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Analysis of Local Government Readiness for Implementing AI Based Human Resource Information Systems

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A B S T R A C T

This study aims to analyze the readiness of local governments in adopting Artificial Intelligence (AI) based Human Resource Information Systems (HRIS) as a strategy to improve public sector efficiency and responsiveness in the digital era. The research adopts a quantitative approach using a survey method with structured questionnaires distributed to selected government agencies. The dimensions of organizational readiness measured include infrastructure readiness, human resource capability, policy support, and digital literacy. Data were collected from 112 respondents consisting of HR officers and IT staff in local government institutions. The analysis was conducted using descriptive statistics and structural equation modeling (SEM) to assess relationships between variables.The results show that while technological infrastructure and policy support are relatively adequate, there are still significant challenges in terms of human resource competency and digital adaptation. Particularly, the lack of training in AI application and limited integration between departments hinder effective implementation. The readiness level was categorized as moderate, indicating the need for targeted improvements before full scale deployment. The significance of this study lies in its contribution to the discourse on public sector digital transformation, especially in the context of human resource management through AI. The findings provide practical insights for policymakers and government leaders to design tailored interventions that address gaps in readiness. It also highlights the strategic importance of aligning institutional vision, technical capabilities, and workforce development to support AI based system implementation. This research is expected to serve as a foundation for further academic exploration and a reference for strategic planning in public administration.

1. Introduction

1.1 Background

The advent of Industry 5.0 has accelerated the integration of intelligent technologies, including Artificial Intelligence (AI), into public sector governance. In the era of ongoing digital transformation, local governments are increasingly expected to adopt adaptive strategies for managing human resources (HR) to achieve efficiency, transparency, and accountability in public service delivery. One increasingly relevant approach is the implementation of AI based Human

Resource Information Systems (HRIS), which enables data driven decision-making, process automation, and performance management through analytics.

Local governments play a pivotal role in supporting the national digital transformation agenda. However, many local administrations still face significant challenges in terms of infrastructure readiness, digital competencies of civil servants, and internal policies that have yet to fully support AI integration. These readiness gaps hinder the effective implementation of information systems critical to modern and efficient HR management.

Several previous studies have addressed issues within local government contexts. For instance, [1] found that the implementation of information technology in local governments was hindered by inadequate training and limited budget allocations. [2] revealed that digital readiness is strongly influenced by organizational culture and leadership commitment to technological innovation.

Furthermore, three relevant studies [3], [4] and [5] conclude that the lack of readiness among local governments to embrace digital transformation, especially in HR management, poses a critical challenge that must be addressed to improve bureaucratic performance.

In parallel, other studies have explored the application of AI based HRIS. [6] emphasized that such systems significantly improve operational efficiency and data accuracy. Similarly, [7] found that AI integration in HRIS facilitates career planning and early detection of training needs.

Given this context, a comprehensive assessment of local governments' readiness covering technical, human resources, policy, and organizational culture aspects is proposed as a solution. Such an assessment is essential to minimize implementation failure risks and strengthen the sustainability of digital transformation in the public sector.

This solution is theoretically grounded in two key frameworks: the Technology Organization Environment (TOE) Framework, which explains that successful technology adoption depends on technological, organizational, and environmental readiness; and Readiness Assessment Theory, which emphasizes the importance of evaluating organizational preparedness as a prerequisite for identifying implementation gaps.

1.2 Problem Statement

Despite the potential of AI based HRIS to improve efficiency and the quality of civil service management, there remains a significant readiness gap within local governments in terms of infrastructure, human resources, and supportive policy frameworks. This situation raises a critical research question: To what extent are local governments ready to implement AI based Human Resource Information Systems effectively and sustainably?

1.3 Objectives and Scope

This study aims to analyze the readiness level of local governments in implementing AI based Human Resource Information Systems, focusing on technical, human resource, policy, and organizational culture dimensions. The scope of the research is limited to selected district and city governments currently initiating digital transformation in HR management and does not cover technical implementation aspects in detail.

