee’s ability, encompassing knowledge, skills, and work attitude, to perform tasks effectively. Employees with high competence levels can complete their work quickly, accurately, and in line with organizational standards, thereby increasing productivity. Yusuf and Bahtiar (2025) and Mubarrok et al. (2024) state that competence significantly influences employee work productivity. Organizational behavior theory explains that individual ability is a key factor influencing employee behavior and work performance.

H3: Competence has a positive and significant impact on employee work productivity at the Magetan Regency Cooperative and SME Agency

Employee work productivity is not influenced by a single factor alone but by a range of interrelated factors, such as supervision, work motivation, and competence. Effective supervision helps employees work to the required standards, work motivation boosts their enthusiasm, and competence enables them to complete their tasks effectively and efficiently. Together, these three factors can enhance employee productivity within an organization. Supervision, work motivation, and competence are key factors that collectively influence employee productivity. Supervision acts as a tool for control and guidance to ensure that work is conducted in accordance with organizational standards and objectives. Sabir et al. (2020) and Apriandi et al. (2024) demonstrated that supervision has a positive and significant effect on employee work productivity. Work motivation functions as an internal driver that enhances employees’ enthusiasm, commitment, and focus on achieving targets, as demonstrated by Amuntai et al. (2024) and Vina et al. (2025). Furthermore, competence—encompassing knowledge, skills, and work attitude—also has a positive and significant effect on employee work productivity, as demonstrated by Mubarrok et al. (2024). According to previous research studies, the following supervision, work motivation, and competencies are strongly interrelated in enhancing employee work productivity.

H4: Supervision, work motivation, and competence simultaneously have a positive and significant impact on employee work productivity at the Magetan Regency Cooperative and SME and Medium Enterprises Agency.

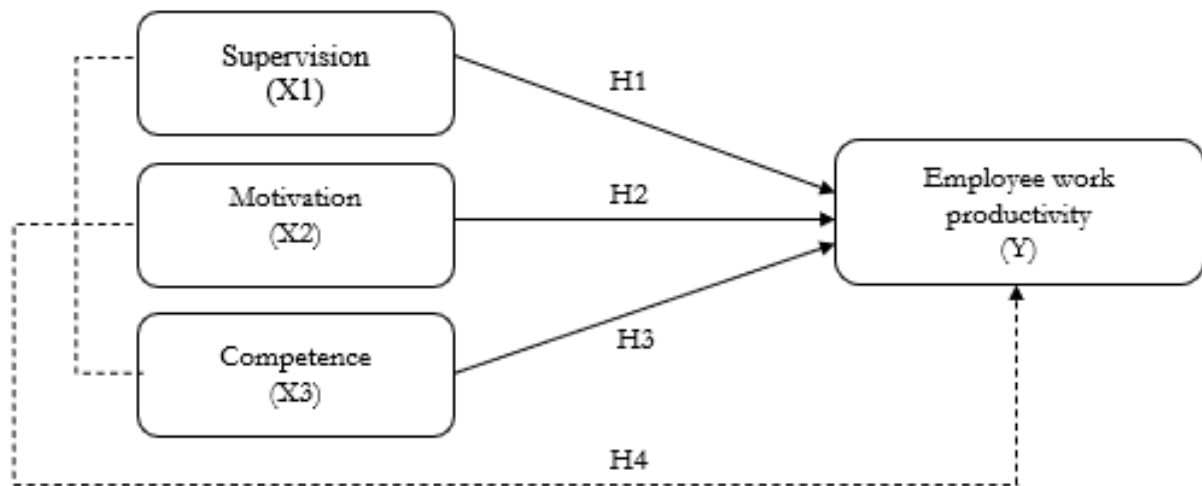


Figure 1. Research Framework

3. RESEARCH METHOD

This research adopts a quantitative approach with primary data collected via a questionnaire. The population comprised all 36 employees of the Magetan Regency Cooperative and SME Agency. As the population size did not exceed 100, the entire population was used as a sample. In this study, the population was less than 100, and the entire population was considered as the research sample with 36 employees. The sampling technique used was saturation sampling, which involved selecting the entire population as the research sample because of the relatively small population size. However, a sample size

of 36 respondents is considered small for multiple linear regression analysis with three independent variables. This condition may affect the sensitivity of the regression coefficient estimates and the generalizability of the research results. Therefore, the research results should be interpreted with caution, and future studies should use a larger sample size and a broader range of institutions to generalize the research results more effectively. Indicator measurement was performed using a Likert scale of 1–5. Validity and reliability tests for research instruments. Data analysis was performed using SPSS (see Table 1).

