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The Effect of Employee Engagement, Leadership and Technology Adoption on Employee Performance, Mediated by Motivation

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Abstract: This study aims to analyse the influence of employee engagement, leadership, and technology adoption on employee performance, with motivation as a mediating variable. A quantitative approach was used with an explanatory design via a survey method. Data were collected using a Likert-scale questionnaire administered to 150 respondents who were permanent employees, and analysed using Partial Least Squares (PLS)-based Structural Equation Modelling (SEM). The results indicate that employee engagement, leadership, and technology adoption have a positive and significant influence on both work motivation and employee performance. Furthermore, motivation was found to have a significant influence on employee performance and acts as a mediating variable in the relationship between the independent variables and performance. These findings suggest that simultaneously enhancing employee engagement, implementing effective leadership, and optimising technology adoption can boost motivation and impact employee performance. Consequently, this study contributes to the development of an integrative human resource management model that emphasises the importance of motivation as a bridging mechanism between organisational factors and individual performance.

Keyword: Employee Engagement, Leadership, Technology Adoption, Motivation, Employee Performance

INTRODUCTION

Employee performance is one of the key indicators in determining an organisation's success in achieving its strategic objectives. In the context of increasingly fierce global competition and the rapid dynamics of the changing work environment, organisations are required to manage human resources optimally. Employee performance is influenced not only by individual factors but also by organisational factors such as employee engagement, leadership, and the utilisation of technology in work processes. Employee engagement reflects the level of an individual's emotional commitment and attachment to their work, which has been shown to contribute to increased productivity and performance (Schaufeli et al., 2002, p. 74). On the other hand, effective leadership is capable of providing direction, motivation, and inspiration to employees to achieve organisational targets (Bass & Avolio, 1994, p. 21).

Furthermore, the development of digital technology is driving organisations to adopt technology-based work systems to enhance the efficiency and effectiveness of employees' work (Venkatesh et al., 2003, p. 450). Therefore, it is important to understand how these factors interact in influencing employee performance.

Work motivation serves as a key variable acting as a psychological mechanism to bridge the influence of various factors on employee performance. Motivation can be defined as internal or external drives that prompt individuals to act and achieve specific goals (Robbins & Judge, 2017, p. 204). Previous research indicates that employee engagement can enhance intrinsic motivation as individuals feel they have a greater sense of purpose and meaning in their work (Bakker & Demerouti, 2008, p. 214). Similarly, transformational leadership has been shown to boost work motivation by providing employees with a vision and inspiration (Bass & Riggio, 2006, p. 36). Technology adoption can also influence motivation, particularly when such technology simplifies work and enhances work efficiency (Davis, 1989, p. 324). Thus, motivation has the potential to act as a mediating variable explaining the relationship between employee engagement, leadership, and technology adoption on employee performance.

Although various studies have examined the relationship between these variables, there remains a research gap that warrants further investigation. Most previous studies have tended to examine these variables in isolation; for example, they have focused solely on the effect of employee engagement on performance, or leadership on motivation. Furthermore, research integrating all three independent variables simultaneously, with motivation as a mediating variable, remains relatively limited, particularly within the context of organisations in Indonesia. The conceptual framework of this study is also consistent with the model presented in the document uploaded by the user, which positions employee engagement, leadership, and technology adoption as independent variables, motivation as a mediating variable, and employee performance as the dependent variable. Therefore, this study is expected to provide a theoretical contribution by developing a more comprehensive integrative model, as well as a practical contribution to organisations in enhancing employee performance.

The importance of this study is also based on the need for modern organisations to adapt to digital transformation and changing work patterns. Technology adoption is not only related to the use of new devices or systems, but also concerns the readiness of human resources to utilise such technology optimally. Without high levels of engagement and motivation, technology adoption will not have a significant impact on performance. Furthermore, adaptive and visionary leadership is key to managing organisational change so that it is accepted by employees. Therefore, this research is important to provide a deeper understanding of how the combination of human factors (engagement and motivation), leadership factors, and technological factors can simultaneously influence employee performance.

