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## **Enhancing Employee Performance through Strategic Artificial Intelligence Initiatives**

**Meithiana Indrasari<sup>1\*</sup>, Eko Pamuji<sup>2</sup>**

Faculty of Business and Economic, Dr. Soetomo University, Indonesia | [meithiana.indrasari@unitomo.ac.id](mailto:meithiana.indrasari@unitomo.ac.id)<sup>1</sup>

Faculty of Law, Social and Political Science, State University of Surabaya, Indonesia | [ekopamuji@unesa.ac.id](mailto:ekopamuji@unesa.ac.id)<sup>2</sup>

Correspondence Author\*

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### **Abstract**

In the current dynamic AI environment, it is crucial for organizations to enhance the cooperation between humans and technology in order to enhance employee performance. This research examines strategic steps to thrive in the workplace amid the presence of AI. The study analyzes the symbiotic relationship between employees and AI technology to identify effective strategies that organizations can implement to improve employee performance. The synthesis of empirical data and case studies from various industries is achieved through the utilization of an interdisciplinary framework that includes organizational psychology, technology adoption theory, and strategic management. The analysis focuses on the impact of customized initiatives such as ongoing learning programs, customizable upskilling, and AI-conscious leadership in enabling employees to collaborate effectively with AI and leverage its capabilities to increase productivity and drive innovation. The study highlights the importance of strategically integrating AI and implementing proactive initiatives that allow employees to easily adopt the technology. In addition, it underscores the importance of organizational culture in cultivating a growth mindset that enables AI to drive individual and collective achievement. The study offers an overarching framework for organizations as they navigate artificial intelligence (AI) integration while placing a high emphasis on developing and growing their employees. Implementing these strategic initiatives can enhance business success in the era of artificial intelligence by optimizing employee performance and achieving competitive advantage.

**Keywords:** technology adoption, organizational culture, strategic initiatives, employee performance, AI collaboration.

### **Introduction**

In today's technological era, the impact of technological advances can significantly change the way people live their lives. Many tasks have been simplified and become more

convenient thanks to advanced technological advancements, with Artificial Intelligence (AI) as an example. Evidently in recent years, the rise of artificial intelligence (AI) has significantly changed many sectors, such as healthcare, finance, and manufacturing. Its continuous integration into the workplace is transforming business operations and the way employees perform their duties. One important aspect of this change is the utilization of AI to improve employee performance through strategic efforts. This has led to such a huge change in the world of work.

Artificial intelligence (AI) is rapidly changing the landscape of our work and lifestyle. As AI advances, it's increasingly important for businesses to understand its potential to increase employee productivity and drive overall success. Artificial intelligence (AI) has also demonstrated its capacity to improve employee performance through the evidence of several research findings. This includes its ability to improve human resource (HR) management practices such as recruitment, training, performance evaluation, and employee engagement (Panda et al., 2023; Sabil et al., 2023).

AI provides valuable insights and resources that enable adaptation to unexpected changes, thereby strengthening employee competencies, leadership skills, performance management, and overall employee well-being. In addition, the impact of AI also includes improving hiring procedures and optimizing performance management by improving the quality of hiring, minimizing recruitment errors, and refining various functions in human resource management (Manthena, 2021). By simplifying processes and increasing efficiency, AI contributes significantly to overall organizational performance in a highly competitive business landscape. In addition, in sectors such as finance, AI technology has the potential to revolutionize conventional banking methods and improve the efficiency and effectiveness of credit risk management processes. By leveraging data analytics, machine learning, and predictive modeling, AI plays an important role in improving operational efficiency and refining risk assessment, thereby impacting employee performance in the industry (Almustafa et al., 2023). In essence, AI is a valuable tool that can be leveraged to improve various aspects of HRM, recruitment, and operational efficiency. Ultimately, this contributes to improved employee performance in various industries.

There are various methods to improve employee performance through strategic initiatives, as shown in the study:

1. Improve Information Quality : Research reveals that the implementation of Information Quality (IQ) strategies significantly improves operations by affecting knowledge, satisfaction, efficiency, and productivity (Mylène Struijk, S. Angelopoulos, C. Ou, 2019).
2. Career Guidance Programs: These programs positively impact employee performance by fostering better behavior, aiding decision-making, and empowering employees, thus benefiting organizational effectiveness (Kathukya et al., 2022).

