

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

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1. Please write according to the template provided by the journal editor team
2. Provide Sentences That Lead Into The Discussion To Be Outlined
3. The pointers in this sub-chapter should be made into specific discussion themes in accordance with the studies contained therein.

Example:

A. Work from home and productivity

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B. Work from home and reward

C.

4. *This article does not include current articles related to paradigmatic developments in management science.*
5. *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 the theory and anakysis in this article.*

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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 academic gap should be emphasised on the paradigm shift in science and management praxis, which is more specifically associated with covid. And that is not only the case in Indonesia. Narrate and relate cases that exist elsewhere related to the academic gap in question.

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 (Khanifah, Isgiyarta, Lestari, & Udin, 2019; Udin, Handayani, & Yuniawan, 2018). (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; Sulistiyani, Udin, & Rahardja, 2018). 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). 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 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 (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 Productivity

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

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

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.

Table 2 : Reliability

Variable	n	Nilai <i>cronbach alpha</i>	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	.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

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: Coefficients of Regression Model I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
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

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 e_1 can be searched with the formula $e_1 = \sqrt{1 - 0,454} = 0,738$.

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: Coefficients 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

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

- **Provide Sentences That Lead Into The Discussion To Be Outlined**
- **The pointers in this sub-chapter should be made into specific discussion themes in accordance with the studies contained therein.**

Example:

D. Work from home and productivity

.....

E. Work from home and reward

F.

- 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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- 1. This article does not include current articles related to paradigmatic developments in management science.*
- 2. 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 the theory and analysis in this article.*

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