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## HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

# The Impact of Work Communication and Supervision on Employee Productivity: Case Study from PT Karajae Makmur Lestari in Mamuju Regency, Indonesia.

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**Abstract:** This study aims to analyze the effect of work communication and supervision on employee productivity at PT. Karajae Makmur Lestari in Mamuju Regency. A quantitative research approach was employed, with the sample selected using a probability sampling technique, resulting in 34 respondents. Data collection methods included observation, interviews, direct distribution of questionnaires, and documentation. The quality of the research instruments was tested using validity and reliability tests. The analytical method applied was multiple linear regression analysis, followed by hypothesis testing using the partial test (t-test) and simultaneous test (F-test). The findings of this study indicate that (a) Work communication has a significant partial effect on employee productivity. (b) Supervision also has a significant partial impact on employee productivity. (c) Work communication and supervision, when considered simultaneously, have a substantial effect on employee productivity. However, their combined contribution is relatively low, accounting for only 33.6%, while the remaining 66.4% is influenced by other factors not examined in this study.

**Keywords:** Work Communication, Supervision, Work Productivity.

**JEL Classification Code:** J24, M12, M54.

## 1. INTRODUCTION

Human resources play a crucial role in the success of a company. Their capacity is not only measured by productivity but also by the quality of work they produce. A company's excellence depends on the strength of its human resources rather than solely on natural resources. The higher the level of employee knowledge and competence, the greater the company's competitiveness. Organizational success is significantly influenced by the quality of its workforce rather than its quantity. Therefore, employees serve as the foundation of an organization—when they demonstrate high productivity, the organization benefits as a whole. Human resources are essential within an organization as planners, decision-makers, organizers, and drivers of progress (Hasibuan, 2020). High-quality work productivity enables employees to efficiently complete their assigned tasks, ensuring effectiveness and efficiency in their work. This ultimately has a positive impact on company management. Wibowo (2016) states that an organization is productive when it successfully achieves its goals by converting inputs into outputs at a low cost. Productivity serves as a performance measure, encompassing both effectiveness and efficiency.

However, there are instances when certain employees exhibit low work productivity, displaying negligence and a lackadaisical approach to their tasks. Consequently, the quality and quantity of their work fail to meet leadership expectations, negatively affecting the company. Poor service delivery can



lead to a decline in public trust. To address this issue, companies must continuously strive to improve employee productivity and performance to achieve their organizational objectives. The success or failure of a company in fulfilling its mission is influenced by several factors, one of which is often the misinterpretation of communication.

Simamora (2021) states that communication is the process of delivering and exchanging information between two or more parties to establish mutual understanding. Effective communication plays a crucial role in shaping an employee's performance. Communication is fundamental in a work setting, as it directly influences the emotional dynamics between superiors, subordinates, and colleagues. Workplace communication is an essential aspect of carrying out job responsibilities and functions involving all levels of management—from top and middle management to lower management and general employees. Organizational communication serves as a channel for coordination, an information hub, an integration mechanism, and a means of delivering instructions that directly impact work productivity. Without effective communication, organizational performance will be suboptimal.

Another key factor influencing employee productivity is supervision. According to Terry, as cited in Rahmadiani (2022), Supervision can be defined as determining expected standards, assessing actual performance, and making necessary corrections to align implementation with plans. Supervising employees is a critical step in achieving organizational goals. Leaders must monitor their subordinates' work to maintain and enhance productivity. As stated by Arifin (2019), Supervision, as a core management function in achieving objectives, plays a crucial role in preventing potential deviations, enabling timely corrective measures, and ensuring continuous improvement.

## 2. LITERATURE REVIEW

### 2.1. Resource Management

According to Edison et al. (2019), Human Resource Management (HRM) is a management approach that maximizes employee capabilities through various strategic measures to enhance performance and optimize organizational goals. Similarly, Kasmir (2019) defines HRM as a system designed to manage employee activities, starting from workforce planning, recruitment, selection, training and development, compensation, career advancement, job security, industrial relations, and regulations regarding employee termination, all aimed at achieving organizational goals and improving stakeholder welfare. Hasibuan (2019) describes HRM as the science and art of managing workforce relationships and roles to actively and efficiently contribute to realizing company, employee, and societal goals. Meanwhile, Handoko (2018) states that HRM encompasses the attraction, selection, development, maintenance, and utilization of human resources to achieve individual and organizational objectives.

