

Research Article

The Role of Algorithms in Improving the Accuracy of Intelligent Employee Selection in Human Resource Management at PT. Rasaki Logam Makmur Bandung

Granit Agustina^{1*}, Rudi Suprianto Ahmadi², Herni Suryani Apandi³, Feby Febrian⁴, Ahmad Zaelani Adnan⁵

1 Universitas Kebangsaan Republik Indonesia, email: granitagustina1982@gmail.com

2 Universitas Winaya Mukti, email : rudiahmadi64@gmail.com

3 Universitas Winaya Mukti, email: herniapandi@gmail.com

4 Universitas Winaya Mukti, email: obelix9008@gmail.com

5 Institut Teknologi Petroleum Balongan, email: ahmadzaelani.adnan@gmail.com

*Corresponding Author: Granit Agustina

Abstract: This study aims to examine the efforts of algorithms to improve the accuracy of intelligent employee selection in Human Resource Management (HRM) at PT. Rasaki Logam Makmur Bandung. Using qualitative research methods, this study identified that algorithms can improve employee selection accuracy by analyzing broader data and discovering ways unknown to humans. High employee quality can improve employee and organizational performance. Good productivity satisfaction can increase work quality and reduce errors. Good employee performance can increase productivity satisfaction and reduce stress. Good selection accuracy can improve employee and organizational performance by selecting the most suitable employees for available positions. Intelligent employee selection can improve the quality of selected employees and reduce selection errors. The results show that the use of algorithms can improve employee quality, job satisfaction, and employee performance. This study also developed an algorithm-based intelligent employee selection model that can improve the effectiveness and efficiency of employee selection methods. The algorithm can be used as an intelligent employee selection engine by analyzing candidate data and predicting their suitability for available positions. This study adds impetus to the development of HRM theory and practice, and provides recommendations for companies to improve employee quality through the use of algorithms in the employee selection process. It can serve as a reference for companies and HRM practitioners to improve employee quality through the use of algorithms in the employee selection process. Therefore, companies need to pay attention to these factors in the employee selection process to improve employee quality and performance. By using an intelligent, algorithm-based employee selection model, companies can increase the effectiveness and efficiency of their employee selection process and select the most suitable candidates for available positions.

Received: September 16, 2025

Revised: October 22, 2025

Accepted: November 19, 2025

Online Available: November 21, 2025

Curr. Ver.: November 21, 2025



Copyright: © 2025 by the authors.

Submitted for possible open

access publication under the

terms and conditions of the

Creative Commons Attribution

(CC BY SA) license

([https://creativecommons.org/li](https://creativecommons.org/licenses/by-sa/4.0/)

[censes/by-sa/4.0/](https://creativecommons.org/licenses/by-sa/4.0/))

Keywords: Accuracy; Algorithm; Employee Quality; Employee Selection; HR

1. Introduction

In the digital era, Human Resource Management (HRM) faces challenges in selecting the right employees for available positions. Traditional employee selection processes often rely on subjective factors and are ineffective in identifying the most suitable candidates. [6] (Ebrahimabadi, Arash; Afradi, Alireza, 2025). Algorithms are a metaheuristic optimization approach derived from certain interesting behaviors of an environment used as a concept that utilizes intensity and attraction to generate significant attention in identifying and producing optimal solutions in various fields with greater accuracy, in other words, changes are needed in employee selection methods to improve the accuracy and quality of selected employees. Algorithms can be used to improve accuracy in the employee selection process by analyzing candidate data and predicting their suitability for available positions. By using algorithms, companies can improve the quality of selected employees, increase job satisfaction, and improve employee performance. This study focuses on the role of algorithms in improving the accuracy of intelligent employee selection in HRM. This study aims to analyze how algorithms can be used to improve employee quality, job satisfaction, and employee performance. The research is able to produce input on improving theory and HR, as well as provide recommendations for companies to improve employee quality through the use of algorithms in the employee selection process. That algorithms can improve the accuracy of employee selection by analyzing broader data and finding ways that have not been realized for humans. Identifying the role of algorithms in improving the accuracy of intelligent employee selection, analyzing the advantages and disadvantages of using algorithms in the employee selection process, developing an effective and efficient algorithm-based intelligent employee selection model, high employee quality can improve employee and organizational performance. [4] (Chen, Yangyang, 2024) It can also be said to be a form of technology that inserts characters in conducting pre-training into a model that can improve the ability to understand contextual information in a two-way short-term memory network and attention mechanisms introduced for job seekers who often cannot clearly analyze the advantages of the job and the real needs of the position for a deviation and waste of talent in human resource management. [8] (Fangfang Dong, 2024) said that human resources have business data that has potential and support that focuses on strategic decision makers to improve organizational efficiency as a use of algorithms that classify and evaluate the effectiveness of human resources. Good job satisfaction can increase the quality of work and reduce errors. High employee performance can produce increased job satisfaction and reduce stress. Good selection accuracy can increase employee and organizational performance by selecting the most suitable employees for available positions, smart employee selection can improve the quality of selected employees and reduce selection errors.

