

STRATEGIES FOR ENHANCING EMPLOYEE KNOWLEDGE AND ENGAGEMENT IN AUTOMATED ROUTINE WORK

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Abstract - The advancement of automation technology has significantly transformed the landscape of work, with an increasing number of routine and structured tasks being replaced by machines and software systems. This transformation presents challenges for both organizations and employees, as it may reduce work engagement and necessitate adjustments in employee knowledge and skills. This study aims to analyze strategies that organizations can apply to enhance employee knowledge and engagement in response to changes in routine work that is increasingly automated. The method employed is a literature review that examines relevant scholarly sources. The findings indicate that employee knowledge and engagement can be improved through strategies such as competency development, role adjustment, the creation of supportive work environments, and effective communication. The main conclusion of this study is that the success of these strategies depends largely on the organization's ability to involve employees in the change process and ensure that they understand the benefits of automation for career development and work performance. This study contributes to the development of human resource management theory and provides practical guidance for organizations in managing the transition toward more automated work environments while maintaining employee performance and well-being.

Keywords: Work automation, routine tasks, employee knowledge, work engagement, change management, human resource development, work transformation.

INTRODUCTION

The development of information and communication technology in the last few decades has driven fundamental changes in how organizations conduct their operations. Automation technology, which includes the use of machinery, software, and artificial intelligence systems, is increasingly adopted to execute tasks that are routine, repetitive, and follow structured patterns (Perino, 2023). The implementation of this technology is driven by the organization's need to increase operational efficiency, reduce errors caused by human factors, and lower production costs. Consequently, the types of work that were originally the primary tasks of employees have begun to decrease or change form, necessitating adjustments from all parties involved in the organization. This shift necessitates not only a reevaluation of job roles but also strategic human resource practices to support employees through the transition and enhance overall organizational resilience. Organizational success in navigating this transition requires the application of appropriate business strategies to face existing managerial challenges (Mardikaningsih & Darmawan, 2021).

The automation process is not limited to the manufacturing sector but has also permeated the service and administrative sectors. Work that previously required significant human labor to carry out routine tasks, such as data entry, financial calculations, and document processing, can now be completed faster and more accurately using automation systems (Fang et al., 2023). This creates a significant change in the roles and responsibilities of employees, where they no longer act as executors of routine tasks, but rather as supervisors, decision-makers, and problem-solvers related to the implemented systems. This change demands an increase in the knowledge and skills possessed by employees so that they can perform their new duties effectively. It is important for companies to ensure that every employee has equal access and the necessary skills to adapt to technology-based services (Ramle & Mardikaningsih, 2022).

Issues related to the implementation of routine task automation are growing in parallel with increasing awareness of the impact of technology on working conditions and employee career sustainability. On one hand, automation provides benefits by reducing tedious and repetitive workloads, allowing employees to focus more on tasks that require critical thinking and creativity (Staaby et al., 2021). On the other hand, many employees fear that the implementation of automation will reduce job opportunities or render their existing skills irrelevant. This issue becomes increasingly complex given that employee knowledge and engagement are key determinants of an organization's success in implementing change and achieving established goals (Stieglitz et al., 2023). The implementation of employee welfare programs is a crucial key to maintaining workforce retention in modern management policy (Oluwatosin et al., 2021).

Another issue related to the implementation of automation is the potential decline in employee work engagement due to changes in work tasks and roles. Employees who have been accustomed to performing routine tasks for years may experience difficulties in adjusting to new tasks that require different knowledge and skills (Velde, 2022). Furthermore, if the changes occurring are not explained well or are not accompanied by adequate support, employees tend to feel

insecure in performing new tasks, leading to a decrease in their level of work engagement. Ultimately, this condition can lower organizational performance, even if the implemented technology has the potential to significantly increase operational efficiency. It is important for workers to maintain a work-life balance so that productivity is not disrupted while adapting to new roles (Eddine & Darmawan, 2021). Transformational leadership acts as an agent of change in building new organizational value systems (Rojak et al., 2022).

