



# Practical Strategies to Increase Labor Absorption in the Digital Age: A Literature Review

Armin Amri<sup>1</sup>, Rahmatia Rahmatia<sup>2</sup>, Sanusi Fattah<sup>3</sup>, Hamrullah Hamrullah<sup>4</sup>

<sup>1</sup>STIE Nusantara, Makassar, Indonesia

<sup>2,3,4</sup> Hasanuddin University, Makassar, Indonesia

arminnai69@gmail.com

**Abstract.** This research aims to identify and analyze effective strategies for increasing labor absorption in the digital era. Utilizing the Systematic Literature Review (SLR) approach, this study evaluates a wide range of scholarly articles published between 2010 and 2024, sourced from prominent academic databases such as JSTOR, PubMed, and Google Scholar. The findings highlight that the integration of digital technologies into employment policies, the enhancement of vocational education and training systems, and the implementation of inclusive government policies play a pivotal role in boosting labor absorption. The analysis underscores the urgent need for policy adaptations that are responsive to rapid technological advancements and evolving global labor market dynamics. Furthermore, the study emphasizes the importance of fostering collaboration between governments, industries, and educational institutions to create a workforce equipped with relevant digital skills. The conclusions of this review offer actionable recommendations for policymakers, industry practitioners, and academics to develop comprehensive and inclusive strategies that address the challenges and opportunities of the digital era. By aligning labor policies with technological progress and market demands, this research contributes to the broader discourse on sustainable employment growth in the 21st century.

**Keywords:** Labor Absorption, Digital Era, Employment Policy, Vocational Education, Digital Technology

## 1 Introduction

Labour absorption is one of the fundamental indicators that reflects the strength and stability of a country's economy. The high rate of labour absorption indicates that most of the productive age population has access to decent work, which ultimately drives economic growth [1], [2], [3]. On the other hand, low labour absorption can lead to social problems, such as unemployment, poverty, and economic inequality, which significantly hinder development [4], [5], [6].

In the digital age, technological developments have fundamentally changed the structure and characteristics of the job market [7], [8], [9]. Information technology, artificial intelligence, and automation have created new opportunities in specific

sectors of the economy, but they are also replacing traditional jobs in various fields. Therefore, adapting to technological changes is crucial for companies and their workforce to compete and survive in an increasingly dynamic market [10], [11], [12].

Automation and robotics have played a massive role in increasing productivity in various industries. However, automation is also one of the causes of the loss of several jobs that are usually done by humans, especially in the manufacturing sector and other industries that rely heavily on manual labour [13], [14], [15]. This challenges developing countries with large populations and relies on traditional jobs [16], [17], [18].

Although many traditional jobs have been lost due to automation, the digital era has also created many new job opportunities, especially in the fields of information technology, software development, data analytics, and creative fields related to digital content [19], [20], [21]. Therefore, the readiness of the workforce to take advantage of these opportunities is highly dependent on their skills and adaptability to technological changes [22], [23], [24].

Government policies are one of the main factors that affect the absorption of labour in the digital era. The government has an important role to play in creating an environment conducive to the absorption of labour, both through regulations that support job creation and by providing incentives to companies that invest in workforce training and skills development [25], [26], [27], [28], [29].

In addition to government policies, industrial readiness is also a key element in increasing labour absorption. Industries that can adapt to technological changes and utilise innovation effectively will be better able to create new jobs [30], [31], [32]. Sectors such as technology, healthcare, education, and renewable energy are considered sectors with great potential for future job growth [31], [33], [34].

Vocational education and training are critical factors in preparing the workforce to face the challenges of the digital era. Education relevant to industry needs, as well as training focused on mastering technical and digital skills, will increase the competitiveness of the workforce [35], [36], [37]. Educational institutions need to work closely with industry to ensure the curriculum they offer is aligned with technological developments and the needs of the job market [38], [39], [40].

This article uses the Systematic Literature Review (SLR) approach to identify and examine the factors that affect labour absorption in the digital era. The SLR method allows researchers to systematically evaluate published studies, identify trends, and provide recommendations based on empirical data. This approach offers an in-depth, evidence-based analysis of strategies that can improve labour uptake [41], [42], [43], [44], [45], [46].

