



#15485 SUMMARY

SUMMARY REVIEW EDITING

SUBMISSION

Authors	Tapi Rondang Ni Bulan, Audia Junita, Ridayati Fadillah
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TITLE AND ABSTRACT

Title	Empirical Causality of Employee Work Productivity
Abstract	Objectives: This study aims to determine the relationship between superior-subordinate communication on

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Objectives: This study aims to determine the relationship between superior-subordinate communication on work productivity with work enthusiasm and positive work attitudes as mediating variables at the Department of Transportation of North Sumatra Province.

Methodology: This research uses associative research type with quantitative paradigm. The population and sample used in this study, namely all employees/staff at the Department of Transportation of North Sumatra Province, totaling 118 staff. The saturated sampling technique is used to determine the research sample. Path analysis research design is used as an analytical tool to determine the direct or indirect relationship, between independent and dependent variables. Descriptive statistics are also used to discuss the research findings in greater depth. Primary data were processed using IBM SPSS 23 software.

Finding: The superior-subordinate communication has a positive significant impact on work productivity either directly or indirectly through work enthusiasm and positive work attitudes. The results justify the significant contribution of superior-subordinate to work enthusiasm.

Conclusion: The results of research related to superior-subordinate communication relations, work enthusiasm, and positive work attitudes towards work productivity in general have shown good conditions. However, in particular, there needs to be a better improvement regarding the communication relations between superiors and subordinates, work enthusiasm, and positive work attitudes of employees to increase the work productivity of employees at the Department of Transportation of North Sumatra Province.

INDEXING

Keywords Superior-Subordinate Communication Relationship, Work Enthusiasm, Positive Work Attitude, Work Productivity

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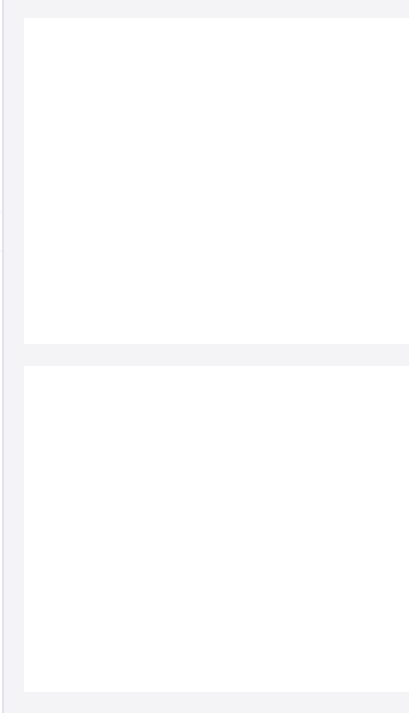
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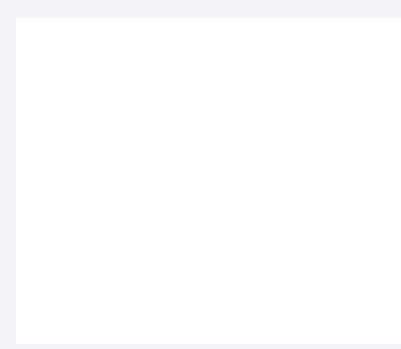
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Empirical Causality of Employee Work Productivity

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ABSTRACT

Objectives: This study aims to determine the relationship between superior-subordinate communication on work productivity with work enthusiasm and positive work attitudes as mediating variables at the North Sumatra Transportation Service.

Methodology: Path analysis research design is used as an analytical tool to determine the direct or indirect relationship, one of which is through intervening variables. This research uses associative research type with quantitative paradigm. The population and sample used in this study, namely all employees/staff at the North Sumatra Transportation Service, totaling 118 staff.

Finding: The results of this study indicate that the variable superior-subordinate communication relationship has a positive and significant effect on work enthusiasm. **The relationship between superior-subordinate communication, work enthusiasm has a positive and significant effect on positive work attitudes. The relationship between superior-subordinate communication, work enthusiasm has a positive and significant effect on work productivity.** The superior-subordinate communication relationship has a positive and significant effect on work productivity through **work enthusiasm and** positive work attitudes.

Conclusion: The results of research related to superior-subordinate communication relations, work enthusiasm and positive work attitudes towards work productivity in general have shown good conditions. However, in particular, there **are** needs to be a better improvement regarding the Communication Relations between superiors and subordinates, work enthusiasm, positive work attitudes of employees/staff to increase work productivity of employees/staff of the North Sumatra Province Transportation Service.

Keywords: Superior-Subordinate Communication Relationship, Work Enthusiasm, Positive Work Attitude, Work Productivity.