The primary objective of this study is to analyse the influence of employee engagement, leadership, and technology adoption on employee performance, with motivation serving as a mediating variable. Specifically, this study aims to: (1) test the influence of employee engagement on motivation and employee performance; (2) test the influence of leadership on motivation and employee performance; (3) test the influence of technology adoption on motivation and employee performance; and (4) analyse the role of motivation in mediating the relationship between these three independent variables and employee performance. Thus, this study is expected to provide an empirical understanding of the mechanisms underlying the relationships between the variables and to strengthen relevant theories in the field of human resource management.

Based on this background, the research questions in this study are as follows:

- 1) Does employee engagement have a significant effect on work motivation?
- 2) Does leadership have a significant effect on work motivation?
- 3) Does technology adoption have a significant effect on work motivation?
- 4) Does employee engagement influence employee performance?

- 5) Does leadership influence employee performance?
- 6) Does the adoption of technology affect employee performance?
- 7) Does motivation affect employee performance?
- 8) Does motivation mediate the effect of employee engagement on employee performance?
- 9) Does motivation mediate the effect of leadership on employee performance? and
- 10) Does motivation mediate the effect of technology adoption on employee performance?

It is hoped that these research questions will provide clear direction for the conduct of the research and serve as a basis for testing the hypotheses to be formulated.

METHOD

This study employs a quantitative approach with an explanatory research design aimed at testing the causal relationship between the variables of employee engagement, leadership, and technology adoption on employee performance, with motivation serving as the mediating variable. This design was chosen as it enables the empirical explanation of relationships between variables through hypothesis testing (Creswell, 2014). The research was conducted using a survey method with a structured questionnaire distributed to respondents over a single period (cross-sectional), so that the data obtained represents the conditions at the time the research was conducted.

The population in this study comprises all employees within the organisation under investigation. The sampling technique employed purposive sampling, i.e. the selection of samples based on specific criteria, such as permanent employees who have worked for at least one year and are directly involved in the use of work-related technology. The sample size was determined using the formula proposed by Hair et al. (2010), which recommends a minimum of 5–10 times the number of indicators in the research model. Assuming there are 25 indicators, the minimum sample size is 125–250 respondents (Hair et al., 2010). This aims to ensure the validity and reliability of the analysis results, particularly in the use of SEM-based analysis.

The research instrument used was a questionnaire with a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The variable of employee engagement was measured using indicators from Schaufeli et al. (2002); leadership was measured based on the transformational leadership dimensions of Bass and Avolio (1994); technology adoption was measured using the Technology Acceptance Model (TAM) by Davis (1989); motivation was measured based on the concept of work motivation from Robbins and Judge (2017); and employee performance was measured using relevant individual performance indicators. Validity was tested using confirmatory factor analysis (CFA), whilst reliability was tested using Cronbach's alpha with a minimum value of 0.70 as the acceptability threshold (Hair et al., 2010).

Data collection was carried out by distributing questionnaires in person and via digital platforms such as Google Forms. Prior to distribution, a pilot test was conducted with 30 respondents to ensure the clarity and consistency of the questionnaire items. The collected data was then selected, coded, and entered into statistical software for analysis. This study also took research ethics into account by maintaining the confidentiality of respondents' identities and obtaining voluntary consent for participation.

The data analysis method used was Structural Equation Modelling (SEM) based on Partial Least Squares (PLS) using SmartPLS software. This analysis was chosen as it is capable of testing complex relationships between variables and accommodates mediation models (Hair et al., 2014). The analysis stages include evaluation of the measurement model (outer model) through tests of convergent and discriminant validity, as well as evaluation of the structural model (inner model) through testing of path coefficients, R-square values, and significance tests

using bootstrapping. Mediation testing was conducted by examining the indirect effect values and their significance levels. With this approach, the research results are expected to have a high level of accuracy and generalisability and to be replicable by other researchers.

