International Journal of Humanities, Social Sciences and Business (INJOSS) e-ISSN: 2962-6781
Vol. 5 No. 2 May 2026, page 287-297
https://injoqast.net/index.php/JOSSS

FROM RECRUITMENT TO REDUNDANCY: A SYSTEMATIC LITERATURE REVIEW OF THE IMPACT OF ARTIFICIAL INTELLIGENCE ON HR MANAGEMENT PRACTICES, ALGORITHMIC BIAS, AND THE URGENCY OF LABOUR REGULATION IN INDONESIA

Gunawan Widjaja
Senior Lecturer, Faculty of Law Universitas 17 Agustus 1945 Jakarta
widjaja_gunawan@yahoo.com

Abstract

This study presents a systematic literature review on the use of artificial intelligence (AI) in human resource management (HRM) practices, ranging from recruitment to redundancy, with a focus on algorithmic bias and the urgency of labour regulation in Indonesia. Through a thematic analysis of various literature, this article identifies how AI is transforming recruitment procedures, selection, development, performance appraisal, and decision-making regarding termination of employment, whilst highlighting the potential for efficiency and improved organisational performance, which is offset by risks of discrimination, lack of transparency, and dehumanisation in employment relationships. The study also emphasises that labour regulations in Indonesia have yet to accommodate the characteristics of AI; consequently, an adaptive, worker-friendly legal framework is required, grounded in the principles of justice, non-discrimination, transparency, and algorithmic accountability.

Keywords: artificial intelligence, HR management, algorithmic bias, recruitment, redundancies, labour regulations, Indonesia

Introduction

The development of digital technology over the past two decades has brought significant changes to various industrial sectors, including human resource (HR) management practices. One of the most disruptive innovations is the application of artificial intelligence (AI), which enables automation, predictive analysis, and data-driven decision-making in workforce management (Schiller et al., 2025) . This transformation not only enhances organisational efficiency but also fundamentally alters the relationship between workers and employers.

In a global context, organisations are increasingly adopting AI to support the entire HR management cycle, from recruitment to redundancy. Technologies such as machine learning and natural language processing are used to screen candidates, evaluate performance, and predict employee behaviour (Rodhiah et al., 2025) . This indicates a shift from human judgement towards algorithmic decision-making in modern HR practice.

At the recruitment stage, AI has proven capable of accelerating the selection process through automated CV analysis, interview chatbots, and video analytics. Major companies such as Amazon and Google have implemented these systems to improve

efficiency and reduce recruitment costs (Kamuri et al., 2025). However, behind these advantages, concerns have arisen regarding the potential for algorithmic bias that could reproduce discrimination already present in historical data. Algorithmic bias is a crucial issue in the use of AI, particularly when systems are trained using data that is not representative or contains structural inequalities. Studies show that recruitment algorithms can discriminate against certain groups based on gender, race, or educational background (Angrave et al., 2016) . This raises serious questions about fairness and ethics in the use of AI within the employment context.

Beyond the recruitment stage, AI is also utilised in employee training and development through adaptive learning systems and personalised content. This technology enables organisations to enhance workforce competencies more efficiently and measurably (Votto et al., 2021) . However, reliance on digital systems also has the potential to create access gaps for workers with low digital literacy.

In performance management, AI is used to monitor employee productivity in real-time through various data-driven indicators. These systems provide rapid and objective feedback, but also raise issues regarding privacy and excessive surveillance in the workplace (Glavin et al., 2024) . This situation can affect employees' psychological well-being and create an unhealthy working environment.

Furthermore, AI also plays a role in strategic HR decision-making, such as promotions, rotations, and employee retention. Through predictive analytics, organisations can identify potential talent and turnover risks more accurately (Minbaeva, 2021). However, the dominance of algorithms in these decision-making processes risks diminishing the role of human intuition and social context in HR management.

The use of AI has even extended to the redundancy process, where algorithms are used to identify employees deemed unproductive or at high risk of leaving. This practice raises significant ethical and social implications, particularly regarding the transparency and accountability of ' decisions . Without clear regulation, AI-based decisions may unfairly disadvantage workers.

