**INTEGRA BUSINESS REVIEW**
Volume 4, Issue 1, June 2026| pp. 1-12
https://doi.org/10.63208/21014-654

Check for updates

**E- ISSN: 3047-261X**

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

**Wisnu Wirawan[1]✉ and Ismi Darmastuti[1]**

Universitas Diponegoro, Semarang, Indonesia[1]

## ABSTRACT

Digital transformation has reshaped workplace practices and increased the importance of employee motivation, engagement, and productivity, particularly in digital marketing environments. This study aims to examine how work motivation contributes to employee productivity through employee engagement and how leadership and organizational culture support this relationship. A Systematic Literature Review (SLR) was conducted using the PRISMA framework to identify and synthesize relevant scholarly literature published between 2015 and 2025. The findings indicate that intrinsic and extrinsic motivation provide important foundations for employee engagement, while engagement functions as a central mechanism that translates motivational resources into sustained productivity. Digital transformation further emphasizes the need for adaptability, continuous learning, and supportive work environments. Entrepreneurial leadership strengthens motivation and engagement by encouraging autonomy, innovation, and learning, while organizational culture supports psychological safety, collaboration, and sustained performance. Overall, productivity in the digital marketing era depends on the integration of motivational, psychological, leadership, cultural, and technological factors.

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

**CORRESPONDING AUTHOR:**
Wisnu Wirawan
*Universitas Diponegoro, Semarang, Indonesia*
***contact:*** *wisnuwira2@gmail.com*

**ARTICLE HISTORY**
Received : January 2, 2026
Final Revised : March 3, 2026
Accepted : April 20, 2026
Published : June 30, 2026

© 2026 The Author(s) | This article is an open access article and distributed under the terms and conditions of the Creative Commons Attribution (CC BY-SA) license.

## 1. | INTRODUCTION

Digital transformation has reshaped organizational processes, work systems, and human resource management, particularly in digital marketing where employees must respond to rapid technological, market, and consumer changes. Digitalization is not limited to adopting new technologies; it also changes organizational structures, work practices, communication, and value creation processes (Vial, 2019). Consequently, organizations face the challenge of maintaining employee engagement, work motivation, and productivity while adapting to increasingly technology-mediated work environments. Zhang and Chin (2024) explain that digitalization changes how employees interact, collaborate, and perceive their work, requiring organizations to reconsider work design and performance management. Abbas et al. (2024) similarly emphasize that engagement in the digital era requires adaptive and flexible forms of employee involvement.

Digital workplaces can provide greater flexibility, connectivity, and access to information, but the benefits of digitalization depend on employees' ability to use and adapt to digital systems. Chan et al. (2021) found that workplace digitalization is associated with employee engagement and that digital literacy strengthens employees' ability to respond positively to digitalized work environments. Chatterjee et al. (2023) further show that digital workplace transformation can improve employee and organizational outcomes, while digital leadership is important in supporting this transformation. These findings indicate that technological development should be accompanied by appropriate organizational support, leadership, and human resource practices.

Employee engagement is particularly important because digital marketing requires creativity, agility, continuous learning, and active involvement. Engagement reflects employees' energy, dedication, and absorption in their work and is closely related to sustained work effort (Bakker & Albrecht, 2018). In digital marketing environments, engaged employees are better positioned to maintain focus, respond to changing market conditions, and contribute ideas to organizational goals. Thus, engagement can be understood as an important mechanism connecting employees' psychological resources with workplace productivity.

Work motivation is another central factor influencing employee behavior and performance. Self-Determination Theory emphasizes that autonomy, competence, and relatedness support high-quality motivation and encourage sustained engagement (Ryan & Deci, 2022). In organizational settings, motivation may arise from intrinsic sources such as purpose, creativity, and personal growth, as well as extrinsic factors such as compensation, recognition, and supportive management. Hidayah and Wardoyo (2024) demonstrate that work motivation and digital culture are related to work productivity through work engagement, indicating that motivation alone does not fully explain productivity outcomes.