2. Preliminaries or Related Work or Literature Review

HR Development

[2] (Asaad, Alsakarneh, et al, 2023) said that HR management is about the procurement and management of employees as well as the development and maintenance of the skills, knowledge, and talents needed for an organization to achieve success. [17] (Mathews, Verona E, 2025) revealed that human resource management is very complex in knowledge transfer and is more developed in the private sector. [3] (Boseli, P et al, 2021) said that labor laws and collective labor agreements are generally stated in government regulations that have an influence on human resource management such as employee selection, training, development, assessment, and payroll. [3] (Boseli, P et al, 2021) explained that the perspective of human resource management from a theoretical perspective provides a holistic approach to how employee selection, training, development, assessment, and payroll systems are interrelated. In addition, according to [15] (López-Gamero, Maria D, 2021), human resource management can help realize a good human resource environmental management strategy.

The Role of Algorithms

[6] (Ebrahimabadi, Arash; Afradi, Alireza, 2025). Algorithms are a metaheuristic optimization approach derived from certain interesting behaviors of an environment used as a concept that utilizes intensity and attraction to generate significant attention in identifying and producing optimal solutions in various fields with more accuracy. [6] (Ebrahimabadi, Arash and Afradi, Alireza, 2025). Algorithms clarify the flexibility and adaptability of an application that offers comprehensive insights into new optimization techniques by exploring

core principles, operational mechanisms, application benefits and comparative analysis . [8] (Fangfang Dong, 2024) said that human resources have business data that has potential and support that focuses on strategic decision makers to increase organizational efficiency as the use of algorithms that classify and evaluate the effectiveness of human resources. [13] Jantan, Hamidah, (2020) explains that algorithms are an approach that can be used to classify, classify and categorize several important things in conducting data analysis. [4] (Chen, Yangyang, 2024) Algorithms can be used as a short note similarity method applied in calculating the level of match between job seekers and job descriptions. [4] (Chen, Yangyang, 2024) It can also be said as a form of technology that inserts characters in pre-training into a model that can improve the ability to understand contextual information in a two-way short-term memory network and attention mechanisms introduced for job seekers who often cannot clearly analyze the advantages of the job and the real needs of the position for a deviation and waste of talent in human resource management. [14] (Li, Zhenzu, 2024) revealed that algorithm management is a very important part in running the operation and development of a sustainable manufacturing company.

Employee selection,

[3] (Boseli, P et al, 2021) said that labor laws and collective labor agreements are generally stated in government regulations that have an influence on the management of human resource management such as employee selection, training, development, assessment, payroll . [24] (Townes, Juliet I et al, 2025) explained that employee selection is an interesting thing for an organization, academics and practitioners. [18] Nikolskaya, E., (2022) explained that in a business in an organization or company, the recruitment or selection of employees or employees is a very crucial factor or thing in managing human resource management. [9] (Fotiadis, Iordanis, 2025) said that in employee recruitment methods there are 3 things that must be considered, namely the selection or recruitment process of employees or employees, how the selection and recruitment methods of employees or employees, contributions in understanding the selection and recruitment process both qualitatively and quantitatively. [9] (Fotiadis, Iordanis, 2025) explains that achieving success in a company or organization means the selection or recruitment process is very important and crucial. [16] (Mahapatro, 2021) explains that the success of a structured selection and recruitment process will produce efficient results and have very high competitiveness where the organization prioritizes it through human capital development called human capital theory. Obtaining adequate workforce quality as the responsibility of the human resources department in order to achieve growth and development, every organization requires adequate talent [2] (Asaad, Alsakarneh, et al, 2023)

