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Enhancing Faculty Work Productivity through Organizational Support and Servant Leadership with the Mediating Role of Work Motivation: A Study Case at University of Muhammadiyah Jakarta

Muhammad Andriansyah[1], Bibin Rubini[1], Sri Setyaningsih[1]
[1]Universitas Pakuan, Bgor, Indonesia

Corresponding author e-mail: andri.unpak@gmail.com

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Abstract: This study aims to examine the influence of organizational support and servant leadership on work productivity, both directly and indirectly through work motivation as a mediating variable. A quantitative approach with a survey method was employed by involving 164 permanent faculty members of the University of Muhammadiyah Jakarta as the sample. Data collection techniques was conducted using questionnaires, and path analysis was performed for data analysis. The results indicate that organizational support (β = 0.309), servant leadership (β = 0.375), and work motivation (β = 0.149) have a direct positive, and significant influence on work productivity. Additionally, organizational support (β = 0.338) and servant leadership (β = 0.303) also exert a direct positive and significant influence on work motivation. Work motivation mediates the relationship between organizational support (β = 0.050) and servant leadership (β = 0.045) on work productivity, although this mediating influence is less effective than the direct influences, which are more dominant. The findings offer recommendations for faculties and stakeholders to enhance work productivity in achieving the Three Principles (*Tri Dharma*) of Higher Education through strategies that strengthen organizational support, servant leadership, and work motivation.

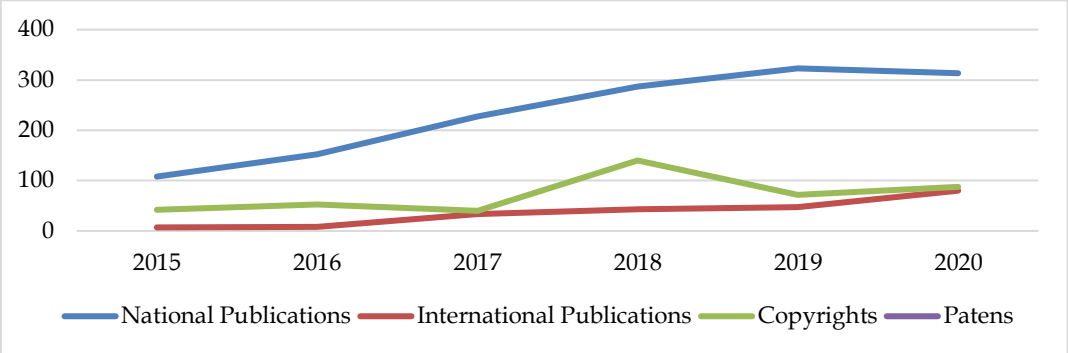
Keywords: Organizational Support, *Tri Dharma* of Higher Education, Servant Leadership, Work Motivation, Work Productivity

A. Introduction

Faculty members are an essential component in the implementation of higher education, given their strategic role in shaping the quality of graduates and advancing science and technology. Faculty members are responsible not only for the transfer of knowledge through teaching activities but also for advancing research, technology, and community service. The fundamental duties of faculty members are clearly regulated in laws and operational regulations in Indonesia, encompassing education, research, and community service, known collectively as the Three Principles (*Tri Dharma*) of Higher Education.

The University of Muhammadiyah Jakarta (UMJ), established in 1955, is a private higher education institution affiliated with the Higher Education Service Institution (LLDIKTI) Region III Jakarta. To sustain growth while facing the challenges of changing times, UMJ needs to undertake various efforts to improve institutional quality and the implementation of *Tri Dharma*. One crucial endeavor to achieve these goals is through enhancing faculty work productivity, both in terms of quantity and quality.

A preliminary study was conducted to evaluate the level of faculty work productivity at UMJ, using both primary and secondary data. An initial survey was carried out by distributing questionnaires to 30 permanent UMJ faculty members holding the functional positions of Assistant Professor (*Asisten Ahli*), Associate Professor (*Lektor*), and Senior Associate Professor (*Lektor Kepala*). The survey results revealed that 20% of the faculty exhibited low work productivity, calculated using the productivity formula P = O/I (output divided by input). In terms of research productivity, on average per year, UMJ faculty produce 38.97% of nationally accredited scientific publications, 5.85% of reputable international scientific publications, 12.17% of copyrights, and 0.1% of patents, as shown in Figure 1. These findings indicate that faculty work productivity at UMJ still requires enhancement and is worthy of further study focus.