The relationship among digitalization, engagement, motivation, and productivity is therefore multidimensional. Digital technologies can improve efficiency and collaboration, but their organizational value depends on how employees experience and respond to technological change. Leadership and organizational culture become important contextual factors because they can provide direction, psychological support, trust, and opportunities for employees to adapt and remain engaged. In this context, productivity should not be viewed solely as the result of technological efficiency but as an outcome shaped by the interaction of technology, motivation, engagement, leadership, and organizational conditions.

Based on these considerations, this systematic review examines the relationship among employee engagement, work motivation, and productivity in the digital marketing era. It focuses on how motivation contributes to engagement and productivity, how engagement functions as a connecting mechanism between motivation and productivity, and how leadership and organizational culture support these relationships. By synthesizing relevant literature published from 2015 to 2025, the study seeks to provide a more focused understanding of how organizations can integrate digital advancement with human-centered management to sustain employee engagement, motivation, and productivity.

## 2. | LITERATURE REVIEW

### Employee Engagement, Work Motivation, and Productivity

Employee engagement refers to a positive work-related psychological state characterized by energy, dedication, and absorption. It represents a deeper form of involvement than job satisfaction because employees invest cognitive, emotional, and behavioral resources in their work (Bakker & Albrecht, 2018; Schaufeli, 2018). In digital work environments, engagement is increasingly important because employees are expected to maintain focus, adapt to technological changes, and contribute to continuous innovation. Recent research also emphasizes that engagement is influenced by social and contextual conditions and should be understood dynamically within changing work environments (Boccoli et al., 2023). Work motivation complements engagement by providing the psychological energy that encourages employees to initiate and sustain work behavior.

Self-Determination Theory identifies autonomy, competence, and relatedness as fundamental psychological needs supporting high-quality motivation (Ryan & Deci, 2022). Motivation may therefore emerge from intrinsic sources, such as meaningful work, creativity, and personal growth, as well as extrinsic sources, including compensation, recognition, and feedback. Hidayah and Wardoyo (2024) indicate that work motivation and digital culture contribute to productivity through work engagement, supporting the view that engagement can connect motivational resources with work outcomes. Relatedly, Purnomo (2024) shows that electronic human resource management can mediate the relationship between work competence, work motivation, and employee performance, highlighting the role of human resource practices in translating employee capabilities and motivation into performance outcomes. The relationship among these constructs is particularly relevant in digital marketing, where

creativity, adaptability, and continuous learning are required. Thus, productivity should be understood not only as the result of individual motivation but also as an outcome of sustained engagement that enables employees to convert motivation into consistent work performance.

**Digital Transformation, Leadership, and Organizational Context**

Digital transformation involves substantial changes in organizational processes, structures, and value creation through the use of digital technologies (Vial, 2019). Verhoef et al. (2021) further explain that digital transformation affects organizational structures, capabilities, strategies, and performance measurement, indicating that technological change requires corresponding organizational adaptation. Stoiko (2024) further emphasizes that agile leadership and strategic flexibility are important organizational responses to digital transformation, particularly when firms need to adapt their strategies and operations to changing technological conditions. Within this context, employee outcomes depend not only on access to digital technologies but also on employees' capabilities and organizational support. Chatterjee et al. (2022) show that individual digital capabilities and leadership support are important microfoundations of successful digital transformation.

Similarly, Chatterjee et al. (2023) demonstrate that digital workplace transformation can improve employee and organizational performance, while digital leadership plays an important role in facilitating this transformation. Innovation-oriented leadership can further strengthen employee creativity, voice, and knowledge sharing, which are important for maintaining engagement and productive behavior in changing work environments (Kremer et al., 2019). Organizational culture also provides an important context for employee engagement and productivity. Srimulyani et al. (2023) found that inclusive leadership and organizational culture are associated with employee performance, with organizational culture functioning as an important mediating context. Therefore, digital transformation should be approached as a socio-organizational process rather than solely as technological adoption. A supportive culture and appropriate leadership can help employees adapt to digital changes, sustain engagement, and translate motivation into productive outcomes.