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INTRODUCTION

Work productivity lies in the human factor as the executor of work activities that must be met by employees to obtain maximum results where in practice, work productivity lies in the human factor as the executor of work activities. Every organization will always strive so that members or employees involved in organizational activities can provide achievements in the form of work productivity as high as possible to realize predetermined goals.

Every organization will always strive so that members or employees involved in organizational activities can provide achievements in the form of work productivity as high as possible to realize predetermined goals. An overview of employee work productivity at the

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Department of Transportation of North Sumatra Province can be seen, ~~as~~ one of ~~which is~~ the Employee Work Targets. To achieve the work target, the North Sumatra Transportation Service Agency compares the realization of work with the planned target (employment contract) so as to produce the achievement value of the Employee Performance Target. The achievement value of the employee's work goals is expressed by numbers and designations as follows: 91 – above-: Very good, 76 – 90-: Good, 61 – 75-: Enough, 51 – 60-: Less, 50 – below-: Poor. In the event that the realization of work exceeds the target, the assessment of the achievement of the employee's work targets can be more than 100.

Matin et al. (2010) suggested that interpersonal communication is the ability to influence other people so that people can be invited to work together. The relationship between leaders and subordinates is very important in establishing a good communication relationship. If communication is well established, the company's goals can be achieved well as well. Research results prove that superior and subordinate communication can increase employee work productivity (Kusdiyanti et al., 2017; Anggraeni and Uliana, 2018; Pangumpia, 2013).

In addition to having an effect on raising employee productivity, superior-subordinate communication can also help ~~to~~ raise work enthusiasm (~~work enthusiasm~~) and positive work attitudes. Based on the research results, it is known that superior-subordinate communication has a significant effect on employee morale (Widiastuti, 2010; Simamora and Frima, 2019; Laoe, 2021). The identification of a positive feeling in carrying out the task is morale (Alexandermaramis et al., 2019). The results of the research also prove that superior-subordinate communication has a significant effect on creating positive employee attitudes. Superior-subordinate communication contributes significantly to job satisfaction, commitment, loyalty, work engagement, work participation, and job involvement as a variation of the dimensions of employees' positive work attitudes (Proctor, ~~2014~~; Dasgupta et al., ~~2013~~).

Companies that have employees with more enthusiasm for work will be directly proportional to the productivity and work performance of employees which will lead to company growth. Based on the research results, it is known that work enthusiasm has a significant effect on employee work productivity (Mafra, 2017; Khoiriyah, 2015; Nurcahyanti, 2018; Lutfi, 2018).

Morale will be interpreted by the desire and sincerity of a person to do his job well and be disciplined to achieve maximum productivity (Hasibuan, 2013: ~~94~~). The work spirit will be known as sincerity, namely a disciplined and hardworking attitude in achieving organizational goals (Khamri ~~and~~ Heryanto, 2019). Morale will show as an employee in carrying out his duties and responsibilities in the company. Enthusiasm, attendance, discipline, punctuality in completing work, and responsibilities will be seen from various dimensions of employee work. (Laoe, 2021; Mafra, 2017; Khoiriyah, 2015; Nurcahyanti, 2018; Lutfi, 2018).

Positive work attitudes can be measured from various dimensions. Robbins (2008) ~~suggests~~ 3 main attitudes at work, namely job satisfaction, organizational commitment, and employee involvement. This research focuses on aspects of positive work attitudes, namely organizational commitment and work involvement. Based on the results of previous research, positive work attitudes of employees can contribute to employee productivity. This is in accordance with research results (Asmuni 2012; Manurung 2020; Putra et al. 2019; Proctor 2014; Dasgupta et al 2013).

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Superior-Subordinate Communication Relationship

Downward communication within an organization means that information flows from positions of higher authority to those with lower authority (Pace and Faules, 2005, 184).

According to Purwanto (2011, 49), Communication Indicators for superiors - subordinates, include:

1. Commands are understandable
2. Procedure
3. Reprimand
4. Praise

Work Enthusiasm

Andrie (2009) stated enthusiasm is an extraordinary feeling of pleasure to achieve something, which means that when someone has enthusiasm or passion in him, he will be made extremely happy to achieve his dream.

Indicators of Work Enthusiasm according to Erwina and Amri (2020) are:

- a) Employees feel very proud of the work they do
- b) Opportunity for employees to take the initiative in completing their own work in accordance with applicable rules.
- c) Initiative in completing work in other divisions.