In the Indonesian context, the adoption of AI in HR management is still in its early stages, yet shows an upward trend alongside industrial digitalisation. Large corporations and start-ups are beginning to integrate AI technology into their HR processes to enhance competitiveness (Kamuri et al., 2025) . However, infrastructure readiness, regulation, and digital literacy remain key challenges.

Labour regulations in Indonesia, such as Law No. 13 of 2003 on Labour, do not yet specifically regulate the use of AI in employment relationships. This creates a regulatory gap that has the potential to cause uncertainty and conflict between workers and employers (Prassl, 2018). Therefore, a regulatory approach that is adaptive to technological developments is required.

At the international level, various initiatives have been undertaken to regulate the use of AI in an ethical and responsible manner, such as the European Union AI Act and the OECD AI Principles. These regulations emphasise the importance of transparency, accountability, and non-discrimination in the use of AI (Roemmich et al., 2023) . Indonesia can draw lessons from these practices to formulate contextually appropriate policies.

Based on the above, there is an urgent need to conduct a systematic literature review that comprehensively examines the impact of AI on HRM practices, particularly from recruitment to redundancy, as well as its implications for algorithmic bias and labour regulations in Indonesia. This study is expected to provide theoretical and practical contributions to the development of fair, transparent, and sustainable HR policies and practices in the digital age.

Research Methodology

This study employs a literature review approach aimed at examining and synthesising various scientific findings regarding the use of artificial intelligence in human resource management practices, algorithmic bias, and the implications for labour regulations. Data sources were obtained from national and international journal articles, institutional reports, and relevant policy documents published over the last ten years via databases such as Google Scholar, Scopus, and official institutional publications. The analysis was conducted using descriptive-qualitative techniques by identifying key themes, comparing research findings, and drawing patterns of relationships between concepts to produce a comprehensive and contextual understanding (Fan et al., 2022) ; (Eliyah & Aslan, 2025) .

Results and Discussion

The Transformation of AI-Based HR Management Practices (From Recruitment to Redundancy)

The transformation of human resource management (HRM) practices through artificial intelligence (AI) has changed the way organisations recruit, develop, monitor, and even terminate employment relationships with workers (Rodhiah et al., 2025) . AI no longer merely serves as a supporting tool, but has become an integral part of the HRM cycle, spanning recruitment, selection, training, performance appraisal, and decisions regarding termination of employment (Votto et al., 2021). These changes demand a new understanding of how technology can accelerate efficiency whilst simultaneously introducing complex ethical and regulatory challenges.

At the recruitment stage, AI enables the automation of CV screening, qualification matching, and interview scheduling, making the selection process faster and more standardised (Varaprasada Rao & Panda, 2023) . AI systems can analyse tens of thousands of applications in parallel, identify candidates best suited to specific

competency profiles, and reduce the manual workload of HR teams (Saragih et al., 2023) . This results in shorter recruitment times and greater consistency in assessment criteria compared to approaches heavily reliant on individual subjectivity.

However, on the other hand, the use of AI in recruitment also raises concerns regarding algorithmic bias, particularly when models are trained using historical data containing structural inequalities (Tao et al., 2021) . Studies indicate that recruitment algorithms can discriminate against certain groups based on gender, race, or educational background if training data is not managed critically (Angrave et al., 2016) . Consequently, the AI-driven transformation of recruitment demands more transparent and fair system design, as well as mechanisms for periodic audits of algorithmic decisions.

In initial selection and assessment, AI is also utilised through psychometric assessments, video interview analytics, and psychometric chatbots that monitor facial expressions, voice intonation, and language patterns (Cahyaningrum et al., 2025). This approach aims to enhance the objectivity of assessment by reducing the influence of first impressions and non-verbal biases inherent in human judgement. However, a number of studies have highlighted that the indicators used by AI (for example, facial expressions) do not always possess strong cultural validity and may introduce bias against certain groups (Abidin et al., 2024) .

In the context of HR development, AI enables highly personalised training and career development design through adaptive learning systems. AI-based platforms can recommend training modules tailored to individual competency profiles, desired career paths, and organisational needs. This approach reinforces the concepts of lifelong learning and upskilling, whilst helping organisations build a talent pool ready for strategic roles in the future (Rahmadi & Rusmiati, 2025) .