Selection Accuracy

(Zhabinets Maxim; Tyler, 2025) explains that employee selection using algorithmic methods is an accurate selection to improve performance dynamically and optimally. [27] (Zhabinets, Maxim. Et al, 2025) to be able to increase selection accuracy requires a complete amount of data by annotating new data, data specifications and various samples to classify various data as a form of selection accuracy. [23] (Toghiani Sajjad, et al, 2025) said that to carry out selection accuracy, the genomic selection method can be used because it has better accuracy than using traditional data. [10] (Gaire, Rupesh. Et al, 2022) has stated that multi genomics can increase and improve the accuracy of primary and economic selection or selection by combining and correlating with secondary traits. [9] (Fotiadis, Iordanis, 2025) explains that achieving success in a company or organization, the selection or recruitment process is very important and crucial. [16] (Mahapatro, 2021) explains that the success of a structured selection and recruitment process will produce efficient results and have very high competitiveness where the organization prioritizes it through the development of human capital, which is called human capital theory.

Quality of employees,

[20] (Pasyar, Nilofar, et al, 2025) said that quality is the main thing that can cause employee safety, results and performance supported by social factors and the work environment. [26] (Zhao, Ying. Et al, 2025) explains that quality employees have innovative behavior based on activities or racing towards the results of innovative ideas or solutions as problem solving which can then be implemented. [21] (Pranav, Muralidharan K et al, 2024) said that quality employees until retirement must maintain mental health and a good work environment balanced with the level of happiness of the employees themselves. [1] (Al-Oun,

Salem and Al-Khasawneh, Ziad, 2025) explain that human resource management consists of planning, employee selection, training and motivation towards career quality dimensions in the form of promotion equality, work safety and participatory decision making among employees.

Job satisfaction

[12](Huang, Tianli and Wu, Yan. 2025). said that job satisfaction is shown in emotional, subjective and multidimensional forms obtained from the results of evaluations carried out on several elements such as dissatisfaction. [7] (Eunice Joy I. Lariosa, 2025) said that job satisfaction is often a separate issue, many experience stress and fatigue which drains them emotionally, mentally and physically. Maslow's theory in [12] (Huang, Tianli and Wu, Yan. 2025) said that the meaning of job satisfaction is the alignment of individual needs with a person's perceived career abilities to fulfill those needs. [25](Zhang, Xia, 2024) said that job satisfaction can be measured at several levels, namely low, medium and high according to the results of job satisfaction. According to [11](Hu, Hengyu, 2025) job satisfaction has an impact on draining employees' emotional resources, reducing the sense of achievement and attitudes of the employees themselves.

Employee Performance

[19] (Palupiningtyas, Dyah, et al, 2025) explains that employee performance characteristics will be seen from the results achieved by the employee in accordance with their duties and responsibilities. [19] (Palupiningtyas, Dyah, et al, 2025) said that several aspects of employee performance include tasks, contextual and counterproductive behavior. [22] (Prayogi, MA et al 2023) said that employee performance has a measurable reference as a clear criterion set by the company as a form of responsibility that shows ability and where employee performance is the main predictor of company performance. [5] (Dahlan, Mohammed et al, 2024) said that employee performance has an important construct towards job satisfaction which is based on promotions, opportunities and reward systems based on qualifications and experience.

3. Materials and Method

This study uses qualitative research, namely by identifying the role of algorithms in improving the accuracy of intelligent employee selection, analyzing the advantages and disadvantages of using algorithms in the employee selection process and developing an effective and efficient algorithm-based intelligent employee selection model. This study analyzes in depth the role of algorithms in the employee selection process at PT. Rasaki Logam Makmur Bandung. Conducting an in-depth interview process by conducting interviews with related parties, such as HRD managers and algorithm development teams, to understand the process of developing and implementing algorithms. Document analysis, namely analyzing related documents, such as research reports, articles, and books, to understand the concept of algorithms and human resource management. Conducting data collection includes observation, namely conducting direct observation of the employee selection process at PT. Rasaki Logam Makmur Bandung to understand the role of algorithms. Questionnaires, namely using questionnaires to collect data from employees who have been selected using algorithms. The data analysis method is thematic analysis, namely analyzing data by identifying themes related to the role of algorithms in improving the accuracy of employee selection. Content analysis, namely analyzing data content to understand how algorithms can improve the accuracy of employee selection. In conducting research, it is necessary to ensure that the research method applied is based on the research's intentions and is able to respond to the research questions. In addition, it is also necessary to ensure that the research is conducted ethically and does not violate the rights of respondents.

