

## ORGANIZATIONAL SUPPORT AND SERVANT LEADERSHIP: THE MEDIATING ROLE OF WORK MOTIVATION AND INTEGRITY ON WORK PRODUCTIVITY

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**Abstract.** This research aims to identify the optimal strategy to enhance the work productivity of lecturers at Muhammadiyah University Jakarta by reinforcing organizational support, servant leadership, work motivation, and integrity. Employing a quantitative approach, this study distributed a survey to 164 lecturers. The data were analyzed using path analysis to evaluate the direct and indirect relationships among variables and the SITOREM method to pinpoint indicators requiring improvement or development. The findings demonstrate that organizational support and servant leadership significantly and directly impact work productivity. Additionally, their effects are partially mediated by work motivation and integrity. However, the direct influence of organizational support and servant leadership outweighs the indirect effects mediated by motivation and integrity. This suggests that while motivation and integrity are important, strengthening organizational support and servant leadership yields a more substantial impact on productivity. To optimize productivity, weaker areas such as economic added value and fairness in rewards need improvement. Specific attention should also be given to indicators such as cost efficiency and accountability. Organizational support can be enhanced by promoting fairness in reward distribution, increasing involvement in decision-making, ensuring resource availability, and fostering supportive supervision. The implications of this study provide practical guidance for colleges and universities aiming to improve lecturers' productivity. This research serves as a valuable reference for academic institutions striving to create a supportive environment that fosters continuous productivity improvement among their staff, ultimately contributing to institutional success and societal impact.

**Keywords:** human capital, skills, labor productivity, higher education, research institutions, labor management, motivation.

**JEL Classification:** J24, I23, M54

### 1. INTRODUCTION

The effort of research optimization and technology in universities is becoming a strategic measure in national or international due to the support progress in various development sectors in Indonesia (Azmy & Mauludi, 2024). Universities have a central role as the innovation center and the development of science and technology so it is hoped that the improvement of the quantity and the quality of the research is reinforcing Indonesia's competitiveness in facing global challenges (Wibowo, 2014). In addition, the university research improvements significantly contribute to the evidence-based policy that becomes an essential foundation for sustainable development planning.

In accordance with the mandate of Law No. 20 of 2003 regarding the National Education System Article 20 (Undang-Undang Republik Indonesia Nomor 20 Tahun 2003 Tentang Sistem Pendidikan

Nasional, 2003), universities are obliged to organize research and community service in addition to carrying out education. Every research is more beneficial if it is published and spread to the community, either to the general public or scientific communities, including industrial communities. The publication of research and intellectual property is the responsibility of the researcher, as well as an indicator of the competitiveness of a country globally and a measure of progress in science and technology. Based on Presidential Regulation of the Republic of Indonesia No. 38/2018 on the National Research Master Plan (Rencana- Induk-Nasional Tahun 2017-2045, 2018), the productivity of human resources in science and technology is measured by the ratio of the number of globally indexed publications to the number of researchers. It is relevant because evidence of a science and technology invention is determined by publications before its potential to become an innovation or final product. The human resources on science and technology include lecturers, researchers, engineers, and other science and technology personnel who conduct research and development.

Lecturers as an essential part of higher education have a strategic role in shaping the quality of graduates and developing science and technology. In addition to being responsible for teaching, lecturers also have an important role in advancing research and technology as well as community service. The quality and integrity of lecturers are the main keys to improving the quality of higher education and the global competitiveness of universities. Several regulations regulate lecturers' duties, including Law No. 14/2005 on Teachers and Lecturers and Government Regulation No. 37/2009, which covers schooling, investigation, and assembly assistance as the Tri Dharma of universities. Lecturers' research obligations are regulated in various regulations, some of it is the Minister of PAN-RB Regulation on lecturers' functional positions and the Minister of Research, Technology and Higher Education Regulation on professional allowances. Science and Technology Index (SINTA) data shows that Indonesia's international scientific publication productivity has increased since 2016, with the largest contribution from universities (Fig. 1). However, the productivity of copyrights and patents still remains behind when compared to other ASEAN countries, such as Malaysia and Singapore. It is indicating that, despite progress, Indonesia is still far behind in terms of international scientific publications.

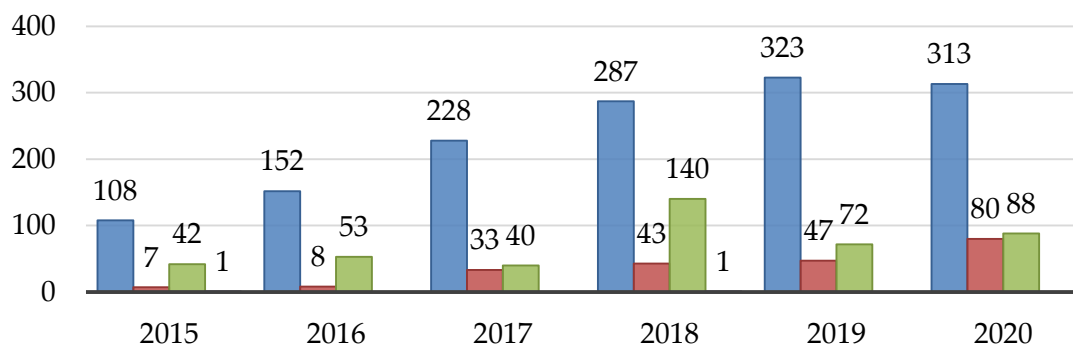


Fig. 1. ASEAN Benchmarking: Indonesia's Reputable International Scientific Publications, Copyrights, and Patents

Source: (Center, 2022; IndexS, 2022)

In developed countries, patent productivity is on average twice as large as scientific publications. It shows the importance of copyrights and patents in driving innovation and economic growth (Fig. 2). Therefore, universities in Indonesia, including Muhammadiyah University Jakarta also as known as UMJ in Indonesia, need to increase their contribution in producing publications, copyrights, and patents

as the nation's intellectual property assets. UMJ is one of 162 universities in Indonesia owned by the Islamic organization Muhammadiyah, with a vision to become a leading, modern, and Islamic university in 2025. To continue to take part in higher education schemes and face various challenges of the era, UMJ needs to make various efforts to improve the quality of institutions and the implementation of the Tri Dharma of the university, especially through increasing the work productivity of lecturers. A preliminary survey of UMJ lecturers revealed that 27.5% of lecturers have not been optimal in delivering Tri Dharma projects, 30% have not met quality standards, and 36.67% have not been efficient in using resources. These findings indicate that the work productivity of UMJ lecturers needs to be improved so that the institution can achieve more optimal educational goals.



