BUKTI KORESPONDENSI

ARTIKEL JURNAL INTERNASIONAL BEREPUTASI

Judul artikel Jurnal Penulis : **Effectiveness of Administrative Work From, Reward and Servant Leadership on Employee Work Productivity Using Disciplinary Rules as Intervening Variables**

Jurnal : Journal Quality Access to Success

Penulis : Vera Firdaus; Eni Dhiah Novitasari; Satrio Sudarso

No.	Perihal	Tanggal
1.	Bukti Konfirmasi Review A	2 September 2022
2.	Seleksi dan Submit Artikel pada Jurnal Bereputasi	22 September 2022
3.	Bukti Konfirmasi Submit Artikel Dan Artikel Yang Disubmit	04 Oktober 2022
4.	Bukti Konfirmasi Review B Dan Artikel Yang Diresubmit	17 November 2022
5	Bukti Konfirmasi Artikel Accepted	9 Desember 2022
6	Bukti Konfirmasi Continue Submission Process & Article Processing Fee	9 Desember 2022
7	Bukti Artikel Yang Publish	1 Oktober 2022

Seleksi dan Submit Artikel pada Jurnal Bereputasi

(22 September 2022)

Effectiveness of Administrative Work From, Reward and Servant Leadership on Employee Work Productivity Using Disciplinary Rules as Intervening Variables

Vera Firdaus[1]*, Eni Dhiah Novitasari [2], Satrio Sudarso[3]

[1,2,3] Universitas Muhammadiyah Sidoarjo, Indonesia

*Corresponding author: verafirdaus@umsida.ac.id ✉ (times new roman 10)

This research aims to know the influence of Administrative Work From Home, reward, servant leadership on work productivity through discipline. work as an intervening variable, to find out the influence of servant leadership on work productivity through work discipline as an intervening variable in the Sidoarjo Regency Social Service. This research is quantitative research. The research subjects used were all employees of the Sidoarjo Regency Social Service which amounted to 100 employees. Data collection techniques using questionnaires. Test the validity of the data in this study using Path Analysis, Hypothesis Test. The results concluded that administrative work from home affects work productivity, rewards affect work productivity, servant leadership affects work productivity, administrative work from home affects work discipline, rewards affect work discipline, servant leadership affects work discipline, work discipline affects work productivity, administrative work from home has no effect on work productivity through work discipline. as an intervening variable, Reward has no effect on Work Productivity through Work Discipline as an intervening variable, Servant Leadership affects Work Productivity through Work Discipline as an intervening variable in Sidoarjo District Social Service Employees.

Keywords: Administrative Work From Home, Reward, Servant Leadership, Productivity, Discipline

1. INTRODUCTION

The Indonesian government has implemented policies as a preventive measure to reduce the spread of Covid-19, including social distancing, limiting the operating hours of public transportation, self-isolation at home, work from home, and school from home. One policy that has received a lot of attention is work from home. According to Bloom (2014) suggests that the comparison between employees who come to the office and employees who work at home are employees who work at home are happier and less likely to quit and employees at home are even more productive..

Another factor that can affect work productivity is that the award can be something tangible or intangible that the organization gives to employees either intentionally or unintentionally as a reward for employee potential or contributions to a good job, and for employees who apply positive values as a reward. satisfying certain needs (Shields, 2016). Arikunto (2014) explains that reward is something that is given to someone because they have achieved the desired achievement

Another aspect that can affect work productivity is the leadership factor. Among the important leadership skills is the ability to visualize future changes impacting business operations and then develop a countermeasure strategy which is also known as Servant leadership. Anderson (2019) stated that servant leaders are leaders who prioritize the needs and interests of others above their own interests. Servant leadership according to Handoyo (2010) is a person's style in terms of leading, organizing, managing, and serving his subordinates.

Work discipline is a factor that affects employee productivity because of the awareness and willingness of employees to comply with existing regulations and to complete their work, so that work is more efficient and effective which is then realized in work activities (Beri, 2016). Ananta (2014) Explains that work discipline is an indicator of work productivity which consists of valid attendance for a year, namely regarding employee absenteeism for a year, Obedience/compliance with working hours, which is related to employee obedience in coming or leaving work for a year and Compliance following activities / rules, namely regarding the presence of employees in activities or company rules.

The object of this research is the Social Service of Sidoarjo Regency, which is functionally required to be able to maintain the morale of its employees through work productivity factors. The Department of Social Affairs also has an important role for the implementation of policies, evaluation, and administration of the social sector in Sidoarjo Regency so that organizations must be able to process employee productivity in order to be able to carry out their duties properly. However, based on the observations of researchers, there are still gaps and problems in the organization where work from home employees can be said to be good, administratively able to provide public services, but employees have not achieved work productivity because some employees lack discipline in implementing work from home. Even though administrative services for employees can have implications for public trust in the bureaucracy and the government (Musa et al., 2019).

Based on the results of interviews with informants, it is known that work productivity in the Social Service of Sidoarjo Regency is still not optimal, so it needs to be increased again. The productivity of Sidoarjo Regency Social Service employees is measured by the level of completion of reports or administrative performance. The preliminary study provides an overview of the problems with employee discipline that cannot be optimized as a result of working from home.

2. LITERATURE REVIEW

In the midst of the COVID-19 outbreak, working at home is an option so that employees can continue to work and complete their work responsibilities while maintaining conditions so as not to contract COVID-19. This is in accordance with the Manpower Act Article 86 paragraph (1) letter a of Law Number 13 of 2003 concerning Manpower, that every worker/labor has the right to obtain protection for occupational safety and health. In this case, the company may temporarily stop all or part of its business activities, (some employees, time, and operational facilities).

Saleh (2020) explains that several types of work that can be done with work from home (WFH) are types of work that are generally in the administration, office or office, marketing, research and development divisions. For companies or agencies

with a managerial style that uses WFH, it can have an impact on productivity considering the difficulty of supervising employee discipline. The following study relates to research hypotheses built on theoretical studies and previous research.

2.1 Administrative Work From Home

This research has a novelty, namely administrative work from home which was built by the theory of work from home and administrative services. Some terms work from home include Telecommuting Work or Telework which is defined as an alternative work arrangement, where employees can do their work in alternative locations (other than the office) with a certain work schedule and use electronic media as a means of interacting with colleagues from their office (Dua & Hyronimus, 2020). The definition of work from home is an employee's work activities from home. (Rakha, 2021). Work form home is called a work concept where employees can do their work from home. Working from home also provides flexible working hours for employees (Dua & Hyronimus, 2020).

Musa (2019) termed administration as a process carried out on groups, business entities, government and private agencies. Service can be interpreted as an activity or activity carried out to meet the needs of others, while administration is an administrative activity carried out by employees by helping, serving, directing or regulating activities within the organization (Hanum et al., 2022). Administrative services by public service providers are activities carried out to take care of things that are needed by the community following established procedures. It can be concluded that Administrative Work From Home is the workload or administrative work of employees by diverting the form of services from home.

Work from home has three stages, namely: the planning process, the field process, and evaluating the work. The application of work from home has five planning concepts, namely: family relationships, professionalism, work balance, use of online media applications, and compliance with government regulations. In the field process stage, the company must pay attention to seven concepts, namely: market share focusing on new market segmentation, collaborating with various partner relationships, caring for the future needs of consumers, service innovation, risk management guidelines.

The advantages and disadvantages of implementing work from home (WFH) are perceived through three dimensional perspectives, namely: the economic dimension, the technological dimension, and the social dimension. Employees get five benefits in the economic dimension, namely: freedom in determining working hours, less travel time to the office, reduced gasoline costs, avoiding office politics, and an increase in morale, work commitment, level of employee satisfaction, employee skills, and income.

The application of work from home in economic terms has seven disadvantages, namely: there is no direct process of exchanging knowledge insights, employee interactions depend on data networks, misunderstandings between employees, employee work process steps depend on office social networks, increased household operational costs, there is no work environment support, as well as duplication of work equipment at home and in the office.

Previous research from Setiawan and Fitrianto (2021) and Narpati (2021) showed that work from home has an effect on productivity. Meanwhile, previous

research showing the relationship between administrative services and discipline appears in research from administrative work from home which was also built by Hutapea (2018); Hanum et.al (2022) dan Musa (2019).

There are three indicators of the implementation or realization of Administrative Work From Home which are indicators of this research referring to the theory put forward Dua & Hyronimus, (2020) and Saleh, (2016), among others :

a. Room: a special place provided by employees at home to carry out and complete any office administrative work
b. Time: the duration of time used by employees to complete each job
c. Service process: Implementation of administrative services in accordance with standard service procedures.

2.2 Reward

Reward is a form of appreciation for an achievement given in the form of material or speech. In organizational terms there is an incentive term which is an award in the form of material or non-material given by the leadership of the company organization to employees so that they work by making high motivational capital and achievement in achieving company goals. (Arikunto, 2014) explains that reward is something that is given to someone because they have achieved the desired achievement.

Rewards are given in two forms, (1) Financial, Rewards are given in the form of salaries, bonuses, commissions, profit sharing and allowances (2) Non-Financial, Rewards are given in the form of insurance guarantees, such as life insurance, maintenance insurance (Sopiah, & Sangadji, 2018) as a result of the services provided by employees (Saputra, 2017). Organizations use a reward system with the intention of stimulating employees to increase their work performance and productivity (Fareed et al., 2013; Qaiser Danish et al., 2015). Rewards can be in the form of (1) wages; (2). Wages; (3).Incentives; (4) Allowances; (5) Interpersonal Rewards; (6) Promotion.

This research is based on previous research that shows a significant effect of reward on productivity, namely research from Pawastri & Kustiah, 2018; Suhartini, 2019. Meanwhile, Purnomo (2021); (Bandiyono et al., 2021) and Asriani (2017) in their research found that rewards affect employee work discipline. On the other hand, Utami's research, (2019) found that rewards have no effect on work discipline.

2.3 Servant Leadership

Servant leadership is a leadership concept put forward by Greenleaf in his book entitled Servant Leadership since 1970, which states that leadership arises from sincere feelings in the heart to be a party to serving others, which creates a desire to be a leader. Servant leadership is leadership that serves by developing moral aspects and building teamwork (Sendjaya & Sarros, 2002). Servant leadership focuses on followers where the leader serves wholeheartedly, and cares about the conditions around him (Patterson, 2003; Siswanti & Anjasasi, 2017).

In servant leadership, the leader develops the moral aspect and builds the coordination of each job (Sendjaya & Sarros, 2002). According to Hasibuan (2013)

discipline is the awareness and willingness of people to obey all company regulations and applicable social norms. Good discipline reflects the magnitude of a person's responsibility for the tasks assigned to him. This will encourage work enthusiasm, work spirit and the realization of organizational goals. Servant leadership emphasizes the ability of a leader to provide services and from his service can have a positive influence on members without any fear or reluctance.

Referring to the theory above, the operational definition of the Servant Leadership variable is the leader's ability to guide and motivate subordinates and provide a more caring experience through quality relationships in order to create a more caring and better organization. Leaders with servant leadership styles are based on a practical altruistic philosophy that supports people who choose to serve first, and leaders extend service to their subordinates and institutions, by encouraging collaboration, trust, foresight, listening and the ethical use of power and empowerment (Sapengga, 2016).).

The indicators used in this study include: (1) Empowerment, which means the ability of leaders or employees to empower employees in official matters; (2) Vision (Vision) means that the leader or head of the social service is able to direct employees in realizing the vision of the service or agency (3) Humility means that the leader or head of the social service is able to maintain humility by showing respect for employees (4) Trust (Trust) Servant-leader means the ability of the leader to be trusted.

This research is based on various servant leadership theories as well as previous research on the relationship between servant leadership and work discipline and productivity. servant leadership has an effect on work discipline found in research from Hariyanto (2014); Siswanti (2017) and the influence of servant leadership on productivity are found in Hidayatulloh and Mukzam .'s research (2017).

2.4 Disiplin

Work Discipline is a disciplinary activity carried out to encourage employees to follow various standards and rules that exist in the company, so that irregularities can be prevented. The main objective is to encourage employee discipline, namely to come to the office on time. By arriving on time, it is hoped that they will be able to carry out their duties and increase Sutrisno's work productivity (2019). Mangkunegara (2017) defines work discipline as the implementation of management to strengthen organizational guidelines. Work Discipline is the awareness and willingness of employees to obey all regulations that exist in the company and applicable social norms Hasibuan (2017) Based on the theory above, it can be concluded that work discipline is an activity to encourage employees to follow the rules and norms that has been set by the company.

The benefits of work discipline include: (1) For Agencies or Companies Work discipline will ensure order and smooth implementation of each task, so that later optimal results can be obtained; (2) For employees with work discipline, they will get a pleasant and conducive atmosphere, this will later make employees feel that they are carrying out their duties with full awareness and can develop their energy and mind optimally. The indicators of work discipline that have been adjusted to the

research location referring to the theory according to Soedjono (2015) include: (1) Punctuality; (2) Utilization of facilities; high responsibility; (4) obey the office rules.

2.5 Produktivity

Siagian (2014) work productivity is a person's ability to produce goods/services. Meanwhile, Sutrisno (2019), productivity can be interpreted as an increase in work results which are influenced by the ability of employees (input) and produce a good or service (output). The measure of employee productivity is the total output generated from their work (Aspiyah & S, 2016)). A comparison between the output and input results. Inputs are often limited to labor, while outputs are measured in physical units, forms, and values. Productivity is one of the measuring tools for companies in assessing the work performance achieved by their employees. Productivity is a concept that describes the relationship between capital, land, and energy used to produce these results. (Private, 2015).

Work productivity is a measure that shows the consideration between inputs and outputs issued by the company and the role of the workforce per unit of time (Darmawan, 2013)). In terms of psychology, productivity shows behavior as the output of a process of various psychological components that underlie it. Productivity is nothing but talking about human or individual behavior, namely their productivity behavior. More specifically in the field of work or work organization (Sedarmayanti, 2014).

According to Sutrisno (2019), work productivity is a result or measure that compares inputs such as resources, labor to the output produced by employees. Referring to the theory above, the operational definition of the Work Productivity variable is the result of completing administrative reports from employees during a certain period, usually measured in weekly or monthly periods. As for work productivity indicators (1) Ability; (2) Improving the results achieved; (3) work spirit; (4) Self development; (5) Quality, (6) Efficiency (Sutrisno, 2017) Work productivity is a measure that shows the consideration between inputs and outputs issued by the company and the role of the workforce per unit of time (Darmawan, 2013)). In terms of psychology, productivity shows behavior as the output of a process of various psychological components that underlie it. Productivity is nothing but talking about human or individual behavior, namely their productivity behavior. More specifically in the field of work or work organization (Sedarmayanti, 2014).

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The hypothesis is the answer to the formulation of the research problem which consists of:

Hypothesis 1: Administrative Work From Home Affects Work Discipline at the Social Service of Sidoarjo Regency

Hypothesis 2: Reward has an effect on Work Discipline at the Social Service of Sidoarjo Regency

Hypothesis 3: Servant Leadership has an effect on work discipline at the Social Service of Sidoarjo Regency

Hypothesis 4: Administrative Work From Home Affects Work Productivity at the Social Service of Sidoarjo Regency

Hypothesis 5: Reward has an effect on Work Productivity at the Social Service of Sidoarjo Regency

Hypothesis 6: Servant Leadership Affects Work Productivity at the Social Service of Sidoarjo Regency

Hypothesis 7: Work Discipline Affects Work Productivity at the Social Service of Sidoarjo Regency

Hypothesis 8: Administrative Work From Home Affects Work Productivity through Work Discipline at the Social Service of Sidoarjo Regency

Hypothesis 9: Reward has an effect on Work Productivity through Work Discipline at the Social Service of Sidoarjo Regency

Hypothesis 10: Servant Leadership has an effect on Work Productivity through Work Discipline at the Social Service of Sidoarjo Regency.

> **Commented [H5]:** Hypothesis development needs to begin with a logical explanation of the relationship between variables and previous research. Do on each of your hypotheses

> **Commented [H6]:** Present a research model

3. RESEARCH METHODS (times new roman 11)

Based on the objectives to be achieved in this study, the research approach with a quantitative approach. The research design was formed to determine the background of the problem, the basic concepts of thought and hypotheses. This research is an associative research. Quantitative research in this study aims to identify the bonds of each variable and can be developed from theories and hypotheses that are related to ongoing phenomena. The location of this research, the researcher took the object at the Social Service of Sidoarjo Regency.

The population of this study were employees of the Social Service of Sidoarjo Regency, totaling 134 employees. The sampling technique used in this study is simple random sampling where the sample from the population is taken randomly without paying attention to the strata in the population. Because the population is known, the sample calculation can be continued using the Slovin formula. So that the sample in this study amounted to 100 respondents. The primary data collected was obtained through the distribution of questionnaires, field studies, interviews and studies derived from scientific publications both from books and journals.

> **Commented [H7]:** You have not explained how to measure the variables and the instruments you use

> **Commented [H8]:** Your argument about why taking 100 respondents is not clear

Analysis of the data used to prove the research hypothesis using Multiple Linear Regression Analysis and classical assumption test using software program application (SPSS) version 20. To test the intervening hypothesis using the Aroian test which is used to calculate the indirect effect between the independent variable and the dependent variable through intervention variable. The formula for calculating the magnitude of the indirect effect is the Sobel test.