Table 1. Likert Scale

Scale	Description
1	Strongly Disagree
2	Disagree
3	Netral
4	Agree
5	Strongly Agree

Source: Sugiyono (2023)

The research instrument was written in Indonesian and adapted to the working context of the staff at the Magetan Regency Cooperative and SME Agency to ensure that it was easily understood by the respondents. Before being used in the main study, the research instrument underwent a pilot test to ensure linguistic clarity, the appropriateness of the indicators, and the respondents' understanding of the questionnaire items. Subsequently, the instrument was tested for validity and reliability to ensure that the questionnaire items could accurately and consistently measure the research variables. As all research variables were measured using self-report questionnaires from the same respondents at the same time, there was a potential for common method bias. This risk may cause the relationship between the variables to appear stronger than it actually is. To minimize the potential for common method bias, this study employed Harman's Single Factor Test by examining the total variance explained by a single main factor. If the variance of a single factor is less than 50%, the data are deemed free from dominant common method bias.

In addition to validity and reliability tests, this study also conducted classical assumption tests prior to performing the multiple linear regression analysis. Classical assumption tests included tests for normality, multicollinearity, heteroscedasticity, and autocorrelation. A normality test was conducted using the One-Sample Kolmogorov-Smirnov Test to ensure that the data were normally distributed. The multicollinearity test was carried out by examining the tolerance and Variance Inflation Factor (VIF) values, whereby the regression model was deemed free of multicollinearity if the tolerance value was > 0.10 and the VIF was < 10 . A heteroscedasticity test was conducted using the Glejser test to determine the presence or absence of unequal residual variances. Furthermore, an autocorrelation test was performed using the Durbin-Watson statistic to ensure that there was no residual correlation in the regression model. The use of these classical assumption tests aims to ensure that the multiple linear regression model meets statistical requirements so that the results of the hypothesis testing can be interpreted as valid and reliable.

4. RESULTS AND DISCUSSION

4.1. Results

The Magetan Regency Cooperative and Small and Medium Enterprises Agency, often referred to as the Magetan Regency Cooperative and Small and Medium Enterprises Agency or Dinas Koperasi dan Usaha Kecil Menengah (DINKOPUKM) Magetan, was established in 1998 as the body responsible for government affairs related to cooperatives and micro-enterprises. This department acts as both an implementing body and a support unit for the Magetan Regency Government programs, particularly in

promoting the growth and empowerment of SME operators. In carrying out its duties, the department reports to the Regent of Magetan through the Village Secretary. The respondents in this study were 36 employees, who were categorized based on certain characteristics.

Table 2. Respondent Profile

No	Description	Frequency	(%)
Gender			
1	Male	11	30,6%
2	Female	25	69,4%
Age			
3	< 25 years old	2	5,6%
4	25 – 30 years old	11	30,6%
5	31 – 35 years old	12	33,3%
6	> 40 years old	11	30,6%
Latest Education			
7	Master Degree	5	13,9%
8	Bachelor Degree	27	75%
9	Senior High School	4	11,1%
Work Duration			
10	< 1 year	4	11,1%
11	1 – 3 years	12	33,3%
12	4 – 6 years	11	30,5%
13	> 6 years	9	25%

Source: Primary Data (2026)

