

Work Motivation and Employee Engagement in Digital Work Environments: A Systematic Literature Review

Work Motivation and
Engagement in Digital
Work Environment

Nurrohmi Handayani^{1*}, Sanie Febriyanti², Mirwan Surya Pradana³
^{1,2,3}Department of Master of Management, Faculty of Economics and Business, Universitas
Diponegoro; Semarang, Indonesia

141

*Corresponding Author E-Mail: nurrohmihandayani@gmail.com

ABSTRACT

The rise of digital technologies has transformed how organizations operate and interact with their employees. This study examines the role of work motivation and employee engagement in shaping performance outcomes within digital work environments. Conducting a systematic literature review of 30 peer-reviewed articles published between 2000 and 2025, this study synthesizes theoretical and empirical findings to identify how motivation translates into performance under digitally mediated conditions. The analysis shows that autonomy, psychological empowerment, and meaningful work function as primary motivational drivers, while employee engagement operates as a key mediating mechanism linking motivation to performance. Performance outcomes in digital contexts are characterized not only by productivity but also by adaptability, collaborative effectiveness, and innovation capacity. The evidence further indicates that digital leadership and organizational agility strengthen the motivation–engagement–performance pathway, whereas technostress and role ambiguity weaken it. These findings contribute to a more integrated understanding of human-centered performance dynamics in digital organizations and offer strategic implications for developing supportive digital work environments.

Keywords: Digital Organization, Employee Engagement, Performance, Work Motivation.

Submitted:
November 27, 2025

Revised:
January 20, 2026

Accepted:
January 26, 2026

Published Online:
January 31, 2026

INTRODUCTION

Digital transformation has fundamentally changed how organizations structure work, manage employee roles, and assess performance outcomes (Tran & Pavelková, 2024; Abhari, 2025; Annisa & Sutjipto, 2025). The widespread integration of digital platforms, remote collaboration tools, and automated workflows offers greater flexibility, efficiency, and access to real-time information. However, it also increases interdependence among employees, intensifies work demands, and blurs the boundaries between professional and personal domains, creating both opportunities and challenges for workforce management. In such digitally mediated environments, work motivation and employee engagement emerge as essential psychological foundations that sustain performance, foster adaptability, and support collaboration (Bakker & Demerouti, 2007). Understanding how these factors operate in tandem within digital contexts is therefore critical for designing effective organizational strategies, enhancing employee well-being, and achieving sustained performance outcomes.

While digital systems can enhance autonomy, flexibility, and opportunities for continuous learning, they may also generate challenges that weaken employees' emotional connection to their work. Persistent connectivity, constant notifications, information overload, and cognitive fatigue can gradually diminish motivation, commitment, and overall well-being (Tarafdar et al., 2019). Moreover, the effectiveness of engagement in digital work is shaped by cultural, organizational, and relational conditions that influence employees' sense of belonging, recognition, and contribution (Rahadi & Tawaqal, 2025). When employees perceive their work as meaningful, feel that

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 14 No. 1, 2026
pp. 141-152
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v14i1.4790

their presence matters, and experience alignment with organizational values, engagement tends to increase, which in turn positively contributes to individual and team performance (Hasan, 2022). Conversely, digital fragmentation, reduced informal communication, and limited social interaction may lead to disengagement, even when work processes become more efficient. These dynamics highlight the complex interplay between technological affordances, human motivation, and relational factors in shaping performance outcomes within digitally mediated work environments.

Despite extensive research, the interaction mechanism between motivation, engagement, and performance in digital settings remains conceptually fragmented. Prior studies tend to examine psychological drivers, social connections, or technological demands in isolation. Specifically, while previous studies have explored motivation or engagement separately, few have systematically integrated these constructs with contextual factors such as digital leadership, organizational agility, technostress, and digital overload to explain performance outcomes in digital organizations. For example, work engagement has been shown to mediate the relationship between digital connectivity and job performance while technostress simultaneously undermines performance, underscoring the dual role of digital work demands and resources that have not yet been fully integrated in prior frameworks (Bondanini et al., 2025). This gap highlights the need for a comprehensive framework that accounts for both enabling and inhibiting conditions in digitally mediated work environments.

Therefore, this study conducts a systematic literature review to address this gap and formulate an integrated conceptual understanding of how work motivation and employee engagement shape performance within digital organizations. This study provides three contributions. First, it develops a conceptual model that positions employee engagement as the mediating pathway through which motivation influences adaptive performance outcomes. Second, it identifies digital leadership and organizational agility as enabling conditions that reinforce this process. Third, it highlights technostress and digital overload as inhibiting conditions that can disrupt the motivation–engagement–performance linkage. These contributions offer a novel perspective by explicitly linking motivation, engagement, and performance within digital organizational contexts while accounting for critical moderating and mediating factors.

Based on the identified research gaps, this study seeks to explore how work motivation and employee engagement shape performance outcomes in digital organizational contexts. Specifically, it examines how work motivation influences employee engagement, how engagement mediates the relationship between motivation and performance, and which contextual factors may strengthen or weaken this relationship. By addressing these questions, the study aims to provide a deeper understanding of the dynamics underlying human performance in digitally mediated work environments.