### 2.2. Work Communication

One of the fundamental needs of every human being is communication, as it is an integral part of daily activities, whether conducted individually or in groups. With the advancement of technology, communication is no longer limited by time and space. According to Riinawati (2019), Communication is the process of delivering messages from the communicator to the communicant through a medium that generates specific effects. Simamora (2021) defines workplace communication as conveying verbal and non-verbal messages, carrying specific meanings or intentions, where information or ideas are transferred from one individual to another in the form of thoughts or emotions through particular channels. Similarly, Supomo and Nurhayati (2018) state that work communication transmits information from one party to another so that the recipient understands the message. Robbins and Judge (2018) identify three key indicators of communication:

1. Communication with superiors – Communication that flows to a higher level within a group or organization.

2. Communication with subordinates – Communication that flows from a higher to a lower level within a group or organization.
3. Communication with coworkers – Communication occurs among members of the same workgroup or between colleagues at the same hierarchical level.

### 2.3. Surveillance

According to Guntur (2014), Supervision is the overall activity of comparing and measuring what is being or has been carried out against a predetermined plan based on specific criteria, norms, and standards. Similarly, as cited in Rahmadiani (2022), Terry defines supervision as determining the standards to be achieved, assessing the implementation of tasks, and making necessary improvements to ensure that execution aligns with the plan. Handoko, as cited in Rasafiti (2019:17), describes supervision as a systematic effort to establish implementation standards aligned with planning objectives, design feedback information systems, compare actual activities with predetermined standards, identify and measure deviations, and take corrective actions to ensure all company resources are utilized effectively and efficiently in achieving organizational goals. Robbins and Coulter, as cited in Nogroho (2021), outline four key indicators of supervision:

- a. Setting Standards – Establishing benchmarks (targets) or desired outcomes that serve as a basis for comparison during organizational activities. Standards define what must be achieved to fulfill organizational goals and targets.
- b. Measurement – A continuous and systematic process of evaluating performance, conducted daily, weekly, or monthly, to assess the quality and quantity of results.
- c. Comparison – Comparing actual performance with established targets or standards to determine whether performance is above, below, or in line with expectations.
- d. Corrective Actions – Making decisions to implement corrective measures when deviations from the standards occur, ensuring that performance aligns with organizational objectives.

### 2.4. Work Productivity

The philosophy and spirit of productivity have existed since the beginning of human civilization, as productivity reflects the human desire and effort to continuously improve the quality of life and work in all fields. Different scholars have defined the concept of work productivity in various ways. Below are some perspectives on the subject: According to Wijaya and Manurung (2021), Work productivity is the ratio between the results achieved and the overall resources used (input), closely related to a productive mental attitude. This includes attitude, motivation, discipline, creativity, innovation, dynamism, and professionalism. Similarly, Kusrianto, as cited in Sutrisno (2020), defines work productivity as the ratio between output and the role of labor per unit of time, where labor plays a crucial role as both a resource user and an efficient, effective contributor. Productivity is essential for employees in an organization, as it ensures that work is carried out efficiently and effectively, ultimately contributing to achieving organizational goals. Sedarmayanti (2018) states that Productivity originates from individuals performing activities, and these individuals must possess adequate work quality. Meanwhile, Sutrisno (2020) outlines key indicators for measuring work productivity:

- a. Ability – Employees' capability to perform their tasks is fundamental. Skilled employees can understand their responsibilities, adhere to work standards, and adapt their roles effectively, fostering professionalism in the workplace.
- b. Work Enthusiasm – The drive to improve work performance compared to previous efforts. This is reflected in employees' work ethic and output, which can be assessed by comparing past and current performance levels. High work enthusiasm contributes to overall effectiveness.
- c. Self-Development – Continuous learning and improvement are essential for increased productivity. Employees should identify obstacles encountered at work and find solutions to

overcome them. Additionally, improving work quality is crucial, reflecting an employee's competence and positively contributing to personal and organizational success.

- d. Efficiency – The optimal use of resources relative to work outcomes. This includes time management, proper use of tools, cost efficiency, and practical work methods. Productivity is achieved when input and output are balanced as planned.

### 3. RESEARCH METHOD AND MATERIALS

#### 3.1. Location and Time of Research

This research was conducted at PT Karajae Makmur Lestari, located in Belang-Belang Village, Kalukku District, Mamuju Regency, West Sulawesi Province, Indonesia.

#### 3.2. Type of Research

1. According to Sugiyono (2019:13), Quantitative data refers to data presented in numerical form or qualitative data that has been quantified. This study's quantitative data includes an overview of the research site, organizational structure, and respondent characteristics.
2. According to Sugiyono (2019:13), Qualitative data consists of words, sentences, diagrams, and images. This study's qualitative data includes population details, sample information, questionnaire calculations, and research findings.

