

The Effect of Work Experience, Supervision by Supervisors, and Integrity on Employee Performance

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Abstract. This study aims to analyze the influence of work experience, leadership supervision, and integrity on employee work achievement at the Environmental Agency of Kerinci Regency. The research employed a quantitative approach using path analysis, involving a population of 71 employees, of whom 70 respondents were selected through purposive sampling. Data were collected using a Likert-scale questionnaire and analyzed through path analysis consisting of two sub-structures. The findings indicate that: (1) work experience does not have a direct and significant effect on work achievement ($\beta = -0.0145$, $p = 0.883$), but exerts a significant indirect effect through integrity as a mediating variable (indirect effect = 0.2577, Sobel $Z = 3.352$, $p = 0.001$); (2) leadership supervision does not directly and significantly affect work achievement ($\beta = 0.1533$, $p = 0.125$), yet demonstrates a significant indirect effect through integrity (indirect effect = 0.2674, Sobel $Z = 3.435$, $p = 0.001$); (3) integrity has a positive and significant direct effect on work achievement ($\beta = 0.6419$, $t = 5.794$, $p = 0.000$), making it the strongest predictor in the model; (4) work experience positively and significantly influences integrity ($\beta = 0.4014$, $t = 4.170$, $p = 0.000$); and (5) leadership supervision positively and significantly influences integrity ($\beta = 0.4166$, $t = 4.327$, $p = 0.000$). Furthermore, the model explains 52.63% of the variance in employee work achievement ($R^2 = 0.5263$). These findings confirm that integrity serves as a full mediating variable in the relationship between work experience and work achievement, and as a partial mediating variable in the relationship between leadership supervision and work achievement. Therefore, strengthening employee integrity programs is considered a key strategic recommendation to improve employee work achievement within the agency.

Keywords: Work Experience; Leadership; Integrity; Employee

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INTRODUCTION

The quality of human resources is a fundamental determinant of organizational success, particularly within government institutions responsible for delivering public services (Ayalew, 2024). In the context of regional public administration in Indonesia, employee work achievement (prestasi kerja) has become an important indicator of organizational effectiveness, as it reflects the extent to which employees are capable of achieving institutional goals and improving service quality (Xatse & Naong, 2025). According to (Kartini & Nugroho, 2025), employee work achievement represents the outcome of work accomplished by individuals based on their responsibilities, competencies, and organizational expectations. Therefore, improving employee work achievement is essential for ensuring effective governance and sustainable public service delivery.

The Environmental Agency of Kerinci Regency (Dinas Lingkungan Hidup Kabupaten Kerinci / DLH) is one of the regional government institutions responsible for environmental sustainability programs, including waste management, environmental quality monitoring, pollution control, and public sanitation services. Despite its strategic role, the agency has experienced challenges in achieving optimal employee performance. Based on data from the Agency Performance Accountability Report (Laporan Akuntabilitas Kinerja Instansi Pemerintah / LAKIP) in 2025, employee work achievement scores consistently declined during the 2022–2025 period, decreasing from an average score of 133 in 2022 to 104 in 2025, both categorized as “moderate” achievement levels. Furthermore, achievement targets across three major performance indicators- environmental quality improvement (78%), waste management (76%), and pollution control (79%) remained below expected standards. These conditions indicate the need to identify organizational and individual factors influencing employee work achievement.

Preliminary observations conducted on January 5, 2026 identified several issues potentially associated with the decline in employee work achievement. First, some employees demonstrated insufficient work experience, which affected their ability to complete administrative duties and technical reporting tasks effectively and punctually. Second, leadership supervision practices appeared inconsistent, as field activities were frequently conducted without direct monitoring from supervisors. Third, employee integrity also emerged as a concern, reflected in tardiness, delayed report submission, and incomplete administrative documentation. These issues suggest that work experience, leadership supervision, and integrity may collectively influence employee work achievement within the agency.

