

Employee Engagement, Work Motivation, and Productivity in the Digital Marketing Era: A Systematic Review

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ABSTRACT

The accelerated digitalization of marketing activities has reshaped the way organizations sustain employee engagement, motivation, and productivity. This study conducts a systematic review of empirical and conceptual literature published between 2015 and 2025 to examine how engagement and motivation influence productivity within digital marketing environments. Using the Systematic Literature Review (SLR) method, ten peer-reviewed articles indexed in Scopus, ScienceDirect, and SpringerLink were analyzed to identify recurring patterns and conceptual linkages across studies. The review highlights that employee engagement serves as a mediating mechanism that bridges individual motivation and organizational outcomes. While digital tools enhance flexibility, autonomy, and data driven performance evaluation, they may simultaneously weaken interpersonal connections and blur work life boundaries. Motivation is shown to arise from the interaction between intrinsic drivers creativity, pride, and purpose and extrinsic supports such as equitable compensation, constructive feedback, and transparent leadership. The findings suggest that productivity in digital marketing hinges on a balanced integration of technological empowerment and human centered management. Organizations that combine innovation, trust based leadership, and a supportive culture are more likely to achieve sustained engagement and long-term performance in the digital era.

Keywords: *Digital Marketing, Employee Engagement, Work Motivation, Systematic Literature Review*

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1. | INTRODUCTION

The rapid digitalization of organizational processes over the past eight years has significantly transformed how companies manage human resources, especially in the increasingly competitive field of digital marketing. As digital technologies reshape communication patterns, work systems, and business strategies, organizations are confronted with new challenges related to maintaining employee engagement, sustaining work motivation, and ensuring high productivity. The integration of advanced digital tools into daily work routines demands not only technological adaptation but also psychological readiness, emotional resilience, and strategic human resource management. In this context, the relationship among employee engagement, work motivation, and productivity becomes a critical area of study, particularly as companies strive to remain agile and competitive in the digital era.

Digital transformation must be understood as more than mere adoption of technology; it represents a fundamental shift in organizational dynamics. As noted by Pratama (2018), digitalization affects how employees interact, collaborate, and perceive their work environment, requiring organizations to rethink how they design work systems and manage performance. Rahmawati (2020) further emphasizes that digital-era engagement requires adaptive, flexible, and dynamic forms of involvement where responsiveness to rapid changes becomes essential. These shifts indicate that employee behavior in digital environments is shaped not only by technological factors but also by organizational culture, leadership practices, and individual psychological conditions.

The increasing use of digital tools such as project management platforms, cloud-based collaboration systems, and AI-driven analytic applications offers significant opportunities for improving efficiency and output quality. However, these tools also present new psychological and social challenges. Setiawan (2021) found that while digital technologies enhance workflow efficiency, prolonged exposure to digital interfaces can reduce job satisfaction and increase cognitive strain if not paired with adequate organizational support. This duality highlights the need for organizations to balance technological advancement with human-centered considerations, ensuring that digital tools empower rather than overwhelm employees.

In digital marketing environments, creativity, agility, and continuous innovation are essential competencies. Lestari (2022) notes that digital marketing employees must be able to respond quickly to shifting market trends, customer behaviors, and algorithmic changes in digital platforms. Such demands reinforce the importance of employee engagement as a psychological state that fosters energy, dedication, and involvement. Highly engaged employees are more likely to demonstrate consistent performance, generate creative solutions, and contribute meaningfully to organizational goals. Engagement thus becomes a strategic asset in industries driven by rapid technological and market shifts.

Employee engagement is widely described as a condition where employees feel emotionally connected, mentally focused, and behaviorally committed to their work. Research by Yuliana (2019) demonstrates that employees who feel valued and psychologically supported tend to be more engaged and display higher levels of discretionary effort. Similarly, Hidayat (2020) argues that engagement extends beyond job satisfaction by fostering a deeper emotional bond between employees and their organizations. This bond motivates employees to invest their energy, creativity, and time into delivering optimal performance.

Alongside engagement, work motivation plays a critical role in shaping productivity in digital work settings. Motivation is rooted in both intrinsic factors such as a sense of purpose, creativity, and personal growth and extrinsic factors like compensation, recognition, and constructive leadership. Sari (2018) asserts that intrinsic motivation is particularly important in environments that demand innovation and problem-solving, as employees must feel personally connected to the value and impact of their work. Meanwhile, Nugroho (2019) highlights that extrinsic motivators remain essential for maintaining fairness, reinforcing achievements, and providing employees with clear direction.

The complexity of motivation intensifies in digital marketing due to the need for constant learning, rapid adaptation, and resilience against high work pressures. Digital marketers regularly face fast-changing algorithms, real-time customer feedback, and competitive content cycles. According to Dewi (2021), employees with high motivation show better adaptability and resilience in such environments, enabling them to maintain performance levels despite technological disruptions and workload fluctuations. Conversely, low motivation can lead to decreased concentration, emotional exhaustion, and deteriorating engagement, which ultimately reduce organizational productivity.

Numerous studies have explored the relationship among motivation, engagement, and productivity. Hasanah (2022) found that employee engagement acts as a mediating variable that strengthens the link between motivation and productivity. This suggests that motivated employees become productive only when they also experience high levels of engagement. Thus, productivity is not merely an outcome of technological adoption or skill proficiency but is also shaped by emotional and psychological factors that influence how employees perceive and interact with their work.

Organizational culture and leadership style are also central to shaping engagement and motivation in digital workplaces. Widodo (2020) explains that a trust based organizational culture fosters psychological safety, which is crucial for employees who often work remotely or in highly digitalized settings. Feelings of isolation, reduced social interaction, and communication challenges are common consequences of digital work, making trust and support essential elements of organizational well being. Leadership also plays a vital role in navigating digital transformation. According to Putri (2022), leaders who communicate transparently, encourage creativity, and adapt their management styles to digital workflows are more likely to foster sustained engagement and motivation.

Digital transformation requires leaders to balance strategic technological vision with empathy and human-centered approaches. Darmawan (2023) argues that effective digital-era leadership prioritizes collaboration, empowerment, and psychological understanding while ensuring employees remain aligned with organizational goals. Such leadership facilitates a healthy digital work environment where employees can thrive, innovate, and maintain high levels of productivity.

Productivity in digital marketing is influenced not only by the ability to utilize technology but also by how employees manage workload, maintain well being, and sustain collaborative relationships. Fadhillah (2021) stresses that productivity requires a balance between technological efficiency and human engagement. Although digital tools can automate repetitive tasks and streamline complex processes, creativity, intuition, and strategic judgment remain fundamentally human competencies. Organizations that rely exclusively on technology

without nurturing employee engagement may experience high turnover, burnout, or performance stagnation.

Overall, digital transformation has ushered in a new era in human resource management where employee engagement and motivation become essential drivers of productivity. The ideal digital workplace does not solely rely on technological advancement but emphasizes emotional well being, opportunities for growth, and supportive workplace relationships. Organizations that successfully integrate technological innovations with human-centered management are better positioned to achieve sustainable performance, employee satisfaction, and long-term organizational resilience in the digital marketing era.

