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**Artificial Intelligence and Digitalization for Better Human Resource
Management- A Systematic Literature Review**

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A B S T R A C T

This study aims to explore more deeply the role of Artificial Intelligence (AI) and the role of automation in driving the digitalization process and this research was conducted through a qualitative approach with the Systematic Literature Review (SLR) method. This study carries out the process of identifying, analyzing, and synthesizing relevant academic literature from the last five years. Data was obtained through searching for relevant articles according to the theme via Google Scholar, with inclusion criteria that include topic relevance, methodological validity, and contributions to the application of AI use and its impact on automation. The analysis process involves the stages of thematic coding, systematic filtering of themes, then data interpretation to identify topic suitability, to be reviewed in more depth. The results of the study show that the existence of AI and the phenomenon of automation have a strategic role in accelerating digitalization in various sectors, including manufacturing, financial services, health, education and all organizational management processes and all their derivatives. This technology is useful for reducing costs, triggering increased productivity, and more effective and efficient data-based decision making. However, there are weaknesses regarding ethics, data privacy, and readiness to adopt technology in various organizations is one of the weaknesses of the massive use of AI. These findings provide important contributions to the development of more effective and efficient AI implementation policies and strategies, as well as providing a reference for further research in the digital era.

Keywords: Artificial Intelligence, automation, digitalization, Systematic Literature Review, digital transformation.

INTRODUCTION

Rapidly developing digital technology has driven transformation in various sectors and fields, becoming both a challenge and a new opportunity in entering the digitalization era. One of the main things that is an important part of the digitalization process is Artificial Intelligence (AI) and automation. This technology has been proven to increase efficiency, productivity, and data-based decision making in the management process. However, the use of AI also has a critical impact on ethics, data privacy, and the readiness of organizations to implement technology effectively and efficiently.

This study aims to explore the role of AI and automation in accelerating digitalization in various sectors, especially in supporting the management transformation process. The researcher chose to use a qualitative approach through the Systematic Literature Review (SLR) method, which aims to identify, analyze, and synthesize academic literature from the last five years (2020-2024). Through a search for relevant articles on Google Scholar, the researcher carried out a screening process based on inclusion criteria such as topic relevance, methodological validity, and contribution to the application of AI use, digitalization to the management process. The analysis was carried out with thematic coding and data interpretation which aims to dig deeper into the strategic role of AI in digitalization.

The results of this study not only provide an understanding of the benefits and challenges of implementing AI and automation in the management process, but also provide important recommendations for developing more effective technology implementation policies and strategies in various organizations. Thus, this study is expected to be a reference for policy makers and researchers to encourage inclusive, progressive and sustainable digital transformation.

LITERATURE REVIEW

Management Transformation

Some consider that digital transformation in HR reflects creative destruction, where technological innovation replaces traditional methods to create new value (Schumpeter's Theory of Creative Destruction 1942). However, others formulate that HR becomes more strategic by utilizing AI and big data for effective and efficient decision making, therefore in the Componential Theory of Creativity and Innovation (Amabile, 1996) it is described that the application of digital technology requires a work environment that encourages creativity and cross-functional collaboration. HR has an important role in creating a culture of innovation by integrating technology into the work process.. In line with Agility and Adaptation (Accenture Research, 2023) that digital transformation requires HR to be more agile and responsive to technological changes, including adopting generative AI to perform functions such as recruitment, training, and performance management. Through digital transformation related to the strategic use of digital technology can create value and efficiency. This theory is supported by models such as the Digital Capability Framework and Industry 4.0 (Schwab,

2016). The application of digital culture refers to the adaptation of technology-based values, behaviors, and practices in an organization or society to increase efficiency and productivity. This theory includes aspects of technology adoption (Rogers, 1995) and the organization's digital readiness. Performance Management Theory (Armstrong & Baron, 2005) also supports the use of data to design strategies that can increase work efficiency. This concept is also closely related to big data analytics, which can help evidence-based decision making (Marr, 2015).