AI also plays a significant role in performance management, specifically by monitoring employee performance in real-time through productivity data, digital activity, and automated feedback. Such systems can provide faster and more measurable feedback, enabling early intervention if there are deviations from performance targets. However, this practice has the potential to create a highly surveilled work environment, which may undermine employees' trust and psychological well-being (Glavin et al., 2024) .

The use of AI in performance management is also linked to the measurement of "soft skills" such as collaboration, creativity, and leadership, which have traditionally been considered difficult to measure quantitatively. Through the analysis of workplace communication texts, collaboration patterns on digital platforms, and team behaviour within collaborative systems, AI can indicate potential for leadership or teamwork (Ghedabna et al., 2024) . This approach offers new data for organisations, yet still requires ethical oversight due to concerns regarding privacy and interpretations that are easily distorted.

In the strategic HR decision-making process, AI is used to predict staff turnover, identify high-potential employees, and design data-driven compensation and promotion policies. This technology enables organisations to respond more proactively to changes in the labour market and reduce the risk of losing key talent (Asif, 2025) . However, the dominance of algorithms can reduce the scope for managerial discussion and the socio-cultural context that is crucial in HR decisions, thereby making the risk of "dehumanisation" in the decision-making process a reality.

In the retention and engagement phase, AI utilises emotional analytics and sentiment analysis of employee surveys, internal communications, and social feedback to measure workforce satisfaction and engagement levels (Wood et al., 2019) . The results can be used to design more relevant retention programmes, such as adjustments to workload, workplace facilities, or non-monetary incentives. However, the processing of sensitive personal data requires robust data protection and compliance with regulations such as the GDPR or equivalent regulations in other countries (Ghedabna et al., 2024) .

In the Indonesian context, although the adoption of AI in HRM is still relatively new, several large companies and start-ups have begun to integrate this technology into online recruitment processes, AI-based LMS systems, and digital performance dashboards. However, the readiness of HR personnel in terms of digital literacy, data quality, and awareness of the ethical use of algorithms remains a major obstacle to the sustainable implementation of (El-Ghoul et al., 2024) . This transformation demands a combination of enhanced technical capacity and ethical awareness among HR practitioners.

The use of AI has also extended to the redundancy process, where decisions regarding retrenchment or restructuring may be influenced by algorithmic recommendations. AI systems can identify workers deemed less productive or most likely to be affected by restructuring based on performance indicators, costs, and organisational contributions (McAfee & Brynjolfsson, 2017) . Whilst this offers efficiency for companies, it risks diminishing the role of empathetic human judgement sensitive to workers' socio-economic circumstances.

Cases in the technology sector demonstrate that layoff announcements that are fully or largely automated can have severely detrimental psychological effects on workers, including mistrust, a sense of being judged, and social trauma (Shatila, 2025) . This situation underscores that algorithms cannot replace the human role in the process of empathetic communication, rational explanation, and managing the social consequences of layoff decisions. Without human oversight, AI can exacerbate the 'dehumanising' dimension of workplace relationships.

From a legal and ethical perspective, the use of AI throughout the entire HR management cycle demands stronger worker protections, particularly against discrimination, privacy breaches, and opaque decision-making. Traditional labour

regulations are generally not designed to accommodate algorithms that are invisible yet have a significant impact on workers' fates (Prassl, 2018) . Consequently, this transformation serves as a compelling argument for the need to formulate an adaptive regulatory framework that integrates principles of fairness, accountability, and technological transparency.

Overall, AI has transformed HR management from manual, procedure-based processes into data-driven and predictive systems, spanning from recruitment to redundancy. The potential for efficiency and improved organisational performance is very real, but this must be balanced with ethical oversight, algorithmic validation, and clear legal protections for workers. Without these, AI-driven transformation risks exacerbating inequality and undermining workers' fundamental rights within the digital ecosystem.