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3. Strategic Human Resource Management (SHCM): Engaging in SHCM initiatives will improve performance outcomes, particularly in challenging employment scenarios. This affects job satisfaction and can reduce turnover intentions (Wesemann, 2023).
4. Adopt Eco-Friendly Management Practices (GMP): The implementation of GMP improves environmental, economic, and social performance. This effect can be amplified through pro-environmental employee behavior, thereby encouraging sustainable performance (Elshaer et al., 2023).
5. Promoting Gender Equality: Gender equality initiatives in the workplace have a significant impact on the performance of female employees, affecting promotion, work assignment, flexibility, and overall workforce composition (Wangusi & Abuya, 2019).

These insights highlight the diverse strategies available to organizations to actively improve employee performance, which include information quality, career guidance, human resource management, environmental practices, and gender equality initiatives.

Although artificial intelligence (AI) promises to improve employee performance, there are related weaknesses, as shown by research findings. First, the application of AI can result in job transfers, especially jobs that involve routine or repetitive tasks. This can lead to job insecurity and negatively impact employee morale (Harayama et al., 2021). Second, Ethical Concerns: Integrating AI into HR practices raises ethical concerns, including privacy violations, bias, and discrimination. It is important for organizations to use AI fairly and transparently to prevent adverse impacts on employees (Sabil et al., 2023). Third, Resistance to Change: Employees who are unfamiliar with AI or fear job replacement may resist its implementation, leading to disengagement and decreased productivity (Panda et al., 2023). Implementation Costs and Challenges: Implementing AI technology can be costly and resource-demanding, including training and infrastructure. Organizations need to consider the costs and benefits before implementing AI (Almustafa et al., 2023). In summary, while AI offers the potential to improve employee performance, organizations must also be aware of potential downsides such as job transfers, ethical concerns, resistance to change, and implementation barriers.

Based on this description, the researcher is interested in discussing "Evolving in the Age of Artificial Intelligence: Improving Employee Performance through Strategic Initiatives" investigating the influence of AI on employee output and outlining actionable strategies for companies to thrive in this transformative era. This research report offers valuable insights into potential developments. The report provides a comprehensive overview of AI's current role in the workplace, drawn from a variety of sources such as academic studies, industry analysis, and real-world cases. Through this exploration, this paper aims to provide pragmatic advice for companies looking to leverage the power of AI to improve employee performance and meet organizational goals.

## Literature Review

### A. Artificial Intelligence

According to experts, *Artificial Intelligence* is a program that can interact with any reality in the same way as humans. To formalize this idea, one must define the term "world" and determine when a program performs better in one world than another (Dobrev, 2012). If according to the EU High-Level Expert Group characterizes artificial intelligence (AI) as a system that shows intelligent actions through the analysis of the surrounding environment and autonomously takes actions to achieve certain goals (Straub et al., 2023).

Dobrev explained Artificial Intelligence (AI) covers a broad and interdisciplinary domain centered on creating computer systems capable of carrying out tasks that typically rely on human intelligence. AI systems fall into two main categories: *narrow* AI (or weak AI) and *general* AI (or strong AI) (Dobrev, 2012). The main difference between AI *narrow* and AI *general* lies in their functions:

*Narrow* AI: This form of AI is created to perform specific tasks within a limited scope. It operates within defined parameters and does not have the ability to extend its expertise beyond the established domain. Examples include virtual assistants, recommendation systems, and voice recognition.

*General* AI: General AI indicates machines that are capable of applying intelligence across multiple problem sets and are not limited to a single task. Although currently largely theoretical, this type of AI will have cognitive abilities similar to humans, in understanding, learning, and utilizing knowledge in various tasks and domains. In essence, the fundamental difference lies in the breadth of tasks that each type of AI can manage. AI *narrow* is specialized and limited, while AI *general* will realize broader and more adaptable intelligence (Yau et al., 2021).

As per its function AI *narrow* refers to a specialized system designed for specific tasks within defined limits, not having the ability to apply its knowledge widely (Dobrev, 2012). Examples include:

1. Virtual personal assistant: This AI app manages tasks like scheduling, reminders, and answering questions.
2. Recommendation system: AI algorithms analyze user data to offer personalized suggestions for products, services, or content.
3. Speech recognition: This AI technology allows machines to understand and interpret human speech.
4. Smart learning environment: This AI system adapts to each student's level of knowledge and learning methods, thus customizing the experience.