4. RESULTS

The results of the study provide a demographic description of the respondents, one of which is a description of the characteristics of the respondent's age, gender, education level and years of service. Table 1 below is a description of the respondents based on the characteristics of the respondents

Table 1 : Characteristics of Research Respondents

Characteristics of Respondents		Percentage (%)
Gender	Man	43
	Woman	57
Age	17-28 years	18
	29-39 years	27
	>40 years	55
Education	SMA/SMK	11
	Undergraduate diploma	79
Working Period	< 1 year	12
	2-3 year	20
	> 3 year	68

Sumber : data primer diolah tahun 2022

Before analyzing the data, the researcher first conducted the Validity Test, Reliability Test, Basic Assumption Test, Normality and Homogeneity Test with the SPSS version 20 for windows program. Item validity test using Pearson correlation by correlating item score to total score. The significance test used the r table criteria at a significance level of 0.05 with a 2-sided test. If the value is positive and r count r table then the item is declared valid, if r count < r table then the item is declared invalid or invalid. If N = 100 and the value of df = 100-2, then the value of r table is 0.1966.

The results of the validity test state that all questionnaire statement items from variables (X), (Z) and variable (Y) have a correlation coefficient value above 0.3 (> 0.3) so it can be said that the questionnaire statement items from the variable (X) and The variable (Y) is declared valid and can be used to measure the variables that have been studied. Reliability test using the Cronbach alpha technique, it is said that the instrument has a high reliable value if the Cronbach alpha value is > 0.6. From the results of the analysis obtained the reliability coefficient in table 2 below:**Table 2 :** Reliability

Variable	n	Nilai *cronbach alpha*	Nilai Kritis	Keterangan
Work From Home Kerja	3	0,667	0,60	Reliable
Reward	3	0,711	0,60	Reliable
Servant Leadership	5	0,820	0,60	Reliable
Work Productivity	5	0,832	0,60	Reliable
Work Discipline	4	0,669	0,60	Reliable

To find out the path analysis model is free from classical assumptions, normality test, homogeneity test and multicollinearity test are carried out. To find out whether the data follow a normal distribution, the Kolmogorov Smirnov method, using SPSS 20. The results of the normality test show that the sig value is 0.200 > 0.05. If p 0.05, it can be concluded that the data distribution is normal. The regression model of this study fulfills the assumption of normality because the data used is feasible.

Heteroscedasticity shows that the variance of the variables is not the same for all observations. This study shows that there is no heteroscedasticity in the regression model. Meanwhile, the multicollinearity test was intended to test whether the regression model found a correlation between the independent (independent) variables. Table 3 below is the result of the multicollinearity test.

Table 3: Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Adm Work From Home	0,633	1.579
	Reward	0,586	1.705
	Servant Leadership	0,494	2.026
	Work Discipline	0,546	1.830

a. Dependent Variable: Work Productivity
Source: SPSS 2022 Output Annex

From the results of multicollinearity testing, it can be obtained that the VIF value for the Administrative Work From Home Work variable is 1.579 (<10), the Reward variable is 1.705 (<10), and Servant Leadership is 2.026, and work discipline is 1.830 (<10). can be stated if the Path Analysis used in this study is free from multicollinearity. Which means that the independent variables (Administrative Work From Home Work, Rewards, Servant Leadership, work discipline) do not affect each other.

Table 4: Regresi Model 1 Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674[a]	.454	.437	1.863

a. Predictors: (Constant), Servant Leadership , Adm Work From Home, Reward
Source: SPSS 2022 Output Annex

Based on table 4, the amount of R2 contained in the regression model 1 summary table is 0.454, this shows that the contribution or contribution of the influence of Servant Leadership, Administrative Work From Home, Rewards to Work Discipline is 45.4%, while the rest is 54.6 % is the contribution of other variables not included in the research. Next is a simultaneous test to assess whether a set of independent variables (X) has a significant effect on the dependent variable (Y) through the F test or ANOVA. The independent variable (X) consists of Servant Leadership, Administrative Work From Home, Reward. While the dependent variable is work discipline.

Table 5: Anova

Commented [H9]: please use adjusted R2 to explain your results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	276.614	3	92.205	26.567	.000[b]
	Residual	333.176	96	3.471		
	Total	609.790	99			

a. Dependent Variable: Work Discipline

b. Predictors: (Constant), Servant Leadership, Administrative Work From Home, Reward

Source: SPSS 2022 Output AnnexSource: SPSS 2022 Output AnnexSource: SPSS 2022 Output Annex

Based on table 5, it can be explained that the calculated F is 26.567 with a significant level of 0.000 below 0.05 this means that the independent variables consisting of Servant Leadership, Administrative Work From Home, Rewards simultaneously have an influence on Work Discipline.

Table 6: Coeficients of Regression Model I

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.016	1.202		4.173	.000
	Adm.WFH	.129	.106	.126	2.274	.034
	Reward	.230	.090	.245	2.566	.012
	Servant Leadership	.425	.082	.494	5.208	.000

a. Dependent Variable: Work Discipline

Source: SPSS 2022 Output Annex

Based on the results of table 6 regarding the regression model I, it can be explained that the Administrative Work From Home (X1) variable on Work Discipline (Z) has a positive influence of 0.129 with a significance value of 0.034 <0.05; The Reward Variable (X2) on Work Discipline (Z) has a positive effect of 0.230 with a significance value of 0.012 <0.05 and the Servant Leadership Variable (X3) on Work Discipline (Z) has a positive influence of 0.425 with a significance value $0,000 < 0,05$. Meanwhile, for the value of e1 can be searched with the formula $e1 = \sqrt{1 - 0,454} = 0,738$.

Based on the coefficient table (t test) above, the second and third first hypotheses can be described, namely:

a. The first hypothesis: Administrative Work From Home has an effect on Work Discipline, that the Administrative Work From Home (X1) variable has a positive effect of 0.129 with a significance value of 0.034 <0.05. This means that the first hypothesis is accepted which means that there is an effect of Work From Home on Work Discipline. So it can be concluded that there is a unidirectional influence between Administrative Work From Home and Work Discipline, namely the better the Administrative Work From Home carried out by the company, the greater the Work Discipline of the Employees, and vice versa if the Administrative Work From Home carried out by the company is not good , then the Employee Work Discipline will also decrease

b. The second hypothesis: the effect of Reward has an effect on Work Discipline, that the Reward Variable (X2) has a positive influence of 0.230 with a significance value of 0.012 <0.05. This means that the second hypothesis is accepted which means that there is an effect of Reward on Work Discipline .

So it can be concluded that there is a unidirectional influence between Rewards and Work Discipline, namely the better the Rewards given by the company, the greater the Work Discipline of the Employees.

c. The third hypothesis: Servant Leadership has an effect on work discipline, that the Servant Leadership variable (X3) has a positive effect of 0.425 with a significance value of 0.000 <0.05. This means that the third hypothesis is accepted, which means that there is an effect of Servant Leadership on Work Discipline. So it can be concluded that there is a unidirectional influence between Servant Leadership and Work Discipline, namely the better Servant Leadership planned by the company, it will increase the Work Discipline of the Employees.

Based on the value of the regression coefficient, between Work From Home, Reward, and Servant Leadership on Work Discipline, the influence of Servant Leadership is more dominant than Reward and work from home because the value of the workload regression coefficient is greater than the value of the Reward and Work From home regression coefficient.

Table 7: Coeficients t test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.650	1.879		.879	.382
Work From Home	.170	.153	.138	2.461	.046
Reward	.423	.133	.274	3.170	.002
Servant Leadership	.348	.133	.247	2.619	.010
Work Discipline	.583	.147	.356	3.970	.000

a. Dependent Variable: Work Productivity
Source: SPSS 2022 Output Annex

Based on the table 7 coefficient (t test) above, the fourth to seventh hypotheses can be described::

d. The fourth hypothesis: Administrative Work From Home has an effect on Work Productivity, that the Administrative Work From Home (X1) variable has a positive effect of 0.170 with a significance value of 0.046 <0.05. This means that the fourth hypothesis is accepted, which means that there is an effect of Administrative Work From Home on Work Productivity. So it can be concluded that there is a unidirectional influence between Administrative Work From Home and Work Productivity, namely the better the Administrative Work From Home carried out by the company, the greater the Work Productivity of the Employees, and vice versa if the Work From Home carried out by the company is not good, then Employee productivity will decrease.

e. The fifth hypothesis: Reward has an effect on Work Productivity, that the Reward Variable (X2) has a positive effect of 0.423 with a significance value of 0.002 <0.05. This means that the fifth hypothesis is accepted, which means that there is an effect of Reward on Work Productivity. So it can be concluded that there is a unidirectional influence between Reward and Work Productivity, namely the better the Reward given by the company, it will increase the Work Productivity of the Employees, and vice versa if the Reward given by the company is not appropriate, it will decrease the Work Productivity of the Employees..

f. The sixth hypothesis: Servant Leadership has an effect on Work Productivity, that the Servant Leadership (X3) variable has a positive effect of 0.348 with a significance value of 0.010 <0.05. This means that the sixth hypothesis is accepted, which means that there is an effect of Servant Leadership on Work Productivity. So it can be concluded that there is a unidirectional influence between Servant Leadership and Work Productivity, namely the higher the Servant Leadership prepared by the company, it will increase the Work Productivity of the Employees, and vice versa if the Servant Leadership provided by the company is not good it will decrease the Work Productivity of the Employees.

g. The seventh hypothesis: the effect of work discipline on work productivity, that the work discipline variable (Z) has a positive influence of 0.583 with a significance value of 0.000 <0.05. This means that the seventh hypothesis is accepted, which means that there is an effect of Work Discipline on Work Productivity. So it can be concluded that there is a unidirectional influence between Work Discipline and Work Productivity, namely the better the Work Discipline of the Employees, the better the Work Productivity of the Employees..

h. Eighth hypothesis. Intervening hypothesis testing can be done with the procedure developed by the Sobel test (Sobel test). The Sobel test was carried out by testing the strength of the indirect influence of the independent variable (X) to the dependent variable (Z) through the Intervening variable (Y). The calculated t value is compared with the t table value, which is 0.855 < 1.984, it can be concluded that there is no intervening effect or there is no effect of Administrative Work From Home on Work Productivity through Work Discipline as an Intervening Variable, so the eighth hypothesis is rejected..

i. Hypothesis nine: Reward has an effect on Work Productivity through Work Discipline as an Intervening Variable. The t-count value is compared with the t-table value, which is 1.5066 < 1.984, so it can be concluded that there is no intervening effect or there is no influence of Reward on Work Productivity through Work Discipline as a variable. intervention, so the ninth hypothesis is rejected

j. The tenth hypothesis, : Servant Leadership has an effect on Work Productivity through Work Discipline as an Intervening Variable The t value is calculated compared to the t table value, which is 2,664 > 1,984, it can be concluded that there is an intervening effect or there is an influence of Servant Leadership on Work Productivity through Work Discipline as an intervening variable. , so the tenth hypothesis is accepted

5.   DISCUSSION

a. The better the Administrative Work From Home it will increase the Employee Work Discipline. The results of this study support previous research, namely Setiawan and Fitrianto (2021) who concluded that administrative work from home was able to influence work discipline through employee performance. Social roles with statements that employees are always responsible for carrying out work during the implementation of administrative work from home. Employees who have a special room to work at home by determining the duration of time in completing each office administrative work and are always responsible

for carrying out work during the implementation of administrative work from home, indirectly apply work discipline in accordance with their main responsibilities and duties.

b. Giving rewards to employees is proven to improve work discipline. this is in accordance with the results of Purnomo's research (2021); Asriani (2017). The practical implication is that the incentives provided by the District Social Service Office. Sidoarjo is able to make employees feel satisfied at work, as for the incentives provided by the District Social Service. Sidoarjo to employees is divided into 2, the first is financial incentives, namely bonuses if the quantity of work exceeds the company's target, and job incentives, then non-financial incentives, namely giving exemplary employee titles, certificates of appreciation and others. Employees feel that rewards are an encouragement for employees to be more disciplined in their work, because awards from social service agencies both in the form of incentives and personal awards to employees are a form of recognition of employee achievements.

c. Servant leadership has been proven to improve employee work discipline. The better the servant leadership planned by the agency, the better the employee's work discipline. The results of this study are in line with Siswanti's research (2017); Hariyanto (2014). Empirical studies show that the results of the servant leadership variable survey show good results as evidenced by the highest score on the incentive indicator with the statement that the leader always respects the work of subordinates and respects subordinates. Leaders have the potential to see the present as it really is and create a future that culminates in the present. Leaders at the Social Service of Sidoarjo Regency are considered capable of providing clear directions, so as to improve employee discipline.

d. A conducive administrative work from home will be able to create work productivity results that are in accordance with what the company wants, therefore the company must provide comfort and security for employees while working (Narpati et al., 2021). Administrative work from home has a significant influence on employee work productivity because by creating a good work environment for employees, namely by establishing good communication between employees, it can increase productivity itself.

e. Work Productivity is significantly positive, employees are proven to be better if Servant Leadership goes well. This research is in line with research conducted by Hidayatullah & Djudi (2017). The highest value appears in the empowerment indicator on the servant leadership variable, which shows that employees feel that their contribution is cared for by their superiors or leaders. Leaders at the Social Service of Sidoarjo Regency are considered capable of providing clear directions, so as to increase employee productivity. This clearly shows that the role of human factors always pays attention to the desires and abilities of every employee in the company, each other must maintain and develop employee abilities.

f. Work Discipline of the Sidoarjo Regency Social Service employee affects Work Productivity. The results of this study support previous research, namely Prastyo's research (2020); Lasnoto (2017); Hindriari (2018); Dunggio (2013); Tulenan (2015). If employees are empowered to be disciplined at work, their duties and responsibilities will be carried out properly and have an impact on increasing work productivity (Tulenan, 2015). The results of the analysis also

prove that the indicator with the highest contribution to the discipline variable is timeliness. This shows that employees work on time in accordance with company regulations when participating in online zoom meetings or work from home in order to complete administrative tasks. The high level of employee discipline will lead to high morale. The quality and quantity of work will be better and can be completed on time.

g. On the other hand, the results of the Sobel test provide an illustration that administrative work from home has no effect on Work Productivity if through Work Discipline as an Intervening Variable. Companies that have employees who are more active at work tend to be more effective when compared to organizations whose employees are less active at work. This means that some of these employees have high work productivity due to being able to provide regularity to their work, rewards, co-workers, supervisory supervisors, and promotion opportunities.

h. The results of the Sobel test also show that rewards have no effect on Work Productivity through Work Discipline as an intervening variable. Rewards given to employees if done through the application of discipline, are proven not to affect work productivity. This is because employees feel that rewards are part of the appreciation for their work performance.

i. There is an influence of servant leadership on work productivity through work discipline as an intervening variable, this is shown by the phenomenon at the Social Service of Sidoarjo Regency that servant leadership carried out by the leadership has been effective in providing work discipline so that it can affect employee work productivity. Servant leaders have a tendency to prioritize the needs, interests and aspirations of the people they lead above themselves. His orientation is to serve, his perspective is holistic and operates with spiritual moral standards.

6. CONCLUSION

Administrative work from home, rewards and servant leadership for Sidoarjo Social Service employees affect productivity and work discipline. Based on the results of the study, it was found that work discipline can contribute as an intervention to the influence of servant leadership on work productivity. While work discipline does not contribute as an intervening variable to the effect of reward and administrative work home on the work productivity of Sidoarjo Social Service employees..

6.1 LIMITATION OF THE RESEARCH

This research needs to be followed up by adding the effect of punishment. This is because the reward given by providing discipline as an intervening variable has not shown its effect on productivity.

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Manuscript Revision Letter

No	Comment	Responses
	Reviewer A	
1.	Please write according to the template provided by the journal editor team	I have written the manuscript according to the template from the Quality Access to Success Journal, the manuscript of which I also sent in a different file
2.	I think you need to add new articles, sourced from reputable journals to support your articles	I have added references sourced from reputable national and international journals
3.	English writing please pay well attention to grammar	Saya telah memperbaiki dengan grammar
4.	This is a new idea related to the development of management science/practice, and further development based on more concrete field data is needed	I have written a synthesis of the novelty of the variables described in the literature review on administrative work from home, and in the "Novelty Model Framework Administrative Work From Home" to show where the indicators are formed
5.	This article should be supported by current references, especially those related to the paradigm shift in science and management practices	References have been added sourced from reputable national and international journals
6.	• Provide Sentences Leading To Discussions To Be Described • The points in this sub-chapter must be used as a specific theme for discussion by the studies contained therein. Example: A. Working from home and productivity .... B. Work from home and rewards C.	The research results have been arranged in the order of the hypotheses in the format exemplified by the reviewer
7.	This article does not include current articles related to paradigmatic developments in management science. Article references are very much from Indonesia. the development of science and management praxis is not only in Indonesia. Include at least 20 foreign authors with scopus / wos standards to support / strengthen t*he theory and anakysis in this article.*	Thank you for the advice. Manuscripts have been added with references to international journals as well

Effectiveness of Administrative Work From, Reward and Servant Leadership on Employee Work Productivity Using Disciplinary Rules as Intervening Variables

Vera Firdaus[1]*, Eni Dhiah Novitasari [2], Satrio Sudarso[3]

[1,2,3] Universitas Muhammadiyah Sidoarjo, Indonesia

*Corresponding author: verafirdaus@umsida.ac.id ✉ (times new roman 10)

This research aims to know the influence of Administrative Work From Home, reward, servant leadership on work productivity through discipline. work as an intervening variable, to find out the influence of servant leadership on work productivity through work discipline as an intervening variable in the Sidoarjo Regency Social Service. This research is quantitative research. The research subjects used were all employees of the Sidoarjo Regency Social Service which amounted to 100 employees. Data collection techniques using questionnaires. Test the validity of the data in this study using Path Analysis, Hypothesis Test. The results concluded that administrative work from home affects work productivity, rewards affect work productivity, servant leadership affects work productivity, administrative work from home affects work discipline, rewards affect work discipline, servant leadership affects work discipline, work discipline affects work productivity, administrative work from home has no effect on work productivity through work discipline. as an intervening variable, Reward has no effect on Work Productivity through Work Discipline as an intervening variable, Servant Leadership affects Work Productivity through Work Discipline as an intervening variable in Sidoarjo District Social Service Employees.