Source: Data processing results (LPPM-UMJ, 2021, 2022; SINTA, 2022).

Figure 1. Summary of UMJ Faculty Research Productivity, 2015–2020

Numerous studies have explored various strategies to enhance employee work productivity within organizations. Eisenberger & Stinglhamber (2011) found that organizational support influences employee productivity, well-being, and fosters a positive orientation towards the organization and their work. A study by Gulo & Sihombing (2024) involving 80 respondents focused on the influence of organizational support and workload on employee productivity, revealing that organizational support has a significant positive influence on work productivity. Employees who perceive strong support from their organization are typically more motivated, which in turn leads to higher levels of productivity. Sudarmo et al. (2021) reported that

servant leadership has a direct positive and significant influence on employee self-efficacy innovation and work productivity. The respondents were 72 supervisors and 576 employees from 72 Small and Medium-sized Enterprises (SMEs) in the food and beverage sector across three major cities in Indonesia. Furthermore, a study by Stafrezar (2023) involving 34 employees of a food company in Surabaya, Indonesia, revealed that work motivation has a significant positive influence on employee work productivity.

Work productivity is defined as the ratio of output to input by Kim et al. (2019) and the OECD (2016), while Robbins & Judge (2017) and Robbins & Coulter (2018) conceptualize productivity as a combination of effectiveness and efficiency in fulfilling customer needs and achieving organizational goals at minimal cost. Mathis et al. (2017) emphasize that productivity encompasses not only the quantity of output but also the quality and the efficient utilization of human and material resources. Similarly, Chemuturi & Cagley (2010) highlight the importance of optimizing the use of resources to maximize output.

Organizational support refers to the rewards provided to employees for their efforts, including both socio-emotional and material benefits (Robbins & Judge, 2017). Rhoades & Eisenberger (2002) expand the concept of organization support as employees' belief that the organization recognizes their contribution and prioritizes their well-being. Chen et al. (2020) emphasize recognitions and concern for employee well-being as key aspects of organizational support, while Akgunduz et al. (2018) and Sun (2019) suggest that organizational support encourages employees to contribute to the organization's goals.

Servant leadership, according to Hai & Van (2021), focuses on employee development, power sharing, and fostering shared commitment to organizational goals. Kobayashi et al. (2020) and Van Dierendonck & Nuijten (2011), affirm servant leadership as an ethical, people-centered approach that prioritizes the needs of followers. Williams et al. (2017) further add that servant leadership involves fulfilling followers' needs and supporting a shared vision through ethical behavior and employee development.

Work motivation, as defined by Singh (2016), is the primary driver for individuals in performing job-related tasks, originating from intrinsic factors such as satisfaction from completing tasks or achieving personal goals and extrinsic factors such as financial reward, recognition, and promotions. Salsabila et al. (2021) added that motivation involves attitudes and values that drive individuals to achieve goals based on driving factors. Colquitt et al. (2018) describe motivation as a process that energizes, directs, and sustains an individual's efforts to achieve goals.

Considering the background outlined above, the urgency to investigate the employee work productivity has become increasingly relevant. Thus, this study offers novelty

in the form of strategies to enhance faculty work productivity at UMJ through strengthening organizational support, servant leadership, and work motivation. The objective is to optimize the output of faculty work productivity, both in terms of quantity and quality, thereby contributing to the achievement of the *Tri Dharma* of Higher Education and organizational goals. The outcomes are expected to provide theoretical benefits as a new reference in education management and practical benefits for finding solutions to the issues addressed, including serving as recommendations for UMJ in enhancing faculty work productivity and its implementation.

The main research question formulated for this investigation is: "What is the strategy to enhance faculty work productivity in achieving the *Tri Dharma* of Higher Education?"

1. Does organizational support have a direct influence on work productivity, so that strengthening organizational support can enhance work productivity?
2. Does servant leadership have a direct influence on work productivity, so that strengthening servant leadership can enhance work productivity?
3. Does work motivation have a direct influence on work productivity, so that strengthening work motivation can enhance work productivity?
4. Does organizational support have a direct influence on work motivation, so that strengthening organizational support can enhance work motivation?
5. Does servant leadership have a direct influence on work motivation, so that strengthening servant leadership can enhance work motivation?
6. Does organizational support have an indirect influence on work productivity through work motivation, so that strengthening organizational support can enhance work productivity through work motivation?
7. Does servant leadership have an indirect influence on work productivity through work motivation, so that strengthening servant leadership can enhance work productivity through work motivation?