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5. Conversational tools: AI-based chatbots, virtual assistants, and dialogue trainers are used in education for reflective assessment and support.

In contrast, general AI deals with machines being able to use intelligence to solve a variety of problems, rather than just being limited to a specific task. This form of AI is still theoretical and has not yet become a reality. General AI will have cognitive capacities similar to humans, in understanding, acquiring, and utilizing knowledge across various tasks and fields (Dobrev, 2012).

Artificial intelligence (AI) encapsulates a wide range of interpretations, but it essentially involves machines, specifically computer systems, that simulate human cognitive processes. According to Simmons and Chappell, AI is defined as "a class of computer systems that utilize a computer's inherent ability to proficiently process numerical data and symbolic information with similar capabilities." This highlights the essence of AI, where computers mimic human-like intelligence through their prowess at handling diverse forms of data, both numerical and symbolic, that reflect human cognitive functions (Simmons & Chappell, 1988). In a scientific work written by experts in 2021 delved into the intricate synergy between human cognitive abilities and artificial intelligence, aiming to maximize individual strengths while overcoming their inherent limitations. This innovative convergence is referred to as augmented Intelligence (AuI), which marks a significant leap in understanding the potential of this harmonious partnership (Yau et al., 2021). In addition, findings from a comprehensive scoping review conducted in 2022 highlight the exponential growth of advanced AI applications in the healthcare domain. These applications rely heavily on complex data-driven mechanisms, demonstrating the growing complexity of AI utilization in the sector. This review emphasizes the importance of specialized knowledge in implementation science to effectively navigate and execute AI projects in a healthcare environment (Chomutare et al., 2022).

### *B. Employee Performance Improvement Strategy*

Improving employee performance is key to organizational success, which directly impacts the achievement of goals and overall productivity. Among the important tools that play a role in achieving this improvement, training and development are indispensable pillars. These strategies not only empower employees but also strengthen their skill set, fostering a workforce better equipped to contribute to company goals. Effective communication, another foundation, acts as the lifeblood of the organization's activities, fosters harmonious relations between management and staff. This synergy breeds mutual understanding, fostering strong relationships within the framework of the organization (Kwame Adom & Simatele, 2022).

Delving deeper into the orchestration of employee performance, evaluation takes a central role. Its diverse nature includes motivational triggers, alignment of employee interests with the organization's vision, continuous performance improvement, and strengthening overall staff efficiency and effectiveness. In addition, environmentally sound human resource management practices, which include areas such as comprehensive training, careful performance appraisal, and fair reward and compensation structures, have a great influence.

This not only supports organizational sustainability but also serves as a catalyst to improve employee performance (Ghasemi et al., 2019).

In this landscape, performance management is emerging as an essential tool for companies. Its core functions include methodically dissecting and implementing goals, embedding motivational strategies to encourage employees, standardizing human resource protocols for consistency, and improving overall managerial capacity. The merging of these strategies and practices becomes the cornerstone of an organization's efforts to achieve strategic goals and sustainable success (Lu, 2023).

## **Research Method**

In the world of research, methodology plays a crucial role as a foundation that ensures the accuracy, reliability, and success of a study. Methodology in research is not just a routine step, but a foundation that forms a framework and a deep approach to ensure that every step in the research process is carried out carefully and purposefully. This involves choosing the right method, an accurate data collection process, and careful analysis to produce reliable findings. By having a robust methodology, researchers can avoid unwanted bias, ensure the validity of results, and allow research results to be replicated or retested by others to strengthen confidence in the conclusions obtained. Methodology also helps determine the course of research, saves time and resources, and provides a solid structure to maintain focus on the ultimate goal of a study (Batubara, 2017).

In this study using qualitative methodology with a Literature Review approach, this methodology is an important analysis of academic information that focuses on a particular subject. It serves as an important research approach, which includes identifying, appraising, and merging existing literature to demonstrate the gaps of understanding that research studies seek to fill. Various forms of literature review exist, such as theoretical, methodological, and systematic reviews. The framework of a literature review usually consists of an introduction, main content, and conclusion. Its organization can be thematic, chronological, or methodological, depending on the research question. In addition, a comprehensive literature review highlights the strengths and weaknesses of existing literature while proposing potential avenues for future investigation (Snyder, 2019).