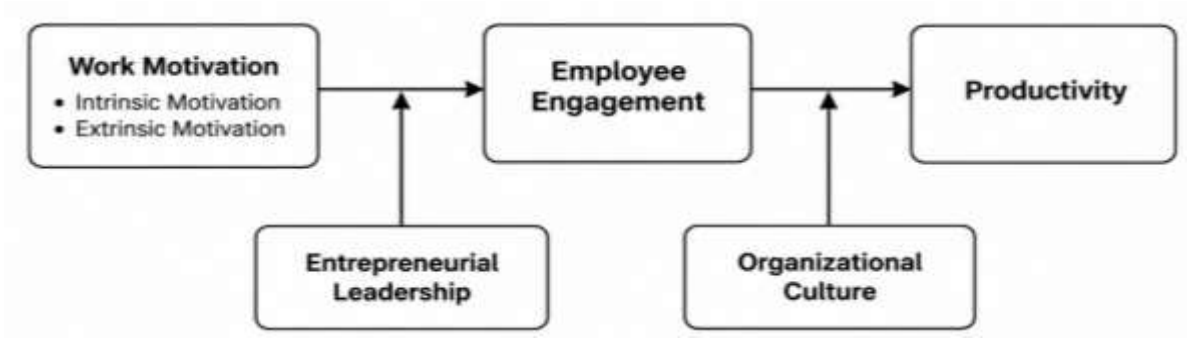



**Figure 1.** Conceptual Framework of Employee Engagement, Work Motivation, and Productivity in the Digital Marketing Era.

## 3. | RESEARCH METHOD

This study employs a Systematic Literature Review (SLR) approach guided by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework. The method was used to systematically identify, screen, and synthesize relevant literature concerning employee engagement, work motivation, productivity, leadership, and organizational factors in the digital era. PRISMA supports a transparent and structured review process by organizing the stages of identification, screening, eligibility, and inclusion. Relevant literature was identified through Scopus, ScienceDirect, and SpringerLink using combinations of keywords related to employee engagement, work motivation, productivity, digital transformation, leadership, and innovation. The review focused on scholarly publications from 2015 to 2025 to capture developments associated with contemporary digital work environments and their implications for employee and organizational outcomes.

The selection process applied predefined inclusion and exclusion criteria. Studies were included when they were peer-reviewed, published within the specified period, indexed in reputable academic databases, and addressed employee engagement, motivation, productivity, leadership, innovation, or related organizational issues in workplace contexts relevant to the digital era. Studies were excluded when they were non-peer-reviewed, outside the publication period, focused exclusively on technical aspects of digitalization without organizational or human-resource implications, or lacked relevance to the study's conceptual focus. The selected studies were analyzed using thematic synthesis.

The analysis involved identifying relevant concepts, variables, theoretical perspectives, and relationships across the literature, followed by grouping recurring findings into broader themes. Particular attention was given to the relationships among intrinsic and extrinsic motivation, employee engagement, productivity, digital transformation, leadership, and organizational culture. This process also supported the identification of employee engagement as a mediating mechanism and leadership and organizational culture as contextual or moderating factors within the conceptual framework. The synthesis was subsequently used to develop the conceptual framework linking work motivation, employee engagement, and productivity, while considering entrepreneurial leadership and organizational culture as contextual factors. The framework provides the basis for interpreting the findings and organizing the discussion of how psychological, organizational, and technological factors interact in digital marketing environments.

## 4. | RESULTS

The synthesis of the reviewed literature indicates that employee engagement is a central mechanism connecting work motivation with productivity in digital work environments. Across the literature, engagement is consistently associated with employees' energy, dedication, concentration, and willingness to invest psychological resources in their work. These characteristics are particularly relevant in digital marketing, where employees are required to respond to rapidly changing technologies, consumer preferences, performance indicators, and creative demands. The findings therefore position engagement not simply as an outcome of favorable working

conditions but as a process through which motivational resources are translated into sustained work performance. This finding is consistent with the conceptualization of engagement as a multidimensional psychological state characterized by vigor, dedication, and absorption (Bakker & Albrecht, 2018; Schaufeli, 2018).

The review further shows that both intrinsic and extrinsic motivation contribute to employee engagement, although they operate through different mechanisms. Intrinsic motivation is associated with employees' interest in their work, creativity, autonomy, personal growth, and sense of purpose, whereas extrinsic motivation is reflected in compensation, recognition, feedback, and other organizational rewards. The findings indicate that intrinsic motivation is particularly relevant to digital marketing activities that require creativity, experimentation, problem-solving, and continuous learning. At the same time, extrinsic support provides employees with recognition and organizational assurance that can reinforce their willingness to maintain effort. These findings correspond with Self-Determination Theory, which emphasizes autonomy, competence, and relatedness as important conditions for high-quality motivation (Ryan & Deci, 2022). Thus, the reviewed literature suggests that productivity is more sustainable when organizations combine internal sources of motivation with appropriate external support rather than relying exclusively on either form.