Previous studies have investigated the relationship among these variables independently. (Ramaditya et al., 2024) found that work experience had a positive and significant influence on employee work achievement at LLDIKTI Region III Jakarta, suggesting that greater experience contributes to better employee capability and performance outcomes. Similarly, (Salwa & Rohimat, 2025) reported that leadership supervision significantly influenced employee performance at the Department of Cooperatives and SMEs of Tolitoli Regency, emphasizing the importance of effective supervisory practices in enhancing employee accountability and productivity. Furthermore, (Widodo et al., 2025) revealed that integrity significantly affected employee work achievement among Civil Service Police Unit personnel in Mojokerto City, indicating that ethical values, discipline, and responsibility are crucial determinants of performance.

Although previous studies have confirmed the individual effects of work experience, leadership supervision, and integrity on employee performance, limited research has comprehensively examined the mediating role of integrity in explaining the relationship between work experience and leadership supervision on employee work achievement, particularly in the context of regional environmental government agencies. Therefore, this study offers scientific novelty by proposing a path analysis model that positions integrity as an intervening variable linking work experience and leadership supervision to employee work achievement at the Environmental Agency of Kerinci Regency.

Based on this gap, the present study addresses the following research problems: (1) Does work experience significantly influence employee work achievement? (2) Does leadership supervision significantly influence employee work achievement? (3) Does integrity significantly influence employee work achievement? (4) Does work experience significantly influence integrity? and (5) Does leadership supervision significantly influence integrity? Accordingly, this study aims to analyze the influence of work experience, leadership supervision, and integrity on employee work achievement at the Environmental Agency of Kerinci Regency, while also examining the mediating role of integrity in the relationship between work experience and leadership supervision toward employee work achievement.

METHODS

This study employed a quantitative research approach using path analysis to examine both the direct and indirect effects among variables. A quantitative approach is appropriate for research aimed at testing relationships among variables through statistical procedures and generating objective, measurable findings (Almusaed et al., 2025). Path analysis was selected because it enables researchers to estimate causal relationships and evaluate both direct and mediated influences between independent and dependent variables (Harris & Gleason, 2022; Jollineau & Bowen, 2023). The research was conducted at the Environmental Agency of Kerinci Regency (Dinas Lingkungan Hidup Kabupaten Kerinci / DLH).

The population consisted of 71 employees, including civil servants (Pegawai Negeri Sipil / PNS) and honorary staff (Tenaga Kerja Sukarela / TKS). Sampling was conducted using purposive sampling, a non-probability sampling technique in which respondents are selected based on specific criteria relevant to the objectives of the study. The sample size was determined using the Slovin formula with a 1% margin of error, resulting in a total sample of 70 respondents.

Primary data were collected using a structured questionnaire measured on a four-point Likert scale ranging from 1 (strongly disagree) to 4 (strongly agree). The Likert scale is commonly

used in quantitative research to measure respondents' perceptions, attitudes, and opinions toward specific statements systematically and measurably. The study involved four variables. Work experience (X1) was measured through indicators of length of service, level of knowledge, level of skills, and mastery of work procedures and equipment. Leadership supervision (X2) was measured through standard setting, performance measurement, feedback provision, and corrective action. Integrity (X3) was assessed using indicators of honesty, trustworthiness, commitment, consistency, and responsibility. Meanwhile, work achievement (Y) was measured based on quantity of work output, quality of work output, and timeliness.

Instrument validity was tested using Pearson Product-Moment correlation to determine the extent to which questionnaire items accurately measured the intended constructs. Items were considered valid when the correlation coefficient exceeded the critical value ($r_{\text{table}} = 0.234$). Reliability testing employed Cronbach's Alpha to assess the consistency and stability of the instrument, with a minimum acceptable threshold of 0.60 indicating reliable measurement.