B. Methods

This study employed a quantitative survey methodology with a causal design to explore the causal relationships among variables. The dependent variable is work productivity (Y), while the independent variables include organizational support (X_1) and servant leadership (X_2), with work motivation (X_3) as the mediating variable.

The research was conducted at the UMJ from August 13, 2021, to November 24, 2022. The total faculty population at UMJ, including both permanent and non-permanent members, numbered 656 persons, of which 573 were permanent faculty members (PDDIKTI, 2021). The sample size was determined using Cochran's formula, which is employed to calculate the ideal sample size in large populations with a desired level of precision (Nanjundeswaraswamy & Divakar, 2021). A total of 164 permanent faculty members holding the functional titles of Assistant Professor (*Asisten Ahli*),

Associate Professor (*Lektor*), and Senior Associate Professor (*Lektor Kepala*) were selected as a representative sample.

Data collection techniques was conducted using questionnaires. For hypothesis testing, path analysis was employed as the data analysis technique. Path analysis is a statistical method used to evaluate causal relationships among variables, specifically through linear regression to calculate path coefficients and assess both direct and indirect influence of the variables.

C. Results and Discussion

Nonparametric Correlations

The correlation test was conducted using Spearman's Rank Correlation Coefficient through SPSS software. The hypothesis (H1) stipulated that if the significance value (Sig. 2-tailed) is less than 0.05, a significant relationship exists between variables.

Table 1. The Spearman's Rank Correlation Coefficient Value

Correlations

			Organizational Support	Servant Leadership	Work Motivation	Work Productivity
Spearman's rho	Organizational Support	Correlation Coefficient	1.000	0.410**	0.464**	0.627**
		Sig. (2-tailed)	.	0.000	0.000	0.000
		N	164	164	164	164
	Servant Leadership	Correlation Coefficient	0.410**	1.000	0.431**	0.606**
		Sig. (2-tailed)	0.000	.	0.000	0.000
		N	164	164	164	164
	Work Motivation	Correlation Coefficient	0.464**	0.431**	1.000	0.584**
		Sig. (2-tailed)	0.000	0.000	.	0.000
		N	164	164	164	164
	Work Productivity	Correlation Coefficient	0.627**	0.606**	0.584**	1.000
		Sig. (2-tailed)	0.000	0.000	0.000	.
		N	164	164	164	164

**. Correlation is significant at the 0.01 level (2-tailed).

The Spearman correlation test results showed a strong and significant positive relationship between organizational support and work productivity ($r = 0.627$, $p < 0.05$), indicating that substantial contributions from organizational support can enhance work productivity. Similarly, servant leadership has a significant positive relationship with work productivity ($r = 0.606$, $p < 0.05$), indicating that this leadership style can enhance work productivity. Work motivation showed a significant positive relationship with work productivity ($r = 0.584$, $p < 0.05$), confirming that high work motivation can enhance work productivity. Furthermore, there is a positive

relationship between organizational support and work motivation ($r = 0.464$, $p < 0.05$), indicating that higher levels of organizational support are associated with higher work motivation. Servant leadership also has a significant positive relationship with work motivation ($r = 0.431$, $p < 0.05$), showing that stronger servant leadership is linked to higher work motivation.

Model Test: Path Analysis

Model testing was conducted to analyze the direct and indirect influence between variables, which will be visualized through a path analysis diagram, including the calculated coefficient values of each path. Path analysis is an advanced form of regression analysis used to model sequential relationships between variables that have a causal relationship.

