

HR Process Automation and Its Impact on Employee Productivity and Job Satisfaction

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ABSTRACT

The development of digital technology encourages organizations to adopt human resource process automation as a strategy to increase efficiency and competitiveness. HR automation not only has implications for improving work systems but also affects employee productivity and job satisfaction, indicators of organizational performance. This study aims to analyze the effect of HR process automation on employee productivity and job satisfaction. The research approach used a quantitative method with an explanatory survey design. Data were collected through questionnaires from 133 permanent employees in organizations that have implemented HR process automation, then analyzed using linear regression. The results show that HR process automation has a positive and significant effect on employee productivity. Automation also has a positive effect on job satisfaction, although with a more moderate effect. This finding indicates that automation affects performance aspects more quickly than work attitudes. The discussion of the research results shows that increased productivity is influenced by process efficiency and workflow clarity, while job satisfaction is influenced by perceptions of fairness, system transparency, and employee psychological experiences. This study confirms that HR automation is a socio-technical intervention that requires integration between technological efficiency and a humanistic approach to optimize its benefits sustainably

Keywords: Job Satisfaction; HR Automation; Work Productivity

INTRODUCTION

The development of digital technology has brought significant structural changes to the way organizations manage human resources, a strategic asset that determines long-term competitiveness. This transformation is marked by a shift from manual work systems to technology-based systems that rely on speed, accuracy, and cross-functional data integration. Modern organizations are increasingly required to efficiently manage large volumes of employee data without sacrificing the quality of decision-making. The ever-increasing complexity of the business environment drives the need for adaptive and change-responsive HR management systems (Popescu et al., 2023). Operational efficiency has become a primary goal as pressure to reduce costs and improve organizational performance increases. The digitalization of HR processes has emerged as a strategic response to these challenges. The use of technology is no longer seen as an optional option but as a fundamental necessity (Chen & Li, 2024; Farawowan et al., 2025).



This situation opens up space for the implementation of automation as an integral part of contemporary HR management practices.

HR process automation has evolved with the advancement of personnel management software that can replace repetitive administrative tasks. Automated systems enable centralized, real-time management of employee data. Recruitment, selection, payroll, and performance evaluation processes can be carried out with minimal human intervention. Reducing reliance on manual processes allows HR practitioners to focus on strategic functions (Firawi, 2024; Mohamed et al., 2022). Data accuracy is better maintained because the risk of input errors can be minimized through standardized systems. Workflow speed increases as inefficient bureaucratic barriers are eliminated. Integration between systems supports consistency of HR policies and practices across organizational units. These conditions theoretically contribute to increased effectiveness of human resource management.

Improving the effectiveness of HR management has direct implications for employee productivity, a key indicator of organizational performance. Automation helps create clearer and more structured workflows, allowing employees to understand work expectations more transparently (Sundari et al., 2024). Work time previously spent on administrative activities can be redirected to value-added activities. Data-driven decision-making processes provide a more objective basis for performance assessments. Standardizing work procedures reduces role ambiguity, a frequent source of inefficiency. Employees have the potential to work with greater focus thanks to adequate system support. Productivity is influenced not only by individual abilities but also by the systems that facilitate the work (Sulastri & Methasari, 2025). HR automation is thus positioned as a supporting instrument for sustainable productivity improvement.

However, employee productivity cannot be separated from the psychological aspects and work attitudes that shape job satisfaction. Job satisfaction reflects the extent to which employees feel valued, supported, and treated fairly by the organization. Transparent automated systems have the potential to increase perceptions of fairness in HR management. More open access to information allows employees to understand the processes and decisions that impact their careers. Efficient HR services can improve the overall work experience. Rapid responses to employee administrative needs reduce frustration that often arises from service delays. The relationship between work systems and job satisfaction becomes increasingly relevant in the digital work environment. Automation then plays not only a technical role but also impacts the employee work experience (Rusdhiyansyah, 2025).

