The Influence of Employee Engagement and Work Motivation On Employee Productivity In Moderation By Employee Characteristics PT Ciputra East Kalimantan

ASTIE PUSPITA SARI

Master of Management, Faculty of Economics and Business, Mulawarman University, Indonesia

ZAINAL ABIDIN

Master of Management, Faculty of Economics and Business, Mulawarman University, Indonesia

IRWAN GANI

Master of Management, Faculty of Economics and Business, Mulawarman University, Indonesia

ABSTRACT: *This study aims to analyse ho the influence of Employee Engagement and Work Motivation on Employee Productivity both directly and indirectly ith the moderating effect of Employee Characteristic at PT. Ciputra Kalimantan Timur. To test the hypothesis analysis, the author uses data analysis in this study using Partial Least Square (PLS) method. Employee Engagement and work Motivation as exogenous variables. Employee Productivity as endogenous variabel. Employee Characteristic as moderation variabel. The results of this study showed that (1) Employee Engagement has a positive and significant effect on Employee Productivity, (2) Work Motivation has a positive and significant effect on Employee Productivity, (3) Employee Characteristic as a moderation has a positive and significant effect on Employee Engagement to Employee Productivity, (4) Employee Characteristic as a moderation has a positive and significant effect on Work Motivation to Employee Productivity.*
Keywords: Employee Engagement, Work Motivation, Employee Productivity, Employee Characteristic

I. INTRODUCTION

An effective organization can be achieved from various factors that contribute to performance, but the human resource element in an organization is clearly the most important factor. Regardless of the size or nature of an organization, the activities carried out, and the environment in which the organization operates, success is primarily determined by the decisions made by existing human resources and their behavior (Mello, 2015:4). Human resource management is an activity that includes recruitment, training, development, and compensation for all employees in the organization. Human resource management is intended to be able to manage various problems that exist with human resources in the organization or company, to encourage positive results (Ireland et al, 2016: 91). Human resources are an important asset in all aspects of management, especially in matters relating to the existence of the organization, therefore it is very important for organizations to have productive work. Labor productivity is considered one of the most important factors in a company's success. Productivity can vary depending on the implementation and the environment in which the process takes place (Piran et al, 2020:6). According to Sharma (2021:96), productivity measures efficiency and use of resources. High productivity is very important to improve the standard of living and welfare of an organization, so that by increasing productivity, employees can receive better Work opportunities, working conditions and wages. One way to increase productivity is to invest in employee engagement. Employee engagement is the emotional commitment that an employee has towards the organization where he works and the goals of that organization. Emotional commitment is the employee's sense of attachment to the Work he has and the organization where he works. Employees do not work solely to get a salary or promotion, but truly work on behalf of the organization and its goals (Zeuch, 2016: 618).

According to Zenoff (2013: 5), employee engagement will make employees enthusiastic about their work and maximize their talents and efforts to make a difference in pursuing success in the organization. Employees who have high involvement tend to have a vision to improve their careers by helping achieve organizational goals and objectives. According to Armstrong & Taylor (2020:246), engagement occurs when employees are committed to their work and the organization and are motivated to achieve high levels of

performance. Employee engagement is an issue that can represent the best interests of both the employee and the employer.

Employee engagement aims to produce improvements in the work of employees in the organization and create work improvements that can be proud of. Engagement is not limited to teams or groups, but also individuals. Individual involvement in the organization can be achieved in many ways, including through increasing daily work time, daily work initiative, and being able to work in a team for the long term (Allen & McCarthy, 2017: 7). Employees who have a sense of involvement in the organization can achieve above average levels of productivity and make significant contributions. Involved employees are a potential source of competitiveness and strategic advantage for the organization (Turner, 2020:76). Apart from employee engagement, organizations or businesses must also pay attention to how to maintain and manage employee work motivation to achieve optimal productivity and achieve organizational goals. According to Marotz (2021:46), motivation drives an interesting phenomenon, namely the behavior, decisions, choices, and actions of employees who consider certain opportunities interesting and are willing to dedicate time and energy to pursue them.

The motivation that humans have tends to make them do what must be done to obtain a certain set of desired results or to obtain something important, comfortable, or satisfying. The motivation possessed by humans is also related to their personal interests (Guillen, 2021:4). People are motivated when they expect an action that will lead to the achievement of a goal and valuable rewards that fulfill their needs and desires (Armstrong & Taylor, 2020:247). Work motivation is divided into five levels of needs from Maslo's framework into two categories, namely low-level needs and high-level needs, including the need for work, achievement, appreciation and actualization (Gagne, 2014:248).

The research results of Dharliana & Iboo (2022) show that there is a positive and significant influence between work motivation and employee productivity. In line with the research results of Marlapa & Mulyana (2020) which shows that there is a positive and significant influence of work motivation on work productivity. These two studies are not in line with research by Rampisela & Lumintang (2020) where the results of their research show that motivation has a positive and insignificant effect on employee productivity. The differences in the results of the research above are the reason the researchers raised the moderating variable. According to Sekaran & Roger (2020:293), the moderating variable acts as a variable that changes the original relationship between the independent variable and the dependent variable, meaning that the influence of a variable X on Y depends on the value of another variable, namely the moderating variable. The interaction is entered as a product of two variables in the regression model.

In this research, work characteristics are variables that moderate the influence of employee engagement variables on employee productivity and moderate the influence of work motivation variables on work productivity variables. This is because Work characteristics are variables that strengthen or weaken the relationship between one variable and other variables. According to Cummings & Orley (2014:114), Work characteristics include age, education, experience, skills, and abilities which can influence performance, work, and how the Work reacts to Work design. The personal characteristics of employees make the things that each employee wants to achieve and consider important in the workplace more complex. Personal characteristics include personality tendencies, attitudes, self-efficacy, self-esteem, motivation, gender, communication style, emotions, and others. Work characteristics are needed to evaluate human resources for selection and placement in the organization. Personal characteristics of employees can include knowledge, skills, abilities, and other personal characteristics needed to match their Work targets (Spector, 2021:97). According to King & Laley (2016:261), employee characteristics can be described as knowledge, skills, experience, competence, and individual qualifications. Employee characteristics that specifically suit the needs of the organization can be given the right Works and tasks.