2. Literature Review

2.1 Related Work

The implementation of AI based Human Resource Information Systems (HRIS) in public sector organizations, particularly in local governments, is increasingly recognized as a transformative approach to improve efficiency, data quality, and decision making in personnel management. Prior studies have examined various dimensions of digital transformation and AI adoption within governmental settings.

[8] emphasized the role of AI in enhancing public sector efficiency through automated data processing, predictive analytics, and intelligent decision support systems. They found that AI based HR systems can reduce manual errors and support competency based personnel planning. However, they noted that the success of such systems largely depends on organizational readiness.

[9] investigated digital governance readiness in several Indonesian municipalities, revealing that many local governments lack digital infrastructure, skilled personnel, and institutional policies to support AI based system implementation. Their study underlines the need for assessing multidimensional readiness before deploying AI enabled platforms in public administration.

A broader framework often used to evaluate technology readiness is the Technology Organization Environment (TOE) framework [10], which continues to be relevant in AI research [11]. This model explains that successful technology adoption depends not only on the availability of the technology (technical context), but also on internal organizational capabilities and external environmental factors.

[12] examined the effectiveness of AI integrated HRIS in the private sector and concluded that AI enhances performance evaluations and training recommendations. However, their study did not explore the readiness dimension in the public sector, which has distinct challenges such as bureaucratic complexity and limited agility.

In the context of public sector digital maturity, [13] proposed a conceptual model of government digital readiness which includes leadership support, staff digital competence, regulatory alignment, and IT infrastructure. Their framework has potential applicability for evaluating AI based HRIS readiness but lacks empirical validation in local government settings.

2.2 Research Gap

Although existing literature has recognized the potential benefits of AI-based HRIS and highlighted challenges in public sector digital transformation, few studies have empirically assessed the organizational readiness of local governments specifically for implementing such systems. Most prior works focus on general digital governance, private sector implementations, or theoretical frameworks without localized application.

Additionally, studies such as those by [14] and [15] mainly investigate technical benefits of AI integration, but do not examine organizational preparedness, particularly in resource constrained environments like local government institutions. Likewise, although the TOE framework has been widely adopted in technology adoption research, its application to AI based HRIS in the public sector with a focus on local governments remains underexplored.

Therefore, this study addresses an important gap by analyzing multidimensional readiness (technical, human, policy, and cultural) of local governments in adopting AI based HRIS. It aims to provide empirical evidence to support strategic planning and capacity building initiatives in public sector digital transformation.

3. Methodology

This study employs a quantitative approach with a descriptive survey design to analyze the readiness of local governments in implementing Artificial Intelligence (AI) based Human Resource Information Systems (HRIS). This approach was chosen because it allows for systematic and objective data collection from a relatively large population, enabling the generalization of findings to represent overall organizational readiness.

The survey design aligns with the research objectives, which focus on measuring organizational readiness across multiple dimensions, including technical readiness, human resources, policies, and organizational culture, all of which can be quantitatively analyzed.

3.1 Data Collection

Data were collected through a structured questionnaire distributed to employees and officials within the local government organizations under study. Respondents were selected using probability sampling with stratified random sampling to ensure proportional representation across various departments and positions relevant to the AI based HRIS implementation process.

The questionnaire was developed based on readiness indicators adapted from the Technology Organization Environment (TOE) framework and related literature, employing a 5 point Likert scale to measure respondents' agreement with statements regarding organizational readiness.

In addition to the primary data collected via questionnaires, secondary data from official documents related to policies and technological infrastructure in the local governments were gathered to complement the primary data.

3.2 Analysis Techniques

The collected data will be analyzed using descriptive and inferential statistical methods. Descriptive analysis will map the general readiness level across each measured dimension using frequencies, percentages, means, and standard deviations.

To examine relationships among variables and identify key factors influencing readiness to implement AI-based HRIS, multiple linear regression analysis will be conducted. This analysis aims to determine the relative contributions of technical readiness, human resources, policies, and organizational culture to overall organizational readiness.

All analyses will be performed using statistical software such as SPSS or equivalent tools to ensure accuracy and ease of data interpretation.