2. | LITERATURE REVIEW

Employee engagement is widely recognized as a central construct in contemporary organizational psychology, reflecting an employee's psychological presence and emotional connection to their work. Schaufeli (2018) conceptualizes employee engagement as a positive, fulfilling, work-related psychological state comprising three dimensions: vigor, dedication, and absorption. Vigor refers to high levels of energy and mental resilience; dedication describes strong involvement and a sense of significance in one's work; while absorption reflects being fully concentrated and engrossed in work tasks. This multidimensional perspective underscores that engagement is not merely about job satisfaction or compliance but involves a deeper motivational and emotional bond that drives sustained performance.

In parallel, motivation has been extensively studied through the lens of Self-Determination Theory proposed by Deci and Ryan (2000). This theory posits that human motivation operates on a continuum ranging from amotivation to intrinsic motivation, with extrinsic motivation occupying various levels in between. The theory emphasizes the fulfillment of three fundamental psychological needs: autonomy, competence, and relatedness as essential drivers of high-quality and self-sustained motivation. Autonomy involves the sense of volition in one's actions; competence refers to the feeling of effectiveness and mastery; and relatedness concerns the sense of belonging and connection with others. When these needs are satisfied, employees are more likely to exhibit intrinsic motivation, creativity, and long-term engagement.

Integrating the concepts of engagement and motivation, emerging research has highlighted the role of personal and contextual resources in strengthening an employee's work behavior. Liu et al. (2023) demonstrate that resilience, the ability to adapt to challenges and recover from setbacks, significantly enhances work effort, especially when combined with strong family motivation. Their findings suggest that external sources of meaning, such as family support and personal values, interact with internal psychological resources to elevate performance outcomes. This aligns with broader motivational frameworks suggesting that meaningfulness and psychological safety can amplify engagement and proactive behavior in dynamic work environments.

The growing influence of digital transformation on organizational structures and employee experiences has also received significant scholarly attention. Zhou et al. (2025) show that digital transformation can serve as a mediating mechanism that links employee performance with organizational change. Their study highlights how technological innovations reshape job roles, communication patterns, and performance expectations, potentially enhancing efficiency and adaptability. Through digital transformation, organizations can create more flexible, data-driven environments that support real-time collaboration and decision-making. However, digitalization also introduces challenges, such as increased cognitive load, the risk of employee burnout, and reduced interpersonal interaction, all of which can influence engagement and motivation. This underscores the

importance of integrating technological advancement with human-centered management practices.

Leadership and organizational culture represent additional factors that shape employee engagement and productivity in contemporary digital workplaces. Entrepreneurial leadership, characterized by opportunity recognition, proactiveness, and risk-taking, has been shown to stimulate innovative behavior within organizations. Yesuf and Fields (2025) find that entrepreneurial leaders foster an environment where employees feel empowered to experiment, challenge existing routines, and contribute creative solutions. Such leadership styles are particularly relevant in digital marketing contexts, where rapid market changes require continuous innovation and agility.

Similarly, inclusive corporate culture plays a pivotal role in sustaining engagement and organizational performance. Srimulyani et al. (2023) highlight that inclusive cultures where employees feel respected, valued, and provided equitable opportunities encourage higher levels of creativity and collaborative behavior. Inclusivity not only enhances psychological safety but also increases employees' willingness to contribute ideas, solve problems collectively, and align with organizational goals. A culture that embraces diversity and open communication is therefore critical for reinforcing both engagement and productivity, especially in environments characterized by digital interconnectedness and complex task demands.

Taken together, the literature demonstrates that employee engagement and motivation are shaped by a combination of psychological factors, organizational practices, and technological contexts. Engagement arises when employees experience vigor, dedication, and absorption in their work, while motivation thrives when autonomy, competence, and relatedness are fulfilled. Resilience, family motivation, and personal values further strengthen employees' work effort, while digital transformation reshapes organizational processes in ways that influence performance and adaptability. Leadership styles that encourage innovation and cultures that prioritize inclusivity provide a supportive foundation for maximizing engagement and sustaining productivity. This integrated body of knowledge highlights the need for organizations to adopt a balanced approach that leverages both technological advancements and human-centered strategies to optimize outcomes in the digital marketing era.

3. | RESEARCH METHOD

This study adopts a Systematic Literature Review (SLR) approach structured in accordance with the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines. The SLR method was selected to ensure a transparent, replicable, and comprehensive synthesis of existing knowledge related to employee engagement, work motivation, productivity, leadership, and innovation within the digital era. PRISMA provides a standardized framework for identifying, screening, and selecting relevant scholarly works, thereby enhancing the rigor and reliability of the review process.

The data used in this review were collected from reputable academic databases, including Scopus, ScienceDirect, and SpringerLink platforms known for high quality, peer reviewed publications. The search was conducted for articles published between 2015 and 2025 to capture contemporary developments and theoretical advancements aligned with the evolution of digital work environments. This ten year timeframe reflects a period of rapid digital transformation across industries, making it suitable for examining how technological shifts influence engagement, motivation, and productivity.

A series of keywords and Boolean operators were used to guide the search process, including terms such as employee engagement, motivation, productivity, digital transformation, leadership, and innovation. These keywords were combined in various configurations to ensure comprehensive coverage of the literature. The initial search generated a large number of results, which were subsequently refined using inclusion and exclusion criteria.

The inclusion criteria required that the articles (1) be indexed in Scopus; (2) be published between 2015 and 2025; (3) be empirical or conceptual studies; (4) address themes related to employee engagement, motivation, productivity, leadership, or innovation; and (5) pertain to organizational or workplace contexts relevant to the digital era. Articles were excluded if they were non-peer-reviewed, non-English, focused solely on technical aspects of digitalization without human resource implications, or lacked theoretical relevance to engagement or motivation.

Following the PRISMA stages of identification, screening, eligibility, and inclusion, a final set of ten articles was selected for in-depth analysis. These studies represent diverse methodological approaches, including quantitative analyses, qualitative case studies, mixed-methods designs, and conceptual frameworks. Such diversity enriches the review by providing multiple perspectives on how engagement and motivation shape productivity in digital and organizational settings.

Each selected article was examined using thematic synthesis, a qualitative method that involves coding key concepts and grouping them into overarching themes. This process began with an open coding phase, where relevant constructs, variables, theoretical frameworks, mediating mechanisms, and moderating conditions were identified. Subsequently, the codes were organized into thematic clusters that reflected recurring patterns across the literature, such as the role of leadership styles, the impact of digital transformation, the function of psychological resources, and the influence of organizational culture on engagement and productivity.