4. Results and Discussion

Results

Algorithms can improve the accuracy of intelligent employee selection by analyzing broader data and finding ways that have not been answered by humans, the use of algorithms can save time and costs in the employee selection process so that an algorithm-based intelligent employee selection model can be developed to improve the effectiveness and efficiency of the employee selection process, can also improve the accuracy of employee selection by analyzing candidate data and predicting their suitability for available positions, algorithms can reduce the employee selection process by using objective data and not influenced by subjective factors. Improving employee quality shows that the use of algorithms can improve the quality of selected employees by selecting the most suitable candidates for available positions.

Focus group discussion

Application of Algorithms in Employee Selection: The results of the study show that algorithms can improve the accuracy of employee selection by analyzing candidate data and predicting their suitability for available positions.

Bias Reduction: Algorithms can reduce bias in the employee selection process by using objective data that is not influenced by subjective factors.

Employee Quality Improvement: The use of algorithms can improve the quality of selected employees by selecting the most suitable candidates for the available positions.

Discussion

FGD Topic 1: Employee Experiences and Perceptions of Smart Employee Selection

How do employees who have been selected using an algorithm view the selection process?

What are the advantages and disadvantages of algorithm-based selection processes according to employees?

FGD Topic 2: Effectiveness of Algorithms in Improving the Accuracy of Employee Selection

How does the algorithm help improve the accuracy of intelligent employee selection at PT. Rasaki Logam Makmur?

What are the indicators of success in using algorithms in the employee selection process?

FGD Topic 3: Challenges and Opportunities in Algorithm Implementation

What are the challenges faced in implementing algorithms for intelligent employee selection?

What are the opportunities for developing and improving algorithm-based selection processes in the future?

FGD Topic 4: The Impact of Algorithms on Employee Work Experience and Productivity

How does the use of algorithms in the selection process affect employee work experience?

What is the impact of using algorithms on employee productivity and performance at PT. Rasaki Logam Makmur?

FGD with Company Owners:

Discussion Topics:

How do company owners view the role of algorithms in improving the accuracy of intelligent employee selection?

What are the company owners' expectations regarding the results of implementing algorithms in the employee selection process?

How do company owners see the potential for developing and improving algorithm-based selection processes in the future?

Objective:

Understanding the company owner's perspective on the role of algorithms in improving the accuracy of intelligent employee selection.

Identifying the company owner's expectations and needs regarding algorithm implementation.

FGD with Customers:

Discussion Topics:

How do customers perceive the quality of employees selected through an algorithm-based selection process?

What are the advantages and disadvantages of employees selected through an algorithm-based selection process according to customers?

How do customers view the potential for developing and improving algorithm-based selection processes to improve employee quality?

Objective:

Understanding customer perspectives on the quality of employees selected through an algorithm-based selection process.

Identify customer needs and expectations related to employee quality.

FGD with Stakeholders:

Discussion Topics:

How do stakeholders view the role of algorithms in improving the accuracy of intelligent employee selection?

What impact does implementing an algorithm have on stakeholders, such as employees, management, and the company as a whole?

How do stakeholders view the potential for developing and improving algorithm-based selection processes to improve employee quality and company performance?

Objective:

Understanding stakeholder perspectives on the role of algorithms in improving the accuracy of intelligent employee selection.

Identifying stakeholder needs and expectations related to algorithm implementation and developing algorithm-based selection processes.

By conducting FGDs with company owners, customers, and stakeholders, this study can gain more comprehensive insights into the role of algorithms in improving the accuracy of intelligent employee selection and how this impacts human resource management at PT. Rasaki Logam Makmur Bandung.

By discussing these topics, FGDs can provide deeper insights into the role of algorithms in improving the accuracy of intelligent employee selection and how this impacts human resource management in companies.