The problem is that many organizations implementing automation focus solely on the benefits of efficiency and cost reduction without adequately considering the impact of these changes on their employees. Organizations often fail to provide sufficient opportunities for employees to learn the knowledge and skills necessary to face these changes, making it difficult for them to adapt to new tasks and roles (Vakola & Petrou, 2018). Consequently, even if automation systems are implemented, organizational performance does not improve significantly because employees lack the capability to manage and utilize these systems optimally. Total quality management optimization requires support from social capital and strong team collaboration (Putra et al., 2021). Furthermore, the utilization of artificial intelligence must be managed wisely to ensure the health and productivity of senior employees are maintained (Darmawan, 2020).

Another issue is the lack of understanding regarding how to maintain and improve employee work engagement in the context of changes caused by automation. Many organizations assume that employee engagement will remain stable as long as they receive appropriate salaries and benefits, failing to consider that engagement is also influenced by factors such as opportunities for self-development, clarity of roles and responsibilities, and a sense of belonging to the organization (Rai & Yadav, 2022). As a result, when changes occur to their routine tasks, employees tend to feel undervalued and lack a clear sense of purpose in their work, causing their engagement levels to decline significantly. Human resource management needs to pay attention to the work experience of employees in digital environments so that they continue to feel valued (Putra et al., 2022). Changing patterns of interaction and communication in the digital era demand that organizations continue to adapt to the dynamics of virtual society (Darmawan, 2021).

The urgency to conduct research on this matter is increasing, given that the automation process is predicted to continue and expand across various industrial sectors. Without appropriate strategies to enhance employee knowledge and engagement in the face of these changes, organizations risk facing difficulties in managing the transition toward a more automated work environment. This research is necessary to provide a comprehensive understanding of the steps that organizations can take to ensure that employees have sufficient knowledge and remain engaged in their work, so that the successful implementation of automation can be achieved and provide optimal benefits for both the organization and its employees.

The objective of this research is to analyze various strategies that can be employed to enhance employee knowledge and engagement in the face of changes to automated routine work, as well as to identify the factors that influence the successful implementation of such strategies. This objective is aligned with the established problem formulation, ensuring that each goal provides a clear answer to the issues being addressed. This research is expected to provide useful guidance for organizations in managing changes driven by automation while maintaining both employee performance and well-being.

RESEARCH METHODS

This research employs a literature review method, which is a research approach aimed at collecting, identifying, assessing, and synthesizing various literature sources relevant to the research topic to gain a comprehensive and systematic understanding. This method was chosen because it allows the researcher to examine various studies previously conducted, identify emerging patterns and trends, and develop a deeper understanding of the subject under study. A literature review also enables the researcher to identify existing research gaps and provide recommendations for future studies. This method is considered appropriate for the research objective of analyzing strategies to enhance employee knowledge and engagement in routine work that is becoming automated.

The data sources used in this research are various scientific literatures relevant to the research topic. The collected literature sources include national and international scientific journals discussing human resource management, change management, organizational behavior, and work technology. Furthermore, the literature sources include textbooks written by experts in the fields of management and organization, research reports published by reputable research institutions, as well as policy documents and practice guidelines issued by professional organizations and governments. The researcher ensures that the literature sources used have high credibility and are widely recognized by the scientific community.

The data collection technique was conducted by gathering relevant literature sources based on their suitability to the research topic and objectives. Once the literature sources were collected, the researcher read and analyzed the content of the literature to identify information relevant to the research goals. The information collected includes the definitions and basic concepts of work automation, employee knowledge, and work engagement; various strategies that can be used to improve both aspects; as well as factors influencing the effectiveness of implementing such strategies. The data analysis technique used in this research is content analysis and synthesis, where the collected information is grouped, critically analyzed, and combined to form a comprehensive understanding of the research topic.

RESULTS AND DISCUSSIONS

Routine job automation can be defined as the process of replacing or transforming work tasks that are repetitive, structured, and predictable into processes executed by technological systems such as machinery or software. This process aims to increase efficiency, accuracy, and speed in task execution, allowing organizations to allocate their resources toward activities that provide higher added value (Lladós-Masllorens, 2018). Routine tasks that were previously part of an employee's primary duties will diminish or change in nature, thus demanding adjustments from the employees involved. These adjustments include changes in the knowledge and skills required, as well as shifts in how employees perceive and execute the work for which they are responsible (Geldsetzer, 2023). This shift emphasizes the necessity for organizations to implement effective training and reskilling strategies to support their employees in adapting to new roles and responsibilities.