According to (Tandiyono, 2024). In the study of Human Resources (HR), there are various theories and expert opinions that serve as the basis for understanding the dynamics of human life. Theories such as Theory X and Y by Douglas McGregor explore the views of superiors towards subordinates, where Theory X assumes that subordinates are intrinsically lazy and need to be controlled, while Theory Y believes that subordinates have internal motivation and are reliable (McGregor, 1960:34-35).

According to (Alhajj et al., 2024). AI, or Artificial Intelligence, has become an integral part of almost every aspect of modern human life. This widespread use has led to significant changes in various human perspectives. On the positive side, this integration enhances individual potential more efficiently by combining natural human intelligence with artificial intelligence. This simplifies access to information, education, and income generation, which is the fundamental purpose of AI: to facilitate human tasks through its intelligence. (Pohan et al. 2023).

According to (Nisa & Suwaidi, 2023) In an era where Artificial Intelligence (AI) technology is one of the main driving forces of change, operational management is undergoing a profound transformation. Rapid advances in computing capabilities, exponential growth of data, and continuous innovation in machine learning algorithms have provided the foundation for broader AI applications in various sectors.

Artificial Intelligence and Automation

The use of AI in improving efficiency is explained by the Resource-Based View (RBV) theory, which emphasizes the importance of unique resources such as advanced technology. We know from automation and AI theory that AI is able to replace manual tasks with algorithm-based automation to increase productivity (Brynjolfsson & McAfee, 2014). Meanwhile, human capital theory informs the importance of human resource development in facing challenges in the digital era. HRM focuses on strategically managing human resources to achieve organizational competitive advantage (Torey (2004). In the context of AI, HRM is transforming to manage the integration of this technology in functions such as recruitment and performance evaluation. Becker and Gerhart stated that HRM is a strategic asset that supports organizational sustainability, especially with the adoption of technologies such as AI for efficiency and effectiveness (Becker and Gerhart 1996).

AI is defined as a system capable of performing tasks based on human intelligence, such as data analysis and decision making. In the public sector, AI supports increased administrative efficiency and transparency (Agrawal, Gans, & Goldfarb 2019). Dwivedi et al. (2019) formulated that AI is gradually replacing some human functions in human resource management, creating the need for a new approach to workforce management. Digital leadership requires the use of technology to motivate and guide organizations in digital change, which is relevant in education to face the 5.0 era (Avolio, Kahai & Dodge 2001). Bass and Riggio (2006) stated that Transformational Leadership Theory emphasizes the importance of innovation, communication, and vision in leading digital organizations, especially to integrate elements of education, health, and entertainment in education.

The adoption of Artificial Intelligence and automation varies widely across countries and industries, reflecting economic priorities and technological readiness.. CountryThe United States is expected to have at least 10% of its workers automated by AI, with a smaller percentage expected to have half or more of their jobs replaced. The impact of AI is expected to significantly increase labor productivity by 35% by 2035. The US is currently leading in AI integration, especially in sectors such as healthcare, finance, and manufacturing. China: As the leader in the Asia-Pacific region, China is expected to account for 25% of the global AI market by 2030. The country's AI applications are heavily focused on smart cities, surveillance, and industrial automation, driving rapid growth at a compound annual growth rate (CAGR) of 39.1%. Scandinavian countries like Sweden and Finland are also expected to see the largest productivity gains from AI adoption, with increases estimated at 37% and 36% respectively by 2035. AI adoption in Europe is focused on ethical development and implementation in areas like renewable energy and healthcare. The global AI market, valued at around \$136.55 billion in 2022, is projected to grow to \$1.81 trillion by 2030, driven by automation in healthcare, advertising, and transportation. Automation-related job shifts are creating opportunities for technological innovation and replacing some manual roles.HoweverThe widespread integration of AI highlights the need for careful management of economic and social impacts, including strategies to upskill workers and address ethical issues.