SWOT analysis in qualitative research on the role of algorithms in improving the accuracy of intelligent employee selection in human resource management (HRM) at PT. Rasaki Logam Makmur Bandung can be presented as follows:

Strengths:

Implementation of advanced technology: PT. Rasaki Logam Makmur Bandung can utilize algorithmic technology to improve the accuracy of employee selection.

Accurate data: Algorithms can analyze accurate and objective data to predict a candidate's suitability for an available position.

Bias reduction: Algorithms can reduce bias in the employee selection process by using objective data.

Weaknesses:

Data dependence: Algorithms require complete and accurate data to predict candidate suitability.

Limitations of the algorithm: The algorithm may not be able to take into account factors that cannot be measured quantitatively.

Technology dependency: PT. Rasaki Logam Makmur Bandung needs to ensure that the algorithm technology used can be integrated with existing systems.

Opportunities:

Increased efficiency: Algorithms can increase efficiency in the employee selection process by automating data analysis.

Employee quality improvement: Algorithms can improve the quality of selected employees by predicting the suitability of candidates for available positions.

Technology development: PT. Rasaki Logam Makmur Bandung can develop algorithm technology to improve the accuracy of employee selection.

Threats:

Vendor dependency: PT. Rasaki Logam Makmur Bandung may be dependent on the vendor of the algorithm technology used.

Technological changes: Technological changes can affect algorithm performance and require adjustments.

Data security: PT. Rasaki Logam Makmur Bandung needs to ensure that candidate data used in the algorithm is secure and not misused.

By conducting a SWOT analysis, PT. Rasaki Logam Makmur Bandung can understand the strengths, weaknesses, opportunities, and threats related to the implementation of algorithms in the employee selection process, so that it can make more appropriate decisions to improve the accuracy of employee selection.

EFAS (External Factor Analysis Summary) and EFIS (Internal Factor Analysis Summary) in qualitative research on the role of algorithms in improving the accuracy of intelligent employee selection in human resource management (HRM) at PT. Rasaki Logam Makmur Bandung can be presented as follows:

EFAS (External Factor Analysis Summary):

Opportunities:

Increasing efficiency in the employee selection process by using algorithms.

Improving the quality of selected employees by predicting the suitability of candidates for available positions.

Development of more sophisticated algorithm technology to improve the accuracy of employee selection.

Threats:

Dependence on the technology vendor of the algorithm used.

Technological changes that may affect algorithm performance.

Security of candidate data used in the algorithm.

EFIS (Internal Factor Analysis Summary):

Strengths:

Application of advanced technology in the employee selection process.

Accurate and objective data to predict candidate suitability.

Reducing bias in the employee selection process by using algorithms.

Weaknesses:

Reliance on complete and accurate data to predict candidate suitability.

The limitation of the algorithm is in considering factors that cannot be measured quantitatively.

Dependence on technology used in the employee selection process.

By conducting EFAS and EFIS, PT. Rasaki Logam Makmur Bandung can understand the external and internal factors that influence the implementation of algorithms in the employee selection process, so that it can make more appropriate decisions to improve the accuracy of employee selection.

Qualitative research on "The Role of Algorithms in Increasing the Accuracy of Intelligent Employee Selection in Human Resource Management at PT. Rasaki Logam Makmur Bandung" can be categorized into several quadrants based on its focus and method.

Quadrant I: Exploratory Qualitative Research - This research aims to understand the role of algorithms in improving the accuracy of intelligent employee selection. Using qualitative methods, this research can gain in-depth information about how algorithms are used and their impact on the employee selection process.

Quadrant II: Descriptive Qualitative Research - This research can also be categorized as descriptive research because it aims to describe how algorithms improve the accuracy of intelligent employee selection at PT. Rasaki Logam Makmur Bandung.

Research Focus

Human Resource Management - This research focuses on aspects of human resource management, particularly in the employee selection process.

Algorithmic Technology - This research also focuses on the role of algorithmic technology in improving the accuracy of intelligent employee selection.

Thus, this research can be categorized in the exploratory and descriptive qualitative research quadrant, with a focus on human resource management and algorithm technology.

Implications for HR: This has important implications for HR in improving the efficiency and quality of decision-making. Technologies such as machine learning and big data enable companies to analyze employee data, automate recruitment processes, and predict turnover.

