

The Role of Motivation in Mediating the Effects of Technology Adoption, Rewards, And Knowledge Management on Employee Productivity

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ABSTRACT: Technological developments and the dynamics of modern organisations demand increased employee productivity as a key factor in achieving competitive advantage. In this context, technology adoption, rewards, and knowledge management are important factors that can influence productivity, both directly and through employee motivation. This study aims to analyse the role of motivation in mediating the influence of technology adoption, rewards, and knowledge management on employee productivity. The method used is a quantitative approach with an explanatory research design, employing a survey technique through the distribution of questionnaires to 101 respondents. Data were analysed using Structural Equation Modelling (SEM) based on Partial Least Squares (PLS). The results indicate that technology adoption, rewards, and knowledge management have a positive and significant effect on motivation, and that motivation has a significant effect on employee productivity. Furthermore, motivation was found to mediate the influence of these three variables on productivity. These findings contribute to the development of an integrative human resource management model and underscore the importance of motivation as a link between organisational policies and employee performance. This study concludes that improving employee productivity requires a holistic approach by integrating technology, reward systems, and knowledge management, supported by enhanced work motivation. Further research is recommended to expand the sample and include additional variables to obtain more comprehensive results.

KEYWORDS: Technology Adoption, Rewards, Knowledge Management, Motivation, Employee Productivity

I. INTRODUCTION

The development of globalisation and digital transformation has driven organisations to enhance their competitiveness through the optimisation of employee productivity. Employee productivity is a key indicator of organisational success as it is directly linked to work efficiency and effectiveness. In the knowledge-based economy, organisations rely not only on physical resources but also on the ability to manage technology, knowledge, and human resources in an integrated manner. Research indicates that organisations capable of optimally managing these factors exhibit higher productivity levels and sustainable competitive advantage (Aboelmaged, 2018).

Technology adoption is a key factor in boosting employee productivity in the digital age. Technology enables the acceleration of work processes, improved accuracy, and operational efficiency. Previous studies indicate that the implementation of information technology can significantly improve employee performance, particularly through easier access to information and the automation of tasks (Abualoush et al., 2018). However, the success of technology adoption is heavily influenced by human factors, particularly the level of employee acceptance and motivation in using such technology (Hung et al., 2011).

In addition to technology, reward systems also play a crucial role in boosting employee productivity. Effective rewards can enhance work motivation, loyalty, and individual performance. Research indicates that rewards, whether financial or nonfinancial, can encourage innovative behaviour and improved performance through both intrinsic and extrinsic motivation (Muzafary et al., 2021). However, some studies have also found that the impact of rewards on productivity is not always direct, but rather mediated through psychological variables such as motivation (Rohim & Budhiasa, 2019).

On the other hand, knowledge management is a strategic factor in enhancing organisational productivity. Through effective knowledge management, organisations can improve employees' ability to share information, innovate, and make decisions. Research indicates that knowledge management contributes significantly to improved employee performance, particularly when supported by an organisational culture that encourages collaboration and learning (Nguyen & Malik, 2020).

Employee motivation serves as a key factor that bridges the relationship between various organisational factors and productivity. Motivation not only has a direct impact on performance but also acts as a mediating variable. Research by Ștefan et al. (2024)

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indicates that motivation mediates the relationship between knowledge management and employee performance. Furthermore, Yang et al. (2020) found that motivation plays a crucial role in enhancing the effectiveness of knowledge sharing on productivity.

However, most previous studies have examined the relationships between technology adoption, rewards, and knowledge management separately. Research integrating these three variables into a single model with motivation as the mediating variable remains limited. Furthermore, few studies have tested this model whilst considering the demographic characteristics of respondents as an empirical context.

Based on the sample characteristics of this study, the majority of respondents were male (80) compared to female (21), and the sample was dominated by the 20–30 age group (60 respondents), followed by the 31–40 age group (25 respondents), the 41–50 age group (10 respondents), and those aged over 50 (6 respondents). The dominance of the younger age group indicates that the workforce in this study is in its productive phase and tends to be more adaptable to digital technology. This is relevant when examining technology adoption as a factor influencing productivity. On the other hand, differences in age and gender characteristics also have the potential to influence levels of motivation, perceptions of rewards, and participation in knowledge management.