The Work productivity of employees in an organization or company is a very interesting problem to research. One of them is the work of PT. Ciputra, East Kalimantan. There are four projects built by PT. Ciputra East Kalimantan namely Citraland City Samarinda, Citra Grand Senyiur Samarinda, Citra Garden City Samarinda, and Citra City Balikpapan with a total of 85 works. Based on observations in the field, it is known that in general the productivity of PT. Ciputra, East Kalimantan is quite good, but it is still not optimal and can be improved. This condition can be seen through several indicators such as supervision indicators which are still low, so that work between divisions tends to focus more on the tasks and goals of each division or department alone and work is less focused on the company's common goals. Another thing that has become a phenomenon in the field is the large influence of work characteristics which influence the differences in motivation and involvement in work that everyone. The most influential characteristics include differences in age, level of education and work experience in each Work. So that work characteristics become variables that moderate work involvement and work motivation which ultimately influence work productivity.

II. LITERATURE REVIEW

Employee Engagement

According to Cummings & Orley (2014:351), employee engagement aims to increase employee participation in decision making that affects organizational performance and employee welfare. This can be broken down into four main factors that drive employee engagement. Meanwhile, according to Gennard et al (2016:133), employee engagement can be identified into three dimensions including; 1) intellectual engagement, which is related to the extent to which employees are absorbed in their work and consider ways to improve their performance; 2) affective involvement, which is related to people's positive emotions towards their work and towards the organization; and 3) social involvement, which is related to the extent to which employees discuss work-related improvements and changes with their coworkers.

Work Motivation

According to Frey & Osterloh (2013: 1), motivation is divided into two forms, namely 1) intrinsic motivation, namely motivation that comes from the work activity itself or from an end goal that can fulfill self-satisfaction. Intrinsic motivation is a prerequisite for creativity and innovation; and 2) extrinsic motivation, namely motivation that has the function of satisfying indirect or instrumental needs. Extrinsic motivation comes from the desire to directly fulfill needs that are not related to work, where work is seen as a means to meet actual needs through salary.

Employee Characteristics

Personal characteristics of employees that can contribute to work-life balance problems include gender, age, personality differences, and level of education, marital status, parental status, and burden of family responsibilities (Swarnalatha & Rajalakshmi, 2017:45). Robbins & Coulter (2016:131) states that two individual characteristics that play a role in determining employee behavior are values and personality. Everyone comes to an organization with a relatively deep-rooted set of personal values, which represent basic beliefs about what is right and wrong. Values that develop from childhood are based on what is seen and heard. Therefore, employees within the same organization often have very different values.

Employee Productivity

According to Tsauri (2020:148), productivity is a comparison between the results of an employee's work and the sacrifices made. In general, productivity measurement means comparison, which can be broken down into three very different types, including 1) comparing current performance with historical performance which does not indicate whether current performance is satisfactory, but only shows an increase or decrease; 2) comparison of implementation between one unit and another unit. Such measurements describe relative efficiency; 3) and comparison of current performance with goals and focusing on goals.

Relationship Between Variables
The Influence of Employee Engagement on Employee Productivity

According to Cummings & Orley (2014: 352), there are now more and more research findings that support the relationship between work engagement and productivity. Attempts to explain this positive relationship have traditionally followed the idea that involving individuals more in workplace decision making will increase Work satisfaction and thereby increase Work satisfaction, thereby increasing their productivity.

The Influence of Work Motivation on Employee Productivity

When employees have low work motivation, they will tend to feel disengaged in work and show poor organizational commitment, thereby reducing work productivity which causes organizational losses (Martinko et al, 2016: 46). According to Nejati (2013:255), work motivation is positively correlated and is a strong contributor to work performance. When people are motivated at work, performance will increase, therefore motivation is considered a factor that greatly influences work productivity.

Research Conceptual Framework

Several theories were used as references in creating a conceptual framework for this research. Employee engagement is a joint commitment between the organization and its employees, where the organization helps employees realize their potential and employees help the organization achieve its goals. Employee involvement reflects the employee's mind and heart, namely when employees demonstrate intellectual understanding, emotional involvement, and are willing to work extra to show their loyalty to the organization (Kelleher, 2014: 8). According to Mello (2015:180), employees who have a sense of involvement

in their work and are committed to the organization where they work will produce higher productivity, lower employee turnover and competitive advantages that are important for the organization or company.

According to Einstein & DeHaan (2014: 3), motivation has a role in initiating and directing human resource activities in organizations. motivation provides energy, generates, and increases task engagement, and directs action toward specific goals or objectives. According to Ryan (2019:4), employees are motivated to act in accordance with what they believe and the abilities they have. Employees expect results that are in accordance with the efforts they have made, so motivation is very important to encourage employee behaviour. Based on several theories and previous research, the research conceptual framework is as seen in this Figure 1.
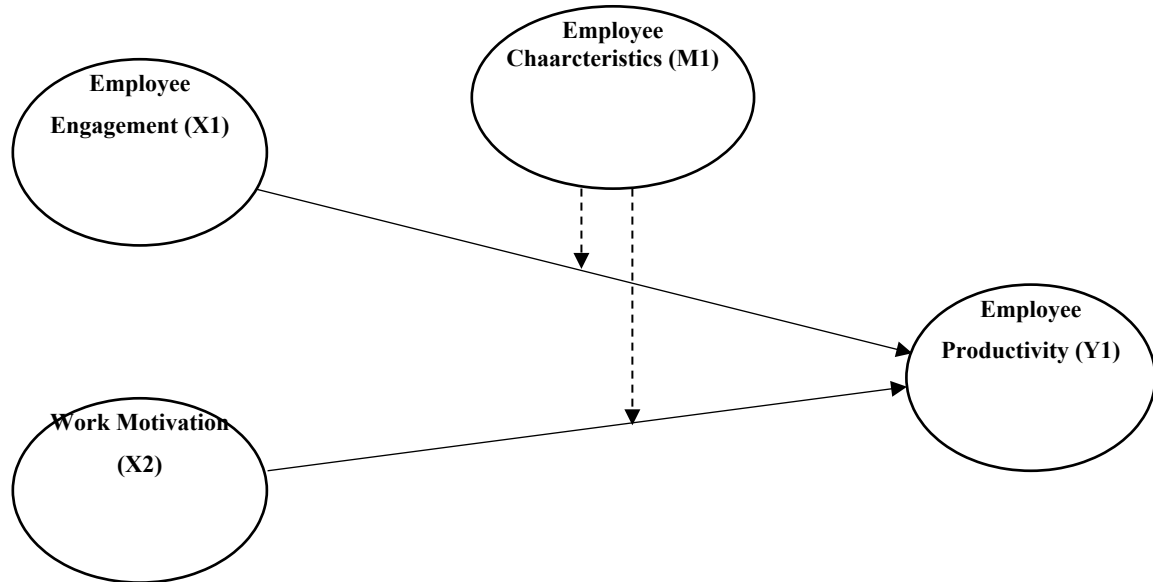