Table 2 shows the respondent profile, where female dominance reflects the nature of the working environment at the Magetan Regency Cooperative and Micro-Enterprise Agency, where the MSME and cooperative sectors are largely driven by women, both in administrative roles and in providing on-the-ground support to business operators. This demonstrates that women play a significant role in supporting the effectiveness of the local economic empowerment program. The age group dominated by those aged 25 to over 40 reflects a combination of energetic workforce and experienced personnel in managing the cooperative and SME sectors. The high proportion of respondents with a higher level of education (bachelor and master) indicates that the human resources within the Magetan Regency Cooperative and SME Agency possess excellent academic competence. This strong intellectual capacity serves as a key asset in conducting policy analysis, public education, and professional organizational management. The staff are predominantly experienced workers who have completed their induction periods. This considerable length of service has a significant impact on employee work productivity, as working duration makes employees more skilled, efficient, and aware of their responsibilities. With this experience, they can work more effectively and efficiently in serving the public and supporting business operators. This work duration has had a significant impact on employee work productivity, as employees who have been with the organization for a long time tend to be more skilled, efficient, and aware of their responsibilities. With this experience, they can work effectively and efficiently to serve the public and support businesses.

Table 3. Validity

Variables	Items	R-count	R-table	Description
Supervision	1	0,926	0,329	Valid
	2	0,935	0,329	Valid
	3	0,947	0,329	Valid
	4	0,920	0,329	Valid
	5	0,987	0,329	Valid
	1	0,925	0,329	Valid
	2	0,974	0,329	Valid

Work Motivation	3	0,939	0,329	Valid
	4	0,936	0,329	Valid
	5	0,961	0,329	Valid
Competence	1	0,944	0,329	Valid
	2	0,954	0,329	Valid
	3	0,951	0,329	Valid
	4	0,946	0,329	Valid
	5	0,935	0,329	Valid
Employee work productivity	1	0,922	0,329	Valid
	2	0,917	0,329	Valid
	3	0,934	0,329	Valid
	4	0,985	0,329	Valid
	5	0,918	0,329	Valid

Source: Data Processed SPSS (2026)

Table 3 shows a critical value (r-table) of 0.329, and each variable has an r-calculated r-value greater than this critical value. This means that all indicators are deemed valid, as each item within the variables of Supervision, Work Motivation and Competence shows a calculated r-value greater than the critical value. These data are ideal for further analyses.

Table 4. Reliability

Variable	Cronbach Alpha	Criteria	Description
Supervision	0,968	0,600	Reliable
Work Motivation	0,970	0,600	Reliable
Competence	0,970	0,600	Reliable
Employee Work Productivity	0,963	0,600	Reliable

Source: Data Processed SPSS (2026)

Table 4 shows that the reliability tests conducted indicate that the Cronbach’s alpha values for supervision, work motivation, competence, and employee work productivity are all greater than 0.60. Therefore, all were reliable, and it was concluded that the respondents’ responses to the questionnaire items.

Table 5. Multiple Linear Regression Analysis

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	T	Sig.
(Constant)	-0,986	3,211		-0,307	0,761
Supervision	0,312	0,117	0,340	2,664	0,012
Work Motivation	0,508	0,118	0,509	4,303	0,000
Competence	0,237	0,109	0,275	2,170	0,038

Source: Data Processed SPSS (2026)

Table 5 indicates a constant value of -0,986 that if the independent Supervision, Work Motivation, and Competence are held constant or set to zero, then Employee work productivity (Y) is -0.986. The regression coefficient for Supervision (X1) was positive at 0.312. This means that if the supervision variable increases by one unit, employee work productivity will increase by 0.312, assuming all other independent variables remain constant. The regression coefficient for Work Motivation was positive at 0.508. This means that if the Work Motivation variable increases by one unit, employee work productivity

will increase by 0.508, assuming all other independent variables remain constant. The regression coefficient for competence is positive at 0.237. The competency variable has a regression coefficient of 0.237, which means that if competency increases by one unit, employee work productivity will increase by 0.237 units, assuming that all other variables remain constant.