Many organizations are still experiencing internal resistance to implementing digital culture. The adoption process of digital transformation is slower in SMEs than in large companies. Data utilization is often limited to measurement, without integration with long-term strategies. This shows that there is still a skills gap in understanding data effectively. Although companies using AI show significant efficiency gains, its impact on unemployment is a concern. Highlighting the state of generation Z also faces psychological pressure due to digital transformation while organizations are still struggling to create balance in the transformation process. The gap in the implementation of artificial intelligence (AI) in various countries and sectors is caused by several main factors, including the readiness of technological infrastructure, human resource capabilities, and complex regulations.

Many organizations report that while they consider their IT infrastructure to be high-quality, few are prepared to handle the challenges of future AI. Most companies are also at an early stage of digitization, with around 53% of CEOs indicating their digital transformation has only just begun or is less than halfway through. A shortage of skilled AI talent is a significant barrier. Around 69% of organizations cite the lack of skilled talent as a major challenge in the digital era. This has resulted in limited AI implementation in a few sectors. Furthermore, 78% of organizations identify data security as a major obstacle, while 62% say regulatory compliance is also contributing to slowing down the AI adoption process. As shown in diagram 1 below.

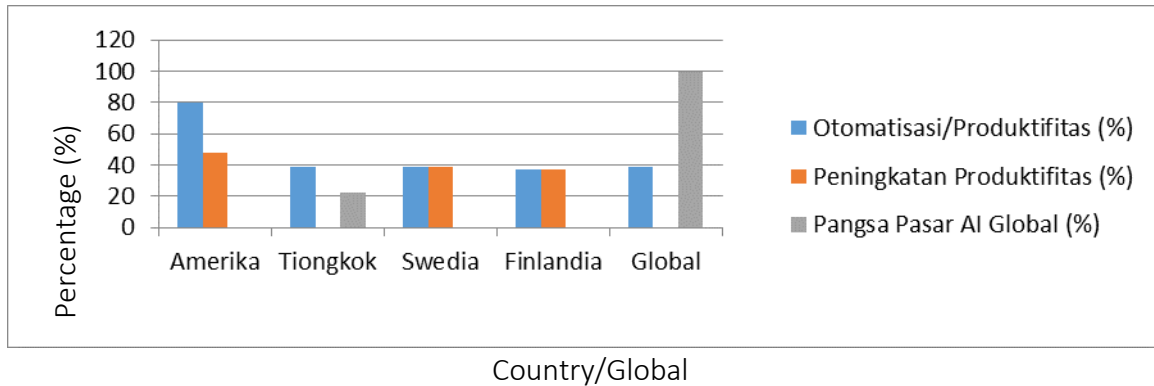


Figure 1. Artificial Intelligence and Automation Application Data

Evolving regulations add complexity to technology adoption. Another challenge is poor data quality and large data volumes, which often hinder AI's ability to generate relevant and accurate insights. While many companies have invested in AI, only a small percentage are able to generate significant returns on their investments. This highlights the need for a strategic approach to implementation to maximize the benefits of AI. This gap suggests that harnessing AI's full potential requires collaborative efforts, particularly in improving technology infrastructure, training the workforce, and creating regulations that support the technology's development. These efforts also need to be accompanied by risk management strategies and ethical approaches to addressing the social and economic impacts.

In theory, technology integration is described as very important, but in reality, the adoption of new things is often hampered by cultural barriers. When the theory focuses on increasing efficiency, in fact employee welfare is still poorly identified. Precisely. If in theory, increasing data accuracy can increase efficiency. However, in implementation it is often not optimal due to the lack of comprehensive training and socialization. A positive relationship where digital culture accelerates the implementation of technology where AI can improve resource management, but there are still moderating variables such as employee skills. This study reveals how digital culture and AI can address operational gaps and provide insight into the impact of technology on HR, including psychological aspects and productivity. Digitalization also offers a data-driven management model to improve organizational efficiency. Provides

an explanation of how digital technology and AI can affect organizational performance and employee well-being while offering a holistic approach to the implementation of digital technology and its impact on HR management in the Industrial era

RESEARCH METHODS

PRISMA Flow Diagram is a visual tool used in the systematic review process this time is the PRISMA Flow Diagram to describe the stages of searching, selecting, and filtering literature. This diagram is designed based on the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines to help transparency and accountability in systematic review reports. Its main elements consist of, Identification, Screening, Eligibility, and Included.

