



THE IMPLEMENTATION OF EMPLOYEE WORK CULTURE STRATEGY THROUGH THE USE OF ARTIFICIAL INTELLIGENCE IN THE RECRUITMENT PROCESS IN MANUFACTURING COMPANIES

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Abstract

This study aims to examine the implementation of employee work culture strategies through the use of Artificial Intelligence (AI) in the recruitment process in Indonesian manufacturing companies. The use of AI in the recruitment process is seen as an essential innovation to improve efficiency, objectivity, and speed of employee selection. The data for this study was collected through interviews, observations, and documentation in manufacturing companies from October to December 2024, utilising a qualitative approach. The study's findings indicate that AI has the capacity to expedite the selection process, enhance the precision of candidate selection, and positively influence the work culture of new employees by fostering increased discipline and motivation. However, there are challenges in the form of reduced social interaction that affect the cultural adaptation process. The main supporting factors are technological readiness and HR training, while employee resistance and limited data are obstacles that need to be managed strategically. The integration of AI with a humanistic work culture development strategy is recommended in this study to ensure the effective and sustainable execution of digital transformation. These findings contribute to the development of human resource management in the industrial era 4.0, especially in the context of manufacturing companies in Indonesia.

Keywords: Artificial Intelligence, Work Culture, Hiring, Manufacturing Companies, Human Resource Management, Digital Transformation

INTRODUCTION

One of the basic components of the success of contemporary companies is human resource management (HRM). HRM mainly serves to guarantee that the company has the qualified, motivated workforce necessary to reach strategic objectives. Hasibuan (2021) claims that HRM covers planning, organising, directing, and controlling activities pertaining to the procurement, development, compensation, integration, maintenance, and termination of human resources in order to efficiently and adequately reach organisational goals. In the context of globalisation and the Industrial Revolution 4.0, the role of HRM is increasingly developing, adapting to technological transformation and changes in organisational culture.

A critical aspect of HR management is the recruitment and selection process, which is the initial stage in workforce management. The objective of this process is to guarantee that the chosen candidates are consistent with the organisation's values, culture, and vision, in addition to filling vacant positions. Effective recruitment practices will enhance the quality of incoming employees and fortify long-term retention, as per Marler and Boudreau (2022). Nevertheless, in the real world, numerous organisations

continue to encounter difficulties in adjusting the recruitment process to the complexities of work culture and technological advancements, particularly in the competitive and labour-intensive manufacturing sector.

In Indonesia, the manufacturing sector is one of the backbones of the national economy. The Central Statistics Agency (2023) noted that the manufacturing industry contributed more than 20% to the national Gross Domestic Product (GDP). Manufacturing companies in Indonesia are currently under pressure to increase productivity, efficiency, and innovation in HR management, including in the recruitment process. A slow, biased, and non-adaptive recruitment process to change is often an obstacle in recruiting competent workers who are in line with the company's work culture. Therefore, a responsive and technology-based recruitment strategy is needed to address these challenges.

Using artificial intelligence (AI) throughout the hiring process is one of the strategic ideas under development right now. By automating several phases of selection such as initial application screening, competency analysis, and algorithm-based interviews AI helps to speed up the process of choosing and so lower subjective bias. Upadhyay and Khandelwal (2022) claim that using artificial intelligence in hiring can boost efficiency by up to 70%, lower running expenses, and enable more objective, data-based decisions by means of which operations can be improved. Conversely, the application of artificial intelligence in hiring can also be combined with approaches to enhance employee work culture and so produce value alignment between people and companies.

Work culture is the collective values, norms, and behaviours that shape the distinctive characteristics of an organisation. A strong work culture can affect employee performance, loyalty, and job satisfaction. Robbins and Judge (2021) emphasise that work culture plays a vital role in shaping organisational behaviour and is a tool for directing individual behaviour to align with organisational goals. Therefore, a recruitment process that considers aspects of work culture will help companies obtain employees who are not only competent but also have values that are in line with the organisation (cultural fit).