The role of literature review in research is very rich and diverse. Its main function is to immerse researchers in the current knowledge landscape on a particular topic, ensuring that ongoing work does not duplicate existing efforts, while pinpointing areas where gaps in understanding still exist, and are ready for researchers to explore. In addition, it also serves as a compass, which guides the formulation of a strong theoretical framework and methodology. By offering a significant panorama of findings and debates, it empowers researchers not only to structure existing research but also to craft compelling and unique arguments (Snyder, 2019).

What's more, a literature review is not just a collection of sources; it is an intricate synthesis that brings together existing research sets into a cohesive tapestry. This synthesis

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becomes the foundation for the researcher to build his original argument or initiate an innovative research effort. In addition, it stands as a basic pillar of knowledge, acknowledging and integrating previous scholarship to prevent redundancy and reward the contributions of other researchers (Snyder, 2019).

Various types of literature reviews have certain functions, including:

1. **Systematic Literature Review:** This methodically structured review meticulously collects, analyzes, and consolidates all pertinent research on a particular topic or question.
2. **Scoping Literature Review:** Initially measures the potential breadth and depth of existing research, aiming to outline the scope and nature of the available evidence.
3. **Narrative Literature Review:** Differs in the absence of a fixed methodology, it offers discussion and summary of the literature. Often, it presents a historical context, explains the basic concepts and the trajectory of the evolution of ideas.
4. **Integrative Literature Review:** A comprehensive approach that integrates diverse types of research, combining experimental and non-experimental research to foster an in-depth understanding of a subject.

These various styles of review serve different purposes, ranging from providing a holistic view of the research domain to synthesizing complex evidence relevant to a particular research question (Alamri, 2022; Belmahdi et al., 2022; Dean, 1906)

As previously explained about the importance of methodology in this study, in this study researchers used a qualitative methodology of systematic literature review.

## **Results and Discussion**

This study succeeded in revealing interesting findings related to *Working in the Middle of the Artificial Intelligence Era: Strategies for Improving Employee Performance*. Through research conducted with a systematic literature review of several literatures, existing research, and government sources, this study found a significant relationship between Artificial Intelligent and Employee Performance Improvement Strategies. The results of the analysis show that the performance of employees who utilize artificial intelligent technology tends to have an increase. These findings can be used as a strategy to improve employee performance in several other job sectors.

For example, a study on human resource information systems related to performance in the defense industry. In the study, there were significant results obtained from the relationship of artificial intelligence with employee performance. The more precise and comprehensive the application of Artificial Intelligence, the better the performance of employees in their job duties. AI embodies machine capabilities that reflect human intelligence and remains an important source of innovation across services today. Composed of technological elements, AI

effectively collects, processes, and responds to data in a similar way to human intelligence. Similar to humans, AI applies rules, evolves through constant learning of new data, and adapts to changes in its environment. Its application covers a wide array of business processes and functions, with marketing, which is the cornerstone of business operations, as one of the domains significantly impacted. AI is fundamentally changing the marketing landscape and is poised to undergo major transformations in the future (Manunggal et al., 2022).

In line with this study, another study on the antecedents of BPS DKI Jakarta employee performance shows that there is a significant influence between artificial intelligence and employee performance. Therefore, the correlation between the quality of Artificial Intelligence and Employee Engagement is clear: the more sophisticated the AI system, the higher the level of Employee Engagement it tends to foster. Conversely, when the capabilities of AI systems are limited, this often results in reduced Employee Engagement. The study underscores the strong and affirmative link between the efficacy of Artificial Intelligence and the level of Employee Engagement. This explains how Artificial Intelligence acts as an important factor that can significantly increase Employee Engagement in organizations. In addition, the study highlights the transformative potential of AI in aiding job analysis by efficiently evaluating candidates' educational qualifications, experience, and expertise that are typically core responsibilities of human resources departments (Penantoniati et al., 2023).

Another study conducted on the impact of fairness on employee performance and the role of artificial intelligence moderation suggests something similar. Artificial intelligence is ready to help businesses make superior decisions regarding the retention, development, and motivation of their workforce. The researchers believe that these discoveries could pave the way for new opportunities in shaping the landscape of human capital management in the future. At its core, the researchers aim to evaluate the comprehensive components of truly discrimination-free performance appraisals, with Organizational Justice Theory empowering managers to adeptly direct these complex decisions (Robert et al., 2021).