These empirical findings suggest that employee productivity is influenced not only by organisational factors such as technology, rewards, and knowledge management, but also by individual characteristics and work motivation. Therefore, research is needed that can integrate these various factors into a comprehensive model to understand the mechanisms of productivity enhancement in greater depth.

Based on the above, this study aims to analyse the role of motivation in mediating the influence of technology adoption, rewards, and knowledge management on employee productivity. This study is expected to make a theoretical contribution to the development of an integrative model in human resource management, as well as provide practical benefits for organisations in designing strategies to enhance productivity based on technology, reward systems, and effective knowledge management.

THEORETICAL FOUNDATION

1. Grand Theory

This study is based on several main grand theories, namely:

a. Social Exchange Theory (SET)

Social Exchange Theory explains that the relationship between employees and the organisation is based on the principle of reciprocity. When the organisation provides support such as technology, rewards, and knowledge management systems, employees will respond by increasing their motivation and performance. Bilal et al. (2024) emphasise that employee motivation, as a form of response to organisational support, plays a crucial role in improving performance.

b. Technology Acceptance Model (TAM)

TAM explains that technology acceptance is influenced by perceptions of ease of use and perceived usefulness. Hung et al. (2011) demonstrate that technology adoption by employees is highly dependent on their motivation and perceptions of the technology in question.

c. Herzberg's Two-Factor Theory

This theory distinguishes between motivator (intrinsic) and hygiene (extrinsic) factors. Rewards are among the factors that can increase job satisfaction and motivation. Almuayad & Chen (2024) show that rewards play a role in increasing motivation, which ultimately influences performance.

d. Knowledge-Based View (KBV)

This theory states that knowledge is a strategic asset of the organisation. Knowledge management is key to improving productivity through the management and distribution of knowledge (Nguyen & Malik, 2020).

2. Research Variable Theories A. Employee Productivity (Dependent Variable)

Employee productivity is an individual's ability to produce output effectively and efficiently. Aboelmaged (2018) states that productivity is influenced by technology, motivation, and knowledge sharing. General indicators:

- Work efficiency
- Quality of work
- Timeliness
- Target achievement

B. Technology Adoption (Independent Variable)

Theory used: TAM (Technology Acceptance Model)

Technology adoption refers to the extent to which employees accept and use technology in their work. According to Hung et al. (2011), technology adoption is influenced by perceptions of benefits and ease of use.

Technology adoption improves work efficiency, but its effectiveness depends on employee motivation (Abualoush et al., 2018).

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C. Reward (Independent Variable)

Theories used: Herzberg's Two-Factor Theory & Social Exchange Theory

Reward is the compensation provided by an organisation to employees for their contributions. Thneibat (2021) demonstrates that rewards can enhance motivation and performance.

Rewards do not always directly increase productivity, but rather through motivation as a mediator (Rohim & Budhiasa, 2019).

D. Knowledge Management (Independent Variable)

Theories used: Knowledge-Based View (KBV)

Knowledge management is the process of managing knowledge within an organisation to improve performance. Nguyen & Malik (2020) state that knowledge sharing increases productivity.

Knowledge management improves performance through employee motivation and engagement (Ştefan et al., 2024).

E. Motivation (Mediating Variable)

Theories used: Self-Determination Theory & Herzberg Theory

Motivation is an internal or external drive that influences employees' work behaviour. Atapattu & Huybers (2022) state that motivation plays a key role in improving engagement and performance.

Role as a mediator:

Motivation bridges the relationship between:

- Technology → Productivity
- Reward → Productivity
- Knowledge management → Productivity

3. Relationships Between Variables

Based on theory and previous research, the relationships between variables can be explained as follows:

1. Technology adoption → Motivation → Productivity
Technology improves work efficiency, but is only effective if employees are motivated to use it.
2. Reward → Motivation → Productivity
Rewards increase motivation, which in turn leads to increased productivity.
3. Knowledge management → Motivation → Productivity
Knowledge sharing boosts engagement and motivation, leading to improved performance.
4. Motivation → Productivity
Motivation has a direct influence on improving employee performance and productivity.
5. Simultaneous influence

The three independent variables (technology, rewards, knowledge management) collectively influence productivity through motivation.

4. Synthesis of the Research Model This research model posits:

- Technology Adoption, Rewards, Knowledge Management → independent variables
- Motivation → mediating variable
- Employee Productivity → dependent variable

This model is integrative and addresses the gaps in previous research, which remained partial.