Keywords: Administrative Work From Home, Reward, Servant Leadership, Productivity, Discipline

1. INTRODUCTION

The Indonesian government has implemented policies as a preventive measure to reduce the spread of Covid-19, including social distancing, limiting the operating hours of public transportation, self-isolation at home, work from home, and school from home. One policy that has received a lot of attention is work from home. According to Bloom (2014) suggests that the comparison between employees who come to the office and employees who work at home are employees who work at home are happier and less likely to quit and employees at home are even more productive..

Another factor that can affect work productivity is that the award can be something tangible or intangible that the organization gives to employees either intentionally or unintentionally as a reward for employee potential or contributions to a good job, and for employees who apply positive values as a reward. satisfying certain needs (Shields, 2016). Arikunto (2014) explains that reward is something that is given to someone because they have achieved the desired achievement

Another aspect that can affect work productivity is the leadership factor. Among the important leadership skills is the ability to visualize future changes impacting business operations and then develop a countermeasure strategy which is also known as Servant leadership. Anderson (2019) stated that servant leaders are leaders who prioritize the needs and interests of others above their own interests. Servant leadership according to Handoyo (2010) is a person's style in terms of leading, organizing, managing, and serving his subordinates.

Work discipline is a factor that affects employee productivity because of the awareness and willingness of employees to comply with existing regulations and to complete their work, so that work is more efficient and effective which is then realized in work activities (Beri, 2016). Ananta (2014) Explains that work discipline is an indicator of work productivity which consists of valid attendance for a year, namely regarding employee absenteeism for a year, Obedience/compliance with working hours, which is related to employee obedience in coming or leaving work for a year and Compliance following activities / rules, namely regarding the presence of employees in activities or company rules.

The object of this research is the Social Service of Sidoarjo Regency, which is functionally required to be able to maintain the morale of its employees through work productivity factors. The Department of Social Affairs also has an important role for the implementation of policies, evaluation, and administration of the social sector in Sidoarjo Regency so that organizations must be able to process employee productivity in order to be able to carry out their duties properly. However, based on the observations of researchers, there are still gaps and problems in the organization where work from home employees can be said to be good, administratively able to provide public services, but employees have not achieved work productivity because some employees lack discipline in implementing work from home. Even though administrative services for employees can have implications for public trust in the bureaucracy and the government (Musa et al., 2019).

Based on the results of interviews with informants, it is known that work productivity in the Social Service of Sidoarjo Regency is still not optimal, so it needs to be increased again. The productivity of Sidoarjo Regency Social Service employees is measured by the level of completion of reports or administrative performance. The preliminary study provides an overview of the problems with employee discipline that cannot be optimized as a result of working from home.

2. LITERATURE REVIEW

In the midst of the COVID-19 outbreak, working at home is an option so that employees can continue to work and complete their work responsibilities while maintaining conditions so as not to contract COVID-19. This is in accordance with the Manpower Act Article 86 paragraph (1) letter a of Law Number 13 of 2003 concerning Manpower, that every worker/labor has the right to obtain protection for occupational safety and health. In this case, the company may temporarily stop all or part of its business activities, (some employees, time, and operational facilities).

Saleh (2020) explains that several types of work that can be done with work from home (WFH) are types of work that are generally in the administration, office or office, marketing, research and development divisions. For companies or agencies

with a managerial style that uses WFH, it can have an impact on productivity considering the difficulty of supervising employee discipline. The following study relates to research hypotheses built on theoretical studies and previous research.

2.1 Administrative Work From Home

This research has a novelty, namely administrative work from home which was built by the theory of work from home and administrative services. Some terms work from home include Telecommuting Work or Telework which is defined as an alternative work arrangement, where employees can do their work in alternative locations (other than the office) with a certain work schedule and use electronic media as a means of interacting with colleagues from their office (Dua & Hyronimus, 2020). The definition of work from home is an employee's work activities from home. (Rakha, 2021). Work form home is called a work concept where employees can do their work from home. Working from home also provides flexible working hours for employees (Dua & Hyronimus, 2020).

Musa (2019) termed administration as a process carried out on groups, business entities, government and private agencies. Service can be interpreted as an activity or activity carried out to meet the needs of others, while administration is an administrative activity carried out by employees by helping, serving, directing or regulating activities within the organization (Hanum et al., 2022). Administrative services by public service providers are activities carried out to take care of things that are needed by the community following established procedures. It can be concluded that Administrative Work From Home is the workload or administrative work of employees by diverting the form of services from home.

Work from home has three stages, namely: the planning process, the field process, and evaluating the work. The application of work from home has five planning concepts, namely: family relationships, professionalism, work balance, use of online media applications, and compliance with government regulations. In the field process stage, the company must pay attention to seven concepts, namely: market share focusing on new market segmentation, collaborating with various partner relationships, caring for the future needs of consumers, service innovation, risk management guidelines.

The advantages and disadvantages of implementing work from home (WFH) are perceived through three dimensional perspectives, namely: the economic dimension, the technological dimension, and the social dimension. Employees get five benefits in the economic dimension, namely: freedom in determining working hours, less travel time to the office, reduced gasoline costs, avoiding office politics, and an increase in morale, work commitment, level of employee satisfaction, employee skills, and income.

The application of work from home in economic terms has seven disadvantages, namely: there is no direct process of exchanging knowledge insights, employee interactions depend on data networks, misunderstandings between employees, employee work process steps depend on office social networks, increased household operational costs, there is no work environment support, as well as duplication of work equipment at home and in the office.

Previous research from Setiawan and Fitrianto (2021) and Narpati (2021) showed that work from home has an effect on productivity. Meanwhile, previous

research showing the relationship between administrative services and discipline appears in research from administrative work from home which was also built by Hutapea (2018); Hanum et.al (2022) dan Musa (2019).

There are three indicators of the implementation or realization of Administrative Work From Home which are indicators of this research referring to the theory put forward Dua & Hyronimus, (2020) and Saleh, (2016), among others :

a. Room: a special place provided by employees at home to carry out and complete any office administrative work
b. Time: the duration of time used by employees to complete each job
c. Service process: Implementation of administrative services in accordance with standard service procedures.

2.2 Reward

Reward is a form of appreciation for an achievement given in the form of material or speech. In organizational terms there is an incentive term which is an award in the form of material or non-material given by the leadership of the company organization to employees so that they work by making high motivational capital and achievement in achieving company goals. (Arikunto, 2014) explains that reward is something that is given to someone because they have achieved the desired achievement.

Rewards are given in two forms, (1) Financial, Rewards are given in the form of salaries, bonuses, commissions, profit sharing and allowances (2) Non-Financial, Rewards are given in the form of insurance guarantees, such as life insurance, maintenance insurance (Sopiah, & Sangadji, 2018) as a result of the services provided by employees (Saputra, 2017). Organizations use a reward system with the intention of stimulating employees to increase their work performance and productivity (Fareed et al., 2013; Qaiser Danish et al., 2015). Rewards can be in the form of (1) wages; (2). Wages; (3).Incentives; (4) Allowances; (5) Interpersonal Rewards; (6) Promotion.

This research is based on previous research that shows a significant effect of reward on productivity, namely research from Pawastri & Kustiah, 2018; Suhartini, 2019. Meanwhile, Purnomo (2021); (Bandiyono et al., 2021) and Asriani (2017) in their research found that rewards affect employee work discipline. On the other hand, Utami's research, (2019) found that rewards have no effect on work discipline.

2.3 Servant Leadership

Servant leadership is a leadership concept put forward by Greenleaf in his book entitled Servant Leadership since 1970, which states that leadership arises from sincere feelings in the heart to be a party to serving others, which creates a desire to be a leader. Servant leadership is leadership that serves by developing moral aspects and building teamwork (Sendjaya & Sarros, 2002). Servant leadership focuses on followers where the leader serves wholeheartedly, and cares about the conditions around him (Patterson, 2003; Siswanti & Anjasasi, 2017).

In servant leadership, the leader develops the moral aspect and builds the coordination of each job (Sendjaya & Sarros, 2002). According to Hasibuan (2013)

discipline is the awareness and willingness of people to obey all company regulations and applicable social norms. Good discipline reflects the magnitude of a person's responsibility for the tasks assigned to him. This will encourage work enthusiasm, work spirit and the realization of organizational goals. Servant leadership emphasizes the ability of a leader to provide services and from his service can have a positive influence on members without any fear or reluctance.

Referring to the theory above, the operational definition of the Servant Leadership variable is the leader's ability to guide and motivate subordinates and provide a more caring experience through quality relationships in order to create a more caring and better organization. Leaders with servant leadership styles are based on a practical altruistic philosophy that supports people who choose to serve first, and leaders extend service to their subordinates and institutions, by encouraging collaboration, trust, foresight, listening and the ethical use of power and empowerment (Sapengga, 2016).).

The indicators used in this study include: (1) Empowerment, which means the ability of leaders or employees to empower employees in official matters; (2) Vision (Vision) means that the leader or head of the social service is able to direct employees in realizing the vision of the service or agency (3) Humility means that the leader or head of the social service is able to maintain humility by showing respect for employees (4) Trust (Trust) Servant-leader means the ability of the leader to be trusted.

This research is based on various servant leadership theories as well as previous research on the relationship between servant leadership and work discipline and productivity. servant leadership has an effect on work discipline found in research from Hariyanto (2014); Siswanti (2017) and the influence of servant leadership on productivity are found in Hidayatulloh and Mukzam .'s research (2017).

2.4 Disiplin

Work Discipline is a disciplinary activity carried out to encourage employees to follow various standards and rules that exist in the company, so that irregularities can be prevented. The main objective is to encourage employee discipline, namely to come to the office on time. By arriving on time, it is hoped that they will be able to carry out their duties and increase Sutrisno's work productivity (2019). Mangkunegara (2017) defines work discipline as the implementation of management to strengthen organizational guidelines. Work Discipline is the awareness and willingness of employees to obey all regulations that exist in the company and applicable social norms Hasibuan (2017) Based on the theory above, it can be concluded that work discipline is an activity to encourage employees to follow the rules and norms that has been set by the company.

The benefits of work discipline include: (1) For Agencies or Companies Work discipline will ensure order and smooth implementation of each task, so that later optimal results can be obtained; (2) For employees with work discipline, they will get a pleasant and conducive atmosphere, this will later make employees feel that they are carrying out their duties with full awareness and can develop their energy and mind optimally. The indicators of work discipline that have been adjusted to the

research location referring to the theory according to Soedjono (2015) include: (1) Punctuality; (2) Utilization of facilities; high responsibility; (4) obey the office rules.

2.5 Produktivity

Siagian (2014) work productivity is a person's ability to produce goods/services. Meanwhile, Sutrisno (2019), productivity can be interpreted as an increase in work results which are influenced by the ability of employees (input) and produce a good or service (output). The measure of employee productivity is the total output generated from their work (Aspiyah & S, 2016)). A comparison between the output and input results. Inputs are often limited to labor, while outputs are measured in physical units, forms, and values. Productivity is one of the measuring tools for companies in assessing the work performance achieved by their employees. Productivity is a concept that describes the relationship between capital, land, and energy used to produce these results. (Private, 2015).

Work productivity is a measure that shows the consideration between inputs and outputs issued by the company and the role of the workforce per unit of time (Darmawan, 2013)). In terms of psychology, productivity shows behavior as the output of a process of various psychological components that underlie it. Productivity is nothing but talking about human or individual behavior, namely their productivity behavior. More specifically in the field of work or work organization (Sedarmayanti, 2014).

According to Sutrisno (2019), work productivity is a result or measure that compares inputs such as resources, labor to the output produced by employees. Referring to the theory above, the operational definition of the Work Productivity variable is the result of completing administrative reports from employees during a certain period, usually measured in weekly or monthly periods. As for work productivity indicators (1) Ability; (2) Improving the results achieved; (3) work spirit; (4) Self development; (5) Quality, (6) Efficiency (Sutrisno, 2017) Work productivity is a measure that shows the consideration between inputs and outputs issued by the company and the role of the workforce per unit of time (Darmawan, 2013)). In terms of psychology, productivity shows behavior as the output of a process of various psychological components that underlie it. Productivity is nothing but talking about human or individual behavior, namely their productivity behavior. More specifically in the field of work or work organization (Sedarmayanti, 2014).

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The hypothesis is the answer to the formulation of the research problem which consists of:

Hypothesis 1: Administrative Work From Home Affects Work Discipline at the Social Service of Sidoarjo Regency

Hypothesis 2: Reward has an effect on Work Discipline at the Social Service of Sidoarjo Regency

Hypothesis 3: Servant Leadership has an effect on work discipline at the Social Service of Sidoarjo Regency

Hypothesis 4: Administrative Work From Home Affects Work Productivity at the Social Service of Sidoarjo Regency

Hypothesis 5: Reward has an effect on Work Productivity at the Social Service of Sidoarjo Regency

Hypothesis 6: Servant Leadership Affects Work Productivity at the Social Service of Sidoarjo Regency

Hypothesis 7: Work Discipline Affects Work Productivity at the Social Service of Sidoarjo Regency

Hypothesis 8: Administrative Work From Home Affects Work Productivity through Work Discipline at the Social Service of Sidoarjo Regency

Hypothesis 9: Reward has an effect on Work Productivity through Work Discipline at the Social Service of Sidoarjo Regency

Hypothesis 10: Servant Leadership has an effect on Work Productivity through Work Discipline at the Social Service of Sidoarjo Regency.

3. RESEARCH METHODS (times new roman 11)

Based on the objectives to be achieved in this study, the research approach with a quantitative approach. The research design was formed to determine the background of the problem, the basic concepts of thought and hypotheses. This research is an associative research. Quantitative research in this study aims to identify the bonds of each variable and can be developed from theories and hypotheses that are related to ongoing phenomena. The location of this research, the researcher took the object at the Social Service of Sidoarjo Regency.

The population of this study were employees of the Social Service of Sidoarjo Regency, totaling 134 employees. The sampling technique used in this study is simple random sampling where the sample from the population is taken randomly without paying attention to the strata in the population. Because the population is known, the sample calculation can be continued using the Slovin formula. So that the sample in this study amounted to 100 respondents. The primary data collected was obtained through the distribution of questionnaires, field studies, interviews and studies derived from scientific publications both from books and journals.

Analysis of the data used to prove the research hypothesis using Multiple Linear Regression Analysis and classical assumption test using software program application (SPSS) version 20. To test the intervening hypothesis using the Aroian test which is used to calculate the indirect effect between the independent variable and the dependent variable through intervention variable. The formula for calculating the magnitude of the indirect effect is the Sobel test.

4. RESULTS

The results of the study provide a demographic description of the respondents, one of which is a description of the characteristics of the respondent's age, gender, education level and years of service. Table 1 below is a description of the respondents based on the characteristics of the respondents

Table 1 : Characteristics of Research Respondents

Characteristics of Respondents		Percentage (%)
Gender	Man	43
	Woman	57
Age	17-28 years	18
	29-39 years	27
	>40 years	55
Education	SMA/SMK	11
	Undergraduate diploma	79
Working Period	< 1 year	12
	2-3 year	20
	> 3 year	68

Sumber : data primer diolah tahun 2022

Before analyzing the data, the researcher first conducted the Validity Test, Reliability Test, Basic Assumption Test, Normality and Homogeneity Test with the SPSS version 20 for windows program. Item validity test using Pearson correlation by correlating item score to total score. The significance test used the r table criteria at a significance level of 0.05 with a 2-sided test. If the value is positive and r count r table then the item is declared valid, if r count < r table then the item is declared invalid or invalid. If N = 100 and the value of df = 100-2, then the value of r table is 0.1966.

The results of the validity test state that all questionnaire statement items from variables (X), (Z) and variable (Y) have a correlation coefficient value above 0.3 (> 0.3) so it can be said that the questionnaire statement items from the variable (X) and The variable (Y) is declared valid and can be used to measure the variables that have been studied. Reliability test using the Cronbach alpha technique, it is said that the instrument has a high reliable value if the Cronbach alpha value is > 0.6. From the results of the analysis obtained the reliability coefficient in table 2 below:**Table 2 :** Reliability

Variable	n	Nilai *cronbach alpha*	Nilai Kritis	Keterangan
Work From Home Kerja	3	0,667	0,60	Reliable
Reward	3	0,711	0,60	Reliable
Servant Leadership	5	0,820	0,60	Reliable
Work Productivity	5	0,832	0,60	Reliable
Work Discipline	4	0,669	0,60	Reliable

To find out the path analysis model is free from classical assumptions, normality test, homogeneity test and multicollinearity test are carried out. To find out whether the data follow a normal distribution, the Kolmogorov Smirnov method, using SPSS 20. The results of the normality test show that the sig value is 0.200 > 0.05. If p 0.05, it can be concluded that the data distribution is normal. The regression model of this study fulfills the assumption of normality because the data used is feasible.

Heteroscedasticity shows that the variance of the variables is not the same for all observations. This study shows that there is no heteroscedasticity in the regression model. Meanwhile, the multicollinearity test was intended to test whether the regression model found a correlation between the independent (independent) variables. Table 3 below is the result of the multicollinearity test.