1. Direct Influence of Variables

a. Model-1

The path influence of Model-1 consists of organizational support (X_1), servant leadership (X_2), work motivation (X_3), and the residual variable (ε_y). The following path coefficient values were obtained from the regression analysis:

Table 2. Path Coefficients for Model-1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	41.718	14.008		2.978	0.003
	Organizational Support	0.379	0.083	0.338	4.582	0.000
	Servant Leadership	0.345	0.084	0.303	4.117	0.000

a. Dependent Variable: Work Motivation

Table 3. Coefficient of Determination for Model-1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.933[a]	0.871	0.868	6.453

a. Predictors: (Constant), Servant Leadership, Organizational Support

Table 4. Probability Value (*p-Value*) for Model-1

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15243.790	2	7621.895	34.015	0.000[b]
	Residual	36075.740	161	224.073		
	Total	51319.530	163			

a. Dependent Variable: Work Motivation
b. Predictors: (Constant), Servant Leadership, Organizational Support

The above path coefficients reveal that $\beta_{x3x1} = 0.338$ and $\beta_{x3x2} = 0.303$, each with $p < 0.05$ (Sig. 0.000), indicating a significant influence of organizational support (X_1) and servant leadership (X_2) on work motivation (X_3). The R-Square value of 0.871 shows that organizational support (X_1) and servant leadership (X_2) together contribute 87,1% of variance in work motivation (X_3). The residual coefficient (ε_1) is calculated as $\varepsilon_1 = \sqrt{(1 - 0.871)} = 0.359$. Furthermore, the results of the regression equation significance test in Model-1 show a p-value probability < 0.05 (Sig. 0.000), thus H_0 is rejected, and the test results are statistically significant. Therefore, the equation for Model-1 can be formulated as follows:

$$X_3 = 0.338X_1 + 0.303X_2 + 0.359,$$

and the corresponding path diagram for Model-1 is presented below.

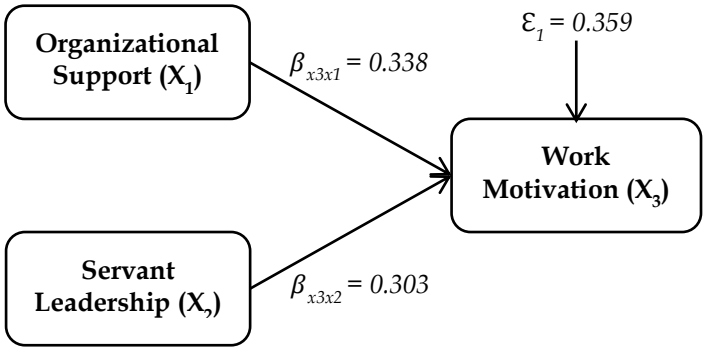


Figure 2. The Path Diagram of Model-1

b. Model-2

The path influence of Model-2 consists of work productivity (Y), organizational support (X_1), servant leadership (X_2), work motivation (X_3), and the residual variable (ε_2). The following path coefficient values were obtained from the regression analysis:

Table 5. Path Coefficients for Model-2

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
2	(Constant)	-34.844	10.968		-3.177	0.002
	Organizational Support	0.445	0.067	0.309	6.633	0.000
	Servant Leadership	0.559	0.067	0.375	8.324	0.000
	Work Motivation	0.248	0.060	0.149	4.134	0.000

a. Dependent Variable: Work Productivity

Table 6. Coefficient of Determination for Model-2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	0.986[a]	0.972	0.971	3.351

a. Predictors: (Constant), Work Motivation, Servant Leadership, Organizational Support

Table 7. Probability Value (*p-Value*) for Model-2

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
2	Regression	42951.332	3	14317.111	109.964	0.000[b]
	Residual	20831.613	160	130.198		
	Total	63782.945	163			

a. Dependent Variable: Work Productivity
b. Predictors: (Constant), Work Motivation, Servant Leadership, Organizational Support

The path coefficients above show $\beta_{yx1} = 0.309$, $\beta_{yx2} = 0.375$, and $\beta_{yx3} = 0.149$, with each $p < 0.05$ (Sig. 0.000), indicating a significant influence of organizational support (X_1), servant leadership (X_2), and work motivation (X_3) on work productivity (Y). The R-Square value of 0.972 indicates that organizational support (X_1), servant leadership (X_2), and work motivation (X_3) together contribute 97.2% of the variance in work productivity (Y). Meanwhile, the residual coefficient (ε_2) is calculated as: $\varepsilon_2 = \sqrt{(1 - 0.972)} = 0.167$. Furthermore, the significance test of the regression equation in Model-2 shows a p-value probability < 0.05 (Sig. 0.000), leading to the rejection of H_0, indicating the test results are statistically significant. Therefore, the equation for Model-2 can be formulated as follows:

$$Y = 0.309X_1 + 0.375X_2 + 0.149X_3 + 0.167,$$

and the corresponding path diagram for Model-2 is presented below.