Algorithmic Bias and the Urgency of Labour Regulation in Indonesia

Algorithmic bias has become a central issue in the use of artificial intelligence (AI) in human resource management (HRM) practices, particularly due to its potential to reproduce and reinforce structural discrimination (Wood et al., 2019) . AI trained on historically unbalanced data can generate recommendations that favour certain groups and suppress opportunities for others in recruitment, promotion, and performance appraisal (Angrave et al., 2016) . In the Indonesian context, where gender, educational, and regional inequalities remain significant, such biases can transform AI from a tool for efficiency into an instrument for reproducing inequality.

Bias in AI systems can stem from various stages of the process, ranging from unrepresentative data, non-neutral feature selection, to algorithm designs that are insensitive to socio-cultural contexts (Ikumapayi & Ayankoya, 2025) . In HRM, training data dominated by men, urban workers, or specific educational backgrounds can produce an 'ideal candidate' profile that is unfair to female workers, workers in rural areas, or non-elite graduates (McAfee & Brynjolfsson, 2017) . Consequently, AI system recommendations may reduce opportunities for workers who are actually competent but do not fit the patterns established by historical data.

Previous studies, such as those on Amazon's AI recruitment tool, have shown that algorithms trained on recruitment histories dominated by men tend to lower the rankings of female applicants, even when gender is not explicitly stated (Tao et al., 2021) . This phenomenon confirms that AI is not "neutral"; it can encode and amplify existing social biases through indicators that appear technical but are socially charged (Bendel, 2020). In AI-based HR management, without deliberate intervention, recruitment and promotion decisions can become even more unfair than already problematic manual practices.

In the Indonesian context, labour regulations remain focused on traditional employment relationships and have not yet anticipated the invisible yet highly impactful

characteristics of algorithms (Zeng, 2020) . The Labour Law and its implementing regulations do not explicitly regulate the use of AI, meaning there are no clear mechanisms to assess the fairness, transparency, or accountability of algorithm-based decisions (Prassl, 2018) . This situation creates a legal loophole where AI-based discrimination can occur without adequate sanctions.

At the international level, various new regulations are beginning to classify AI in the employment context as a "high-risk system" requiring special protection. The European Union AI Act, for example, classifies AI systems used in recruitment, selection, and employment decision-making as high-risk and mandates transparency, audits, and bias mitigation (Roemmich et al., 2023) . This approach demonstrates that modern regulation no longer overlooks the technical aspects of algorithms, but rather treats them as a serious subject of legal scrutiny. However, Indonesia does not yet have an equivalent legal framework to regulate AI risks in employment relationships, although practical cases are beginning to emerge (Wahyani & Sain, 2025). A study on AI regulation in the Indonesian labour market indicates that the legal system remains "unprepared" to address the complexity of algorithmic bias, the legal liability of developers and users, and compensation mechanisms for affected workers (Wintara & Fitriani, 2025) . This situation creates an urgent need to formulate regulations that explicitly acknowledge the presence of AI in the workplace and establish binding ethical standards.

Regulatory challenges in Indonesia are further exacerbated by a lack of technological literacy and understanding of AI ethics among policymakers, HR practitioners and employees. A survey of Indonesian companies revealed that many businesses are reluctant to use AI in recruitment due to concerns about losing the human touch, the risk of bias, and the lack of clarity regarding the legal framework (El-Ghoul et al., 2024) . These concerns indicate an initial awareness of the risks, but this has not yet been followed by regulations that provide certainty and clear direction.

In the context of worker protection, regulations must incorporate principles of fairness, non-discrimination, and algorithmic transparency, so that workers can understand the criteria and logic used in decisions that affect their livelihoods (Wu & Kao, 2022) . Principles such as algorithmic accountability, the right to an explanation, and routine bias audit processes must be integrated into the national labour law framework (Hermawan, 2024) . Without this, regulations will merely target old forms of discrimination, whilst new algorithm-based forms are allowed to develop unchecked.

Appropriate regulation must also take into account the nature of the Indonesian workforce, which is highly heterogeneous in socio-economic, cultural and geographical terms. Studies on the impact of AI on the labour sector in Indonesia indicate that workers in labour-intensive, informal and platform-based sectors are more vulnerable to automation and algorithmic surveillance without adequate protection (Wahyani & Sain, 2025) . This situation calls for an inclusive regulatory approach, focusing not only

on formal workers in large companies, but also on gig workers, app partners, and non-regular workers.