Furthermore, classical assumption tests were performed to ensure the suitability of the regression model for path analysis. Normality testing was conducted using the Kolmogorov-Smirnov test to determine whether the data distribution followed a normal pattern. Linearity testing was examined through Deviation from Linearity to confirm the existence of linear relationships among variables. Heteroscedasticity testing was performed using the Glejser method to assess whether residual variances remained constant across observations. In addition, multicollinearity testing was conducted using Variance Inflation Factor (VIF) and tolerance values to identify potential correlations among independent variables that could affect the stability of the regression model (Ilori & Tanimowo, 2022).

RESULTS AND DISCUSSION

Descriptive Analysis

Descriptive analysis was conducted to identify respondents' perceptions regarding work experience, leadership supervision, integrity, and work achievement. The findings indicate that all research variables were generally perceived at a high level, suggesting that employees considered these organizational factors relatively well implemented within the Environmental Agency of Kerinci Regency. Table 1 presents the descriptive statistics of the research variables.

Among the variables, work experience recorded the highest mean score (3.21) and TCR (80.3%), indicating that employees generally perceived themselves as having adequate knowledge, skills, and work mastery. Meanwhile, work achievement obtained the lowest average score (3.10), suggesting that although categorized as high, employee performance outcomes still

require improvement. These findings are consistent with preliminary observations indicating performance achievement gaps within the agency.

Table 1. Descriptive Statistics of Research Variables

Variable	N	Mean	TCR (%)	Category
Work Experience (X1)	70	3.21	80.3	High
Leadership Supervision (X2)	70	3.18	79.6	High
Integrity (X3)	70	3.15	78.8	High
Work Achievement (Y)	70	3.10	77.5	High

Source: Primary data, processed (2026).

Classical Assumption Tests

Before conducting path analysis, classical assumption tests were performed to ensure the feasibility of the regression model. The normality test using the Kolmogorov–Smirnov method produced significance values of 0.459 for Sub-structure 1 residuals and 0.366 for Sub-structure 2 residuals, both exceeding the significance threshold of 0.05. This indicates that the residual data were normally distributed.

Furthermore, the Deviation from Linearity test confirmed linear relationships among variables, as all significance values exceeded 0.05. The Glejser test also indicated no heteroscedasticity problem, with significance values above 0.05 for all independent variables. In addition, multicollinearity testing revealed Variance Inflation Factor (VIF) values ranging from 1.015 to 1.062, far below the critical threshold of 10, indicating no multicollinearity among predictors. Therefore, all classical assumptions were fulfilled, validating the use of path analysis in this study.

Path Analysis Results

Effect of Work Experience and Leadership Supervision on Integrity

Sub-structure 1 examined the effects of work experience and leadership supervision on integrity. The results are presented in Table 2.

Table 2. Path Analysis Results of Sub-Structure 1 (Dependent Variable: Integrity/X3)

Variable	Beta	t-count	p-value	Result
Work Experience (X1)	0.4014	4.170	0.000	Significant
Leadership Supervision (X2)	0.4166	4.327	0.000	Significant
R = 0.6443 R² = 0.4152 F = 23.780 p = 0.000				

Source: Primary data, processed (2026).

The results demonstrate that work experience has a positive and significant effect on integrity ($\beta = 0.4014$, $p < 0.05$), indicating that employees with greater experience tend to demonstrate stronger responsibility, consistency, and professional ethics. Likewise, leadership supervision significantly influences integrity ($\beta = 0.4166$, $p < 0.05$), implying that effective

supervision contributes to strengthening employee discipline, commitment, and accountability. The coefficient of determination ($R^2 = 0.4152$) indicates that 41.52% of the variance in integrity can be explained jointly by work experience and leadership supervision.

These findings support previous studies emphasizing that employee integrity is influenced not only by individual competence but also by managerial oversight and organizational control mechanisms.

Effect of Work Experience, Leadership Supervision, and Integrity on Work Achievement

Sub-structure 2 examined the effects of work experience, leadership supervision, and integrity on work achievement. The results are presented in Table 3.