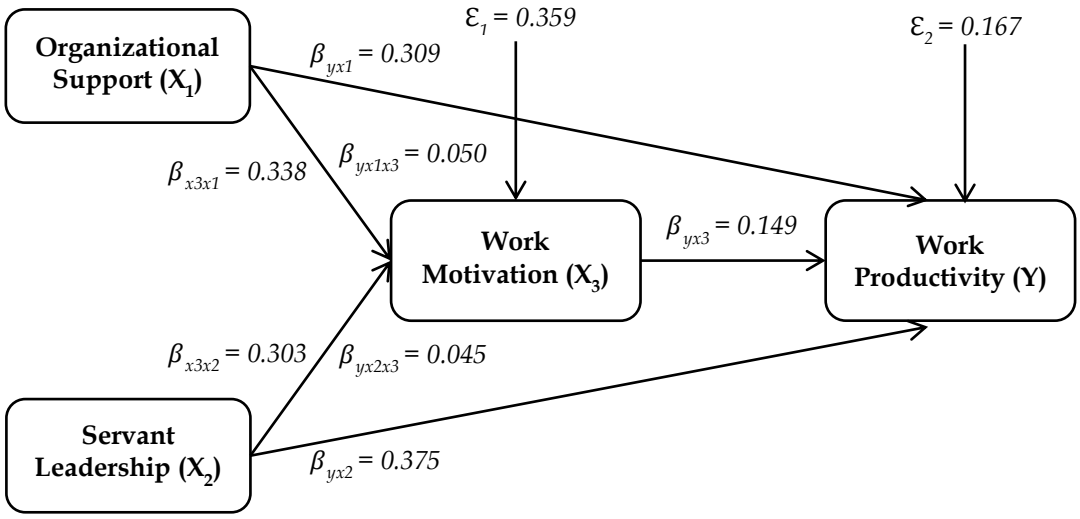


Figure 3. The Path Diagram of Model-2 (All Paths)

2. Sobel Test: Indirect Influence of Variables

To determine whether a mediating variable significantly mediates the relationship between variables, the Sobel Test formula can be used (Setyaningsih, 2021). If $Z_{value} \geq Z_{table}$ (with $Z_{table} = 1.96$), then H_0 is rejected, indicating that there is an indirect influence of variable X on variable Y through the mediating or intervening variable.

$$Z_{value} = \frac{a.b}{\sqrt{b^2.SE_a^2 + a^2.SE_b^2}}$$

a = the path coefficient of the independent variable on the mediating (intervening) variable
b = the path coefficient of the dependent variable on the mediating (intervening) variable
SEa = the standard error of estimation of the influence of the independent variable on the mediating (intervening) variable
SEb = the standard error of estimation of the influence of the mediating (intervening) variable on the dependent variable

a. Test of the Indirect Influence of Organizational Support (X_1) on Work Productivity (Y) through Work Motivation (X_3)

The path coefficient for the direct influence of organizational support (X_1) on work motivation (X_3) is $\beta_{x3x1} = 0.338$, while the direct influence of work motivation (X_3) on work productivity (Y) is $\beta_{yx3} = 0.149$. Therefore, the path coefficient for the indirect influence of organizational support (X_1) on work productivity (Y) through work motivation (X_3) is $\beta_{yx1x3} = 0.050$.

Table 8. Regression of organizational support (X_1) on work motivation (X_3)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	72.126	12.475		5.782	0.000
	Organizational Support	0.531	0.078	0.472	6.819	0.000

a. Dependent Variable: Work Motivation

Table 9. Regression of organizational support (X_1) on work productivity (Y) through work motivation (X_3)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.297	11.892		0.277	0.782
	Organizational Support	0.608	0.077	0.486	7.939	0.000
	Work Motivation	0.403	0.068	0.361	5.905	0.000

a. Dependent Variable: Work Productivity

Based on the two tables above, the values of a = 0.531 and b = 0.403, along with standard errors SEa = 0.078 and SEb = 0.068, were used to assess the indirect influence through the Sobel Test (Soper, 2024). The result showed $Z_{value} = 4.47 > Z_{table} = 1.96$ at a significance level (Sig.) of 0.00, which is less than the alpha threshold ($\alpha = 0.05$). This statistical outcome leads to the rejection of H_0, indicating that the mediation influence is significant. In other words, this finding suggests that the work motivation (X_3) plays a mediating variable in the relationship between organizational support (X_1) and work productivity (Y).