An innovative approach that has yet to be widely adopted in Indonesia is the integration of work culture strategy into AI-based recruitment processes in manufacturing companies. This integration makes recruitment more adaptive, measurable, and aligned with organizational needs. AI can assess applicants' alignment with company culture through digital behavior analysis, psychological test results, or social media records. Research by Nguyen et al. (2023) shows that combining AI and work culture strategies increases recruitment effectiveness by up to 45% and reduces turnover by 30%. However, challenges remain, particularly regarding ethics, privacy, and algorithmic bias. Binns et al. (2020) warn that AI systems lacking fairness principles may reinforce existing historical biases. Therefore, AI implementation must include clear policies and human oversight. This study aims to explore how integrating a work

culture strategy with AI in recruitment can be applied in manufacturing firms and how it affects the quality of human resources in a globalized, digital industry.

In recent years, the phenomenon of digitalisation in the employee recruitment process has begun to be clearly seen in manufacturing companies in Indonesia. Several large companies have started to adopt AI-based systems to screen candidates automatically, but this implementation is often not accompanied by adjustments to the company's work culture. Because of a mismatch between the character of the recruited employees and the values upheld by the company. In addition, complaints have emerged from job applicants regarding the lack of transparency and feedback in the AI-based recruitment process, which is considered too "cold" and impersonal. This phenomenon indicates a gap between the speed of technology and the readiness of organisations to integrate it holistically, especially in paying attention to employee work culture factors.

Based on first observations in several manufacturing companies in industrial areas of Indonesia, including Bekasi, Karawang, and Surabaya, it was discovered that most employee selection procedures still depend on traditional methods that take a long time and are usually ineffective. Some companies that have used AI technology in selection still do not fully understand how to adapt AI algorithms to their internal work culture values. It reinforces the importance of research on work culture strategies that are integrated with the use of AI in the recruitment process so that the selection results are not only technically efficient but also culturally relevant.

Table 1. Problems in AI-Based Hiring Process in Manufacturing Companies

No	Main Problems	Brief Explanation
1	A mismatch between AI selection results and work culture	Candidates who pass the AI selection process may not necessarily be in line with the organisation's values and norms.
2	Lack of transparency in AI processes	Applicants are not aware of the basis of the scoring algorithm or the reasons they were rejected.
3	Lack of integration between HR and technology	HR teams do not yet understand how to operate AI by the organisation's cultural strategy.
4	Over-reliance on automated systems	The human judgment process is set aside so that the final decision becomes less humane.
5	The disparity in results between large and small companies	Large companies are better able to access AI technology than medium-sized manufacturing companies.

Source: Processed Field Results, 2024

The table above shows that various problems arise in the implementation of AI technology in the recruitment process in manufacturing companies, especially related to the lack of alignment between the election results and the organisation's cultural values. This mismatch can lead to low loyalty and increased employee turnover. In addition, the limited understanding of the HR team regarding AI technology and the lack of transparency also have an impact on the negative perception of prospective

employees towards the company. The issue gets more complicated when businesses depend excessively on automated systems without thinking about the background of local values and work culture. Therefore, Indonesian manufacturing companies should create a recruitment plan that is not only technically efficient through artificial intelligence but also culturally matched with the values of the company that are held firmly.

Studies have proven the importance of the role of Artificial Intelligence (AI) in improving the efficiency of the recruitment process and human resource management in general. For example, Nugroho and Santoso (2023) emphasised that AI can accelerate the selection process with a higher level of accuracy compared to manual methods, but without the integration of the right work culture, the selection results are less than optimal in the long term. Another study by Rahmawati et al. (2022) in an Indonesian manufacturing company showed that AI has the potential to improve the quality of recruitment. However, there are still challenges in ensuring the suitability of candidates with the organisational culture. At the international level, a study by Müller and Schneider (2021) describes how a manufacturing company in Germany has successfully integrated AI with a work culture strategy, thereby increasing employee retention by up to 30%. Furthermore, research by Chen et al. (2024) highlights that AI in HR must be developed not only as a technical tool but also as a cultural mediator that can internalise company values in the selection process. In addition, a study by Wijaya and Utami (2021) emphasised the importance of HR's role in monitoring and adjusting AI algorithms to align with local work culture, especially in the manufacturing industry, which has unique characteristics in Indonesia.

