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How Reskilling Strategy and Job Redesign Shape Employee Work Capability through Work Motivation: Evidence from PT Indosat Ooredoo Hutchison

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ABSTRACT

Robotic Process Automation (RPA) and post-merger integration place a dual pressure on telecommunications organizations, reshaping the competencies and roles employees must hold. This study examines how reskilling strategy and job redesign influence employee work capability, both directly and indirectly through work motivation, among employees of PT Indosat Ooredoo Hutchison (IOH) whose roles have been directly affected by RPA. A quantitative cross-sectional survey was conducted among 220 employees purposively sampled from four RPA-impacted operational units: Finance Operations, HR Operations, Customer Care Operations, and IT & Digital Services. Data were analyzed using partial least squares structural equation modeling in SmartPLS 4 with a 5,000-resample bootstrap procedure. All measurement constructs demonstrated satisfactory indicator reliability, convergent validity, and discriminant validity. The structural results show that all seven hypothesized relationships were positive and significant. Job redesign produced the strongest effect on work motivation (beta = 0.413) and the largest direct effect on work capability among the exogenous constructs (beta = 0.284), followed by reskilling strategy (beta = 0.317 on motivation; beta = 0.196 on capability). Work motivation directly increased work capability (beta = 0.343) and partially mediated the effects of both reskilling strategy (beta = 0.109) and job redesign (beta = 0.142). The findings position job redesign as the strongest human-resource lever and work motivation as the psychological mechanism that converts capability-building investment into realized employee performance during concurrent automation and post-merger integration.

Keywords: partial least squares; robotic process automation; post-merger integration; human capital development; Indonesia

1. INTRODUCTION

Introduction: Digital transformation has fundamentally altered how organizations manage core business processes. One of the most consequential innovations in this shift is Robotic Process Automation (RPA), software that replicates rule-based human tasks with speed and accuracy, cutting data-entry costs by up to 70 percent and enabling continuous, 24-hour operation (Bedard et al., 2024). Effective RPA implementation has been shown to raise process efficiency, support strategic goals, and increase overall staff productivity (Gunawan et al., 2025).

Despite these operational gains, RPA adoption carries serious workforce consequences. Technological innovation does not necessarily raise unemployment, but it does create new jobs while fundamentally altering the character of existing ones (Cretu et al., 2025), particularly for employees who previously performed routine, transactional tasks now assumed by software robots (Baldwin & Okubo, 2023). Organizations therefore face a strategic choice between reducing affected headcount or building new capability through reskilling and job redesign, two interventions that together constitute a workforce transformation process requiring alignment between individual competency and organizational role design amid unavoidable technological change (Gobena et al., 2025).

The telecommunications industry has been among the most active adopters of RPA and broader digital transformation, occupying a central role in the global digital revolution while remaining highly exposed to technology-driven market shifts (Aghayari et al., 2022). Telecommunications firms must therefore not only integrate new technology into their business processes but also ensure that their workforce builds capability that is relevant and adaptive; aligning organizational culture with technological infrastructure, including guaranteeing employee capability and commitment in an automated work environment, remains one of the most difficult aspects of integrating RPA and artificial intelligence (Garcia-Nieto et al., 2025).

Human-resource complexity intensifies further when digital transformation runs concurrently with merger and acquisition

activity. In Indonesia, telecommunications consolidation has produced new entities that must integrate the workforces of two or more organizations with different cultures, systems, and competencies. This creates layered pressure for employees, who must adapt to new technology while also facing role uncertainty within a restructuring organization, a condition that typically depresses motivation and, in turn, work capability.

Facing simultaneous RPA automation and post-merger integration, organizations require a comprehensive human-resource strategy. On the competency-building side, artificial intelligence is most effective when it complements human strengths, freeing employees to focus on higher-order cognitive tasks such as strategic thinking and interpersonal collaboration (Allen et al., 2025), which requires structured reskilling. On the job-design side, digitalization and automation deliver collective benefit only when designed as a resource for employees, maximizing job resources while keeping job demands within a manageable range (Demerouti, 2020). Neither intervention, however, translates automatically into higher work capability: prior evidence shows that training investment does not proportionally raise capability unless it is accompanied by strong work motivation (Chatzoglou et al., 2024; Serenko et al., 2023), positioning motivation as a critical psychological link between structural HR interventions and realized performance.