Name	2015	2016	2017	2018	2019	2020	Jumlah
● Publikasi Nasional Terakreditasi	108	152	228	287	323	313	<b>1.141</b>
● Publikasi Internasional Bereputasi	7	8	33	43	47	80	<b>218</b>
● Hak Cipta	42	53	40	140	72	88	<b>435</b>
● Paten	1	-	-	1	-	-	<b>2</b>

Fig. 2. Recap of Product Output (Scientific Publications, Copyrights, and Patents) UMJ 2015-2020

Source: Data processed (Index, 2022; LPPM-UMJ, 2021, 2022)

Numerous studies have identified factors that drive employee work productivity, both internal factors such as work motivation and integrity, and external factors such as organizational support and leadership. However, there is a research gap regarding the influence of work motivation as a mediator and integrity in increasing lecturers' work productivity, especially in the context of servant leadership and organizational support. This research is expected to help formulate strategies to increase the work productivity of lecturers at UMJ, both in quantity and quality, in order to contribute to achieving the Tri Dharma of Higher Education and organizational goals.

Eisenberger & Stinglhamber (2011) found that organizational support increases productivity, well-being, and positive employee orientation in large companies. Risnawan (2018) identified that organizational culture plays a direct role in increasing productivity in the Cipta Karya Office of Ciamis Regency. Sudarmo et al. (2022) reported that servant leadership has a positive effect on innovation and productivity in food and beverage SMEs in Indonesia. Dadi Lado et al. (2020) found that situational leadership influenced productivity at PDAM Kupang, while Suk et al. (2018) found that visionary leadership and self-efficacy increased productivity among Bogor primary school teachers, particularly in organizations undergoing change. Purnomo & Fatimah (2021) highlighted the role of work motivation and the supportive environment for lecturer productivity at Politeknik LP3I Jakarta, while Pounds (2018) found that managerial integrity affects productivity in government employees in the US. Amos et al. (2019) and Haekal (2016) reported the positive impact of organizational support on work

productivity, while Novialumi (2021) found that servant leadership directly improves productivity. Research conducted by Sutrisno & Sunarsi (2019) confirmed the correlation with productivity. In addition, integrity has been shown to correlate with productivity, as observed by Rani et al. (2018) and Sagita et al. (2019). These findings suggest that internal factors (such as motivation, self-efficacy, and integrity) and external factors (organizational support and leadership) are important in improving work productivity.

This study aims to increase lecturers' work productivity through strengthening organizational support, servant leadership, work motivation, and integrity, with contributions to the advancement of Education Management and the achievement of higher education goals. The research offers theoretical novelty and practical guidance that supports the Merdeka Learning Policy of Merdeka Campus (Kampus Merdeka) and highlights integrity as an important variable that is rarely discussed but significantly influences lecturer productivity. Through the SITOREM approach, this research identifies performance indicators that need to be improved or developed, providing recommendations for human resource management in universities.

## **2. THEORETICAL BACKGROUND**

### **2.1. Work Productivity**

Work productivity is a crucial aspect in achieving organizational goals, especially through optimal input and output management. The essence of work productivity is to produce high-quality output in adequate quantities through resource efficiency (Suhardi et al., 2020). According to various experts, productivity is measured by indicators such as compliance with work rules, quality of results, speed of task completion, and positive contribution to the work environment (Hastari et al., 2021; Kim et al., 2019). Productivity is often described in two dimensions: the output dimension, which focuses on effectiveness, product quantity, quality, and economic added value, and the input dimension, which relates to labor, cost, technology, and time efficiency (Linna et al., 2010; Robbins & Judge, 2017). These inputs and outputs determine whether employees work productively, with effectiveness and efficiency as the main parameters (Robbins & Coulter, 2018). In an academic context, lecturers' work productivity is assessed through scholarly outputs such as publications, presentations, and research grants, which reflect efforts to develop knowledge and solve societal problems (Mamiseishvili & Rosser, 2011). In higher education, these productivity indicators are integrated into Tri Dharma activities, including education, research, and community service, where lecturers are considered productive when they produce work that supports economic growth and community welfare.

### **2.2. Organizational support**

Organizational support is a reflection of appreciation for employees' contributions and concern for their well-being, which shapes positive perceptions and improves the quality of employees' work attitudes and behaviors. Robbins & Judge (2017) state that organizational support involves appreciation of employees' contributions and concern for their well-being, including tangible rewards such as salary as well as socio-emotional benefits such as approval and attention. This creates an impetus for employees to improve performance to achieve organizational goals, with the belief that their efforts will be rewarded. Indicators of organizational support according to Robbins & Judge (2017) include fair rewards, involvement in decisions, concern for welfare, and supportive supervision. According to Kadiri & Elaho (2020), organizational support includes the fulfillment of adequate resources, a pleasant work environment, and a fair reward system. Indicators include fair rewards, provision of comfortable working conditions, and provision of work resources such as support from coworkers and superiors. Chen et al. (2020) added that organizational support in the form of attention to welfare and recognition of employee contributions can increase job satisfaction. Musenze et al. (2021) also emphasize the importance of appreciation for employee contributions, attention to their welfare, and sustainable career

planning as indicators of organizational support.

Rhoades & Eisenberger (2002) mentioned the existence of a reciprocal relationship between employees and organizations, where employees who feel supported will tend to give their best performance. Indicators of organizational support include fairness or justice, supervisor support, work rewards, and conducive working conditions. Akgunduz et al. (2018) and Sun (2019) reinforce this theory by emphasizing that appreciation of employee contributions and concern for welfare are major parts of organizational support. According to Han et al. (2019), organizational support also involves recognition of employee contributions and their personal protection in the work environment. Indicators of organizational support are concern for employee welfare, meeting socio-emotional needs, and harmonious working relationships. Brown & Roloff (2015) added that organizational support is the readiness of the organization to appreciate increased work efforts and meet employees' socio-emotional needs, such as job satisfaction and self-confidence.