Table 3: Multicollinearity Test

	Collinearity Statistics	
Model	Tolerance	VIF
1 (Constant)		
Adm Work From Home	0,633	1.579
Reward	0,586	1.705
Servant Leadership	0,494	2.026
Work Discipline	0,546	1.830

a. Dependent Variable: Work Productivity

From the results of multicollinearity testing, it can be obtained that the VIF value for the Administrative Work From Home Work variable is 1.579 (<10), the Reward variable is 1.705 (<10), and Servant Leadership is 2.026, and work discipline is 1.830 (<10). can be stated if the Path Analysis used in this study is free from multicollinearity. Which means that the independent variables (Administrative Work From Home Work, Rewards, Servant Leadership, work discipline) do not affect each other.

Table 4: Regresi Model 1 Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674[a]	.454	.437	1.863

a. Predictors: (Constant), Servant Leadership , Adm Work From Home, Reward

Based on table 4, the amount of R2 contained in the regression model 1 summary table is 0.454, this shows that the contribution or contribution of the influence of Servant Leadership, Administrative Work From Home, Rewards to Work Discipline is 45.4%, while the rest is 54.6 % is the contribution of other variables not included in the research. Next is a simultaneous test to assess whether a set of independent variables (X) has a significant effect on the dependent variable (Y) through the F test or ANOVA. The independent variable (X) consists of Servant Leadership, Administrative Work From Home, Reward. While the dependent variable is work discipline.

Table 5: Anova

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	276.614	3	92.205	26.567	.000[b]
Residual	333.176	96	3.471		
Total	609.790	99			

a. Dependent Variable: Work Discipline
 b. Predictors: (Constant), Servant Leadership, Administrative Work From Home, Reward
Source: SPSS 2022 Output AnnexSource: SPSS 2022 Output AnnexSource: SPSS 2022 Output Annex

Based on table 5, it can be explained that the calculated F is 26.567 with a significant level of 0.000 below 0.05 this means that the independent variables consisting of Servant Leadership, Administrative Work From Home, Rewards simultaneously have an influence on Work Discipline.

Table 6: Coeficients of Regression Model I

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	5.016	1.202		4.173	.000
Adm.WFH	.129	.106	.126	2.274	.034
Reward	.230	.090	.245	2.566	.012
Servant Leadership	.425	.082	.494	5.208	.000

a. Dependent Variable: Work Discipline
Source: SPSS 2022 Output Annex

Based on the results of table 6 regarding the regression model I, it can be explained that the Administrative Work From Home (X1) variable on Work Discipline (Z) has a positive influence of 0.129 with a significance value of 0.034 <0.05; The Reward Variable (X2) on Work Discipline (Z) has a positive effect of 0.230 with a significance value of 0.012 <0.05 and the Servant Leadership Variable (X3) on Work Discipline (Z) has a positive influence of 0.425 with a significance value 0,000 < 0,05. Meanwhile, for the value of e1 can be searched with the formula $e1 = \sqrt{1 - 0,454} = 0,738$.

Based on the coefficient table (t test) above, the second and third first hypotheses can be described, namely:

a. The first hypothesis: Administrative Work From Home has an effect on Work Discipline, that the Administrative Work From Home (X1) variable has a positive effect of 0.129 with a significance value of 0.034 <0.05. This means that the first hypothesis is accepted which means that there is an effect of Work From Home on Work Discipline. So it can be concluded that there is a unidirectional influence between Administrative Work From Home and Work Discipline, namely the better the Administrative Work From Home carried out by the company, the greater the Work Discipline of the Employees, and vice versa if the Administrative Work From Home carried out by the company is not good , then the Employee Work Discipline will also decrease

b. The second hypothesis: the effect of Reward has an effect on Work Discipline, that the Reward Variable (X2) has a positive influence of 0.230 with a significance value of 0.012 <0.05. This means that the second hypothesis is accepted which means that there is an effect of Reward on Work Discipline .

So it can be concluded that there is a unidirectional influence between Rewards and Work Discipline, namely the better the Rewards given by the company, the greater the Work Discipline of the Employees.

c. The third hypothesis: Servant Leadership has an effect on work discipline, that the Servant Leadership variable (X3) has a positive effect of 0.425 with a significance value of 0.000 <0.05. This means that the third hypothesis is accepted, which means that there is an effect of Servant Leadership on Work Discipline. So it can be concluded that there is a unidirectional influence between Servant Leadership and Work Discipline, namely the better Servant Leadership planned by the company, it will increase the Work Discipline of the Employees.

Based on the value of the regression coefficient, between Work From Home, Reward, and Servant Leadership on Work Discipline, the influence of Servant Leadership is more dominant than Reward and work from home because the value of the workload regression coefficient is greater than the value of the Reward and Work From home regression coefficient.

Table 7: Coeficients t test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.650	1.879		.879	.382
Work From Home	.170	.153	.138	2.461	.046
Reward	.423	.133	.274	3.170	.002
Servant Leadership	.348	.133	.247	2.619	.010
Work Discipline	.583	.147	.356	3.970	.000

a. Dependent Variable: Work Productivity

Source: SPSS 2022 Output Annex

Based on the table 7 coefficient (t test) above, the fourth to seventh hypotheses can be described::

d. The fourth hypothesis: Administrative Work From Home has an effect on Work Productivity, that the Administrative Work From Home (X1) variable has a positive effect of 0.170 with a significance value of 0.046 <0.05. This means that the fourth hypothesis is accepted, which means that there is an effect of Administrative Work From Home on Work Productivity. So it can be concluded that there is a unidirectional influence between Administrative Work From Home and Work Productivity, namely the better the Administrative Work From Home carried out by the company, the greater the Work Productivity of the Employees, and vice versa if the Work From Home carried out by the company is not good, then Employee productivity will decrease.

e. The fifth hypothesis: Reward has an effect on Work Productivity, that the Reward Variable (X2) has a positive effect of 0.423 with a significance value of 0.002 <0.05. This means that the fifth hypothesis is accepted, which means that there is an effect of Reward on Work Productivity. So it can be concluded that there is a unidirectional influence between Reward and Work Productivity, namely the better the Reward given by the company, it will increase the Work Productivity of the Employees, and vice versa if the Reward given by the company is not appropriate, it will decrease the Work Productivity of the Employees..

f. The sixth hypothesis: Servant Leadership has an effect on Work Productivity, that the Servant Leadership (X3) variable has a positive effect of 0.348 with a significance value of 0.010 <0.05. This means that the sixth hypothesis is accepted, which means that there is an effect of Servant Leadership on Work Productivity. So it can be concluded that there is a unidirectional influence between Servant Leadership and Work Productivity, namely the higher the Servant Leadership prepared by the company, it will increase the Work Productivity of the Employees, and vice versa if the Servant Leadership provided by the company is not good it will decrease the Work Productivity of the Employees.

g. The seventh hypothesis: the effect of work discipline on work productivity, that the work discipline variable (Z) has a positive influence of 0.583 with a significance value of 0.000 <0.05. This means that the seventh hypothesis is accepted, which means that there is an effect of Work Discipline on Work Productivity. So it can be concluded that there is a unidirectional influence between Work Discipline and Work Productivity, namely the better the Work Discipline of the Employees, the better the Work Productivity of the Employees..

h. Eighth hypothesis. Intervening hypothesis testing can be done with the procedure developed by the Sobel test (Sobel test). The Sobel test was carried out by testing the strength of the indirect influence of the independent variable (X) to the dependent variable (Z) through the Intervening variable (Y). The calculated t value is compared with the t table value, which is 0.855 < 1.984, it can be concluded that there is no intervening effect or there is no effect of Administrative Work From Home on Work Productivity through Work Discipline as an Intervening Variable, so the eighth hypothesis is rejected..

i. Hypothesis nine: Reward has an effect on Work Productivity through Work Discipline as an Intervening Variable. The t-count value is compared with the t-table value, which is 1.5066 < 1.984, so it can be concluded that there is no intervening effect or there is no influence of Reward on Work Productivity through Work Discipline as a variable. intervention, so the ninth hypothesis is rejected

j. The tenth hypothesis, : Servant Leadership has an effect on Work Productivity through Work Discipline as an Intervening Variable The t value is calculated compared to the t table value, which is 2,664 > 1,984, it can be concluded that there is an intervening effect or there is an influence of Servant Leadership on Work Productivity through Work Discipline as an intervening variable. , so the tenth hypothesis is accepted

5. DISCUSSION

a. The better the Administrative Work From Home it will increase the Employee Work Discipline. The results of this study support previous research, namely Setiawan and Fitrianto (2021) who concluded that administrative work from home was able to influence work discipline through employee performance. Social roles with statements that employees are always responsible for carrying out work during the implementation of administrative work from home. Employees who have a special room to work at home by determining the duration of time in completing each office administrative work and are always responsible

for carrying out work during the implementation of administrative work from home, indirectly apply work discipline in accordance with their main responsibilities and duties.

b. Giving rewards to employees is proven to improve work discipline. this is in accordance with the results of Purnomo's research (2021); Asriani (2017). The practical implication is that the incentives provided by the District Social Service Office. Sidoarjo is able to make employees feel satisfied at work, as for the incentives provided by the District Social Service. Sidoarjo to employees is divided into 2, the first is financial incentives, namely bonuses if the quantity of work exceeds the company's target, and job incentives, then non-financial incentives, namely giving exemplary employee titles, certificates of appreciation and others. Employees feel that rewards are an encouragement for employees to be more disciplined in their work, because awards from social service agencies both in the form of incentives and personal awards to employees are a form of recognition of employee achievements.

c. Servant leadership has been proven to improve employee work discipline. The better the servant leadership planned by the agency, the better the employee's work discipline. The results of this study are in line with Siswanti's research (2017); Hariyanto (2014). Empirical studies show that the results of the servant leadership variable survey show good results as evidenced by the highest score on the incentive indicator with the statement that the leader always respects the work of subordinates and respects subordinates. Leaders have the potential to see the present as it really is and create a future that culminates in the present. Leaders at the Social Service of Sidoarjo Regency are considered capable of providing clear directions, so as to improve employee discipline.

d. A conducive administrative work from home will be able to create work productivity results that are in accordance with what the company wants, therefore the company must provide comfort and security for employees while working (Narpati et al., 2021). Administrative work from home has a significant influence on employee work productivity because by creating a good work environment for employees, namely by establishing good communication between employees, it can increase productivity itself.

e. Work Productivity is significantly positive, employees are proven to be better if Servant Leadership goes well. This research is in line with research conducted by Hidayatullah & Djudi (2017). The highest value appears in the empowerment indicator on the servant leadership variable, which shows that employees feel that their contribution is cared for by their superiors or leaders. Leaders at the Social Service of Sidoarjo Regency are considered capable of providing clear directions, so as to increase employee productivity. This clearly shows that the role of human factors always pays attention to the desires and abilities of every employee in the company, each other must maintain and develop employee abilities.

f. Work Discipline of the Sidoarjo Regency Social Service employee affects Work Productivity. The results of this study support previous research, namely Prastyo's research (2020); Lasnoto (2017); Hindriari (2018); Dunggio (2013); Tulenan (2015). If employees are empowered to be disciplined at work, their duties and responsibilities will be carried out properly and have an impact on increasing work productivity (Tulenan, 2015). The results of the analysis also

prove that the indicator with the highest contribution to the discipline variable is timeliness. This shows that employees work on time in accordance with company regulations when participating in online zoom meetings or work from home in order to complete administrative tasks. The high level of employee discipline will lead to high morale. The quality and quantity of work will be better and can be completed on time.

g. On the other hand, the results of the Sobel test provide an illustration that administrative work from home has no effect on Work Productivity if through Work Discipline as an Intervening Variable. Companies that have employees who are more active at work tend to be more effective when compared to organizations whose employees are less active at work. This means that some of these employees have high work productivity due to being able to provide regularity to their work, rewards, co-workers, supervisory supervisors, and promotion opportunities.

h. The results of the Sobel test also show that rewards have no effect on Work Productivity through Work Discipline as an intervening variable. Rewards given to employees if done through the application of discipline, are proven not to affect work productivity. This is because employees feel that rewards are part of the appreciation for their work performance.

i. There is an influence of servant leadership on work productivity through work discipline as an intervening variable, this is shown by the phenomenon at the Social Service of Sidoarjo Regency that servant leadership carried out by the leadership has been effective in providing work discipline so that it can affect employee work productivity. Servant leaders have a tendency to prioritize the needs, interests and aspirations of the people they lead above themselves. His orientation is to serve, his perspective is holistic and operates with spiritual moral standards.

6. CONCLUSION

Administrative work from home, rewards and servant leadership for Sidoarjo Social Service employees affect productivity and work discipline. Based on the results of the study, it was found that work discipline can contribute as an intervention to the influence of servant leadership on work productivity. While work discipline does not contribute as an intervening variable to the effect of reward and administrative work home on the work productivity of Sidoarjo Social Service employees..

6.1 LIMITATION OF THE RESEARCH

This research needs to be followed up by adding the effect of punishment. This is because the reward given by providing discipline as an intervening variable has not shown its effect on productivity.

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Seleksi dan Submit Artikel pada Jurnal Bereputasi

(22 September 2022)

Bukti Konfirmasi Submit Artikel

Dan Artikel Yang Disubmit

(04 Oktober 2022)

[QAS] Submission Acknowledgement

1 pesan

Ismail Hakki Mirici <hakkimirici@gmail.com>
Kepada: Vera FIRDAUS <verafirdaus@umsida.ac.id>, Satrio SUDARSO <satriosudarso@umsida.ac.id>

4 Oktober 2022 pukul 08.35

Hello,

Icoms Icoms has submitted the manuscript, "Effectiveness of Administrative Work From Home, Reward and Servant Leadership on Employee Work Productivity Using Disciplinary Rules as Intervening Variables" to Quality - Access to Success.

If you have any questions, please contact me. Thank you for considering this journal as a venue for your work.

Ismail Hakki Mirici

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Respon Kepada Reviewer, Dan Artikel Yang Diresubmit
17 November 2022

Effectiveness of Administrative Work From, Reward and Servant Leadership on Employee Work Productivity Using Disciplinary Rules as Intervening Variables

Vera Firdaus[1]*, Eni Dhiah Novitasari [2], Satrio Sudarso[3]

[1,2,3] Universitas Muhammadiyah Sidoarjo, Indonesia

*Corresponding author: verafirdaus@umsida.ac.id ✉ (times new roman 10)

This research aims to know the influence of Administrative Work From Home, reward, servant leadership on work productivity through discipline. work as an intervening variable, to find out the influence of servant leadership on work productivity through work discipline as an intervening variable in the Sidoarjo Regency Social Service. This research is quantitative research. The research subjects used were all employees of the Sidoarjo Regency Social Service which amounted to 100 employees. Data collection techniques using questionnaires. Test the validity of the data in this study using Path Analysis, Hypothesis Test. The results concluded that administrative work from home affects work productivity, rewards affect work productivity, servant leadership affects work productivity, administrative work from home affects work discipline, rewards affect work discipline, servant leadership affects work discipline, work discipline affects work productivity, administrative work from home has no effect on work productivity through work discipline. as an intervening variable, Reward has no effect on Work Productivity through Work Discipline as an intervening variable, Servant Leadership affects Work Productivity through Work Discipline as an intervening variable in Sidoarjo District Social Service Employees.

Keywords: Administrative Work From Home, Reward, Servant Leadership, Productivity, Discipline

1. INTRODUCTION

The Indonesian government has implemented policies as a preventive measure to reduce the spread of Covid-19, including social distancing, limiting the operating hours of public transportation, self-isolation at home, work from home, and school from home. One policy that has received a lot of attention is work from home. According to Bloom (2014) suggests that the comparison between employees who come to the office and employees who work at home are employees who work at home are happier and less likely to quit and employees at home are even more productive..

Another factor that can affect work productivity is that the award can be something tangible or intangible that the organization gives to employees either intentionally or unintentionally as a reward for employee potential or contributions to a good job, and for employees who apply positive values as a reward. satisfying certain needs (Shields, 2016). Arikunto (2014) explains that reward is something that is given to someone because they have achieved the desired achievement

Another aspect that can affect work productivity is the leadership factor. Among the important leadership skills is the ability to visualize future changes impacting business operations and then develop a countermeasure strategy which is also known as Servant leadership. Anderson (2019) stated that servant leaders are leaders who prioritize the needs and interests of others above their own interests. Servant leadership according to Handoyo (2010) is a person's style in terms of leading, organizing, managing, and serving his subordinates.

Work discipline is a factor that affects employee productivity because of the awareness and willingness of employees to comply with existing regulations and to complete their work, so that work is more efficient and effective which is then realized in work activities (Beri, 2016). Ananta (2014) Explains that work discipline is an indicator of work productivity which consists of valid attendance for a year, namely regarding employee absenteeism for a year, Obedience/compliance with working hours, which is related to employee obedience in coming or leaving work for a year and Compliance following activities / rules, namely regarding the presence of employees in activities or company rules.

The object of this research is the Social Service of Sidoarjo Regency, which is functionally required to be able to maintain the morale of its employees through work productivity factors. The Department of Social Affairs also has an important role for the implementation of policies, evaluation, and administration of the social sector in Sidoarjo Regency so that organizations must be able to process employee productivity in order to be able to carry out their duties properly. However, based on the observations of researchers, there are still gaps and problems in the organization where work from home employees can be said to be good, administratively able to provide public services, but employees have not achieved work productivity because some employees lack discipline in implementing work from home. Even though administrative services for employees can have implications for public trust in the bureaucracy and the government (Musa et al., 2019).

Based on the results of interviews with informants, it is known that work productivity in the Social Service of Sidoarjo Regency is still not optimal, so it needs to be increased again. The productivity of Sidoarjo Regency Social Service employees is measured by the level of completion of reports or administrative performance. The preliminary study provides an overview of the problems with employee discipline that cannot be optimized as a result of working from home.