LITERATURE REVIEW

Work Motivation in Digital Work Contexts

Work motivation in digital settings is influenced by employees' opportunities for autonomy, competence development, and task meaning. Research grounded in the Job Demands–Resources (JD–R) framework suggests that digital tools may function as resources that improve motivation when they allow control, clarity, and self-directed learning (Bakker, 2023; Neufeld, 2025). Studies by Gong et al. (2024) and Llorente-Alonso et al. (2024) show that employees who perceive digital systems as supportive tend to display proactive behavior and sustained effort. In addition, findings from Liu (2025) indicate that job autonomy in digital workflows strengthens intrinsic motivation, supporting the argument that digitalization can enable empowerment when appropriately designed.

However, digital work can also create conditions that reduce motivation. Tarafdar et al. (2019) and Molino et al. (2023) describe how constant connectivity increases cognitive load and emotional strain, lowering individuals' energy and interest in work. Yahya and Suminar (2024) adds that techno-overload has a non-linear effect, where the absence of

support systems amplifies motivational decline. In Indonesian organizational settings, Martono and Nugroho (2022) emphasize that leadership communication and cultural readiness determine whether technology-enabled work strengthens or weakens motivational experiences. Seibert et al. (2011) further demonstrate that empowerment and trust-based leadership behaviors help preserve motivation under conditions of digital role complexity. These studies collectively indicate that the motivational effects of digital work are not inherent to technology itself, but are contingent on how digital systems, expectations, and relational support are structured within the organization.

Employee Engagement as a Mediating Process

Employee engagement reflects the psychological investment employees place in their work, shaped through interactions, recognition, shared norms, and perceived fairness. In digital environments, engagement is highly dependent on communication quality and relationship-building processes across virtual channels (Rahadi & Tawaqal, 2025). Engagement increases when employees feel heard, included, and supported in their work environment.

Studies such as Ellonen et al. (2023) highlight that employee engagement serves as a key mediating mechanism, translating work motivation into tangible performance outcomes. Engagement does not merely reflect effort; it channels motivation into focused, sustained, and meaningful action. Furthermore, research by Pertama and Indiyati (2025) demonstrates that engagement significantly enhances service quality in high-contact sectors, underscoring its importance beyond traditional productivity measures. Similarly, Hakim (2023) emphasizes that emotional and social presence in remote work environments plays a critical role in maintaining and stabilizing engagement, particularly when opportunities for physical interaction are limited. These findings indicate that motivation alone is insufficient for driving performance: when motivation exists but engagement is weak, outcomes tend to remain stagnant. Conversely, when engagement is strong, motivated employees exhibit higher levels of collaboration, proactive initiative, and adaptability, ultimately leading to superior performance in complex and digitally mediated work contexts (Syarkani, 2025).

Performance Outcomes in Digital Organizations

Performance outcomes in digital contexts are inherently multidimensional, encompassing not only efficiency and productivity but also innovation, adaptability, and service responsiveness (Li et al., 2022; Bekos et al., 2025). The relationship between engagement and performance is particularly strengthened when organizations demonstrate agility, the ability to modify workflows, reconfigure teams, and adjust priorities in response to changing conditions and emerging challenges (Ludviga & Kalvina, 2024; Setyawati et al., 2025). In this regard, Ellonen et al. (2023) emphasize that engagement-driven collaboration facilitates knowledge sharing, learning, and the generation of innovative solutions, all of which are essential for sustaining competitive performance and organizational resilience in rapidly evolving digital environments.

However, without sufficient organizational agility, even high levels of employee effort and engagement may fail to translate into meaningful outcomes, as rigid structures, misaligned systems, and inflexible processes can create bottlenecks and hinder performance improvements. Supporting this perspective, Pertama and Indiyati (2025) highlight that performance is shaped not only by individual skills, motivation, and engagement but also by the organization's ability to enable effective service coordination, responsiveness, and continuous adaptation to environmental and technological changes. These findings underscore that achieving superior performance in digital work settings requires a holistic approach, one that integrates motivated and engaged employees with agile, adaptive, and well-coordinated organizational structures, fostering a work environment where innovation, collaboration, and adaptability can thrive.

The Role of Leadership and Organizational Agility

Leadership plays a central role in shaping how motivation and engagement operate within digital work environments. Leaders who communicate clearly, support skill development, and actively encourage participation help employees navigate the complexities and uncertainties inherent in digitally mediated work (Ali, 2023; Mollah et al., 2024; Asfahani, 2025). In particular, Alkhayyal and Bajaba (2024) and Lahumuddin et al. (2024) demonstrate that digital leadership can moderate the negative effects of work overload by fostering psychological safety, clarifying expectations, and creating conditions where employees feel supported and empowered to contribute. At the same time, organizational agility provides a structural foundation that enables employees to translate their motivation and engagement into meaningful performance outcomes.

Agility reduces procedural bottlenecks, promotes adaptive coordination across teams, and allows performance to evolve in response to changing circumstances (Bekos et al., 2025). Evidence from Almazrouei et al. (2024) further indicates that organizational agility mediates the relationship between digital readiness and performance, highlighting that structural flexibility is a critical condition for fully harnessing the benefits of employee engagement. Together, these insights underscore that effective leadership and agile organizational structures are mutually reinforcing, creating an environment where motivated and engaged employees can achieve sustained, high-quality performance in digital contexts.