Figure 1. Research Conceptual Framework

Hypothesis :
1. Employee engagement has a positive and significant effect on employee productivity.
2. Work motivation has a positive and significant effect on employee productivity.
3. Employee characteristics moderate the influence of employee engagement on employee productivity.
4. Employee characteristics moderate the influence of work motivation on employee productivity.

III. RESEARCH METHOD

Operational of Definitions

1. Employee engagement

Employee engagement is the level of commitment and enthusiasm that employees have towards PT. Ciputra East Kalimantan and also their own work, which is reflected by the following indicators:

a. Vigor

Vigor refers to the character of employees who have strong mental resilience when working and completing their work, have enthusiasm, will, consistency and high energy in their work.

b. Dedication

Dedication refers to the character of employees who have strong involvement with their work and are accompanied by feelings of joy, a feeling of importance and enthusiasm for their work, inspiration, and pride, and like challenges in their work.

c. Absorption

Absorption refers to the character of employees who have total self-control by concentrating completely on the work they are doing, feeling happy and absorbed in carrying out their work, and finding it difficult to disengage from their work.

2. Work motivation

Work motivation is the willingness to work that arises due to a psychological encouragement for a person to behave and work diligently in accordance with the duties and obligations that have been given to him, which is reflected by the following indicators:

a. Awards

b. Achievement

3. Employee Characteristics

Employee characteristics are the characteristics of an employee in believing, acting or feeling. Employee characteristics can also be interpreted as something that can differentiate one employee from another, which is reflected by the following indicators:

a. Age

The age indicator is divided into four groups, namely 18-25 years, 26-30 years, 31-40 years, and > 40 years.

b. Work Experience

Work experience indicators are divided into four groups, namely 1-3 years, 4-6 years, 7-10 years, and > 10 years.

4. Employee Productivity

Employee productivity is the ability and energy contained within each employee that will produce results on their work in the maximum possible quality and quantity, which is reflected by the following indicators:

a. Skills

b. Ability

c. Attitude

Population and Sample

The population in this research is all employees of PT. Ciputra East Kalimantan with a total of 85 people, with 40 people having the status of permanent employees and 45 people having the status of contract employees. The population that can be taken in this research is 85 employees of PT. Ciputra, East Kalimantan. This research uses a population sampling method, namely the entire population is sampled.

Analysis Method

Partial Least Squares (PLS) analysis is a multivariate statistical technique that compares a dependent variable with several independent variables. PLS is a statistical method used to complete multiple regression when the data has specific problems, such as small research sample sizes, missing data (missing values), and classical assumptions (data not normally distributed, multicollinearity and autocorrelation problems). Apart from that, PLS can be used on any type of data scale (nominal, ordinal, interval, ratio) as well as more flexible assumption requirements (Abdillah & Hartono, 2015:161). PLS can test measurement models and structural models simultaneously. The measurement model tests validity and reliability, while the structural model tests causality (testing hypotheses with prediction methods). As a predictive modeling tool, PLS assumes that all measures of variance are explained variance so that the latent variable estimation approach is considered a linear combination of indicators.

1. Measurement Model

The outer model or measurement model defines how each block of indicators relates to its latent variables. The design of the measurement model determines the nature of the indicators of each latent variable, whether reflexive or formative, based on the operational definition of the variable. In evaluating the measurement model, convergent validity, discriminant validity, composite reliability and average variance extracted tests were carried out. Apart from the three measurement models, the structural model evaluation also carried out the R-Squared (R2) test and estimated path coefficients or t-tests.

a. Convergent Validity

Convergent validity is used to measure the magnitude of the correlation between latent variables and manifest variables in the reflexive measurement model. In evaluating convergent validity, it can be assessed based on the correlation between the item score / component score and the construct score. According to (Ghozali & Latan, 2020:68), a correlation can be said to meet convergent validity if it has a loading value greater than 0.5 to 0.7.

b. Discriminant Validity

Discriminant validity and reflexive measurement models can be calculated based on the cross-loading value of the manifest variable on each latent variable. If the correlation between the latent variable and each indicator (manifest variable) is greater than the correlation with other latent variables, then the latent variable can be said to predict the indicator better than the other latent variables. Apart from that, discriminant validity can also be calculated by comparing the square root of average variance extracted (AVE) value. If the AVE value is higher than the correlation value between latent variables, then discriminant validity can be considered achieved. Discriminant validity can be said to be achieved if the AVE value is greater than 0.5.

c. Composite Reliability

A latent variable can be said to have good reliability if the composite reliability value is greater than 0.7. Where $\lambda 1$ is the loading factor (convergent validity), and var $\varepsilon(i) = 1 - \lambda 12$. Ghozali (2013) stated that this measurement can be used to measure reliability and the results are more conservative than composite reliability values.

2. Structural Model

According to Abdillah & Hartono (2015: 188), the inner model or structural model describes the causal relationship between latent variables which is built based on the substance of the theory. The inner model is a structural model to predict causal relationships between latent variables. Through the bootstrapping process, T-statistic test parameters are obtained to predict the existence of a causal relationship.

a. R-squared (R^2)

The R-squared (R2) test is a way to measure the level of Goodness of Fit (GOF) of a structural model. The R-squared value (R2) is used to assess how much influence a particular independent latent variable has on the dependent latent variable. To determine the coefficient of determination (R2) and Adjust R-squared, namely to find out how big the contribution of all independent variables together is to the dependent variable with the value of the coefficient of multiple determination (R2) and to see how much the model used can have a correlation with Adjusted R-square.