This article will be divided into several sections that include discussions on the impact of automation, labour policy, industry readiness, and the role of education in improving labour absorption. The results of this research are expected to contribute to policymakers, industry practitioners, and academics in formulating more effective and holistic strategies in facing the challenges of labour absorption in the digital era [47], [48], [49], [50], [51].

## 2 Research Methods

The research method used in this article is Systematic Literature Review (SLR), which aims to provide a comprehensive and systematic review of existing literature related to labour absorption in the digital era. This approach ensures that all relevant and high-quality literature is identified, evaluated, and analysed to provide evidence-based results [41], [42], [45], [52], [53].

The SLR process begins with a literature search using several academic databases such as JSTOR, PubMed, Google Scholar, and ScienceDirect. The search was conducted using relevant keywords, such as "labour absorption", "digital age", "automation", "employment policy", and "vocational training". This search includes publications published between 2010 and 2024 to ensure that data is up to date [54], [55], [56], [57], [58].

After the search results were collected, screening was carried out using inclusion and exclusion criteria. Inclusion criteria include articles that focus on the impact of technology on labour uptake and relevant policy strategies. Articles that only discuss technological aspects without touching on labour absorption or are not geographically relevant are excluded from the analysis. This ensures that only appropriate, high-quality studies are further analysed [59], [60], [61], [62], [63].

Data from studies that met the criteria were arranged in a table that included important information such as title, year of publication, research method, and critical findings. Each study is analysed in depth to identify key themes in literature related to the absorption of labour in the digital age. This grouping makes it easy to see patterns and trends that are relevant to the research objectives [64], [65], [66], [67], [68].

Data analysis is carried out narratively, where the findings from each study are compared and synthesised to provide a holistic picture of the state of labour absorption in the digital era. This comparison identifies the relationship between labour policy, training, and technological developments. The synthesis also includes a discussion of differences that may arise in studies based on the geographical context or specific industry sector [69], [70], [71], [72], [73].

To ensure the validity of the results, every stage in the SLR process is carried out transparently and well documented. This includes recording search steps, selection criteria, and analysis methods. As such, the study can be replicated by other researchers who wish to explore the same theme or expand the scope of their analysis in the future [74], [75], [76], [77], [78].

Although the SLR method provides a comprehensive review, this study has some limitations, such as limited access to specific articles and limitations of literature in certain geographical contexts. In addition, the study only covers publications until 2024, so any changes or developments that occur afterwards may not be covered in the analysis. These limitations are recognised to provide transparency to readers regarding the scope and generalisation of findings [74], [75], [76], [77], [78].

### 3 Discussion

#### 3.1 The Impact of Automation and AI on the Workforce

Automation refers to the use of technology to carry out tasks previously performed by humans, while artificial intelligence (AI) is a technology that allows machines to learn, think, and make decisions like humans [79], [80], [81]. In an industrial context, automation is often applied to improve efficiency and productivity by reducing human involvement in repetitive tasks. As AI evolves, the ability of machines to perform more complex tasks is growing [82], [83], [84].

One of the most significant impacts of automation is the loss of traditional jobs in various sectors, especially in the manufacturing and service industries that rely on manual labour. Jobs that are repetitive and do not require high skills are the primary targets to be automated [85], [86], [87]. This raises concerns for the workforce, especially in developing countries, where manual work is still the backbone of the economy [88], [89], [90].

On the other hand, AI has created new opportunities in the technology sector. Latest jobs in developing, programming, and managing AI systems are increasingly needed [91], [92], [93]. The demand for labour in data science, machine learning, and cybersecurity has increased significantly, aligning with AI adoption in various industries. This shows that while many jobs are lost, new ones are also emerging, requiring different skills [94], [95], [96].

One consequence of adopting AI and automation is a change in the skills needed in the labour market. Technical skills related to digital technologies, data, and AI are becoming increasingly important [97], [98], [99], while manual and administrative skills are declining in demand. The workforce must continuously adapt and improve their skills to remain relevant in an increasingly competitive market [100], [101], [102].

Automation and AI can also exacerbate inequality in the workplace. Workers with high digital and technical skills will find adjusting and getting better jobs easier (Hammer & Karmakar, 2021; Nnamdi & Sukidjo, 2020; Schulz et al., 2023). Meanwhile, low-skilled workers can be trapped in jobs vulnerable to automation. This creates a gap between those who have access to quality training and education and those who do not.[103], [104], [105].