b. Test of the Indirect Influence of Servant Leadership (X_2) on Work Productivity (Y) through Work Motivation (X_3)

The path coefficient for the direct influence of servant leadership (X_2) on work motivation (X_3) is $\beta_{x3x2} = 0.303$, while the direct influence of work motivation (X_3) on work productivity (Y) is $\beta_{yx3} = 0.149$. Therefore, the path coefficient for the indirect influence of servant leadership (X_2) on work productivity (Y) through work motivation (X_3) is $\beta_{yx2x3} = 0.045$.

Table 10. Regression of servant leadership (X_2) on work motivation (X_3)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	75.363	12.644		5.960	0.000
	Servant Leadership	0.515	0.080	0.453	6.471	0.000

a. Dependent Variable: Work Motivation

Table 11. Regression of servant leadership (X_2) on work productivity (Y) through work motivation (X_3)

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
2	(Constant)	-5.568	11.303		-0.493	0.623
	Servant Leadership	0.689	0.072	0.544	9.529	0.000
	Work Motivation	0.384	0.064	0.344	6.033	0.000

a. Dependent Variable: Work Productivity

Based on the tables above, the values of a = 0. 515 and b = 0. 384, along with standard errors SEa = 0.080 and SEb = 0.064, were used to assess the indirect influence through the Sobel Test (Soper, 2024). The result showed Z_{value} = 4.39, which is greater than Z_{table} = 1.96 at a significance level (Sig.) of 0.00 < α = 0.05. This statistical result leads to the rejection of H_0, indicating that the mediation influence is significant. In other words, this finding suggests that work motivation variable (X_3) act as a mediator in the relationship between servant leadership (X_2) and work productivity (Y).

Table 12. Conclusion of Sobel Test Results on the Indirect Influence Between Variables

No	Indirect Influence	Z_{value}	Z_{table}	Sig.	Decision	Conclusion
1	Organizational Support ⟶ Work Motivation ⟶ Work Productivity	4.47	1.96	0.00	H_0 is rejected H_1 is accepted	There is a positive indirect and significant influence
2	Servant Leadership ⟶ Work Motivation ⟶ Work Productivity	4.39	1.96	0.00	H_0 is rejected H_2 is accepted	There is a positive indirect and significant influence

Hypothesis Test Results

The results of the hypothesis tests between variables are determined based on the statistical testing of path analysis, encompassing direct and indirect influence, as well as mediation influence.

Table 13. Results of Intervariable Hypothesis Test

No	Hypothesis	Path Coefficient	Statistical Test	Decision	Conclusion
1	Organizational Support ⟶ Work Productivity	0.309	$H_0 : \beta_{yx1} \leq 0$ $H_1 : \beta_{yx1} > 0$	H_0 is rejected H_1 is accepted	Has a direct positive influence
2	Servant Leadership ⟶ Work Productivity	0.375	$H_0 : \beta_{yx2} \leq 0$ $H_2 : \beta_{yx2} > 0$	H_0 is rejected H_2 is accepted	Has a direct positive influence
3	Work Motivation ⟶ Work Productivity	0.149	$H_0 : \beta_{yx3} \leq 0$ $H_3 : \beta_{yx3} > 0$	H_0 is rejected H_3 is accepted	Has a direct positive influence

No	Hypothesis	Path Coefficient	Statistical Test	Decision	Conclusion
4	Organizational Support → Work Motivation	0.338	$H_0 : \beta_{x3x1} \leq 0$ $H_5 : \beta_{x3x1} > 0$	H_0 is rejected H_4 is accepted	Has a direct positive influence
5	Servant Leadership → Work Motivation	0.303	$H_0 : \beta_{x3x2} \leq 0$ $H_6 : \beta_{x3x2} > 0$	H_0 is rejected H_5 is accepted	Has a direct positive influence
6	Organizational Support → Work Motivation → Work Productivity	0.050	$H_0 : \beta_{yx1x3} \leq 0$ $H_9 : \beta_{yx1x3} > 0$	H_0 is rejected H_6 is accepted	Has an indirect positive influence
7	Servant Leadership → Work Motivation → Work Productivity	0.045	$H_0 : \beta_{yx2x3} \leq 0$ $H_{10} : \beta_{yx2x3} > 0$	H_0 is rejected H_7 is accepted	Has an indirect positive influence

Discussion

H1. The results of the first hypothesis test indicate that organizational support (X_1) has a direct positive and significant influence on work productivity (Y), with a path coefficient of $\beta = 0.309$ and a strong significant correlation ($r = 0.627$, $p < 0.05$).