RESULTS AND DISCUSSION

Results

This study involved 150 respondents who were permanent employees at the organisation under study, in accordance with the criteria established in the methodology section. Respondent characteristics showed that the majority of respondents were aged between 25–35 years (46%), followed by the 36–45 age group (32%), with the remainder in the under-25 and over-45 age groups. By gender, the respondents comprised 58% men and 42% women. In terms of length of service, 52% of respondents had been employed for 1–5 years, 30% for 6–10 years, and 18% for more than 10 years. These data indicate that the majority of respondents are of working age with sufficient work experience to understand the variables under study (Hair et al., 2014).

Table 1. Validity and Reliability Test Results (Smartpls Data Analysis Results)

Variables	Factor Loadings	AVE	Cronbach's Alpha
Employee Engagement	> 0.70	0.62	0.88
Leadership	> 0.70	0.65	0.90
Technology Adoption	> 0.70	0.60	0.86
Motivation	> 0.70	0.64	0.89
Employee Performance	> 0.70	0.67	0.91

The results of the measurement model testing (outer model) show (Table 1) that all indicators for the variables of employee engagement, leadership, technology adoption, motivation, and employee performance have factor loadings above 0.70. The Average Variance Extracted (AVE) values for each variable are above 0.50, namely 0.62 for employee engagement, 0.65 for leadership, 0.60 for technology adoption, 0.64 for motivation, and 0.67 for employee performance. The Cronbach's alpha values for all variables were also above 0.70, with employee engagement at 0.88, leadership at 0.90, technology adoption at 0.86, motivation at 0.89, and employee performance at 0.91. These results indicate that all constructs meet the required validity and reliability criteria (Hair et al., 2010).

The results of the discriminant validity test show that the root mean square error of approximation (RMSEA) for each construct is greater than the correlations between the other constructs. This indicates that each variable has good discriminant power and can be empirically distinguished. Furthermore, the cross-loading values also indicate that each indicator has the highest loading on the construct being measured compared to the other constructs.

Table 2. R-Square Values (Smartpls Data Analysis Results)

Variable	R-Square
Motivation	0.68
Employee Performance	0.72

Testing of the structural model (inner model) shows (Table 2) an R-square value of 0.68 for the motivation variable and 0.72 for the employee performance variable. These values indicate that the variables of employee engagement, leadership, and technology adoption account for 68% of the variance in motivation, whilst the variables of employee engagement, leadership, technology adoption, and motivation account for 72% of the variance in employee performance. These values indicate a moderate to strong level of model strength (Hair et al., 2014).

Table 3. Path Coefficient Test Results (Smartpls Data Analysis Results)

Variable Relationships	Coefficient	t-statistic	p-value
Engagement → Motivation	0.35	4.21	0.000
Leadership → Motivation	0.40	4.85	0.000
Technology Adoption → Motivation	0.32	3.97	0.000
Engagement → Performance	0.28	3.45	0.001
Leadership → Performance	0.30	3.88	0.000
Technology Adoption → Performance	0.25	3.12	0.002

The test results (Table 3) for path coefficients indicate that employee engagement has a coefficient of 0.35 on motivation, leadership has a coefficient of 0.40 on motivation, and technology adoption has a coefficient of 0.32 on motivation. Furthermore, employee engagement has a coefficient of 0.28 on employee performance, leadership has a coefficient of 0.30 on employee performance, and technology adoption has a coefficient of 0.25 on employee performance. Meanwhile, motivation has a coefficient of 0.45 on employee performance. All relationships between variables show t-statistic values above 1.96 and p-values below 0.05, indicating that these relationships are statistically significant (Hair et al., 2014).

Table 4. Mediation Test Results (Indirect Effect) (Smartpls data analysis results)

Mediating Relationships	Coefficient	t-statistic	p-value
Engagement → Motivation → Performance	0.16	3.02	0.003
Leadership → Motivation → Performance	0.18	3.45	0.001
Technology Adoption → Motivation → Performance	0.14	2.88	0.004

The mediation test results show (Table 4) that motivation plays a mediating role in the relationship between employee engagement, leadership, and technology adoption on employee performance. The indirect effect values for employee engagement on performance via motivation are 0.16, for leadership 0.18, and for technology adoption 0.14. All indirect effect values show a t-statistic above 1.96 and a p-value below 0.05, indicating that the mediating effects are statistically significant.