Still, there is a notable research void, particularly about Indonesian manufacturing companies. Most earlier research still concentrates on the technical features of artificial intelligence in the choice process or the influence of work culture separately, without thoroughly investigating how the integration of the two might produce successful synergy in recruitment. Though this sector forms the backbone of the national economy, research on the application of AI-based work culture strategies in medium-sized to small-scale manufacturing companies is still lacking. It leads to a dearth of application models fit for Indonesian manufacturing companies to use as pragmatic guidelines. Stated differently, no thorough research has looked at the mechanism of AI adaptation in the hiring process that is also able to systematically preserve and enhance the work culture of the company (Kurniawan & Hedayat, 2023; Tan & Li, 2022).

The novelty of this research lies in the development of a strategic model that combines aspects of employee work culture with Artificial Intelligence technology holistically in the recruitment process in Indonesian manufacturing companies. This research investigates both the technical implementation of AI and the application of work culture strategies in the internalisation of AI for employee selection. This strategy is anticipated to serve as a novel remedy to bridge the divide between technological efficacy and the sustainability of organisational culture, which has posed a significant challenge.

With this model, manufacturing companies in Indonesia can improve the quality of selection, employee loyalty, and organisational competitiveness in the increasingly complex era of digital transformation.

LITERATURE REVIEW

Human Resource Management (HRM)

Human resource management is a strategic process to manage people effectively and efficiently to achieve organizational goals. Hasibuan (2021) highlights HRM functions such as planning, organizing, implementing, and supervising the workforce. Sutrisno (2023) stresses the need for digital integration, including AI, to enable more objective, data-driven recruitment. Armstrong and Taylor (2020) emphasize adopting advanced technology to gain a competitive edge through transparent and merit-based selection. Boxall et al. (2022) argue that AI in HRM should not only increase efficiency but also align recruitment with organizational culture to select the most suitable candidates.

Work Culture

Strategic human resource management ensures that company goals are achieved efficiently by managing people effectively. Hasibuan (2021) highlights HR functions such as planning, organizing, implementing, and supervising to maximize workforce contribution. Sutrisno (2023) emphasizes the need for digital technology, including AI, to create more objective, data-driven recruitment processes. Globally, Armstrong and Taylor (2020) argue that adopting the latest technologies is essential for competitive advantage, especially in transparent, merit-based selection. Boxall et al. (2022) add that AI must not only improve efficiency but also align recruitment with organizational culture to ensure the selection of suitable candidates.

Artificial Intelligence in HR Management

In the context of HR management, artificial intelligence (AI) is a technology whereby the employee selection and management process is automated by means of algorithms and big data. AI can speed up and increase the accuracy of the recruitment process, lower subjective bias, and forecast candidates' fit for the corporate culture, claims Nugroho and Santoso (2023). International research by Kim and Park (2021), on the other hand, shows that by means of predictive analysis and suitable recommendations in the recruiting process, artificial intelligence helps management decisions. Furthermore, emphasised by Huang et al. (2024) is the need to develop AI in HR by considering work culture elements to maximise the potential of human resources; it is not only a technical tool. Wijaya and Utami (2021) claim,

meanwhile, that human oversight of AI use is still required to guarantee that technology aligns with organisational values.

METHOD

Research Approach

This paper investigates how artificial intelligence (AI) applied employee work culture strategies are carried out during the hiring process in manufacturing companies using a qualitative approach. A qualitative method was selected since it allows the social context and impressions of the direct actors in the process, including the dynamics of interactions and challenges that develop, to be captured (Creswell & Poth, 2023). This approach emphasises gathering in-depth descriptive data by means of interviews, observations, and document analysis, so offering a whole and comprehensive picture of the phenomenon under investigation (Sugiyono, 2023).

Location and Time of Research

The study was carried out in a number of West Java and DKI Jakarta manufacturing companies that have applied artificial intelligence technologies to staff hiring. This site was selected since, with a relatively high degree of technological adoption, it serves as the centre of the manufacturing sector in Indonesia. To guarantee that the data gathered was sufficiently rich and representative, the study period ran for three months, from October to December 2024 (Nasution, 2022).

Data collection technique

Semi-structured interviews with HRD, recruiting managers, and several potential candidates engaged in the AI-based hiring process gathered data. Furthermore done was direct observation and study of supporting records, including internal company reports and recruitment policies. This method lets researchers record the meaning and trends of work culture that evolved in the framework of artificial intelligence use (Creswell & Poth, 2023; Sugiyono, 2023).