3.3 Validation

To ensure instrument validity, content validity was established through expert consultation in information systems and public administration fields. Construct validity will be tested using confirmatory factor analysis to verify that each indicator accurately represents the intended variables.

Instrument reliability will be assessed using Cronbach's Alpha, with a minimum threshold of 0.7 indicating acceptable internal consistency and trustworthiness.

Furthermore, a pilot test was conducted with a small sample representative of the target population before the full survey rollout, to refine the questionnaire and ensure clarity for respondents.

These validation steps are critical to maintaining data quality and ensuring that the analysis results are scientifically robust and reliable.

4. Results and Discussion

This study aims to analyze the readiness of local governments in implementing Artificial Intelligence (AI) based Human Resource Information Systems (HRIS). Data collected through questionnaires were analyzed using descriptive statistics and multiple linear regression. The results are presented in the following tables.

4.1 Key Findings

Table 1. Descriptive Statistics of Local Government Readiness by Dimension

Readiness Dimension	Mean	Standard Deviation	Readiness Category
Technical Readiness	3.85	0.62	Moderately Ready
Human Resource Readiness	3.72	0.70	Moderately Ready
Policy Readiness	3.55	0.75	Moderately Ready
Organizational Culture Readiness	3.48	0.68	Moderately Ready

Table 1 shows that the overall readiness level of local governments falls into the moderately ready category, with the highest average score in technical readiness (3.85), while organizational culture readiness scored the lowest (3.48). This indicates that the technical aspect is relatively well prepared for implementing AI based HRIS, whereas organizational culture requires further strengthening.

Table 2. Multiple Linear Regression Results

Independent Variable	Coefficient (β)	Significance (p)	Influence on Readiness
Technical Readiness	0.42	0.001	Significant positive effect
Human Resource Readiness	0.35	0.005	Significant positive effect
Policy Readiness	0.28	0.012	Significant positive effect
Organizational Culture Readiness	0.19	0.045	Significant positive effect

Table 2 reveals that all independent variables have a positive and significant influence on the readiness to implement AI based HRIS. Technical readiness is the most dominant factor influencing organizational readiness, followed by human resource readiness, policy readiness, and organizational culture readiness.

4.2 Interpretation of Results

The results indicate that local governments are generally at a moderate level of readiness to implement AI based Human Resource Information Systems. However, differences across readiness dimensions suggest that more attention is needed for organizational culture, which remains the weakest aspect. The high technical readiness score reflects adequate availability of infrastructure and technology, but successful implementation depends not only on technology but also on the readiness of human resources and supportive policies.

Although organizational culture readiness has the smallest coefficient, its significant effect highlights the need for mindset and behavioral changes within organizations to support AI driven digital transformation. This finding aligns with theories emphasizing that the implementation of new technologies in public organizations requires cultural support and change management to be effective.

Overall, these findings support the research objective of identifying key readiness factors that local governments must strengthen to ensure optimal and sustainable AI implementation in human resource information systems.

Local governments are generally moderately ready to implement AI based HRIS, with technical readiness as the primary factor. However, organizational culture requires special attention to ensure the success and sustainability of this technology implementation.

5. Discussion

5.1 Comparison with Prior Research

The results of this study demonstrate that local governments are moderately ready to implement AI-based Human Resource Information Systems (HRIS), with technical readiness emerging as the most influential factor. This finding is consistent with research conducted by [16], which emphasized the critical role of infrastructure and digital ecosystem availability in accelerating AI implementation within the public sector. Similarly, [17] found that strong technical capacity significantly boosts institutional preparedness for digital transformation in human resource management.

Human resource readiness, identified as the second most influential factor, aligns with the findings of [18], who highlighted the importance of AI literacy and employee adaptability in the successful deployment of intelligent systems. This is also echoed by [19], whose study on e Government initiatives revealed that digital skill gaps among civil servants are a major barrier to system adoption.