Systematic Literature Review conducted by researchers using the literature search method involves the application of the PICO strategy (Population/Problem, Interest/Intervention, Comparison, and Outcome), namely, research that uses analysis of ideas, theories, and knowledge contained in articles as a basis for reference, by combining the results and conclusions, reviews, and thoughts of the authors from articles that meet the theme criteria.

Table 1. PICO Framework

PICO Framework	Information
<i>Population/problem</i>	Transformation of Management Process
<i>Intervention</i>	Artificial Intelligence and Automation
<i>Comparison</i>	Applications
<i>Outcome</i>	There is no point of comparison Automation Process

Source: Data Analysis

Literature search as a data source uses several strategies, namely ensuring that all articles come from Google Scholar indexed journals. Then, verification of the mentioned articles is carried out to ensure their accessibility through journal links. Keywords and Synonyms used are a combination of the following keywords for the search: "transformation Management", "digital transformation", "performance management", "artificial intelligence and automated", "Industry 4.0 applications". Use Boolean operators: AND, OR, and NOT. Example Query: "Digital culture" AND "transformation management" AND "AI applications".

The inclusion criteria set are articles published in the last 5 years (2020–2024). Articles in indexed and peer-reviewed journals. Articles that discuss management transformation, the use of Artificial Intelligence, and automation. While the Exclusion Criteria are articles with low methodological quality or do not have empirical data and systematic studies. Including articles that are outside the scope of management transformation, artificial intelligence and automation.

Table 2. Literature Criteria

Inclusion	Exclusion
The articles studied came from Google Scholar	Articles sourced from outside Google Scholar
Articles researched in the subject area “Management, Artificial Intelligence, Automation”	The article is not in the subject area “Management, Artificial Intelligent, Automation”
The articles studied were published in 2020 – 2024 and used English and Indonesian.	Articles published before 2020 and not using Indonesian
The articles taken are All Open Access	
The articles used are appropriate to the topic research namely Management Transformation through Artificial Intelligence and automation	Article is inaccessible and paid Article is not relevant to the research topic

Source: Article Analysis

Researchers conduct the process of selecting and screening articles through several stages, namely, Selection Stages, Title Screening and Abstract to ensure that the article is relevant and in accordance with the research topic. Furthermore, a full assessment is carried out by reviewing the selected articles to extract and ensure their accuracy. The supporting tools used in this study are reference management software such as Mendeley to organize the selected articles.

The data analysis and synthesis process was carried out using a thematic approach to group articles based on the main theme of LSR, namely Management Transformation through Artificial Intelligence and Automation. Researchers also display a synthesis table containing key information from the reviewed articles, such as: Title, Author, Year and Research Findings. Validation and Quality Assessment of Articles carried out by researchers is by using the Critical Appraisal Skills Program (CASP) quality assessment to evaluate the validity and reliability of articles. The results displayed are in the form of Thematic Narratives or presentation of review results in the form of narratives that integrate findings from various related articles. Researchers present conclusions and integration of various articles in order to determine the main contribution of research to modern science in general and contributions to management science in particular and identify research gaps for future research recommendations.

RESULTS AND DISCUSSION

The following PRISMA Flow Diagram has been prepared according to the research topic, namely Human Resource Management Transformation, which can be seen in Figure 2.