RESEARCH METHODS

Across the 30 reviewed studies, motivation consistently enhances performance primarily through employee engagement, with leadership and organizational agility acting as enabling factors, while technostress and digital overload inhibit this relationship. Digital work environments also influence habitual behaviors such as rapid task switching and heightened responsiveness, which can boost productivity when managed but may cause distraction and fatigue if unmanaged. This study employs a Systematic Literature Review (SLR) to identify, evaluate, and synthesize peer-reviewed research on work motivation, engagement, and performance in digital contexts. The SLR approach integrates findings from diverse studies and provides a transparent, replicable analysis, with the unit of analysis being journal articles from Scopus-indexed and SINTA 1–2 accredited journals. The full literature review matrix is provided as supplementary material.

In this SLR, the “sample” refers to the body of literature selected for review, targeting empirical and conceptual studies on motivation, engagement, performance, digital leadership, agility, and technostress in digitally mediated or hybrid work settings. Literature was sourced from Scopus, ScienceDirect, Emerald Insight, SpringerLink, and Google Scholar, including only full-text peer-reviewed journal articles published between 2000 and 2025. The search followed the PRISMA protocol with four stages: identification, screening, eligibility assessment, and inclusion. From 278 retrieved records, 44 duplicates were removed, 234 were screened, and 94 full-text articles were assessed, leaving 30 studies in the final synthesis. Boolean search strings were used throughout to ensure a focused and comprehensive selection, guaranteeing that only relevant and methodologically robust studies informed the review.

Data were analyzed using a thematic synthesis approach. First, open coding was conducted to identify key conceptual statements across the selected studies. Second, axial coding was used to group these statements into thematic categories, particularly motivation, engagement, performance, leadership, agility, and technostress. Finally, selective coding was applied to develop integrative conceptual linkages among the variables. To ensure reliability and reduce researcher bias, coding and thematic interpretations were cross-checked by multiple reviewers. Studies were included if they were full-text, peer-reviewed articles published in Scopus-indexed or SINTA 1–2 journals, focused on motivation, engagement, performance, digital leadership, or agility, and examined digital or hybrid workplaces in English or Indonesian. Excluded studies

comprised conference abstracts, opinion essays, non-peer-reviewed sources, duplicates, or those lacking methodological clarity or relevance. These criteria ensured that only rigorous and pertinent research informed the review.

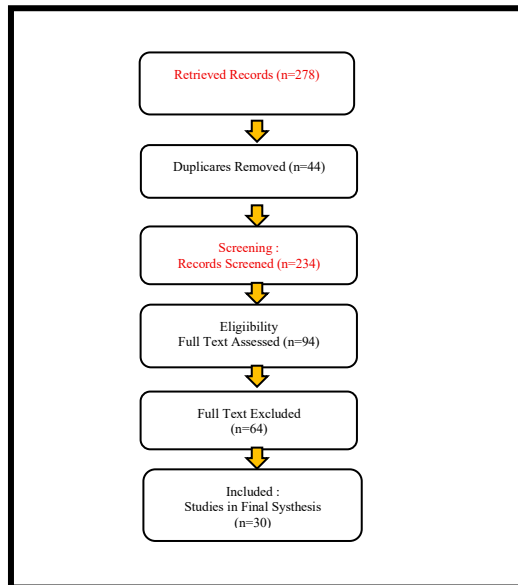


Figure 1. PRISMA Diagram Flow

Figure 1 presents the PRISMA flow of the study selection process, covering identification, screening, eligibility, and inclusion of 30 studies. Study quality was assessed using the Critical Appraisal Skills Programme (CASP) and Joanna Briggs Institute (JBI) checklists according to study design, focusing on research clarity, methodological rigor, data collection, analytical transparency, and consistency between evidence and conclusions. Of the included studies, 21 were rated high quality, 7 moderate, and 2 low quality; the latter were retained solely for conceptual relevance to the motivation–engagement–performance framework. Quality appraisal was conducted independently by two reviewers, with disagreements resolved through discussion, enhancing the reliability and robustness of the review findings.

RESULTS

This study systematically reviewed 30 peer-reviewed journal articles related to work motivation, employee engagement, and performance in digital organizational contexts. The analysis produced four major thematic patterns, summarizing how digital work conditions influence motivational processes and performance outcomes. Table 1 presents an overview of the emerging themes.

Table 1. Summary of Thematic Patterns Identified in the Reviewed Studies

| No | Emerging Theme | Key Findings Across Studies | Frequency (n = 30) |
|----|---|--|--------------------|
| 1 | Motivation in Digital Work | Motivation increases when autonomy, digital skill development, and perceived task meaning are present; motivation decreases under digital overload and unclear expectations. | 22 studies |
| 2 | Engagement as Mediator | Engagement translates motivational states into behavioral outcomes such as proactivity, collaboration, and persistence. | 24 studies |
| 3 | Performance as Multidimensional Outcome | Digital performance includes adaptability, responsiveness, innovation, and service quality, not only productivity measures. | 19 studies |

| No | Emerging Theme | Key Findings Across Studies | Frequency (n = 30) |
|----|---|--|--------------------|
| 4 | Leadership and Organizational Agility as Enablers | Supportive digital leadership and organizational agility enable the motivation–engagement–performance linkage to function effectively. | 18 studies |

Table 1's thematic analysis of 30 studies reveals consistent patterns regarding motivation, engagement, performance, and organizational factors in digital work. The first theme highlights that motivation is enhanced when employees experience autonomy, digital skill development opportunities, and meaningful tasks, but declines under digital overload, excessive connectivity, or unclear expectations. This was reported in 22 studies, emphasizing motivation's central role in shaping behavior in digital contexts. The second theme underscores employee engagement as a mediating mechanism. Engagement translates motivation into tangible behaviors such as proactivity, collaboration, persistence, and adaptive work performance. Identified in 24 studies, this theme shows that motivation alone is insufficient without engagement (Samsuden et al., 2024; Haedar, 2024).