Positive Work Attitude

Kenneth (2010, 129) explains that work attitude is a person's attitude towards his work that reflects pleasant and unpleasant experiences in his work and his hopes for future experiences. A person may have thousands of attitudes, but organizational behavior focuses attention on a very limited number of work-related attitudes. indicators of work attitudes are as follows: Work Involvement (active participation, point of view on work (main thing), importance (self-esteem), Commitment to the Organization (affective commitment, normative commitment): (Nasution, 2019).

Work Productivity

Sedarmayanti (2009) said that productivity is a mental attitude (attitude of mind) that has the spirit to make improvements. Indicators of Work Productivity are as follows: Ability to try to improve the results achieved, self-development, and Quality that is defined as the result of work as a description of the quality of work of an employee. Efficiency is the ratio achieved by the overall resources used. Inputs and outputs are aspects of productivity that have a significant impact on employees: (Sutrisno, 2016).

RESEARCH FRAMEWORK

Based on the overall results of the research that has been done by Simamora and Frima (2019) regarding the relationship between the superior-subordinate communication variables on enthusiasm-work passion, it can be concluded that organizational communication plays a role in increasing employee morale in the DPD PDI-P North Sumatra. The results of other

studies ~~that support~~found the same ~~thing-finding~~, includee Lae (2021) ~~and~~; Widiastuti (2010).

Research conducted by Proctor (2014) regarding the relationship between Organizational Communication variables on Work Attitudes proves that communication from managers has a positive correlation with employee happiness and attitudes at work. Majority, 58% of respondents reported that their supervisors frequently share important information and 32% indicated that supervisors sometimes provide important information. The results of other studies that support the results of this research are Dasgupta, et al. (2013) ~~and~~; Proctor (2014).

Research conducted by Sjafitri, et al. (2019) The variables of Interpersonal Communication (X^1) and Work Spirit (X^2) together affect the variable of Work Productivity. While the rest is influenced by other variables that are not used in this study. The results of other studies that support the results of this research ~~are~~; Anggreani and Uliana (2018); Pangumpia (2013); Khoiriyah (2015); Nurcahyanti (2018); ~~and~~; Lutfi (2018).

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Research conducted by Anggraeni ~~and~~& Uliana (2018) proves that the organizational communication process which is reflected in the use of communication messages, communication media, communication channels, and communication flows within IPDN has a direct, positive, and significant effect on lecturer productivity in the implementation of the Tridharma of Higher Education. ~~In~~ addition to superior-subordinate communication, research conducted by Putra et al. (2019) proves that the work attitude variable has an influence on the employee productivity variable. Employee productivity is also influenced by work enthusiasm. Mafra (2017) proves that there is a significant effect between job satisfaction and work enthusiasm as an indicator of work enthusiasm on employee work productivity at the Palembang Class I Navigation District Office. The results of other studies that support the variables of superior-subordinate communication, work attitudes, and work enthusiasm for employee work productivity are proven by Kusdiyanti, et al. (2017); Anggraeni ~~and~~& Uliana (2018); Pangumpia (2013); Manurung (2020); Putra et al. (2019); Asmuni (2012); Mafra (2017); Khoiriyah (2015); Nurcahyanti (2018); Lutfi (2018); Proctor (2014); Dasgupta (2013); ~~and~~; Sjafitri, et al. (2019).

Based on theories about the communication relationship between superiors and subordinates, work enthusiasm, and positive work attitudes, there is a positive and significant influence on employee productivity at the North Sumatra Transportation Service. Thus the formulation of the problem can be made part of the flow that describes the framework as follows :

H1: There is a Significant Influence Between the Communication Relationship Variables of Superiors - Subordinates on Work Enthusiasm.

H2: There is a Significant Influence Between the Communication Relationship Variables of Superiors - Subordinates and Work Enthusiasm on Employees' Positive Work Attitudes.

H3 : There is a Significant Influence Between the Communication Relationship Variables of Superiors - Subordinates and Work Enthusiasm on Employee Work Productivity.

H4: There is a Significant Influence Between the Communication Relationship Variables of Superiors - Subordinates on Employee Work Productivity through Work Enthusiasm and Positive Work Attitudes.