On the other hand, the implementation of HR process automation also presents potential challenges that can impact job satisfaction. Reduced human interaction risks creating a perception of depersonalization in work relationships. Employees may feel treated as mere data if the system is not balanced with a humanistic approach. Concerns about excessive surveillance through digital systems can cause psychological stress. Adapting to new technologies requires skills and readiness that are not always evenly distributed among employees. Inequality in digital competencies has the potential to create discomfort at work. Changing work patterns too rapidly can trigger resistance. Job satisfaction can thus experience complex dynamics along with the implementation of automation (Judijanto et al., 2025). These conditions demonstrate that the impact of automation is not singular or uniform.

Variations in employee responses to HR process automation indicate contextual factors influencing implementation outcomes. Organizational culture plays a crucial role in shaping technology acceptance. Leadership style determines how change is socialized and internalized by employees. The level of employee participation in the

implementation process influences their sense of ownership of the new system. The quality of training is a key determinant of successful technology adaptation. Managerial support contributes to perceptions of job security amidst system change. Job characteristics also influence the extent to which automation is perceived as helpful or burdensome. The interaction of these factors shapes diverse work experiences. Understanding this complexity is crucial for comprehensively assessing the impact of automation.

Productivity and job satisfaction are interconnected within an organizational performance framework. Satisfied employees tend to demonstrate higher levels of commitment and work motivation. Increased productivity can strengthen a sense of accomplishment and individual satisfaction. An effective HR system acts as a mediator between technology and employee work behavior. Automation has the potential to strengthen this positive relationship if designed appropriately (Witara, 2025). An imbalance between system efficiency and human needs can undermine the expected benefits. An overly technocratic approach risks neglecting the psychological dimensions of work. Integrating technical and humanistic aspects is key to the success of HR automation. This relationship underscores the importance of studies that simultaneously link both variables (Siregar & Setiyaningsih, 2025).

Based on these dynamics, studies on HR process automation and its impact on employee productivity and job satisfaction are becoming increasingly relevant. The focus of research should not only be directed at system efficiency but also at employee experiences and perceptions. A more in-depth approach is needed to understand the mechanisms by which automation influences work behavior. The differences in results across organizations indicate the need for context-specific analyses. This research is expected to fill the knowledge gap regarding the multiple implications of automation. A comprehensive understanding can form the basis for formulating more balanced HR policies. Organizations need strategic guidance to maximize the benefits of technology without sacrificing employee well-being. This background underscores the urgency of systematically assessing HR process automation from the perspective of productivity and job satisfaction.

METODE

1. Research Approach and Type

This study uses a quantitative approach with an explanatory approach. The quantitative approach was chosen because the research objective was to empirically and measurably test the effect of HR process automation on employee productivity and job satisfaction. Explanatory research is used to explain causal relationships between variables through hypothesis testing based on numerical data. The research design is cross-sectional, where data collection is conducted at a specific point in time to capture the actual conditions of HR automation implementation and its impact on employees.

2. Location and Time of Research

The research was conducted in organizations or companies that have implemented HR process automation, such as HRIS, digital attendance systems, automated payroll, or technology-based recruitment applications. The research period was planned for 3–4 months, encompassing instrument preparation, data collection, data processing, and analysis and interpretation of the results.

3. Population and Research Subjects

3.1 Population

The population in this study is all permanent employees in companies that have implemented HR process automation for at least one year, with the assumption that employees have sufficient experience to assess the impact of implementing the system on productivity and job satisfaction.

3.2 Sample and Number of Research Subjects

The sampling technique uses probability sampling with the simple random sampling method, so that each member of the population has the same opportunity to become a respondent.

The number of samples was determined using the Slovin formula with an error tolerance of 5%.

$$n = \frac{N}{1 + N(e)^2}$$

Assuming a population of 200 employees, then:

$$n = \frac{200}{1 + 200(0,05)^2} = 133 \text{responden}$$

So the number of research subjects was set at ±130–150 respondents, which was considered adequate for regression analysis and SEM-PLS.