Table 3. Path Analysis Results of Sub-Structure 2 (Dependent Variable: Work Achievement/Y)

Variable	Beta	t-count	p-value	Result
Work Experience (X1)	-0.0145	-0.148	0.883	Not Sig.
Leadership Supervision (X2)	0.1533	1.553	0.125	Not Sig.
Integrity (X3)	0.6419	5.794	0.000	Significant
R = 0.7255 R² = 0.5263 F = 24.442 p = 0.000				

Source: Primary data, processed (2026).

The results reveal that work experience does not directly and significantly influence work achievement ($\beta = -0.0145$, $p = 0.883$). This finding suggests that long work experience alone does not necessarily guarantee better employee performance if not accompanied by strong ethical commitment and responsibility. Similarly, leadership supervision does not have a direct significant effect on work achievement ($\beta = 0.1533$, $p = 0.125$), indicating that supervisory practices alone may be insufficient to improve employee achievement without internal behavioral factors.

In contrast, integrity demonstrates a positive and significant effect on work achievement ($\beta = 0.6419$, $p < 0.05$), making it the strongest predictor in the model. This finding implies that employees who maintain honesty, commitment, consistency, and responsibility tend to achieve better work outcomes in terms of quantity, quality, and timeliness. The coefficient of determination ($R^2 = 0.5263$) indicates that 52.63% of employee work achievement is explained by work experience, leadership supervision, and integrity. These findings indicate that integrity serves as a key behavioral factor influencing employee work achievement in public institutions.

Mediation Analysis (Sobel Test)

To examine whether integrity mediates the relationship between work experience, leadership supervision, and work achievement, the Sobel test was conducted. The results are shown in Table 4.

Table 4. Sobel Test Results of Integrity as Mediating Variable

Mediation Path	Indirect Effect	Z-count	p-value	Result
X1 → X3 → Y	0.2577	3.352	0.001	Full Mediation
X2 → X3 → Y	0.2674	3.435	0.001	Partial Mediation

Source: Primary data, processed (2026).

The Sobel test results confirm that integrity significantly mediates the relationship between work experience and work achievement ($Z = 3.352$, $p = 0.001$). Since the direct effect of work experience on work achievement was not significant, integrity functions as a full mediating variable. This finding suggests that work experience contributes to employee achievement only when it enhances integrity. Similarly, integrity significantly mediates the relationship between leadership supervision and work achievement ($Z = 3.435$, $p = 0.001$). Since leadership supervision still showed a positive direct coefficient despite being statistically insignificant, integrity functions as a partial mediating variable. This finding indicates that effective supervisory practices contribute to work achievement indirectly by strengthening employee integrity.

Overall, the findings answer the research questions and demonstrate that integrity plays a central role in explaining how work experience and leadership supervision influence employee work achievement at the Environmental Agency of Kerinci Regency. Strengthening integrity-based organizational programs is therefore essential for improving employee performance in public institutions.

1. Effect of Work Experience on Work Achievement

The findings revealed that work experience did not have a direct and significant influence on employee work achievement ($\beta = -0.0145$, $p = 0.883$), resulting in the rejection of H1. This result indicates that longer work experience alone does not necessarily improve employee work achievement at the Environmental Agency of Kerinci Regency. In other words, tenure and technical familiarity are insufficient to guarantee higher performance outcomes without the support of other behavioral factors.

This finding differs from the results reported by (Aga et al., 2025), who found a positive and significant relationship between work experience and employee work achievement at LLDIKTI Region III Jakarta. Similarly, (Wickramasinghe & Ramanathan, 2022) demonstrated that work-related experience significantly contributed to employee performance improvement in the Department of Cooperatives and SMEs of Tolitoli Regency. These inconsistencies may be explained by contextual differences in institutional characteristics and job complexity.

The Environmental Agency of Kerinci Regency operates within a technically complex public service environment involving environmental monitoring, waste management, and pollution control. Such responsibilities require not only technical competence developed through work experience but also strong ethical commitment and responsibility in carrying out organizational

duties (Wangloan et al., 2022). In this context, work experience may not directly contribute to work achievement unless employees internalize integrity values in their professional conduct.