If referring to official statements from the government, then in the field of artificial intelligence presents tremendous potential in supporting human efforts. This transformative technology excels at processing and interpreting data quickly, uncovering complex patterns, and providing valuable insights that are critical to informed decision-making. In critical areas such as healthcare, education, and finance, AI serves as a catalyst for better diagnostic accuracy, superior recommendations, and the ability to identify fraudulent activity or security vulnerabilities. Its output serves as an enriched source of information, empowering professionals to improve the quality and efficacy of their decision-making processes (Kemenbudristek, 2023). The government also states AI has revolutionized many professions, simplifying tasks in various fields. Online store sellers, for example, leverage chatbot apps to respond automatically to shoppers' messages, simplifying their customer interactions (Kemenbudristek, 2023). Moreover, this strategy of using AI is suitable for marketing that targets young customers. According to a study of the demographic profiles of Tokopedia and Shopee users, the dominance of the 25-34 year age group is in line with the general trend of individual technology literacy that drives e-commerce adoption (Mardiani et al., 2023).



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Content creators leverage AI-based tools that speed up scriptwriting and content creation, including scripts, photos, and videos, making them more efficient. Journalists take advantage of apps like Wordsmith to quickly package their reports and optimize their workflows. In the legal field, lawyers use apps like Ross to access important legal data, thereby improving their case preparation. These examples are just the surface of AI's diverse impact on various professions (Kemenbudristek, 2023)

Not only employee performance, other studies that discuss the impact of artificial intelligence on company performance show that strengthening company creativity through the use of artificial intelligence is the most important thing. By applying AI technology, businesses can simplify repetitive tasks in their operations. This strategic merger frees up valuable human resources and simultaneously drives cost reduction initiatives (Chen et al., 2022). In addition, in the business world, the use of AI provides opportunities for innovative initiatives. By digging deep into internal and external data sets, companies can uncover critical insights into the needs of their growing customer base. This proactive approach gives companies plenty of time to fine-tune their operational workflows, add product lines, and improve service delivery (Chen et al., 2022).

For example, AI technology offers the ability to combine solutions of consumer choice. This is made possible through careful analysis of real-time browsing habits, clicks, and comprehensive sales data. By leveraging this information, predictive models can anticipate and proactively meet demand for higher quality products and services. These predictive capabilities empower businesses to align their offerings with consumer needs more precisely, thereby driving greater satisfaction and market relevance (Chen et al., 2022).

Other studies on artificial intelligence on employee performance not only improve effectiveness but also improve weaknesses in customer service and customer satisfaction. The findings of this study have significant implications for service marketers and human resource practitioners. The study underscores the importance of considering more than just organizational personality traits and resources when addressing service quality and employee performance. Although traditional discussions often center on the influence of traits such as personality and emotional intelligence on behavior and job performance, the study highlights the potential for AI to compensate when employees lack the personal competencies necessary to provide optimal service. Prioritizing the recruitment of individuals equipped with essential competencies remains critical to organizational success. However, unlike personality traits that cannot be changed, personal competencies such as emotional intelligence can be developed although it takes a lot of time and resources. Instead, AI technology offers solutions that can be customized and programmed according to specific needs, resulting in lasting and widely applicable effects. Its application not only strengthens employee engagement and performance but also significantly shapes customer attitudes and behaviors. Recent studies further corroborate these claims by showing how AI can effectively increase customer engagement and foster loyalty (Prentice et al., 2023). How customers respond can be directly related to their use of AI applications or how these technologies affect their interactions with employees. This linkage shows the significant positive impact of AI-based tools on factors such as customer

satisfaction, engagement levels, and willingness to make purchases. For enterprise management, finding the right balance in allocating resources between advancing AI advancements and investing in employee training is critical. The significant influence on job security emphasizes the need for a wise and strategic approach in the application of AI technology within the company. In addition, creating an environment that encourages employees to share insights can prove beneficial in understanding how AI can improve performance without posing a threat to job security (Prentice et al., 2023).

Although the studies mentioned show a positive side to employee performance strategies, there is also a negative side to using this artificial intelligence. A study on the application of AI technology and employee responsibility shows that many researchers have conducted comprehensive investigations into the influence of various artificial intelligence technologies on various aspects of the economy such as employment dynamics, income distribution, and overall productivity. The researchers' extensive research has yielded valuable insights, which significantly add to understanding in related fields. However, these questions are mostly concentrated on economic parameters, and often rely on industry-wide data or predictive theoretical models. There is a dearth of empirical studies that specifically examine social outcomes at the granular enterprise level. In addition, when researching the impact of artificial intelligence in organizations using company-specific data, its findings are likely to lead to more negative consequences. This includes decreased employee job satisfaction, reduced levels of organizational commitment, and increased intent to move. These conclusions largely come from the subjective perspective and cognitive evaluation of the employees themselves (Wang et al., 2023).