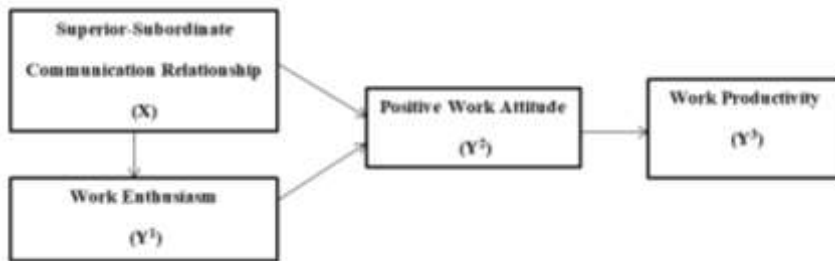


Figure 1. Conceptual Framework
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RESEARCH METHOD

This type of research is explanatory research. According to Sani & Maharani (2013:180), explanatory research is to test between hypothesized variables. This study contains a hypothesis that will be tested for truth. This hypothesis describes the relationship between two variables, to find out whether the variable is related or not with other variables, or whether the variable is caused or influenced by other variables.

The population in this study were employees at the Department of Transportation of North Sumatra, amounting to 118 people. Sampling in this study was conducted using non-probability sampling technique, non-probability sampling technique used was saturated sampling. Saturated sampling is a sampling technique when all members of the population are sampled (Sugiyono, 2013:143). The sample in this study were employees at the Department of Transportation of North Sumatra Province with a total of 118 respondents.

The data collection technique used in this study was a questionnaire. The questionnaire will be in the form of closed or open questions that can be given to respondents directly (Sugiyono, 2013). The analytical method used is the path analysis method ~~than c-~~Can be used to analyze the direct or indirect effect between the independent variable versus the dependent variable (Sani and Maharani, 2013:74).

RESULTS AND DISCUSSION

Characteristics of Respondents

Characteristics of respondents are the various backgrounds that are owned by the respondents themselves. This characteristic is to see what the background of the respondents in this study is. In this study, respondents' backgrounds were focused on gender, age, last education, and years of service, the results obtained ~~were~~are as showed in figure 2. :-

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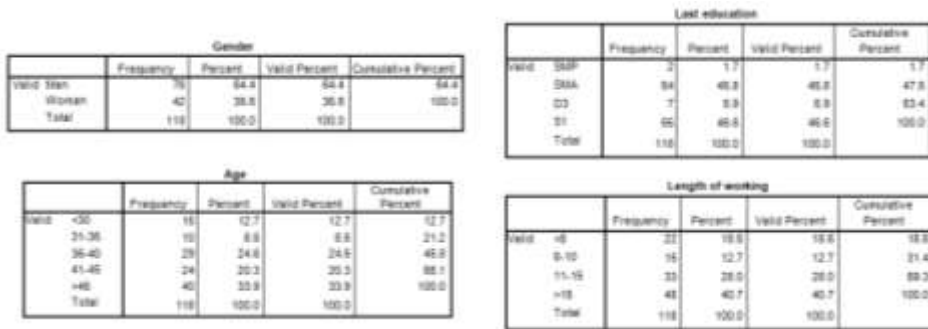


Figure 2. Respondent Characteristics

Source: Data processed, 2022

When viewed Filtered by gender with a total of 118 respondents, of which there were 76 were male and 42 were female respondents. From the sample taken as many as 118 respondents among employees, it turns out that in terms of age there are 5 groupings and the most taken are aged > 45 years as much as at 33.9%, then 36-40 years old at 24.6%, and 41-45 years old at 20.3%, and age < 30 as many as at 12.7% and the last 31-35 years as much as at 8.5%.

From the samples taken, it turns out that the most respondents' education background are Bachelors Degree (S1) with at 46.6%, after that from followed by high school as much as at 45.8%, Diploma III (D3) as much as at 5.9%, and junior high school at 1.7%. and of the 118 respondents studied, the longest tenure of employees is > 15 as much as at 40.7%, followed by then after that 11-15 years as much as at 28.0%, 6-10 years as many as at 12.7% and < 5 as many as at 17.8%.

INSTRUMENT VALIDITY AND RELIABILITY TEST RESULTS

Based on the results of the validity test, the Superior-Subordinate Communication Relationship variable was asked has 8 questions, the Work Enthusiasm variable has 8 questions, the Positive Work Attitude variable has 8 questions, and the Work Productivity variable has 10 questions. The overall results of the items on the Superior-Subordinate Communication Relationship variable were 6 items were declared valid, and 2 items were invalid (item 3 and item 4). As for the Work Enthusiasm variable, of the 8 question items that were tested for validity, and only the 4th item was declared invalid. And for the Positive Work Attitude variable of that has the 8 question items that were to be tested for validity, only the 3rd item was found to be invalid. The work productivity variable of the has 10 question items that were to be tested for validity, and only the 5th item was declared invalid. The value of the item is valid for each question item because it has a calculated r value > r table (0.179) at n = 118, df = n2, and a significance level of 5%. Meanwhile, invalid items must be removed and re-tested for validity.