In general, organizational support can be synthesized as employees' belief in the organization's attention and appreciation of their contributions, with the following indicators: (1) fairness in rewards through incentives, promotions, and self-development; (2) appropriateness of rewards in the form of salaries and benefits; (3) supportive supervision with objective feedback; and (5) provision of resources such as funds, infrastructure, and adequate manpower.

Servant leadership goes beyond simply providing services to others to prioritizing the needs, development, and well-being of employees and team members. This approach focuses on increasing customer satisfaction and sustainable organizational success (Hai & Van, 2021). Servant leadership promotes power sharing, encourages personal growth, and fosters shared commitment to achieving organizational goals. Some of the indicators are developing and empowering employees, caring for their well-being, and building shared commitment.

The servant leader is a form of leadership that puts the needs of others before one's own. Servant leadership creates a harmonious and collaborative work environment (Wulandari et al., 2021). The main characteristics of servant leadership are valuing people, being authentic, multiple leadership, and building a solid community through cooperation. Kobayashi et al. (2020) emphasized that servant leadership stands out among other ethical leadership approaches because it focuses on cultivating people as the center of a shared vision. It is ethical and employee-oriented, making it relevant in higher education and knowledge-based organizations that require innovation (Williams et al., 2017). Servant leadership is highly effective in enhancing the potential of subordinates and supporting organizational growth.

Based on expert opinions, servant leadership also includes listening skills, humility, sincerity, and integrity. Servant leaders build trust, demonstrate commitment to others, and encourage collaboration, compassion, and continuous learning (Blanchard & Broadwell, 2018; Khan, 2018). In addition, servant leadership is grounded in moral courage and a drive for personal development. Servant leaders act ethically, prioritize the well-being of others, and provide support for personal and professional growth (Eva et al., 2019). It involves voluntary subordination, authenticity, responsible morality, and spiritual motivation, thus providing a transformative influence in the organization.

From these various perspectives, servant leadership can be summarized as an approach that prioritizes service to meet the needs of others in order to achieve common goals. The indicators include the ability to listen actively, provide objective support, empower, encourage individual development, and build collaboration.

### **2.3. Work Motivation**

Work motivation is a drive that arises from within and outside the individual to work and contribute to achieving organizational goals. Thus, with high work motivation, an employee is more passionate and committed to working productively and professionally, which ultimately contributes to the success of the organization. According to Alqarni & Khan (2021), work motivation can be intrinsic, coming from

within, such as the desire to complete tasks for personal satisfaction, and extrinsic, which is a drive that comes from outside such as compensation, promotion, or recognition. The indicators of work motivation consist of intrinsic strength, extrinsic strength, and perseverance in the face of challenges.

Motivation can also be interpreted as a driving factor that moves a person to achieve certain goals (Salsabila et al., 2021). It includes three main indicators: the need for achievement, the need for social relationships, and the need to have influence or power. Tan & Rajah (2019) describes work motivation as an effort to modify and direct individual behavior in accordance with organizational goals, where the motivation indicators include internal strength, external strength, direction, and persistence.

According to Kadir et al. (2016), work motivation is the drive to carry out work to achieve the goal of the individual and organization, with indicators such as responsibility, self-development, relationships between members, attention from supervisors, and compensation. This theory is reinforced by Lundberg et al. (2009), which emphasizes that work motivation includes work intensity, direction, and perseverance in getting the job done. Robbins & Coulter (2018) also define motivation as a process that directs and maintains a person's efforts in achieving goals, with indicators of energy, direction, and perseverance.

## **2.4. Integrity**

Integrity is an important aspect of individual life that relates to consistency in carrying out moral values, ethics, and applicable rules. Integrity refers to honesty, accountability, and dedication in acting according to the values embraced. For lecturers, integrity covers professional, academic, and research integrity, which involves responsibility, discipline, and commitment to developing science (Baxter et al., 2018; King, 2019). According to several theories, integrity implies wholeness as a human being, maintaining moral and ethical commitments in various situations, even without clear supervision or rules (Bretag, 2016; Huberts, 2018). Indicators that are often used are: act and speak consistently, hold ethical commitments, incorruptibility, fairness, respect for others, and take responsibility for every action taken. Bretag (2016) added that honesty, trust, and courage are key principles in maintaining academic and professional integrity.

Integrity encompasses a commitment to doing the right action when facing adversity, acting fairly, and respecting the needs of others. Martin et al. (2013) emphasize consistency between values and behaviors, both at the individual and social levels, which can create mutual trust and honesty. According to Cohen (2010), Palanski & Yammarino (2009), integrity also requires individuals to maintain principles, act based on personal values and commitment to truth.

## **3. RESEARCH OBJECTIVE, METHODOLOGY AND DATA**

Organizational support is the organization's attention to employee contributions by providing fair rewards and welfare, which builds positive perceptions and ideal working conditions. These support indicators include fairness of rewards through incentives and promotion opportunities; appropriateness of rewards in the form of salaries, allowances, and compensation; supportive supervision with objective assessments and job security; employee involvement in strategic decision-making; and provision of adequate resources. Work productivity is measured through the ratio of output to input, with output dimensions including the number of products, product conformance to quality standards, achievement of targets, and economic added value from Tri Dharma activities, while input dimensions include time efficiency, costs, qualified support personnel, and utilization of infrastructure facilities. Work motivation, which is an internal and external drive to work optimally, is divided into extrinsic motivation (opportunities to obtain resources and work achievement awards) and intrinsic motivation (recognition, responsibility, and future orientation). If universities consistently support lecturers in working and achieving, then lecturers' work motivation will increase because they feel supported by organizations that care about their contributions and welfare (Colquitt et al., 2018). High work

motivation is believed to increase lecturers' work productivity optimally. Strengthening organizational support is also thought to be effective in increasing lecturers' work productivity through increased motivation.