Significant Test

The significance test aims to find out how much influence the independent variable has on the dependent variable. For the significance test in the PLS method, the independent variable in question is an exogenous latent variable and the dependent variable in question is an endogenous latent variable. The estimated value of the path relationship (inner model) is used to determine the significance of the relationships between latent variables. Significance values can be obtained using the bootstrapping procedure developed by Geisser & Stone. The hypothesis used in the significance test is as follows:

H0 = The independent variable (X1) has no significant effect on the dependent variable (Y).

H1 = The independent variable (X1) has a significant effect on the dependent variable (Y).

The rejection areas used are:

H_0 rejected if $|$ t statistic $| > t_{\alpha, \, df}$ or p-value $< \alpha$.

H_0 accepted if $|$ t statistic $| < t_{\alpha, \, df}$ or p-value $> \alpha$.

IV. ANALYSIS AND DISCUSSION

Measurement Model (Outer Model)

The measurement model is used to test the validity and reliability of the instrument. The validity test is carried out to determine the ability of the research instrument to measure what it should measure or the accuracy of the research instrument, while the reliability test is used to measure the consistency of the measuring instrument in measuring a concept. There are three criteria for using data analysis techniques with WarpPLS to assess the outer model, namely Convergent Validity, Discriminant Validity and Composite Reliability.

1. Convergent Validity

Convergent validity measures the magnitude of the correlation between the construct and the latent variable. In evaluating convergent validity from examining individual item reliability, it can be seen from the standardized loading factor. Standardized loading factor describes the magnitude of the correlation between each measurement item and its construct. Correlation can be said to be valid if the loading factor value is > 0.7 and the Average Variance Extracted value must be greater than 0.5. The output results from WarpPLS for Outer Loading are as shown in the following image:
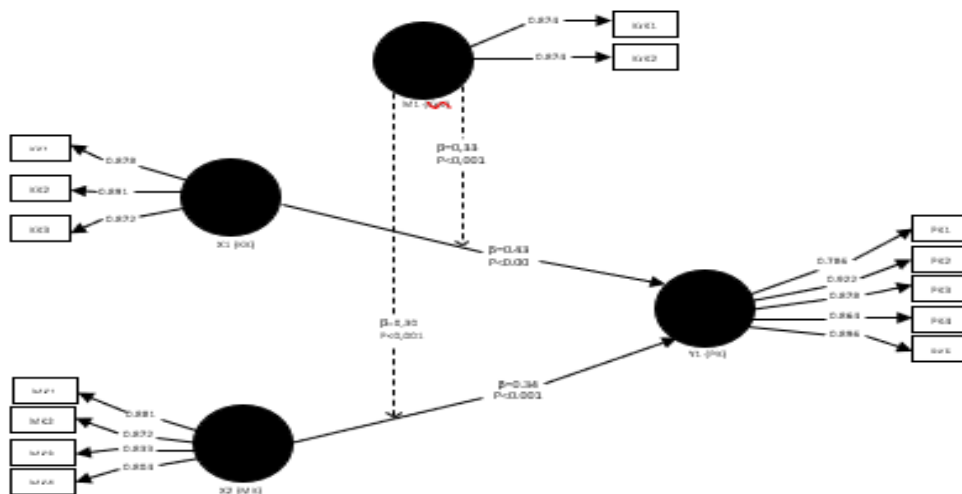

Figure 2. Outer Loading

Source: WarpPLS.

From the output results, all indicators have an Outer Loading of more than 0.70 so that all indicators are declared valid. Furthermore, the criteria for construct validity and reliability can be seen in Table 1.

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
X1	0.855	0.912	0.776
X2	0.869	0.911	0.719
Y1	0.919	0.940	0.758
M1	0.691	0.866	0.764
M1*X1	0.832	0.878	0.547
M2*X2	0.887	0.911	0.567

Source: WarpPLS.

From Table 1 above, it can be seen that the AVE value is above 0.5 and Cronbach's alpha and composite reliability are above 0.7, meaning that the construct validity and reliability criteria also show valid and reliable results.

2. Discriminant Validity

Discriminant Validity is used to test the validity of the construct and its indicators. The discriminant validity test is assessed based on the cross loading of the measurement with the construct or by comparing the root of the AVE for each construct with the correlation between the construct and other constructs in the model. The results of the table in the attachment for the cross-loading table produce an AVE value greater than the correlation value between constructs, so it can be stated that the evaluation in this analysis meets discriminant validity.

Structural Model (Inner Model)

The structural model in PLS is evaluated using R^2 for the dependent construct, the higher the R^2 value means the better the prediction model of the proposed research model.

1. R-Square

The results from the table below show that the R^2 value obtained by Y1 is 0.669, which shows that the variables Work Involvement (X1) and Work Motivation (X2) have an effect on Work Productivity (Y1) by 66.9%. According to Hair et al (2017), R^2 ranges from 0 to 1, with higher levels indicating more predictive accuracy. As a rule of thumb, R^2 values of 0.75, 0.50, and 0.25 can be considered substantial, moderate and weak, in some studies an R^2 value of 0.10 is considered satisfactory.

Table 2. R-Square

	R-Square	R-Square Adjusted
Y1	0.669	0.650

Source: WarpPLS.

Based on Table 2 above, it shows that the R-square and Adjusted R-square values show high accuracy and can be considered substantial.

2. Path Coefficient dan T-Statistic

The Path Coefficient value shows the level of significance in hypothesis testing. The path coefficient or inner model score, indicated by the t-statistic value, must be above 1.96. This research has four hypotheses with t-statistic values as follows:

Table 3. T-Statistic

	X1	X2	M1*X1	M1*X2
Y1	4.268	3.258	3.159	2.889

Source: WarpPLS.

Based on table 5.12 above, it shows that the four hypotheses have a t-statistic value greater than 1.96, meaning that the four hypotheses are significant. Direct effects are the direct influence of a construct or exogenous latent variable on an endogenous latent variable. These direct effects value is also called the path coefficient. The path coefficient between constructs was measured to see the significance and strength of the relationship and also to test the hypothesis. The path coefficient value ranges from -1 to +1.

The path coefficient value is closer to +1, the stronger the relationship between the two constructs. A relationship that is closer to -1 indicates that the relationship is negative (Sarstedt et al, 2017:2). The following are the results of the direct effect analysis in this research:

Table 4. Direct Effects

	X1	X2	M1*X1	M1*X2
Y1	0.431	0.338	0.329	0.303

Source: WarpPLS.