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Table 1. Validity and Reliability Test Results of Research Variables

Variable	Question Item	r value	r table	Note	Invalid Item	Cronbach's Alpha	Note
Superior-Subordinate Communication Relationship (X)	1	0,628		valid		0,705	Reliabel
	2	0,489		valid			
	5	0,565	0,180	valid	Item 3 and Item 4		
	6	0,576		valid			
	7	0,660		valid			
Work Enthusiasm (Y ¹)	8	0,850		valid		0,652	Reliabel
	1	0,764		valid			
	2	0,621		valid			
	3	0,508	0,180	valid	Item 4		
	5	0,506		valid			
Positive Work Attitude (Y ²)	6	0,516		valid		0,651	Reliabel
	7	0,448		valid			
	8	0,614		valid			
	1	0,771		valid			
	2	0,613	0,180	valid	Item 3		
Work Productivity (Y ³)	4	0,452		valid		0,781	Reliabel
	5	0,452		valid			
	6	0,495		valid			
	7	0,450		valid			
	8	0,728		valid			
	1	0,873		valid		0,180	
	2	0,760		valid			
	3	0,683		valid			
	4	0,500		valid			
	6	0,337	0,180	valid	Item 5		
	7	0,439		valid			
	8	0,445		valid			
	9	0,383		valid			
	10	0,840		valid			

Source: Data processed, 2022

The results of the reliability test table show that the value of Cronbach's Alpha is 0.705 for the Superior-Subordinate Communication Relationship variable (X) 0.652 for the Work Morale variable (Y¹), 0.651 for the Positive Work Attitude variable (Y²) and 0.781 for the Work Productivity Variable (Y³). The results of each variable have a Cronbach's Alpha value greater than 0.6. Ghozali (2005:42) stated that, if the Cronbach Alpha coefficient of an instrument is greater than 0.6, then the instrument is considered reliable.

Substructure Path Analysis Model Test Results 1 (Hypothesis 1)

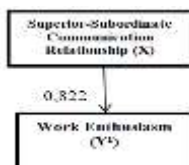


Figure 3. Model of Path Analysis Substructure 1

Source: Data processed, 2022

Testing the model testing in this study were using path analysis that includes analysis of 3 (three) substructures that represent problem areas and research hypotheses. Substructure 1

examines the effect of the superior-subordinate communication relationship on work enthusiasm. Based on the results of the normality test conducted with the Kolmogorov-Smirnov test, the results of the KS test value were $0.152 > 0.050$ (α) so that it was concluded that the data in the research model hypothesis 1 were normally distributed. To determine heteroscedasticity, ~~can use the~~ Glejser test was used. The basis for decision making in this test is if the significance value is 0.05, it can be concluded that there is no heteroscedasticity problem, but on the contrary if the significance value is < 0.05 , it can be concluded that there is a heteroscedasticity problem. Based on the calculation results, it is known that the significance value of the superior-subordinate communication relationship variable is $0.380 > 0.05$, based on ~~this the result~~, it can be concluded that there is no heteroscedasticity.

Table 2. Results of Hypothesis 1 t-test

Model	Coefficients ^a				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1 (Constant)	6.281	1.215			5.170	.000
Superior-Subordinate Communication Relationship	.840	.054	.822		15.543	.000

a. Dependent Variable: Work Enthusiasm

Source: Data processed, 2022

The value of the F-table with a significance level of 0.05 with $df_1 = k - 1 = 4 - 1 = 3$ and $df_2 = n - k = 118 - 4 = 114$, obtained by 2.45 and the value of Sig. of 0.000. The results of $F_{count} > F_{table}$ ($241.587 > 2.45$) and the value of Sig ($0.000 < 0.05$), the conclusion is that the superior-subordinate communication relationship has a positive and significant effect simultaneously on work enthusiasm.

The t-test was conducted to show how far the influence between the independent variable and the dependent variable was. If the significant value (Sig.) < 0.05 , a variable is said to have a significant effect on other variables. The t-table value with 5% alpha and the number of samples $n - k$ the number of variables used, the obtained t-table is 1.658. Based on the coefficients table, it is known that the value of t_{count} is 15,543 ~~which is more than the~~ ~~from~~ t_{table} 1,658 with a significance value of $0.000 < 0.05$. It can be concluded that the superior-subordinate communication relationship has a positive and significant effect on work enthusiasm because the value of $t_{count} > t_{table}$ and the significant value is less than 0.05 so H_0 is rejected and H_a is accepted. To find out how much influence the Supervisor-Subordinate Communication Relationship (X) has on Work Enthusiasm (Y1), statistical calculations were carried out using the Coefficient of Determination. From the results of the table the results of the coefficient of determination test explain that the value of the relationship (R) is 0.822. From the output, the coefficient of determination (R Square) is 0.676 which implies that the influence of the independent variable (Superior-Subordinate Communication Relations) on the dependent variable (Work Enthusiasm) is 67.6%.