PT Indosat Ooredoo Hutchison (IOH), formed from the January 2022 merger of PT Indosat Tbk and PT Hutchison 3 Indonesia, exemplifies an organization facing both pressures simultaneously. IOH has implemented 350 RPA use cases across Finance Operations, HR Operations, Customer Care Operations, and IT & Digital Services. Consolidated revenue grew from Rp31.39 trillion in 2021 to Rp55.9 trillion in 2024, but growth slowed sharply to only 1.1 percent in 2025, well below the 9-10 percent organic growth rate sustained over the two preceding years despite intensifying RPA and AI investment, a gap of roughly Rp4.6 trillion (7.5 percent) below the trend-extrapolated projection. This deceleration, occurring alongside intensified automation investment, is consistent with the proposition that technology investment alone does not translate into performance without adequate workforce capability in the directly affected units.

A pre-study survey (n = 35) conducted in October-November 2025 across the four RPA-impacted units supports this proposition: employee work capability was rated relatively high (mean = 3.69), while reskilling strategy (mean = 3.35), job redesign (mean = 3.42), and especially work motivation (mean = 3.49) were rated only moderate, a 0.20-point gap between capability and motivation indicating that employees were sustaining performance under target pressure without a commensurate motivational foundation. Complementary open-ended interviews across the same four units traced this gap to unresolved contingency procedures for automation failures, a mismatch between idealized training content and post-merger operational realities, motivation that appeared more defensive than intrinsic, and job redesigns that had not yet redirected employees toward higher-value strategic work.

Existing research nevertheless leaves three important gaps. First, prior studies largely examine reskilling and job redesign separately, so no study has integratively tested their simultaneous effect on employee work capability through work motivation within a single structural model. Second, some studies find that reskilling does not reliably raise capability without adequate organizational support, and that job redesign can have ambiguous motivational effects depending on how autonomy and feedback are balanced, indicating that the underlying mediating mechanism remains incompletely understood. Third, evidence from post-merger telecommunications organizations in Indonesia that are simultaneously implementing RPA remains very limited, even though this context carries distinctive dynamics that could shape the relationships among these variables.

This study addresses these gaps by jointly testing reskilling strategy and job redesign as predictors of work motivation and employee work capability, and by examining work motivation as a mediating mechanism linking both interventions to capability. The context is PT Indosat Ooredoo Hutchison, a merged Indonesian telecommunications operator undertaking large-scale RPA implementation across four operational units. The study contributes by identifying which human-resource lever, reskilling strategy or job redesign, carries the greater direct and motivational influence, and by clarifying how far work motivation mediates the translation of structural HR interventions into realized employee capability during concurrent automation and post-merger integration.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. *Mars Model, Job Demands-Resources Theory, And Employee Work Capability*

Literature Review: The MARS Model explains individual behavior and performance as a joint function of four elements, Motivation, Ability, Role Perception, and Situational factors, all of which must align for an employee to translate potential into realized capability (McShane & Von Glinow, 2021). In this study, reskilling strategy (X1) is mapped onto the Ability element because relevant, effective training directly builds and updates the technical capacity employees need for post-automation roles. Job redesign (X2) is mapped onto Role Perception because restructuring job characteristics and content clarifies the boundary between human and robotic tasks and establishes new task priorities. Work motivation (Z) occupies the Motivation element and is positioned as the mediating variable, since motivation determines whether the ability built through reskilling and the role clarity built through job redesign are actually converted into realized work capability (Y). RPA implementation and post-merger integration together constitute the Situational factors that shape the environment in which the other three elements interact.

The Job Demands-Resources (JD-R) Model complements MARS by explaining how that alignment is created and sustained through concrete organizational intervention (Demerouti et al., 2001; Bakker & Demerouti, 2007, 2017). Job demands are the physical, cognitive, emotional, or social aspects of work that require sustained effort, while job resources help employees achieve goals, reduce demands, and stimulate personal growth. Digitalization and automation raise employee capability only when they are designed as a resource rather than an added demand (Demerouti, 2020). In the JD-R framework, reskilling functions as a personal resource that equips employees to meet post-automation competency

demands, while job redesign functions as a task-level job resource; both activate the motivational pathway through which resources satisfy employees' psychological needs for autonomy, competence, and relatedness, generating intrinsic motivation that in turn drives sustained gains in work capability (Bakker & Demerouti, 2017).