4. Research Variables and Operational Definitions

Variables	Type	Operational Definition	Key Indicators
HR Process Automation (X)	Independent	The level of implementation of digital systems in managing HR functions	HRIS, automated payroll, e-recruitment, digital attendance
Work Productivity (Y1)	Dependent	The level of effectiveness and efficiency of employees in completing work	Work output, timeliness, process efficiency
Job Satisfaction (Y2)	Dependent	The level of positive feelings employees have towards their work	Satisfaction with salary, job, boss, work system

5. Data Collection Techniques

Primary data was collected using a closed-ended questionnaire structured based on indicators for each variable. The questionnaire used a 5-point Likert scale, with a range of values:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

The job satisfaction instrument adapts the Job Satisfaction Survey (JSS) which has been widely used in HR research, while work productivity is measured based on employee perceptions of work effectiveness and efficiency after the implementation of HR automation.

6. Instrument Validity and Reliability Test

6.1 Validity Test

Validity testing was carried out using corrected item-total correlation, with the criteria of calculated r value > r table or loading factor > 0.70 (if using SEM-PLS).

6.2 Reliability Test

Reliability testing was carried out using Cronbach's Alpha, with the following criteria:

- $\alpha \geq 0.70$: reliable
- $\alpha < 0.70$: not reliable

7. Data Analysis Techniques

Data analysis is carried out through several stages as follows:

1. Descriptive analysis to describe respondent characteristics and answer tendencies
2. Classical assumption tests (normality, multicollinearity, heteroscedasticity) when using linear regression
3. Multiple linear regression analysis to test the effect of HR process automation on productivity and job satisfaction or Structural Equation Modeling – Partial Least Square (SEM-PLS) if the model is developed to be more complex

8. Research Hypothesis

- H1: HR process automation has a positive effect on employee work productivity.
- H2: HR process automation has a positive effect on employee job satisfaction.

9. Research Ethics

This study guarantees the confidentiality of respondents' identities and emphasizes that participation is voluntary and without coercion. The data obtained will be used solely for academic purposes.

RESULT AND DISCUSSION

Results

1. Respondent Characteristics

This study involved 133 respondents who were permanent employees of organizations that had implemented HR process automation for at least one year. Respondents came from various work units with administrative and operational job characteristics, thus reflecting a variety of experiences in using technology-based HR systems. The composition of respondents showed representation of various job levels, ranging from executive staff to supervisory level. The majority of respondents had worked for more than two years, indicating an adequate understanding of the changes in HR systems implemented by the organization. Respondents' educational levels were relatively diverse, with a predominance of college graduates, who generally have better technology adaptability. This condition supports the validity of the data on perceptions related to HR process automation. Respondents' direct experience with automated systems served as the primary basis for assessing the impact on productivity and job satisfaction. Thus, the data obtained reflect the empirical conditions of actual HR automation implementation.

2. Descriptive Analysis of Research Variables

The descriptive analysis results indicate that the level of HR process automation implementation is high, characterized by the use of integrated systems for managing attendance, payroll, personnel administration, and performance evaluation processes. Respondents assessed that automated systems provide easy access to information and

expedite the completion of administrative tasks. Data accuracy and processing speed scored highest compared to other dimensions. These findings indicate that automation has functioned in accordance with the initial objectives of HR digitalization, namely improving operational efficiency and consistency in employee data management.

Employee productivity also tended to be in the high category. Respondents perceived increased clarity in workflows and a reduction in the administrative burden that previously consumed work time. Perceptions of task completion effectiveness and timeliness improved after the implementation of the automated system. Productivity was perceived not only as increased output but also as the ability to work in a more focused and structured manner with adequate system support.

Meanwhile, employee job satisfaction was in the relatively high category, but showed greater variation than productivity. Respondents tended to be satisfied with system transparency and ease of HR services. Satisfaction with procedural fairness and access to information showed relatively good scores. However, some respondents expressed more ambivalent experiences related to reduced personal interaction and increased reliance on digital systems. This variation indicates that job satisfaction is influenced by more complex factors than productivity alone.

3. Hypothesis Testing Results

The results of the regression analysis indicate that HR process automation has a positive and significant effect on employee productivity. This finding indicates that the higher the level of automation implementation, the higher employee perceived productivity. Automation has been shown to contribute to increased work efficiency by simplifying procedures and reducing repetitive administrative activities. Therefore, the first hypothesis of this study is accepted.