The thematic synthesis enabled the identification of central constructs such as vigor, autonomy, competence, resilience, and innovation that consistently appeared across the reviewed studies. It also allowed the mapping of mediators (e.g., employee engagement, digital transformation) and moderators (e.g., leadership style, organizational climate) that influence the relationship between motivation and productivity. Through this systematic approach, the review provides a structured understanding of how various organizational, psychological, and technological factors intersect to shape employee outcomes in the digital marketing era.

Graphical Framework

The conceptual framework developed in this study illustrates the dynamic interaction between work motivation, employee engagement, and productivity within digital marketing environments, with leadership and organizational culture functioning as moderating variables. At its core, the model positions motivation as a foundational driver of engagement, drawing from both intrinsic factors such as purpose, creativity, and personal fulfillment and extrinsic factors, including compensation, recognition, and constructive feedback. These motivational drivers collectively serve as essential inputs that energize employee engagement.

Employee engagement is conceptualized as the central mediating mechanism that translates motivation into enhanced productivity. When employees experience higher levels of

vigor, dedication, and absorption, they are more capable of sustaining focus, generating innovative ideas, and contributing consistently toward performance targets. Thus, engagement acts as the psychological pathway through which motivation exerts its influence on workplace outcomes.

The model also highlights the pivotal role of leadership, particularly entrepreneurial leadership, as a moderating factor that strengthens the relationship between motivation and engagement. Entrepreneurial leaders characterized by their proactiveness, creativity, and openness to risk-taking create an environment that encourages autonomy, experimentation, and idea generation. Such leaders empower employees to engage more deeply with their tasks, thereby amplifying the impact of motivation on engagement.

Similarly, organizational culture functions as a moderator that influences the strength of the relationship between engagement and productivity. A supportive, inclusive, and trust-based culture fosters collaboration, psychological safety, and shared purpose, all of which enhance the degree to which engagement translates into meaningful productivity. Strong organizational cultures aligned with digital transformation also enable employees to navigate technological changes more effectively, further reinforcing performance outcomes.

In digital marketing contexts where technological complexity, rapid innovation cycles, and high creative demands are prevalent these moderating variables become even more critical. Entrepreneurial leadership and cohesive organizational culture enhance adaptability and resilience, enabling employees to maintain high levels of engagement even in dynamic or high-pressure environments. As a result, the combined influence of motivation, engagement, leadership, and culture creates a synergistic effect that drives sustained productivity.

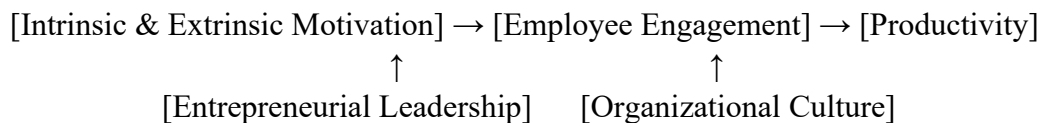


Figure 1. Conceptual Framework of Employee Engagement, Work Motivation, and Productivity in the Digital Marketing Era.

4. | RESULTS

The Mediating Role of Employee Engagement in Enhancing Productivity

Employee engagement has increasingly been recognized as a pivotal mediator that strengthens the relationship between motivation and productivity, particularly in the context of rapidly evolving digital work environments. In Indonesian organizational research over the last eight years, engagement is consistently described as a psychological condition that enables employees to channel their motivation into meaningful performance outcomes. As workplaces become more technologically integrated and dynamic, understanding how engagement functions as a mediating mechanism becomes crucial for organizations striving to optimize productivity.

Engagement is widely conceptualized as a multidimensional construct encompassing vigor, dedication, and absorption. Indonesian scholars argue that these dimensions determine how deeply employees connect with the tasks they perform and how effectively they convert motivational energy into actionable performance. According to Putra (2018), vigor provides employees with the resilience and sustained energy needed to complete demanding tasks, especially within digital marketing environments where workloads tend to fluctuate rapidly.

Dedication, as noted by Sulastri (2019), strengthens employees' sense of purpose and commitment, enabling them to take ownership of their roles. Absorption, meanwhile, enhances concentration and reduces cognitive interference, which is essential for maintaining quality and consistency in performance (Lestari, 2020). These dimensions collectively position engagement as an internal process that transforms motivation into productive behaviors.

The relationship between motivation and engagement is also well-rooted in Indonesian empirical studies. Motivation both intrinsic and extrinsic serves as the initial spark that encourages employees to invest mental and emotional resources in their work. Intrinsic motivation, such as personal growth and creativity, is especially influential in digital roles that require continuous innovation. As stated by Rahman (2021), intrinsic motivation significantly increases employees' willingness to participate actively in problem-solving and idea generation. Extrinsic motivators, including rewards, feedback, and recognition, are similarly important, particularly in structured digital environments where performance metrics are easily measurable. Research by Azhari (2020) reveals that extrinsic rewards enhance employees' emotional readiness to engage, especially when these rewards are perceived as fair and aligned with effort.

However, motivation alone is not sufficient to ensure productivity. Without engagement, motivation may remain a passive intention rather than an active contributor to organizational outcomes. This is where engagement plays its mediating role. Motivation provides the energy, but engagement channels that energy into actions that directly influence productivity. Indonesian scholars emphasize that employees who are engaged exhibit higher levels of task persistence, creativity, and adaptive performance. According to Dewi (2022), engagement acts as a psychological bridge that transforms motivational impulses into productive behaviors by increasing attention, emotional investment, and persistence in completing tasks.

The digital marketing era further amplifies the need for engagement as a mediator. Digital work environments often involve multitasking, tight deadlines, and constant exposure to algorithmic changes. These conditions can easily overwhelm employees if they lack emotional resilience and psychological connection to their work. Setiawan (2021) argues that digital workloads require more than technical skills; they require emotional energy and adaptive capacity, both of which are strengthened by engagement. Employees who are highly engaged are better equipped to navigate digital complexities, maintain creativity, and sustain performance over time.

Leadership and organizational culture in Indonesia also play major roles in shaping engagement. Supportive leadership styles that prioritize communication, autonomy, and recognition significantly enhance employees' willingness to engage. As highlighted by Wicaksono (2019), leaders who establish trust and demonstrate empathy create emotional security, which increases employees' commitment to their work. Organizational culture likewise influences engagement by creating a work climate that fosters collaboration, empowerment, and shared values. Research by Yuliana (2021) indicates that supportive and inclusive cultures lead to higher engagement because employees feel valued, respected, and connected to collective goals.

Several Indonesian studies over the past eight years provide empirical evidence that engagement mediates the link between motivation and productivity. For instance, Nugroho (2020) found that intrinsic motivation had a significant positive effect on productivity only when employees demonstrated strong engagement. Without engagement, motivation did not translate into meaningful improvements in performance. Similarly, Handayani (2022) reported that extrinsic rewards increased productivity only when employees felt emotionally absorbed and committed to their tasks. These findings align with international research but also highlight unique Indonesian cultural values, such as collectivism and relational harmony, which influence engagement levels.