The third theme identifies performance as multidimensional, encompassing not only productivity but also adaptability, responsiveness, innovation, and service quality. Nineteen studies indicate that digital work demands flexibility and the ability to manage complex, rapidly changing tasks. The fourth theme emphasizes leadership and organizational agility as enabling conditions. Supportive digital leadership through clear communication, skill development, and psychological safety combined with agile structures that facilitate flexible workflows and coordination, strengthens the motivation–engagement–performance pathway (Alkhayyal & Bajaba, 2024; Purnomo, 2024). Eighteen studies highlighted that without these enablers, motivation and engagement may not translate effectively into performance. These findings demonstrate that successful performance in digital environments depends on a dynamic interplay between individual motivation, engagement mechanisms, and supportive organizational structures.

The review suggests that employee motivation in digital work environments is highly dependent on the balance between available job resources and the demands imposed by digitalization. Factors such as the level of autonomy granted to employees, opportunities for skill and competence development, and the presence of supportive digital systems play a crucial role in enhancing intrinsic motivation. When these elements are present, employees are more likely to sustain effort, maintain engagement, and remain committed to completing assigned tasks effectively, even in flexible and digitally mediated work settings (Burnett & Lisk, 2021). Digital work can also act as a source of stress and demotivation, particularly when employees face constant connectivity, excessive workload, or unclear expectations regarding their roles and responsibilities. Such conditions tend to undermine motivational stability, which can negatively affect both performance and overall job satisfaction.

These findings highlight the dual role of digitalization in the workplace. Digital tools and systems can empower employees by providing the necessary resources and support to enhance motivation. At the same time, if organizational processes and digital systems are not designed with employee well-being in mind, they can generate stress and hinder motivation (Hasyim & Bakri, 2025). The effectiveness of motivation in digital work largely depends on how organizations design and balance the use of technology with supportive work practices.

The studies reviewed consistently indicate that employee engagement serves as a critical mediating process through which motivation is translated into actual performance outcomes. Engagement can be understood as the active state in which employees invest their emotional, cognitive, and physical resources into their work (Huang et al., 2022). It is reflected in the presence of emotional energy, enthusiasm, dedication, and deep cognitive absorption in tasks. Merely having high levels of motivation does not automatically result in improved performance; motivation without engagement may

remain latent and fail to influence outcomes effectively. Performance improvements are more likely to occur when employees are not only motivated but also fully engaged, meaning they feel a sense of connection to their work, perceive that their contributions are valued, and experience psychological investment in the tasks they perform within a digital work environment.

In digitally mediated work contexts, engagement becomes especially important because remote or technology-driven tasks can reduce natural social interactions and immediate feedback. In such environments, engagement acts as the bridge that channels intrinsic and extrinsic motivation into sustained effort, persistence, and higher-quality performance. Employees who are engaged demonstrate proactive behavior, greater attention to detail, and adaptability, which collectively enhance overall organizational productivity and effectiveness (Malik, 2023; Radu, 2023). These findings emphasize that fostering engagement is essential for organizations seeking to convert motivated employees into high-performing contributors, particularly in digital work settings where the absence of physical oversight requires individuals to self-regulate and maintain psychological commitment to their roles.

Performance outcomes in digital organizations cannot be fully captured by traditional metrics such as efficiency, speed, or task completion. The evidence from multiple studies shows that the nature of work in digital contexts requires employees to engage in behaviors that go beyond operational execution. Engagement in this environment enables employees to respond more effectively to dynamic tasks, adjusting their approaches and strategies in real time to meet shifting demands. This flexibility is particularly important in digital organizations, where rapid technological changes and evolving market requirements create a need for continuous adaptation (Govindarajan & Ananthanpillai, 2024).

In addition to responsiveness, engagement is closely linked to innovation capacity. Employees who are psychologically invested in their work are more likely to generate creative ideas, experiment with new solutions, and contribute to improvements in products, services, and processes. This innovative behavior is critical for organizations seeking to maintain a competitive edge in fast-paced digital markets (Serafimova & Vasilev, 2024). By fostering a culture of engagement, organizations can leverage the intrinsic motivation and cognitive energy of their workforce to drive innovation consistently. Collaboration and knowledge sharing represent another key aspect of performance in digital settings. Engaged employees are more willing to communicate, cooperate, and share expertise with colleagues, breaking down silos and facilitating collective problem-solving. This relational dimension of performance ensures that knowledge and skills are effectively distributed across the organization, enhancing overall team capability and effectiveness.