H1: There is an indirect influence between Organizational Support on Work Productivity through Work Motivation.

Servant leadership is a leadership practice that prioritizes service to the needs of others for the successful achievement of common goals for both individuals and organizations. Servant leaders go beyond self-interest by focusing on meeting the needs of their devotees through indicators such as listening attentively, providing objective support, empowering by awakening individual potential, encouraging personal and professional development, and building collaboration to serve common needs. Work productivity, on the other hand, is measured as the ratio of output to input, which in the output dimension includes the number of products, product conformance to quality standards, successful achievement of targets, and economic added value created from Tri Dharma activities. Meanwhile, the input dimension includes time efficiency, costs, qualified support personnel, and infrastructure facilities. Work motivation, which includes extrinsic motivation (such as opportunities to obtain resources and rewards for achievement) and intrinsic motivation (such as recognition, responsibility, and future orientation), plays an important role in encouraging individuals to work optimally to achieve goals (Colquitt et al., 2018). Given that servant leadership, which focuses on the needs of others, can motivate lecturers to maximize their work output, capacity, and professionalism, strengthening servant leadership is expected to increase lecturers' work productivity through increased work motivation.

H2: There is an indirect influence between Servant Leadership on Work Productivity through Work Motivation

Organizational support is the attention given by the organization to each employee's work contribution through fair rewards and welfare, building positive perceptions and ideal working conditions. This support encompasses fairness in rewards (incentives, promotions, self-development), appropriateness of rewards (salary, benefits, compensation), supportive supervision (objective assessment and job security), involvement in strategic decision-making, and provision of adequate resources. Work productivity, which is the ratio of work output and input, is assessed through the output dimension (number and quality of products, target achievement, economic added value of Tri Dharma activities) and the input dimension (time efficiency, cost, qualified support personnel, and use of infrastructure facilities). Integrity, which is the act of consistently adhering to morals, ethics, and applicable rules, covers indicators such as incorruption, impartiality, accountability, honesty, and trust. With organizational support that pays attention to justice and welfare, lecturers are believed to have more integrity in carrying out actions according to rules and strong moral values, so that their work productivity will increase optimally and in accordance with scientific standards. Thus, strengthening organizational support has the potential to increase lecturers' work productivity through higher integrity. (Colquitt et al., 2018).

H3: There is an indirect effect of Organizational Support on Work Productivity through Integrity

Servant leadership is leadership behavior that prioritizes service to the needs of others in order to achieve common goals, both individual and organizational. The core characteristics of servant leaders include focusing on the needs of one's peers, with indicators such as listening to the desires of others, providing objective support, empowering others, encouraging individual development, and building collaboration. Work productivity, which is the ratio between output and input, has indicators divided into two dimensions: output, which includes the number of products produced, product conformance to quality standards, successful achievement of targets, and economic added value; and input, which includes timeliness, cost efficiency, qualified support personnel, and utilization of infrastructure facilities. Integrity, which encompasses incorruption, impartiality, accountability, honesty, and trust, plays an important role in creating an ethical and professional work environment. Universities with

servant leadership tend to gain the trust of lecturers, as such leaders have morality, consistency, and integrity, and support the career development of lecturers. With high integrity, lecturers' work output will be optimized, so strengthening servant leadership is expected to increase lecturers' work productivity through maintaining integrity (Colquitt et al., 2018).

H4: There is an indirect influence of Servant Leadership on Work Productivity through Integrity.

The dependent variable (endogenous) in this study is Work Productivity (Y). While the independent variables (exogenous) are Organizational Support (X<sub>1</sub>) and Servant Leadership (X<sub>2</sub>). The intervening variables are Work Motivation (X<sub>3</sub>) and Integrity (X<sub>4</sub>) (Fig. 3).

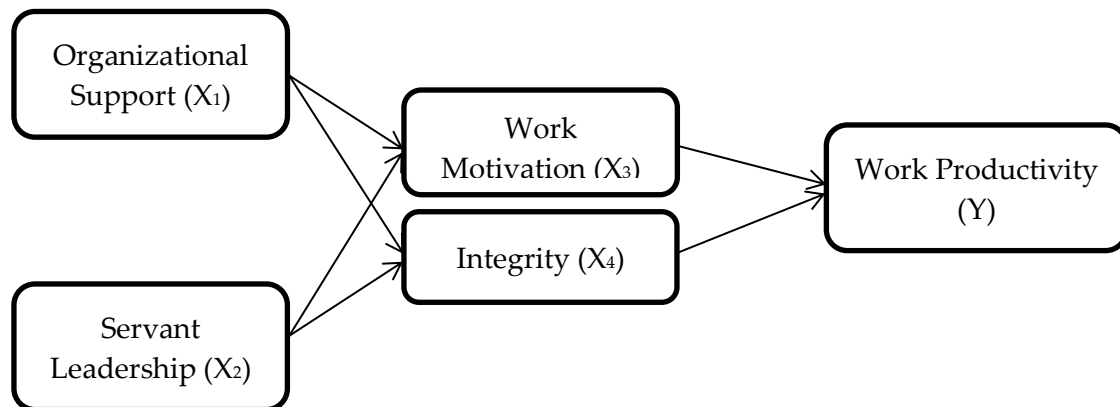


Fig. 3. Research Constellation

Source: formed by the authors

This study aims to test the hypothesis and theoretical model by conducting a questionnaire survey to full-time lecturers at Muhammadiyah University Jakarta (UMJ). The population in this study is all full-time lecturers at UMJ, with a total of 656 people. The population covers various levels of functional positions, including lecturers without titles, Expert Assistants, Lecturers, Head Lecturers, and Professors. From the population, this study used a proportionate stratified random sampling technique to determine a sample that represented each functional position level proportionally.

The questionnaire uses two measurement scales, the Likert Scale and the Behavioral Rating Scale. According to Fryer and Nakao (2020), the Likert Scale is used to measure respondents' attitudes or perceptions with answer options from "extremely agree" to "extremely disagree." Meanwhile, the Behavioral Rating Scale, as explained by Nevid et al. (2018), measures behavior based on frequency, intensity, and range of problems, with answers from "consistently" to "never."