The relationship between motivation and productivity becomes more evident when employee engagement is considered as an intervening mechanism. Hidayah and Wardoyo (2024) indicate that work motivation and organizational conditions can contribute to productivity through employee engagement, supporting the framework used in this study. Similarly, the reviewed literature shows that motivated employees are more likely to demonstrate initiative, persistence, creativity, and adaptability when they are psychologically connected to their work. Engagement allows employees to maintain concentration and effort when facing workload fluctuations or changes in digital processes. Consequently, productivity in digital marketing is not determined solely by technological skills or the availability of digital tools. It also depends on employees' capacity to remain motivated and engaged while applying those technologies to achieve organizational objectives.

The synthesis also identifies several personal and psychological resources that complement conventional forms of motivation. Resilience, meaningfulness, and positive psychological resources help employees maintain work effort when organizations experience technological disruption or organizational change. Nicuță et al. (2025), for example, highlight the relationship between gratitude, work motivation, and employee performance, indicating that positive psychological resources can contribute to constructive work behavior. Similarly, Liu et al. (2023) demonstrate the relevance of resilience and family motivation to work effort and adaptive behavior. Within the broader findings of this review, these factors do not replace intrinsic or extrinsic motivation but function as additional resources that can help employees sustain engagement during periods of uncertainty. This is particularly important in digital marketing because changing platforms, analytics systems, algorithms, and consumer behavior require continuous adaptation.

Another important finding concerns the role of digital transformation in shaping the conditions under which motivation and engagement operate. The literature indicates

that digital transformation changes not only technological systems but also work processes, communication patterns, employee capabilities, and organizational structures. Vial (2019) and Verhoef et al. (2021) emphasize that digital transformation involves broader organizational changes rather than simple technology adoption. In the reviewed studies, digitalization can support flexibility, autonomy, collaboration, and data-driven decision-making, while also creating challenges related to workload, cognitive demands, communication, and work-life boundaries. Abbas et al. (2024) and Zhang and Chin (2024) similarly demonstrate that digital work environments influence how employees perform and interact with organizational systems. These findings indicate that technological advancement can strengthen productivity when accompanied by appropriate human-resource practices, but technology alone does not guarantee sustained employee performance.

The review further identifies leadership as an important contextual factor influencing the relationship between motivation, engagement, and productivity. Leadership that provides autonomy, communicates clear objectives, supports innovation, and encourages employee participation can create conditions in which motivational resources are more effectively converted into engagement. Innovation-oriented leadership can also encourage creativity, employee voice, and knowledge sharing, strengthening employees' capacity to contribute in changing work environments (Kremer et al., 2019). Chatterjee et al. (2022) emphasize the importance of leadership support and individual digital capabilities in organizational digital transformation, while Chatterjee et al. (2023) show that digital workplace transformation is associated with employee and organizational performance and that digital leadership capability plays an important role in this relationship. These findings support the position of entrepreneurial leadership in the conceptual framework. In digital marketing environments, leadership that encourages experimentation and learning is particularly relevant because employees must frequently respond to changing technologies and market conditions.

Organizational culture also emerges as an important contextual condition. A supportive, inclusive, and trust-based culture provides employees with psychological safety, collaboration opportunities, and a sense of shared purpose. Such conditions can strengthen the extent to which engagement is translated into productive behavior. Srimulyani et al. (2023) demonstrate the relevance of inclusive leadership and organizational culture to employee performance, indicating that cultural conditions can reinforce the positive effects of leadership and employee involvement. The reviewed literature therefore suggests that organizational culture should not be treated as a separate organizational characteristic but as an environment that shapes how employees respond to motivation, leadership, and digital transformation.

