



To assess the impact of automation on employee satisfaction and well-being

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Abstract

When a process is "digitized," it implies that computers are used to automate it without really altering the way it is done. All it does is provide a digital platform on which the activity may be executed. This has the ability to lessen the impact on fragile and sensitive papers. As technology such as robots, AI, and machine learning become more commonplace, automation is changing the face of employment. Based on the results of this study, EX and OC fully mediate employee engagement. Additionally, the study's results demonstrated that EX and OE somewhat mediated participation from workers.

Keywords: Workers, Employee, Organisation, Well-Being, Workplace

Introduction

A "happy" worker isn't always the most loyal and productive worker; this is something that most companies nowadays have come to grips with. A really "engaged employee" is one who has a deep personal investment in the company's mission and values, as well as an intellectual and emotional connection to its work. He is closely linked to the decisions that propel the company and goes above and beyond the call of duty. The fact that it significantly affects profits just serves to heighten its importance. Employee engagement is all about inspiring them to provide their utmost. A company's competitive advantage and product quality are directly related to its employee quality.

After 25 years of annual surveys and interviews with managers and workers, the Gallup Organisation came up with the term "employee engagement" (Buckingham & Coffman, 1999) ^[1]. The findings are appealing for two reasons: -The survey shows that employee engagement is statistically related to profitability, safety, productivity, employee retention, and employee engagement. Passionate and deeply connected to their Organisation, engaged workers strive tirelessly to meet deadlines. They propel the company forward by fostering innovation. An employee who is "non-engaged" is "essentially 'checked out,'" meaning that they are going through the motions of their workday without giving it their best. People who are "actively disengaged" from their job "are busy acting out

their unhappiness," rather than being dissatisfied with their job per se.

Due to the low levels of employee engagement globally. The demand to boost engagement is growing across all sectors, but especially in the information technology industry (Gallup Inc and Pendell, 2022a, b) ^[2]. Most of the world's workforce has to be more involved because, according to the most recent research, only 21% of workers are actively participating in their jobs. If the issue of disengaged staff is left unchecked, the Organisation might face significant financial losses. Managers across all industries, but notably those in the information technology (IT) industry, are understandably worried about the effects of poor morale and high attrition rates caused by even a small number of disengaged workers. Productivity and employee engagement go hand in hand; without it, expenses will rise and profits will fall. Both corporations and the global economy are affected by this (Gallup Inc & Pendell, 2022a) ^[2]. Workplace Situation Around the World: According to the 2022 Report, the world's GDP is \$11% less due to the working population that is not engaged, which results in \$7.8 trillion in lost output. To counteract this phenomenon's impact on the economy, action is required.

Worryingly, 44% of workers reported feeling stressed out by their jobs. Nearly 40% of workers reported feeling anxious over the majority of the previous workday. Reports

from an Organisation do not reflect these feelings, unfortunately. In this regard, the businesses lack the necessary matrices to assess performance and implement necessary improvements. Unfortunately, most businesses only consider employees' physical health when calculating their overall well-being. This ignores the importance of employees' mental, emotional, financial, professional, and community health. Businesses invest large sums of money to boost employee engagement because they know it has a negative impact when it's low. Nevertheless, it is necessary to assess the efficacy of these firms' actions.

Literature Review

Piotr *et al.* (2021) ^[3], researched and compared several RPA software packages on the market, with an eye towards their potential applications in industry 4.0. By enabling the replacement of people with robots, RPA increases industrial productivity. There are two distinct phases to it. The first is an application, which is a software solution. The second is the services that a third-party agency provides to a specific business, in the event that the necessary skills are not in-house. From the perspective of the firm, this article has sought to identify and establish these factors' influence on the selection of a suitable model according to the company's functioning, services, and goods. The researcher used two contrasting cases for RPA implementation, each with its own model, to talk about the treatment of technology and the role of automation.

Yoshiyuki *et al.* (2021) ^[4] To address labor shortages and boost production, researched and published a paper on robotic automation procedures. They also looked at the many types of software that can automate these operations. In order to handle queries that are many in nature and sort them by confidence score, Hitachi is investigating a self-learning robotic automation technique that employs a software robot. In order to train the software robot to automate more of the company's processes based on its findings, lower-confidence questions are handled manually. Wasique *et al.* (2019) ^[5], Researched the steps involved in robotic automation and the tasks that robots can execute more efficiently than humans. In this article, we will take a look at robotic automation as a technology and see how it has been used in real-world scenarios across different sectors. Given the repetitive nature of the work, it would be more efficient to program a robot to carry out the task rather than humans. This would allow for more streamlined production and development of services and products.