Comparison with Previous Research: This research can be compared with relevant previous research to strengthen the findings or show any differences that may arise.

6. Conclusion

Thus, this research can contribute to the development of HRM theory and practice, as well as provide recommendations for companies to improve employee quality through the use of algorithms in the employee selection process. This research shows that algorithms can improve the accuracy of intelligent employee selection in human resource management at PT. Rasaki Logam Makmur Bandung. Thus, companies can consider using algorithms in the employee selection process to improve the quality of selected employees. This qualitative research provides a deeper understanding of the role of algorithms in improving the accuracy of intelligent employee selection in HRM at PT. Rasaki Logam Makmur Bandung. The results of this study indicate that algorithms can improve employee selection accuracy and reduce bias in the employee selection process.

Suggestion

Further research could develop more sophisticated algorithmic models to improve employee selection accuracy. Further research could analyze the impact of algorithmic use in employee selection on company performance and employee job satisfaction.

References

- Al-Oun, S., & Al-Khasawneh, Z. (2025). Sustainable human resource management and career quality in public utilities: Evidence from Jordan's electricity sectors. *Sustainability*, 17(11), 4866. <https://doi.org/10.3390/su17114866>
- Alsakarneh, A., Al-gharaibeh, S. M., Allozi, A. I., Ababneh, H. T., & Eneizan, B. (2023). The influence of talent management practices on employee retention and performance: An empirical study of Jordanian service organizations. *Problems and Perspectives in Management*, 21(3), 460-470. [https://doi.org/10.21511/ppm.21\(3\).2023.37](https://doi.org/10.21511/ppm.21(3).2023.37)
- Boselie, P., Paawe, J., & Peccei, R. (2021). Picking up the HRM pieces: Why fit doesn't fit in the public sector. In S. Leixnering, M. Reihlen, & D. Jancary (Eds.), *Research handbook on HRM in the public sector* (pp. 14–28). Edward Elgar.
- Chen, Y. (2024). Human resource recommendations using Chinese BERT, BiLSTM, and short text similarity algorithm. *Informatica*, 48(22), 99–111. <https://doi.org/10.31449/inf.v48i22.6853>
- Dahlan, M., Omar, R., & Kamarudin, S. (2024). Influence of toxic leadership behavior on employee performance in higher educational institutions in Saudi Arabia. *International Journal of Organizational Leadership*, 13(1), 79-101. <https://doi.org/10.33844/ijol.2024.60400>
- Ebrahimabadi, A., & Afradi, A. (2025). Performance prediction of roadheaders using support vector machine (SVM), firefly algorithm (FA), and bat algorithm (BA). *Rudarsko-Geolosko-Naftni Zbornik*, 40(3), 67–82. <https://doi.org/10.17794/rgn.2025.3.6>
- Lariosa, E. J. I., & Quines, L. A. (2025). Empowerment, well-being, and interpersonal relationships: A structural equation model on teachers' job satisfaction among public elementary schools teachers. *European Journal of Educational Studies*, 12(2). <https://doi.org/10.46827/ejes.v12i2.5849>
- Dong, F. (2024). Random forest algorithm for HR data classification and performance analysis in cloud environments. *International Journal of Advanced Computer Science and Applications*, 15(11). <https://doi.org/10.14569/IJACSA.2024.0151147>
- Fotiadis, I., Salepaki, A., Angelou, I., & Kourkouridis, D. (2025). Human resources strategies in Greek tourism businesses: Perspectives and challenges. *SA Journal of Human Resource Management*, 23. <https://doi.org/10.4102/sajhrm.v23i0.2911>
- Gaire, R., Pais de Arruda, M., Mohammadi, M., Brown-Guedira, G., Kolb, F. L., et al. (2022). Multi-trait genomic selection can increase selection accuracy for deoxynivalenol accumulation resulting from fusarium head blight in wheat. *The Plant Genome*, 15(1). <https://doi.org/10.1002/tpg2.20188>
- Hu, H., Chang, S., Tian, G., Li, Z., & Chang, L. (2025). *BMC Nursing*, 24, 1–15. <https://doi.org/10.1186/s12912-025-03607-7>
- Huang, T., & Wu, Y. (2025). A bibliometric analysis of nurses' job satisfaction from 2004 to 2023. *Journal of Nursing Management*. <https://doi.org/10.1155/ionm/4285361>
- Male, H., Syafiqah, N. H. C. A., & Othman, Z. A. (2020). Artificial immune-based algorithm for academic leadership assessment. *International Journal of Advanced Computing Science and Applications*, 10(8). <https://doi.org/10.14569/IJACSA.2020.0100848>
- Li, Z., Yu, Y., & Wang, S. (2024). Practical evaluation of intelligent algorithms in ESG management of manufacturing enterprises. *Scientific Reports*, 14(1), 19394. <https://doi.org/10.1038/s41598-024-70376-9>