2.   LITERATURE REVIEW

In the midst of the COVID-19 outbreak, working at home is an option so that employees can continue to work and complete their work responsibilities while maintaining conditions so as not to contract COVID-19. This is in accordance with the Manpower Act Article 86 paragraph (1) letter a of Law Number 13 of 2003 concerning Manpower, that every worker/labor has the right to obtain protection for occupational safety and health. In this case, the company may temporarily stop all or part of its business activities, (some employees, time, and operational facilities).

Saleh (2020) explains that several types of work that can be done with work from home (WFH) are types of work that are generally in the administration, office or office, marketing, research and development divisions. For companies or agencies

with a managerial style that uses WFH, it can have an impact on productivity considering the difficulty of supervising employee discipline. The following study relates to research hypotheses built on theoretical studies and previous research.

2.1 Administrative Work From Home

This research has a novelty, namely administrative work from home which was built by the theory of work from home and administrative services. Some terms work from home include Telecommuting Work or Telework which is defined as an alternative work arrangement, where employees can do their work in alternative locations (other than the office) with a certain work schedule and use electronic media as a means of interacting with colleagues from their office (Dua & Hyronimus, 2020). The definition of work from home is an employee's work activities from home. (Rakha, 2021). Work form home is called a work concept where employees can do their work from home. Working from home also provides flexible working hours for employees (Dua & Hyronimus, 2020).

Musa (2019) termed administration as a process carried out on groups, business entities, government and private agencies. Service can be interpreted as an activity or activity carried out to meet the needs of others, while administration is an administrative activity carried out by employees by helping, serving, directing or regulating activities within the organization (Hanum et al., 2022). Administrative services by public service providers are activities carried out to take care of things that are needed by the community following established procedures. It can be concluded that Administrative Work From Home is the workload or administrative work of employees by diverting the form of services from home.

Work from home has three stages, namely: the planning process, the field process, and evaluating the work. The application of work from home has five planning concepts, namely: family relationships, professionalism, work balance, use of online media applications, and compliance with government regulations. In the field process stage, the company must pay attention to seven concepts, namely: market share focusing on new market segmentation, collaborating with various partner relationships, caring for the future needs of consumers, service innovation, risk management guidelines.

The advantages and disadvantages of implementing work from home (WFH) are perceived through three dimensional perspectives, namely: the economic dimension, the technological dimension, and the social dimension. Employees get five benefits in the economic dimension, namely: freedom in determining working hours, less travel time to the office, reduced gasoline costs, avoiding office politics, and an increase in morale, work commitment, level of employee satisfaction, employee skills, and income.

The application of work from home in economic terms has seven disadvantages, namely: there is no direct process of exchanging knowledge insights, employee interactions depend on data networks, misunderstandings between employees, employee work process steps depend on office social networks, increased household operational costs, there is no work environment support, as well as duplication of work equipment at home and in the office.

Previous research from Setiawan and Fitrianto (2021) and Narpati (2021) showed that work from home has an effect on productivity. Meanwhile, previous

research showing the relationship between administrative services and discipline appears in research from administrative work from home which was also built by Hutapea (2018); Hanum et.al (2022) dan Musa (2019).

There are three indicators of the implementation or realization of Administrative Work From Home which are indicators of this research referring to the theory put forward Dua & Hyronimus, (2020) and Saleh, (2016), among others :

a. Room: a special place provided by employees at home to carry out and complete any office administrative work
b. Time: the duration of time used by employees to complete each job
c. Service process: Implementation of administrative services in accordance with standard service procedures.

2.2 Reward

Reward is a form of appreciation for an achievement given in the form of material or speech. In organizational terms there is an incentive term which is an award in the form of material or non-material given by the leadership of the company organization to employees so that they work by making high motivational capital and achievement in achieving company goals. (Arikunto, 2014) explains that reward is something that is given to someone because they have achieved the desired achievement.

Rewards are given in two forms, (1) Financial, Rewards are given in the form of salaries, bonuses, commissions, profit sharing and allowances (2) Non-Financial, Rewards are given in the form of insurance guarantees, such as life insurance, maintenance insurance (Sopiah, & Sangadji, 2018) as a result of the services provided by employees (Saputra, 2017). Organizations use a reward system with the intention of stimulating employees to increase their work performance and productivity (Fareed et al., 2013; Qaiser Danish et al., 2015). Rewards can be in the form of (1) wages; (2). Wages; (3).Incentives; (4) Allowances; (5) Interpersonal Rewards; (6) Promotion.

This research is based on previous research that shows a significant effect of reward on productivity, namely research from Pawastri & Kustiah, 2018; Suhartini, 2019. Meanwhile, Purnomo (2021); (Bandiyono et al., 2021) and Asriani (2017) in their research found that rewards affect employee work discipline. On the other hand, Utami's research, (2019) found that rewards have no effect on work discipline.

2.3 Servant Leadership

Servant leadership is a leadership concept put forward by Greenleaf in his book entitled Servant Leadership since 1970, which states that leadership arises from sincere feelings in the heart to be a party to serving others, which creates a desire to be a leader. Servant leadership is leadership that serves by developing moral aspects and building teamwork (Sendjaya & Sarros, 2002). Servant leadership focuses on followers where the leader serves wholeheartedly, and cares about the conditions around him (Patterson, 2003; Siswanti & Anjasasi, 2017).

In servant leadership, the leader develops the moral aspect and builds the coordination of each job (Sendjaya & Sarros, 2002). According to Hasibuan (2013)

discipline is the awareness and willingness of people to obey all company regulations and applicable social norms. Good discipline reflects the magnitude of a person's responsibility for the tasks assigned to him. This will encourage work enthusiasm, work spirit and the realization of organizational goals. Servant leadership emphasizes the ability of a leader to provide services and from his service can have a positive influence on members without any fear or reluctance.

Referring to the theory above, the operational definition of the Servant Leadership variable is the leader's ability to guide and motivate subordinates and provide a more caring experience through quality relationships in order to create a more caring and better organization. Leaders with servant leadership styles are based on a practical altruistic philosophy that supports people who choose to serve first, and leaders extend service to their subordinates and institutions, by encouraging collaboration, trust, foresight, listening and the ethical use of power and empowerment (Sapengga, 2016).).

The indicators used in this study include: (1) Empowerment, which means the ability of leaders or employees to empower employees in official matters; (2) Vision (Vision) means that the leader or head of the social service is able to direct employees in realizing the vision of the service or agency (3) Humility means that the leader or head of the social service is able to maintain humility by showing respect for employees (4) Trust (Trust) Servant-leader means the ability of the leader to be trusted.

This research is based on various servant leadership theories as well as previous research on the relationship between servant leadership and work discipline and productivity. servant leadership has an effect on work discipline found in research from Hariyanto (2014); Siswanti (2017) and the influence of servant leadership on productivity are found in Hidayatulloh and Mukzam .'s research (2017).

2.4 Disiplin

Work Discipline is a disciplinary activity carried out to encourage employees to follow various standards and rules that exist in the company, so that irregularities can be prevented. The main objective is to encourage employee discipline, namely to come to the office on time. By arriving on time, it is hoped that they will be able to carry out their duties and increase Sutrisno's work productivity (2019). Mangkunegara (2017) defines work discipline as the implementation of management to strengthen organizational guidelines. Work Discipline is the awareness and willingness of employees to obey all regulations that exist in the company and applicable social norms Hasibuan (2017) Based on the theory above, it can be concluded that work discipline is an activity to encourage employees to follow the rules and norms that has been set by the company.

The benefits of work discipline include: (1) For Agencies or Companies Work discipline will ensure order and smooth implementation of each task, so that later optimal results can be obtained; (2) For employees with work discipline, they will get a pleasant and conducive atmosphere, this will later make employees feel that they are carrying out their duties with full awareness and can develop their energy and mind optimally. The indicators of work discipline that have been adjusted to the

research location referring to the theory according to Soedjono (2015) include: (1) Punctuality; (2) Utilization of facilities; high responsibility; (4) obey the office rules.

2.5 Produktivity

Siagian (2014) work productivity is a person's ability to produce goods/services. Meanwhile, Sutrisno (2019), productivity can be interpreted as an increase in work results which are influenced by the ability of employees (input) and produce a good or service (output). The measure of employee productivity is the total output generated from their work (Aspiyah & S, 2016)). A comparison between the output and input results. Inputs are often limited to labor, while outputs are measured in physical units, forms, and values. Productivity is one of the measuring tools for companies in assessing the work performance achieved by their employees. Productivity is a concept that describes the relationship between capital, land, and energy used to produce these results. (Private, 2015).

Work productivity is a measure that shows the consideration between inputs and outputs issued by the company and the role of the workforce per unit of time (Darmawan, 2013)). In terms of psychology, productivity shows behavior as the output of a process of various psychological components that underlie it. Productivity is nothing but talking about human or individual behavior, namely their productivity behavior. More specifically in the field of work or work organization (Sedarmayanti, 2014).

According to Sutrisno (2019), work productivity is a result or measure that compares inputs such as resources, labor to the output produced by employees. Referring to the theory above, the operational definition of the Work Productivity variable is the result of completing administrative reports from employees during a certain period, usually measured in weekly or monthly periods. As for work productivity indicators (1) Ability; (2) Improving the results achieved; (3) work spirit; (4) Self development; (5) Quality, (6) Efficiency (Sutrisno, 2017) Work productivity is a measure that shows the consideration between inputs and outputs issued by the company and the role of the workforce per unit of time (Darmawan, 2013)). In terms of psychology, productivity shows behavior as the output of a process of various psychological components that underlie it. Productivity is nothing but talking about human or individual behavior, namely their productivity behavior. More specifically in the field of work or work organization (Sedarmayanti, 2014).

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The hypothesis is the answer to the formulation of the research problem which consists of:

Hypothesis 1: Administrative Work From Home Affects Work Discipline at the Social Service of Sidoarjo Regency

Hypothesis 2: Reward has an effect on Work Discipline at the Social Service of Sidoarjo Regency

Hypothesis 3: Servant Leadership has an effect on work discipline at the Social Service of Sidoarjo Regency

Hypothesis 4: Administrative Work From Home Affects Work Productivity at the Social Service of Sidoarjo Regency

Hypothesis 5: Reward has an effect on Work Productivity at the Social Service of Sidoarjo Regency

Hypothesis 6: Servant Leadership Affects Work Productivity at the Social Service of Sidoarjo Regency

Hypothesis 7: Work Discipline Affects Work Productivity at the Social Service of Sidoarjo Regency

Hypothesis 8: Administrative Work From Home Affects Work Productivity through Work Discipline at the Social Service of Sidoarjo Regency

Hypothesis 9: Reward has an effect on Work Productivity through Work Discipline at the Social Service of Sidoarjo Regency

Hypothesis 10: Servant Leadership has an effect on Work Productivity through Work Discipline at the Social Service of Sidoarjo Regency.

3.   RESEARCH METHODS (times new roman 11)

Based on the objectives to be achieved in this study, the research approach with a quantitative approach. The research design was formed to determine the background of the problem, the basic concepts of thought and hypotheses. This research is an associative research. Quantitative research in this study aims to identify the bonds of each variable and can be developed from theories and hypotheses that are related to ongoing phenomena. The location of this research, the researcher took the object at the Social Service of Sidoarjo Regency.

The population of this study were employees of the Social Service of Sidoarjo Regency, totaling 134 employees. The sampling technique used in this study is simple random sampling where the sample from the population is taken randomly without paying attention to the strata in the population. Because the population is known, the sample calculation can be continued using the Slovin formula. So that the sample in this study amounted to 100 respondents. The primary data collected was obtained through the distribution of questionnaires, field studies, interviews and studies derived from scientific publications both from books and journals.

Analysis of the data used to prove the research hypothesis using Multiple Linear Regression Analysis and classical assumption test using software program application (SPSS) version 20. To test the intervening hypothesis using the Aroian test which is used to calculate the indirect effect between the independent variable and the dependent variable through intervention variable. The formula for calculating the magnitude of the indirect effect is the Sobel test.

4.   RESULTS

The results of the study provide a demographic description of the respondents, one of which is a description of the characteristics of the respondent's age, gender, education level and years of service. Table 1 below is a description of the respondents based on the characteristics of the respondents

Table 1 : Characteristics of Research Respondents

Characteristics of Respondents		Percentage (%)
Gender	Man	43
	Woman	57
Age	17-28 years	18
	29-39 years	27
	>40 years	55
Education	SMA/SMK	11
	Undergraduate diploma	79
Working Period	< 1 year	12
	2-3 year	20
	> 3 year	68

Sumber : data primer diolah tahun 2022

Before analyzing the data, the researcher first conducted the Validity Test, Reliability Test, Basic Assumption Test, Normality and Homogeneity Test with the SPSS version 20 for windows program. Item validity test using Pearson correlation by correlating item score to total score. The significance test used the r table criteria at a significance level of 0.05 with a 2-sided test. If the value is positive and r count r table then the item is declared valid, if r count < r table then the item is declared invalid or invalid. If N = 100 and the value of df = 100-2, then the value of r table is 0.1966.

The results of the validity test state that all questionnaire statement items from variables (X), (Z) and variable (Y) have a correlation coefficient value above 0.3 (> 0.3) so it can be said that the questionnaire statement items from the variable (X) and The variable (Y) is declared valid and can be used to measure the variables that have been studied. Reliability test using the Cronbach alpha technique, it is said that the instrument has a high reliable value if the Cronbach alpha value is > 0.6. From the results of the analysis obtained the reliability coefficient in table 2 below:**Table 2 :** Reliability

Variable	n	Nilai *cronbach alpha*	Nilai Kritis	Keterangan
Work From Home Kerja	3	0,667	0,60	Reliable
Reward	3	0,711	0,60	Reliable
Servant Leadership	5	0,820	0,60	Reliable
Work Productivity	5	0,832	0,60	Reliable
Work Discipline	4	0,669	0,60	Reliable

To find out the path analysis model is free from classical assumptions, normality test, homogeneity test and multicollinearity test are carried out. To find out whether the data follow a normal distribution, the Kolmogorov Smirnov method, using SPSS 20. The results of the normality test show that the sig value is 0.200 > 0.05. If p 0.05, it can be concluded that the data distribution is normal. The regression model of this study fulfills the assumption of normality because the data used is feasible.

Heteroscedasticity shows that the variance of the variables is not the same for all observations. This study shows that there is no heteroscedasticity in the regression model. Meanwhile, the multicollinearity test was intended to test whether the regression model found a correlation between the independent (independent) variables. Table 3 below is the result of the multicollinearity test.

Table 3: Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Adm Work From Home	0,633	1.579
	Reward	0,586	1.705
	Servant Leadership	0,494	2.026
	Work Discipline	0,546	1.830

a. Dependent Variable: Work Productivity

From the results of multicollinearity testing, it can be obtained that the VIF value for the Administrative Work From Home Work variable is 1.579 (<10), the Reward variable is 1.705 (<10), and Servant Leadership is 2.026, and work discipline is 1.830 (<10). can be stated if the Path Analysis used in this study is free from multicollinearity. Which means that the independent variables (Administrative Work From Home Work, Rewards, Servant Leadership, work discipline) do not affect each other.

Table 4: Regresi Model 1 Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674a	.454	.437	1.863

a. Predictors: (Constant), Servant Leadership , Adm Work From Home, Reward

Based on table 4, the amount of R2 contained in the regression model 1 summary table is 0.454, this shows that the contribution or contribution of the influence of Servant Leadership, Administrative Work From Home, Rewards to Work Discipline is 45.4%, while the rest is 54.6 % is the contribution of other variables not included in the research. Next is a simultaneous test to assess whether a set of independent variables (X) has a significant effect on the dependent variable (Y) through the F test or ANOVA. The independent variable (X) consists of Servant Leadership, Administrative Work From Home, Reward. While the dependent variable is work discipline.

Table 5: Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	276.614	3	92.205	26.567	.000[b]
	Residual	333.176	96	3.471		
	Total	609.790	99			

a. Dependent Variable: Work Discipline

b. Predictors: (Constant), Servant Leadership, Administrative Work From Home, Reward

Source: SPSS 2022 Output AnnexSource: SPSS 2022 Output AnnexSource: SPSS 2022 Output Annex

Based on table 5, it can be explained that the calculated F is 26.567 with a significant level of 0.000 below 0.05 this means that the independent variables consisting of Servant Leadership, Administrative Work From Home, Rewards simultaneously have an influence on Work Discipline.

Table 6: Coeficients of Regression Model I

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.016	1.202		4.173	.000
	Adm.WFH	.129	.106	.126	2.274	.034
	Reward	.230	.090	.245	2.566	.012
	Servant Leadership	.425	.082	.494	5.208	.000

a. Dependent Variable: Work Discipline

Source: SPSS 2022 Output Annex

Based on the results of table 6 regarding the regression model I, it can be explained that the Administrative Work From Home (X1) variable on Work Discipline (Z) has a positive influence of 0.129 with a significance value of 0.034 <0.05; The Reward Variable (X2) on Work Discipline (Z) has a positive effect of 0.230 with a significance value of 0.012 <0.05 and the Servant Leadership Variable (X3) on Work Discipline (Z) has a positive influence of 0.425 with a significance value 0,000 < 0,05. Meanwhile, for the value of e1 can be searched with the formula $e1 = \sqrt{1 - 0{,}454} = 0{,}738$.