An investigation into the study revealed a striking inverse relationship between the integration of AI technology and the level of accountability among employees. Delving deeper into these relationships, researchers identified several underlying mechanisms at play. One of the key factors is the transformative shift in management goals triggered by the application of AI, which has a major impact on perceptions and practices of accountability in the workforce. In addition, the introduction of new structural frameworks in organizations has proven to play an important role. The structure is designed to include improved supervisory mechanisms and multifaceted incentive systems, thereby reshaping employee responsibilities (Wang et al., 2023). In addition, the study underscores the importance of supervisory costs, and points to their role as partial mediators in the complicated relationship between AI technology utilization and employee accountability. This diverse understanding offers valuable insights into the dynamics taking place in the modern workplace. Importantly, these findings not only contribute to building a strong theoretical framework but also challenge existing ideas. These studies offer a new perspective that is different from previous studies, which have largely painted a negative picture of the impact of AI technology in professional environments (Wang et al., 2023).

Research investigations have delved deeper into the complicated factors that form the relationship between the utilization of AI technology and employee responsibility. What was found was very interesting. When AI is applied, the negative impact that it usually has on employee responsibilities is reduced, especially in the highly competitive product market. In

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addition, this influence is greater in companies controlled by the government compared to companies controlled by the private sector. These in-depth findings underscore the profound impact of a company's unique characteristics and its operational landscape on how much it affects the integration of AI technology. It should be noted that although previous studies hinted at this relationship, it rigorously tested and validated previously unexplored hypotheses (Wang et al., 2023).

Further investigation of how the integration of artificial intelligence (AI) technology and the cultivation of employee accountability impact production efficiency and innovation performance of companies. Our comprehensive analysis reveals that the strategic application of AI technology and the development of a culture of employee responsibility result in an increase in the company's production efficiency. In addition, while empowering employees with responsibility significantly improves innovation output and efficiency, the application of AI technology does not greatly impact innovation output or efficiency. These findings underscore the importance of prioritizing a "people-first" approach in human resource management, underscoring the importance of employee responsibility even in a rapidly evolving landscape shaped by AI. Previous theoretical studies have alerted managers to the potential pitfalls stemming from over-reliance on automated tools, including the risk of falling into predictable patterns and eroding interpersonal relationships within organizations. To navigate this terrain, managers must consider the unparalleled essence of human intelligence juxtaposed with the challenges posed by machine intelligence in human-machine collaborative systems. This requires a high-level perspective that aims to harmonize these seemingly contradictory elements. Our study seeks to address these issues and contribute significantly to a richer understanding of the interaction between human and machine intelligence (Wang et al., 2023).

### **Conclusion**

Based on the results of the study by looking at the data of previous research journals, and comparing with information from stakeholders that have been published on the official government website, it can be concluded that :

1. Artificial Intelligent (AI) can help deliver significant results to improve employee performance.
2. The sophistication of AI applications is very influential, the more sophisticated the application, the better the performance of employees.
3. The presence of AI can foster new opportunities in the world of work. It can be used to devise strategies to improve employee and company performance.
4. AI technology in addition to improving performance can also identify fraudulent activities, so it is considered more secure. It can also revolutionize jobs such as online trading.
5. With the existence of AI, it can also have a positive impact on customer satisfaction because it can improve customer service.

6. AI can be used to provide training to improve employee performance.
7. But AI also has negative sides to consider, such as reduced awareness of employee responsibility, and not promoting a "human touch" approach.
8. The application of AI technology is also considered not to have a major impact on innovation efficiency.

From the summary that has been submitted, it can be seen that the application of artificial intelligence in improving employee performance has significant potential. This strategy is expected to make optimal use of the latest technological developments as the main capital in achieving success in the growing digital era. Nevertheless, it is important to still consider that, in the midst of this technological transformation, the human aspect should not be forgotten. The prioritization of interaction between people in service still has an important role and cannot be ignored. Therefore, despite the huge potential in the use of artificial intelligence, an approach that maintains the human touch still needs to be considered as one of the main options. The integration between advanced technology and the warmth of human interaction is the key to achieving efficiency and balanced customer satisfaction in this modern era.

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