- López-Gamero, M. D., Tarí, J. J., Pereira-Moliner, J., & Pertusa-Ortega, E. M. (2021). Environmental management, human resource management, and green human resource management: A literature review. *Basel*, 11(2), 48. <https://doi.org/10.3390/admsci11020048>
- Mahapatro, B. B. (2021). *Human resource management*. New Age International Publishers.
- Mathews, V. E. (2025). Human resource management in a district health system in the public health sector. *Journal of Human Resource Management*, 23. <https://doi.org/10.4102/sajhrm.v23i0.2708>
- Nikolskaya, E., Zakharova, E., Avilova, N., Konovalova, A., & Dmitrieva, O. (2022). Perfecting approaches to personnel recruitment in the hospitality industry. *Anais Brasileiros de Estudos Turísticos*, 12, 1–8. <https://doi.org/10.5281/zenodo.7487499>
- Palupiningtyas, D., Octafian, R., Mistriani, N., Ayunda, K. N. D., & Putra, M. A. (2025). The effect of GHRM on young employee retention and performance: Evidence from Indonesia. *SA Journal of Human Resource Management*, 23. <https://doi.org/10.4102/sajhrm.v23i0.2886>
- Pasyar, N., Rambod, M., Abbasi, A., Salmanpour, M. (2025). Social relational quality and ethical climate as predictors of sleep quality in employees of the operating room: A hierarchical linear regression analysis. *BMC Health Services Research*, 25, 1–12. <https://doi.org/10.1186/s12913-025-12903-6>
- Muralidharan K., P., Francis, P. T., Olickal, J. J., Rose, B. M., Sankara, S. P., et al. (2024). Mental well-being and the quality of life among the retired public and private sector employees: A comparative study from Kerala, India. *Cureus*, 16(10). <https://doi.org/10.7759/cureus.71663>
- Prayogi, M. A., Farisi, S., & Lesmana, M. T. (2023). Career competencies and employee performance: Mediating roles of job crafting and employee engagement in Islamic banking in North Sumatra, Indonesia. *Problems and Perspectives in Management*, 21(3), 206–218. [https://doi.org/10.21511/ppm.21\(3\).2023.16](https://doi.org/10.21511/ppm.21(3).2023.16)
- Toghiani, S., Aggrey, S. E., Romdhane, M., & Engineering, G. (2025). FST-based marker prioritization within quantitative trait loci regions and their impact on genomic selection accuracy: Insights from a simulation study with high-density marker panels for bovines. *Genes*, 16(5), 563. <https://doi.org/10.3390/genes16050563>
- Townes, J. I., Marange, T. S., & Maleka, M. J. (2025). Exploring employee selection procedures in the South African organizations. *SA Journal of Human Resource Management*, 23. <https://doi.org/10.4102/sajhrm.v23i0.3073>
- Zhang, X., Zhou, J., Chen, F., Yang, J., Jiang, Z., et al. (2024). Frontline nurses' job satisfaction and missed nursing care in COVID-19 dedicated hospitals in China: A cross-sectional study. *Journal of Nursing Management*. <https://doi.org/10.1155/2024/5918935>
- Zhao, Y., Ren, F., & Fan, M. (2025). The effects of developmental electronic performance monitoring on employee innovative behavior. *Scientific Reports*, 15(1), 32005. <https://doi.org/10.1038/s41598-025-12326-7>
- Zhabinets, M., Tyler, B., Lukac, M., Nagayama, S., Molnár, F., et al. (2025). Synthetic data-based algorithm selection for medical image classification under limited data availability. *Algorithms*, 18(6), 310. <https://doi.org/10.3390/a18060310>