Employee knowledge in the context of automated work includes an understanding of how automation systems function, the ability to operate and maintain these systems, and an understanding of the new tasks that must be performed as a result of the changes that have occurred (Lukić-Nikolić et al., 2022). This knowledge is not limited to technical understanding related to technology usage, but also encompasses knowledge on how to manage change, solve emerging problems, and adapt to a new work environment. Sufficient knowledge enables employees to perform tasks with confidence and make an optimal contribution to the organization, even though the work they perform has undergone significant changes (Mardikaningsih & Darmawan, 2022).

Employee engagement also has a positive relationship with productivity, profitability, employee retention, safety, and customer satisfaction (Buckingham & Coffman, 1999). Employee work engagement refers to the level of emotional and intellectual commitment that employees have toward their work and the organization for which they work (Kaur, 2023). Employees who have a high level of work engagement tend to strive to provide their best performance, possess a great sense of responsibility toward the work results produced, and are willing to adapt to changes occurring within the organization. When employees feel they have contributed to sustainability goals, they tend to be more engaged and enthusiastic about their work. By fostering this engagement, companies can optimize employee potential to achieve greater goals (Darmawan, 2021). In the context of automated work, work engagement becomes very important because it determines how much effort employees will exert to acquire new knowledge and adapt to changing tasks. Engaged employees will be more willing to face emerging challenges and strive to achieve optimal results.

One of the main strategies that can be used to improve employee knowledge in the face of routine work automation is through structured and sustainable training and development programs. These training programs must be specifically designed to meet the knowledge and skills required to perform new tasks that arise due to the implementation of automation systems (Kadhem, 2022). Training materials should include knowledge about how automation systems function, how to operate and maintain these systems, as well as knowledge regarding the new tasks that must be performed. Furthermore, training programs should also be tailored to the level of understanding and ability possessed by employees, ensuring they can follow the learning process effectively and understand the material presented. Innovation in human resource management through proper training is crucial for increasing organizational competitiveness in the era of globalization (Abdullah et al., 2021).

The training methods used should be varied and tailored to the characteristics of the material to be delivered. Methods such as on-the-job training, simulations, and experience-based learning can be utilized to help employees better understand and master new knowledge (McGee, 2006). These methods allow employees to directly practice what they have learned, ensuring that the understanding gained is more profound and can be applied to daily work. Furthermore, training methods that involve interaction among participants can also help employees share experiences and knowledge, making the learning process more effective and beneficial for all parties involved. Implementing cross-functional training is a strategic step to strengthen team collaboration in a dynamic work environment (Fared & Darmawan, 2021).

Providing opportunities for independent learning can also enhance employee knowledge in facing the changes caused by automation. Organizations can provide various learning resources such as books, articles, educational videos, and e-learning modules that can be accessed by employees anytime and anywhere. These resources allow employees to acquire new knowledge at their own pace and according to their individual needs, enabling them to adjust the learning process to their own conditions and work schedules (Ruíz-Valdés, 2023). Additionally, the opportunity for independent learning also creates a greater sense of responsibility among employees to develop their own knowledge and skills, making them more willing to adapt to the changes that occur.

Increasing employee knowledge can also be achieved through mentoring or guidance systems provided by employees who already possess the necessary knowledge and skills (Serrat, 2017). In this system, more experienced employees or those who have mastered the new knowledge act as mentors, providing guidance and direction to other employees who are still in the learning process. This approach allows employees to learn new knowledge in a more practical and easily understood manner, as they can ask questions and discuss directly with someone who has already grasped the material. Furthermore, the mentoring system creates a mutually supportive relationship between employees,

making the learning process more enjoyable and effective. The post-human management approach through generative artificial intelligence also opens new opportunities for more adaptive employee mentoring (Darmawan, 2022).