The development of ethical AI regulations in Indonesia is also still in its early stages, with drafts that remain unspecific and have not yet been integrated into the hierarchy of labour law (Wintara & Fitriani, 2025) . Several studies suggest the need for an "AI Act" or a specific clause within labour legislation that explicitly regulates the use of AI in recruitment, redundancies, performance management, and training (Act, 2024) . This initiative is crucial to prevent the emergence of sectoral regulations that are inconsistent and inadequate for protecting workers in the digital age.

Furthermore, regulations need to establish mechanisms for audit and bias reporting obligations, as well as a duty for companies to provide explanations if AI-based decisions have a negative impact on workers (Wu & Kao, 2022). In practice, companies may be required to conduct HR algorithmic impact assessments, publish a summary of the system's methodology, and allow workers to lodge an appeal if they feel aggrieved by algorithmic decisions. This approach aligns with the "human-in-the-loop" principle, whereby humans remain part of the decision-making process that directly impacts workers' rights.

Global incidents related to the use of AI in HR, such as cases of gender and racial discrimination in recruitment systems, demonstrate that labour regulations can no longer treat algorithms as a "black box" free from legal liability. Research emphasises that AI developers and users may be held liable for compensation if algorithmic decisions result in discrimination or material and non-material harm to workers (Khatoon et al., 2025) . This principle forms a crucial foundation for Indonesia to extend anti-discrimination protections into the digital realm.

In the Indonesian context, the urgency for regulation is also driven by the rapid digitalisation trend in the labour sector, where workers with low digital literacy are more vulnerable to algorithm-based injustices. Studies on AI-driven labour market transformation indicate that without worker-friendly regulations, technology risks exacerbating social inequalities and worsening working conditions in the informal and platform-based sectors (Votto et al., 2021) . Adaptive, participatory, and evidence-based regulation is a vital instrument to ensure that digital transformation does not come at the expense of workers' well-being.

Overall, labour regulations in Indonesia need to urgently accommodate the dimensions of AI, particularly in the context of algorithmic bias, transparency, and decision-making accountability. Without proactive measures, Indonesia risks being trapped in regulations that are unresponsive to the realities of the digital labour market, thereby creating systematic injustice for workers and increasing the potential for new technology-based industrial relations conflicts. Therefore, efforts to align the labour law framework with the ethical principles of AI are not merely a technical matter, but also a question of justice and humanity in the digital age.

Conclusion

Artificial intelligence has fundamentally transformed HR management practices, ranging from recruitment, selection, development, performance appraisal, to decisions on termination of employment (TEO). AI can enhance the efficiency, consistency, and objectivity of HR decisions, yet simultaneously risks reproducing and reinforcing structural discrimination through algorithmic bias stemming from historical data, feature design, and non-transparent system implementation. In the Indonesian context, this transformation underscores that HR digitalisation cannot be separated from ethical considerations and questions of justice for workers.

The findings of this research also reveal that labour regulations in Indonesia are not yet prepared to accommodate the characteristics of AI, particularly limited transparency, unclear accountability, and the risk of algorithm-based discrimination. Without a legal framework that explicitly regulates the use of AI in recruitment, redundancies, performance management, and training, workers risk losing the protections traditionally guaranteed in conventional employment relationships. This situation underscores the urgency of formulating adaptive regulations that integrate the principles of fairness, non-discrimination, transparency, and accountability into the use of AI in the workplace.

Consequently, the use of AI in HR management must go hand in hand with ethical oversight, routine bias audits, and the development of labour regulations that are pro-worker and responsive to technological developments. This study recommends a hybrid approach: combining the strengths of algorithms for data efficiency with a human role that remains within the decision-making loop directly impacting workers' livelihoods. In the long term, Indonesia needs to build an AI-aware regulatory ecosystem capable of maintaining a balance between organisational competitiveness and the protection of workers' fundamental rights in the digital age.

References

Abidin, D., Rizal, I., Sundari, S., & Pakpahan, M. (2024). Pendekatan Holistik Dalam Pengembangan Sumber Daya Manusia Untuk Meningkatkan Kepuasan Kerja. *Jurnal Cakrawala Akademika*, *1*(3), 924–939.