Substructure Path Analysis Model Test Results 2 (Hypothesis 2)

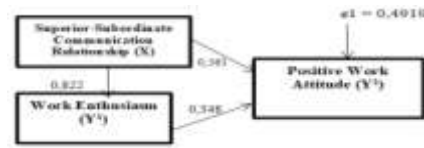


Figure 4. Model of Path Analysis Substructure 2
 Source: Data processed, 2022

Substructure 2 examines the effect of superior-subordinate communication relationships, work enthusiasm on positive work attitudes. Based on the results of the normality test conducted with the Kolmogorov-Smirnov test, the results of the KS test value were $0.200 > 0.050$ (a) so it was concluded that the data in the research model hypothesis 2 were normally distributed. According to Ghozali (2005:91-92), "multicollinearity test aims to test whether the regression model found a correlation between the independent variables (independent)". The test can be seen from the Tolerance and Variance Inflation Factor (VIF) values, the tolerance value which is above 0.1 and the VIF value below 10 indicates that there is no multicollinearity in the independent variable. The results of the analysis can be seen that the

Model	Coefficients ^a		Standardized Coefficients	t	Sig.	Tolerance
	Unstandardized Coefficients	Std. Error				
1 (Constant)	2.730	1.231		2.217	.029	0.324 > 0.1,
Superior-Subordinate Communication Relationship	.604	.087	.561	6.965	.000	and the VIF value is 3.083 < 10
Work Enthusiasm	.366	.085	.348	4.320	.000	(Superior-Subordinate Communication Relationship variable).

a. Dependent Variable: Positive Work Attitude
 on Relationship variable). Tolerance value $0.324 > 0.1$, and VIF value $3.083 < 10$ (Work Enthusiasm variable). Based on the results, it is concluded that there is no multicollinearity in each variable. To determine heteroscedasticity, this study used the Glejser test. The basis for decision making in this test is if the significance value is 0.05, it can be concluded that there is no heteroscedasticity problem, but on the contrary, if the significance value is < 0.05 , it can be concluded that there is a heteroscedasticity problem. Based on the calculation results, it is known that the significance value of the superior-subordinate communication relationship variable is 0.398 and the Work Morale variable is 0.077 which means it is greater than 0.05, based on this the results, it can be concluded that there is no heteroscedasticity.

Table 3. Results of Hypothesis 2 t-test

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Obtained F-count value of 179.779. The F-table value with a significance level of 0.05 with $df_1 = k-1 = 4-1 = 3$ and $df_2 = n - k = 118-4 = 114$ obtained 2.45 and the value of Sig. from 0.000. The results of $F_{count} > F_{table}$ ($179.779 > 2.45$) and the value of Sig ($0.000 < 0.05$), the conclusion is that the relationship between superior-subordinate communication, **work morale**, has a positive and significant effect simultaneously on positive work attitudes. Based on the Coefficient Table, the t-count value for the Superior-Subordinate Communication Relationship variable is 6.965 with a Sig value of 0.000. The calculated t-value for the **Work Morale** variable is 4.320 with a Sig value of 0.000. While the t-table value with a significance level of 0.05 and $df = n-k = 118 - 4 = 114$, obtained 1.658. Value of Sig. $0.000 < 0.05$ which means significant. The results of the study concluded that the relationship between superior-subordinate communication, **work morale** had a positive and significant effect on positive work attitudes. it can be seen that the correlation/relationship R value is 0.870. The output results above obtained a coefficient of determination (R^2) of 0.758, meaning that the influence of the Superior-Subordinate Communication Relations variable (X) and Work Enthusiasm (Y^1), on Positive Work Attitudes (Y^2) is 75.8%, while the rest is influenced by other variables that not investigated in this study.

Communication relationship between superiors and subordinates with a path coefficient value (P_1) of 0.561 and work enthusiasm with a path coefficient value (P_2) of 0.348, while e_1 shows the variance of the research model which is calculated by the formula: $e_1 = \sqrt{(1-0,758)} = 0,4919$ (Y^2/e_1). The results of the t-test become the basis for describing the substructure path analysis model 2 as shown in Figure 4.