Kevin *et al.* (2019) ^[6] investigated the ways in which different uses of robotic process automation software may shake up the conventional auditing paradigm. This editorial intends to discuss the potential future of auditing as it relates to robotic automation processes and the use of such processes in complete audits. The goal of presenting a set of research questions and making passing references to RPA-based audits is to start a conversation in the field of evolution. The goal of RPA is to improve audit quality by

reimagining the auditor's job description to place less focus on mundane, repetitive tasks and more on the development of higher-order cognitive abilities.

Korinek *et al.* (2019) ^[7], express their views on the topic of employment in the era of artificial intelligence and robotics. This trend is anticipated to gain momentum as a result of the recent surge in AI development. In response to these tendencies, this article proposes three further approaches. To start, if technology progress is good for society overall, then the winners might potentially pay the losers and still come out ahead. Secondly, development need to be directed in a manner that minimizes losses to workers. Third, blocking the emergence of monopolies that extract rents from society is an important function for government intervention in IT. The study concludes with some forecasts on the ways in which AI will pose a growing threat to human workers.

Why Is Engagement of Importance and Interest?

One of the major organizational fights of the future decade Mike Johnson's 2004 ^[8] book, *The New Rules of Engagement*, states that our ability to engage individuals and convince them to work with our business will be crucial (p. 1). Employee engagement has progressed from a minor concern to a major one after five years major focus in management and HR. This important topic is gaining the attention of academics, HR experts, and executives (Soldati, 2007; HR Focus, 2006) ^[9, 10].

Almost every piece in today's mainstream HR or management press touches on engagement and how to facilitate it in some way. As of yet, the term "involvement" has not found a consensus among experts and many scholars and professionals use vastly diverse language when they use the word (Soldati, 2007) ^[9].

However, it is becoming more and more clear because employees that are actively involved in the "backbone of good working environments where people are industrious, ethical and accountable" (Cleland *et al.*, 2008; Levinson, 2007a) ^[11, 12], which is crucial for economic and financial success.

Research has shown According to Hemsley Fraser (2008) ^[13], quoted in *The HR Director* (2008) ^[14], and *The Conference Board* (2006), employee engagement directly affects the following: productivity, absenteeism, retention rates, customer experience quality, and loyalty as measured by the organization's performance indicators. Staff member retention, output, and financial success are all positively correlated with an organization's degree of engagement (Baumruk, 2006) ^[15]. Organisations operating income increased by 19% and profits per share increased by 28% from one year to the next for companies with the most engaged workforce, according to research by Towers Perrin (2007) ^[16]. An appealing employer brand, which draws in and keeps the top personnel, is another characteristic of highly engaging organisational cultures (e.g., Martin and Hetrick, 2006) ^[17].

The Three Types of Employees	
3	ENGAGED employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.
2	NOT-ENGAGED employees are essentially 'checked out'. They're sleepwalking through their workday, putting time – but not energy or passion – into their work.
3	ACTIVELY DISENGAGED employees aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged co-workers accomplish.

Source: Gallup (2006)

Fig 1: Each of the three categories of workers

Outcomes of Engagement

"Being engaged at work is rewarding in and of itself." (Sonnentag, 2003 cites Schaufeli *et al.*, 2002) [18, 19]. Johnson (2004) [81] states that employee engagement is a straightforward concept that can be quantified in terms of recruiting costs and employee production, in addition to showing outcomes. There is a good degree of agreement in both academic and practitioner literature about the advantages of investing in enhancing employee engagement, as the second quotation implies, and there are several results.

Organizational outcomes

Customer loyalty

Customers are more likely to remain loyal to a business whose staff like what they do, according to Levinson (2007a) [12]. Companies with engaged workers are more likely to have loyal customers because such workers know how to satisfy customers' requirements. According to Levinson (2007a) [12], client loyalty, repeat purchases, and referrals to friends are twice as high in departments where workers are highly engaged as they are in organizations with average employee engagement.

Employee loyalty

Work engagement is positively associated to organizational commitment, according to Demourouti *et al.* (2001, quoted in Sonnentag, 2003) [18], and Levinson (2007a) [12] echoes this sentiment, arguing that contented workers are more likely to remain with their current employers. According to Blessing White (2008) [20], although just 27% of disengaged workers want to remain, 85% of engaged workers do.

The efficiency of workers: Kahn (1990) [21] found that employee engagement impacts performance. Employees who are enthusiastic about their job are more dedicated to the company, loyal to their coworkers, and willing to go above and beyond (Lockwood, 2007, p. 3) [22]. Engagement,

according to Wellins and Concelman (2005, p. 1, quoted in Macey and Schneider, 2008a) [23, 24], is a "nebulous force" that inspires people to do better.