The study by Amos et al. (2019), involving 421 respondents from the oil and gas industry in Nigeria, showed that organizational support has a significant direct positive influence on work productivity ($\beta = 0.513$). Similarly, study by Wójcik-Karpacz et al. (2020) on 478 employees in IT companies in Poland found a positive relationship between organizational support and employee performance ($r = 0.117$), albeit weak, it was statistically significant. The integrative model of organizational behavior by Colquitt et al. (2018) also confirmed that organizational support (as an organizational mechanism) influences work productivity (as an individual outcomes). These findings support the hypothesis that organizational support has a direct positive and significant influence on work productivity; therefore, strengthening organizational support can enhance work productivity.

H2. The results of the second hypothesis test indicate that servant leadership (X_2) has a direct positive and significant influence on work productivity (Y), with a path coefficient of $\beta = 0.375$ and a strong significant correlation ($r = 0.606$, $p < 0.05$).

Servant leadership was found to have a significant positive influence on employee productivity, which involved 72 supervisors and 576 employees from small and medium enterprises (SMEs) in the food and beverage sector in three major cities in Indonesia (Sudarmo et al., 2022). Similarly, Novialumi (2021) found a direct positive and significant influence of servant leadership on work productivity (R-Square = 0.37). The integrative model of organizational behavior by Colquitt et al.

(2018) also promotes the notion that servant leadership (as a group mechanism) influences work productivity (as an individual outcomes). These findings support the hypothesis that servant leadership has a direct positive and significant influence on work productivity, suggesting that strengthening servant leadership can enhance work productivity.

H3. The results of the third hypothesis test indicate that work motivation (X_3) has a direct positive and significant influence on work productivity (Y), with a path coefficient of $\beta = 0.149$ and a moderately strong significant correlation ($r = 0.584$, $p < 0.05$).

The study by Farena & Dewanto (2023), which involved 100 employees at PT. Sweetescape Indonesian Memories, examined the influence of work discipline and work motivation on work productivity. The results showed that both work discipline and work motivation had a positive and significant influence on work productivity (R-Square = 0.518). Similarly, the study conducted by Sutrisno & Sunarsi (2019), involving 85 respondents from PT. Anugerah Agung, Jakarta, found a direct positive and significant influence of work motivation on work productivity ($r = 0.697$). The integrative model of organizational behavior by Colquitt et al. (2018) also states that work motivation (an individual mechanism) influences work productivity (individual outcomes). These findings support the hypothesis that work motivation has a direct positive and significant influence on work productivity, indicating that strengthening work motivation can enhance work productivity.

H4. The results of the fourth hypothesis test indicate that organizational support (X_1) has a direct positive and significant influence on work motivation (X_3), with a path coefficient of $\beta = 0.338$ and a moderately strong significant correlation ($r = 0.464$, $p < 0.05$).

A direct positive and significant influence of organizational support on motivation for learning and development ($\beta = 0.55$) was found in the study by Mylona & Mihail (2019). Additionally, the integrative model of organizational behavior by (Colquitt et al., 2018) states that organizational support (an organizational mechanism) influences work motivation (an individual mechanism). These findings reinforce the hypothesis that organizational support has a direct positive and significant influence on work motivation, suggesting that strengthening organizational support can enhance work motivation.

H5. The results of the fifth hypothesis test indicate that servant leadership (X_2) has a direct positive and significant influence on work motivation (X_3), with a path coefficient of $\beta = 0.303$ and a moderately strong significant correlation ($r = 0.431$, $p < 0.05$).