Act, E. A. I. (2024). The eu artificial intelligence act. *European Union*. https://www.wsgr.com/a/web/qrkz1SnNzWw6nk7B30AyDa/10-things-you-should-know-about-the-eu-artificial-intelligence-act_v2.pdf

Angrave, D., Charlwood, A., Kirkpatrick, I., Lawrence, M., & Stuart, M. (2016). HR and analytics: Why HR is set to fail the big data challenge. *Human Resource Management Journal*, *26*(1), 1–11. https://doi.org/10.1111/1748-8583.12090

Asif, Q., Muhammad. (2025). *Harnessing AI to Transform Human Resources in Future Workplace Practices*. IGI Global.

Cahyaningrum, D., Nursanti, F., Suparjiman, Nurmayanti, S., Jamil, S. H., Sugiono, E., Yeny, M., Kulyawan, R., Hina, H. benny, Riandhana, T. E., Wardhani, W. N. R., Yunita, P. I., Gayatri, I. G. A. S., Maulidian, M., & Setiorini, K. R. (2025). *MANAJEMEN SUMBER DAYA MANUSIA SEKTOR PUBLIK*. CV. Intelektual Manifes Media.

El-Ghoul, M., Almassri, M. M., El-Habibi, M. F., Al-Qadi, M. H., Eloun, A. A., Abu-Nasser, B. S., & Abu-Naser, S. S. (2024). Ai in Hrm: Revolutionizing Recruitment, Performance Management, and Employee Engagement. *International Journal of Academic Applied Research (Ijaar)*, *8*(9), 16–23.

Eliyah, E., & Aslan, A. (2025). STAKE'S EVALUATION MODEL: METODE PENELITIAN. *Prosiding Seminar Nasional Indonesia*, *3*(2), Article 2.

Fan, D., Breslin, D., Callahan, J. L., & Iszatt-White, M. (2022). Advancing literature review methodology through rigour, generativity, scope and transparency. *International Journal of Management Reviews*, *24*(2), 171–180. https://doi.org/10.1111/ijmr.12291

Ghedabna, L., Ghedabna, R., Imtiaz, Q., Faheem, M. A., Alkhayyat, A., & Hosen, M. S. (2024). Artificial intelligence in human resource management: Revolutionizing recruitment, performance, and employee development. *Nanotechnology Perceptions*, *20*(S10), 52–68.

Glavin, P., Bierman, A., & Schieman, S. (2024). Private Eyes, They See Your Every Move: Workplace Surveillance and Worker Well-Being. *Social Currents*, *11*(4), 327–345. https://doi.org/10.1177/23294965241228874

Hermawan, A. (2024). Mengintip Celah antara Potensi dan Tantangan Big Data pada Layanan Jaminan Sosial Ketenagakerjaan Indonesia. *Jurnal Jamsostek*, *2*(2), 185–206. https://doi.org/10.61626/jamsostek.v2i2.59

Ikumapayi, O. J., & Ayankoya, B. B. (2025). AI-powered forensic accounting: Leveraging machine learning for real-time fraud detection and prevention. *International Journal of Research Publication and Reviews*, 6(2), 236–250.

Kamuri, K. J., Manongga, I. R. A., Anabuni, A. U. T., Benu, Y. S. I. P., & Siahaan, M. Y. (2025). *MANAJEMEN SUMBER DAYA MANUSIA (MSDM) ERA DIGITAL*. Penerbit Buku Indonesia (PBI).

Khatoon, U. T., Babgi, M., Hadi, N. T., Mir, R. N., & Velidandi, A. (2025). Technology-Driven Change in Human Resource Management: Reshaping Talent Management and Organizational Design. *Administrative Sciences*, *15*(11). https://doi.org/10.3390/admsci15110452

McAfee, A., & Brynjolfsson, E. (2017). *Machine, Platform, Crowd: Harnessing Our Digital Future*. W. W. Norton & Company.

Prassl, J. (2018). *Humans as a Service: The Promise and Perils of Work in the Gig Economy*. Oxford University Press.