Based on the results of the direct effect analysis above, it can be concluded that the direct influence of X1 on Y1 is 0.431, meaning that if X1 increases by one unit, Y1 can increase by 43.1%. The direct influence of X2 on Y1 is 0.338, meaning that if X2 increases by one unit, Y1 can increase by 33.8%. The direct effect of X1 which is moderated by M1 on Y1 is 0.329, meaning that if X1 increases by one unit, Y1 can increase by 32.9%. The direct effect of X2 which is moderated by M1 on Y1 is 0.303, meaning that if X2 increases by one unit, Y1 can increase by 30.3%. All four hypotheses are positive.

3. Q-Square Test

Q2 value above 0 provides evidence that the model has predictive relevance, this can be seen from the following table:

Table 5. Q-Square Test

	Q-Square
Y1	0.556

Source: WarpPLS.

From table 5 above, it can be seen that the Q2 value is 0.556 for the Work Productivity variable (Y1), which has a value above zero, so it has good observation results.

4. Model Fit and Index Quality

The fit model shows the suitability of the research model created and is reliable, while the quality index shows the good quality of the research indicators, this can be seen in the following table:

Table 6. Model Fit and Index Quality

Item	Kategori
Average Path Coefficient (APC)	0.350, P<0.001
Average R-Squared (ARS)	0.669, P<0.001
Average Adjusted R-Square (AARS)	0.650, P<0.001
Average Block VIF (AVIF)	3.02, diterima jika <=5, ideal <=3.3
Average Full Collinearity VIF (AFVIF)	2.98, diterima jika <=5, ideal <=3.3
Tenenhaus GoF (GoF)	0.679, kecil>=0.1, sedang>=0.25, besar>=0.36
Sympson's Paradox Ratio (SPR)	1.00, diterima jika >=0.7, ideal =1
R-Squared Contribution Ratio (RSCR)	1.00, diterima jika >=0.9, ideal =1
Statistical Suppression Ratio (SSR)	0.750, diterima jika >=0.7
Nonlinear Bivariate Causality Direction Ratio (NLBCDR)	0.750, diterima jika >=0.7

Source: WarpPLS.

From Table 6 above all models meet the model fit criteria. So, it can be concluded that the model fits the data.

Finding and Interpretation

1. The Influence of Employee Engagement (X1) on Employee Productivity (Y1)

The influence of employee engagement (X1) on employee productivity (Y1) has a t-statistic value of 4.268, where this value is greater than 1.96, so work involvement (X1) has a significant effect on work productivity (Y1). The Path Coefficient value for the influence of Employee Engagement (X1) on Work Productivity (Y1) is 0.431, that is, this value indicates that the relationship between these two variables is positive. This is in accordance with previous research conducted by Rambembuoch, Nelan, and Uhing (2023:547) which found that the influence of employee engagement on work productivity had a positive and significant effect.

The effect of employee engagement (X1) on employee productivity (Y1) is positive and significant, and has a path coefficient of $\beta = 0.694$, and $P < 0.001$, meaning that the more employees are involved, the more their productivity will increase. The Coefficient of Determination (R^2) value is 0.482 or 48.2%, which means that Employee Engagement (X1) can explain employee Productivity (Y1) of 48.2%. In this research there are three indicators that reflect Employee Engagement (X1), namely vigor, dedication, and absorption. Vigor is the highest indicator that contributes to Employee Engagement (X1) followed by indicators of dedication and absorption. So, the reality in the field currently is that Employee Engagement (X1) which is owned by PT employees. Ciputra East Kalimantan is already good, the company just needs to increase the sense of dedication and absorption of its work, namely by giving employees more opportunities to contribute to providing ideas for the company's progress and involving employees more in interesting/challenging new projects, thus Work Involvement (X1) PT. Ciputra East Kalimantan will improve to be even better than before.

2. The Influence of Work Motivation (X2) on Employee Productivity (Y1)

The influence of work motivation (X2) on employee productivity (Y1) has a t-statistic value of 3.258, where this value is greater than 1.96, so Work motivation (X2) has a significant effect on employee productivity (Y1). The Path Coefficient value for the influence of Work Motivation (X2) on Employee Productivity (Y1) is 0.338, that is, this value indicates that the relationship between these two variables is positive. This is in line with previous research conducted by Harahap, Ritonga, and Harahap (2020:406) which found that the influence of work motivation on productivity has a positive and significant effect.

The effect of work motivation (X2) on employee productivity (Y1) is positive and significant, and has a path coefficient of $\beta = 0.684$, and $P < 0.001$, meaning that the higher the motivation of the work, the higher the productivity produced. The value of the Coefficient of Determination (R^2) is 0.468 or 46.8%, which means that work motivation (X2) can explain employee productivity (Y1) of 46.8%. Currently, ability is the highest indicator that reflects Employee Productivity (Y1). Ciputra East Kalimantan, this is caused by the average employee of PT. Ciputra East Kalimantan really master's the field of work they are currently doing and can complete all their work targets on time. Followed by skill indicators and attitude indicators at work which also have high points. So, currently the productivity of PT. Ciputra East Kalimantan is good, but still needs to be improved.

3. The Influence of Employee Engagement (X1) on Employee Productivity (Y1) Moderated by Employee Characteristics (M1)

Employee Characteristics (M1) acts as a pure moderating variable, which is a variable that moderates the relationship between the independent variable and the dependent variable, where the pure moderating variable interacts with the independent variable without standing alone as an independent variable. In this research, the Work Characteristics variable (M1) acts as a pure moderating variable that moderates the relationship between the Work Involvement variable (X1) and the Employee Productivity variable (Y1). According to Solimun, Fernandes, and Nurjannah (2017:79) pure moderation is a variable that moderates the relationship between the predictor variable and the response variable where the pure moderating variable interacts with the predictor variable without becoming a predictor variable.