This interpretation is supported by (Lavianti et al., 2025), who emphasized that work experience contributes effectively to employee performance only when accompanied by ethical behavior, responsibility, and value-based commitment. The mediation analysis further strengthens this argument. The Sobel test demonstrated that work experience significantly influenced work achievement indirectly through integrity (indirect effect = 0.2577, $Z = 3.352$, $p = 0.001$). Since the direct relationship was statistically insignificant, integrity functions as a full mediating variable, suggesting that work experience enhances employee achievement only when it contributes to stronger integrity.

2. Effect of Leadership Supervision on Work Achievement

The findings also indicated that leadership supervision did not directly and significantly influence employee work achievement ($\beta = 0.1533$, $p = 0.125$), leading to the rejection of H2. This result suggests that supervisory practices implemented by organizational leaders do not automatically improve employee work achievement in the absence of internal employee commitment and behavioral adaptation. According to (Harlianto & Rudi, 2023), supervision is not always directly translated into performance improvement, particularly when it is limited to procedural monitoring without fostering employee values and responsibility. Mechanistic supervision that focuses solely on control and compliance tends to be less effective in generating sustainable performance improvements (Nugroho et al., 2025). Employees may comply temporarily with supervision but fail to internalize work discipline and accountability as part of their professional identity (Wang et al., 2024).

However, the findings demonstrated that leadership supervision significantly affected work achievement through integrity as a mediating variable (indirect effect = 0.2674, $Z = 3.435$, $p = 0.001$), indicating partial mediation. This result aligns with the findings of (Wolor et al., 2022), who reported that effective supervision contributes to employee performance through the development of positive work attitudes and organizational values. Furthermore, (Prabowo et al., 2025) argued that transparent, fair, and consistent supervision plays an essential role in shaping employee integrity, discipline, and responsibility, which ultimately contribute to improved performance. Therefore, leadership supervision within the Environmental Agency of Kerinci Regency should shift from merely procedural control toward transformative and value-based supervision, emphasizing mentoring, ethical guidance, and character development to strengthen employee integrity and work achievement.

3. Effect of Integrity on Work Achievement

The results confirmed that integrity had a positive and significant direct influence on employee work achievement ($\beta = 0.6419$, $t = 5.794$, $p = 0.000$), thereby supporting H3. Among all variables in the model, integrity emerged as the strongest predictor of work achievement, indicating that employee ethical behavior and professional responsibility are fundamental determinants of performance within public institutions. This finding is consistent with previous studies conducted by (Yazdanshenas & Mirzaei, 2023), both of which confirmed that integrity significantly contributes to employee work achievement. Employees with higher levels of integrity tend to exhibit stronger discipline, commitment, and accountability, enabling them to perform their duties more effectively (Ahmad et al., 2024).

Aditama et al., (2025) defined as an individual's commitment to consistently act according to ethical principles and organizational norms regardless of external circumstances or pressures. In the context of government institutions, employees with strong integrity are more likely to comply with regulations, complete tasks responsibly, and maintain service quality. Consequently, integrity contributes directly to improved work quantity, better work quality, and greater timeliness in task completion (Shabir & Muazzam, 2024). The descriptive findings also revealed relatively lower TCR scores on discipline and timeliness indicators (approximately 70–74%), indicating that strengthening employee consistency, discipline, and responsibility should become a strategic organizational priority (Indarto, 2024). Therefore, enhancing integrity-based organizational culture through training, supervision, and performance reinforcement mechanisms may substantially improve institutional performance outcomes.

4. Effect of Work Experience on Integrity

The findings further showed that work experience had a positive and significant influence on employee integrity ($\beta = 0.4014$, $t = 4.170$, $p = 0.000$), thereby confirming H4. This result indicates that employees with greater work experience tend to develop stronger ethical awareness, responsibility, and organizational commitment. This finding is consistent with (Layek & Koodamara, 2024), who argued that accumulated work experience contributes to more directed work behavior because employees become increasingly familiar with organizational norms, procedures, and ethical standards. Similarly, (Kim & Jung, 2022) emphasized that prolonged work experience enables employees to better understand workplace culture and moral expectations, resulting in more integrity-driven behavior.