#### 3.3. Population and Sample

According to Sugiyono (2021), Population refers to all objects or subjects with specific quantities and characteristics determined by researchers for the study, from which conclusions are drawn. The population in this study consists of all employees working at PT Karajae Makmur Lestari in Mamuju Regency, West Sulawesi Province, totaling 34 employees. Sugiyono (2021) defines a sample as a population subset that accurately represents the whole and serves as a source of information. This study employs a probability sampling technique, ensuring that all population members have an equal chance of being selected. Specifically, total sampling is used, meaning that the entire population of 34 employees is included as respondents in the study.

#### 3.4. Data Analysis Method

The multiple linear regression model examines the linear relationship between independent variables and a dependent variable (Ghozali, 2018). In multiple regression, the predictor variables are analyzed to determine their correlation in explaining the dependent variable:

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

Description:

Y	=	Work Productivity
a	=	Alpha (constant)
b <sub>1</sub> -b <sub>3</sub>	=	Regression Coefficient
X <sub>1</sub>	=	Work Communication
X <sub>2</sub>	=	Supervision
e	=	Standard Error

- a. If the regression coefficient (b) is positive, the independent variable positively influences the dependent variable.
- b. If the regression coefficient (b) is negative, the independent variable negatively influences the dependent variable.

## 4. RESULTS AND DISCUSSION

### 4.1. Validity test results

The validity test is used to determine whether a questionnaire is valid or not. A questionnaire is considered valid if its questions accurately measure the intended variables (Ghozali, 2011).

**Table 1. Validity Testing Results**

Variables	Questionnaire Items	Recalculated	Rtable	Interpretation
Work Communication (X1)	Item.X1.1	0,718	0,339	Valid
	Item.X1.2	0,508	0,339	Valid
	Item.X1.3	0,693	0,339	Valid
	Item.X1.4	0,543	0,339	Valid
	Item.X1.5	0,850	0,339	Valid
Surveillance (X2)	Item.X2.1	0,658	0,339	Valid
	Item.X2.2	0,679	0,339	Valid
	Item.X2.3	0,682	0,339	Valid
	Item.X2.4	0,639	0,339	Valid
	Item.X2.5	0,726	0,339	Valid
Work Productivity (Y)	Item.Y.1	0,701	0,339	Valid
	Item.Y.2	0,552	0,339	Valid
	Item.Y.3	0,679	0,339	Valid
	Item.Y.4	0,644	0,339	Valid
	Item.Y.5	0,606	0,339	Valid

Table 1 shows that all questionnaire items in the proposed research variables have an r-count value more significant than the r-table value (0.339). This indicates that all research instrument items used in this study are considered valid and meet the conditions for the reliability test.

### 4.2. Reliability Test

**Table 2. Reliability Test Results**

Variables	Concbach's Alpha	Interpretation
Work communication (X1)	0,681	Reliable
Supervision (X2)	0,704	Reliable
Work productivity (Y)	0,633	Reliable

Based on the table 2, the Cronbach's alpha values for all tested variables are above 0.60. Therefore, it can be concluded that all variables in this study are considered reliable.

### 4.3. Multiple Linear Regression Analysis Results

The linear regression model tests the linear relationship between multiple independent variables and a dependent variable (Ghozali, 2018).

**Table 3. Multiple Linear Regression Analysis Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.206	3.813		1.890	.068
Work Communication	.317	.130	.373	2.443	.020
Supervision	.345	.150	.351	2.299	.028

a. Dependent Variable: Work Productivity

Based on the regression coefficient results above, the regression equation can be formulated as follows:

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

$$Y = 7.206 + 0.317 X_1 + 0.345 X_2 +$$

Description:

- Y = Work Productivity
- a = Alpha (constant)
- b<sub>1</sub> -b<sub>3</sub> = Regression Coefficients
- X<sub>1</sub> = Work Communication
- X<sub>2</sub> = Supervision
- e = Standard Error

Based on the table above, the following conclusions can be drawn:

- a. The constant value (a) represents the condition of the work productivity variable when all other factors remain unchanged. Its value is 7.206, meaning that if work communication and supervision have no influence, employee productivity at PT will be reduced. Karajae Makmur Lestari Mamuju is 7.206.
- b. The regression coefficient (B1) for work communication (X1) is 0.317 and has a positive direction. This indicates that employee productivity at PT increases for every one-unit increase in work communication. Karajae Makmur Lestari Mamuju increases by 0.317, assuming all other factors remain constant (0).The regression coefficient of the work discipline variable (X<sub>2</sub>) of 0.547 states that every addition of the work discipline variable by 1% will increase team member performance (Y) at the West Sulawesi Provincial Education and Culture Office.
- c. The regression coefficient (B2) for supervision (X2) is 0.345 and has a positive direction. This means that employee productivity at PT increases for every one-unit increase in supervision. Karajae Makmur Lestari Mamuju increases by 0.345, provided all other factors remain constant (0).