2.2. *Reskilling Strategy, Job Redesign,And Employee Work Capability*

Reskilling strategy is a systematic organizational effort to build new competencies in employees affected by technological change so that they remain relevant and can contribute effectively in transformed roles. Gobena et al. (2025), through a qualitative case study in the Swedish automotive industry, showed that reskilling capability functions as a dynamic capability that directly redeploys human-resource capability toward new roles requiring different competencies. Osorio-Londono et al. (2024), using structural equation modeling on 245 industrial firms in Colombia, found that training directly raises individual competitive capability through the formation of valuable human capital, while Khan et al. (2024), using PLS-SEM on 254 pharmacists in Pakistan, confirmed that training and development directly and significantly affect employee performance. Further support comes from Schwarz et al. (2025), who used panel data covering 19,289 firm-year observations in the United Kingdom to show that staff and managerial training investment significantly raises firm productivity, and from Vaskova Kjulavkovska et al. (2021), whose pilot study of 11 European civil aviation authorities found that competency-based training is an important link between organizational training and individual work-capability gains. These studies consistently confirm that structured reskilling strategy produces real capability gains, although effectiveness still depends on program design quality and organizational support.

H1: Reskilling strategy has a positive effect on employee work capability.

Job redesign is a deliberate organizational effort to restructure job characteristics and content so that work remains relevant and supports employee capability amid automation-driven change. Hauk (2026), through moderated-mediation analysis on 378 higher-education staff in Poland, found that job characteristics affect job performance both directly and through critical psychological states, while Lamovsek et al. (2024), applying fuzzy-set qualitative comparative analysis to 1,215 workers in Montenegro, identified that job-design configurations combining high task variety and task identity consistently produce high task performance across work arrangements. Hernaus et al. (2021), through a multilevel study of 43 organizations and 535 individuals, found that relational job design combined with cross-training significantly raises employee task-citizenship performance. Shahzad (2021), surveying 509 financial-services managers, confirmed that job autonomy is positively associated with job performance, and Misra (2023), using samples from Australia and India, found that task-based flexibility use directly and positively affects employee productivity, though its strength varies by cultural context. These five studies consistently show that job redesign strengthening core job characteristics contributes to higher work capability, even though the strength of the effect remains context-dependent.

H2: Job redesign has a positive effect on employee work capability.

2.3. *Reskilling Strategy, Job Redesign, and Work Motivation*

Reskilling strategy shapes not only technical competence but also employees' internal motivational state. Employees who receive training relevant to their new role demands become more confident that their effort will produce good outcomes, which sustains work motivation. Twase et al. (2021), through SEM-AMOS on 603 farmers in Central Uganda, found that intrinsic motivation significantly affects training transfer (beta = 0.246, $p < 0.05$). Kosteas (2023), using panel data with a fixed-effects approach, found that participation in employer-sponsored training has a consistent positive effect on job satisfaction, while Yuniawan et al. (2026), using covariance-based SEM on 326 civil servants in Indonesia, confirmed that ability-enhancing HR practices positively affect job satisfaction. Salamon et al. (2021) further found that the level of voluntary participation in training is positively related to trainee transfer motivation, and Amidkhonova and Gander (2025), using a mixed-methods approach, confirmed that access to learning and development opportunities is positively correlated with staff motivation, although its strength can be reinforced or weakened by organizational contextual factors. These five studies show that the effect of reskilling strategy on work motivation is consistent, though still dependent on program quality, content relevance, and organizational support.

H3: Reskilling strategy has a positive effect on work motivation.

Effective job redesign creates working conditions that directly shape employee motivation. Astakhova et al. (2024), surveying 623 respondents across four occupational sectors in the United States, found that autonomy, skill variety, and task significance are significant predictors of work motivation through the mechanism of meaningful work. Johari et al. (2021), using PLS-SEM on 200 nurses in Malaysia, found that task significance, autonomy, and feedback significantly affect work engagement, while Parker and Knight (2023), through three large confirmatory studies, showed that high-level job characteristics in the SMART model predict job satisfaction through challenge and meaning appraisal. Peprah et al. (2020), in the context of small and medium enterprises in Ghana, found that flexible work schedules positively affect employees' career satisfaction, and Ruysseveldt et al. (2022), using latent change-score modelling on 1,530 Dutch employees across three measurement waves, demonstrated that changes in job autonomy are associated with changes in work dedication over time. These five studies consistently confirm that the core dimensions of job redesign contribute meaningfully to the formation of work motivation.