To address the negative impacts of automation and AI, governments have an essential role in creating policies supporting the affected workforce [106], [107], [108]. This could include investing in education and retraining to prepare the workforce for future jobs and providing social safety nets for those who have lost their jobs. Proactive policies are essential to minimise the negative impact of these changes [109], [110], [111].

Overall, the future of work will be significantly influenced by how automation and AI are applied across various industries. This technology has great potential to increase productivity and create new jobs, but it also poses a challenge for a workforce that is not prepared for the change [112], [113], [114]. With the right policies and adequate education, the negative impact of automation can be reduced, and new opportunities can be optimized [115], [116], [117].

### 3.2 Inclusive Employment Policy

An inclusive employment policy is a policy designed to ensure that every individual, regardless of background, social status, gender, age, or physical ability, has equal access to employment opportunities and career advancement [118], [119], [120]. It also ensures that the workplace provides a welcoming environment and supports diversity and inclusion for the entire workforce [121], [122], [123].

Inclusivity in the workplace is not only about social justice, but it also provides tangible business benefits. Companies implementing inclusive policies often benefit from a more diverse workforce, bringing different perspectives and ideas [124], [125], [126]. It can enhance companies' creativity, innovation, and ability to adapt to diverse markets [127], [128], [129].

The government is vital in ensuring inclusive policies are implemented in various sectors. Employment regulations, such as anti-discrimination laws and diversity requirements, help create a fair work environment [130], [131], [132]. Governments can also provide incentives for companies that employ underrepresented groups, such as people with disabilities or minorities, to increase inclusivity in the job market [133], [134], [135].

While inclusive employment policies have many advantages but are not always easy, some companies may feel that diversity can cause friction between employees or require additional costs to accommodate specific needs [133], [134], [135]. In addition, in some cases, systemic inequalities and unwitting bias can hinder efforts to create an inclusive workplace [127], [136], [137].

Various studies show that inclusive policies can increase productivity and labour retention. Workers who feel valued and accepted tend to be more loyal and motivated to work harder [129], [138], [139]. An inclusive work environment also reduces employee turnover, ultimately reducing company recruitment and training costs [140], [141], [142].

In the digital era, inclusive employment policies are becoming increasingly important. With the increasing use of technology and automation, there is a risk that some groups, especially workers with low skills or limited access to technology, will be left behind [143], [144], [14], [145]. Therefore, policies that encourage retraining and access to technology are essential to ensure that all workers can adapt to changes in the job market [146], [147], [148].

In the future, inclusive employment policies will continue to develop in line with changes in the world of work. With the pressure to increase diversity and inclusiveness at the government and corporate levels, more organisations are expected to adopt this approach [149], [150], [151]. In addition, companies that do not follow these trends may face difficulties in attracting and retaining top talent in an increasingly competitive market [152], [153], [154].

### 3.3 Education and Training as Supporting Factors

Education is vital in preparing a competent workforce to compete in the job market. Formal education, such as schools and universities, provides the foundation of skills and knowledge needed by the workforce to meet the requirements of a variety of jobs [155], [156], [157]. Along with technological advancements, education based on

digital and adaptive skills is becoming increasingly important in ensuring that the workforce can adapt to changes in the industrial world [158], [159], [160].

In addition to formal education, vocational training is also one way to ensure that the workforce has technical skills that can be directly applied in the workplace. Vocational training programs focusing on specific industries can help individuals develop specialised skills in high demand by the labour market [161], [162], [163]. This is especially important in the digital age, where technical expertise in IT, automated manufacturing, and high-tech skills is indispensable [164], [165], [166].

In the ever-changing world of work, continuous training is vital to maintaining the relevance of workforce skills. Not only initial training is required, but also upskilling and reskilling continuously so that workers remain able to compete in the face of technological changes and industry dynamics [166], [167], [168]. Companies and governments can work together to provide ongoing training so workers do not fall behind with technological developments [169], [170], [171].

One of the challenges in preparing the workforce is ensuring that the education and training provided are relevant to the needs of the industry. Collaboration between educational institutions and the industry sector is crucial in bridging the skills gap [172], [173], [174]. Internship programs, curriculum collaborations, and industry-based training can help create a workforce that is better prepared to enter the workforce [175], [176], [177].

Effective education and training can directly increase the employment rate of the workforce. Workers with skills matching market demand are likelier to get and keep jobs in the long run [2], [3], [178]. In addition, good education also helps create a workforce that is more flexible, innovative, and able to adapt to change, which ultimately increases economic stability and growth [167], [179], [180].