This study used two main approaches: (1) Path Analysis, to examine indirect relationships, which are organizational support, servant leadership, work motivation, integrity, and lecturer work productivity. The resulting path coefficient indicates the strength and direction of the relationship between these variables. (2) Scientific Identification Theory to Conduct Operation Research in Education Management (SITOREM) analysis, to determine which indicators need to be improved and which ones should be maintained or developed. SITOREM is a scientific method in education management research that identifies research variables to obtain optimal solutions through statistical analysis. SITOREM strengthens the results of path analysis by detailing variable indicators to determine the priority of indicators that need to be improved, maintained or developed. This method considers the strength of influence between variables, indicator values based on respondents, and expert judgment that measures aspects of cost and resources, benefit, urgency, and importance.

#### 4. RESULTS AND DISCUSSION

The results of the validity and reliability testing of the instrument are presented in Tab. 1.



*Instrument Validity and Reliability Test Results*

Variables	Respondents	Number of Questions Before the Test	Number of Question Items After Test (Valid)	Reliability Value (r)	Remarks
Work Productivity (Y)	Leaders (Dean/Deputy Dean) evaluate work productivity	49	43	0,939 > 0,70	The instrument is valid and reliable
	Full-time Lecturer	30			
Organizational Support (X <sub>1</sub> )	Full-time Lecturer	43	39	0,955 > 0,70	The instrument is valid and reliable
Servant Leadership (X <sub>2</sub> )	Full-time Lecturer	41	37	0,918 > 0,70	The instrument is valid and reliable
Work Motivation (X <sub>3</sub> )	Full-time Lecturer	41	38	0,975 > 0,70	The instrument is valid and reliable
Integrity (X <sub>4</sub> )	Full-time Lecturer	41	37	0,964 > 0,70	The instrument is valid and reliable

Source: formed by the authors

The validity test is done using the Pearson Product Moment formula with the value of  $r$  table = 0.361 at the significance level  $\alpha = 0.05$ , and the Cronbach Alpha formula is used in dependability test with the criteria  $\alpha > 0.70$ .

*Sobel Test Results Indirect Effect Between Variables*

Indirect Effect	Z <sub>count</sub>	Z <sub>table</sub>
Organizational Support (X <sub>1</sub> ) on Work Productivity (Y) through Work Motivation (X <sub>3</sub> )	4,47	1,96
Servant Leadership (X <sub>2</sub> ) on Work Productivity (Y) through Work Motivation (X <sub>3</sub> )	4,39	1,96
Organizational Support (X <sub>1</sub> ) on Work Productivity (Y) through Integrity (X <sub>4</sub> )	3,58	1,96
Servant Leadership (X <sub>2</sub> ) on Work Productivity (Y) through Integrity (X <sub>4</sub> )	3,37	1,96

Source: formed by the authors

Based on Tab. 2: organizational Support (X<sub>1</sub>) has a positive and significant influence on Work Productivity (Y) through Work Motivation (X<sub>3</sub>). This result indicates that support from the organization can improve employees' work productivity by increasing their work motivation. Servant Leadership (X<sub>2</sub>) also has a positive and significant influence on Work Productivity (Y) through Work Motivation (X<sub>3</sub>). It is indicating that good leadership can contribute to employee motivation, which in turn increases work

productivity. Through integrity ( $X_4$ ), organizational support ( $X_1$ ) significantly and favorably affects work productivity ( $Y$ ). It is suggesting that organizational support not only plays a role in motivation, but also in improving employee integrity, which has a positive impact on productivity. Integrity ( $X_4$ ) allows Servant Leadership ( $X_2$ ) to have a favorable and substantial impact on Work Productivity ( $Y$ ). This result suggests that good leadership can create an environment that supports integrity, which in turn increases work productivity.

Intervariable Hypothesis Test Results and SITOREM analysis results are presented in Tab. 3 and Tab. 4.

Tab. 3

*Intervariable Hypothesis Test Results*

Hypothesis	The Path Coefficient	Statistical Test
Organizational Support ( $X_1$ ) on Work Productivity ( $Y$ ) through Work Motivation ( $X_3$ )	0,050	$H_0 : \beta_{yx1x3} \leq 0$ $H_9 : \beta_{yx1x3} > 0$
Servant Leadership ( $X_2$ ) on Work Productivity ( $Y$ ) through Work Motivation ( $X_3$ )	0,045	$H_0 : \beta_{yx2x3} \leq 0$ $H_{10} : \beta_{yx2x3} > 0$
Organizational Support ( $X_1$ ) on Work Productivity ( $Y$ ) through Integrity ( $X_4$ )	0,064	$H_0 : \beta_{yx1x4} \leq 0$ $H_{11} : \beta_{yx1x4} > 0$
Servant Leadership ( $X_2$ ) on Work Productivity ( $Y$ ) through Integrity ( $X_4$ )	0,059	$H_0 : \beta_{yx2x4} \leq 0$ $H_{12} : \beta_{yx2x4} > 0$

Source: formed by the authors

#### **Positive Indirect Influence Between Organizational Support ( $X_1$ ) on Work Productivity ( $Y$ ) through Work Motivation ( $X_3$ )**

Based on the results of the ninth hypothesis test, it is determined that there is a positive indirect impact between Organizational Support ( $X_1$ ) on Work Productivity ( $Y$ ) through work motivation ( $X_3$ ) as indicated by the path coefficient value  $\beta_{yx1x3} = 0,050 > 0$ . Then the results of the Sobel Test obtained  $Z_{count} = 4,47 > Z_{table} = 1,96$  with a significance level (Sig). =  $0,00 < \alpha = 0,05$ , then the Work Motivation variable ( $X_3$ ) is able to mediate the Organizational Support variable ( $X_1$ ) on Work Productivity ( $Y$ ), so it can be said that strengthening Organizational Support ( $X_1$ ) through Work Motivation ( $X_3$ ) can improve Work Productivity ( $Y$ ). Based on SITOREM analysis, increasing Work Productivity ( $Y$ ) can be done through strengthening Organizational Support ( $X_1$ ) and Work Motivation ( $X_3$ ). Improving Work Productivity ( $Y$ ) focused on improving indicators that are still weak, namely: 1) economic value added (13,67%, 3,73), 2) number of products produced (13,67%, 3,37), and 3) success in achieving targets (10,79%, 3,90). Indicators that need to be maintained or developed include: 1) efficiency of cost utilization (12,95%)(4,18), 2) utilization of infrastructure (12,95%)(4,17), 3) product conformance to quality standards (12,95%)(4,11), 4) qualified support personnel (12,23%)(4,09), and 5) timeliness (10,79%)(4,30).