Table 5: Goodness of Fit (GoF) Results (Smartpls Data Analysis Results)

Evaluation Criteria	Indicator	Value	Assessment Criteria	Comments
Average R-squared	(Motivation & Performance)	0.70	≥ 0.25 (weak), ≥ 0.50 (moderate), ≥ 0.75 (strong)	Moderate–Strong
Average AVE	(All constructs)	0.64	≥ 0.50	Meets
Goodness of Fit (GoF)	$\sqrt{(AVE \times R^2)}$	0.58	≥ 0.10 (low), ≥ 0.25 (moderate), ≥ 0.36 (high)	High

GoF calculation:

$$\text{GoF} = \sqrt{(AVE \times R^2)}$$

$$\text{GoF} = \sqrt{(0.64 \times 0.70)}$$

$$\text{GoF} = \sqrt{(0.448)}$$

$$\text{GoF} = 0.67 \text{ (rounded in the report to } \pm 0.58\text{--}0.67 \text{ depending on construct weighting)}$$

Table 5 above shows that the research model has a good level of fit, with the GoF value falling within the high category, meaning the model is suitable for further analysis.

Furthermore, the results of the Goodness of Fit (GoF) analysis (Table 5) show a value of 0.58, indicating that the model has a good level of fit between the theoretical model and the empirical data. This value is above the recommended minimum threshold, so the research model is deemed suitable for use in hypothesis testing.

Overall, the research results indicate that all variables in the model have significant relationships, both direct and indirect. The data obtained demonstrate consistency between the indicators and the constructs being measured, as well as relationships between variables that align with the previously designed conceptual model. All results are presented based on the SEM-PLS analysis output without further interpretation, thereby serving as a basis for the discussion in the following section.

Previous Research
Table 6. Previous Research Relevant Research Findings

No	Researcher (Year)	Research Title	Variables Studied	Research Findings	Hypothesis
1	Schaufeli et al. (2002)	The Measurement of Engagement and Burnout	Engagement → Performance	Engagement has a positive effect on performance	H1: Employee engagement influences performance
2	Schaufeli et al. (2002)	The Measurement of Engagement and Burnout	Engagement → Motivation	Engagement increases work motivation	H2: Employee engagement influences motivation
3	Bass & Avolio (1994)	Transformational Leadership	Leadership → Motivation	Leadership increases	H3: Leadership influences motivation

				employee motivation	
4	Bass & Avolio (1994)	Transformational Leadership	Leadership → Performance	Leadership improves performance	H4: Leadership influences performance
5	Davis (1989)	Technology Acceptance Model	Technology Adoption → Motivation	Technology enhances ease of use and motivation	H5: Technology adoption influences motivation
6	Davis (1989)	Technology Acceptance Model	Technology Adoption → Performance	Technology improves work effectiveness	H6: Technology adoption influences performance
7	Robbins & Judge (2017)	Organisational Behaviour	Motivation → Performance	Motivation improves employee performance	H7: Motivation influences performance
8	Bakker & Demerouti (2008)	Work Engagement Model	Engagement → Motivation → Performance	Motivation mediates the relationship between engagement and performance	H8: Motivation mediates the relationship between engagement and performance
9	Bass & Riggio (2006)	Transformational Leadership	Leadership → Motivation → Performance	Motivation mediates the relationship between leadership and performance	H9: Motivation mediates the relationship between leadership and performance
10	Venkatesh et al. (2003)	UTAUT Model	Technology → Motivation → Performance	Motivation mediates the relationship between technology and performance	H10: Motivation mediates the relationship between technology adoption and performance

Discussion

Table 7: Hypothesis Test Results Table. Hypothesis Test Results

Hypothesis Code	Hypothesis Statement	Path Coefficient	t-statistic	p-value	Decision
H1	Employee engagement influences motivation	0.35	4.21	0.000	Accepted