Engagement also improves the quality of service interactions, both internally and externally. Employees who feel connected to their work and valued by the organization demonstrate greater attentiveness, responsiveness, and proactive behavior in addressing the needs of clients or stakeholders (Ludviga & Kalvina, 2024). These behaviors contribute to higher satisfaction, stronger relationships, and better organizational outcomes. Taken together, these findings indicate that performance in digital-era organizations is not simply about operational efficiency. Instead, it is relational, adaptive, and collaborative, relying on the ability of employees to remain engaged, contribute creatively, and work effectively with others in complex, technologically mediated environments. The analysis also reveals that contextual conditions shape the strength of the motivation–engagement–performance relationship. Table 2 summarizes the key enabling and inhibiting factors identified in the review.

Table 2. Moderating Factors Affecting Motivation–Engagement–Performance Linkage

| Moderating Factor | Positive Influence | Limiting Influence | Supporting Sources |
|---------------------------------|---|--|---|
| Digital Leadership | Clarity of direction, emotional support, skill development, and encouragement | Leadership absence intensifies stress and role ambiguity | Mollah et al. (2024); Alkhayyal and Bajaba (2024) |
| Organizational Agility | Streamlined workflow, flexible coordination, rapid adaptation | Rigid or bureaucratic structures hinder performance realization | Bekos et al. (2025); Almazrouei et al. (2024) |
| Technostress / Digital Overload | — | Reduces motivation and engagement through fatigue and cognitive load | Tarafdar et al. (2019); Yahya and Suminar (2024) |

Table 2 highlights the moderating factors that shape the relationship between motivation, engagement, and performance in digital work environments. These factors do not directly drive performance but influence how effectively motivated and engaged employees can translate their energy and commitment into tangible outcomes. The evidence suggests that certain organizational and technological conditions can either amplify or constrain the positive effects of motivation and engagement, thereby affecting overall performance. One key moderating factor is digital leadership. Leaders who provide clear direction, offer emotional support, and encourage skill development create an environment where employees can channel their motivation into meaningful engagement. Such leadership practices foster confidence, reduce uncertainty, and reinforce employees' psychological investment in their work. In contrast, the absence of effective leadership can exacerbate stress, create role ambiguity, and diminish both motivation and engagement, ultimately limiting performance. Studies by Mollah et al. (2024) and Alkhayyal and Bajaba (2024) emphasize that digital leadership is particularly crucial in technology-mediated contexts, where employees rely on guidance and feedback to navigate complex tasks.

Organizational agility is another critical moderator. Organizations that adopt flexible coordination mechanisms, streamline workflows, and support rapid adaptation enable employees to respond effectively to dynamic digital demands. This agility enhances the translation of motivation into engagement and performance by removing structural obstacles and facilitating quick decision-making. Conversely, rigid or overly bureaucratic organizational structures can stifle initiative, delay responses, and prevent employees from fully leveraging their capabilities, as highlighted by Almazrouei et al. (2024) and Bekos et al. (2025). Finally, technostress or digital overload represents a significant limiting factor in digital work contexts. Unlike the previous two factors, digital overload primarily exerts a negative influence. Continuous connectivity, information saturation, and excessive digital demands can induce fatigue, cognitive strain, and emotional exhaustion, which diminish both motivation and engagement. Tarafdar et al. (2019) and Yahya and Suminar (2024) document that without careful management of digital workload, even highly motivated employees may struggle to maintain focus and performance in digitally mediated environments.

Together, these moderating factors illustrate that the effectiveness of motivation and engagement in driving performance is highly context-dependent. Digital-era performance outcomes are not solely determined by intrinsic or extrinsic motivation, they are significantly shaped by leadership practices, organizational flexibility, and the management of digital demands (Sawhney et al., 2024). Understanding these moderators enables organizations to design interventions that reinforce positive pathways while mitigating factors that undermine employee engagement and performance. The combined findings indicate that work motivation alone is insufficient to produce improved performance in digital organizational settings. Employee engagement consistently emerges as the psychological bridge through which motivational energy is translated into adaptive behaviors, collaboration, and productivity (Pincus, 2023). This pathway is strengthened when digital leadership provides clarity, support, and trust-building, and

when organizational agility enables flexible coordination and rapid response to changing demands. In contrast, technostress manifested through overload, constant connectivity, and cognitive strain acts as a limiting condition that disrupts the transmission of motivation into engagement and, subsequently, performance. The evidence shows that high performance in digital environments depends on the interaction of motivation, engagement, and supportive organizational conditions, with engagement serving as the central mechanism that activates motivated employees to perform effectively. Figure 2 visualizes this conceptual linkage.