Improving Organizational Support ( $X_1$ ) can be done by reinforcing the weak indicators, which are: 1) fairness in reward (24,32%)(3,98), 2) involvement in decision making (20,27%)(3,84). Indicators that need to be maintained or developed are: 1) resource provision (20,27%) (4,32), 2) reward appropriateness (17,57%)(4,30), and 3) supportive supervision (17,57%)(4,17). Improving Work Motivation ( $X_3$ ) can be done by reinforcing the weak indicators which are: 1) achievement (22,37%) and 2) resource acquisition opportunities (18,42%). The indicators that need to be maintained or developed are: 1) recognition (25,00%)(4,21), 2) future orientation (18,43%)(4,36), and 3) responsibility (15,79%)(4,17).

In accordance with the integrative model of organizational behavior developed by Colquitt et al. (2018) that Work Motivation is one of the individual mechanisms that can be used as an intervening variable that mediates between the Organizational Support variable (organizational mechanism) and

Work Productivity (individual outcomes). It further strengthens the research hypothesis that Organizational Support has a significant positive indirect effect on Work Productivity through Work Motivation.

Tab. 4

## SITOREM analysis results

	Prioritization of indicators that need to be fixed or improved		Indicators that need to be maintained or developed
<b>Work Productivity (Y)</b>			
1	Economic added value (13,67%) (3,73)	1	Cost utilization efficiency (12,95%) (4,18)
2	Number of products produced (13,67%) (3,37)	2	Infrastructure utilization (12,95%) (4,17)
3	Successful target achievement (10,79%) (3,90)	3	Product conformance to quality standards (12,95%) (4,11)
		4	Qualified support staff (12,23%) (4,09)
		5	Timeliness (10,79%) (4,30)
<b>Servant Leadership (X2) (<math>\beta_2 = 0.344</math>; Rank I)</b>			
		6	Encouraging individual development (21,52%) (4,28)
		7	Empowering (20,25%) (4,51)
		8	Providing objective support (20,25%) (4,28)
		9	Listening (20,25%) (4,12)
		10	Establishing collaboration (17,73%) (4,26)
<b>Organizational Support (X1) (<math>\beta_1 = 0.302</math>; Rank II)</b>			
4	Fairness in rewards (24,32%) (3,98)	11	Resource provision (20,27%) (4,32)
5	Involvement in decision-making (20,27%) (3,84)	12	Reward appropriateness (17,57%) (4,30)
		13	Supportive supervision (17,57%) (4,17)
<b>Integrity (X4) (<math>\beta_3 = 0.151</math>; Rank III)</b>			
		14	Accountability (21,8%) (4,45)
		15	Incorruptibility (20,51%) (4,36)
		16	Honesty (19,23%) (4,34)
		17	Trust (19,23%) (4,32)
		18	Impartiality (19,23%) (4,31)
<b>Work Motivation (X3) (<math>\beta_3 = 0.148</math>; Rank IV)</b>			
6	Achievement (22,37%) (3,83)	19	Recognition (25,00%) (4,21)
7	Opportunity to acquire resources (18,42%) (3,98)	20	Future Orientation (18,43%) (4,36)
		21	Responsibility (15,79%) (4,17)

Source: formed by the authors

### Positive Indirect Influence Between Servant Leadership (X<sub>2</sub>) on Work Productivity (Y) through Work Motivation (X<sub>3</sub>)

Based on the results of the ninth hypothesis test, it is determined that there is a positive indirect impact between Organizational Support (X<sub>1</sub>) on Work Productivity (Y) through work motivation (X<sub>3</sub>) as indicated by the path coefficient value  $\beta_{y \times x_3} = 0,050 > 0$ . Then the results of the Sobel Test obtained  $Z_{count} = 4,47 > Z_{table} = 1,96$  with a significance level (Sig). =  $0,00 < \alpha = 0,05$ , then the Work Motivation variable (X<sub>3</sub>) is able to mediate the Organizational Support variable (X<sub>1</sub>) on Work Productivity (Y), so it can be said that strengthening Organizational Support (X<sub>1</sub>) through Work Motivation (X<sub>3</sub>) can improve Work Productivity (Y). Based on SITOREM analysis, increasing Work Productivity (Y) can be done through strengthening Organizational Support (X<sub>1</sub>) and Work Motivation (X<sub>3</sub>). Improving Work Productivity (Y) s focused on improving indicators that are still weak, namely: 1) economic value added (13,67%, 3,73), 2)

number of products produced (13,67%, 3,37), and 3) success in achieving targets (10,79%, 3,90). Indicators that need to be maintained or developed include: 1) efficiency of cost utilization (12,95%)(4,18), 2) utilization of infrastructure (12,95%)(4,17), 3) product conformance to quality standards (12,95%)(4,11), 4) qualified support personnel (12,23%)(4,09), and 5) timeliness (10,79%)(4,30).

Improving Organizational Support ( $X_1$ ) can be done by reinforcing the weak indicators, which are: 1) fairness in reward (24,32%)(3,98), 2) involvement in decision making (20,27%)(3,84). Indicators that needs to be maintained or developed are: 1) resource provision (20,27%) (4,32), 2) reward appropriateness (17,57%)(4,30), and 3) supportive supervision (17,57%)(4,17). Improving Work Motivation ( $X_3$ ) can be done by reinforcing the weak indicators which are: 1) Achievement (22,37%) and 2) resource acquisition opportunities (18,42%). The indicators that need to be maintained or developed are: 1) recognition (25,00%)(4,21), 2) future orientation (18,43%)(4,36), and 3) responsibility (15,79%)(4,17).