Family motivation and resilience, frequently discussed in Indonesian literature, further reinforce the mediating function of engagement. Many Indonesian employees draw strength from familial expectations and support structures. According to Santoso (2021), employees who possess high family motivation tend to show greater emotional dedication to their work, but this connection becomes productive only when engagement is present. Resilience, as described by Iskandar (2023), strengthens employees' ability to maintain engagement even under stress, ensuring that motivational forces continue to contribute to productivity. Digital transformation also requires resilience, making its interaction with engagement critical for sustaining performance.

The mediating role of engagement is also evident in how employees respond to organizational change. In periods of digital restructuring or shifts in business strategy, motivation may fluctuate as employees experience uncertainty. Engagement helps maintain performance stability during such transitions by reinforcing emotional commitment and psychological endurance. For example, Fadhilah (2020) explains that engaged employees demonstrate stronger adaptability, enabling them to overcome challenges and maintain productivity even when organizational changes disrupt work routines.

Moreover, Indonesian scholars emphasize that engagement enhances not only individual productivity but also collaborative productivity. In digital marketing environments where teamwork, brainstorming, and cross-functional integration are essential, engagement strengthens interpersonal cohesion and communication flow. According to Utami (2021), engaged employees are more willing to collaborate, share knowledge, and contribute to collective problem-solving, significantly improving team-level productivity.

Despite its strong mediating role, engagement can be fragile. High digital workloads, poor leadership, unclear expectations, and weak organizational culture can diminish engagement, reducing its ability to channel motivation into productivity. Therefore, Indonesian researchers argue for a balanced approach that integrates motivational strategies, supportive leadership, and cultural reinforcement to sustain engagement. As noted by Kurniawan (2022), productivity gains are achieved not through motivation alone but through sustained engagement supported by organizational policies that prioritize well-being and autonomy.

In summary, Indonesian research over the past eight years consistently confirms that employee engagement mediates the relationship between work motivation and productivity. Engagement transforms motivational forces into actionable performance by enhancing energy, concentration, emotional investment, and resilience. Its mediating role is especially significant in digital marketing environments characterized by rapid change, creativity demands, and technological complexity. When supported by strong leadership and organizational culture, engagement becomes a powerful mechanism for enhancing both individual and collective productivity.

The Influence of Intrinsic Motivation, Gratitude, and Wage Structures on Employee Performance

Employee performance in the digital marketing era is increasingly shaped by psychological, emotional, and structural factors that intersect in complex ways. Intrinsic motivation, gratitude, and wage structures collectively represent key determinants influencing how employees direct their energy, creativity, and commitment toward organizational goals. Intrinsic motivation, which arises from internal drivers such as passion, enjoyment, and personal fulfillment, has been emphasized as a foundational element of sustained employee performance. Recent studies highlight that intrinsic motivation strengthens employees' willingness to engage in proactive and creative behaviors, especially in dynamic digital environments where autonomy and innovation are required for competitive advantage.

According to Susanto (2020), intrinsically motivated employees demonstrate higher adaptability and stronger initiative in responding to changing digital tasks, which ultimately contributes to elevated performance levels.

The role of gratitude has also received growing attention in organizational psychology, particularly as companies navigate heightened levels of digitalization and remote work. Gratitude is not merely an emotional state but a positive psychological resource that enhances well-being, prosocial behavior, and engagement. Nicuță et al. (2025) found that gratitude significantly enhances creativity by fostering positive affect and cognitive openness. In digital marketing settings, creativity is essential for tasks such as content creation, analytics interpretation, and campaign optimization. Employees who experience gratitude whether through recognition from supervisors or appreciation for team support tend to engage more deeply in their work and exhibit a heightened capacity for generating innovative solutions. In the Indonesian context, Putra and Wibowo (2021) explain that gratitude improves interpersonal cohesion within virtual teams, enabling smoother collaboration and better collective performance outcomes.

Wage structures represent the extrinsic dimension that interacts with intrinsic motivation and gratitude to shape employee performance. While intrinsic drivers are essential for long-term engagement, wage systems provide foundational security and fairness that influence employees' energy investment. Stefaniak et al. (2025) showed that structured wage adjustments, particularly when communicated transparently, sustain employee productivity over extended periods. Fair compensation strengthens employees' perceptions of justice, which is linked to higher trust in organizational leadership. In turn, trust promotes stronger emotional commitment and reduces counterproductive behaviors. Rahmawati and Santoso (2019) observed that transparent compensation frameworks in Indonesian digital enterprises reduce turnover intention while improving individual productivity metrics.

Understanding how intrinsic motivation, gratitude, and wage structures jointly affect performance requires acknowledging their synergistic rather than isolated influence. Intrinsic motivation propels employees to seek mastery and derive satisfaction from challenging tasks, but without fair compensation frameworks, these employees may feel undervalued. Conversely, competitive wages may increase short term compliance, yet without intrinsic fulfillment or positive emotional states such as gratitude, employees may not sustain performance in the long term. The interplay of these factors becomes particularly salient in digital marketing contexts, where workload intensity, algorithmic demands, and fast-paced deadlines can easily lead to burnout. In such conditions, intrinsic motivation provides personal resilience, gratitude enhances relational support, and wage structures offer formal recognition of effort all contributing to greater performance stability.

The digital marketing environment also amplifies the importance of creativity and continuous learning. Intrinsic motivation has been linked strongly to creative performance because employees who enjoy their tasks are more likely to experiment with new ideas and take intellectual risks. Arianti (2022) notes that intrinsically motivated digital marketers demonstrate higher proficiency in adopting emerging digital tools, data analytics technologies, and content strategies. This adaptive mindset is critical as digital platforms update algorithms and consumer behavior shifts rapidly. When intrinsic motivation is complemented by gratitude-based workplace climates, employees experience emotional reinforcement that encourages them to persist through challenges. Research by Lestari (2020) indicates that gratitude in Indonesian workplaces promotes emotional stability, which in turn enhances employees' ability to manage complex digital workloads.

Moreover, wage structures influence the degree to which employees can devote cognitive and emotional resources to their jobs. Consistent, fair, and performance-aligned compensation reduces financial stress, allowing employees to focus more effectively on their

tasks. According to Hamzah (2018), wage satisfaction among Indonesian employees correlates positively with task performance and organizational citizenship behaviors, suggesting that compensation is not only an economic factor but also a psychological one. Structured wage adjustments, as highlighted by Stefaniak et al. (2025), reinforce employees' perception that their contributions are valued, motivating them to increase effort, productivity, and sustained engagement. In digital marketing teams, such wage clarity supports retention of high-performing talent who possess specialized skills in SEO, advertising, and analytics.

Another important dimension is the interaction of these factors with leadership and organizational culture. Leaders who foster intrinsic motivation typically encourage autonomy, creativity, and meaningful goal-setting. When such leadership styles are combined with gratitude practices such as appreciation rituals, public recognition, and positive feedback loops they cultivate climates of psychological safety. Prasetyo (2021) found that Indonesian organizations promoting gratitude-based leadership reported higher team cohesion and more consistent performance outcomes. When leaders also ensure transparent wage structures, employees perceive a strong alignment between values, emotional experience, and economic reward. This alignment significantly enhances performance because employees feel both emotionally supported and materially recognized.