H4: Job redesign has a positive effect on work motivation.

2.4. *Work Motivation as a Mediating Mechanism*

Work motivation is the psychological factor that determines

whether the capability employees possess is actually activated and applied in daily work behavior. Kyambade et al. (2025), through SEM on 366 civil servants in Uganda, found that intrinsic motivation positively and significantly affects employee performance, while Chatzoglou et al. (2024), through SEM on 328 banking employees in Greece during a period of economic crisis, showed that employee motivation directly affects performance even under substantial external pressure. Lu et al. (2022), through a multilevel study in China, showed that work engagement, as a manifestation of motivation, positively and significantly affects employee performance. Khuong and Minh Phuong (2024), using PLS-SEM on 647 green-hotel staff in Vietnam, found that job satisfaction positively and significantly affects employee performance, and Zeb et al. (2024), in a telecommunications context in Pakistan comparable to PT IOH, showed that work engagement positively affects job performance. These five studies consistently confirm that work motivation is a direct and significant driver of employee work capability.

H5: Work motivation has a positive effect on employee work capability.

The effect of reskilling strategy on employee work capability is not purely direct; it also operates through work motivation. Effective, relevant reskilling builds employees' confidence in their new competencies, which then drives motivation to invest that competence fully into their work, and it is this motivation that ultimately converts capability gains into measurable improvements in work capability. Serenko et al. (2023), through PLS-SEM on 691 employees across 15 North American credit unions, found that training and development raise job satisfaction, which subsequently lowers turnover intention and raises business performance. Mahmood et al. (2022), through a survey and focus-group study of 285 employees at a multinational company in Kazakhstan, showed that orientation training affects intrinsic motivation, which in turn contributes to long-term employee performance. Alola and Alafeshat (2020), using SEM on 277 airline employees in Jordan, demonstrated that training raises employee engagement, which partially mediates gains in satisfaction and retention. Abukhalifa et al. (2025), through a two-wave longitudinal study of 270 nonprofit employees in Palestine, found that ability-enhancing HR bundles significantly affect work engagement, which subsequently mediates performance gains, and Luo et al. (2021), studying 424 frontline employees in upscale Chinese hotels, showed that training affects task performance both directly and indirectly through job satisfaction. These five studies consistently confirm that work motivation functions as a mediating mechanism in the pathway from reskilling to work capability.

H6: Work motivation mediates the effect of reskilling strategy on employee work capability.

The effect of job redesign on employee work capability is likewise not purely direct; it also operates through work motivation as a connecting psychological mechanism. Job redesign that strengthens core job characteristics builds a positive motivational condition, and it is this heightened motivation that subsequently drives employees to express and develop their work capability more fully. Zhang et al. (2026), surveying 377 internet-sector employees in China, found that flexible job redesign in the form of workcation affects employee retention both directly and through job crafting. Lauring and Kubovcikova (2022), using a moderated-mediation model on 451 matched pairs of academic scientists, showed that job autonomy raises job satisfaction, which subsequently raises job performance. Boltz et al. (2022), through a field experiment on 535 job applicants in Bogota, Colombia, found that working-time flexibility raises productivity by up to 50 percent, with around 60 percent of that effect operating through motivational mechanisms. Mohanna et al. (2025), studying 424 professional accountants in Canada, found that innovative job requirements affect positive performance expectations through job crafting, and Elorza et al. (2022), through multilevel SEM on 20,646 employees and 2,066 managers across 198 Spanish industrial organizations, demonstrated that high-involvement work systems raise job satisfaction, which is associated with organizational financial performance. These five studies consistently confirm that work motivation mediates the effect of job redesign on employee work capability.

H7: Work motivation mediates the effect of job redesign on employee work capability.