The results establish an integrated pattern in which work motivation provides an important psychological foundation, employee engagement functions as the central mechanism connecting motivation with productivity, and leadership and organizational culture shape the conditions under which this relationship develops. Digital transformation forms the broader context in which these relationships occur by changing work processes, employee expectations, and organizational capabilities. The findings therefore support the conceptual framework presented in Figure 1: intrinsic and extrinsic motivation contribute to employee engagement, engagement is associated

with productivity, and entrepreneurial leadership and organizational culture provide contextual support for these relationships. This integrated pattern reinforces the central argument of the study that sustainable productivity in the digital marketing era depends on combining technological adaptation with motivation, engagement, supportive leadership, and a conducive organizational culture.

## 5. | DISCUSSION

The findings of this review reinforce the view that employee productivity in the digital marketing era cannot be explained by technology or motivation alone. Instead, productivity emerges from the interaction between employees' motivational resources, their psychological engagement with work, and the organizational conditions in which digital work is performed. This finding supports the conceptual framework in which work motivation influences productivity primarily through employee engagement, while leadership and organizational culture provide contextual support for this relationship.

The central role of employee engagement is consistent with Bakker and Albrecht (2018) and Schaufeli (2018), who conceptualize engagement as a combination of vigor, dedication, and absorption. The findings suggest that these dimensions provide the mechanism through which motivation becomes sustained work behavior. This interpretation is also consistent with Self-Determination Theory, which emphasizes autonomy, competence, and relatedness as fundamental conditions for high-quality motivation (Ryan & Deci, 2022). In digital marketing, where creativity, continuous learning, and rapid adaptation are required, employees who perceive their work as meaningful and have sufficient autonomy are more likely to maintain engagement and contribute productively.

The findings also extend this perspective by showing that intrinsic and extrinsic motivation should be viewed as complementary rather than competing sources. Intrinsic motivation supports creativity, initiative, and persistence, while external rewards, recognition, and feedback provide organizational reinforcement. Hidayah and Wardoyo (2024) similarly indicate that motivation and organizational conditions can contribute to productivity through work engagement. Therefore, organizations seeking sustainable productivity should create conditions that support both psychological fulfillment and appropriate external recognition.

Digital transformation provides an important context for these relationships. Vial (2019) and Verhoef et al. (2021) emphasize that digital transformation involves changes in organizational processes, structures, capabilities, and ways of creating value. The present findings indicate that such changes can create opportunities for flexibility and efficiency while simultaneously increasing demands for adaptation and continuous learning. This reinforces the importance of agile leadership and strategic flexibility in helping organizations respond to changing digital conditions (Stoiko, 2024). Consequently, technological implementation needs to be accompanied by human-centered management so that digital advancement does not weaken employee engagement.

Leadership and organizational culture further explain why employees may respond differently to similar digital demands. Chatterjee et al. (2022) emphasize the importance of leadership support and employee digital capabilities in organizational

transformation, while Chatterjee et al. (2023) demonstrate the relevance of digital leadership capability to workplace and organizational performance. These findings support the framework's positioning of entrepreneurial leadership as a contextual factor that can strengthen motivation and engagement by encouraging autonomy, experimentation, learning, and innovation. Likewise, Srimulyani et al. (2023) demonstrate the importance of inclusive leadership and organizational culture for employee performance, supporting the view that a supportive and trust-based culture can facilitate the translation of engagement into productive outcomes.

Overall, the discussion indicates that sustainable productivity in digital marketing requires an integrated approach. Motivation provides the psychological foundation, engagement converts that motivation into sustained behavior, while leadership and organizational culture shape whether this process can be maintained during technological and organizational change. The contribution of this review therefore lies in connecting these dimensions within a single framework rather than treating motivation, engagement, digital transformation, and organizational context as independent factors.

## 6. | CONCLUSION

This systematic literature review concludes that employee engagement plays a central role in connecting work motivation with productivity in the digital marketing era. The findings indicate that both intrinsic and extrinsic motivation contribute to employees' willingness to invest effort, maintain focus, and perform effectively. However, motivation is more likely to generate sustainable productivity when it is accompanied by strong employee engagement. Engagement therefore functions as the key mechanism through which motivational resources are translated into consistent, adaptive, and productive work behavior.