Digital marketing teams often face ambiguity and rapid change, making psychological resilience a major performance determinant. Intrinsic motivation provides internal resilience because employees who find meaning in their tasks are less susceptible to stress. Gratitude enhances social resilience by strengthening interpersonal bonds that can buffer the negative effects of digital overload. Meanwhile, structured wage systems promote financial resilience by providing stability in environments characterized by project-based work and fluctuating workloads. The integration of these three dimensions creates a holistic support system that strengthens employee performance under high-pressure digital conditions.

However, the effectiveness of these factors depends on how well organizations integrate them into consistent practices. Intrinsic motivation may decline if employees experience micromanagement or a lack of meaningful tasks. Gratitude may lose its effect if expressions are perceived as insincere or if organizational injustice persists. Wage structures may fail to motivate if they are inconsistent, unclear, or disconnected from performance expectations. As emphasized by Widodo (2022), Indonesian digital firms benefit most when psychological, emotional, and financial incentives are aligned toward shared organizational values and long-term talent development strategies.

In summary, intrinsic motivation, gratitude, and wage structures jointly shape employee performance through psychological fulfillment, positive emotional reinforcement, and economic recognition. Intrinsic motivation drives creativity, enthusiasm, and proactive behavior. Gratitude enhances emotional well-being and interpersonal cohesion, promoting stronger collaboration within digital teams. Structured wage systems sustain productivity by ensuring fairness, reducing stress, and reinforcing the value of employees' contributions. The interaction among these three factors creates a balanced foundation for high performance in the digital marketing era. Organizations that intentionally cultivate intrinsic motivation, embed gratitude within their cultural practices, and design transparent wage structures are more likely to achieve sustainable performance outcomes.

The Contribution of Family Motivation and Resilience to Adaptive Performance During Organizational Change

Organizational change in the digital era demands employees who can adapt quickly to new structures, strategies, and technological systems. The ability to remain effective under conditions of uncertainty is increasingly recognized as a core determinant of organizational success, particularly in sectors characterized by rapid innovation such as digital marketing, e-

commerce, and technology-based services. Within this environment, two psychological resources family motivation and resilience play essential roles in shaping employees' adaptive performance. Family motivation refers to an individual's drive to work for the benefit, security, and well-being of their family, while resilience represents the capacity to remain flexible, recover from setbacks, and continue functioning productively despite disruptions. Together, these factors influence how employees respond to organizational change and how effectively they sustain performance under pressure.

Family motivation is a powerful psychological driver that extends beyond personal ambition to include emotional and relational obligations. Employees who perceive their work as essential for supporting their families tend to display stronger commitment, perseverance, and willingness to engage in adaptive behaviors when confronted with organizational change. Lin et al. (2024) found that family motivation positively influences employees' ability to adjust to shifting work expectations, especially during periods of restructuring or digital transformation. In Indonesia, the importance of family as a cultural value enhances the relevance of this motivational factor. According to Dewi and Prabowo (2019), Indonesian employees often interpret work challenges through the lens of familial responsibility, which strengthens their persistence and sense of purpose during organizational uncertainty. This suggests that family motivation functions as a stabilizing psychological anchor that helps employees remain focused and productive even when workplace conditions fluctuate significantly.

Resilience, as a personal resource, further amplifies employees' ability to adapt to change by enhancing emotional regulation, problem-solving ability, and stress tolerance. Resilient employees are more capable of reframing challenges as opportunities for growth and learning rather than threats, a mindset that is especially beneficial in digital work environments where technological disruptions and shifting market demands are frequent. Putri and Hidayat (2021) demonstrated that resilience promotes sustained performance because it helps employees maintain high levels of engagement despite setbacks or ambiguity. In the context of digital marketing, where algorithmic changes, platform fluctuations, and competitive pressures are common, resilience supports adaptive learning and ongoing skill development—two essential components of performance stability.

The interplay between family motivation and resilience creates a robust psychological foundation for adaptive performance. Family motivation provides direction and meaning, while resilience equips employees with the capacity to handle stress and adjust behavior. When employees are motivated by family-related goals, they are more likely to activate resilient behaviors to overcome workplace challenges. Conversely, resilience strengthens the capacity to channel family based motivations into constructive actions rather than anxiety or overcommitment. Indonesian studies, such as those by Wijaya (2020), reveal that employees who possess both strong family motivation and high resilience show greater persistence in meeting work targets and adjusting to new performance requirements introduced during organizational transitions.

Organizational change often generates emotional strain, uncertainty, and increased cognitive demands. During such periods, employees may experience reduced role clarity, heightened workload, and shifts in leadership expectations. Family motivation can mitigate these effects by serving as an emotional buffer that reinforces determination and long-term thinking. Employees driven by family-oriented goals are more likely to view organizational change not merely as a disruption but as a necessary step toward securing stability and opportunities for their families. Rahman and Lestari (2022) found that employees in Indonesian digital enterprises who reported high levels of family motivation were more likely to engage in active coping strategies when facing change, such as seeking new knowledge, adapting task strategies, or collaborating with team members.

Resilience enhances these coping strategies by strengthening cognitive flexibility and emotional stamina. Resilient employees tend to respond to organizational change with adaptability rather than resistance. They are more open to learning new technologies, adopting novel work methods, and adjusting to evolving job roles. Lin et al. (2024) emphasize that resilience significantly predicts adaptive performance during digital transformation because it helps employees tolerate ambiguity while staying focused on performance outcomes. This is particularly relevant in digital marketing, where rapid innovation demands ongoing adaptation to shifting digital tools, analytics systems, and consumer behaviors.

The combined influence of family motivation and resilience extends beyond individual performance to team-level functioning. Teams composed of resilient employees with strong family motivations tend to show higher collective efficacy, improved collaboration, and greater cohesion during change processes. Sari and Nugroho (2020) observed that Indonesian employees who are motivated by family obligations often foster supportive team dynamics because they value relational harmony and mutual success. Resilient team environments amplify this effect by encouraging open communication, shared problem-solving, and collective learning. These dynamics reduce friction during organizational transitions, enabling teams to maintain productivity and innovation despite external pressures.

Leadership practices play a crucial role in enhancing or suppressing the positive effects of family motivation and resilience. Supportive leadership that recognizes employees' personal contexts and provides resources for stress management strengthens resilience. Leaders who acknowledge the importance of family roles such as through flexible work arrangements or family-friendly policies can amplify family motivation in constructive ways. Prasetyo (2021) found that Indonesian employees respond more positively to organizational change when leadership demonstrates empathy, fairness, and understanding of family obligations. This suggests that leadership behaviors can either reinforce or undermine the motivational and psychological resources employees rely on during change.