Test Results of Path Analysis Models for Sub Structure 3 (Hypothesis 3 and Hypothesis 4)

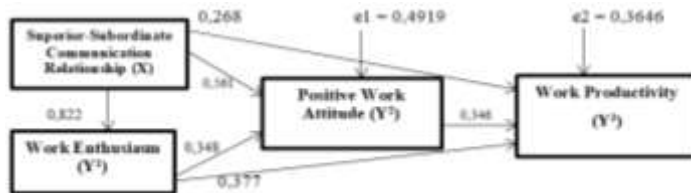


Figure 5. Model of Path Analysis Substructure 3
Source: Data processed, 2022

Substructure 3 examines the effect of superior-subordinate communication relationships, **work morale** on work productivity and substructure 4 examines the influence of superior-subordinate communication relationships on work productivity through work enthusiasm and positive work attitudes. Based on the results of the normality test conducted with the Kolmogorov-Smirnov test, the results of the KS test value were $0.200 > 0.050$ (a) so it was concluded that the data in the research model hypotheses 3 and 4 were normally distributed. According to Ghazali (2005:91-92), "multicollinearity test aims to test whether the regression model found a correlation between the independent variables (independent)". The test can be seen from the Tolerance and Variance Inflation Factor (VIF) value, a tolerance value above 0.1 and a VIF value below 10 indicating the absence of multicollinearity in the independent variables. The results of the analysis can be seen that the Tolerance value is $0.228 > 0.1$ and the VIF value is $4.383 < 10$ (Superior-Subordinate Communication Relationship Variable). , The results of the analysis can be seen that the Tolerance value is $0.242 > 0.1$ and the VIF

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value is $4.127 < 10$ (Positive Work Attitude Variable). The results of the study concluded that there was no multicollinearity in each variable. To determine heteroscedasticity, this study ~~can~~ used the Glejser test. The basis for decision making in this test is if the significance value is 0.05, it can be concluded that there is no heteroscedasticity problem, but on the contrary, if the significance value is < 0.05 , it can be concluded that there is a heteroscedasticity problem.

Based on the calculation results, it is known that the significance value of the Superior-Subordinate Communication Relationship variable is 0.922 ~~and t~~, the Work Morale variable is 0.261, ~~which means greater than 0.05~~ and the Positive Work Attitude is 0.720, which means greater than 0.05. Based on this results, it can be concluded that there is no heteroscedasticity in each variable.

The F-count value is 247,685. The F-table value with a significance level of 0.05 with $df_1 = k-1 = 4-1 = 3$ and $df_2 = n - k = 118-4 = 114$ obtained a value of 2.45 and Sig. from 0.000. The results of $F_{count} > F_{table}$ ($247.685 > 2.45$) and the value of Sig ($0.000 < 0.05$), it can be concluded that the relationship between superior-subordinate communication, work enthusiasm and positive work attitude simultaneously has a positive and significant effect on work productivity. Based on the Table of Coefficients a_q obtained t -value for the variable Communication Relationship between superiors and subordinates is 3.750 with a Sig value of 0.000. The calculated t -value for the Work Spirit variable is 5.825 with a Sig value of 0.000. and the t -value for the Positive Work Attitude variable is 4.980 with a Sig value of 0.000. While the t -table value with a significance level of 0.05 and $df = n-k = 118 - 4 = 114$, obtained 1.658. Value of Sig. $0.000 < 0.05$ which means significant. The results of the study concluded that the relationship between superior-subordinate communication, work morale, positive work attitude had a positive and significant impact on work productivity. That is, every increase in superior-subordinate communication relationships, morale, and positive work attitudes, the work productivity of the employees of the North Sumatra Province Transportation Service also increases. It can be seen that the correlation/relationship R value is 0.931. The output results above obtained a coefficient of determination (R²) of 0.867, meaning that the influence of the Superior-Subordinate Communication Relationship variables (X), Work Enthusiasm (Y¹) and Positive Work Attitudes (Y²) on Work Productivity (Y³) is 0.867 or 86.7%, while the rest is influenced by other variables not examined in this study.

Table 4. Results of Hypothesis 3 dan 4 t-test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	1 (Constant)	4.850	1.119		
Superior-Subordinate Communication Relationship	.345	.092	.268	3.750	.000
Work Enthusiasm	.474	.081	.377	5.825	.000
Positif Work Attitude	.413	.083	.346	4.980	.000

a. Dependent Variable : Work Productivity
Source: Data processed, 2022

The error value in the form of an arrow from e2 to Work Productivity which shows the variance of Work Productivity that cannot be explained by the variables of Superior-

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Subordinate Communication Relationship, Work Enthusiasm, and Positive Work Attitude. So by using this formula it can be seen that the value of e2 of Work Productivity (Y3) is $e = (1 - 0.867) = 0.3646$ (Y3) / e2. So as to produce a trajectory framework for substructure III in Figure 5.