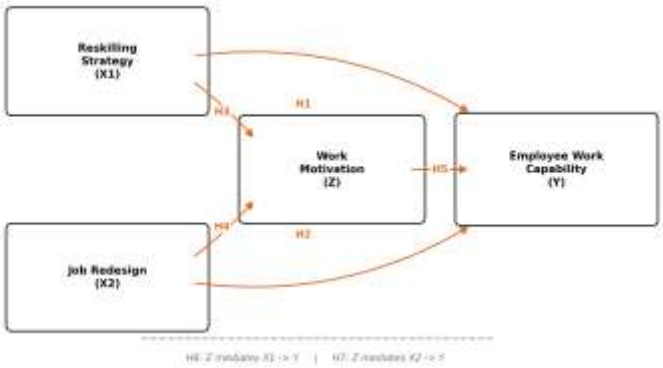


Figure 1. Conceptual Model

3. RESEARCH METHODOLOGY

3.1 Research Design,Population,and Sample

This study used a quantitative, causal-associative, cross-sectional survey design. The population consisted of employees at PT Indosat Ooredoo Hutchison (IOH), an Indonesian telecommunications operator formed from the January 2022 merger of PT Indosat Tbk and PT Hutchison 3 Indonesia, working in units directly affected by Robotic Process Automation (RPA): Finance Operations, HR Operations, Customer Care Operations, and IT & Digital Services. IOH has implemented 350 RPA use cases across these units; applying a conservative assumption of at least one directly involved employee per use case, the population was set at N = 350.

Purposive sampling was used, restricted to employees who had worked at IOH for at least one year, whose unit had implemented at least one RPA process and offered related reskilling or digital-transformation training, and who held permanent or contract status with direct involvement in an automated process. Minimum sample size was calculated

using the Krejcie and Morgan (1970) formula for N = 350, yielding a minimum of 184 respondents; adding a 15 percent allowance for non-response produced a target of 220 respondents. This target also exceeds the Hair et al. (2022) guideline of ten times the number of indicators for PLS-SEM (160 respondents for 16 indicators) by 37.5 percent.

Data were collected online via Google Form between November 2025 and June 2026, distributed with the coordination of the IOH Human Resources function. A five-point Likert scale was used, ranging from 1 (strongly disagree) to 5 (strongly agree). All 220 questionnaires met the inclusion criteria and were retained for analysis.

3.2. Measurement

The model contained four reflective constructs measured by 16 indicators. Reskilling strategy (X1) used four indicators covering training relevance, learning quality, organizational support, and learning transfer. Job redesign (X2) used four indicators covering skill variety, task significance, work autonomy, and feedback. Work motivation (Z) used four indicators covering achievement drive, active involvement, initiative, and persistence. Employee work capability (Y) used four indicators covering technical competency mastery, adaptability, self-development initiative, and output quality. A construct-level summary is provided in Table 1, while the complete English wording of all 16 items is reported in Appendix A. Note: all items were rated on a five-point Likert scale (1 = strongly disagree; 5 = strongly agree). The original questionnaire was administered in Indonesian.

Table 1. Measurement Constructs and Main Sources

Construct	*Items*	*Main Source(s)*
Reskilling strategy (X1)	*4*	*Twase et al. (2021); Gobena et al. (2025)*
Job redesign (X2)	*4*	*Astakhova et al. (2024)*
Work motivation (Z)	*4*	*Bos-Nehles et al. (2023); Kyambade et al. (2025)*
Employee work capability (Y)	*4*	*Gobena et al. (2025)*
Total	*16*	—

Source: All items were rated on a five-point Likert scale (1 = strongly disagree; 5 = strongly agree). The original questionnaire was

3.3 Data Analysis

Partial least squares structural equation modeling was performed using SmartPLS 4. The measurement model was assessed through outer loadings, Cronbach's alpha, composite reliability, average variance extracted, the heterotrait-monotrait ratio (HTMT < 0.90; Henseler et al., 2015), and cross-loadings. The structural model was assessed through inner variance inflation factors, coefficients of determination (R-squared), effect sizes (f-squared), predictive relevance (Q-squared, obtained through k-fold cross-validation blindfolding), the standardized root mean square residual (SRMR), and bootstrapped path coefficients based on 5,000 resamples. A two-tailed 5 percent significance level was applied; direct and specific indirect effects were considered significant when t exceeded 1.96 and p was below 0.05

4. RESULTS AND DISCUSSION

4.1Respondent Characteristics

All 220 questionnaires were included in the analysis. Men represented 57.7 percent of respondents and women 42.3 percent. Most respondents held a bachelor's degree (67.7 percent), had worked at IOH for three to five years (36.8 percent), and held permanent employment status (81.4 percent). The largest work-unit group was Customer Care Operations (31.4 percent), followed by Finance Operations (26.8 percent) and IT & Digital Services (25.0 percent); most respondents held Staff/Officer-level positions (55.9 percent). All respondents confirmed that their unit had implemented RPA and that they had participated in a related reskilling or digital-transformation training program, satisfying the study's inclusion criteria.