To improve employee work engagement in the face of changes caused by automation, organizations need to communicate effectively and openly regarding the reasons, objectives, and benefits of implementing automation systems (Duc, 2022). Employees need to understand why these changes are necessary, what goals are to be achieved, and how these changes will affect their work and careers. Communication conducted in an honest and transparent manner will reduce the uncertainty and anxiety that often cause feelings of discomfort among employees. When employees understand that automation aims to increase efficiency and provide them with opportunities to develop more valuable skills, they will be more willing to accept changes and actively engage in the ongoing transition process. The implementation of fair performance evaluation and reward systems is crucial to maintaining employee motivation and engagement in modern organizations (Darmawan & Marsal, 2021).

Adjusting job roles and responsibilities is also an important strategy to increase employee engagement in work that is becoming automated. Work roles that originally focused on executing routine tasks need to be shifted toward roles that place greater emphasis on problem-solving, decision-making, system oversight, and the development of work processes (Murphy, 2023). This adjustment will make the work more challenging and meaningful for employees, leading them to feel that their contributions remain valuable and necessary to the organization. When employees hold roles that allow them to utilize higher-order thinking skills and express their potential, the perceived level of work engagement will increase significantly. Creating a good work-life balance serves as the foundation for increasing employee satisfaction and attachment to their jobs (Arifin et al., 2021; Eddine & Darmawan, 2022).

Providing opportunities to participate in the change process can also enhance employee work engagement. When employees are involved in the planning, design, and implementation of automation systems, they have the opportunity to voice their opinions, concerns, and suggestions (Vaja & Bhatt, 2018). This involvement creates a sense of ownership over the changes occurring, making employees more willing to support and operate the systems that have been implemented. Furthermore, involvement allows the organization to leverage the knowledge and experience possessed by employees to create systems that are better suited to the existing work needs and conditions, thereby increasing the effectiveness of automation implementation. Implementing sustainable supply chain management principles in the manufacturing industry also demands the active participation of employees to enhance operational performance and corporate social responsibility (Barzani et al., 2022). A systematic approach to information technology project risk management is key to organizational success in a dynamic business environment (da Silva et al., 2022). Additionally, it is essential to ensure that the technology implemented is equitable to support the creation of an egalitarian society (Essa & Mardikaningsih, 2023). The dynamics of influencer culture and parasocial interaction on social media also provide new insights into how performance authenticity can be shaped in the digital era (Hariani & Mardikaningsih, 2022).

The creation of a supportive and collaborative work environment also plays a crucial role in enhancing employee engagement. A supportive work environment is characterized by mutual trust among members of the organization, the availability of support from management and colleagues, as well as the freedom to express opinions and ideas (Rai & Yadav, 2022). The trust that is built also enables the organization to face various challenges and changes better, as all members of the organization have confidence that the leader will guide them in the right direction (Mardikaningsih & Darmawan, 2022). In such an environment, employees feel comfortable adapting to change and strive to develop the necessary knowledge. Furthermore, a collaborative work environment allows employees to work together in solving problems that arise from change, ensuring they do not feel alone in facing existing challenges and remain actively engaged in their work.

Recognition and rewards for employees' extra contributions can be an effective strategy to strengthen organizational citizenship behavior (Darmawan et al., 2020). Providing appropriate incentives and rewards can also enhance employee knowledge and engagement in the face of automation. Incentives can be given to employees who succeed in learning new knowledge, adapting to changing job roles, or making significant contributions to the automation implementation process (Matošková et al., 2023). Rewards are not limited to financial compensation but can also take the form of recognition, career development opportunities, or greater responsibility. The provision of appropriate incentives and rewards creates strong motivation for employees to strive to improve their knowledge and remain engaged in their work, as they feel that their efforts are recognized and valued by the organization. However, organizations must ensure that workloads remain balanced and provide fair rewards for employee efforts so that the additional contributions made do not have a negative impact on their well-being (Fared & Darmawan, 2021).

The development of a clear career path is also an important factor in increasing employee engagement in automated work (Heß et al., 2023). Employees need to understand how the changes occurring in their jobs will affect their career development opportunities. Organizations need to explain that the improvement of knowledge and skills undertaken to face automation will open opportunities for employees to advance to higher positions or roles with greater responsibilities. When employees have a clear picture of their career future and understand that the efforts made to adapt to change will provide long-term benefits, they will be more willing to engage actively in the learning and adjustment processes required.