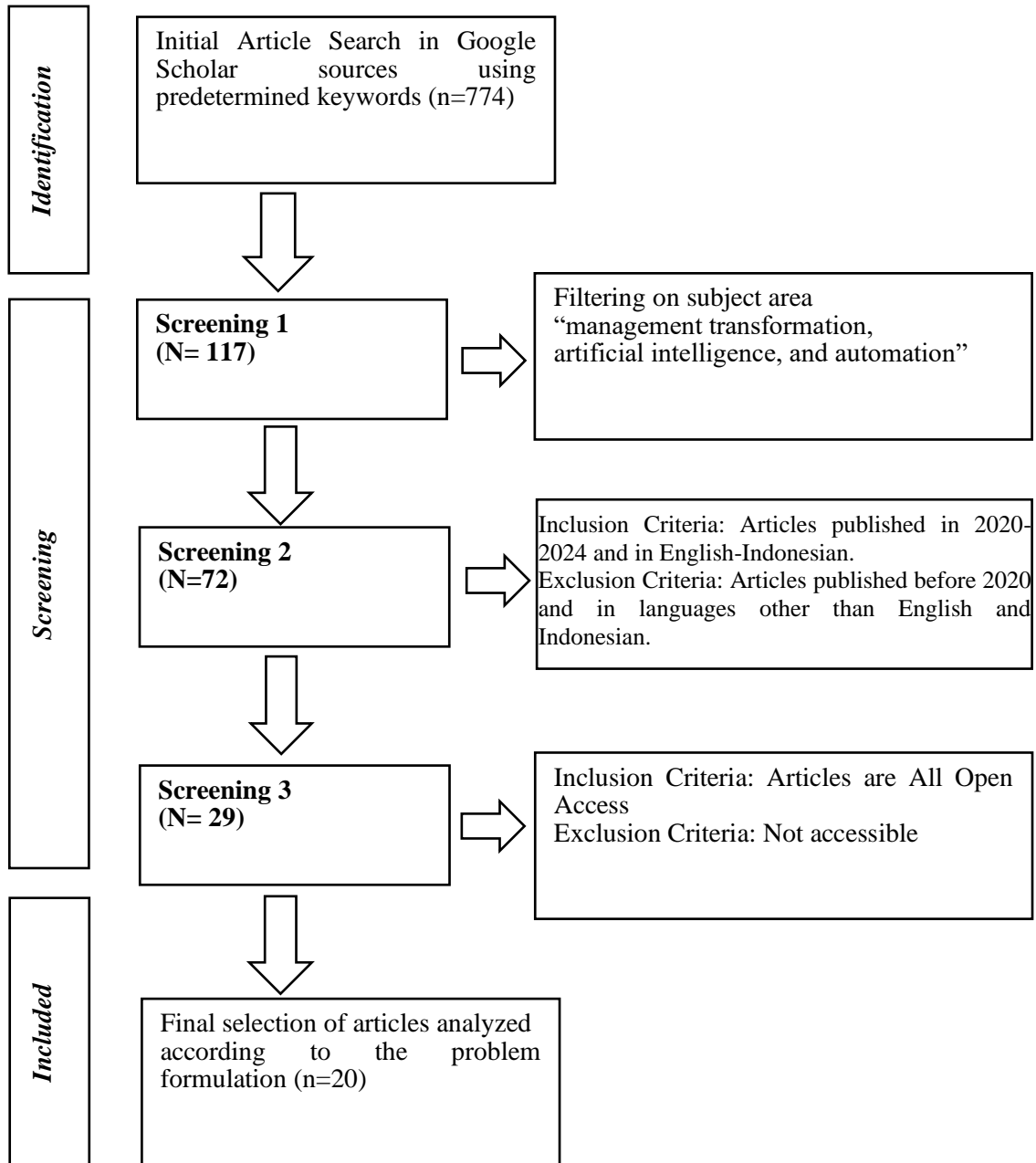


Figure 1. PRISMA Flow Diagram

Source: Researcher Analysis

Table 3. Human Resource Management Transformation

No	Article Title	Researcher/Language	Findings
1.	Disruptive Society 5.0 SWOT Analysis: Human Resource Management Achieves Economic Growth	(Ahmad & Mustofa, 2022)	Progress findings: SWOT analysis is to produce various alternative management strategies that are more functional, so that the strategy is easier to apply and implement in each strategic business unit. The benefits of SWOT analysis are (1) to find out the company's position in the competitive arena with similar companies, (2) as a foothold in achieving company goals and (3) an effort to perfect existing strategies, so that the company's strategy can always accommodate every change in business conditions that occur (Wardoyo 2011)
2.	<i>Challenges and Opportunities for Human Resource Management in the Industrial Era 4.0: Focus on the Integration of Technology and Human Resources</i>	(Anggiana & Gunawan, 2023)	Progress findings: Rapid technological transformation has changed the way companies manage their workforce, and to deal with it effectively, human resource managers need to understand these dynamics. The application of artificial intelligence, data analytics, and automation has enabled efficiencies in recruitment, training, and performance management processes. Challenge findings The main challenge in HR management in the Industry 4.0 era is integrating technology into HR operations.
3.	Public Sector Human Resource Management Facing the	(Sudaryanto & Hanny, 2023)	Progress findings: Implementing AI in the public sector can provide major benefits, such as

Advancement of
Artificial Intelligence

increased efficiency, effectiveness,
and more accurate decision-making.

Challenge findings:

However, the advancement of AI also poses challenges in HR management, including HR adaptation to technological changes and the ethical aspects of AI. HR must be able to adapt and improve its performance through the implementation of artificial intelligence.

4. The Relationship between Professional Ethics and Cultural Values in Determining Human Resource Needs in the Era of Industrial Revolution 5.0

Tamara, (2024)

Progress findings:

The ten abilities that must be possessed by HR to be qualified include being able to solve complex problems, thinking critically and innovatively, human management skills, being able to coordinate with others, and having emotional intelligence. Although this research is an academic assignment, the researcher feels that this research is also a social task to observe and monitor how human resources should be in the era of society 5.0

5. What's Up With the Accounting Profession in the Era of Digital Transformation

(Maulana et al., 2023)

Progress findings:

The accounting profession in the era of digital transformation requires a combination of traditional skills and technological capabilities to successfully face change, provide added value to the organization, and remain relevant in the ever-evolving business dynamics.