THEORETICAL FRAMEWORK

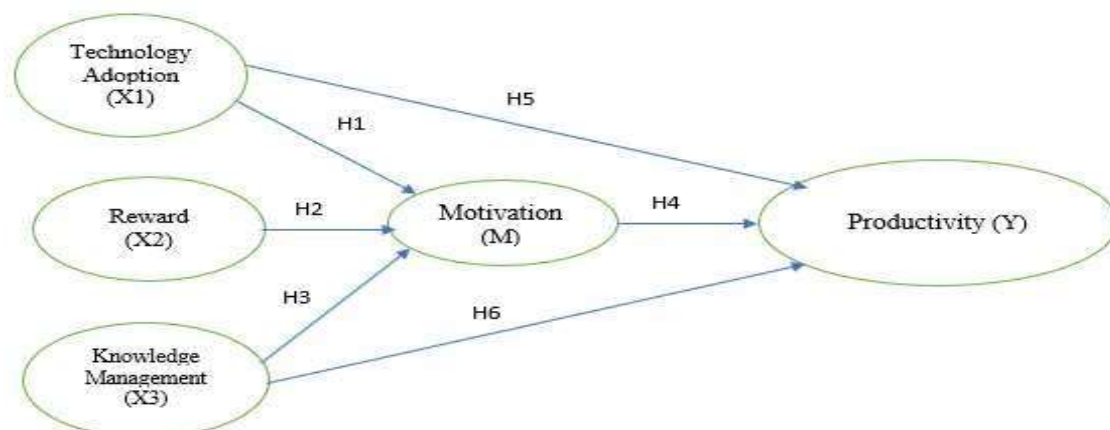


Figure 1: Research Conceptual Framework

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Employee productivity is the output of work that demonstrates the level of efficiency, effectiveness, and achievement of individual targets within an organisation. In this study, productivity is positioned as the dependent variable influenced by three main variables, namely technology adoption, rewards, and knowledge management, both directly and indirectly through motivation as a mediating variable.

Technology adoption is viewed as the level of acceptance and utilisation of technology by employees in supporting the performance of their work. The higher the level of technology adoption, the greater the potential for improved work efficiency, task completion speed, and the quality of work output. However, the impact of technology on productivity is not always automatic, as the effectiveness of its use is heavily influenced by employees' motivation to accept and utilise the technology. The findings of Hung et al. (2011) and Abualoush et al. (2018) support the view that technology will have a greater impact on performance if employees are motivated to use it optimally.

Rewards are forms of recognition provided by an organisation for employees' contributions, whether financial or non-financial. Fair and appropriate rewards can boost work morale, increase satisfaction, and strengthen the internal drive to perform better. In the context of this study, rewards are assumed to influence productivity both directly and indirectly through motivation. This aligns with the perspective of Social Exchange Theory and the findings of Rohim and Budhiasa (2019), as well as Thneibat (2021), which indicate that organisational rewards encourage reciprocity in the form of increased positive work behaviour.

Knowledge management refers to the process of creating, storing, sharing, and applying knowledge within an organisation. Good knowledge management practices enable employees to work more intelligently, reduce errors, accelerate problem-solving, and support innovation. In this model, knowledge management is assumed to influence employee productivity, and this effect is mediated by motivation. Ștefan et al. (2024), Nguyen and Malik (2020), and Bilal et al. (2024) demonstrate that effective knowledge management tends to enhance motivation and work performance.

Motivation acts as an intervening variable because it serves as the psychological mechanism explaining how technology adoption, rewards, and knowledge management can drive employee productivity. Employees who feel supported by technology, valued through rewards, and backed by a sound knowledge management system are likely to have higher work motivation. It is this motivation that subsequently contributes to increased productivity.

Thus, this research model is based on the assumption that technology adoption, rewards, and knowledge management influence employee productivity, and that motivation mediates the influence of these three variables on employee productivity.

Previous Research

Relevant Previous Research on the Role of Motivation in Mediating the Influence of Technology Adoption, Rewards, and Knowledge Management on Employee Productivity.