Based on the coefficient table (t test) above, the second and third first hypotheses can be described, namely:

a. The first hypothesis: Administrative Work From Home has an effect on Work Discipline, that the Administrative Work From Home (X1) variable has a positive effect of 0.129 with a significance value of 0.034 <0.05. This means that the first hypothesis is accepted which means that there is an effect of Work From Home on Work Discipline. So it can be concluded that there is a unidirectional influence between Administrative Work From Home and Work Discipline, namely the better the Administrative Work From Home carried out by the company, the greater the Work Discipline of the Employees, and vice versa if the Administrative Work From Home carried out by the company is not good , then the Employee Work Discipline will also decrease

b. The second hypothesis: the effect of Reward has an effect on Work Discipline, that the Reward Variable (X2) has a positive influence of 0.230 with a significance value of 0.012 <0.05. This means that the second hypothesis is accepted which means that there is an effect of Reward on Work Discipline .

So it can be concluded that there is a unidirectional influence between Rewards and Work Discipline, namely the better the Rewards given by the company, the greater the Work Discipline of the Employees.

c. The third hypothesis: Servant Leadership has an effect on work discipline, that the Servant Leadership variable (X3) has a positive effect of 0.425 with a significance value of 0.000 <0.05. This means that the third hypothesis is accepted, which means that there is an effect of Servant Leadership on Work Discipline. So it can be concluded that there is a unidirectional influence between Servant Leadership and Work Discipline, namely the better Servant Leadership planned by the company, it will increase the Work Discipline of the Employees.

Based on the value of the regression coefficient, between Work From Home, Reward, and Servant Leadership on Work Discipline, the influence of Servant Leadership is more dominant than Reward and work from home because the value of the workload regression coefficient is greater than the value of the Reward and Work From home regression coefficient.

Table 7: Coeficients t test

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.650	1.879		.879	.382
Work From Home	.170	.153	.138	2.461	.046
Reward	.423	.133	.274	3.170	.002
Servant Leadership	.348	.133	.247	2.619	.010
Work Discipline	.583	.147	.356	3.970	.000

a. Dependent Variable: Work Productivity
Source: SPSS 2022 Output Annex

Based on the table 7 coefficient (t test) above, the fourth to seventh hypotheses can be described::

d. The fourth hypothesis: Administrative Work From Home has an effect on Work Productivity, that the Administrative Work From Home (X1) variable has a positive effect of 0.170 with a significance value of 0.046 <0.05. This means that the fourth hypothesis is accepted, which means that there is an effect of Administrative Work From Home on Work Productivity. So it can be concluded that there is a unidirectional influence between Administrative Work From Home and Work Productivity, namely the better the Administrative Work From Home carried out by the company, the greater the Work Productivity of the Employees, and vice versa if the Work From Home carried out by the company is not good, then Employee productivity will decrease.

e. The fifth hypothesis: Reward has an effect on Work Productivity, that the Reward Variable (X2) has a positive effect of 0.423 with a significance value of 0.002 <0.05. This means that the fifth hypothesis is accepted, which means that there is an effect of Reward on Work Productivity. So it can be concluded that there is a unidirectional influence between Reward and Work Productivity, namely the better the Reward given by the company, it will increase the Work Productivity of the Employees, and vice versa if the Reward given by the company is not appropriate, it will decrease the Work Productivity of the Employees..

f. The sixth hypothesis: Servant Leadership has an effect on Work Productivity, that the Servant Leadership (X3) variable has a positive effect of 0.348 with a significance value of 0.010 <0.05. This means that the sixth hypothesis is accepted, which means that there is an effect of Servant Leadership on Work Productivity. So it can be concluded that there is a unidirectional influence between Servant Leadership and Work Productivity, namely the higher the Servant Leadership prepared by the company, it will increase the Work Productivity of the Employees, and vice versa if the Servant Leadership provided by the company is not good it will decrease the Work Productivity of the Employees.

g. The seventh hypothesis: the effect of work discipline on work productivity, that the work discipline variable (Z) has a positive influence of 0.583 with a significance value of 0.000 <0.05. This means that the seventh hypothesis is accepted, which means that there is an effect of Work Discipline on Work Productivity. So it can be concluded that there is a unidirectional influence between Work Discipline and Work Productivity, namely the better the Work Discipline of the Employees, the better the Work Productivity of the Employees..

h. Eighth hypothesis. Intervening hypothesis testing can be done with the procedure developed by the Sobel test (Sobel test). The Sobel test was carried out by testing the strength of the indirect influence of the independent variable (X) to the dependent variable (Z) through the Intervening variable (Y). The calculated t value is compared with the t table value, which is 0.855 < 1.984, it can be concluded that there is no intervening effect or there is no effect of Administrative Work From Home on Work Productivity through Work Discipline as an Intervening Variable, so the eighth hypothesis is rejected..

i. Hypothesis nine: Reward has an effect on Work Productivity through Work Discipline as an Intervening Variable. The t-count value is compared with the t-table value, which is 1.5066 < 1.984, so it can be concluded that there is no intervening effect or there is no influence of Reward on Work Productivity through Work Discipline as a variable. intervention, so the ninth hypothesis is rejected

j. The tenth hypothesis, : Servant Leadership has an effect on Work Productivity through Work Discipline as an Intervening Variable The t value is calculated compared to the t table value, which is 2,664 > 1,984, it can be concluded that there is an intervening effect or there is an influence of Servant Leadership on Work Productivity through Work Discipline as an intervening variable. , so the tenth hypothesis is accepted

5. DISCUSSION

a. The better the Administrative Work From Home it will increase the Employee Work Discipline. The results of this study support previous research, namely Setiawan and Fitrianto (2021) who concluded that administrative work from home was able to influence work discipline through employee performance. Social roles with statements that employees are always responsible for carrying out work during the implementation of administrative work from home. Employees who have a special room to work at home by determining the duration of time in completing each office administrative work and are always responsible

for carrying out work during the implementation of administrative work from home, indirectly apply work discipline in accordance with their main responsibilities and duties.

b. Giving rewards to employees is proven to improve work discipline. this is in accordance with the results of Purnomo's research (2021); Asriani (2017). The practical implication is that the incentives provided by the District Social Service Office. Sidoarjo is able to make employees feel satisfied at work, as for the incentives provided by the District Social Service. Sidoarjo to employees is divided into 2, the first is financial incentives, namely bonuses if the quantity of work exceeds the company's target, and job incentives, then non-financial incentives, namely giving exemplary employee titles, certificates of appreciation and others. Employees feel that rewards are an encouragement for employees to be more disciplined in their work, because awards from social service agencies both in the form of incentives and personal awards to employees are a form of recognition of employee achievements.

c. Servant leadership has been proven to improve employee work discipline. The better the servant leadership planned by the agency, the better the employee's work discipline. The results of this study are in line with Siswanti's research (2017); Hariyanto (2014). Empirical studies show that the results of the servant leadership variable survey show good results as evidenced by the highest score on the incentive indicator with the statement that the leader always respects the work of subordinates and respects subordinates. Leaders have the potential to see the present as it really is and create a future that culminates in the present. Leaders at the Social Service of Sidoarjo Regency are considered capable of providing clear directions, so as to improve employee discipline.

d. A conducive administrative work from home will be able to create work productivity results that are in accordance with what the company wants, therefore the company must provide comfort and security for employees while working (Narpati et al., 2021). Administrative work from home has a significant influence on employee work productivity because by creating a good work environment for employees, namely by establishing good communication between employees, it can increase productivity itself.

e. Work Productivity is significantly positive, employees are proven to be better if Servant Leadership goes well. This research is in line with research conducted by Hidayatullah & Djudi (2017). The highest value appears in the empowerment indicator on the servant leadership variable, which shows that employees feel that their contribution is cared for by their superiors or leaders. Leaders at the Social Service of Sidoarjo Regency are considered capable of providing clear directions, so as to increase employee productivity. This clearly shows that the role of human factors always pays attention to the desires and abilities of every employee in the company, each other must maintain and develop employee abilities.

f. Work Discipline of the Sidoarjo Regency Social Service employee affects Work Productivity. The results of this study support previous research, namely Prastyo's research (2020); Lasnoto (2017); Hindriari (2018); Dunggio (2013); Tulenan (2015). If employees are empowered to be disciplined at work, their duties and responsibilities will be carried out properly and have an impact on increasing work productivity (Tulenan, 2015). The results of the analysis also

prove that the indicator with the highest contribution to the discipline variable is timeliness. This shows that employees work on time in accordance with company regulations when participating in online zoom meetings or work from home in order to complete administrative tasks. The high level of employee discipline will lead to high morale. The quality and quantity of work will be better and can be completed on time.

g. On the other hand, the results of the Sobel test provide an illustration that administrative work from home has no effect on Work Productivity if through Work Discipline as an Intervening Variable. Companies that have employees who are more active at work tend to be more effective when compared to organizations whose employees are less active at work. This means that some of these employees have high work productivity due to being able to provide regularity to their work, rewards, co-workers, supervisory supervisors, and promotion opportunities.

h. The results of the Sobel test also show that rewards have no effect on Work Productivity through Work Discipline as an intervening variable. Rewards given to employees if done through the application of discipline, are proven not to affect work productivity. This is because employees feel that rewards are part of the appreciation for their work performance.

i. There is an influence of servant leadership on work productivity through work discipline as an intervening variable, this is shown by the phenomenon at the Social Service of Sidoarjo Regency that servant leadership carried out by the leadership has been effective in providing work discipline so that it can affect employee work productivity. Servant leaders have a tendency to prioritize the needs, interests and aspirations of the people they lead above themselves. His orientation is to serve, his perspective is holistic and operates with spiritual moral standards.

6. CONCLUSION

Administrative work from home, rewards and servant leadership for Sidoarjo Social Service employees affect productivity and work discipline. Based on the results of the study, it was found that work discipline can contribute as an intervention to the influence of servant leadership on work productivity. While work discipline does not contribute as an intervening variable to the effect of reward and administrative work home on the work productivity of Sidoarjo Social Service employees..

6.1 LIMITATION OF THE RESEARCH

This research needs to be followed up by adding the effect of punishment. This is because the reward given by providing discipline as an intervening variable has not shown its effect on productivity.
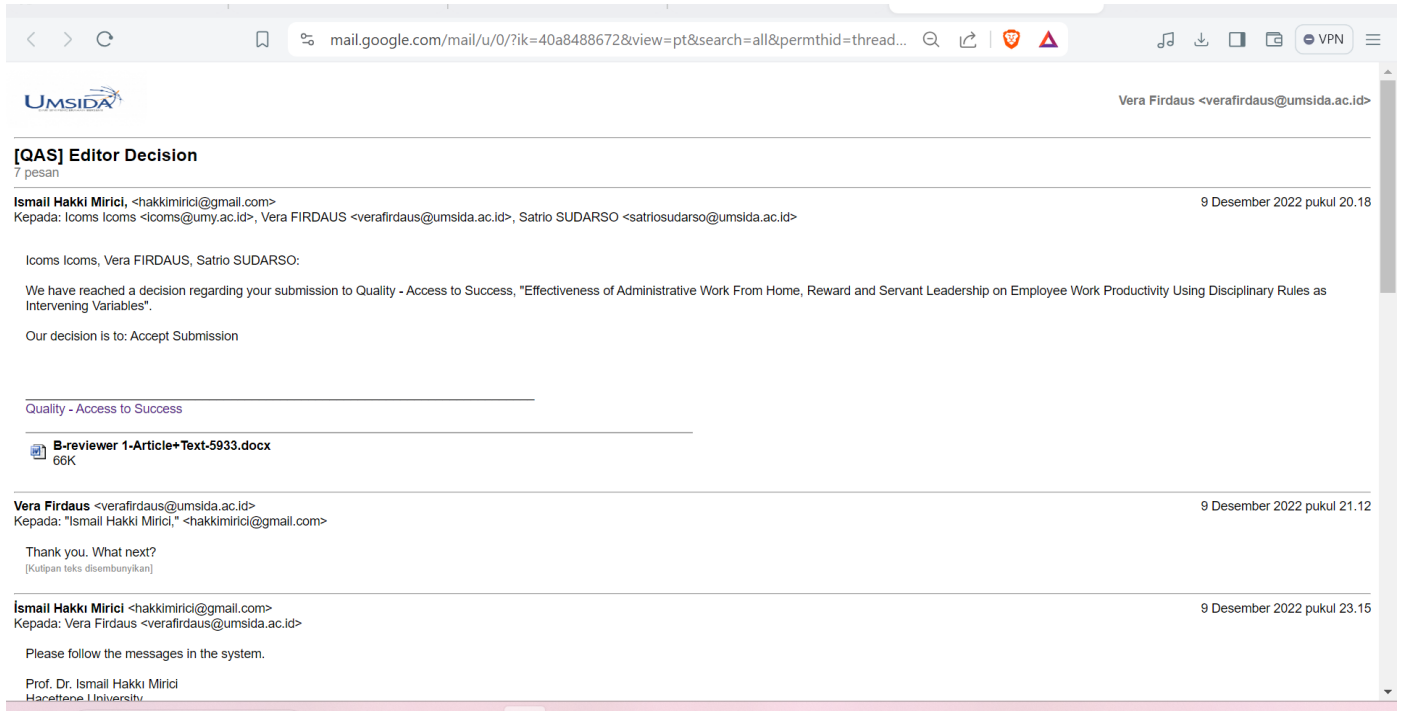
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Bukti Konfirmasi Artikel Accepted

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Vera Firdaus <verafirdaus@umsida.ac.id>

[QAS] Editor Decision
7 pesan

Ismail Hakki Mirici, <hakkimirici@gmail.com>
Kepada: Icoms Icoms <icoms@umy.ac.id>, Vera FIRDAUS <verafirdaus@umsida.ac.id>, Satrio SUDARSO <satriosudarso@umsida.ac.id>

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Thank you. What next?
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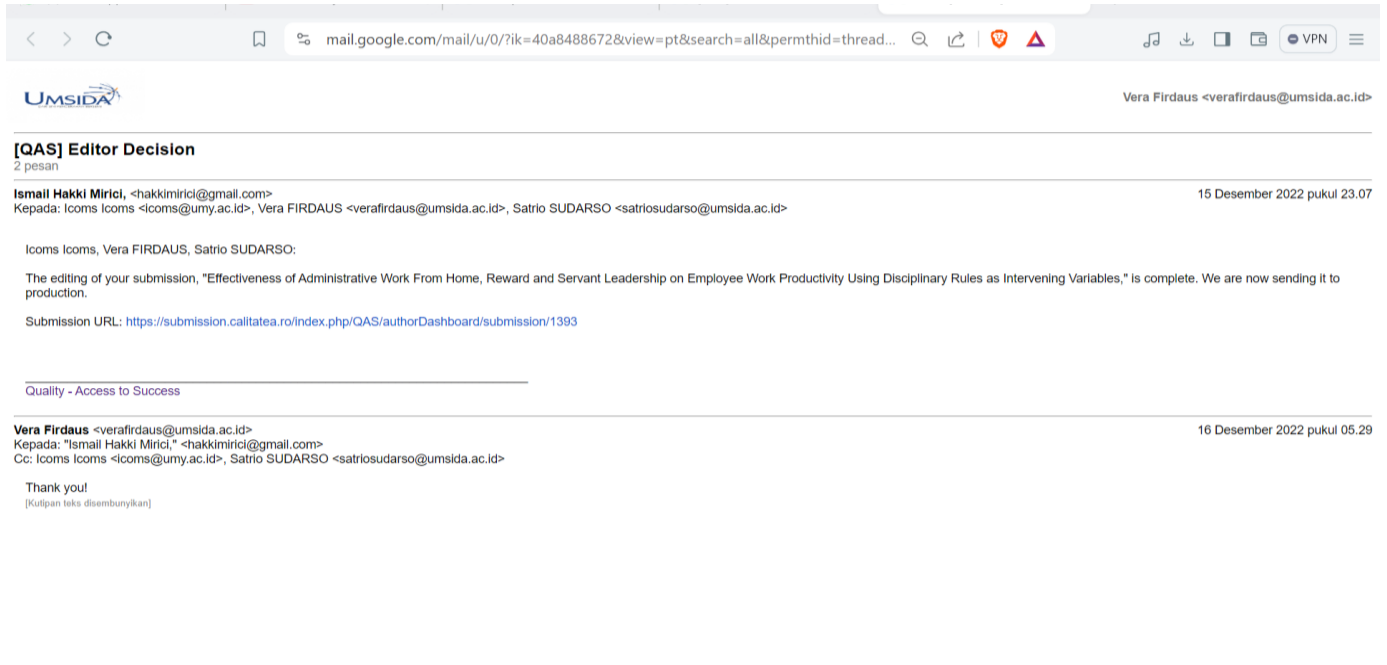JUMLAH :   USD   450 1568
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Vera Firdaus <verafirdaus@umsida.ac.id>

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Ismail Hakki Mirici, <hakkimirici@gmail.com>
Kepada: Icoms Icoms <icoms@umy.ac.id>, Vera FIRDAUS <verafirdaus@umsida.ac.id>, Satrio SUDARSO <satriosudarso@umsida.ac.id>

15 Desember 2022 pukul 23.07

Icoms Icoms, Vera FIRDAUS, Satrio SUDARSO:

The editing of your submission, "Effectiveness of Administrative Work From Home, Reward and Servant Leadership on Employee Work Productivity Using Disciplinary Rules as Intervening Variables," is complete. We are now sending it to production.

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Vera Firdaus <verafirdaus@umsida.ac.id>
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16 Desember 2022 pukul 05.29

Thank you!