6. Systematic Review of Talent Development Strategy in the Digital Era: Building Superior

(Villany et al., 2024)

Progress findings:

By integrating talent development strategies comprehensively,

Human Resources in the Future

organizations can build superior, adaptive human resources that are ready to face the challenges of the digital era, so that they can maintain competitive advantage and business sustainability. The use of technology and data analytics in the talent development process, such as e-learning, virtual simulations, and predictive analysis, are the keys to efficient talent management.

Challenge findings:

A holistic and strategic approach to human resource development must consider factors such as organizational culture, technological readiness, and characteristics of the workforce generation.

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|----|---|-------------------------|---|
| 7. | Resource Capabilities of Industry 4.0 Transformation and Impact on Sustainable Culinary Micro-Industry and Circular Economy in Metropolitan Areas | (Qanita et al., 2024) | Progress findings:

Industry 4.0 and sustainable production systems can optimize business, drive sustainable growth, innovation, and contribute to sustainable development. And industry 4.0 in sustainable culinary production systems has a significant impact on the sustainable business capabilities of IMK (Culinary Micro Industry). |
| 8. | The Role of Artificial Intelligence in the Decision Making Process on Organizational Performance: LSR Analysis | (Hendrian et al., 2024) | Progress findings:

<i>Artificial Intelligence</i> plays an important role in the decision-making process to improve organizational performance. The level of AI adoption has a significant positive relationship with operational performance metrics in the company. |
| 9. | Human Resource | Niken Herawati, Ade | Progress findings: |

<p>Management Concept, Implementation, and Challenges in the Digital Era</p>	<p>Sri Mulyani, Asrah Tandirerung Ranteallo (2024)</p>	<p>Supply chain optimization processes, automation of production processes, and data analysis for decision making are essential for operational management efficiency.</p> <p>Challenge findings:</p> <p>Challenges in implementing AI, such as limited human resources skilled in the field of AI, as well as limited infrastructure and technology that supports AI implementation.</p>
<p>10. Digital Leadership in the Era of Multieduhealthtainment 5.0: Transformation to Improve the Quality of Education in Madrasahs</p>	<p>Soeratin, Harry Fanani, Asep Irfan (2023)</p>	<p>Progress findings:</p> <p>Digital Leadership requires a leader to use digital assets to make decisions quickly and accurately. improving the quality of education, Digital Leadership has several roles, namely the Principal of School/Madrasah acts as 1) Visionary; 2) Convener; 3) Sponsor Team; 4) Manager; 5) Innovator; and as a Mentor. Not only that, other roles of Digital Leadership are: 1) building an Organization; 2) Integrating and utilizing technology trends; and 3) Developing an understanding of human resources.</p>