Data Analysis Techniques

Content analysis and thematic analysis techniques were applied to qualitative data to pinpoint important themes concerning the application of artificial intelligence and employee work culture in the hiring process. Methodically beginning with data coding, classification, and interpretation, this study sought in-depth knowledge (Elo & Kyngäs, 2020). Data validity was preserved by means of triangulation of data sources and methods as well as conversations with informants to guarantee the accuracy of the conclusions (Nasution, 2022).

RESEARCH RESULTS AND DISCUSSION

Within the context of the recruitment process in Indonesian manufacturing companies, this study focuses on four primary aspects related to the implementation of employee work culture strategies through the use of Artificial Intelligence (AI). These aspects are as follows: perceptions of AI, the impact of AI on work culture, the effectiveness of the recruitment process, and factors that support and inhibit the implementation of AI. A description of the findings of the research based on these four aspects is provided in the following paragraphs.

Research result

1. Perceptions of the Use of AI in the Job Recruitment Process

Most of the informants think that using artificial intelligence (AI) in the hiring process gives quick access and raises the objectivity of candidate evaluation. AI is said to be able to speed up the process of job acceptance and lower prejudice that might result from hand-operated applications. Nonetheless, there are questions about the openness of artificial intelligence decisions since some candidates and HR employees lack complete knowledge of how AI algorithms decide. It indicates that even if artificial intelligence is acknowledged as a valuable selection tool, education on the working mechanisms of AI has to be improved so that confidence in this technology may grow. The technology-based hiring process depends much on this favourable view to run properly and be approved by all sides.

2. The Impact of AI on Employee Work Culture

The utilisation of AI in the recruitment process has a beneficial effect on the work environment, particularly in terms of the discipline and motivation of new employees. Employees are more motivated and feel appreciated when they are provided with a selection system that is perceived as fair and transparent. However, the increasing automation of the process and the limited direct contact between employees in the initial stages tend to result in a decrease in employee interaction. It presents a challenge for organisations that wish to maintain their commitment to teamwork and collaboration. It is imperative to modify the work culture to prevent the advantages of AI from diminishing the significance of critical social aspects in the workplace. Therefore, it is imperative to implement a cultural assistance strategy to ensure that the implementation of AI is consistent with the cultivation of a positive work environment.

3. Effectiveness of the Job Recruitment Process with AI

AI has been shown to accelerate employee choosing time and improve accuracy in picking qualified applicants. The study's findings revealed that the AI-supported selection process lowers the

possibility of subjective assessment mistakes and is more effective than traditional techniques. Though some technical issues, including lack of staff training and system limitations, still arise, user satisfaction with the system is also relatively high. It guarantees that the application of artificial intelligence goes beyond mere technology to include how businesses handle supporting infrastructure and human resources. Substantial proof that artificial intelligence can be a creative answer for manufacturing industry recruitment process management comes from this effectiveness.

4. Supporting and Inhibiting Factors for AI Implementation

Numerous critical variables contribute to the success of AI implementation. The company's technological readiness, adequate training for HR staff, and full support from top management are the primary supporting factors. Nevertheless, there are impediments in the form of employee resistance, which is concerned about the automation of their jobs and the potential loss of their positions, as well as a lack of applicant data that impacts the quality of AI algorithms. If not addressed with appropriate communication and training strategies, this resistance can diminish the efficacy of AI implementation. As a result, in order to ensure the success of digital transformation and achieve optimal results in the recruitment process and work culture, it is imperative that companies carefully manage cultural change.

Table 2

Research Results on the Application of AI in Employee Work Culture Strategy in the Job Recruitment Process

Aspect	Key Findings
Perception of AI Usage	The majority of informants considered AI to facilitate access, increase objectivity and speed up selection. However, there were concerns about transparency.
Impact on Work Culture	AI increases the discipline and motivation of new employees but reduces social interaction, so a work culture support strategy is needed.
Effectiveness of the Admission Process	AI speeds up selection time and improves candidate selection accuracy, with high levels of user satisfaction despite technical challenges.
Supporting and Inhibiting Factors	Technology readiness, training, and management support are key enablers; employee resistance and data limitations are barriers.