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(1 Oktober 2022)

GENERAL MANAGEMENT

Effectiveness of Administrative Work from Home, Reward and Servant Leadership on Employee Work Productivity Using Disciplinary Rules as Intervening Variables

Vera FIRDAUS[1]*, Eni Dhiah NOVITASARI[2], Satrio SUDARSO[3]

[1,2,3]Universitas Muhammadiyah Sidoarjo, Indonesia
Email: verafirdaus@umsida.ac.id
*Corresponding author

Abstract

This research aims to know the influence of Administrative Work From Home, reward, and servant leadership on work productivity through discipline. work as an intervening variable, to find out the influence of servant leadership on work productivity through work discipline as an intervening variable in the Sidoarjo Regency Social Service. This research is quantitative The research subjects used were all employees of the Sidoarjo Regency Social Service which amounted to 100 employees. Data collection techniques using questionnaires. Test the validity of the data in this study using Path Analysis, Hypothesis Test. The results concluded that administrative work from home affects work productivity, rewards affect work productivity, servant leadership affects work productivity, administrative work from home affects work discipline, rewards affect work discipline, servant leadership affects work discipline, work discipline affects work productivity, administrative work from home has no effect on work productivity through work discipline. as an intervening variable, Reward does not affect Work Productivity through Work Discipline as an intervening variable, Servant Leadership affects Work Productivity through Work Discipline as an intervening variable in Sidoarjo District Social Service Employees.

Keywords: *administrative work from home, reward, servant leadership, productivity, discipline*

1.Introduction

Pandemic Covid 19 has become a surprising event throughout the world, which caused paradigm changes, both in the job security domain, the consequences of work carried out remotely, and the application of science and service management policies (Howe et al., 2021; Siregar et al., 2020). The Indonesian government has implemented policies as a preventive measure to reduce the spread of Covid-19, including social distancing, limiting the operating hours of public transportation, self-isolation at home, working from home, and school from home. One policy that has received a lot of attention is work-from-home. Bloom, (2014) suggests that employees who work at home are happier and more productive than employees who come to the office.

Organizations that realize that employee productivity is influenced by rewards for their work performance will implement a reward system (Pawastri et al., 2018; Pratheepkanth, 2011). Design, implementation, and maintenance of reward practices are directed so that employee performance is more productive both as individuals and in work teams (Adeoye & Elegunde, 2014). Rewards can be something tangible or intangible that the organization gives to employees either intentionally or unintentionally. in return for employee potential or contribution to good work, and for employees who apply positive values as satisfying certain needs (Shields et al., 2019). The Reward is something that is given to someone because he has achieved what he wants (Firdaus, Hana Setyani, et al., 2022). If

productivity is not balanced with rewards it will cause a decrease in work productivity in the future (Kelechi et al., 2018).

Another aspect that can affect work productivity is the leadership factor, which can visualize future changes that will impact business operations and then develop coping strategies or what is called Servant leadership. A servant leader is a leader who prioritizes the needs and interests of his employees above his interests (Anderson, 2019). In the servant leadership style, leaders tend to serve, lead, organize, manage, and serve their subordinates (Margaretha, 2012; Sapengga, 2016).

Work productivity is not only related to obtaining work results, but is also influenced by work discipline, level of education, skills, work attitude, and motivation (Wijaya & Manurung, 2021). Employee work discipline is reflected in awareness and willingness to comply with the rules, ethics, and norms that apply in the company (Tulenan, 2015). Employees who work with discipline will work efficiently (Putra & Liswani, 2020), showing a responsible attitude to the work they carry out (Hafiz et al., 2020; Lasnoto, 2017). On the other hand, employee indiscipline will harm the company, which can be seen in indications of being late to work, chatting and disturbing the work of colleagues, and non-compliance with work regulations (Ananta & Adnyani, 2016). The object of this research is the social service of Sidoarjo regency, which is functionally required to be able to maintain the morale of its employees through work productivity factors. The Office of Social service also has an important role in policy implementation, evaluation, and social administration.

GENERAL MANAGEMENT

However, based on the observations of researchers, there are still gaps and problems in the organization where work-from-home employees can be said to be good, and administratively able to provide public services, but employees have not achieved work productivity because some employees lack discipline in implementing work from home. Even though administrative services for employees can have implications for public trust in the bureaucracy and the government (Musa et al., 2019). Based on the results of interviews with informants, it is known that work productivity in the Social Service of Sidoarjo Regency is still not optimal, so it needs to be increased again. The productivity of Sidoarjo Regency Social Service employees is measured by the level of completion of reports or administrative performance. The preliminary study provides an overview of the problems with employee discipline that cannot be optimized as a result of working from home.

2.Literature Review and Hypotheses Development

Amid the COVID-19 outbreak, working at home is an option so that employees can continue to work and complete their work responsibilities while maintaining conditions so as not to contract COVID-19. This is by the Manpower Act Article 86 paragraph (1) letter of Law Number 13 of 2003 concerning Manpower, that every worker/labor has the right to obtain protection for occupational safety and health. In this case, the company may temporarily stop all or part of its business activities, (some employees, time, and operational facilities).

The transfer of administrative work at home is carried out by utilizing information technology (Dua & Hyronimus, 2020). The practice of work-from-home is a work flexibility solution, with due regard to work control (Aczel et al., 2021). The choice of work from home is a solution to keep administrative services running, although this policy can pose a risk of late service delivery, and limited human resources capable of operationalizing information technology, and software (Afrianty et al., 2022; Martin et al., 2022). Other obstacles to working from home are work that sometimes exceeds working hours, difficulty interacting with team members and co-workers (Aczel et al., 2021), difficulties in dividing work professional matters and problems at home (Dua & Hyronimus, 2020; Sampepajung et al., 2021)), as well as public services that are not optimal due to system support with online services that are not yet optimal (Darmawan & Marpaung, 2022).

2.1. Administrative Work From Home

Work from home (WFH) is work in a special location or area that has been provided (Aczel et al., 2021). Work from home is termed as Telecommuting Work or telework which is defined as an alternative work arrangement, where employees can do their work in alternative locations (other than in the office) with specific work schedules and use electronic media as a means of interacting with colleagues from their office (Dua & Hyronimus, 2020). Work from home has three stages, namely: planning process, field process, and evaluating work results. The implementation of work-from-home has five planning concepts, namely: family relations, professional attitude, work balance, use of online media applications, and compliance with government regulations.

The advantages and disadvantages of implementing work from home (WFH) are perceived through three-dimensional perspectives, namely: the economic dimension, the technological dimension, and the social dimension. Employees get five benefits in the economic dimension, namely: freedom in determining working hours, less travel time to the office, reduced gas costs, avoidance of office politics, and an increase in morale, work commitment, level of employee satisfaction, employee expertise, and income.

Other obstacles to working from home are work that sometimes exceeds working hours, difficulty interacting with team members and co-workers (Aczel et al., 2021), difficulties in dividing work professional matters and problems at home ((Dua & Hyronimus, 2020; Sampepajung et al. al., 2021), as well as public services that are not optimal due to system support with online services that are not yet optimal (Darmawan & Marpaung, 2022). The application of work from home from an economic perspective has seven disadvantages, namely: there is no process of exchanging knowledge directly, employee interactions depend on data networks, there are misunderstandings between employees, the steps of the employee work process depend on office social networks, increase in household operational costs, there is no support for a work environment, as well as duplication of work equipment at home and in the office (Dua & Hyronimus, 2020; Martin et al., 2022).

This research has a novelty, namely administrative work from home which is built by the theory of work from home and administrative services. Musa (2019) terms administration as a process carried out in groups, business entities, government, and private agencies. Service can be interpreted as an activity or activity carried out to meet the needs of others, while administration is an administrative activity carried out by employees by helping, serving, directing, or managing activities within the organization (Hanum et al., 2022). Previous research from Bloom, (2014) dan Narpati et al., (2021) shows that working from home affects productivity. However, Martin (2022) in his research found that WFH reduced employee productivity because there was no productivity control. Aczel et al., (2021) found that WFH will increase work productivity for employees who do not have childcare duties.

The following research shows that there is a link between administrative services and discipline seen in research on administrative work from home which was also developed by Hanum et.al (2022) and Musa (2019). The work-from-home solution to remain productive requires employees to (1) have a special workspace at home (2) work done according to working hours (3) wear official clothes, (4) pay attention to the comfort of the body when doing work at home, (5) there are no disturbances caused by conditions or circumstances at home (Fitria, 2020). Work from home is called a working concept where employees can do their work from home. Working from home also provides flexible working hours for employees (Dua & Hyronimus, 2020).

It can be concluded that the definition of Administrative Work From Home is work or workload that was originally done in the office, which is then done at home by employees to complete their responsibilities according to working hours. As for the indicators of work from home which have been adjusted to the research location which refers to Dua & Hyronimus, (2020) and the service quality indicators put forward by Saleh, (2016), among others:

Service Room: a special place provided by employees at home to carry out and complete any office administrative work.

Technology Support: Technology that supports work (internet, computer, or laptop)

Social Role: duties and responsibilities of each employee.

2.2. Reward

A reward is a form of appreciation for an achievement given in the form of material or speech. In organizational terms, there is the term incentive which is an award in the form of material or non-material that is given by the leadership of the company's organization to employees so that they work by making high motivational capital and achievement in achieving company goals. A reward is something that is given to someone because they have achieved what they want (Chidinma, 2012; Firdaus, et al., 2022). Rewards can be defined as rewards or rewards given by the company to employees in return for services, services or difficulties they have faced ()

Rewards are given in two forms, (1) Financial, Rewards are given in the form of salaries, bonuses, commissions, profit sharing, and allowances (2) Non-Financial, Rewards are given in the form of insurance guarantees, such as life insurance, maintenance insurance Sopiah, & Sangadji, (2018) as a result of the services provided by employees. Organizations use reward systems to stimulate employee performance and productivity (Ahmed & Shabbir, 2017; Fareed et al., 2013; Kristiadi et al., 2020; Qaiser Danish et al., 2015). A fair reward or award system, both in the form of rewards, remuneration, and career path advancement, will increase the efficiency of employee performance (Masoud & Lyimo, 2019). Conversely, an unfair reward system or reward system causes employees to be less motivated, less committed, and unproductive (Riasat et al., 2018). Variable pay is specific and traditionally associated with employee performance, productivity, and profitability, in the form of rewards, bonuses, and incentives (Dessler, 2015; Hermawan & Christine, 2014). This research indicator is based on the theory put forward by Ahmed & Shabbir, (2017) regarding three types of rewards:

1. Intrinsic rewards, namely various challenges and clarity of roles, job autonomy, and work environment affect the motivation, effectiveness, and efficiency of employee performance.

2. Extrinsic rewards, which can be in the form of salaries, bonuses, support facilities, and career development opportunities, can motivate employees to keep their jobs and affect their performance.

3. Social reward, related to interactions and relationships with managers and co-workers. Rewards: this relates to interactions and relationships with managers and co-workers

Rewards can be in the form of (1) wages; (2). wages; (3). incentives; (4) allowances; (5) interpersonal rewards; (6) promotion (Firdaus, Andriani, et al., 2022). This research is based on previous research that shows a significant effect of reward on productivity, namely research from Pawastri & Kustiah, 2018; Suhartini, (2019), 2019. Meanwhile, Asriani et al., (2018); Bandiyono et al., (2021); Chidinma, (2012); Purnomo, (2021), in their research found that rewards affect employee work discipline. On the other hand, Utami's research, (2019) found that rewards do not affect work discipline.

2.3. Servant Leadership

Servant leadership is a leadership concept put forward by Greenleaf in his book entitled Servant Leadership since 1970, which states that leadership arises from sincere feelings in the heart to be a party to serving others, which creates a desire to be a leader. Servant leadership is leadership that serves by developing moral aspects and building teamwork (Sendjaya & Sarros, 2002). Servant leadership focuses on followers where the leader serves wholeheartedly, and cares about the conditions around him (Patterson, 2003; Siswanti & Anjasasi, 2017). In servant leadership, the leader develops the moral aspect and builds the coordination of each job (Sendjaya & Sarros, 2002). Servant leadership emphasizes the ability of a leader to provide services and from his service can have a positive influence on members without any fear or reluctance.

Referring to the theory above, the operational definition of the Servant Leadership variable is the leader's ability to guide and motivate subordinates and provide a more caring experience through quality relationships to create a more caring and better organization. Leaders with servant leadership styles are based on a practical altruistic philosophy that supports people who choose to serve first, and leaders extend service to their subordinates and institutions, by encouraging collaboration, trust, foresight, listening, and the ethical use of power and empowerment (Sapengga, 2016).

The indicators used in this study include: (1) Empowerment, which means the ability of leaders or employees to empower employees in official matters; (2) Vision (Vision) means that the leader or head of the social service can direct employees in realizing the vision of the service or agency (3) Humility means that the leader or head of the social service can maintain humility by showing respect for employees (4) Trust (Trust) Servant-leader means the ability of the leader to be trusted. This research is based on various servant leadership theories as well as previous research on the relationship between servant leadership and work discipline and productivity. servant leadership affects work discipline found in research from Siswanti & Anjasasi, (2017), and the influence of servant leadership on productivity is found in Hidayatulloh and Mukzam's research (2017)

2.4. Work Discipline

Work Discipline is a disciplinary activity carried out to encourage employees to follow various standards and rules that exist in the company so that irregularities can be prevented. The main objective is to encourage employee discipline, namely to come to the office on time. By arriving on time, it is hoped that they will be able to carry out their duties and increase Sutrisno's work productivity (2019). Mangkunegara, (2012) defines work discipline as the implementation of management to strengthen organizational guidelines. Work Discipline is the awareness and willingness of employees to obey all regulations that exist in the company and applicable social norms Hasibuan, (2014) Based on the theory above, it can be concluded that work discipline is an activity to encourage employees to follow the rules and norms that have been set by the company.

The benefits of work discipline include: (1) For Agencies or Companies Work discipline will guarantee order and smooth implementation of each task so that later optimal results can be obtained; (2) Employees with work discipline will get a pleasant and conducive atmosphere, this will later make employees feel that they are carrying out their duties with full awareness and can develop their energy and minds optimally. The indicators of work discipline that have been adjusted to the research location which refer to theory according to (Permatasari et al., 2015) include (1) Punctuality; (2) Utilization of facilities; High responsibility; (4) compliance with official rules. The following

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previous research shows that work discipline affects work productivity, namely research from Prastyo (2020); Hindriari (2018); Lasnoto (2017); Tulenan (2015); Dunggio (2013).

2.5. Productivity

Siagian (2014) work productivity is a person's ability to produce goods or services. Meanwhile, Sutrisno (2019) productivity can be interpreted as increasing work results which are influenced by employee abilities (input) and produce goods or services (output). The measure of employee productivity is the total output generated from their work (Aspiyah & Martono, 2016)). A comparison between the output and input results. Input is often limited by labor, while output is measured in physical units, form, and value. Productivity is one of the measuring tools for companies in assessing the work performance achieved by their employees. Productivity is a concept that describes the relationship between capital, land, and energy used to produce these results. (Swasta, 2015).

Work productivity is a measure that shows consideration between the input and output issued by the company and the role of the workforce owned by the time unit (Darmawan, 2013). Productivity is also defined as the ability of a set of economic resources that produce a ratio of input to output (Lasnoto, 2017). From a psychological perspective, productivity shows behavior as the output of a process, with various psychological components underlying it. Productivity is nothing but talking about human or individual behavior, namely the behavior of productivity. More specifically in the field of work or work organization (Sedarmayanti, 2014).

According to Sutrisno (2019), work productivity is a result or measure that is used as a comparison between inputs such as resources, labor, and output produced by employees. Referring to the theory above, the operational definition of the Work Productivity variable is the result of completing administrative reports from employees over a certain period, usually measured in weekly or monthly periods. As for work productivity indicators (1) Capability; (2) Improving the results achieved; (3) Work enthusiasm; (4) Self-development; (5) Quality, (6) Efficiency (Sutrisno, 2017).

The hypothesis is the answer to the formulation of the research problem which consists of:

Hypothesis 1: Administrative Work From Home Affects Work Discipline at the Social Service

Hypothesis 2: Reward has an effect on Work Discipline at the Social Service

Hypothesis 3: Servant Leadership has an effect on work discipline at the Social Service

Hypothesis 4: Administrative Work From Home Affects Work Productivity at the Social Service

Hypothesis 5: Reward has an effect on Work Productivity at the Social Service

Hypothesis 6: Servant Leadership Affects Work Productivity at the Social Service

Hypothesis 7: Work Discipline Affects Work Productivity at the Social Service

Hypothesis 8: Administrative Work From Home Affects Work Productivity through Work Discipline at the Social Service

Hypothesis 9: Reward has an effect on Work Productivity through Work Discipline at the Social Service

Hypothesis 10: Servant Leadership has an effect on Work Productivity through Work Discipline at the Social Service

This research builds a theoretical model by proposing a new or novel concept, namely administrative work from home, namely administrative work carried out by employees at home by following work requirements and done according to working hours. In Figure 1, the framework for the novelty model of this research combines the theory of Service Administration (Dua & Hyronimus, 2020), and Work From Home from Saleh, (2016), so that three indicators are obtained, namely Service Room, Technology Support, and Social Role.

Research Methods

Based on the objectives to be achieved in this study, the research approach with a quantitative approach. The research design was formed to determine the background of the problem, the basic concepts of thought, and the hypotheses. This research is associative research. Quantitative research in this study aims to identify the bonds of each variable and can be developed from theories and hypotheses that are related to ongoing phenomena. The location of this research, the researcher took the object at the Social Service of Sidoarjo Regency.

The population of this study was employees of the Social Service of Sidoarjo Regency, totaling 134 employees. The sampling technique used in this study is simple random sampling where the sample from the population is taken randomly without paying attention to the strata in the population. Because the population is known, the sample calculation can be continued using the Slovin formula. So that the sample in this study amounted to 100 respondents. The primary data collected was obtained through the distribution of questionnaires, field studies, interviews, and studies derived from scientific publications both books and journals.

Analysis of the data used to prove the research hypothesis using Multiple Linear Regression Analysis and classical assumption test using software program application (SPSS) version 20. To test the intervening hypothesis using the Aroian test which is used to calculate the indirect effect between the independent variable and the dependent variable through the intervention variable. The formula for calculating the magnitude of the indirect effect is the Sobel test.