Source: Article Analysis

Table 3 summarizes the findings from various studies regarding the occurrence of the Management transformation process, especially in relation to human resource management. The use of web-based technology in HR management helps improve operational efficiency and strategic decision-making. Digital transformation affects the recruitment, training, and performance evaluation processes (Ruel et al. 2007). In line with that (Lengnick-Hall & Moritz, 2003) also explained that the integration of digital technology as an HR strategy can strengthen organizational adaptation to changes in the external environment.

Including studies of digital disruption and Human Resources Management also examines the impact of digital disruption on changes in the structure and function of the HR department, such as employee management and process automation (Kapitanov et al., 2021).

The existing phenomenon of the use of various artificial intelligence in the automation process. Research findings regarding the facts that occur from the application of various artificial intelligence, especially process automation as one form of management transformation in a literature review conducted in relevant articles. A summary of the results can be found in Table 4.

Table 4. Artificial Intelligence and Automation

No	Article Title	Researcher/Language	Findings
1.	Organizational Transformation to Enhance Product Creativity and Service Innovation	(Permana et al., 2024)	Progress findings: AI enables companies to better understand consumer behavior, which in turn accelerates the process of innovation and new product development. Thus, AI not only serves as a tool to accelerate data analysis but also as an enabler to create more relevant products and services for consumers.
2.	Uncovering the Impact: The Role of AI Technology in the Industrial Revolution 4.0 for Human Resources	(Yasir & Gunawan, 2024)	Progress findings: Artificial intelligence technology can be said to have a significant impact on increasing human productivity, efficiency, innovation, and daily employment in the Industry 4.0 era. the importance of AI in increasing human productivity, efficiency, innovation, and growth in the Industry 4.0 era.
3.	Implementation of Artificial Intelligence (AI) to Improve Operational Efficiency in Manufacturing Companies: Case Study of PT. XYZ	(Novita & Zahra, 2024)	Progress findings: The implementation of AI has had a positive impact by increasing productivity, product quality, and supply chain management. Maximize the potential of AI to improve operational efficiency and maintain its competitiveness in the manufacturing industry.

4. The Influence of Artificial Intelligence, Big Data and Automation on HR Performance in the Digital Era (Pratama Arya Saty. et.al, 2023)

Progress findings:
Data Analytics also supports decisions related to employee compensation and retention. Third, automation has eliminated time-consuming routine tasks, allowing HR to focus on tasks that require strategic thinking and human interaction. Automated processes in HR administration, such as payroll and time management, have increased operational efficiency.
5. Knowledge Management and Digital Transformation in the Industry 4.0 Era (Mujtaba & Zuana, Mitra, 2022)

Progress findings:
Digitalization can improve human resource management (HRM) by increasing knowledge. MP can improve a company's organizational learning, accountability framework, knowledge sharing, innovation, social identification, and technological infrastructure.
6. Survey of Digital Application Usage in Increasing Employee Work Effectiveness (Susarianto & Heri, 2023)

Progress findings:
The use of digital applications as a form of work digitization is very important. This application helps simplify employee tasks, can complete tasks faster, accurately, and on time.
7. Systematic Literature Review: Field of Digital Culture Application Through Its Implementation (Hadiyanto. Firmly, 2024)

Progress findings:
Digital culture is widely applied in the organizational, social and educational fields. In the implementation of digital culture, many use social media applications and information technology devices.