Table 6. Analysis of R-Squared

Model Summary				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	0.746 ^a	0.557	0.516	2.38079
Predictors: (Constant), Supervision, Motivation, Competence				

Source: Data Processed SPSS (2026)

Table 6 shows the model summary: an R value of 0.746 was obtained. This value indicates that the connection between the variables Supervision (X₁), Work Motivation (X₂), and Competence (X₃) and Employee work productivity (Y) falls into the ‘strong’ category, as it is close to 1. This indicates that these three independent variables have a strong relationship with employee work productivity. The R-squared (R²) value of 0.557 indicates that 55.7% of the variation in employee work productivity is explained by Supervision, Work Motivation, and Competence collectively. Meanwhile, the remaining 44.3% (100% - 55.7%) is influenced by other factors outside the scope of this study, such as the work environment, leadership, organizational culture, and other factors not examined in this research. Furthermore, the adjusted R-squared value of 0.516 indicates that, after adjusting for the number of variables and the research sample, the model’s ability to explain the dependent variable of employee work productivity is 51.6%. This value suggests that the research model is sufficiently effective in explaining employee work productivity. The Standard Error of the Estimate value of 2.38079 indicates the model’s prediction error rate. The smaller this value, the better the model is at predicting dependent variables. This value indicates that the regression model used has a relatively small and acceptable level of error. Thus, it can be concluded that Supervision, Work Motivation, and Competence collectively make a significant contribution to improving employee work productivity, although other factors excluded from this study would influence employee work productivity.

Table 7. T-test

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	0.986	3.211		-307	0.761
Supervision	0.312	0.117	0.340	2.664	0.012
Work Motivation	0.508	0.118	0.509	4.303	0.000
Competence	0.237	0.109	0.275	2.170	0.038
Dependent Variable: Employee work productivity					

Source: Data Processed SPSS (2026)

Table 7 shows that the t-value of (2.664) is greater than the table t-value (2.037), with a p-value of (0.012) being less than 0.05. This indicates that supervision affects employee work productivity. The calculated t-value of (4.303) is greater than the table t-value (2.037) with a significance level of (0.00), which is less than 0.05. This indicates that Work Motivation affects employee work productivity. The calculated t-value (2.170) is greater than the critical t-value (2.037), and the p-value (0.038) is less than 0.05, indicating that competence affects employee work productivity.

Table 8. F test

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	228.258	3	76.086	13.423	0.000 ^b
	Residual	181.381	32	5.668		
	Total	409.639	35			
a. Dependent Variable: Y						
b. Predictors: (Constant), X3, X2, X1						

Source: Data Processed SPSS (2026)

Table 8 shows that the F-test coefficient is 13.423. The table F-value at a significance level of $\alpha = 0.05$ with degrees of freedom (df) is determined as follows: df_1 (numerator) = $K = 3$, df_2 (denominator) = $n - k - 1 = 36 - 3 - 1 = 32$, so $df = (3;32)$, yielding a table F-value of (2.90). Since the significance value of 0.000 is smaller than 0.05, and the calculated F-value of (13.423) is greater than the table F-value of (2.90), we reject H_0 and accept H_a . The independent variables, such as Supervision, Work Motivation, and Competence, collectively have a significant impact on employee work productivity.

4.2. Discussion

Supervision has a positive and significant effect on employee work productivity, with an increase in the intensity of supervision correlating with an increase in employee work productivity. Empirical research indicates that supervision has a positive and significant relationship with employee work productivity, as supervision plays a role in monitoring and guiding the execution of tasks to ensure that they align with established organizational standards (Sukmana & Prihandono, 2023). Supervision influences productivity because the supervisory process functions not only as a control mechanism but also as a mechanism for providing guidance, feedback, and evaluation that helps employees understand work expectations, correct errors, and improve efficiency in their performance of daily tasks. Furthermore, the mechanism by which supervision influences productivity can be explained through the process of continuous performance measurement and monitoring, whereby consistent supervision enables organizations to identify coaching needs and implement timely corrective actions to maintain the quality of employees work. Therefore, in the context of human resource management, improving the effectiveness of supervision must be a strategic focus for organizations, as intensive and continuous supervision not only ensures that tasks are carried out in accordance with work standards but also encourages employees to achieve higher productivity through appropriate monitoring, constructive feedback, and continuous coaching to improve employees’ overall work capabilities (Apriandi et al., 2024).