Rahmadi, M. H., & Rusmiati, E. T. (2025). Transformasi Digital Manajemen SDM di Instansi Pemerintah: Adaptasi, Tantangan, dan Peluang. *Petanda: Jurnal Ilmu Komunikasi Dan Humaniora*, *7*(2), 113–121. https://doi.org/10.32509/petanda.v7i2.5174

Rodhiah, S. D. F., Parinduri, M. F. A., Nabila, S., Aprilia, A. I., & Endang, L. Y. (2025). Dampak Penggunaan Artificial Intelligence terhadap Transformasi Lapangan

Pekerjaan di Masa Depan: Sebuah Tinjauan Sistematis Literatur. *Journal of Information System, Informatics and Computing*, 9(2), 380–387. https://doi.org/10.52362/jisicom.v9i2.2187

Roemmich, K., Rosenberg, T., Fan, S., & Andalibi, N. (2023). Values in Emotion Artificial Intelligence Hiring Services: Technosolutions to Organizational Problems. *Proc. ACM Hum.-Comput. Interact.*, *7*(CSCW1), 109:1-109:28. https://doi.org/10.1145/3579543

Saragih, A. H., Reyhani, Q., Setyowati, M. S., & Hendrawan, A. (2023). The potential of an artificial intelligence (AI) application for the tax administration system's modernization: The case of Indonesia. *Artificial Intelligence and Law*, *31*(3), 491–514. https://doi.org/10.1007/s10506-022-09321-y

Schiller, J., Stiller, S., & Ryo, M. (2025). Artificial intelligence in environmental and Earth system sciences: Explainability and trustworthiness. *Artificial Intelligence Review*, *58*(10), 316. https://doi.org/10.1007/s10462-025-11165-2

Shatila, K. (2025). Artificial intelligence and organizational resilience: The mediating role of agility, innovation, and digital leadership. *Strategy & Leadership*, 1–25. https://doi.org/10.1108/SL-08-2025-0275

Tao, R., Su, C.-W., Xiao, Y., Dai, K., & Khalid, F. (2021). Robo advisors, algorithmic trading and investment management: Wonders of fourth industrial revolution in financial markets. *Technological Forecasting and Social Change*, *163*, 120421. https://doi.org/10.1016/j.techfore.2020.120421

Varaprasada Rao, K., & Panda, S. K. (2023). A Design Model of Copyright Protection System Based on Distributed Ledger Technology. In S. C. Satapathy, J. C.-W. Lin, L. K. Wee, V. Bhateja, & T. M. Rajesh (Eds.), *Computer Communication, Networking and IoT* (pp. 127–141). Springer Nature. https://doi.org/10.1007/978-981-19-1976-3_17

Votto, A. M., Valecha, R., Najafirad, P., & Rao, H. R. (2021). Artificial Intelligence in Tactical Human Resource Management: A Systematic Literature Review. *International Journal of Information Management Data Insights*, *1*(2), 100047. https://doi.org/10.1016/j.jjimei.2021.100047

Wahyani, W., & Sain, Z. H. (2025). *Peran Artificial Inteligent Dalam Meningkatkan Ketahanan Rantai Pasok Industri*. *5*(1), 298–314. https://doi.org/10.51903/f4j58f47

Wintara, D., & Fitriani, A. (2025). Implementasi Model Manajemen Bisnis Berbasis Kecerdasan Buatan dalam Kepatuhan terhadap Regulasi Hukum Digital. *Cyberlaw : Journal of Digital Cyberlaw*, *1*(1), 7–12.

Wood, A. J., Graham, M., Lehdonvirta, V., & Hjorth, I. (2019). Good Gig, Bad Gig: Autonomy and Algorithmic Control in the Global Gig Economy. *Work, Employment and Society*, *33*(1), 56–75. https://doi.org/10.1177/0950017018785616

Wu, A.-C., & Kao, D.-D. (2022). Mapping the Sustainable Human-Resource Challenges in Southeast Asia's FinTech Sector. *Journal of Risk and Financial Management*, *15*(7). https://doi.org/10.3390/jrfm15070307

Zeng, J. (2020). Artificial intelligence and China's authoritarian governance. *International Affairs*, *96*(6), 1441–1459. https://doi.org/10.1093/ia/iiaa172