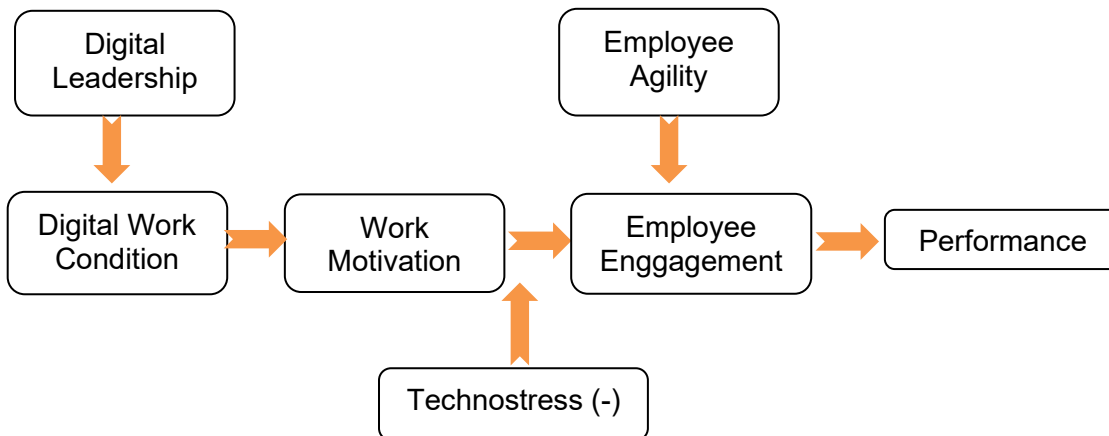


Figure 2. Conceptual Linkage

DISCUSSION

The findings of this review indicate that the relationship between work motivation, employee engagement, and performance in digital organizational contexts is dynamic and influenced by both psychological and structural conditions. Consistent with the Job Demands–Resources model by Bakker and Demerouti (2007) and Bakker et al. (2023), motivation alone is insufficient to drive improved performance, it must be channeled through engagement, which acts as the psychological mechanism converting motivational energy into persistence, collaboration, and adaptive behaviors. This aligns with prior studies showing that engagement mediates the relationship between motivation and performance in digital work systems, highlighting the critical bridging role of engagement in transforming psychological energy into tangible outcomes (Gong et al., 2024; Annisa & Sutjipto, 2025).

This study extends previous research by demonstrating how the motivation–engagement–performance linkage operates under digitally mediated conditions. Earlier literature often treated motivation, engagement, and performance as separate constructs, focusing on either individual psychological factors or relational dynamics (Huang et al., 2022; Ali, 2023). Our synthesis emphasizes that the effectiveness of motivation depends on employees feeling connected, valued, and psychologically invested in their work. Engagement thus functions not merely as an outcome of motivation but as a bridge enabling motivational energy to be realized in performance behavior (Hasan et al., 2022; Lahumuddin et al., 2024).

The results also underscore the importance of contextual enablers such as digital leadership and organizational agility. Leadership behaviors that communicate clearly, foster trust, provide psychological safety, and encourage skill development strengthen employees' willingness to contribute and sustain effort over time (Mollah et al., 2024; Asfahani, 2025; Abhari, 2025). Organizational agility facilitates adaptive behaviors by creating flexible structures that support rapid problem-solving and responsiveness (Almazrouei et al., 2024; Ludviga & Kalvina, 2024). These findings reinforce prior research showing that agile and responsive organizations enable employees to translate

engagement into improved performance outcomes, particularly in dynamic digital environments (Radu, 2023; Syarkani, 2025).

Conversely, technostress and digital overload act as inhibiting factors, weakening the motivation–engagement–performance link. Excessive connectivity, constant monitoring, and fragmented multitasking increase cognitive strain and emotional fatigue, reducing engagement and undermining performance (Molino et al., 2023; Alkhayyal & Bajaba, 2024). These results align with earlier studies indicating that digital overload leads to role ambiguity, reduced job satisfaction, and decreased productivity (Tarafdar et al., 2007; Yahya & Suminar, 2024). Therefore, to sustain performance, organizations should regulate digital workload expectations, limit excessive connectivity, and implement structured support systems to protect employees' cognitive and emotional resources (Burnett & Lisk, 2021; Lahumuddin et al., 2024).

This study refines the Job Demands-Resources framework for digital work, showing that digital tools enhance motivation only with sufficient social support and leadership clarity, otherwise they cause strain. It highlights engagement as a mediator between motivation and performance and incorporates digital leadership, organizational agility, and technostress to explain performance outcomes in digital environments (Karafakioğlu & Fındıklı, 2024). Managing human performance in digital organizations requires balancing flexibility with structure. Autonomy and skill development boost motivation, but clear expectations and communication are essential. Leadership should foster engagement through digital communication, empathy, trust, feedback, and recognition. Organizational agility and adaptive workflows convert motivation into productivity, while managing workload and information flow through connectivity limits, digital detox, and mindful communication reduces technostress and sustains well-being.

The study integrates motivation, engagement, and performance in technology-mediated work, highlighting engagement as the key link between motivation and performance. Leadership and agility strengthen this link, while technostress weakens it. It contributes theoretically and practically by offering a context-sensitive view of sustaining human-centered performance in digital organizations. The study advances employee engagement research by addressing psychological, social, and technological dimensions, and expands digital leadership to include real-time data analytics for organizational agility. It also proposes AI-based technostress management for proactive well-being monitoring. Empirical insights from Indonesia's emerging digital economy enrich global literature with perspectives from a developing market.

CONCLUSION

This study reviewed 30 articles to examine how motivation and engagement affect performance in digital organizations. Motivation rises with autonomy, skill development, and meaningful work, but drops under excessive digital demands, ambiguity, and constant connectivity. Engagement mediates the motivation–performance link, as motivation alone is insufficient without psychological connection. Performance in digital contexts spans efficiency, adaptability, collaboration, innovation, and responsiveness. Digital leadership and organizational agility enable employees to turn motivation into effective outcomes, while technostress and digital overload hinder sustained effort and creativity. This review reinforces the theoretical role of engagement as the psychological mechanism linking motivation to performance in digital work environments. It also extends the Job Demands–Resources framework by showing that digital work conditions can function as either resources or demands depending on their design. Moreover, employees' digital behavioral patterns influence engagement stability, highlighting the relevance of integrating digital self-regulation theories into motivation and engagement research.