Work Characteristics (M1) in this study are reflected by age indicators and work experience indicators. According to Batog et al (2019:33), workers who are increasingly mature may have more work experience, thus potentially having a positive impact on productivity. Based on the results of research conducted at PT. Ciputra East Kalimantan, the results of the research found that the influence of Employee Engagement (X1) which is moderated by Work Characteristics (M1) on Employee Productivity (Y1) has a t-statistic value of 3.159, which is a value greater than 1.96 so it is significant and has a path coefficient of 0.329 which is positive. So, it can be concluded that there is a moderating role of Employee Characteristics (M1) on the relationship between Employee Engagement (X1) and Employee Productivity (Y1) in PT Works. Ciputra East Kalimantan which is positive and significant.

These results are supported by the theory of Purc and Laguna (2019:10), that personal factors such as individual characteristics, personality, and work values can influence the level of involvement. These results are also supported by research by Rofaida and Suryana (2017: 322) which found that work personality, which is a combination of physical characteristics and giving an individual an identity, has a positive and significant effect on work engagement.

Moderation of Work Characteristics (M1) on the relationship between Work Engagement (X1) and Work Productivity (Y1) PT. Ciputra East Kalimantan has a path coefficient of $\beta = 0.33$, and $P < 0.001$, meaning that when an employee has good characteristics, the more the employee is involved, the higher the productivity it will produce. The value of the Coefficient of Determination (R^2) is 0.67 or 67%, meaning that Work Involvement (X1) moderated by Work Characteristics (M1) can explain productivity of 67%, which can be seen in the following picture:
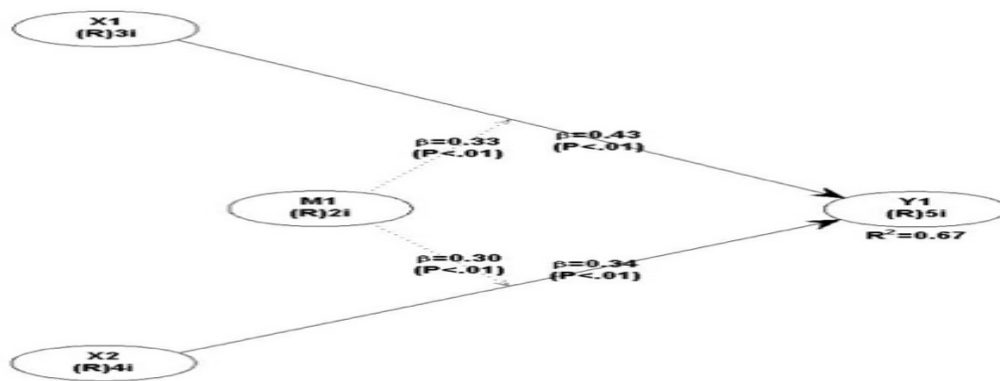
Figure 3. Research Framework Model
Source: WarpPLS.

Figure 3 is a curve depicting the Work Characteristics variable (M1) which moderates the relationship between the Work Engagement variable (X1) and the Work Productivity variable (Y1), which is as follows:
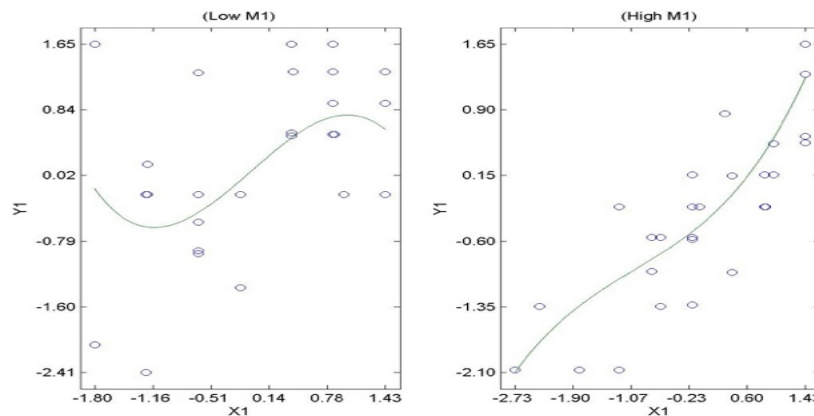

Figure 4. Moderation Curve of Employee Characteristics (M1) on the Relationship between Employee Engagement (X1) and Employee Productivity (Y1)
Source: WarpPLS.

It can be seen in the picture above that for Work Characteristics (M1) is low (Lo M1), which means the employee's age is immature and work experience is low, so the relationship between Work Involvement (X1) and Work Productivity (Y1) is not very significant. Meanwhile, for high Work Characteristics (M1), there is a significant relationship, where the higher the Work Involvement (X1), the higher the Work Productivity (Y1).

4. **The Influence of Work Motivation (X2) on Employee Productivity (Y1) is Moderated by Employee Characteristics (M1)**

Employee Characteristics (M1) acts as a pure moderating variable, which is a variable that moderates the relationship between the independent variable and the dependent variable, where the pure moderating variable interacts with the independent variable without becoming an independent variable. In this research, the Work Characteristics variable (M1) acts as a pure moderating variable that moderates the relationship between the Work Motivation variable (X2) and the Work Productivity variable (Y1). According to Solimun, Fernandes, and Nurjannah (2017:79) pure moderation is a variable that moderates the relationship between the predictor variable and the response variable where the pure moderating variable interacts with the predictor variable without becoming a predictor variable. Based on the results of research conducted at PT. Currently, Ciputra East Kalimantan, research results found that the influence of Work Motivation (X2) which is moderated by Work Characteristics (M1) on Work Productivity (Y1) has a t-statistic value of 2.889, which is a value greater than 1.96 so it is significant and has a path coefficient of 0.303 which is positive. So, it can be concluded that there is a moderating role of Work Characteristics (M1) on the relationship between Work Motivation (X2) and Work Productivity (Y1) which is positive and significant. These results are supported by research by Almaududi and Emil (2019:15) which shows that individual characteristics have a positive and significant effect on employee

work motivation. Research belonging to Setiaan and Bodroastuti (2012:14) shows that there is a significant influence between individual characteristics on work motivation. Research by Ghezanda, Sunuharyo, and Susilo (2013:7) shows that individual characteristics partially have a positive and significant effect on employee work motivation. These results are also supported by Noor's theory (2022: 8) which defines factors that influence work motivation as being known based on unique individual characteristics.