The review also demonstrates that digital transformation changes the context in which motivation and engagement operate. Rapid technological developments, changing work processes, continuous learning requirements, and evolving performance expectations require employees to remain adaptable and psychologically connected to their work. In this context, entrepreneurial leadership and supportive organizational culture provide important conditions for sustaining engagement. Leadership that encourages autonomy, innovation, communication, and learning can strengthen employee involvement, while a supportive and trust-based culture can help employees maintain productivity during organizational and technological change.

Sustainable productivity in digital marketing depends on the integration of psychological, organizational, and technological dimensions. Organizations should therefore not focus exclusively on digital tools or performance targets but also develop motivational practices, employee engagement, supportive leadership, and an organizational culture that facilitates adaptation and collaboration. The conceptual relationship identified in this review: work motivation → employee engagement → productivity, supported by entrepreneurial leadership and organizational culture provides an integrated perspective for understanding employee productivity in increasingly digital workplaces. Future research may further examine these relationships through empirical studies across different organizational and digital work contexts.

***Acknowledgment***

We gratefully acknowledge the contributions of individuals who supported the completion of this article.

***Funding Information***

This research did not receive any funding.

***Conflict of Interest Statement***

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.

## REFERENCES

Abbas, S. M., Latif, M., & Sarwar, F. (2024). Digital leadership and innovative work behavior in IT sector: The mediating role of digital entrepreneurial orientation and digital organizational culture. *Employee Responsibilities and Rights Journal*, *38*(3), 285-306.

Bakker, A. B., & Albrecht, S. (2018). Work engagement: Current trends. *Career Development International*, *23*(1), 4-11.

Boccoli, G., Gastaldi, L., & Corso, M. (2023). The evolution of employee engagement: Towards a social and contextual construct for balancing individual performance and wellbeing dynamically. *International Journal of Management Reviews*, *25*(1), 75-98.

Chan, A. J., Hooi, L. W., & Ngui, K. S. (2021). Do digital literacies matter in employee engagement in digitalised workplace? *Journal of Asia Business Studies*, *15*(3), 523-540.

Chatterjee, S., Chaudhuri, R., Vrontis, D., & Giovando, G. (2023). Digital workplace and organization performance: Moderating role of digital leadership capability. *Journal of Innovation & Knowledge*, *8*(1), 100334.

Chatterjee, S., Chaudhuri, R., Vrontis, D., & Jabeen, F. (2022). Digital transformation of organization using AI-CRM: From microfoundational perspective with leadership support. *Journal of Business Research*, *153*, 46-58.

Hidayah, F. N., & Wardoyo, D. T. W. (2024). Pengaruh work motivation dan digital culture terhadap work productivity melalui work engagement pada karyawan PT. Pegadaian. *Jurnal Ilmu Manajemen*, 43-58.

Kremer, H., Villamor, I., & Aguinis, H. (2019). Innovation leadership: Best-practice recommendations for promoting employee creativity, voice, and knowledge sharing. *Business Horizons*, *62*(1), 65-74.

Nicuță, E. G., Opariuc-Dan, C., Diaconu-Gherasim, L. R., & Constantin, T. (2025). Linking trait gratitude to employees' performance and work motivation: A two-wave longitudinal study. *Personality and Individual Differences*, *246*, 113310.

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.

Ryan, R. M., & Deci, E. L. (2022). Self-determination theory. In *Encyclopedia of quality of life and well-being research* (pp. 1-7). Cham: Springer International Publishing.

Schaufeli, W. B. (2018). Work engagement in Europe: Relations with national economy, governance, and culture. *European Journal of Organizational Psychology, 27*(1), 45–62.

Srimulyani, V. A., Rustiyaningsih, S., Farida, F. A., & Hermanto, Y. B. (2023). Mediation of “AKHLAK” corporate culture and affective commitment on the

effect of inclusive leadership on employee performance. *Sustainable Futures*, *6*, 100138.

Stoiko, M. R. (2024). Navigating digital transformation: Agile leadership and strategic flexibility in mid-sized manufacturing firms. *Journal of Innovation in Polytechnic Education*, *6*, 55-72.

Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. *Journal of Business Research*, *122*, 889-901.

Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *The Journal of Strategic Information Systems*, *28*(2), 118-144.

Zhang, W., & Chin, T. (2024). How employee career sustainability affects innovative work behavior under digitalization. *Sustainability*, *16*(9), 3541.