### **3.4 Government Strategy for Increasing Absorption**

The government is critical in creating employment policies that can increase labour absorption. These policies include regulations related to the minimum wage, workers' rights, and social protection, all of which contribute to the creation of a stable and attractive work environment for the workforce [178], [181], [182]. In addition, policies that support the creation of new jobs, especially in emerging sectors, are also needed to ensure sustainable labour absorption [183], [184], [185].

Investing in labor education and training is one of the government's strategies to increase labor absorption. Government-subsidized training programs, especially in the areas of technology and skills needed by the job market, can help reduce the skills gap [186], [187], [188]. Governments can also encourage reskilling and upskilling programs to ensure that the workforce remains relevant amid changing labour markets [189], [190], [191].

The government can play a significant role in creating jobs through the development of new economic sectors, such as information technology, renewable energy, and the creative economy [192], [193], [194]. Governments can help create more jobs and increase labour uptake by incentivising companies that invest in these sectors. In addition, fiscal and monetary policies that support economic growth also create an environment conducive to job creation [195], [196], [197].

In the digital era, governments must adopt regulatory reforms, allowing greater flexibility in the labour market. For example, introducing flexible working models, such as remote work and the gig economy, could provide new opportunities for the workforce to participate in the economy [198], [199], [200]. The reform also needs to consider the balance between work flexibility and protecting workers' rights, thus ensuring that labor absorption can increase without compromising labor stability and welfare [201], [202], [203].

It is essential for the government to continuously monitor and evaluate the effectiveness of the labour policies implemented. By conducting data-driven analysis, the government can identify areas where labor uptake is still low and develop new strategies to address it [204], [205], [206]. Policy evaluation also helps make the necessary adjustments so that the policy remains relevant to changing labor market conditions at the national and global levels [207], [208], [209].

### 3.5 Special Case Studies from Various Countries

Germany is famous for its dual education system that combines formal education with on-the-job training. This system allows students to gain practical skills relevant to industry needs [210], [211], [212]. As a result, the unemployment rate among young people in Germany tends to be lower than in other European countries. The program also benefits companies, as they get a skilled workforce ready to work from the start [213], [214], [215].

Singapore needs help absorbing labor due to automation and digitalization. To overcome this, the government launched the SkillsFuture program, which offers training opportunities for citizens at various career levels [216], [217], [218]. This initiative encourages Singaporeans to continuously improve their skills to stay competitive in a rapidly changing job market. The program also works closely with the industry sector to ensure the training is relevant to market needs [219], [220], [221].

Indonesia has developed the creative economy sector as a source of new labour absorption. The Indonesian government has launched various programs to support the development of this sector, such as providing business capital for small and medium enterprises and developing digital platforms that allow local creators to reach international markets [222], [223], [224]. The creative economy has created new jobs, especially for the younger generation interested in the arts, media, and technology.

Canada has succeeded in increasing women's labour force participation through proactive policies that support gender equality in the workplace [224], [225], [226]. The government introduced various incentives for companies implementing inclusive and family-friendly work practices, such as more extended maternity leave and flexible working hours. With this policy, Canada can increase the number of women entering the workforce, strengthening the overall economy [227], [228], [229].

New Zealand is one of the countries that has managed to increase labor absorption after the significant impact of the COVID-19 pandemic. The government launched an economic recovery program focused on investing in the infrastructure and renewable energy sectors, which not only creates new jobs but also supports sustainable economic growth [230], [231], [232]. In addition, the New Zealand government is

also expanding access to education and retraining for workers affected by the pandemic [233], [234], [235].

Estonia is known as one of the most advanced countries in digital transformation. The Estonian government encourages the adoption of digital technologies in all sectors of the economy, including the public sector, through the e-government program [236], [237], [238]. This digital transformation creates new job opportunities, especially in information technology and software development. In addition, the Estonian government provides digital skills training for its citizens to ensure they can adapt to emerging job opportunities [239], [240], [241].

Argentina faced an economic crisis that led to a high unemployment rate in the early 2000s. To address this problem, the government launched the "Plan Jefes y Jefas" program, which provides social assistance for households in exchange for labour in the public sector or job training [242], [243], [244]. The program has managed to significantly lower the unemployment rate in a short period, as it helps individuals who have lost their jobs to gain new skills and job opportunities [245], [246], [247].