Table 2. Main Respondent Characteristics

Characteristic	Category	N	%
Gender	Male	127	57.7
Gender	Female	93	42.3
Education	Bachelor's degree (S1)	149	67.7
Education	Master's degree (S2)	45	20.5
Tenure at IOH	3–5 years	81	36.8
Tenure at IOH	6–10 years	67	30.5
Employment status	Permanent	179	81.4
Work unit	Customer Care Operations	69	31.4
Work unit	Finance Operations	59	26.8
Work unit	IT & Digital Services	55	25.0
Work unit	HR Operations	37	16.8
Position level	Staff/Officer	123	55.9
Position level	Supervisor/Team Lead	57	25.9

Source: Primary survey data (2026).

4.2 Measurement Model

All 16 indicators exceeded the 0.70 loading threshold, ranging from 0.750 for a work-motivation indicator to 0.873 for a work-capability indicator. Cronbach's alpha ranged from 0.819 to 0.868, composite reliability from 0.880 to 0.910, and average variance extracted from 0.648 to 0.718, demonstrating strong indicator reliability, internal consistency, and convergent validity. Discriminant validity was supported by cross-loadings, the Fornell-Larcker criterion, and the

heterotrait-monotrait ratio: all HTMT values were below the 0.90 threshold, with the highest value (0.676) observed between work motivation and employee work capability.

Table 3. Measurement Model Assessment

Construct	Items	Loading range	Alpha / CR	AVE
Reskilling strategy	4	0.769–0.826	0.824 / 0.883	0.655
Job redesign	4	0.797–0.832	0.825 / 0.885	0.657
Work motivation	4	0.750–0.842	0.819 / 0.880	0.648
Employee work capability	4	0.820–0.873	0.868 / 0.910	0.718

Source: Authors' calculations from SmartPLS output (2026).

4.3. Structural Model and Hypothesis Testing

Inner VIF values ranged from 1.104 to 1.542, indicating that collinearity did not threaten the structural estimates. Reskilling strategy and job redesign jointly explained 35.1 percent of the variance in work motivation, while reskilling strategy, job redesign, and work motivation jointly explained 42.9 percent of the variance in employee work capability. Both endogenous constructs had positive Q-squared values (0.072 and 0.158, respectively), confirming predictive relevance, and the model's SRMR of 0.066 was below the 0.08 threshold, indicating good model fit.

Table 4. Explanatory and Predictive Power

Endogenous construct	R-squared	Adjusted R-squared	Q-squared
Work motivation	0.351	0.345	0.072
Employee work capability	0.429	0.421	0.158

Source: Authors' calculations from SmartPLS output (2026). Model SRMR = 0.066; inner VIF range = 1.104–1.542.

Bootstrapping with 5,000 resamples showed that every hypothesized direct relationship was positive and significant. Job redesign had the largest coefficient on work motivation (beta = 0.413, medium effect size f-squared = 0.238), followed by reskilling strategy (beta = 0.317, small effect size f-squared = 0.140). On employee work capability, job redesign again produced the largest direct coefficient among the exogenous constructs (beta = 0.284), followed by reskilling strategy (beta = 0.196), while work motivation exerted the single largest direct effect on work capability of any predictor (beta = 0.343).

Table 5. Direct Effects and Hypothesis Decisions (SmartPLS Bootstrapping Output, 2026)

Hypothesis / path	Beta	T	p	Decision
H1: X1 → Y	0.196	3.286	0.001	Supported
H2: X2 → Y	0.284	5.260	<0.001	Supported
H3: X1 → Z	0.317	5.491	<0.001	Supported
H4: X2 → Z	0.413	7.204	<0.001	Supported
H5: Z → Y	0.343	5.359	<0.001	Supported

Source: X1 = reskilling strategy; X2 = job redesign; Z = work motivation; Y = employee work capability.

Both specific indirect effects were positive and significant, confirming that work motivation mediates the relationship between the two exogenous constructs and employee work capability. Because the corresponding direct effects (H1 and H2) also remained significant, work motivation functions as a partial mediator on both paths, with a variance accounted for (VAF) of 35.7 percent for the reskilling-strategy path and 33.3 percent for the job-redesign path, both within the 20-80 percent range that defines partial mediation (Hair et al., 2022).