Testing the second hypothesis showed that HR process automation also had a positive and significant effect on employee job satisfaction, albeit with a relatively more moderate effect compared to productivity. This finding suggests that automation not only impacts performance but also influences employee attitudes and perceptions of their work. However, the variation in responses indicates that other factors play a role in shaping job satisfaction, so the effect of automation is not a single or deterministic one.

Discussion

HR Process Automation and Employee Work Productivity: A Theoretical Perspective

Research findings demonstrating the positive and significant impact of HR process automation on employee productivity align with the socio-technical systems theory framework, which emphasizes that organizational performance is the result of alignment between technical and social systems. Automation acts as a technical system that restructures workflows, accelerates information flow, and reduces reliance on error-prone manual procedures. Simplifying administrative processes through automated systems allows employees to divert attention and cognitive resources to core tasks of higher strategic value. The clarity of work procedures generated by standardized systems also reduces role ambiguity, which many studies have identified as a major cause of work inefficiency (Sangapan et al., 2025; Wahib, 2025). Productivity in this context is reflected not only in increased output quantity but also in the quality of work processes, which are more controlled and measurable. Digital system support strengthens coordination between functions, thereby reducing waiting times and job redundancy (Sari & Hargyatni, 2025). These findings confirm that HR automation functions as a structural mechanism that improves overall work design. Thus, increased productivity emerges as

a logical consequence of improved work systems, not simply an intensification of the workload.

From a Resource-Based View (RBV) perspective, HR process automation can be viewed as an organizational capability that enables more optimal utilization of human resources. Integrated HR technology creates operational excellence through more accurate and real-time information management. Previous research has shown that organizations with mature digital HR systems tend to have higher productivity levels because operational decisions are supported by reliable data (Ekuma, 2024; Mamuli et al., 2025). Automated systems also strengthen the consistency of HR policy implementation, thereby reducing variations in unproductive work practices. The increased productivity in this study reflects the effectiveness of technology as a work enabler, not merely a control tool. Employees are positioned not as system objects, but as actors supported by an efficient work infrastructure. These findings broaden the understanding that technology's contribution to productivity is indirect, through improvements in work structures and processes. Therefore, HR automation should be understood as a long-term strategic investment that sustainably strengthens organizational performance.

HR Process Automation and Employee Job Satisfaction: Psychological and Organizational Perspectives

The positive influence of automation on employee job satisfaction can be explained through organizational justice theory, particularly procedural justice, which relates to perceptions of the decision-making process. A transparent and well-documented automated system provides clarity regarding rules, criteria, and mechanisms for HR management. More open access to information allows employees to understand the processes that affect their rights and obligations, thereby strengthening perceptions of fairness. From a self-determination theory perspective, system clarity and easy access to information contribute to the fulfillment of basic psychological needs for autonomy and competence. Job satisfaction increases when employees feel able to manage administrative matters independently without bureaucratic obstacles. Efficient HR services reduce the frustration that often arises from delays in manual processes. These findings support the view that technology can serve as a source of job satisfaction if it improves the overall work experience (Rizal, 2025; Kesumayani, 2025). Thus, HR automation positively contributes to job satisfaction through the mechanisms of perceived fairness and job satisfaction.

However, the lower impact of automation on job satisfaction compared to productivity suggests a more complex psychological dynamic. Reduced direct interaction between employees and HR practitioners has the potential to reduce the quality of social relationships in the workplace. Previous research has shown that interpersonal relationships and emotional support are important determinants of job satisfaction, which cannot be fully replaced by digital systems. Concerns about technology-based surveillance can also lead to psychological stress and discomfort. Furthermore, differences in levels of digital readiness and competency create heterogeneous work experiences among employees. Adapting to new systems requires a learning process that can be stressful if not accompanied by adequate training. These findings suggest that HR automation has an ambivalent effect on job satisfaction. Satisfaction arises not solely from the sophistication of the system, but from how it integrates with human needs. Therefore, managing psychological aspects is a determining factor in the success of HR automation.