Comment [L-07]: Fix the grammar

Table 5. The Calculation Result of Direct and Indirect Effect Independent Variables Against Dependent Variables

Sub Structure		Path Coefficient		Total Effect
		Direct	Indirect	
Sub Structure I	X → Y ¹	0,822	-	-
Sub Structure II	X → Y ²	0,561	-	-
	Y ¹ → Y ²	0,348	-	-
Sub Structure III	X → Y ³	0,268	0,561 x 0,346 = 0,194	0,268 + 0,194 = 0,462
	Y ¹ → Y ³	0,377	0,348 x 0,346 = 0,120	0,377 + 0,346 = 0,497
	Y ² → Y ³	0,346	-	-
	X → Y ³	0,268	0,822 x 0,348 x 0,346 = 0,098	0,268 + 0,098 = 0,366

Source: Data processed, 2022

-CONCLUSION

To achieve the work target, the North Sumatra Transportation Agency compares the realization of the work with the planned target (employment contract) so as to produce the achievement value of the Employee Performance Target (SKP). SKP achievement scores are expressed with numbers and designations as follows: 91 – above: Very Good, 76 – 90: Good, 61 – 75: Enough, 51 – 60: Less, 50 – Lower: Less. In the event that the realization of the work exceeds the target, the assessment of the achievement of the SKP can be more than 100. The aspects assessed include various indicators of work performance or productivity which are generally categorized as main tasks and additional tasks. In completing the targets of the main tasks and additional tasks required mastery of various work skills needed by employees to complete their work. Based on this background, this study wanted to analyze the effect of variables such as superior-subordinate communication relationships, work morale, positive work attitudes on employee productivity at the North Sumatra Provincial Transportation Service. with the aim of whether these variables are able to increase the work productivity of the employees of the Department of Transportation of the Province of North Sumatra and create a good work target value. After conducting research, researchers obtained data from distributing questionnaires to employees of the North Sumatran Transportation Service with the results that superior-subordinate communication relationships were able to increase the work productivity of North Sumatra Provincial Transportation Service employees through work enthusiasm and positive work attitudes. These results are in line with the previous research by Laoe (2021), Dasgupta et al. (2013), Lutfi (2018), and Sjafitri, et al. (2019).

XXX

Comment [L-08]: Please add research limitation and suggestion for future research.

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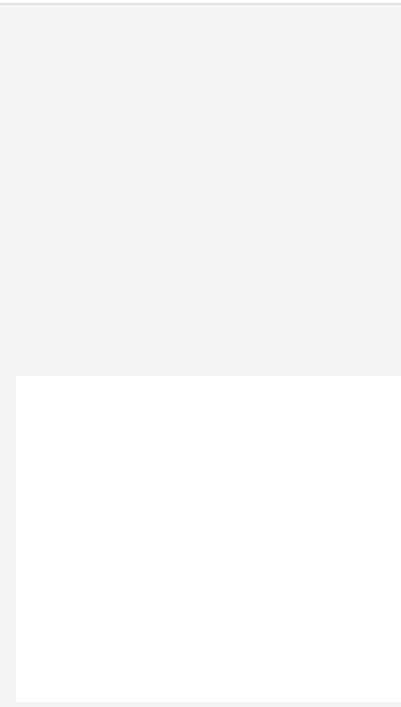
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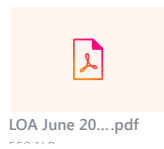
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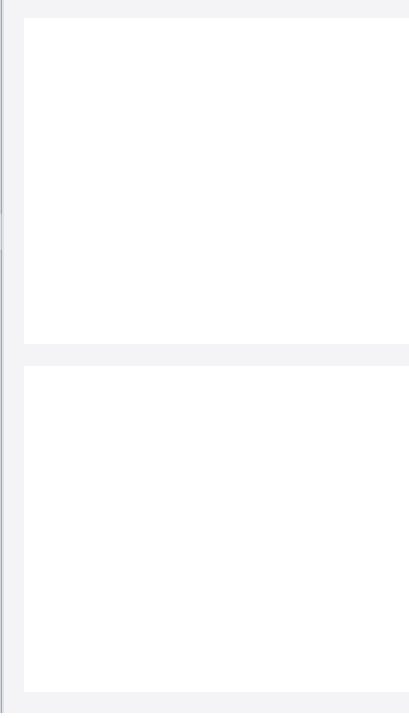
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