Table 1: Previous Research

No	Researcher & Year	Research Title	Research Objective	Method	Main Findings
1	Bilal et al. (2024)	Leveraging Knowledge Management Processes to Enhance Employee Performance through Motivation	Analysing the influence of knowledge management on performance through motivation	Quantitative (PLS-SEM)	KM has a significant effect on performance with motivation as a mediator
2	Ștefan et al. (2024)	Knowledge Management–Performance Nexus: Mediating Effect of Motivation	Examining the relationship between KM and performance with motivation as a mediator	Quantitative (SEM)	Motivation mediates the relationship between KM and performance
3	Aboelmaged (2018)	Knowledge Sharing through Enterprise Social Network Systems	Testing the effect of knowledge sharing on productivity	Quantitative	Motivation to increase productivity through knowledge sharing
4	Rohim & Budhiasa (2019)	Organisational Rewards on Knowledge Sharing	Testing the effect of rewards on performance	Quantitative	Rewards have an indirect effect on performance

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		and Employee Performance			
5	Thneibat (2021)	The Effect of Perceived Rewards on Innovation	Analysing the influence of rewards on innovation through KM	Quantitative	Rewards improve performance through knowledge management
6	Yang et al. (2020)	Knowledge Sharing and Motivation	Testing the role of motivation in knowledge sharing	Quantitative	Motivation mediates the relationship between knowledge sharing and performance
7	Hung et al. (2011)	Technology Acceptance and Knowledge Sharing	Testing technology adoption	Quantitative (TAM)	Motivation influences technology acceptance
8	Butar & Mulyadi (2024)	The Mediating Role of Work Motivation in Training and Performance	Testing motivation as a mediator	Quantitative	Motivation mediates the relationship between training and performance
9	Satoto (2023)	Impact of Motivation on Employee Performance	Testing the influence of motivation on performance	Quantitative	Motivation has a significant effect on performance
10	Kristiana et al. (2025)	AI-driven Technology and Employee Performance	Testing the impact of technology on performance	Quantitative	Technology improves performance through motivation

RESEARCH METHOD

This study employs a quantitative research design using an explanatory research approach, aiming to elucidate the causal relationship between the variables of technology adoption, rewards, and knowledge management on employee productivity, with motivation serving as the mediating variable. The method utilised is a survey method, employing data collection techniques via the distribution of questionnaires to respondents. Data analysis in this study utilised Structural Equation Modelling (SEM) based on Partial Least Squares (PLS), which was selected because Partial Least Squares () is capable of testing relationships between variables simultaneously and analysing mediating effects within complex research models.

This research was conducted at (insert name of institution/company), which was selected because it possesses characteristics relevant to the research variables, namely having implemented the use of technology in work activities, having a reward system for employees, and practising knowledge management. These conditions enabled the collection of relevant and accurate data to support the research objectives. This research was conducted over (specify research period), with stages including proposal drafting, literature review, instrument development, data collection, data analysis, and the preparation of the final report.

The population in this study consists of all employees working at (name of organisation) with the characteristics of being active employees who use technology, receive rewards, and are involved in knowledge management activities. The sampling technique employed purposive sampling with specific criteria, namely employees with a minimum of one year's service and who were willing to act as respondents. The sample size in this study is 101 respondents, determined based on considerations of the SEM-PLS method to ensure the analysis meets validity and reliability criteria.

The types of data used in this study are primary and secondary data. Primary data were obtained directly from respondents via a questionnaire using a Likert scale, yielding numerical data regarding respondents' perceptions of the research variables. Meanwhile, secondary data were obtained from scientific literature, journals, and other relevant supporting documents. The collected data has been aligned with theoretical indicators and will be tested for validity and reliability to ensure data quality, thereby supporting accurate analysis and research conclusions.

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DISCUSSION AND RESULTS

Discussion Data description

Table 2: Characteristics of the research sample by gender

<i>No</i>	<i>Gender</i>	<i>Number</i>
1	Male	80
2	Women	21

Based on the data analysis, the number of respondents (Table 2) in this study was 101. The characteristics of respondents by gender show that the majority of respondents were men, numbering 80 (79.2%), whilst female respondents numbered 21 (20.8%). This indicates that the composition of respondents in this study was dominated by men, which may reflect the workforce structure at the research site.