8. Massive Attack of Artificial Intelligence on Human Resources: The Influence and Psychological Impact of Generation Z (1997 – 2012) (Case Study on Subject IN-01)

Tan Evan Tandiyono (2024)

Progress findings:
This AI is able to provide rational answers that humans can accept logically.
Challenge findings:
AI can also lead people who do not have religious knowledge and strong faith in God Almighty, to become atheists. Owners of AI Applications or Programs are required to prioritize moral and ethical interests.
9. ARTIFICIAL INTELLIGENCE: OPPORTUNITIES AND THREATS IN ISLAMIC HIGHER EDUCATION

Irfan Qowwiyul Aziz Alhadj, Budiman, Asri Karolina, Eka Apriani, Jumira Warlizasusi, Kurniawan (2024)

Progress findings:
AI can improve learning efficiency, while in the field of administration AI can provide convenience and increase the productivity of educational staff. With the automation in the field of administration, it poses a threat to reducing the need for institutions for administrative staff work and will be replaced by AI.
10. Analysis of the Potential Impact of Artificial Intelligence (AI) on Operational Management Efficiency: A Literature Review

Nur Aini Adzan Nisa, Rahman A Suwaidi (2024)

Progress findings:
The adoption of AI shows a positive trend, although there are still challenges in its implementation. The potential impact of AI on operational management efficiency is critical to the success of AI implementation.
Challenge findings:
There are several challenges in implementing AI, such as limited human resources skilled in the field of AI, as well as limited infrastructure and technology that support AI implementation.

Source: Article Analysis

The explanation of wider access to Artificial Intelligence technology, makes this technology available to a variety of organizations, including those without special technical expertise. This access allows AI to be used to automate various management processes, such as data management and data-based decision making, without the need for in-depth technical expertise. So in the context of automation, democratization of AI can help companies adapt to the challenges of the digital era by optimizing productivity and efficiency (Aparicio & Aparicio, 2024). A study on how AI is used in innovation management, especially for the automation of operational and strategic tasks. The study shows that AI can reduce time spent on routine activities while increasing the quality and quantity of work output, especially in human resource management through the automation of tasks such as recruitment, training, and evaluation (Haenlein & Kaplan, 2020). AI-based automation has a significant impact on work dynamics, including reducing manual tasks and increasing focus on strategic roles. AI in management process automation is seen as one way to optimize operations while also presenting new challenges related to organizational adaptation and data privacy (JSTOR, 2023).

CONCLUSION & SUGGESTIONS

Artificial Intelligence (AI) and automation have a strategic role in accelerating the digitalization process in various sectors, such as manufacturing, financial services, health, education, especially organizational management. This technology is able to provide significant benefits, including reduced operational costs, increased productivity, and more effective and efficient data-based decision making. However, this study also found that ethical issues, data privacy, and readiness for technology adoption are still obstacles to the widespread implementation of AI. These findings not only provide insight into the development of more effective and efficient AI implementation policies and strategies, but also serve as an important basis for further research to address challenges in the digital era. Some recommendations that can be followed up are:

1. Organizations are able to integrate digital culture such as focusing on training and education to encourage the adoption of digital culture at all levels. Organizations can strive for more effective data management by investing in analytical tools and HR training related to data analysis to maximize the benefits of data-driven management. Then, organizations can mitigate the impact of technology by creating policies that maintain work-life balance and employee psychological health.
2. For further researchers, they can explore more effective implementation strategies to overcome resistance to technological change. Furthermore, they can also measure social impact by conducting longitudinal studies to measure the long-term impact of implementing digital technology. In addition, further research should focus more on

MSMEs, especially regarding the implementation of digital transformation which faces many more difficult challenges compared to companies.

3. For policy makers in the field of technology regulation such as the government and stakeholders, it is necessary to create policies that support the process of digital transformation that supports people's welfare. Then it is also necessary to provide incentives for companies that have invested in digitalization efforts to increase competitiveness.

By considering these suggestions, it is hoped that the application of digital culture and modern technology can be maximized to support the development of organizations and society in an integrative and sustainable manner.

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