Table 6. Specific Indirect Effects and Mediation Decisions

Hypothesis / path	Beta	t	p	VAF	Decision
H6: X1 → Z → Y	0.109	3.576	<0.001	35.7%	Partial mediation
H7: X2 → Z → Y	0.142	4.195	<0.001	33.3%	Partial mediation

Source: Authors' calculations from SmartPLS bootstrapping output, 5,000 resamples (2026).

4.4 DISCUSION

The positive effect of reskilling strategy on employee work capability supports H1 (beta = 0.196, t = 3.286, p = 0.001). This finding indicates that training aligned with RPA-driven competency demands, supported by adequate learning quality and organizational backing, helps employees apply new competencies in daily work. The result is consistent with the MARS Model, in which reskilling strengthens the Ability element (McShane & Von Glinow, 2021), and with the JD-R Model, in which reskilling functions as a personal resource that helps employees meet post-automation competency demands (Bakker & Demerouti, 2017). The finding aligns with Gobena et al. (2025), Osorio-Londono et al. (2024), and Khan et al. (2024), who found that structured training raises employee work capability. For PT IOH, the comparatively smaller coefficient relative to job redesign suggests that reskilling investment should be paired with concrete opportunities to apply new skills on the job, particularly in Customer Care Operations and Finance Operations, the two units with the highest transaction volume affected by RPA.

Job redesign had the largest direct effect on employee work capability among the exogenous constructs, supporting H2 (beta = 0.284, t = 5.260, p < 0.001). Restructuring skill variety,

task significance, autonomy, and feedback appears to give employees more immediate room to apply their capability than training alone. This is consistent with the MARS Model, in which job redesign clarifies the Role Perception element (McShane & Von Glinow, 2021), and echoes Hauk (2026), Lamovsek et al. (2024), and Shahzad (2021), who found that stronger job characteristics raise task performance. For PT IOH, this result reinforces the importance of clarifying the division of tasks between employees and RPA bots and of expanding employees' discretion over how work is completed, an area the pre-study interviews identified as a persistent source of ambiguity.

Reskilling strategy positively and significantly affected work motivation, supporting H3 (beta = 0.317, t = 5.491, p < 0.001). Relevant, well-designed training appears to build not only technical competence but also employees' psychological readiness to apply it. This is consistent with the JD-R Model, in which reskilling functions as a personal resource that activates the motivational pathway (Bakker & Demerouti, 2017), and with Twase et al. (2021) and Salamon et al. (2021), who found that training participation raises transfer motivation. For PT IOH, this finding suggests that reskilling management should extend beyond content delivery to include post-training mentoring, so that employees feel supported in applying new skills amid the combined pressures of RPA and post-merger integration.

Job redesign produced the largest coefficient among all paths toward work motivation, supporting H4 (beta = 0.413, t = 7.204, p < 0.001). Job characteristics such as skill variety, task significance, autonomy, and feedback appear to be the strongest resource for building intrinsic motivation among IOH employees, consistent with the pre-study finding of wide variation in employees' perceptions of the human-robot task boundary. The result is consistent with the JD-R Model's motivational pathway (Bakker & Demerouti, 2017) and with the MARS Model, in which role clarity is a prerequisite for motivation (McShane & Von Glinow, 2021), and it aligns with Astakhova et al. (2024) and Johari et al. (2021), who identified job characteristics as a primary determinant of work motivation. This positions job redesign as the single most effective motivational lever available to PT IOH.

Work motivation had the largest effect size among all predictors of employee work capability, supporting H5 (beta = 0.343, t = 5.359, p < 0.001). Achievement drive, active involvement, initiative, and persistence appear central to converting available capability into realized work behavior, consistent with the pre-study finding that motivation trailed capability by 0.20 points, suggesting employees sustained performance under pressure without a proportional motivational foundation. This finding is the empirical core of the MARS Model, in which Motivation determines whether Ability and Role Perception translate into performance (McShane & Von Glinow, 2021), and is consistent with Kyambade et al. (2025) and Chatzoglou et al. (2024), who found that motivation is a direct and significant performance driver. For PT IOH, this indicates that capability-building alone is insufficient without parallel investment in recognition, involvement, and psychological support.