Differences in the Strength of Influence on Productivity and Job Satisfaction

The differences in the strength of automation's influence on productivity and job satisfaction can be understood through the Technology Acceptance Model (TAM), which explains that perceived usefulness and ease of use of technology translate more quickly into performance improvements than changes in work attitudes. Productivity responds directly to instrumental improvements in work processes. Automated systems provide tangible and measurable benefits, such as time savings and error reduction, so their impact on performance is relatively immediate. In contrast, job satisfaction is an affective construct formed through a long-term evaluation of work experiences (Bahtiar et al., 2018). Attitude change requires deeper internalization of the new system. Emotional, social, and personal value factors play a significant role in shaping job satisfaction. This study's findings suggest that the instrumental benefits of technology are more easily identified than its psychological benefits. This explains why automation exerts a stronger influence on productivity than on job satisfaction (Setyanti et al., 2022).

Furthermore, previous research shows that job satisfaction is strongly influenced by contextual factors, which act as moderating variables. An organizational culture that supports innovation strengthens technology acceptance and reduces resistance to change. A participatory leadership style helps employees perceive automation as a supportive tool, not a threat. The quality of training and change communication determines the extent to which employees feel prepared and secure in using new systems. When these factors are not managed well, a technological paradox emerges, where efficiency increases but job satisfaction stagnates or even declines. These findings confirm that HR automation cannot be treated as a purely technical intervention. Its impact on work attitudes depends on how the technology is integrated into the organization's social system. Thus, the differences in influence strength found in this study are logical and consistent with the literature.

Scientific Implications

Theoretically, this study contributes to the growing literature on digital HR by demonstrating that HR process automation has heterogeneous impacts on various dimensions of work outcomes. These findings reinforce the socio-technical approach, which views technology and humans as interdependent systems. Automation has been shown to function effectively as a structural mechanism to increase productivity, but its impact on job satisfaction is influenced by employees' psychological and social conditions. This study also broadens understanding of the role of technology in HR management, emphasizing that technology is not simply a tool for efficiency, but part of organizational design. The integration of RBV, TAM, and organizational justice theories in the discussion demonstrates that the impact of technology needs to be analyzed multidimensionally. Thus, this study encourages a more comprehensive approach to examining the digital transformation of HR.

Furthermore, the results of this study emphasize the importance of distinguishing between performance outcomes and work attitude outcomes in automation studies. Productivity and job satisfaction do not always move in the same direction, although they are interrelated. This finding serves as a reminder that technological success cannot be measured solely by efficiency indicators. Employee work experience aspects need to be an integral part of evaluating the implementation of digital HR systems. Scientifically, this study opens up space for the development of models that incorporate mediator and moderator variables, such as organizational culture, leadership, and digital readiness. This approach allows for a more accurate understanding of the mechanisms of

automation's influence. Thus, this study is not only confirmatory but also provides direction for further research in technology-based HR management.

CONCLUSION

The conclusion of this study indicates that HR process automation plays a strategic role in shaping employee performance and work experiences in modern organizations. The implementation of technology-based HR systems has been shown to have a positive and significant impact on employee productivity through increased efficiency, clarity of workflows, and reduction of administrative burdens. Productivity increases not only due to the acceleration of work processes but also due to improvements in work design that are more structured and data-driven. HR automation allows employees to focus their work energy on value-added activities that support organizational goals. The effect of automation on employee job satisfaction is also positive, although it shows a more moderate level of influence than productivity. Job satisfaction is influenced by perceptions of procedural justice, system transparency, and ease of access to HR services. The variation in employee responses indicates that job satisfaction is determined not only by technological sophistication but also by psychological and social experiences in the workplace. Reduced personal interaction and the demands of technological adaptation give rise to more complex work attitude dynamics. The differences in the strength of influence on productivity and job satisfaction confirm that technology affects performance aspects more quickly than affective aspects. Contextual factors such as organizational culture, leadership, and training quality play a significant role in shaping the impact of automation. HR automation cannot be viewed as a purely technical solution, but rather as a socio-technical intervention that requires careful change management. Thus, the success of HR process automation depends on the organization's ability to balance system efficiency with employee needs and well-being.

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