Work motivation has a positive and significant impact on employee work productivity, as motivated employees tend to demonstrate greater engagement and enthusiasm for their work, which directly contributes to increased work output. Empirical research indicates that work motivation has a significant and positive influence on employee work productivity, with employees who receive effective motivational support tending to work with greater enthusiasm and focus on achieving optimal work objectives (Rasyid et al., 2025). Work motivation can enhance productivity because it influences work behavior through the provision of incentives, recognition, and support that meet employees’ needs, thereby encouraging them to improve their work quality and enhance their efficiency in the performance of their daily tasks (Mubarrok et al., 2024). Furthermore, the impact of motivation on productivity is evident in the relationship between motivation levels and employees’ ability to meet set work targets, where high motivation leads to consistent improvement in work performance. These findings suggest that the human resource management strategy at the Magetan Regency Cooperative and SME Agency should prioritize enhancing staff motivation. This can be achieved by rewarding performance, increasing managerial support, fostering a conducive working environment, providing career development opportunities, and enhancing staff involvement in implementing SME empowerment programs. Furthermore, work supervision continues to have a significant influence on staff productivity, as effective supervision helps

staff work in a more disciplined and focused manner in line with the organization's targets. Meanwhile, competence remains essential to support staff's technical ability in delivering services, guidance, and support for the community. Research findings indicate that organizations that systematically implement motivational strategies, such as rewards, career development, and a supportive work environment, tend to demonstrate a significant increase in employee work productivity (Remetwa & Kurniawati, 2025). Therefore, in the context of human resource management, efforts to enhance work motivation must be a strategic focus for organizations, as strong motivation not only helps boost employees' work ethic but also creates a productive working environment. By addressing employees' motivational needs through appropriate organizational support, employee work productivity can increase sustainably and contribute to the achievement of the organization's overall objectives (Yusuf & Suwardana, 2023).

Work competencies positively impact employee work productivity, as they reflect an individual's ability to carry out tasks effectively, professionally, and in accordance with organizational standards. Employees with strong competencies—including knowledge, skills, experience, and work attitude—tend to deliver more optimal performance. This is consistent with Ndruru (2022), who stated that work competencies have a positive and significant effect on employee work productivity, whereby an increase in competencies is directly followed by an improvement in employee performance. Furthermore, a study conducted by Riswanto et al. (2023) found that improved competence, supported by work discipline, can significantly boost employee productivity. Good competence encourages employees to work in accordance with procedures, be more disciplined in their use of time, and be more responsible for completing tasks. These findings indicate that competence not only has a direct impact on productivity but also reinforces positive work behaviors that support sustainable performance achievement. These findings are also supported by Iswadi (2020), who explains that job competencies serve as the primary foundation for improving employee work productivity, as these competencies enable employees to apply their knowledge and skills appropriately in their day-to-day work. Competent employees are better able to adapt to the demands of the job and minimize work errors, thereby ensuring that productivity continues to increase. Consequently, the continuous development of competencies is a strategic step in the effort to optimally enhance employee productivity.

Based on the initial analysis, it was found that 'Supervision' influences employee work productivity. This demonstrates that supervision is a process of controlling and monitoring employees' work activities to ensure that tasks are carried out in accordance with the organization's plans, standards, and objectives. Direct supervision by management can improve employees' accuracy, discipline, and sense of responsibility at work, thereby tangibly driving an increase in employee work productivity at the Magetan Regency Cooperative Office. Therefore, supervision can have a positive impact on productivity, as through supervision, managers can immediately correct work deviations and ensure that work results are in line with the targets. Previous studies have shown that supervision affects productivity (Sukmana & Prihandono, 2023). In the second test, specifically regarding the Work Motivation variable, it can be concluded that work motivation influences the work productivity of employees at the Magetan Regency Cooperative and SME Agency. Research by Rasyid et al. (2025) indicates that work motivation comprises internal and external drives that encourage employees to increase their efforts, perseverance, and dedication to completing work tasks. Strong motivation makes employees more results-oriented, willing to give their best, and demonstrates a higher level of commitment to their work. These conditions have a direct impact on improving work effectiveness and efficiency, thereby significantly increasing employee productivity. Thus, work motivation is a key factor that directs employees' work behavior towards achieving optimal performance and productivity. In the third test, the variable 'Competence' was found to influence employee work productivity. This indicates that the competence of employees at the Magetan Regency Cooperative and SME Agency—as reflected in their work experience, educational level, knowledge of their duties, and technical and practical skills—enables them to complete their work more effectively and efficiently. Competent employees tend to understand their work well, minimize errors, and complete tasks on time, thereby increasing employee work productivity. Riswanto et al. (2023) showed that work competence contributes positively and significantly to employee work productivity, as