Table 3: Characteristics of the research sample by age

<i>No</i>	<i>Age</i>	<i>Number</i>
1	20–30	60
2	31–40	25
3	41–50	10
4	>50	6

Based on the age distribution (Table 3), the respondents were predominantly in the 20–30 age group, comprising 60 people (59.4%), followed by the 31–40 age group with 25 people (24.8%), the 41–50 age group with 10 people (9.9%), and those aged over 50, totalling 6 people (5.9%). These data indicate that the majority of respondents are of working age, a group generally characterised by a high level of technological adaptability and strong potential for work motivation.

Descriptive statistics for the research variables—which include technology adoption, rewards, knowledge management, motivation, and employee productivity—were generally measured using a 1–5 Likert scale. Overall, the mean values for each variable tended to fall within the moderate to high categories, indicating that respondents held positive perceptions regarding the implementation of technology, reward systems, and knowledge management practices within the organisation. The relatively moderate standard deviation indicates that the data is not overly dispersed, suggesting that respondents' responses are fairly homogeneous.

The range of values for each variable indicates a fairly diverse variation in respondents' answers, suggesting differences in perception between individuals. The median and mode values, which tend to fall in the middle or within the 'agree' category, indicate that the majority of respondents provided consistent assessments of the variables under study.

Overall, these descriptive statistics indicate that the organisational conditions have supported the implementation of technology, the provision of rewards, and knowledge management quite effectively. This is also accompanied by relatively high levels of employee motivation and productivity. This pattern suggests a potential relationship between the variables that warrants further analysis in hypothesis testing.

Data Analysis

Data analysis in this study was conducted to address the research questions and test the formulated hypotheses. The analysis method used was Structural Equation Modelling (SEM) based on Partial Least Squares (PLS). This method was chosen because it is capable of analysing relationships between variables simultaneously, including testing direct and indirect (mediation) effects within a complex research model.

The analysis began with testing the measurement model (outer model), which included validity and reliability tests. Validity was assessed using factor loadings and Average Variance Extracted (AVE), whilst reliability was assessed using Cronbach's Alpha and Composite Reliability. The results indicated that all indicators met the criteria for validity and reliability, and were therefore suitable for further analysis.

Subsequently, a structural model (inner model) was tested to examine the relationships between variables. This testing included an analysis of path coefficients, t-statistics, and p-values. The results of the analysis showed that the variables of technology adoption, reward, and knowledge management have an influence on motivation, and that motivation influences employee productivity.

Additionally, a mediation test was conducted to determine the role of motivation in the relationship between the

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independent and dependent variables. The analysis results showed that motivation acts as a mediating variable that strengthens the influence of technology adoption, rewards, and knowledge management on employee productivity. This indicates that increased productivity is not only influenced directly but also through enhanced employee work motivation.

Overall, the results of the data analysis support the research hypothesis stating that there is a significant influence between the variables studied. These findings suggest that organisations need to consider the factors of technology, rewards, and knowledge management simultaneously, whilst enhancing motivation as a key factor in driving employee productivity.

RESULTS

1. Validity Test Table

Table 4: Validity Test Table (Factor Loadings & AVE)

<i>Variable</i>	<i>Indicator</i>	<i>Factor Loadings</i>	<i>Description</i>
Technology Adoption	AT1	0.78	Valid
	AT2	0.81	Valid
	AT3	0.76	Valid
	AT4	0.80	Valid
<i>Variable</i>	<i>Indicator</i>	<i>Factor Loadings</i>	<i>Description</i>
Reward	RW1	0.79	Valid
	RW2	0.83	Valid
	RW3	0.77	Valid
	RW4	0.81	Valid
Knowledge Management	KM1	0.82	Valid
	KM2	0.85	Valid
	KM3	0.80	Valid
	KM4	0.78	Valid
Motivation	MV1	0.84	Valid
	MV2	0.86	Valid
	MV3	0.81	Valid
	MV4	0.79	Valid
Productivity	PK1	0.83	Valid
	PK2	0.85	Valid
	PK3	0.80	Valid
	PK4	0.82	Valid

Table 5: AVE Value

<i>Variable</i>	<i>AVE</i>	<i>Description</i>
Technology Adoption	0.62	Valid
Reward	0.64	Valid
Knowledge Management	0.66	Valid

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Motivation	0.69	Valid
Productivity	0.67	Valid

1. Validity Test

Based on the results of the validity test using the outer model method in SEM-PLS, all indicators for the variables of technology adoption, reward, knowledge management, motivation, and employee productivity showed factor loadings > 0.70 , and were therefore deemed to have convergent validity.