Work motivation significantly mediated the effect of reskilling strategy on employee work capability, supporting H6 (beta = 0.109, t = 3.576, p < 0.001, VAF = 35.7 percent, partial mediation). This indicates that the impact of reskilling is not purely direct: a meaningful share operates through the motivational drive it creates in employees to apply what they learn. The result confirms the JD-R motivational pathway, in which the personal resource created by reskilling must first be converted into intrinsic motivation before it fully translates into work capability (Bakker & Demerouti, 2017), and is consistent with Serenko et al. (2023) and Mahmood et al. (2022), who found that training effects on performance operate partly through motivation and engagement. For PT IOH, this implies that reskilling programs will be more effective when explicitly paired with motivational reinforcement rather than treated as a purely technical intervention.

Work motivation also significantly mediated the effect of job redesign on employee work capability, supporting H7 (beta = 0.142, t = 4.195, p < 0.001, VAF = 33.3 percent, partial mediation), with a larger indirect effect than the reskilling-strategy path. This indicates that job redesign shapes work capability through two channels simultaneously, directly through restructured task characteristics and indirectly through the motivation those characteristics generate, making it the most comprehensively influential intervention in the model. The result is consistent with Zhang et al. (2026) and Elorza et al. (2022), who found that job-design and work-system interventions raise performance partly through motivational and engagement mechanisms. For PT IOH, this reinforces job redesign as the priority lever for simultaneously improving both the motivational climate and the realized work capability of employees navigating concurrent RPA automation and post-merger integration.

Taken together, the results confirm all seven hypotheses (H1-H7) among 220 PT IOH employees. Job redesign shows the most consistent and largest influence on both work motivation and employee work capability, while reskilling strategy contributes significantly with a comparatively smaller magnitude. Work motivation functions as a partial mediator on both indirect paths, confirming that the success of reskilling and job redesign in raising employee work capability during concurrent RPA automation and post-merger integration substantially depends on the extent to which these interventions cultivate employees' internal motivational drive, consistent with the interaction between the MARS Model as grand theory and the Job Demands-Resources Model as middle theory in this study.

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

This study demonstrates that reskilling strategy and job redesign are distinct and significant drivers of employee work capability at PT Indosat Ooredoo Hutchison, both directly and indirectly through work motivation. Job redesign is the most influential intervention, exerting the strongest effect on both work motivation and work capability, while reskilling strategy contributes a smaller but still significant effect. Work motivation strongly shapes employee work capability and partially mediates both exogenous paths, confirming that

human-resource interventions alone are insufficient without a parallel motivational foundation.

Theoretically, the findings extend the MARS Model and the Job Demands-Resources Model by jointly testing reskilling strategy and job redesign as distinct predictors within a single mediated structural model, and by demonstrating their combined relevance in a post-merger telecommunications organization undergoing large-scale RPA implementation, a context that remains underrepresented in the existing literature.

5.2 Managerial Recommendation

PT IOH should treat job redesign as the priority human-resource lever, particularly by expanding work autonomy, the lowest-scoring job-redesign indicator identified in the survey (mean = 2.92), and by continuing to clarify the division of tasks between employees and RPA systems on each affected unit.

Reskilling programs should be strengthened by allocating dedicated training time and improving learning facilities, addressing the lowest-scoring reskilling indicator (mean = 2.86, time and facilities for training), and by adding structured post-training mentoring to close the learning-transfer gap identified in both the survey and the pre-study interviews.

To reinforce work motivation, management should build a culture that rewards proactive problem-solving, since initiative in addressing new RPA-related challenges was the lowest-scoring motivation indicator (mean = 2.94), for example through cross-unit solution-sharing forums and recognition of employee-driven improvements.

Finally, because adaptability and self-development initiative were among the lowest-scoring work-capability indicators, PT IOH should provide accessible, continuous competency-development pathways and encourage self-directed learning so employees remain proactive in acquiring skills relevant to their post-automation roles.

5.3 Limitations and Future Research

The study is limited to four operational units within one post-merger telecommunications company and relies on a cross-sectional, self-reported design, so causal interpretation and generalization to other organizations or industries should be made cautiously. The model explains 35.1 percent of the variance in work motivation and 42.9 percent in employee work capability, leaving room for other determinants such as leadership style, organizational culture, post-merger job insecurity, perceived organizational support, and employee engagement. Future research should test these additional variables, apply longitudinal designs to capture the dynamics of an ongoing automation and integration process, and extend the model to other post-merger or technology-intensive organizations to assess generalizability

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