Providing regular and constructive feedback can also enhance employee knowledge and engagement. This is considered important because it can improve the overall effectiveness of the organization (Darmawan & Mardikaningsih, 2021). Given that employees are a determining factor for effective company operations, beyond just support facilities and infrastructure (Darmawan et al., 2020). Feedback provides employees with the opportunity to understand the extent of the progress they have made in learning new knowledge and adapting to changing job roles. Feedback delivered in a respectful and supportive manner will motivate employees to continue striving to improve their capabilities and correct any existing deficiencies. Furthermore, feedback allows employees to understand the impact of their contributions on the organization's success, making them feel that their work has meaning and a clear purpose, which ultimately increases their level of work engagement.

Adjustments to the performance appraisal system also need to be made to ensure that the system is aligned with the changes occurring in routine work that has been automated (Kalthori & Kargar, 2017). The performance appraisal system should no longer focus solely on the volume of output produced or the speed of executing routine tasks, but rather emphasize the ability to manage automation systems, solve emerging problems, collaborate with others, and develop better work processes. Process-oriented appraisal allows organizations to evaluate the efforts made by employees in developing new ideas, conducting experiments, and overcoming obstacles that arise (Ioanid & Iliescu, 2022). This adjustment will provide clarity to employees regarding the performance aspects considered important and valuable to the organization, enabling them to direct their efforts and attention toward matters that align with organizational expectations. An appropriate performance appraisal system will also create a sense of fairness among employees, which in turn increases their level of work engagement. When leaders are perceived as fair in their treatment of employees, trust in them increases, resulting in motivated and engaged employees (Mardikaningsih et al., 2022).

The implementation of appropriate strategies to enhance employee knowledge and engagement in automated routine work will provide significant benefits for both the organization and the employees. For the organization, these strategies ensure that the implemented automation systems can be managed and utilized optimally by employees, allowing the expected benefits of the technology to be fully realized. For employees, these strategies assist them in developing new knowledge and skills, maintaining high work engagement, and opening opportunities for better career development. The successful implementation of these strategies will create a mutually beneficial relationship between the organization and its employees, thereby ensuring the long-term sustainability of the organization's business.

The effectiveness of the strategies outlined is influenced by several factors that organizations must consider. Elements such as the characteristics of the technology applied, the complexity of the changes introduced, the attributes of the employees involved, and the prevailing organizational culture determine which strategies are most appropriate. Therefore, organizations need to conduct careful analysis of existing conditions before deciding on the strategies to be implemented. By considering these factors, organizations can design programs tailored to their needs and circumstances, thereby achieving optimal results in enhancing employee knowledge and engagement.

CONCLUSIONS

Enhancing employee knowledge and engagement in routine work that is increasingly automated can be achieved through complementary strategies. Strategies for improving knowledge include structured training programs, opportunities for self-directed learning, and mentoring systems that enable employees to acquire the necessary knowledge and skills. Strategies for increasing engagement include effective communication, role adjustment, involvement in the change process, the creation of supportive work environments, and the development of clear career pathways. The success of these strategies depends largely on the organization's ability to understand employee needs and create conditions that support the adjustment process.

Future research could conduct empirical studies to test the effectiveness of these strategies across different types of organizations and industrial sectors, thereby identifying which strategies are most suitable under varying conditions. Further studies may also develop more detailed and measurable frameworks that organizations can use to design and implement programs for enhancing employee knowledge and engagement. Additionally, future research could examine the long-term impact of these strategies on organizational performance and employee well-being, providing a more comprehensive understanding of the benefits that can be achieved.

The findings of this study provide important implications for organizations in managing the transition toward more automated work environments. Organizations should view automation not merely as an effort to improve operational efficiency but also as an opportunity to develop employee potential. They should design and implement integrated strategies to enhance knowledge and engagement, while ensuring that employees understand the benefits of these changes for both themselves and the organization. By applying these measures, organizations can harness the advantages of automation without compromising employee performance and well-being, thereby ensuring long-term organizational success and sustainability.

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