Organizations should design work systems that balance clarity and autonomy, empower employees without overwhelming them, and develop leaders who provide effective communication, emotional support, and guidance. Strengthening organizational agility allows for flexible coordination and rapid adaptation to shifting conditions.

Additionally, managing technostress through healthy digital boundaries and resources is essential to sustain employee engagement. This study is limited by its reliance on secondary data and the variable contexts of the included studies, which may restrict generalizability across industries and cultures. Future research could use longitudinal and cross-cultural designs to track the evolution of motivation and engagement over time and further explore the role of digital behavioral habits and self-regulation strategies in maintaining performance under continuous digital exposure.

FUNDING STATEMENT: This research did not receive any specific grant from funding agencies in the public, commercial, or not - for - profit sectors.

CONFLICTS OF INTEREST: The author declares no conflict of interest.

DECLARATION OF GENERATIVE AI STATEMENT: During the preparation of this work the author(s) used ChatGPT, Grammarly, and Turnitin in order to support academic writing clarity, improve linguistic accuracy, and ensure compliance with plagiarism standards. After using this tool/service, the author(s) reviewed and edited the content as needed and take(s) full responsibility for the content of the publication.

REFERENCES

- [1] Abhari, K. (2025). Employee participation in digital transformation: From digitalization sentiment to transformation predisposition. *Information & management*, 9(7), 104-112.
- [2] Ali, M. (2023). Strategic leadership in the digital age: Navigating uncertainty. *Journal of Management & Social Science*, 1(1), 1-8.
- [3] Alkhayyal, S., & Bajaba, S. (2024). Countering technostress in virtual work environments: The role of work-based learning and digital leadership in enhancing employee well-being. *Acta psychologica*, 248(8), 104-177.
- [4] Almazrouei, F., Sarker, A. E., Zervopoulos, P., & Yousaf, S. (2024). Organizational structure, agility, and public value-driven innovation performance in the UAE public services. *Heliyon*, 10(13), 77-88.
- [5] Annisa, S., & Sutjipto, M. R. (2025). Technology, organization, environment, and digital transformation for sustainability. *Jurnal Ilmiah Manajemen Kesatuan*, 13(4), 2591-2604.
- [6] Asfahani, A. M. (2025). Navigating digital leadership: unraveling the dynamics of remote work environments. *TEM Journal*, 14(1), 823-835.
- [7] Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of managerial psychology*, 22(3), 309-328.
- [8] Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. (2023). Job demands–resources theory: Ten years later. *Annual review of organizational psychology and organizational behavior*, 10(1), 25-53.
- [9] Bekos, G. S., Jaakkola, M., & Chari, S. (2025). Organizational agility and firm performance: The role of architectural marketing capabilities. *Industrial Marketing Management*, 125(9), 239-253.
- [10] Bondanini, G., Sanchez-Gomez, M., Mucci, N., & Giorgi, G. (2025). Digital connectivity at work: Balancing benefits and risks for engagement, technostress, and performance. *Administrative Sciences*, 15(10), 398-403.
- [11] Burnett, J. R., & Lisk, T. C. (2021). The future of employee engagement: Real-time monitoring and digital tools for engaging a workforce. In *International perspectives on employee engagement* (pp. 117-128). London: Routledge.
- [12] Ellonen, H. K., Koivisto, T., & Jussila, I. (2023). Digital platform collaboration, knowledge sharing, and performance outcomes. *Journal of Knowledge Management*, 9(8), 78-88.
- [13] Gong, Y., Chen, P., & Lee, J. (2024). Employee engagement as a mediating mechanism in digital work systems. *Frontiers in Psychology*, 8(8), 12-19.
- [14] Govindarajan, S., & Ananthanpillai, B. (2024). *Adapting to change: Flexible product strategies for a dynamic world*. London: Routledge.
- [15] Haedar, A. W. (2024). The role of technology in the digital transformation of public organizations in Indonesia. *Jurnal Office*, 9(2), 74-78.
- [16] Hakim, N. (2023). Remote work engagement and the role of emotional social presence. *Jurnal Psikologi Sosial*, 6(8), 44-55.
- [17] Hasan, H., Nikmah, F., & Wahyu, E. E. (2022). The impact of meaningful work and work engagement on bank employees' performance. *International Journal of Research in Business and Social Science*, 11(3), 161-167.
- [18] Hasyim, H., & Bakri, M. (2025). Work-life imbalance: its impact on employee motivation and well-being. *Economics and Digital Business Review*, 6(1), 77-82.