In accordance with the integrative model of organizational behavior developed by Colquitt et al. (2018) that Work Motivation is one of the individual mechanisms that can be used as an intervening variable that mediates between the Organizational Support variable (organizational mechanism) and Work Productivity (individual outcomes). It further strengthens the research hypothesis that Organizational Support significantly positively influences Work Productivity through Work Motivation.

#### **Positive Indirect Influence Between Servant Leadership ( $X_2$ ) on Work Productivity (Y) through Work Motivation ( $X_3$ )**

According to the results of the tenth hypothesis test of Servant Leadership ( $X_2$ ) on Work Productivity (Y) through Work Motivation ( $X_3$ ), there is a positive indirect influence, shown by the value of the coefficient path  $\beta_{yx2x3} = 0,045 > 0$ . The result of Sobel Test is  $Z_{count} = 4,39 > Z_{table} = 1,96$  with a significance level of (Sig). =  $0,00 < \alpha = 0,05$ , then the Work Motivation variable ( $X_3$ ) could mediate the Servant Leadership variable ( $X_2$ ) to Work Productivity (Y). It can be concluded that the improvement of Servant Leadership ( $X_2$ ) through Work Motivation ( $X_3$ ) could improve Work Productivity (Y). Based on the SITOREM analysis, the reinforcement of Servant Leadership ( $X_2$ ) and Work Motivation ( $X_3$ ) can improve work productivity (Y). The improvement of Work Productivity (Y) can be focusing on the improvement of the weak indicators which are: 1) economic added value (13,67%, 3,73), 2) the amount of product produced (13,67%, 3,37), and 3) target achievement success (10,79%, 3,90). The indicators that needs to be maintained or developed are: 1) cost utilization efficiency (12,95%)(4,18), 2) utilization of the infrastructures (12,95%)(4,17), 3) suitability of the products with the standard quality (12,95%)(4,11), 4) qualified support staff (12,23%)(4,09), and 5) timeliness (10,79%)(4,30).

The improvement of Servant Leadership ( $X_2$ ) can be done by maintaining or developing these indicators: 1) encouraging individual development (21,52%)(4,28), 2) supporting objectively (20,25%)(4,28), 3) empowering (20,25%)(4,51), 4) listening (20,25%)(4,12), and 5) establishing collaboration (17,73%)(4,26). This study does not find the indicators of Servant Leadership ( $X_2$ ) that needs an improvement. The improvement of Work Motivation ( $X_3$ ) can be done by reinforcing the weak indicators which are: 1) work achievement reward (22,37%) and 2) resource acquisition opportunities (18,42%). The indicators that needs to be maintained or developed are: 1) recognition (25,00%)(4,21), 2) future orientation (18,43%)(4,36), and 3) responsibility (15,79%)(4,17).

In accordance with the integrative model of organizational behavior proposed by Colquitt et al. (2018), Work Motivation is one of the individual mechanism that can be used as intervening variable that mediates between Servant Leadership variable and Work Productivity. The reinforces the study's hypothesis that Servant Leadership has an indirect significant influence on Work productivity through Work Motivation.

#### **Positive Indirect Influence of Organizational Support ( $X_1$ ) on Work Productivity (Y) through Integrity ( $X_4$ )**

Based on the eleventh hypothesis test result, it is proven that organizational support ( $X_1$ ) has a positive indirect influence on Work Productivity (Y) through Integrity ( $X_4$ ), indicated by the path

coefficient value  $\beta_{y \times x_4} = 0,064 > 0$ . The result of the Sobel Test is  $Z_{count} = 3,58 > Z_{table} = 1,96$  with the significant level of (Sig). =  $0,00 < \alpha = 0,05$ , so the Integrity variable ( $X_4$ ) is able to mediate Organizational Support variable ( $X_1$ ) to Work Productivity (Y), and it can be said that the reinforcement of Organizational Support ( $X_1$ ) through Integrity ( $X_4$ ) could improve Work Productivity (Y). Based on the SITOREM analysis, the improvement of Work Productivity (Y) could be done by the reinforcement of Organizational Support ( $X_1$ ) and Integrity ( $X_4$ ). The improvement of Work Productivity (Y) could be focused on reinforcing the weak indicators: 1) economic added value (13,67%, 3,73), 2) the number of products produced (13,67%, 3,37), and 3) target achievement success (10,79%, 3,90). The indicators that needs to be maintained or developed are: 1) cost utilization efficiency (12,95%)(4,18), 2) utilization of infrastructures (12,95%)(4,17), 3) product conformance to quality standards (12,95%)(4,11), 4) qualified support staff (12,23%)(4,09), and 5) timeliness (10,79%)(4,30).

The reinforcement of Organizational Support ( $X_1$ ) could be done by reinforcing the weak indicators which are: 1) fairness in rewards (24,32%)(3,98), 2) involvement of decision-making (20,27%)(3,84). The indicators that needs to be maintained or developed are: 1) resource provision (20,27%)(4,32), 2) reward appropriateness (17,57%)(4,30), and 3) supportive supervision (17,57%)(4,17). The reinforcement of Integrity ( $X_4$ ) could be done by maintaining or developing these indicators: 1) accountability (21,8%)(4,45), 2) incorruptibility (20,51%)(4,36), 3) honesty (19,23%)(4,34), 4) trust (19,23%)(4,32), 5) impartiality (19,23%)(4,31). There is no Integrity ( $X_4$ ) factor that needs a reinforcement in this study.

In accordance with the integrative model of organizational behavior proposed by Colquitt et al. (2018), Integrity is one of the individual mechanism that could be used as intervening variable that mediates Organizational Support variable to Work Productivity. It reinforces the study's hypothesis that Organizational Support positively and indirectly influences Work Productivity through Integrity.