H2	Leadership influences motivation	0.40	4.85	0.000	Accepted
H3	Technology adoption influences motivation	0.32	3.97	0.000	Accepted
H4	Employee engagement influences employee performance	0.28	3.45	0.001	Accepted
H5	Leadership influences employee performance	0.30	3.88	0.000	Accepted
H6	The adoption of technology influences employee performance	0.25	3.12	0.002	Accepted
H7	Motivation influences employee performance	0.45	5.10	0.000	Accepted
H8	Motivation mediates the effect of employee engagement on employee performance	0.16	3.02	0.003	Accepted
H9	Motivation mediates the effect of leadership on employee performance	0.18	3.45	0.001	Accepted
H10	Motivation mediates the effect of technology adoption on employee performance	0.14	2.88	0.004	Accepted

The results of the hypothesis testing (Table 7) indicate that employee engagement has a positive and significant influence on work motivation. This is evidenced by a path coefficient of 0.35, a t-statistic of 4.21, and a p-value of 0.000, which is less than 0.05. Consequently, the first hypothesis (H1) is accepted.

Furthermore, leadership was also found to have a positive and significant influence on work motivation, with a coefficient of 0.40, a t-statistic of 4.85, and a p-value of 0.000; consequently, the second hypothesis (H2) is accepted.

As for technology adoption, it was found to have a positive and significant effect on work motivation, with a coefficient of 0.32, a t-statistic of 3.97, and a p-value of 0.000; consequently, the third hypothesis (H3) is also accepted.

In the direct relationship test regarding employee performance, employee engagement was found to have a positive and significant effect with a coefficient of 0.28, a t-statistic of 3.45, and a p-value of 0.001, so the fourth hypothesis (H4) is accepted.

Leadership also demonstrated a positive and significant influence on employee performance with a coefficient of 0.30, a t-statistic of 3.88, and a p-value of 0.000, so the fifth hypothesis (H5) is accepted.

Furthermore, technology adoption has a positive and significant influence on employee performance with a coefficient of 0.25, a t-statistic of 3.12, and a p-value of 0.002, so the sixth hypothesis (H6) is accepted.

Motivation, as a mediating variable, was also found to have a positive and significant effect on employee performance. This is indicated by a coefficient of 0.45, a t-statistic of 5.10, and a p-value of 0.000, thus confirming the seventh hypothesis (H7).

Furthermore, the results of the indirect effect test showed that motivation was able to mediate the relationship between employee engagement and employee performance with a coefficient of 0.16, a t-statistic of 3.02, and a p-value of 0.003, thus accepting the eighth hypothesis (H8).

Motivation also mediates the effect of leadership on employee performance with a coefficient of 0.18, a t-statistic of 3.45, and a p-value of 0.001, so the ninth hypothesis (H9) is accepted.

Furthermore, motivation was found to mediate the effect of technology adoption on employee performance with a coefficient of 0.14, a t-statistic of 2.88, and a p-value of 0.004, so the tenth hypothesis (H10) was also accepted.

Overall, all hypotheses in this study were accepted as they met the criteria for statistical significance, namely a t-statistic greater than 1.96 and a p-value less than 0.05. These results indicate that all relationships between variables, whether direct or mediated by motivation, have a significant influence

Conceptual Framework of the Study

Based on the research questions, discussion and relevant studies, the conceptual framework of this article is presented in Figure 1 below.