Moderation of Employee Characteristics (M1) on the relationship between Work Motivation (X2) and Work Productivity (Y1) PT. Ciputra East Kalimantan has a path coefficient of β = 0.30, and P < 0.001, meaning that when the employee has good characteristics, the higher the motivation the employee has, the higher the productivity will be. The value of the Coefficient of Determination (R2) is 0.67 or 67%, meaning that Work Motivation (X2) moderated by Work Characteristics (M1) can explain productivity of 67%, which can be seen in the following picture:
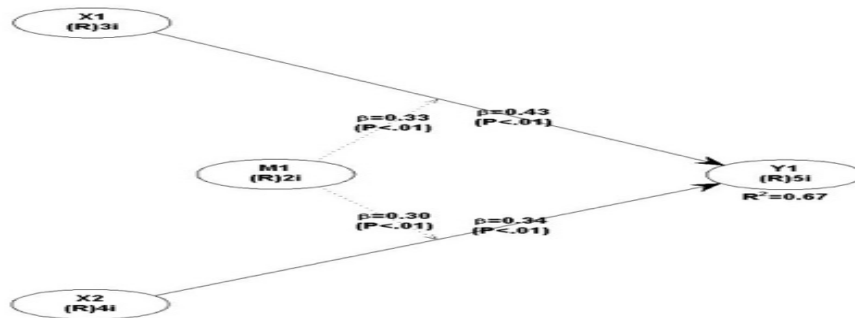

Figure 5. Research Framework Model

Source: WarpPLS.

Figure 5 is a curve depicting the Work Characteristics variable (M1) which moderates the relationship between the Work Motivation variable (X2) and the Work Productivity variable (Y1), which is as follows:
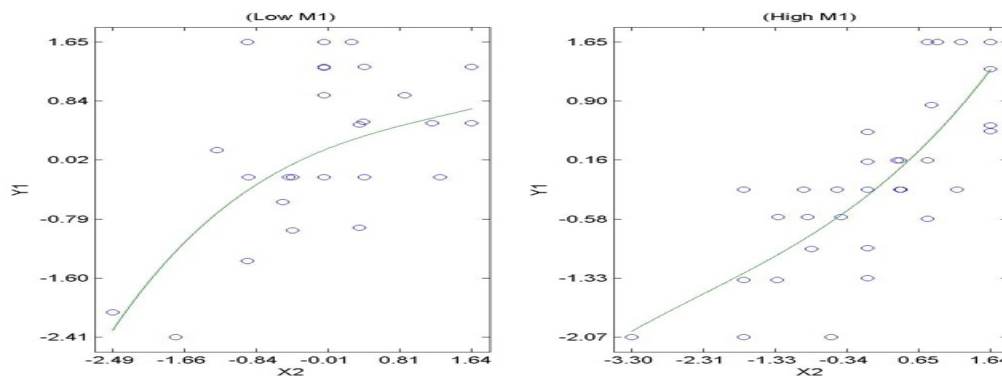

Figure 6. Moderation Curve of Work Characteristics (M1) on the Relationship between Work Motivation (X2) and Work Productivity (Y1)

Source: WarpPLS.

It can be seen in the picture above that for Work Characteristics (M1) is low (Lo M1), which means the employee's age is immature and work experience is low, so the relationship between Work Productivity (Y1) is less significant than Work Characteristics (M1).) high (High M1), which means that the employee's age is becoming more mature and they have more work experience, there is a significant relationship. So the higher the Work Motivation (X2), the higher the Work Productivity (Y1).

V. CLOSING

Conclution and Reccomendation

Conclution

1) Employee Engagement has a positive and significant effect on Employee Productivity, so the more Employee Engagement increases, the more Employee Productivity will increase; 2) The indicator that has the most influence on employee engagement is vigor or work enthusiasm, so vigor is an important element that must be paid attention to and continuously improved by the company; 3) Work Motivation has a positive and significant

effect on Employee Productivity, so the more Work Motivation increases, the more Employee Productivity will increase; 4) Work Motivation is divided into two indicators, namely awards and achievements, where both indicators contribute equally to Work Motivation, so that awards and achievements are important elements that the Company must pay attention to and continue to improve; 5) There is a moderating role of Employee Characteristics on the relationship between Employee Engagement and Employee Productivity, which is positive and significant; and 6) There is a moderating role of employee characteristics on the relationship between work motivation and employee productivity, which is positive and significant.

Recommendations

1) If the company wants to increase employee productivity, the company needs to involve more employees both in work and in the company; 2) Companies need to create programs and work environments that can increase employee work motivation in the company so that employee productivity increases; 3) The employee recruitment process requires employee characteristics that are experienced and of mature age, so that they can carry out work programs and increase employee involvement so that it is hoped that it can increase employee productivity; 4) The employee recruitment process requires employee characteristics that are experienced and of mature age, so that they can carry out work programs and increase employee work motivation so that it is hoped that it can increase employee productivity.