- [19] Huang, S. Y., Huang, C. H., & Chang, T. W. (2022). A new concept of work engagement theory in cognitive engagement, emotional engagement, and physical engagement. *Frontiers in Psychology, 12*(7), 663-670.
- [20] Karafakioğlu, E., & Fındıklı, M. A. (2024). The mediating role of work engagement in the relationship between digital leadership and innovative behavior and organizational agility. *International Journal of Organizational Leadership, 13*(1), 56-77.
- [21] Lahumuddin, M. Y. P., Hamid, R. S., & Qamaruddin, M. Y. (2024). The effects of e-performance and digital leadership on self-motivation and employee performance in MSMEs. *Jurnal Manajemen Teknologi, 23*(2), 119-134.
- [22] Li, Z., Li, H., & Wang, S. (2022). How multidimensional digital empowerment affects technology innovation performance: The moderating effect of adaptability to technology embedding. *Sustainability, 14*(23), 159-161.
- [23] Liu, B., Cheng, S., Zhou, Q., & Shi, X. (2025). The impact of digital transformation job autonomy on lawyers' support for law firms' digital initiatives: the mediating role of cognitive adjustment and the moderating effect of leaders' empathy. *Administrative Sciences, 15*(7), 260-270.
- [24] Llorente-Alonso, M., Garcia-Ael, C., & Topa, G. (2024). A meta-analysis of psychological empowerment: Antecedents, organizational outcomes, and moderating variables. *Current Psychology, 43*(2), 1759-1784.
- [25] Ludviga, I., & Kalvina, A. (2024). Organizational agility during crisis: do employees' perceptions of public sector organizations' strategic agility foster employees' work engagement and well-being?. *Employee Responsibilities and Rights Journal, 36*(2), 209-229.
- [26] Malik, P. (2023). Measuring the impact of learning organization on proactive work behavior: mediating role of employee resilience. *Asia-Pacific Journal of Business Administration, 15*(3), 325-344.
- [27] Molino, M., Ingusci, E., & Cortese, C. (2023). Digital workload, burnout, and work motivation. *Computers in Human Behavior, 8*(8), 15-24.
- [28] Mollah, M. A., Al Masud, A., & Chowdhury, M. S. (2024). How does digital leadership boost competitive performance? The role of digital culture, affective commitment, and strategic agility. *Heliyon, 10*(23), 56-66.
- [29] Neufeld, A. (2025). Flourishing by design: applying self-determination theory and the job demands-resources model to systems-level wellness in medical education. *MedEdPublish, 15*(8), 18-24
- [30] Pertama, J. P., & Indiyati, D. (2025). The influence of employee engagement on employee performance and company performance at Pt. Bank Negara Indonesia (Persero) Tbk. *International Journal of Science, Technology & Management, 6*(4), 693-701.
- [31] Pincus, J. D. (2023). Employee engagement as human motivation: Implications for theory, methods, and practice. *Integrative Psychological and Behavioral Science, 57*(4), 1223-1255.
- [32] Purnomo, J. (2024). E-HRM as a mediator of the relationship between work competence and work motivation on employee performance. *Sentralisasi, 13*(2), 112-126.
- [33] Radu, C. (2023). Fostering a positive workplace culture: Impacts on performance and agility. In *Human resource management-an update*. London: IntechOpen.
- [34] Rahadi, D. R., & Tawaqal, M. I. (2025). Human resource digital tools implementation strategy to improve employee experience, employee engagement, and job satisfaction in the smart workspace era. *Journal of Technology Management and Technopreneurship (JTMT), 13*(1), 12-19.
- [35] Samsuden, N. S., Kohar, U. H., Khatib, S. F., & Abbas, A. F. (2024). Digital capabilities and business performance: a systematic literature review. *Sustainability, 16*(24), 1222-1234.
- [36] Sawhney, S., Menon, B. N., HA, S., Subba, R., & Siddiqui, J. A. (2024). Exploring the impact of leadership styles on employee motivation and performance in the digital Age. *Library of Progress-Library Science, Information Technology & Computer, 44*(3), 99-109.
- [37] Seibert, S. E., Wang, G., & Courtright, S. H. (2011). Antecedents and consequences of psychological and team empowerment in organizations: a meta-analytic review. *Journal of applied psychology, 96*(5), 981-999.
- [38] Serafimova, V., & Vasilev, V. (2024). Digital culture as a competitive advantage in the sustainable development of organizations. *Agora International Journal of Economical Sciences, 18*(1), 210-222.
- [39] Setyawati, A., Pahrudin, C., Agusinta, L., Sitanggang, R., & Susanto, P. C. (2025). Employee performance through employee engagement in cargo companies. *Jurnal Ilmiah Manajemen Kesatuan, 13*(2), 1249-1256.
- [40] Syarkani, Y. (2025). The mediating role of organizational agility in the relationship between digital transformation and firm performance. *Journal of Social and Economics Research, 7*(2), 102-116.
- [41] Tarafdar, M., Cooper, C. L., & Stich, J. F. (2019). The technostress trifecta-techno eustress, techno distress and design: Theoretical directions and an agenda for research. *Information systems journal, 29*(1), 6-42.
- [42] Tarafdar, M., Tu, Q., Ragu-Nathan, B. S., & Ragu-Nathan, T. S. (2007). The impact of technostress on role stress and productivity. *Journal of Management Information Systems, 24*(1), 301-328.
- [43] Tran Van Hai, T., & Pavelková, D. (2024). Digital transformation adoption and its influence on performance: an empirical study of creative companies in Vietnam. *Creativity Studies, 8*(2), 155-188.
- [44] Yahya, A., & Suminar, D. R. (2024). Analisis hubungan techno-overload terhadap kelelahan emosional dan kinerja karyawan: tinjauan literatur review. *al-kharaj: jurnal ekonomi, keuangan & bisnis syariah* Ученителу: Institut Agama Islam Nasional Laa Roiba Bogor, 6(12), 34-39.