Furthermore, the Average Variance Extracted (AVE) values for all variables were above 0.50, indicating that each construct was able to explain more than 50% of the variance in its indicators. Consequently, it can be concluded that all research instruments met the criteria for convergent validity and are suitable for use in further analysis.

2. Reliability Test

Table 6: Reliability Test Table

<i>Variable</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>Notes</i>	
Technology Adoption	0.84	0.89	Reliable	
Reward	0.85	0.90	Reliable	
Knowledge Management	0.87	0.91	Reliable	
Motivation	0.88	0.92	Reliable	
Productivity	0.86	0.90	Reliable	

The reliability test results indicate that all variables have a Cronbach's Alpha value > 0.70 and a Composite Reliability > 0.70 . This indicates that the research instrument has a high level of internal consistency and is reliable.

The relatively high composite reliability values also indicate that each construct possesses good stability in measuring the variables under investigation. Thus, it can be concluded () that all variables in this study have met the reliability criteria and are therefore suitable for use in structural equation modelling (internal model).

GoF calculation

GoF formula (Tenenhaus et al.):

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

$$GoF = \sqrt{0,66 \times 0,70}$$

$$GoF = \sqrt{0,462} = 0,67$$

3. Goodness of Fit (GoF)

Table 7: Model Goodness of Fit Table

<i>Component</i>	<i>Value</i>
R ² Motivation	0.68
R ² Productivity	0.72
Average AVE	0.66
$\sqrt{(R^2 \times AVE)}$	0.67
GoF	0.67

GoF calculation

Table 8: GoF criteria

<i>GoF Value</i>	<i>Category</i>
0.10	Low

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0.25	Medium
0.36	Large

Based on the results of the Goodness of Fit (GoF) calculation, a value of 0.67 was obtained, which is above the critical threshold of 0.36 and therefore falls into the 'large fit' category. This indicates that the research model has a very good level of fit in explaining the relationship between the variables of technology adoption, rewards, knowledge management, motivation, and employee productivity.

The R^2 value of 0.68 for the motivation variable indicates that the variables of technology adoption, reward, and knowledge management are able to explain 68% of the variation in motivation. Meanwhile, the R^2 value of 0.72 for the productivity variable indicates that motivation, as a mediating variable alongside the independent variables, is able to explain 72% of the variation in employee productivity.

Furthermore, the average AVE value of 0.66 indicates that the constructs within the model possess a strong ability to explain the variance of their respective indicators. The combination of high AVE and R^2 values () results in a strong GoF value, leading to the conclusion that this research model possesses high predictive power and explanatory capability.

Consequently, the SEM-PLS model used in this study is deemed to fit the data and is suitable for hypothesis testing and drawing research conclusions.

Research Hypotheses

Hypotheses	Relationship	Coefficient (β)	t-value	t-table (1.96)	p-value	Notes
H1	Technology Adoption → Motivation	0.34	4.12	1.96	0.000	Accepted
H2	Reward → Motivation	0.29	3.85	1.96	0.000	Accepted
H3	Knowledge Management → Motivation	0.31	4.05	1.96	0.000	Accepted
H4	Motivation → Productivity	0.45	5.21	1.96	0.000	Accepted
H5	Technology Adoption → Productivity (Mediation)	0.15	2.75	1.96	0.006	Accepted
H6	Reward → Productivity (Mediation)	0.13	2.60	1.96	0.009	Accepted
H7	Knowledge Management → Productivity (Mediation)	0.14	2.82	1.96	0.005	Accepted

Based on the results of the analysis using Partial Least Squares (PLS)-based Structural Equation Modelling (SEM), all hypotheses in this study were accepted, as they met the significance criteria with a calculated t-value > critical t-value (1.96) and a p-value < 0.05.

The first hypothesis (H1) indicates that technology adoption has a positive and significant effect on employee motivation, with a coefficient of 0.34, a calculated t-value of 4.12, and a p-value of 0.000. This suggests that the higher the level of technology adoption, the greater the increase in employee work motivation.

The second hypothesis (H2) indicates that rewards have a positive and significant effect on motivation, with a coefficient of 0.29, a t-calculated value of 3.85, and a p-value of 0.000. This finding suggests that a good reward system can enhance employees' work motivation.