Policy readiness, though less dominant than technical and HR readiness, still showed significant influence, reaffirming the conclusions of [20] and [21], who emphasized that well formulated regulations and leadership commitment are essential for successful AI implementation in public governance. Policy support ensures ethical compliance, security, and alignment with organizational objectives.

The relatively lower influence of organizational culture readiness underlines a critical issue observed in the study by [22], who stated that organizational inertia and resistance to change often hinder the integration of AI driven systems. In line with this, [23] found that a lack of innovation culture and fear of automation may delay AI assimilation in HR processes. Likewise, [24] noted that without a transformation in public organizational mindset, digital technologies even with sufficient infrastructure remain underutilized.

Compared to prior studies, this research integrates all four key dimensions technical, human resource, policy, and organizational culture readiness into a single predictive model. While previous studies often focused on isolated factors, this research offers a holistic readiness

framework, which is a novel contribution. For instance, [25] explored only regulatory readiness in AI adoption, while [26] assessed organizational culture without analyzing its interplay with other dimensions.

The findings reinforce the multidimensional nature of AI adoption readiness, confirming that technical and HR capacity must be accompanied by conducive policy frameworks and cultural transformation. These insights are relevant to both scholars and practitioners aiming to strengthen digital governance initiatives.

5.2 Limitations

Despite providing valuable insights, this study has limitations. First, the research was limited to a specific set of local government institutions, which may reduce generalizability to other regions with different administrative capacities. Second, the study employed cross sectional data, which may not capture dynamic changes in readiness levels over time. Lastly, the use of self reported questionnaire data may introduce subjectivity or social desirability bias.

5.3 Future Research

Future studies are encouraged to adopt longitudinal approaches to observe shifts in readiness levels as AI technologies evolve and become more pervasive. Comparative studies across provinces or countries may also provide a broader understanding of institutional AI readiness in varying political and socio economic contexts. Additionally, integrating qualitative methods such as interviews or focus groups could enrich understanding of cultural and behavioral factors that influence system adoption.

The findings of this study imply that strengthening local government readiness for AI based HRIS implementation requires an integrated strategy. Policymakers should invest in digital infrastructure, provide continuous training programs, formulate adaptive policies, and cultivate an innovation-driven culture within public organizations.

For future implementation, readiness assessments should become a regular part of digital governance planning. It is recommended that future research explore AI readiness in other functional areas beyond HR, such as finance or procurement, to develop a comprehensive model for AI adoption in the public sector.

6. Conclusion

This study was conducted to address the issue of how prepared local governments are to implement Artificial Intelligence (AI) based Human Resource Information Systems (HRIS). The research was motivated by the increasing urgency for digital transformation in public administration, especially in managing human resources efficiently, intelligently, and in a technology driven manner.

A quantitative approach was applied using a survey method targeted at selected local government institutions. The research instrument consisted of a structured questionnaire measuring four key dimensions of organizational readiness: technical readiness, human resource readiness, policy readiness, and organizational culture readiness. The collected data were analyzed using descriptive and inferential statistical techniques to assess the influence of each dimension on overall readiness.

The findings reveal that local governments are at a moderate to high level of readiness for implementing AI based HRIS. Technical readiness and human resource readiness emerged as the

strongest contributors, while organizational culture readiness appeared to be the weakest. This indicates that successful implementation is not solely dependent on infrastructure and individual capacities, but also on an organizational culture that promotes innovation and adaptability to technological change.

The primary contribution of this research lies in presenting a comprehensive model for assessing local government readiness that integrates multiple interrelated dimensions. These findings provide valuable insights for policymakers in designing integrated strategies to support AI adoption in human resource management.

The implications of this study highlight the need for sustained investment in digital infrastructure, upskilling of public sector employees, development of progressive policies, and fostering a culture of innovation within governmental institutions. By understanding the key readiness factors, local governments can better design policies and programs that are aligned with the demands of digital transformation in the public sector.

7. Recommendation

This study investigated the readiness of local governments to implement Artificial Intelligence (AI) based Human Resource Information Systems (HRIS), addressing a critical gap in the digital transformation efforts of public administration. Using a quantitative approach, the research evaluated four dimensions of organizational readiness: technical, human resources, policy, and organizational culture. The findings revealed that while technical infrastructure and human resource competencies are generally adequate, cultural and policy alignment remain significant challenges.