#### **Positive Indirect Influence of Servant Leadership ( $X_2$ ) on Work Productivity (Y) through Integrity ( $X_4$ )**

According to the results of the twelfth hypothesis test of Servant Leadership ( $X_2$ ) on Work Productivity (Y) through Integrity ( $X_4$ ), indicated by the path coefficient value  $\beta_{y \times x_4} = 0,059 > 0$ , there is no direct positive influence. The result of the Sobel Test is  $Z_{count} = 3,37 > Z_{table} = 1,96$  with the significance level of (Sig). =  $0,00 < \alpha = 0,05$ , so the Integrity variable ( $X_4$ ) is able to mediate Servant Leadership variable ( $X_2$ ) to the Work Productivity (Y), and it can be said that the reinforcement of Servant Leadership ( $X_2$ ) through Integrity ( $X_4$ ) could improve the Work Productivity (Y). Based on the SITOREM analysis result, the reinforcement of Servant Leadership ( $X_2$ ) and Integrity ( $X_4$ ) could improve work productivity (Y). The improvement of Work Productivity (Y) could be focused on the reinforcement of the weak indicators, which are: 1) economy added value (13,67%, 3,73), 2) the number of products produced (13,67%, 3,37), and 3) target achievement success (10,79%, 3,90). The indicators that needs to be maintained or developed are: 1) cost utilization efficiency (12,95%)(4,18), 2) utilization of infrastructure (12,95%)(4,17), 3) product conformance to quality standards (12,95%)(4,11), 4) qualified support staff (12,23%)(4,09), and 5) timeliness (10,79%)(4,30).

The reinforcement of Servant Leadership ( $X_2$ ) could be done by maintaining or developing these indicators: 1) encouraging individual development (21,52%)(4,28), 2) supporting objectively (20,25%)(4,28), 3) empowering (20,25%)(4,51), 4) listening (20,25%)(4,12), and 5) establishing collaboration (17,73%)(4,26). There is no Servant Leadership ( $X_2$ ) indicator that needed improvement find in this study. The reinforcement of Integrity ( $X_4$ ) could be done by maintaining or developing these indicators: 1) accountability (21,8%)(4,45), 2) incorruptibility (20,51%)(4,36), 3) honesty (19,23%)(4,34), 4) trust (19,23%)(4,32), and 5) impartiality (19,23%)(4,31). There is no Integrity ( $X_4$ ) indicator that needed improvement find in this study.

In accordance with the integrative model of organizational behavior proposed by Colquitt et al. (2018) Integrity is one of the individual mechanism that could be used as the intervening variable that mediates Servant Leadership to Work Productivity. This reinforces the study's hypothesis that servant leadership has a positive indirect effect on work productivity through integrity.

## 5. CONCLUSIONS

Work motivation also acts as a mediating variable by mediating the positive influence between organizational support ( $\beta = 0.050$ ) and servant leadership ( $\beta = 0.045$ ) on work productivity. Similarly, integrity mediates the positive influence between organizational support ( $\beta = 0.064$ ) and servant leadership ( $\beta = 0.059$ ) on work productivity. However, the effect of these two intervening variables is considered less effective, because the direct effect of organizational support and servant leadership on work productivity is much more dominant than the indirect effect through work motivation and integrity. This suggests that although motivation and integrity are important, strengthening organizational support and servant leadership has a greater impact on improving lecturers' productivity directly.

The implications of this study indicate that to improve lecturers' work productivity, strengthening organizational support and servant leadership is necessary, with work motivation and integrity as intervening variables. Strengthening organizational support can be achieved through improving fairness in rewards and involvement in decision-making, as well as maintaining resource provision, appropriateness of rewards, and supportive supervision. In servant leadership, development should include encouraging individual development, providing objective support, empowering, listening, and building collaboration. Increasing work motivation can focus on rewards for work achievement and resource opportunities, while maintaining recognition, future orientation, and responsibility. Meanwhile, integrity should be strengthened by maintaining accountability, incorruption, honesty, trust, and impartiality.

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Мухаммад Андріансія, Бібін Рубіні, Шрі Сетянінгсіх. Організаційна підтримка та лідерство як служіння: посередницька роль мотивації до роботи та доброчесності у продуктивності праці. *Журнал Прикарпатського університету імені Василя Стефаника*, 11 (4) (2024), 122-138.

Це дослідження має на меті визначити оптимальну стратегію підвищення продуктивності праці викладачів Університету Мухаммадія в Джакарті шляхом зміцнення організаційної підтримки, обслуговуючого-лідерства, мотивації до роботи та доброчесності. Використовуючи кількісний підхід, у межах дослідження було проведено опитування 164 викладачів. Дані були проаналізовані за допомогою методу аналізу шляхів для оцінки прямих та опосередкованих зв'язків між змінними, а також методу SITOREM для визначення індикаторів, які потребують покращення або розвитку.

Результати показують, що організаційна підтримка та лідерство як служіння мають значний і прямий вплив на продуктивність праці. Крім того, їхній вплив частково опосередковується мотивацією до роботи та доброчесністю. Проте прямий вплив організаційної підтримки та лідерства як служіння переважає над опосередкованими ефектами через мотивацію та доброчесність. Це свідчить про те, що, хоча мотивація та доброчесність є важливими, зміцнення організаційної підтримки та філософія лідерства як служіння забезпечує більш суттєвий вплив на продуктивність. Встановлено, що організаційну підтримку можна зміцнити шляхом сприяння справедливому розподілу винагород, підвищення залученості до прийняття рішень, забезпечення доступності ресурсів і розвитку підтримуючого нагляду. Лідерство як служіння має зосереджуватися на розширенні можливостей викладачів, сприянні співпраці, активному слуханні та заохоченні особистісного й професійного розвитку. Результати цього дослідження надають практичні рекомендації для коледжів та університетів, спрямовані на підвищення продуктивності викладачів. Це дослідження є цінним орієнтиром для академічних установ, які прагнуть створити підтримуюче середовище, що сприяє безперервному підвищенню продуктивності персоналу, тим самим роблячи внесок в успіх закладу та позитивний вплив на суспільство.

**Ключові слова:** людський капітал, навички, продуктивність праці, вища освіта, науково-дослідні установи, управління працею, мотивація.