Support for the group

According to Scottish Executive Social Research (2007) [25], staff members who are actively involved in their job are more inclined to recommend their employer and its offerings to others. Similarly, Penna (2006) [26] discovered that some companies have employees who are so disengaged that they would actively try to persuade others not to work for them.

The Downside of Engagement

The expenses associated with employing a staff are surprisingly underreported in the literature. According to the Scottish Executive Social Research (2007) [25], Cambridgeshire County Council is a rare group that has sought to weigh the pros and cons of participation. The staff survey results demonstrated a substantial improvement, despite the high expenses associated with their engagement programs. On the other hand, according to HR benchmarking, they had top-quartile absence performance and bottom-quartile HR delivery expenses.

Has the prospect of engagement's advantages outweighed its potential disadvantages? This is a pertinent topic brought up by Masson *et al.* (2008) [27]. According to Britt (2003) [28], who investigated the role of US Army rangers, highly invested in their work (i.e., those who regarded work-related values as paramount) also reported the lowest levels of morale when confronted with challenges to their peak performance (p. 16). Because these obstacles to employees' ability to do their jobs effectively are organisational in nature and thus beyond the control of the employees, it follows that these employees are more inclined to leave the problematic business. The 'Almost Engaged' mentioned by Blessing White (2008) [20] may be this very same one.

Different Levels of Employee Involvement

There may be a shift in how invested workers get in their jobs over time and even within (Sonnentag, 2003; Kahn, 1990) [18, 21] only one individual. In this part, we explore the ongoing discussion around the question of whether some persons are more inclined to actively participate in their work than others. It specifically examines the variations across individuals and the ways in which job and organizational factors impact engagement.

The role of ai and automation in enhancing the employee experience

As a whole, people have seen the interaction between automation and workers as antagonistic, with some degree of truth to that. In an effort to save money and work more efficiently, many were afraid that automation would render thousands of jobs redundant. The vast majority of automated products and services, however, aren't designed to displace human workers but rather to enhance their efficiency and effectiveness on the job. An AdTech automation solution that simplifies the work of digital marketers is the main offering from my firm, which operates in this field. The staff are experiencing several advantages as a result of this optimization approach.

The advantages of automation in improving working conditions for people are often overshadowed by its purported benefits to productivity and bottom line.

Everyone is well aware that competition for talent has intensified in recent years. These days, it's harder than ever for businesses to find and, even more crucially, keep good personnel. To see how automation can work to fix this, let's examine a few of cases.

Additional Time for Creativity and Problem Solving

Creativity and critical thinking are human strengths. Allowing employees more leeway to think creatively may lead to better solutions for the company. If you could set aside an additional hour or two every day to sit and brainstorm, think of all the great ideas that may emerge. Restricting people's ability to think freely leads to less free thinking overall.

Work quality is likely to see a significant improvement with more time. All too often, individuals are pushed to complete a deluge of tasks without proper consideration for quality or productivity. Working more than 50 hours a week significantly reduces productivity, according to one Stanford research.

Preventing Exhaustion

Among the many causes of burnout, overwork is among the most common and readily apparent. Stress, tiredness, and a myriad of illnesses are just some of the negative health outcomes that may result from working excessive hours over a long length of time, until the person either quits or experiences burnout. Working long hours caused the deaths of 745,000 individuals globally in 2016 from cardiovascular disease and stroke, according to new research.

Smoothing Out Growth-Related Speed Bumps

The first goal of any business is, without a question, expansion. There is still a lot of strain on the company even after significant expansion has occurred. The workers are

usually the ones that bear the brunt of these "growing pains" because of how difficult they are. When it comes to dealing with growth-related challenges, automation provides both people and enterprises with more leeway. Your internal procedures can develop at a more sustainable rate when they aren't threatened by the addition of a few more accounts.

Challenges

A lot of problems and worries may crop up when thinking about how the shift to automation will affect employee engagement. Concerns about automation technologies' impact on workers' mental health, employment prospects, and the availability of certain skills are significant. These technologies raise serious concerns, but they also hold great promise for increased productivity and originality. The following are a few of the most major challenges associated with automation's impact on employee engagement:

Job Displacement and Uncertainty

"Challenge:" Some people may experience anxiety and worry about their future jobs due to the possibility that some jobs may be replaced by technology. Effect on Staff Participation: Employee engagement, motivation, and output may all take a hit when people are worried about their jobs or worried about the future.