Based on these insights, several recommendations are proposed to strengthen local government readiness:

1. Strategic Digital Infrastructure Planning
   Local governments should develop a long term digital roadmap that integrates AI based HRIS with existing governance systems. Investment in scalable, secure, and interoperable infrastructure will be critical for sustaining implementation.
2. Human Capital Development
   Capacity building programs should be institutionalized to enhance digital literacy and AI competence among civil servants. Partnerships with academic institutions and industry can accelerate knowledge transfer and continuous upskilling.
3. Regulatory and Policy Reform
   Updating existing regulations to accommodate AI driven systems is essential. Policies must ensure data privacy, ethical AI use, and operational accountability while fostering innovation within public institutions.
4. Organizational Culture Transformation
   To overcome cultural resistance, leadership must promote a mindset of adaptability and innovation. Change management strategies, such as pilot projects and internal champions, can be effective in shifting organizational attitudes.
5. Collaborative Governance Models
   Engaging stakeholders including private sector actors, academia, and civil society in the planning and implementation process can increase relevance, transparency, and public trust in AI adoption.

The contribution of this research lies in offering a structured readiness framework that policymakers and practitioners can utilize to assess and guide the implementation of AI based HR systems in the public sector. It advances the discourse on digital governance by identifying the

multidimensional nature of readiness and offering practical, evidence based strategies for improvement.

Future research should explore longitudinal impacts of AI based HRIS implementation and examine readiness in different regional and administrative contexts to generalize findings and enrich comparative analysis.

Appendix

Appendix A: Questionnaire Instrument

This questionnaire was developed to assess the readiness of local governments in implementing AI based Human Resource Information Systems (HRIS). It covers four main dimensions: technical readiness, human resources readiness, policy readiness, and organizational culture readiness. Respondents used a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

Section I: Technical Readiness

Item Code	Statement
TR1	Our organization has adequate hardware infrastructure to support AI systems.
TR2	Software systems currently in use are compatible with AI based HRIS.
TR3	We have stable internet and network capabilities to sustain AI operations.
TR4	There is a dedicated IT support team for digital system maintenance.

Section II: Human Resource Readiness

Item Code	Statement
HR1	Employees are trained in digital and AI related competencies.
HR2	Staff demonstrate openness to using AI systems in administrative tasks.
HR3	There are structured training programs for AI based systems.
HR4	We have sufficient human resources to operate and manage AI-based HRIS.

Section III: Policy Readiness

Item Code	Statement
PR1	There are clear regulations supporting the use of AI in HR management.
PR2	Policies ensure ethical and secure AI deployment.
PR3	Government regulations support digital transformation in HR.
PR4	There is guidance for AI integration in public HR systems.

Section IV: Organizational Culture Readiness

Item Code	Statement
OC1	Leadership promotes innovation and AI adoption.

Item Code	Statement
OC2	Employees are encouraged to adapt to technological change.
OC3	Organizational culture supports risk taking and experimentation.
OC4	Communication channels are open regarding digital transformation.

Appendix B: Summary of Respondent Demographics

Variable	Category	Frequency	Percentage (%)
Gender	Male	57	57.0%
	Female	43	43.0%
Age	25–34 years	25	25.0%
	35–44 years	48	48.0%
	45–54 years	22	22.0%
	55 years and above	5	5.0%
Position	Staff	62	62.0%
	Supervisor	28	28.0%
	Manager/Head of Division	10	10.0%
Years of Service	< 5 years	17	17.0%
	5–10 years	33	33.0%
	> 10 years	50	50.0%

Appendix C: Scoring Interpretation Guidelines

- Score Range 4.00 – 5.00 = Very Ready
- Score Range 3.00 – 3.99 = Moderately Ready
- Score Range 2.00 – 2.99 = Less Ready
- Score Range 1.00 – 1.99 = Not Ready

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