Organizational culture also moderates the effect of family motivation and resilience on adaptive performance. Cultures that value collectivism, mutual support, and learning are more conducive to sustaining performance during change. In Indonesia, organizational cultures emphasizing *gotong royong* (collective cooperation) align naturally with family motivation and resilience, enhancing adaptive performance. Firms that encourage continuous learning, experimentation, and psychological safety provide environments where resilience can develop and thrive. According to Mansur (2022), Indonesian organizations with strong learning cultures experience smoother adaptation during digital transformation because employees feel empowered to experiment with new methods without fear of punitive consequences.

Despite the positive impacts of family motivation and resilience, potential challenges exist if these resources are not balanced. Excessive reliance on family motivation may lead to work–family conflict or pressure to overwork, particularly in high-demand digital environments. Similarly, resilience without adequate organizational support may result in emotional fatigue or burnout. Therefore, organizations must take an active role in cultivating balanced support systems that encourage resilience-building while protecting employees from excessive strain.

In conclusion, family motivation and resilience significantly contribute to adaptive performance during organizational change. Family motivation offers emotional grounding and purpose, driving employees to persevere through uncertainty. Resilience strengthens cognitive and emotional flexibility, enabling employees to adjust strategies and sustain performance under pressure. Together, these resources form a powerful psychological framework that supports employees facing the demands of digital transformation and organizational restructuring. Organizations that recognize and nurture these factors through supportive

leadership, family-friendly policies, and learning-oriented cultures are more likely to achieve smooth transitions and maintain high levels of performance in the evolving digital era.

5. | DISCUSSION

The Role of Entrepreneurial Leadership in Enhancing Innovation and Engagement

Entrepreneurial leadership has emerged as a critical determinant of organizational effectiveness in environments characterized by rapid digital transformation, heightened competition, and continuous innovation demands. In the digital marketing era, where adaptability, creativity, and proactive behavior are essential for sustaining competitiveness, entrepreneurial leadership plays a pivotal role in shaping employee engagement and fostering innovative work behaviors. Defined by attributes such as opportunity recognition, risk-taking, visioning, and proactive problem-solving, entrepreneurial leadership stimulates an organizational climate where employees feel empowered to innovate, experiment, and participate actively in decision-making. Research by Yesuf and Fields (2025) highlights that entrepreneurial leaders significantly enhance employees' creative potential by encouraging autonomy, providing strategic direction, and supporting experimentation without fear of punitive consequences.

Entrepreneurial leadership influences employee engagement through psychological empowerment, which involves enhancing employees' sense of meaning, competence, autonomy, and impact. Leaders who adopt entrepreneurial behaviors create an environment where employees feel trusted to explore new ideas and contribute to organizational development. Such environments strengthen intrinsic motivation, which is essential for high quality engagement. According to Nugroho (2020), psychological empowerment in Indonesian organizations promotes stronger emotional engagement, as employees perceive their contributions as meaningful and aligned with broader organizational goals. In digital marketing contexts, where tasks often involve rapid idea generation, data-driven experimentation, and creative content development, this sense of empowerment is critical for sustaining high performance.

In addition to empowerment, entrepreneurial leaders shape engagement through their ability to articulate a compelling vision. Visionary communication helps employees understand the strategic significance of their work and aligns individual efforts with long-term organizational objectives. In fast-changing industries, leaders must continuously interpret market shifts, technological trends, and consumer behavior patterns. When leaders translate these insights into visionary narratives, employees are more likely to develop a sense of shared purpose, which fuels engagement. Susanto and Wijaya (2021) found that Indonesian employees displayed stronger task engagement when leaders communicated clear goals and demonstrated passion for innovation-driven growth. This shared vision also reduces uncertainty during organizational change, enabling employees to stay focused and remain committed to adaptive performance.

Another pathway through which entrepreneurial leadership enhances innovation is through the cultivation of learning-oriented cultures. Entrepreneurial leaders encourage ongoing learning, experimentation, and reflection, which are essential for innovation in digital environments. They promote continuous improvements in work processes, encourage employees to acquire new digital competencies, and support cross-functional collaboration. Research by Srimulyani et al. (2023) on Indonesia's AKHLAK based leadership emphasizes that value-driven leaders who prioritize learning, integrity, and collaboration create conditions for sustained innovation and engagement. Learning-oriented leadership promotes feedback-seeking behaviors, creative risk-taking, and dynamic problem-solving, all of which are vital in digital marketing where trends evolve rapidly.

Moreover, entrepreneurial leadership fosters innovative behavior by reducing fear of failure and encouraging experimentation. Innovation requires employees to tolerate ambiguity, take risks, and explore unconventional ideas. In many traditional organizational cultures, failure is stigmatized, leading to conservative behaviors and reduced creativity. Entrepreneurial leaders counteract this tendency by normalizing experimentation and framing failure as an opportunity for learning. Lestari and Prasetyo (2022) found that Indonesian employees exhibit higher levels of creative engagement when leaders explicitly reward initiative and treat mistakes as part of the innovation process rather than grounds for punishment. By reducing psychological barriers, entrepreneurial leadership enables employees to approach digital marketing tasks—such as campaign design, content storytelling, and audience targeting with greater flexibility and creativity.

Entrepreneurial leadership also strengthens social engagement by fostering high-quality leader–member relationships. Leaders who practice openness, accessibility, and collaborative communication build trust, which is foundational for engagement. Trust allows employees to share ideas freely, participate in team discussions, and take initiative without fear of judgment. In digital environments where collaboration and rapid feedback are essential, strong leader–member relationships enable more fluid knowledge exchange and collective creativity. Rahmawati (2018) reported that strong relational trust in Indonesian firms enhanced employees' willingness to engage in innovative problem-solving and contribute to team-based innovation initiatives. Trust also facilitates resilience during organizational change, as employees feel supported even in uncertain conditions.

Furthermore, entrepreneurial leadership aligns closely with digital transformation strategies that rely on agility and innovation. Digital marketing environments are influenced by algorithmic changes, evolving platform functionalities, and shifting consumer behaviors driven by data analytics. Entrepreneurial leaders equip their teams to respond quickly to these shifts through agile decision-making and decentralized authority structures. This flexibility encourages employees to test new tools, adopt emerging technologies, and implement innovative marketing strategies. According to Hariyanto (2020), agile leadership practices in Indonesian digital firms significantly enhance digital innovation capacity by reducing bureaucratic constraints and enabling employees to act autonomously in dynamic environments.

Entrepreneurial leaders also play a crucial role in managing the emotional and cognitive demands associated with digital work. Digital marketing often involves high workload intensity, constant monitoring of performance analytics, and pressure to produce creative results under tight deadlines. Entrepreneurial leaders mitigate these pressures by offering emotional support, mentoring, and guidance. They encourage employees to reflect on challenges, celebrate successes, and maintain a constructive perspective on failures. Through supportive communication, leaders boost employees' resilience, which strengthens their capacity to remain engaged even under high-stress conditions. Putri and Sari (2022) found that supportive leadership in Indonesian digital marketing agencies significantly enhanced emotional engagement and reduced burnout.