Skills Mismatch and Training Gaps

"Challenge:" There is often a skills mismatch and training gaps since automation requires people to either learn new abilities or adapt their existing ones. The effect on the degree of involvement from workers:

1. **There's:** The problem of employees fighting automation because they hate change, are afraid of the unknown, or are worried about losing their jobs.
2. **Concern:** Worker Dissatisfaction with Routine or Dull Duties as a Result of Automation: Workers may experience a decline in job content and a diminished feeling of purpose in their work if automation causes them to be given more mundane or repetitive tasks.
3. **Problems with Communication and Misalignment:** Misalignment between management and personnel may arise from a lack of internal communication about the rationale for automation, its consequences, and the company's overall plan. Effect on Staff Participation:
4. **Health and Wellness Worries:** Increasing the prevalence of automation could make currently employed people work more, which might lead to might lead to burnout, stress, and other negative impacts on workers' physical and mental health.

Artificial intelligence (AI) and automation in human resources

Over the last few decades, advancements in automation and artificial intelligence (AI) have been meteoric. Artificial intelligence (AI), which allows computers to mimic human intellect, is already finding uses in many different fields. Management of human resources (HR) makes use of AI to automate hitherto labor-intensive administrative tasks. For instance, adaptive learning platforms have made AI-based systems capable of managing data, automating scheduling, and training employees.

Almost 60% of businesses have integrated AI into their HR

processes, according to a recent study (McKinsey & Company, 2021) ^[29]. According to the research, businesses may automate mundane and repetitive processes with the help of AI, which can boost operational efficiency by as much as 40%. The global labor market is experiencing complicated and dynamic changes, and this technology helps organizations adjust rapidly. It is believed that All aspects of human resource management, including recruiting, might be improved with the use of artificial intelligence (AI) to performance reviews, while also streamlining related operations.

Human resources' responsibilities have expanded with the rise of AI beyond purely administrative tasks like processing payroll, keeping track of attendance, or filling out recruiting forms by hand. By automating these processes, AI is altering the HR environment and freeing up HR to concentrate on more strategic endeavors. Developing a corporate culture, managing talent, and increasing employee engagement and happiness are all examples of these strategic activities that affect productivity and the longevity of the organization.

An authority on human resources and technology, Josh Bersin (2021) ^[30] stresses that HR in the present day has to take on a more strategic role, one that is data-driven and employs a more individualized approach to managing staff. HR can now leverage predictive analytics made possible by AI to determine where their employees need to grow professionally, create individualized plans for their professional growth, and track their progress through the company's ranks in real time. Additionally, human resources might transition from a policy executor to a strategic consultant, whose job it is to make sure HR policies are in line in line with the purpose of the business in the future. Diversity and inclusion in the workplace leadership development, and talent retention strategy construction all fall under this category. So, AI does double duty: it streamlines operations and frees up HR to focus on value-creating strategic projects.

Increased employee engagement through AI

Artificial intelligence (AI) in human resources allows businesses to boost employee engagement and happiness by creating a more tailored and flexible work experience. One of the key ways AI helps with this is by providing instant feedback and performance reviews. Artificial intelligence allows human resource managers to keep tabs on staff performance in real time and without human intervention, doing away with the need for the cumbersome and unyielding yearly review processes. Workers might feel more supported by the organization and get instant feedback on how they're doing thanks to AI-based solutions.

Since quick feedback is often more relevant and simpler to apply than yearly evaluations, these real-time performance reviews are useful in retaining employees' involvement. Employees are more invested in their work for companies that utilize AI to supplement performance reviews because they get immediate feedback that helps them improve their performance and get tailored advice on how to advance in their careers.

On top of that, AI enables businesses to tailor their training and development initiatives to each individual employee. Artificial intelligence may assess the requirements of

workers and suggest training programs accordingly using data gathered from everyday encounters. Because it shows that the organization cares about each employee as an individual, this level of customization is great for increasing engagement. AI customization boosts engagement and happiness in the workplace, according to PWC (2022), since it allows for a more tailored work experience, which in turn boosts morale and productivity.

Conclusion

Artificial intelligence (AI) has the potential to greatly improve HR operations by automating mundane but necessary jobs like personnel data management, scheduling, payroll, and recruiting. However, workers face serious threats to their mental health as a result of this technology. To get the most out of automation, businesses need to make sure their workers are happy, safe, and appreciated. While some may see automation just as a danger, others may see it as a chance to gain agency by acquiring new skills. Efficiency and financial gain are often the most emphasized advantages of workplace automation. But this perspective fails to take people into account, namely the effect on psychological well-being.

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