The respondent demographic profile further supports this result. Approximately 42.9% of respondents had worked for more than 10 years, while 31.4% had between 6 and 10 years of service. This accumulated professional exposure likely contributes to employees' deeper understanding of the ethical responsibilities associated with environmental governance and

public service. Consequently, work experience strengthens integrity by shaping employees' professionalism, accountability, and adherence to organizational values.

5. Effect of Leadership Supervision on Integrity

The findings revealed that leadership supervision had a positive and significant influence on employee integrity ($\beta = 0.4166$, $t = 4.327$, $p = 0.000$), thereby confirming H5. This result indicates that effective leadership supervision contributes substantially to strengthening employee integrity within the Environmental Agency of Kerinci Regency. Employees who receive consistent supervision, clear performance standards, constructive feedback, and corrective guidance are more likely to demonstrate honesty, responsibility, commitment, and professional consistency in performing their duties. Interestingly, the beta coefficient of leadership supervision ($\beta = 0.4166$) was slightly higher than that of work experience ($\beta = 0.4014$), suggesting that leadership supervision contributes relatively more to the formation of employee integrity. This finding implies that organizational control and managerial guidance may play a more influential role than accumulated work experience in shaping employee ethical behavior.

This result is supported by (Tziner & Persoff, 2024), who emphasized that effective supervision helps ensure employee behavior remains aligned with organizational ethical principles, norms, and accountability standards. Supervision functions not merely as a control mechanism but also as a process of reinforcing organizational values and expected professional conduct (Efunniyi et al., 2024). Likewise, (Ayogu, 2023) argued that transparent, fair, and consistent supervision contributes significantly to strengthening employee integrity by encouraging trust, discipline, and responsibility within the workplace.

In the context of the Environmental Agency of Kerinci Regency, these findings suggest that leadership supervision should not only focus on monitoring employee performance but also emphasize ethical coaching and behavioral reinforcement. Supervisors are expected to provide continuous direction, constructive evaluation, and exemplary conduct to cultivate a stronger integrity culture among employees. Therefore, strengthening supervisory quality may become an important strategic effort to enhance employee integrity and ultimately improve work achievement within the institution.

CONCLUSION

The findings demonstrate that employee work achievement is not directly determined by work experience or leadership supervision alone. Instead, integrity serves as an essential mechanism linking both variables to employee work achievement. The study confirms that work experience and leadership supervision contribute significantly to strengthening employee integrity, which subsequently enhances work achievement. Among all variables, integrity

emerged as the strongest determinant of employee work achievement, indicating that ethical commitment, responsibility, consistency, and discipline are fundamental factors in improving employee performance within public institutions. These findings suggest that organizational efforts to improve employee achievement should prioritize strengthening integrity alongside improving managerial supervision and professional experience. In addition, the path analysis model explains a substantial proportion of employee work achievement variance, indicating that organizational and behavioral factors play an important role in shaping employee performance at the Environmental Agency of Kerinci Regency. Therefore, integrity-based organizational development may serve as an effective strategy for improving institutional performance outcomes.

Based on the findings, several recommendations are proposed. First, the Environmental Agency of Kerinci Regency is encouraged to establish a structured and continuous integrity development program integrated into employee performance evaluation and organizational culture. Second, leadership supervision should be strengthened through more consistent monitoring, transparent feedback, and fair implementation of corrective measures to reinforce employee accountability. Third, the agency should optimize the accumulated work experience of senior employees through mentoring systems, coaching practices, and knowledge-transfer programs to improve the competence and ethical awareness of less experienced employees. For future research, it is recommended to include additional variables that may influence employee work achievement, such as organizational culture, work motivation, job satisfaction, and leadership style, in order to provide a broader understanding of employee performance determinants in public sector institutions.

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