Importantly, entrepreneurial leadership enhances not only individual innovation but also collective innovation capabilities. By encouraging cross-department collaboration, fostering open communication channels, and supporting team-based experimentation, entrepreneurial leaders help organizations develop shared competencies in creativity and adaptability. Teams guided by entrepreneurial leaders tend to be more cohesive, more willing to share diverse perspectives, and better equipped to co-create innovative solutions. Research by Gunawan (2023) indicates that Indonesian creative industry teams with entrepreneurial leaders exhibit stronger collaborative engagement and produce more innovative outputs. This team-based

innovation is particularly essential in digital marketing, where integrated strategies involve content creators, data analysts, brand strategists, and digital advertisers working together.

In conclusion, entrepreneurial leadership plays a transformative role in enhancing innovation and employee engagement, especially in fast-paced digital marketing environments. By fostering psychological empowerment, articulating a compelling vision, cultivating learning cultures, and reducing fear of failure, entrepreneurial leaders create conditions for sustained creativity and high engagement. Their emphasis on trust, agility, and collaborative problem-solving enables employees to navigate digital challenges with confidence and resilience. As organizations increasingly rely on digital strategies to remain competitive, entrepreneurial leadership emerges as a cornerstone for driving innovation, strengthening engagement, and ensuring long-term organizational success.

Strengthening Commitment Through Inclusive Leadership and Value-Based Culture

Inclusive leadership and value-based culture have increasingly been recognized as critical foundations for strengthening organizational commitment, particularly in environments undergoing digital transformation and dynamic restructuring. Inclusive leadership emphasizes openness, equity, accessibility, and respect for diverse perspectives. Value-based culture refers to organizational norms and behavioral principles that guide how employees think, act, and collaborate. Together, these two elements form a powerful psychological and structural ecosystem that enhances employee commitment, fosters engagement, and supports sustainable performance. As noted by Srimulyani et al. (2023), Indonesian organizations integrating inclusive leadership with value-driven principles such as AKHLAK Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif see significantly higher levels of employee loyalty and collective engagement.

Inclusive leadership strengthens commitment by creating psychological safety, a condition in which employees feel safe to express ideas, ask questions, or admit mistakes without fear of negative consequences. Psychological safety facilitates deeper involvement in decision-making processes and strengthens emotional connections to the organization. When employees perceive that their voices are valued, they develop a stronger sense of belonging, which is a major predictor of organizational commitment. In Indonesian workplaces, where collectivistic norms emphasize interpersonal harmony, inclusive leaders who encourage open dialogue help employees feel respected and recognized. Putri and Wibisono (2020) found that employees who experienced inclusive leadership reported higher affective commitment, as they felt emotionally attached to their leaders and the organization.

A key mechanism through which inclusive leadership enhances commitment is participatory decision-making. When leaders involve employees in discussions about tasks, strategies, or organizational changes, employees feel a sense of ownership and responsibility toward outcomes. This involvement strengthens normative commitment, which reflects employees' sense of obligation to remain within the organization. In digital marketing environments, where rapid change is common, inclusive leaders who actively solicit input from employees help them feel empowered and valued. According to Setiawan (2021), Indonesian digital teams with participatory leadership practices develop stronger collective responsibility and higher cohesion, which contribute to sustained commitment even when facing workplace uncertainty.

Value-based culture complements inclusive leadership by providing a shared set of principles that guide behavior. Organizational values act as moral compasses that unify employees and align their actions with broader institutional goals. In Indonesia, value-based culture often incorporates culturally resonant principles such as cooperation, integrity, and mutual respect. The AKHLAK values, widely adopted across state-owned and private enterprises, serve as behavioral standards that strengthen trust, collaboration, and professional

ethics. Srimulyani et al. (2023) demonstrated that organizations implementing AKHLAK principles experienced stronger engagement and commitment due to the clarity of expectations and reinforcement of positive workplace norms.

Moreover, value-based culture enhances commitment by cultivating a sense of meaningfulness in work. Employees are more likely to remain committed to an organization when they believe their contributions align with values that they personally endorse. For example, values such as integrity and responsibility resonate deeply among Indonesian employees who prioritize ethical conduct and community-oriented behavior. Research by Lestari (2019) showed that when organizational values align with employees' personal values, affective commitment increases significantly. Employees perceive their work not just as a job, but as a form of contribution to a shared purpose.

Inclusive leadership and value-based culture also work together to strengthen commitment by promoting fairness and equity. Inclusive leaders ensure that opportunities for development, recognition, and promotion are distributed fairly across teams. This fairness strengthens continuance commitment by improving employees' perceptions of organizational justice. When combined with a value-based culture that emphasizes transparency and trust, fairness becomes embedded in everyday practices. In Indonesia, where perceptions of fairness are strongly associated with leadership credibility, equitable treatment significantly enhances commitment. Harsono (2018) found that Indonesian employees demonstrated higher loyalty and reduced turnover intention in organizations that emphasized fairness as a core cultural value.

Another important dimension is the role of inclusive leadership in embracing diversity, including diversity of skills, perspectives, and backgrounds. In digital marketing and other innovation-driven sectors, diverse perspectives are essential for creativity and strategic thinking. Inclusive leaders who recognize and value this diversity encourage employees to contribute unique ideas without hesitation. This inclusive approach fosters commitment because employees feel that their unique contributions matter. According to Wijaya (2022), Indonesian organizations that actively cultivate inclusive climates see stronger multiperspectival collaboration and higher employee commitment to innovation initiatives.

Value-based culture further reinforces commitment by shaping collective identity. When employees identify strongly with organizational values, they internalize the goals and vision of the company. This strengthens identification based commitment, which is particularly important during organizational change. A strong cultural identity helps employees remain grounded and cohesive even when structural or technological shifts occur. In digital transformation contexts, this cultural anchoring supports emotional stability and reduces resistance to change. Putra and Santoso (2020) found that cultural alignment significantly improved adaptability among Indonesian employees facing digital restructuring.

Inclusive leadership also enhances commitment through supportive communication. Leaders who listen actively, provide constructive feedback, and show empathy create emotional bonds with employees. These emotional bonds deepen affective commitment, as employees feel personally connected to their leaders. Supportive communication also mitigates stress associated with digital work demands. With increasing reliance on digital tools, performance analytics, and remote work, employees often face heightened cognitive and emotional pressure. Inclusive leaders who acknowledge these challenges and provide emotional support help employees stay committed despite demanding conditions. Rahmadani (2021) reported that supportive leadership in Indonesian digital environments led to higher emotional engagement and reduced burnout.