South Korea launched a "Green New Deal" policy that focuses on creating green jobs to deal with climate change and economic challenges. This policy includes massive investments in renewable energy infrastructure, green transportation, and projects that support environmental sustainability [248], [249], [250]. The program creates new jobs and helps reduce the country's dependence on fossil energy [248], [251], [252].

Case studies in various countries show that successful policies in increasing labor absorption often involve a combination of strategies, such as education and training, investment in technology, inclusive policies, and adaptation to market needs [250], [253], [254]. Countries that successfully integrate these policies increase the rate of labor absorption and create more sustainable and inclusive employment. These lessons can be applied in other countries facing similar challenges, with adjustments to the local context [255], [256], [257].

### **3.6 Recommendations for Best Practices**

Based on the findings from the literature, one of the main recommendations is the importance of continuous education and training. Jobs in the digital age require ever-evolving skills. Therefore, governments and industry must work together to provide upskilling and reskilling programs for the workforce [258], [259], [260]. Relevant, digital skills-based training will help the workforce adapt quickly to changing technology and the job market's needs [261], [262], [263].

Inclusive policies that support diversity in the workplace are an essential strategy to increase labor absorption. Best practices from different countries show that an inclusive work environment encourages creativity, innovation, and productivity [264], [265], [266]. Oleh Therefore, companies must actively promote anti-discrimination policies and create friendly workspaces for all groups, including women, minorities, and people with disabilities [267], [268], [269].

Digital technologies such as AI and automation are often seen as a threat to jobs, but when used wisely, they can open up new job opportunities. Therefore, the following recommendation is to utilize technology not only to increase productivity

but also to create new job sectors, especially in the fields of information technology, renewable energy, and the creative economy [270], [271], [272]. Governments can incentivize companies to invest in developing workforce-friendly technologies [259], [273], [274].

Growth sectors such as technology, healthcare, and renewable energy have great potential to create jobs. Policymakers need to provide fiscal incentives and policy support for companies operating in these sectors so that they can drive growth and job creation [275], [276], [277]. In addition, policies that support investment in infrastructure and technological innovation will accelerate job growth in these sectors [278], [279], [280].

The last recommendation is the importance of monitoring and evaluating policies on an ongoing basis. Every policy implemented must be monitored to ensure its effectiveness in increasing labor absorption [278], [279], [280]. With periodic evaluations, policymakers can make necessary adjustments and improvements to ensure they remain relevant to the ever-changing dynamics of the labor market. This monitoring will also provide valuable data for future decision-making [281], [282], [283].

## 4 Conclusion

The first conclusion from this study is the importance of continuous education and training in increasing labor absorption in the digital era. As technology evolves, the job market requires new skills that the workforce must learn to stay relevant. Therefore, initiatives to improve formal education and vocational training are essential in ensuring that the workforce has the skills to suit the changing needs of the industry.

The study also shows that inclusive policies are essential in ensuring equitable access to job opportunities. Policies that support diversity and equality in the workplace provide social and economic benefits by increasing productivity and innovation. Countries that have successfully increased labor absorption tend to implement friendly policies for all groups, including women, minorities, and people with disabilities.

Although technology is often seen as a threat to traditional jobs, it can be a significant source of new job creation. Digital transformation opens opportunities in information technology, software development, and renewable energy sectors. Therefore, technology adoption must be balanced with policies that encourage the creation of new jobs and retraining for the workforce affected by automation.

The government is critical in creating an environment conducive to labor absorption. Policies responsive to market changes, such as labour regulatory reforms and support for growth sectors, have significantly increased labour absorption. Governments must continue to monitor the labour market dynamics and adjust their policies to suit evolving needs and challenges.

Continuous policy evaluation ensures that employment policies remain relevant and practical. Governments and policymakers must periodically evaluate their policies' impact on labour absorption and make necessary adjustments to meet

emerging challenges in the job market. Without adequate evaluation, existing policies can become obsolete and no longer effective.

Based on the findings of this study, it is evident that education, inclusive policies, and the use of technology will be the main pillars in increasing the absorption of labour in the future. To achieve long-term success, governments, industry, and educational institutions must work together to create an environment that supports the growth of a qualified and competitive workforce. With the right strategy, countries can create sustainable and inclusive jobs, promoting economic stability and social well-being for people.

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