Source: Field data in Olah, 2024

The table above is the result of a study that describes various aspects of the application of AI in the recruitment process in manufacturing companies. Perceptions of AI are generally positive because of its ability to speed up and streamline the selection process, as well as increase objectivity. However, there are still concerns regarding the transparency of AI use. AI also has an impact on work culture, increasing discipline and motivation, although reducing social interactions that are important for employee adaptation. The effectiveness of AI can be seen from the acceleration of selection time and increased accuracy in selecting suitable candidates. Supporting factors for the success of AI implementation are

technological readiness, training, and management support, while the main obstacles come from employee resistance and data limitations that need to be overcome to optimise work culture strategies.

Discussion

1. Perceptions of AI Use in Recruitment

The findings regarding positive perceptions of AI are in line with research by Kusumawati and Pratama (2023), which states that AI can increase efficiency and reduce bias in the selection process. However, the transparency issues found remind us of the study by Lee et al. (2021), which emphasises the importance of explaining the AI work process so that all parties feel confident and comfortable. It emphasises how important good communication and education are to increasing user confidence in artificial intelligence, particularly in light of the work culture of Indonesian manufacturing companies, which sometimes still give human interaction top priority.

2. The Impact of AI on Employee Work Culture

Wahyuni et al. (2022) discovered that automation can raise individual productivity and responsibility to support the rise in discipline and motivation resulting from the application of artificial intelligence. However, Zhang and Liu (2023) also pointed out challenges to developing cooperation since less direct interaction might compromise team performance. Companies must thus create work culture help plans to ensure that technology does not eradicate social values in the workplace. To keep team spirit, artificial intelligence integration has to be accompanied by training and communication campaigns.

3. Effectiveness of the Job Recruitment Process

The findings of Kumar and Gupta (2022) are corroborated by the results of this study, which demonstrate that AI has the potential to enhance the accuracy of candidate selection and reduce the duration of the selection process. Santoso (2024) emphasises the significance of training and enhancing the user interface to facilitate the use of the technology despite the high level of user satisfaction. It underscores the fact that the success of technology is contingent upon the readiness of human resources to operate it, in addition to its AI capabilities. Consequently, in order to optimise AI implementation, manufacturing organisations must guarantee that their HRD personnel receive complete support.

4. Supporting and Inhibiting Factors for AI Implementation

Employee opposition to automation is in line with the findings of Nugroho and Hadi (2023), who said that cultural transformation usually fuels anxiety and opposition. Furthermore, underlined by Setiawan and Priyanto (2021) as absolutely crucial for the success of digital transformation are

technological readiness and management support. Thus, Indonesian manufacturing companies have to concentrate on change communication, intensive training, and change management so that the application of artificial intelligence in the recruitment process can be successful and support a productive and adaptive work culture.

CONCLUSION

This study reveals that the use of Artificial Intelligence (AI) in the recruitment process in manufacturing companies has a significant impact on the effectiveness and work culture of new employees. AI has been proven to accelerate the selection process and increase objectivity in selecting candidates, thereby helping companies get the right workforce more quickly and accurately. The results of the study show that the majority of informants view AI as a tool that supports transparency and efficiency in recruitment, although there are concerns regarding the transparency aspect and the potential for technological bias that need to be continuously monitored.

The influence of AI on work culture is also evident, particularly in the context of enhancing the motivation and discipline of new employees. Nevertheless, the implementation of AI automatically diminishes social interaction, which has been a critical component of the work culture adaptation process. Consequently, a mentoring strategy is required to preserve the social climate and interpersonal communication within the workplace. The successful implementation of AI in the workplace is primarily influenced by technology readiness and training. At the same time, employee resistance and data limitations are the primary obstacles that must be surmounted to ensure that AI operates at its best.

This paper underlines the need for management to control digital transformation in the field of human resources while still giving values of a humanistic work culture a top priority. Therefore, the application of artificial intelligence is not only concentrated on technical aspects but also must be integrated with a work culture strategy that can sustain work enthusiasm and cooperation between employees. If supported by suitable management policies and adaptation of a work culture sensitive to technical changes, artificial intelligence has great potential to transform the recruitment process in Indonesian manufacturing companies. This paper offers a significant contribution as a guide in creating digital-era human resource management plans.

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