A significant positive influence of servant leadership on work motivation (T-statistic = 8.472 and p-value = 0.000) was found in the study by Anshori et al. (2023), which involved 260 vocational school teachers in private schools across Indonesia. Cahyani et al. (2023) found a direct positive influence and significant of servant leadership on work motivation (β = 0.215). Moreover, the integrative model of organizational behavior developed by Colquitt et al. (2018) also suggests that servant leadership (a group mechanism) influences work motivation (an individual mechanism). These findings further strengthen the hypothesis that servant leadership has a direct positive and significant influence on work motivation, suggesting that strengthening servant leadership can enhance work motivation.

H6. The results of the sixth hypothesis test indicate that organizational support (X_1) has an indirect positive and significant influence on work productivity (Y) through work motivation (X_3), with a path coefficient of $\beta = 0.050 > 0$ and a Z_{value} of 4.47 ($> Z_{table} = 1.96$, $p < 0.05$). Therefore, the variable of work motivation (X_3) successfully mediates the relationship between organizational support (X_1) and work productivity (Y).

The study by Darolia et al. (2010) focused on the influence of organizational support, work motivation, and organizational commitment on work performance. Work motivation serves as a mediator, strengthening the relationship between organizational support and organizational commitment on work performance. It is also supported by the integrative model of organizational behavior by Colquitt et al. (2018) that work motivation (an individual mechanism) mediates the relationship between organizational support (an organizational mechanism) and work productivity (individual outcomes). These findings further promote the hypothesis that organizational support has an indirect positive and significant influence on work productivity through work motivation, suggesting that strengthening organizational support through work motivation can enhance work productivity.

H7. The results of the seventh hypothesis test indicate that servant leadership (X_2) has an indirect positive and significant influence on work productivity (Y) through work motivation (X_3), with a path coefficient of $\beta = 0.045$ and a Z-score of 4.39 ($>$ Z-table = 1.96, $p < 0.05$). Thus, the work motivation variable (X_3) is able to mediate the influence of servant leadership (X_2) on work productivity (Y).

Cahyani et al. (2023) found an indirect positive and significant influence of servant leadership on employee performance through work motivation as a mediating variable ($t = 2.275$, $p = 0.000$) in a study of 190 respondents at PT. Kimia Farma Tbk. However, this mediation is partial, as servant leadership also directly

influences employee performance without the need for work motivation as a mediator. This aligns with the integrative model of organizational behavior by Colquitt et al. (2018), which suggests that work motivation (an individual mechanism) can serve as an intervening variable mediating the relationship between servant leadership (a group mechanism) and work productivity (individual outcomes). These findings reinforce the hypothesis that servant leadership has an indirect positive and significant influence on work productivity through work motivation, suggesting that strengthening servant leadership through work motivation can enhance work productivity.

It has been proven by this quantitative study using path analysis that organizational support, servant leadership, and work motivation have a direct and indirect positive significant influence on work productivity. However, the complexity of the issue, the broad scope of the material, and the diverse range of references have limited the ability to comprehensively capture the phenomenon from the research object (natural setting). It is possible that work productivity is also influenced by other variables, such as organizational culture (Abane et al., 2022), transformational leadership (Setiawan et al., 2021), self-efficacy (Setiawan et al., 2021), even information technology literacy-artificial intelligence (Al Naqbi et al., 2024), and others. Despite these limitations, this study is expected to serve as a reference and foundation for future researchers to conduct more comprehensive and integrated research across various disciplines.

D. Conclusions

A strategy was produced to enhance faculty work productivity in achieving the Three Principles (*Tri Dharma*) of Higher Education through identifying the strength of influence between research variables. The strategy to enhance faculty work productivity is by strengthening of variables such as organizational support, servant leadership, and work motivation. Based on the analysis results and the proposed hypotheses, it can be concluded that there is a direct positive and significant influence of organizational support ($\beta = 0.309$), servant leadership ($\beta = 0.375$), and work motivation ($\beta = 0.149$) on work productivity. Furthermore, organizational support ($\beta = 0.338$) and servant leadership ($\beta = 0.303$) also have a direct positive influence on work motivation. Indirect influence testing shows that work motivation mediates the relationship between organizational support ($\beta = 0.050$) and servant leadership ($\beta = 0.045$) on work productivity, although the mediation influence is less effective because the direct influence is greater than the indirect influence. These findings suggest that strengthening organizational support and servant leadership directly is more effective in enhancing work productivity, while work motivation acts as a partial mediator with a less effective mediation influence.

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