REFERENCES
[1]. Abdillah, W., & Hartono, J. (2015). Partial least square (PLS) : alternatif structural equation modeling (SEM) dalam penelitian bisnis. Yogyakarta: Andi.
[2]. Albrecht, S. L. (2012). Handbook of Employee Engagement Perspective, Issues, Research and Practice (Last Edition ed.). United Kingdom: Edward Elgar Publishing.
[3]. Allen, J., & McCarthy, M. (2017). How to Engage, Involve, and Motivate Employees Building a Culture of Lean Leadership with Two-Way Commitment and Communication. CRC Press.
[4]. Armstrong, M., & Taylor, S. (2020). Armstrong's Handbook Of Human Resource Management Practice - 15th Edition. London, United Kingdom: KoganPage.
[5]. Bach, S., & Edwards, M. R. (2013). Managing human resources : human resource management in transition 5th edition.
[6]. Bailey, C. (2016). The Productivity Project Accomplishing More by Managing Your Time, Attention, and Energy.Crown.
[7]. Battaglio, J. R. (2015). Public Human Resource Management. Texas, Dallas: SAGE Publications.
[8]. Byrne, Z. S. (2022). Understanding Employee Engagement Theory, Research, and Practice. New York: Taylor & Francis.
[9]. Cummings, T. G., & Worley, C. G. (2014). Organization Development & Change - 10th Edition. Mason, USA: South-Western, Cengage Learning.
[10]. Daft, R. L. (2016). Management - Twelfth Edition. Boston, USA: Cengage Learning.
[11]. Entrekin, L., & Scott-Ladd, B. D. (2014). Human Resource Management and Change. Third Avenue, New York: Routledge.
[12]. Fowler, S. (2019). Master Your Motivation Three Scientific Truths for Achieving Your Goals. Berrett-Koehler Publishers.
[13]. Frey, B. S., & Osterloh, M. (2013). Successful Management By Motivation - 3rd Edition. New York: Springer Berlin Heidelberg.
[14]. Gagne, M. (2014). The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory.Amerika Serikat: Pers Universitas Oxford.
[15]. Gani, I., & Amelia, S. (2018). Alat Analisis Data : Aplikasi Statistik untuk Penelitian Bidang Ekonomi & Sosial.Yogyakarta: Andi.
[16]. Garcia, K., Jewell, A., & Tudyka, A. (2018). Republic of Latvia Selected Issues. Washington: International Monetary Fund.
[17]. Gennard, J., Judge, G., & Bennett, T. (2016). Managing Employment Relations - 6th Edition. CIPD - Kogan Page.
[18]. Ghozali, I., & Latan, H. (2020). Partial Least Squares: Konsep, Teknik, dan Aplikasi Menggunakan Program SmartPLS 3.0 (2nd ed.). Semarang: Badan Penerbit Universitas Diponegoro.
[19]. Griffin, R. W., Phillips, J. M., & Gully, S. M. (2017). Organizational Behaviour - Managing People and Organizations. Boston, USA: Cengage Learning.
[20]. Guillen, M. (2021). Motivation in Organisations (Searching For A Meaningful Work-Life Balance). New York: Routledge.
[21]. Hewitt, A. (2014). Trends in Global Employee Engagement. Publication manual of Aon Hewitt.
[22]. Hyatt, M. (2019). Free To Focus: A Total Productivity System To. Washington, DC: Baker Books.
[23]. Ireland, R. D., Hitt, M. A., & Hoskisson, R. E. (2016). Strategic Management - Competitiveness and Globalization - 12th Edition. Mason, USA: Thomson South-Western.
[24]. Joseph F. Hair, J., Sarstedt, M., Ringle, C. M., & Gudergan, S. P. (2017). Advanced Issues in Partial Least Squares Structural Equation Modeling. Homburg: Springer International Publishing.
[25]. Kelleher, B. (2014). Employee Engagement For Dummies. Canada: Wiley.
[26]. King, D., & Lawley, S. (2016). Organizational Behaviour - 2nd Edition. United Kingdom: Oxford University Press.
[27]. Marchington, M., Wilkinson, A., Donnelly, R., & Kynighou, A. (2016). Human Resource Management at Work - 6th Edition. London: Kogan Page.
[28]. Marcus, A., & Gopinath, N. M. (2017). Impact of The Demographic Variables on The Employee Engagement - An Analysis, Volume 03(Issue 02).
[29]. Marotz, L. (2021). Early Childhood Leadership (Motivation, Inspiration, Empowerment). London, United Kingdom: Rowman & Littlefield.
[30]. Mello, A. S. (2015). A Seffrey Strategi Human Resources Management, 4th Edition, Siena Collection.
[31]. Miskell, J. R. (1994). Motivation at Work. United States of America: Richard D. Irwin, INC.
[32]. Mone, E. M., & London, M. (2014). Employee Engagement Through Effective Performance Management A Practical Guide for Managers. Taylor & Francis.

[33]. Pattanayak, B. (2020). Human Resource Management. Delhi: PHI Private Learning Limited.
[34]. Piran, F. S., Lacerda, D. P., & Camargo, L. F. (2020). Analysis And Management Of Productivity And Efficiency In Production Systems For Goods And Services. Portuguese: CRC Press.
[35]. Purc, E., & Laguna, M. (2019). Personal Values and Innovative Behavior of Employees. Front Psychol .
[36]. Robbins, S. P., & Coulter, M. (2016). Management - 13th Edition. London: Pearson Education.
[37]. Ryan, R. M. (2019). The Oxford Handbook of Human Motivation - Second Edition. United States of America: Oxford University Press.
[38]. Sanghi, S. (2014). Human Resource Management. New Delhi, India: Vikas Publishing House.
[39]. Saxena, V. (2019). Employee Engagement. Chenai: Notion Press.
[40]. Segalla, M. (2021). International Perspectives on Employee Engagement . New York: Routledge.
[41]. Sekaran, U., & Roger, B. (2020). Research Methods For Business A Skill Building Approach. Danvers: Wiley.
[42]. Sharma, D. F. (2021). Human Resource Management - SBPD Publications. SBPD Publications.
[43]. Sharon, P., & Swapnalekha, B. (2015). Human Resource Management Text And Cases - Second Edition. New Delhi, India: Vikas Publishing House.
[44]. Sokrat, D. R. (2020). The Impact of Employee Engagement on Productivity: A Case of the Egyptian Public Sector, Volume 40(Issue 3).
[45]. Solimun, Achmad, F, A. R., & Nurjannah. (2017). Metode Statistika Multivariat Pemodelan Persamaan Struktural (SEM) Pendekatan WarpPLS. Malang: UB Press.
[46]. Spector, P. E. (2021). Industrial and Organizational Psychology - 8th Edition. South Florida: Wiley.
[47]. Sreih, J. F. (2020). Career Development and Work Satisfaction. London, United Kingdom: IntechOpen.
[48]. Sungmala, N., & Verawat, A. (2021). The Impact of Socio-Demographic Factors on Employee Engagement at Multinational Companies in Thailand.
[49]. Swarnalatha, C., & Rajalakshmi, S. (2017). A Hand Book on Work-Life Balance. Lulu.
[50]. Truss, C., Alfes, K., Delbridge, R., Shantz, A., & Soane, E. (2014). Employee Engagement In Theory And Practice. New York: Routledge.
[51]. Turner, P. (2020). Employee Engagement in Contemporary Organizations - Maintaining High Productivity and Sustained Competitiveness. United Kingdom: Palgrave Macmillan.
[52]. Weinstein, N., & DeHaan, C. R. (2014). Human Motivation and Interpersonal Relationships.
[53]. Zenoff, D. B. (2013). The Soul Of The Organization: How To Ignite Employee Engagement And Productivity.New York: Apress.
[54]. Zeuch, M. (2016). Handbook of Human Resources Management. Berlin: Springer.