#### 4.4. t-Test Results

Partial hypothesis testing is conducted to determine whether an independent variable partially affects the dependent variable. The decision criteria are as follows: If the significance value is < 0.05 or count ≥ table, then Ha is accepted (indicating a significant effect). Conversely, Ho is accepted if the significance value is > 0.05 or t-count < t-table (indicating no significant effect).  $t(\alpha/2;n-k-1)=t(0.05/2;34-3-1)=2.040$

**Table 4. Partial t-Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.206	3.813		1.890	.068
Work Communication	.317	.130	.373	2.443	.020
Supervision	.345	.150	.351	2.299	.028

a. Dependent Variable: Work Productivity

#### 4.5. Effect of Work Ability on team member performance

From the t-test results in the table, the partial effect of work communication as an independent variable on employee work productivity shows that the t-count value (2.443) > t-table value (2.040). Additionally, the regression coefficient (B1X1) is positive at 0.317, with a significance value of 0.020 (< 0.05). These results indicate that work communication has a significant positive partial effect on work productivity at PT. Karajae Makmur Lestari, Mamuju Regency. This finding confirms the researcher's initial hypothesis, meaning the first hypothesis is accepted.

Similarly, the partial effect of supervision as an independent variable on employee work productivity shows that the  $t$ -count value (2.299) >  $t$ -table value (2.040). The regression coefficient (B2X2) is positive at 0.345, with a significance value of 0.028 (< 0.05). These results indicate that supervision has a significant positive partial effect on work productivity at PT. Karajae Makmur Lestari, Mamuju Regency. This confirms the researcher's second initial assumption, meaning the second hypothesis is accepted.

#### 4.6. F-Test

The F-statistical test is conducted to evaluate the simultaneous influence of independent variables on the dependent variable. This is measured by comparing the F-count with the F-table (Ghozali, 2018).

**Table 5. F-Test Results (Simultaneous)**

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	28.700	2	14.350	7.828	.002 <sup>b</sup>
Residual	56.830	31	1.833		
Total	85.529	33			

a. Dependent Variable: Work Productivity

b. Predictors: (Constant), Supervision, Work Communication

Simultaneous hypothesis testing aims to determine the extent of the combined influence of the independent variables on the dependent variable.  $H_a$  is accepted if the significance value < 0.05 or F-count > F-table. Conversely, if the significance value  $\geq$  0.05 or F-count  $\leq$  F-table, then  $H_o$  is accepted.

Based on Table 7, the simultaneous influence of work communication and supervision on work productivity shows that the F-count value (7.828) > F-table value (3.305), with a significance value of 0.028 (< 0.05). These results indicate that work communication and supervision simultaneously significantly affect work productivity at PT. Karajae Makmur Lestari, Mamuju Regency. This finding confirms the researcher's third initial assumption, meaning the third hypothesis is accepted.

## 5. CONCLUSION

Based on the research findings and discussion regarding the effect of work communication and supervision on work productivity at PT. Karajae Makmur Lestari in Mamuju Regency, the following conclusions can be drawn: (1) Work communication has a positive and significant partial effect on work productivity at PT. Karajae Makmur Lestari in Mamuju Regency (2) Supervision has a positive and significant partial impact on work productivity at PT. Karajae Makmur Lestari in Mamuju Regency (3) Work communication and supervision simultaneously significantly affect work productivity at PT. Karajae Makmur Lestari in Mamuju Regency. Based on the above analysis and conclusions, the following suggestions can be made: (1) Since work communication has been proven to positively and significantly impact work productivity, PT. Karajae Makmur Lestari Mamuju should continue strengthening communication and maintaining good relationships between leaders and employees. Effective communication will help sustain positive interactions and further enhance work productivity. (2) PT. Karajae Makmur Lestari Mamuju should implement disciplinary measures for employees who violate workplace rules, such as arriving late or failing to complete tasks on time. Providing appropriate sanctions can motivate other employees and improve overall work effectiveness. (3) For future researchers interested in studying the same topic at PT. Karajae Makmur Lestari Mamuju, exploring additional independent variables related to work productivity is recommended. This study can serve as a reference for researchers examining different organizations to support their research and literature review.

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