The results of the study provide a demographic description of the respondents, one of which is a description of the characteristics of the respondent's age, gender, education level, and years of service. Table 1 below is a description of the respondents based on their characteristics of the respondents.

Characteristics of Respondents		Percentage (%)
Gender	Man	43
	Woman	57
Age	17-28 years	18
	29-39 years	27
	>40 years	55
Education	High School	11
	Undergraduate	79

	diploma	
Working Period	< 1 year	12
	2-3 year	20
	> 3 year	68

Table 1: Characteristics of Research Respondents

Before analyzing the data, the researcher first conducted the Validity Test, Reliability Test, Basic Assumption Test, Normality, and Homogeneity Test with the SPSS version 20 for windows program. Item validity test using Pearson correlation by correlating item score to total score. The significance test used the r table criteria at a significance level of 0.05 with a 2-sided test. If the value is positive and r counts r table then the item is declared valid, if r count < r table then the item is declared invalid or invalid. If N = 100 and the value of df = 100-2, then the value of the r table is 0.1966.

The results of the validity test state that all questionnaire statement items from variables (X), (Z), and variable (Y) have a correlation coefficient value above 0.3 (> 0.3) so it can be said that the questionnaire statement items from the variable (X) and The variable (Y) is declared valid and can be used to measure the variables that have been studied. Reliability test using the Cronbach alpha technique, it is said that the instrument has a highly reliable value if the Cronbach alpha value is > 0.6. From the results of the analysis obtained the reliability coefficient in table 2.

Variable	n	Cronbach alpha	Critical value	Results
Administrative Work From Home	3	0.667	0.60	Reliable
Reward	3	0.711	0.60	Reliable
Servant Leadership	5	0.820	0.60	Reliable
Work Productivity	5	0.832	0.60	Reliable
Work Discipline	4	0.669	0.60	Reliable

. Table 2: Reliability

2.3. Data Analysis

Before carrying out data analysis to test the hypothesis, the classical assumption test was carried out. The results of the multicollinearity test can be obtained VIF values for Administrative Work From Home Work variables of 1.579 (<10), Reward variables of 1.705 (<10), and Servant Leadership of 2.026, and work discipline of 1.830 (<10) from these results it can be stated if the Path Analysis used in this study is free from multicollinearity. This means that the independent variables (Administrative Work From Home Work, Reward, Servant Leadership, work discipline) do not influence each other.

To find out if the path analysis model is free from classical assumptions, the normality test, homogeneity test, and multicollinearity test are carried out. To find out whether the data follow a normal distribution, the Kolmogorov-Smirnov method, using SPSS 20. The results of the normality test show that the sig value is 0.200 > 0.05. If p 0.05, it can be concluded that the data distribution is normal. The regression model of this study fulfills the assumption of normality because the data used is feasible.

Heteroscedasticity shows that the variance of the variables is not the same for all observations. This study shows that there is no heteroscedasticity in the regression model. Meanwhile, the multicollinearity test was intended to test whether the regression model found a correlation between the independent (independent) variables. Table 3 below is the result of the multicollinearity test.

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Adm Work From Home	0.633	1.579
	Reward	0.586	1.705
	Servant Leadership	0.494	2.026
	Work Discipline	0.546	1.830

a. Dependent Variable: Work Productivity

Table 3: Multicollinearity Test

From the results of multicollinearity testing, it can be obtained that the VIF value for the Administrative Work From Home Work variable is 1.579 (<10), the Reward variable is 1.705 (<10), and Servant Leadership is 2.026, and work discipline is 1.830 (<10). can be stated if the Path Analysis used in this study is free from multicollinearity. This means that the independent variables (Administrative Work From Home Work, Rewards, Servant Leadership, work discipline) do not affect each other.

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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674a	.454	.437	1.863

a. Predictors: (Constant), Servant Leadership, Adm Work From Home, Reward

Table 4: Regression Model 1 Summary

Based on table 4, the amount of R2 contained in the regression model 1 summary table is 0.454, this shows that the contribution or contribution of the influence of Servant Leadership, Administrative Work From Home, and Rewards to Work Discipline is 45.4%, while the rest is 54.6 % is the contribution of other variables not included in the research. Next is a simultaneous test to assess whether a set of independent variables (X) has a significant effect on the dependent variable (Y) through the F test or ANOVA. The independent variable (X) consists of Servant Leadership, Administrative Work From Home, and Reward. While the dependent variable is work discipline.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	276.614	3	92.205	26.567	.000b
	Residual	333.176	96	3.471		
	Total	609.790	99			
a. Dependent Variable: Work Discipline						

b. Predictors: (Constant), Servant Leadership, Administrative Work From Home, Reward

Table 5: Anova

Based on table 5, it can be explained that the calculated F is 26.567 with a significant level of 0.000 below 0.05 this means that the independent variables consisting of Servant Leadership, Administrative Work From Home, and Rewards simultaneously influence Work Discipline.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	5.016	1.202		4.173	.000
	Adm.WFH	.129	.106	.126	2.274	.034
	Reward	.230	.090	.245	2.566	.012
	Servant Leadership	.425	.082	.494	5.208	.000
a. Dependent Variable: Work Discipline						

Table 6: Coefficients of Regression Model I

Results

Based on the results of table 6 regarding the regression model I, it can be explained that the Administrative Work From Home (X1) variable on Work Discipline (Z) has a positive influence of 0.129 with a significance value of 0.034 <0.05; The Reward Variable (X2) on Work Discipline (Z) has a positive effect of 0.230 with a significance value of 0.012 <0.05 and the Servant Leadership Variable (X3) on Work Discipline (Z) has a positive influence of 0.425 with a significance value 0,000 < 0,05. Meanwhile, the value of e1 can be searched with the formula e1 = $\sqrt{1 - 0,454}$ = 0,738.

Based on the coefficient table (t-test) above, the second and third first hypotheses can be described, namely:

The first hypothesis: Administrative Work From Home affects Work Discipline, is that the Administrative Work From Home (X1) variable has a positive effect of 0.129 with a significance value of 0.034 <0.05. This means that the first hypothesis is accepted which means that there is an effect of Work From Home on Work Discipline. So it can be concluded that there is a unidirectional influence between Administrative Work From Home and Work Discipline, namely the better the Administrative Work From Home carried out by the company, the greater the Work Discipline of the Employees, and vice versa if the Administrative Work From Home carried out by the company is not good, then the Employee Work Discipline will also decrease

The second hypothesis: the effect of Reward affects Work Discipline, is that the Reward Variable (X2) has a positive influence of 0.230 with a significance value of 0.012 <0.05. This means that the second hypothesis is accepted which means that there is an effect of Reward on Work Discipline. So it can be concluded that there is a unidirectional influence between Rewards and Work Discipline, namely the better the Rewards given by the company, the greater the Work Discipline of the Employees.

The third hypothesis: Servant Leadership affects work discipline, is that the Servant Leadership variable (X3) has a positive effect of 0.425 with a significance value of 0.000 <0.05.

This means that the third hypothesis is accepted, which means that there is an effect of Servant Leadership on Work Discipline. So it can be concluded that there is a unidirectional influence between Servant Leadership and Work Discipline, namely the better Servant Leadership planned by the company, it will increase the Work Discipline of the Employees.

Based on the value of the regression coefficient, between Work From Home, Reward, and Servant Leadership on Work Discipline, the influence of Servant Leadership is more dominant than Reward and work from home because the value of the workload regression coefficient is greater than the value of the Reward and Work From home regression coefficient.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.650	1.879		.879	.382
	Work From Home	.170	.153	.138	2.461	.046
	Reward	.423	.133	.274	3.170	.002
	Servant Leadership	.348	.133	.247	2.619	.010
	Work Discipline	.583	.147	.356	3.970	.000
a. Dependent Variable: Work Productivity						

Table 7: Coefficients t test

Based on the table 7 coefficient (t-test) above, the fourth to seventh hypotheses can be described:

The fourth hypothesis: Administrative Work From Home affects Work Productivity, is that the Administrative Work From Home (X_1) variable has a positive effect of 0.170 with a significance value of 0.046 <0.05. This means that the fourth hypothesis is accepted, which means that there is an effect of Administrative Work From Home on Work Productivity. So it can be concluded that there is a unidirectional influence between Administrative Work From Home and Work Productivity, namely the better the Administrative Work From Home carried out by the company, the greater the Work Productivity of the Employees, and vice versa if the Work From Home carried out by the company is not good, then Employee productivity will decrease.

The fifth hypothesis: Reward affects Work Productivity, is that the Reward Variable (X_2) has a positive effect of 0.423 with a significance value of 0.002 <0.05. This means that the fifth hypothesis is accepted, which means that there is an effect of Reward on Work Productivity. So it can be concluded that there is a unidirectional influence between Reward and Work Productivity, namely the better the Reward given by the company, it will increase the Work Productivity of the Employees, and vice versa if the Reward given by the company is not appropriate, it will decrease the Work Productivity of the Employees.

The sixth hypothesis: Servant Leadership affects Work Productivity, is that the Servant Leadership (X_3) variable has a positive effect of 0.348 with a significance value of 0.010 <0.05. This means that the sixth hypothesis is accepted, which means that there is an effect of Servant Leadership on Work Productivity. So it can be concluded that there is a unidirectional influence between Servant Leadership and Work Productivity, namely the higher the Servant Leadership prepared by the company, it will increase the Work Productivity of the Employees, and vice versa if the Servant Leadership provided by the company is not good it will decrease the Work Productivity of the Employees.

The seventh hypothesis: the effect of work discipline on work productivity, is that the work discipline variable (Z) has a positive influence of 0.583 with a significance value of 0.000 <0.05. This means that the seventh hypothesis is accepted, which means that there is an effect of Work Discipline on Work Productivity. So it can be concluded that there is a unidirectional influence between Work Discipline and Work Productivity, namely the better the Work Discipline of the Employees, the better the Work Productivity of the Employees.

Eighth hypothesis. Intervening hypothesis testing can be done with the procedure developed by the Sobel test (Sobel test). The Sobel test was carried out by testing the strength of the indirect influence of the independent variable (X) on the dependent variable (Z) through the Intervening variable (Y). The calculated t value is compared with the t table value, which is 0.855 < 1.984, it can be concluded that there is no intervening effect or there is no effect of Administrative Work From Home on Work Productivity through Work Discipline as an Intervening Variable, so the eighth hypothesis is rejected.

Hypothesis nine: Reward has an effect on Work Productivity through Work Discipline as an Intervening Variable. The t-count value is compared with the t-table value, which is 1.5066 < 1.984, so it can be concluded that there is no intervening effect or there is no influence of Reward on Work Productivity through Work Discipline as a variable. intervention, so the ninth hypothesis is rejected

The tenth hypothesis: Servant Leadership has an effect on Work Productivity through Work Discipline as an Intervening Variable The t value is calculated compared to the t table value, which is 2,664 > 1,984, it can be concluded that there is an intervening effect or there is an influence of Servant Leadership on Work Productivity through Work Discipline as an intervening variable. , so the tenth hypothesis is accepted

Discussion

Better Administrative Work From Home will increase Employee Work Discipline. The results of this study support previous research, namely Setiawan and Fitrianto (2021) who concluded that administrative work from home was able to influence work discipline through employee performance. Social roles with statements that employees are always responsible for carrying out work during the implementation of administrative work from home. Employees who have a special room to work at home by determining the duration of time in completing each office administrative work and are always responsible for carrying out work during the implementation of

administrative work from home, indirectly apply work discipline by their main responsibilities and duties.

Giving rewards to employees is proven to improve work discipline. this is to the results of Purnomo's research (2021); Asriani (2017). The practical implication is that the incentives are provided by the District Social Service Office. Sidoarjo can make employees feel satisfied at work, as for the incentives provided by the District Social Service. Sidoarjo to employees is divided into 2, the first is financial incentives, namely bonuses if the quantity of work exceeds the company's target, and job incentives, then non-financial incentives, namely giving exemplary employee titles, certificates of appreciation, and others. Employees feel that rewards are an encouragement for employees to be more disciplined in their work because awards from social service agencies both in the form of incentives and personal awards to employees are a form of recognition of employee achievements.

Servant leadership has been proven to improve employee work discipline. The better the servant leadership planned by the agency, the better the employee's work discipline. The results of this study are in line with Siswanti's research (2017); Hariyanto (2014). Empirical studies show that the results of the servant leadership variable survey show good results as evidenced by the highest score on the incentive indicator with the statement that the leader always respects the work of subordinates and respects subordinates. Leaders have the potential to see the present as it is and create a future that culminates in the present (Astuty & Udin, 2020; Suhana et al., 2019; Suhana et al., 2019; Sulistiyani et al., 2018; Udin et al., 2022). Leaders at the Social Service of Sidoarjo Regency are considered capable of providing clear directions, to improve employee discipline.

A conducive administrative work-from-home will be able to create work that produces results that are what the company wants, therefore the company must provide comfort and security for employees while working (Narpati et al., 2021). Administrative work from home has a significant influence on employee work productivity because creating a good work environment for employees, namely, by establishing good communication between employees, it can increase productivity itself.

Work Productivity is significantly positive, employees are proven to be better if Servant Leadership goes well. This research is in line with research conducted by Hidayatullah & Djudi (2017). The highest value appears in the empowerment indicator on the servant leadership variable, which shows that employees feel that their contribution is cared for by their superiors or leaders. Leaders at the Social Service of Sidoarjo Regency are considered capable of providing clear directions, to increase employee productivity. This clearly shows that the role of human factors always pays attention to the desires and abilities of every employee in the company, each other must maintain and develop employee abilities.

Work Discipline of the Sidoarjo Regency Social Service employee affects Work Productivity. The results of this study support previous research, namely Prastyo's research (2020); Lasnoto (2017); Hindriari (2018); Dunggio (2013); Tulenan (2015). If employees are empowered to be disciplined at work, their duties and responsibilities will be carried out properly and have an impact on increasing work productivity (Tulenan, 2015). The results of the analysis also prove that the indicator with the highest contribution to the discipline variable is timeliness. This shows that employees work on time by company regulations when participating in online zoom meetings or working from home to complete administrative

tasks. A high level of employee discipline will lead to high morale. The quality and quantity of work will be better and can be completed on time.

On the other hand, the results of the Sobel test illustrate that administrative work from home does not affect Work Productivity through Work Discipline as an Intervening Variable. Companies that have employees who are more active at work tend to be more effective when compared to organizations whose employees are less active at work. This means that some of these employees have high work productivity due to being able to provide regularity to their work, rewards, co-workers, supervisory supervisors, and promotion opportunities.

The results of the Sobel test also show that rewards do not affect Work Productivity through Work Discipline as an intervening variable. Rewards given to employees if done through the application of discipline are proven not to affect work productivity. This is because employees feel that rewards are part of their appreciation for their work performance.

There is an influence of servant leadership on work productivity through work discipline as an intervening variable, this is shown by the phenomenon at the Social Service of Sidoarjo Regency that servant leadership carried out by the leadership has been effective in providing work discipline so can affect employee work productivity. Servant leaders tend to prioritize the needs, interests, and aspirations of the people they lead above themselves. His orientation is to serve, and his perspective is holistic and operates with spiritual moral standards.

4. Conclusion

This research found that employees who have a special room to work at home by determining the duration of time in completing each office administration job will be responsible for carrying out work during the implementation of work from home. The results of this study support the research of Setiawan and Fitrianto (2021); Narpati et al., (2021) who concluded that working from home can affect work discipline through employee performance. A conducive administrative work-from-home will be able to create work that produces results that are what the company wants, therefore the company must provide comfort and security for employees while working (Narpati et al., 2021). Administrative work from home has a significant influence on employee work productivity because creating a good work environment for employees, namely, by establishing good communication between employees, it can increase productivity itself. Employees who work on time by company regulations when participating in online zoom meetings or work-from-home to complete administrative tasks. A high level of employee discipline will lead to high morale. The quality and quantity of work will be better and can be completed on time.

The practical implication shows that the incentives are provided by the District Social Service Office. Sidoarjo can make employees feel satisfied at work, as for the incentives provided by the District Social Service. Sidoarjo to employees is divided into 2, the first is financial incentives, namely bonuses if the quantity of work exceeds the company's target, and job incentives, then non-financial incentives, namely giving exemplary employee titles, certificates of appreciation, and others. Employees feel that rewards are an encouragement for employees to be more disciplined in their work because awards from social service agencies both in the form of incentives and personal awards to employees are a form of recognition of employee achievements.

Employee work productivity is also influenced by the servant leadership model. This is because Servant leadership always pays attention to the wishes and abilities of employees. Institution that has employees who are more active at work tend to be more effective when compared to organizations whose employees are less active at work. This means that some of these employees have high work productivity due to being able to provide regularity to their work, rewards, co-workers, supervisory supervisors, and promotion opportunities. Rewards given to employees if done through the application of discipline are proven not to affect work productivity. This is because employees feel that rewards are part of their appreciation for their work performance. Leaders have the potential to see the present as it is and create a future that culminates in the present. Leaders at the Social Service of Sidoarjo Regency are considered capable of providing clear directions, to improve employee discipline. The better the servant leadership planned by the agency, the better the employee's work discipline. The results of this study are in line with Siswanti's research (2017); Hariyanto's (2014). Servant leaders tend to prioritize the needs, interests, and aspirations of the people they lead above themselves. His orientation is to serve, and his perspective is holistic and operates with spiritual moral standards.

This research needs to be followed up by adding the effect of punishment. This is because the reward given by providing discipline as an intervening variable has not shown its effect on productivity.

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