competence enables employees to apply their abilities and skills optimally in the performance of their duties. Thus, competence is a key factor in sustainably improving employee work productivity.

5. CONCLUSION

The analysis of the effect of supervision, work motivation, and competence on the work productivity of employees at the Magetan Regency Cooperative and SME Agency shows that, individually, each variable (supervision, work motivation, and competence) has a positive and significant effect on employee work productivity. Furthermore, these three variables also have a positive and significant effect on the productivity of employees at the Magetan Regency Cooperative and SME Office. These results indicate that supervision needs to be implemented in a structured and sustainable approach through the formation of clear work standards, routine monitoring, and the provision of guidance and evaluation to employees so that tasks are carried out in accordance with regulations and work errors can be minimized. Furthermore, work motivation can be enhanced by recognizing employees' work performance, whether through praise, awards, career development opportunities, or by creating a comfortable working environment and harmonious working relationships. However, work competencies also need to be enhanced through training and skills development tailored to job requirements, as well as the placement of staff based on their educational background and work experience. With effective management of supervision, motivation, and competence, it is hoped that the work productivity of the employees of the Magetan Regency Cooperative and SME Agency can continue to improve and support the optimal achievement of organizational objectives. This study also has limitations that need to be noted. The number of respondents in this study was relatively small, namely 36 employees, meaning that the study's findings are limited in terms of generalizability. Second, the study was conducted in only one organization, namely the Magetan Regency Cooperative and SME Agency; consequently, the organizational characteristics and work culture in other organizations may yield different findings. Therefore, the results of this study must be interpreted with caution and cannot be broadly generalized without considering the differing organizational conditions.

Based on the research findings, practical recommendations that can be offered to the Magetan Regency Cooperative and SME Office include enhancing staff motivation through the recognition of work achievements, improving communication between management and staff, and creating a work environment that fosters staff morale. Furthermore, work supervision needs to be carried out more effectively and consistently to ensure that tasks are performed in line with the organization's targets. Staff competence development should also be undertaken through training, technical skills development, and enhancement of public service capabilities to optimally improve staff productivity. In addition, researchers may expand the scope of their research by involving more than one agency so that the research results provide a broader picture and have a higher level of generalizability. The use of different research methods, such as qualitative approaches or mixed methods, could also be considered to gain a deeper understanding of the factors affecting employee work productivity. We hope that such developments will enable future research to make a more significant contribution to the advancement of insight.

Ethical Approval

Not Applicable

Informed Consent Statement

Not Applicable

Authors' Contributions

RHI conceptualized the study, designed the research methodology, collected the data, conducted the statistical analysis, and prepared the manuscript's original draft. SH contributed to the development of the theoretical framework, interpretation of the findings, and the critical review of the manuscript. UF supported the analysis, strengthened the discussion of the results, and contributed to the manuscript review and editing. All authors contributed to the revision of the manuscript and approved the final version.

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No potential conflict of interest was reported by the author(s).

Data Availability Statement

The data presented in this study are available on request from the corresponding author due to privacy reasons.

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Notes on Contributors

Reza Hanindya Irfansah

<https://orcid.org/0009-0004-0177-8831>

Reza Hanindya Irfansah is affiliated with the Faculty of Economics, Muhammadiyah University of Ponorogo, Jawa Timur.

Sri Hartono

<https://orcid.org/0000-0002-3185-3845>

Sri Hartono is affiliated with the Faculty of Economics, Muhammadiyah University of Ponorogo, Jawa Timur.

Umi Farida

Umi Farida is affiliated with the Faculty of Economics, Muhammadiyah University of Ponorogo, Jawa Timur.

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