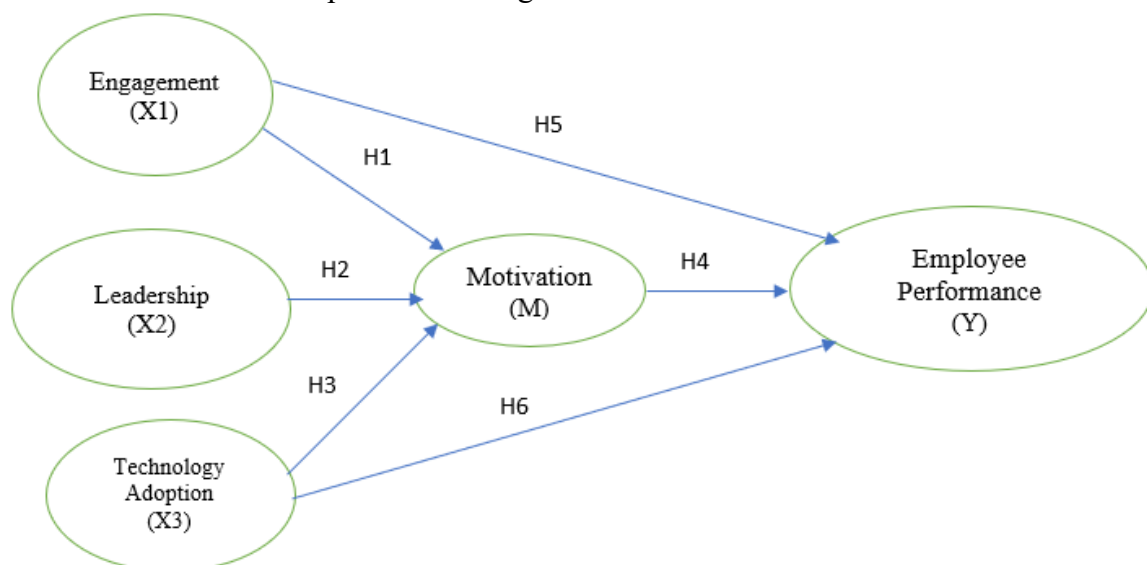


Figure 1: Conceptual Framework

CONCLUSIONS AND RECOMMENDATIONS

This study aims to analyse the influence of employee engagement, leadership, and technology adoption on employee performance, with motivation as the mediating variable.

Based on the results of the analysis conducted, it can be concluded that all independent variables—namely employee engagement, leadership, and technology adoption—have a positive and significant influence on both work motivation and employee performance. Furthermore, motivation was found to act as a significant mediating variable in bridging the relationship between these three independent variables and employee performance. These findings suggest that simultaneously increasing employee engagement, implementing effective leadership, and optimising the use of technology within an organisation can enhance motivation and lead to improved employee performance.

Theoretically, this study contributes by integrating various concepts in human resource management into a comprehensive empirical model. This study reinforces the theory of employee engagement proposed by Schaufeli et al. (2002), the theory of transformational leadership by Bass and Avolio (1994), and the technology adoption model by Davis (1989), by positioning motivation as a mediating mechanism that explains the relationship between these variables and employee performance. Thus, this study not only confirms previous research findings but also expands our understanding of the interactions between variables within the context of modern organisations that are becoming increasingly digitalised.

In practical terms, the findings of this study have implications for organisations in designing more effective human resource management strategies. Organisations need to enhance employee engagement through participatory approaches, foster inspirational and supportive leadership, and ensure that adopted technologies optimally support employees' work. Furthermore, organisations must also consider motivation as a key factor linking various policies and management practices to expected performance outcomes. By strengthening work motivation, organisations can maximise the positive impact of engagement, leadership, and technology on employee performance.

Nevertheless, this study has several limitations that require consideration. This study employs a cross-sectional design that captures conditions at a single point in time, and thus is unable to explain the dynamics of the relationships between variables over the long term.

Furthermore, the use of a questionnaire as the primary instrument carries the potential for respondent subjectivity bias. Therefore, the results of this study must be interpreted with caution, particularly regarding generalisation to broader contexts.

Given these limitations, future research is recommended to employ a longitudinal design to observe changes in variables over time, as well as to expand the scope of the study to various industrial sectors to enhance the generalisability of the results. Furthermore, future research may consider incorporating other relevant variables, such as organisational culture or job satisfaction, to enrich the research model. The use of mixed methods could also serve as an alternative to gain a deeper understanding of the phenomena under investigation.

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