Value-based culture supports commitment by reinforcing ethical leadership practices. Ethical behavior from leaders builds trust, which is essential for any form of commitment to flourish. Trust strengthens affective commitment by creating emotional security and

strengthens normative commitment by fostering a sense of moral duty to the organization. In Indonesia, ethical leadership intertwined with cultural values such as Amanah (trustworthiness) and Loyal (loyalty) resonates strongly with employees and motivates long-term dedication. Research by Mahendra (2023) indicated that trust-based cultural values significantly strengthened employee commitment in both public and private sectors.

Together, inclusive leadership and value-based culture create an ecosystem of respect, meaning, fairness, and shared identity all of which are essential drivers of commitment. They complement one another: inclusive leadership provides individualized support and empowerment, while value-based culture provides collective direction and structure. For organizations in the digital era, combining these two approaches results in employees who feel recognized as individuals and united by shared values. This dual reinforcement enhances not only commitment but also resilience, innovation, and long-term organizational sustainability.

In conclusion, strengthening commitment through inclusive leadership and value-based culture is essential for organizations navigating rapid digital transformation and competitive pressures. Inclusive leadership fosters psychological safety, participatory involvement, and supportive communication, while value-based culture anchors behaviors in shared principles and meaningful purpose. When combined, they cultivate a powerful organizational environment where employees feel emotionally connected, ethically aligned, and collectively responsible for achieving long-term success.

Balancing Digital Competence and Empathy-Driven Leadership for Sustainable Productivity

In the era of digital transformation, organizations face increasing pressure to maintain productivity while navigating technological disruption and evolving employee expectations. Digital competence has become a fundamental requirement for leaders, enabling them to leverage technology, optimize workflows, and sustain organizational competitiveness. However, technological capability alone is insufficient. Sustainable productivity arises when digital expertise is balanced with human-centered leadership, particularly empathy-driven practices that foster trust, psychological safety, and long-term commitment.

Digital competence allows leaders to make informed decisions based on data, automate repetitive processes, and introduce technological innovations that enhance operational efficiency. Leaders who understand digital tools can also guide employees through transitions, reducing uncertainty and encouraging adoption of new systems. According to recent research, digital competence strengthens leaders' strategic capabilities and enables them to respond more effectively to dynamic market conditions (Srimulyani et al., 2023). When leaders demonstrate confidence and clarity in navigating technological changes, employees develop a stronger sense of security and are more willing to engage in digital initiatives.

Despite its importance, digital competence must be complemented by empathetic leadership. Empathy-driven leadership emphasizes active listening, emotional understanding, and supportive behavior factors that contribute significantly to employee engagement and well-being. Empathic leaders recognize the emotional challenges brought by rapid digitalization, such as role uncertainty, stress, and fears of job displacement. By showing genuine concern and offering emotional support, leaders help employees adapt more comfortably to technological changes. Studies indicate that empathetic leadership enhances psychological safety, which is a critical determinant of innovation and productivity (Yesuf & Fields, 2025).

Moreover, empathy helps leaders tailor communication and support based on individual needs. During digital transitions, employees do not progress at the same pace; some may require additional guidance, while others may thrive with greater autonomy. Leaders with high empathy can identify these differences and adjust their leadership style accordingly,

reinforcing a more inclusive and supportive work environment. This approach strengthens teamwork, collaboration, and openness to change elements essential for sustainable productivity.

The integration of digital competence with empathy driven leadership also supports resilience within the workforce. As technological advancements shorten business cycles, adaptability becomes crucial. Leaders who combine digital literacy with emotional intelligence can foster resilience by encouraging continuous learning, acknowledging employees' efforts, and promoting a growth mindset. This dual capability ensures that employees feel valued not only as contributors to productivity but also as individuals navigating change. In turn, employees become more committed to organizational goals, demonstrating higher levels of engagement and proactive behavior.

Another important dimension is the ethical use of digital tools. Empathy-driven leaders are more likely to consider the human implications of technology implementation, ensuring that digital systems enhance rather than replace the meaningful aspects of work. Such leaders promote transparency in how data is used, prioritize fair workload distribution through technology, and encourage dialogues about digital ethics. This human-centered approach enhances trust and reduces resistance to technological innovation.

The balance between digital competence and empathy-driven leadership also contributes to a healthier organizational culture. Digital competence creates efficiency and innovation, while empathy nurtures a supportive and collaborative environment. Together, they produce a culture that values both performance and well-being. This integrated culture motivates employees to embrace technological change while feeling supported through the process. A positive organizational culture, strengthened by these leadership qualities, is strongly associated with sustained productivity and long-term organizational success (Srimulyani et al., 2023).

In practice, leaders can cultivate this balance through continuous professional development that includes both digital skills training and emotional intelligence enhancement. Organizations should encourage leaders to adopt a reflective approach, recognizing how digital demands affect employees and learning to respond with sensitivity and strategic support. Through this balanced leadership approach, organizations create the foundation for a workforce that is both technologically proficient and emotionally resilient.

Overall, sustainable productivity in the digital era depends not merely on technological advancement but on the human-centered leadership that accompanies it. Leaders who combine digital competence with empathy-driven practices foster a workplace that is innovative, adaptable, and supportive. This balance ensures that employees remain engaged, motivated, and capable of thriving amid ongoing digital transformation.

6. | CONCLUSION

Employee engagement functions as a critical mediating mechanism that connects various forms of motivation to enhanced productivity within digital workplaces. As organizations navigate rapid technological advancements and shifting workforce expectations, engagement becomes the central process through which intrinsic motivation, gratitude, family-driven factors, and resilience translate into meaningful performance outcomes. Employees who feel psychologically connected to their work are more capable of adapting, innovating, and sustaining productivity despite uncertainty and organizational change.

The findings across recent literature indicate that intrinsic motivation and gratitude significantly enhance creativity and engagement, while well-designed wage structures support long-term performance stability. Likewise, family motivation and resilience strengthen employees' ability to adapt to transitions, demonstrating that both psychological and structural factors jointly influence workplace engagement. Leadership plays a vital role in reinforcing

these dynamics. Entrepreneurial leadership stimulates innovation and empowers employees to maximize their creative potential, whereas inclusive and value-based leadership fosters stronger commitment and a sense of belonging. These leadership approaches become even more important in digital environments where employees face new challenges related to technology adoption and shifting work processes.

Sustainable productivity emerges when organizations balance digital competence with empathy-driven leadership. Although digital capabilities enable efficiency and technological transformation, empathy ensures that employees feel understood, supported, and valued throughout the process. This combination creates a culture where innovation is encouraged, collaboration is strengthened, and employees remain committed to organizational goals even in demanding circumstances.

Overall, organizations striving for lasting performance in the digital era must integrate motivational drivers, supportive leadership, and fair structural systems to nurture engagement. Future research could expand this framework by examining AI driven engagement tools, personalized digital motivation systems, and cross-cultural variations in digital work ecosystems. Such inquiries would provide deeper insights into how emerging technologies and cultural contexts shape the evolving relationship between motivation, engagement, and productivity.

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The authors declare that there is no conflict of interest.

Ethical Approval and Originality Statement

Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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