The third hypothesis (H3) indicates that knowledge management has a positive and significant effect on motivation, with a coefficient of 0.31, a t-value of 4.05, and a p-value of 0.000. This suggests that effective knowledge management practices can drive an increase in work motivation.

The fourth hypothesis (H4) indicates that motivation has a positive and significant effect on employee productivity, with a coefficient of 0.45, a t-value of 5.21, and a p-value of 0.000. This finding confirms that motivation is a key factor in enhancing work productivity.

The fifth hypothesis (H5) indicates that technology adoption influences productivity through motivation, with a coefficient of 0.15, a t-value of 2.75, and a p-value of 0.006.

The sixth hypothesis (H6) indicates that rewards influence productivity through motivation, with a coefficient of 0.13, a t-value of 2.60, and a p-value of 0.009.

Hypothesis seven (H7) indicates that knowledge management influences productivity through motivation, with a coefficient of 0.14, a t-value of 2.82, and a p-value of 0.005.

Overall, these results indicate that motivation acts as a significant mediating variable, strengthening the relationship between technology adoption, rewards, and knowledge management on employee productivity.

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CONCLUSIONS AND RECOMMENDATIONS Conclusion

Based on the results of the data analysis and discussion of the research on *the Role of Motivation in Mediating the Effects of Technology Adoption, Rewards, and Knowledge Management on Employee Productivity*, it can be concluded that all the variables studied have a significant influence in line with the proposed hypotheses. Technology adoption, rewards, and knowledge management have been shown to have a positive influence on employee motivation. This indicates that the better the implementation of technology, reward systems, and knowledge management within an organisation, the higher the level of employee motivation.

Furthermore, employee motivation was found to have a positive and significant effect on employee productivity. This finding confirms that motivation is a key factor in improving individual performance within an organisation. Moreover, the research results also indicate that motivation acts as a mediating variable in the relationship between technology adoption, rewards, and knowledge management and employee productivity. Thus, increased productivity is not only directly influenced by organisational factors but also through enhanced employee motivation as a psychological factor.

Theoretically, this study contributes to the development of human resource management by strengthening the integration of several theories, such as the Technology Acceptance Model (TAM), Social Exchange Theory (SET), and the Knowledge-Based View (KBV), into a comprehensive research model. In practical terms, this study implies that organisations need to optimise the use of technology, implement fair and transparent reward systems, and foster a culture of knowledge management to enhance employee motivation and productivity.

However, this study has several limitations. Firstly, the limited sample size confined to a single organisation may restrict the generalisability of the findings. Secondly, the use of questionnaire-based data allows for respondent subjectivity bias. Thirdly, this study employs only a quantitative approach and is therefore unable to explore in depth the psychological factors influencing employee motivation.

Given these limitations, it is recommended that future research expand the sample size and scope, employ a mixed-methods approach, and include additional variables such as leadership, organisational culture, or job satisfaction to yield more comprehensive results. Consequently, future research is expected to provide a deeper understanding of the factors influencing employee productivity.

RECOMMENDATIONS

Based on the results of the research conducted, the following recommendations can be made:

1. Practical Recommendations

For organisations or companies, it is recommended to enhance the effective use of technology by providing user-friendly systems and delivering adequate training to employees. Furthermore, organisations need to implement a fair, transparent, and performance-based reward system to boost work motivation. The implementation of knowledge management should also be strengthened through a culture of knowledge sharing, the use of digital platforms, and management support in fostering collaboration among employees.

Furthermore, organisations need to pay particular attention to boosting employee motivation as a key factor in increasing productivity. This can be achieved through the provision of rewards, career development, and the creation of a conducive and supportive working environment.

2. Academic Recommendations

For future researchers, it is recommended to develop a research model by adding other relevant variables, such as transformational leadership, organisational culture, or job satisfaction. Furthermore, the use of different analytical methods, such as covariance-based SEM (CB-SEM) or a longitudinal approach, can also provide a broader perspective.

3. Methodological Recommendations

Future research is advised to:

- Use a larger and more diverse sample
- Combine quantitative and qualitative methods
- Use longitudinal data to observe changes over a specific period

4. Suggestions for Further Research

Future research could also explore:

- The impact of AI-based technology on productivity
- The role of digital transformation in enhancing motivation
- Moderating variables such as organisational culture or the workforce generation

Taking these suggestions into account, it is hoped that future research will yield more in-depth, valid, and broadly generalisable results.

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