

THE SOCIAL PERSPECTIVE AND THE ROLE OF HUMANS IN THE ACCEPTANCE OF RPA TECHNOLOGY IN PUBLIC INSTITUTIONS

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Abstract: The purpose of this article is to examine the social determinants of the acceptance of Robotic Process Automation (RPA) technology in public administration and to identify factors that facilitate or hinder its implementation. The study adopts a qualitative approach in the form of a case study involving public sector organizations that have deployed RPA solutions. The research methods included project documentation analysis and semi-structured interviews with employees, conducted based on the MARPA model. Data were analyzed using content analysis supported by NVivo software. The findings indicate that the acceptance and effective implementation of RPA in public institutions depend not only on the perceived usefulness and ease of use of the technology but also on social and organizational factors such as trust, employee participation in the design process, and managerial support. Digital competencies and employees' sense of job security also play a critical role. The results confirm that digital transformation in public administration is a socio-technical process that requires a human-centered approach.

Keywords: Robotic Process Automation (RPA), public administration, human-centered digital transformation, augmented worker

INTRODUCTION

The rapid advancement of digital technologies in recent years has profoundly transformed the functioning of public sector organizations. One of the key dimensions of this transformation is the automation of administrative processes through Robotic Process Automation (RPA). RPA enables software “robots” to perform repetitive and routine office tasks such as data processing, information entry, report generation, and case handling. Consequently, public institutions can streamline workflows, reduce operational costs, and enhance the quality and timeliness of service delivery.

While RPA has been increasingly adopted in the private sector, its implementation within public administration remains challenging and uneven. Public institutions, characterized by complex organizational structures, rigid regulatory frameworks, and hierarchical



governance models, often struggle to adapt to innovations that require flexibility, interdepartmental collaboration, and iterative process redesign. Moreover, employees in the public sector frequently express concerns regarding potential job displacement, changes in their professional responsibilities, and insufficient digital competencies. Additional social barriers, such as low trust in technology and a limited sense of agency in shaping organizational change, further hinder successful adoption.

These challenges underscore the need to investigate not only the technical but also the social and organizational determinants of automation acceptance in public institutions. Accordingly, the following research problem is addressed:

- Despite the technical advantages of RPA, its implementation in public institutions often encounters employee resistance and limited social acceptance.

To explore this issue in greater depth, the study seeks to answer three research questions:

- What social factors facilitate or hinder the acceptance of RPA among public sector employees?
- What role do human actors play in the process of collaboration with software robots?
- How can public institutions support the social dimensions of digital transformation?

The objective of this article is therefore to examine the social and organizational conditions influencing the acceptance of RPA in public institutions, with particular emphasis on the role of employees as active participants and co-creators of digital transformation.

The paper is structured as follows. The first section provides a literature review on RPA technology, technology acceptance models, and the concept of the augmented worker. The second section presents the research methodology, the third outlines the empirical findings, and the final section offers discussion and practical recommendations for managers and public policymakers.

ROBOTIC PROCESS AUTOMATION IN ORGANIZATIONAL CONTEXTS

In recent years, Robotic Process Automation (RPA) has gained considerable popularity as an effective method for streamlining and automating business processes across various sectors from finance and human resources to public administration. Organizations implement this technology to enhance operational efficiency and flexibility, improve output quality, reduce operating costs, and minimize the incidence of human error.

Empirical research consistently confirms the positive impact of RPA on organizational performance. Studies have shown that process automation can accelerate and improve the execution of administrative and accounting tasks (Fernandez & Aman, 2018), increase accuracy and output quality (Kokina & Blanchette, 2019), reduce operational costs (Hallikainen et al., 2018), and mitigate certain categories of operational risk (Syed et al., 2020). In the context of public organizations, these outcomes are particularly significant, as they directly affect the efficiency and effectiveness of task execution and service delivery.

Robotic Process Automation refers to a technology that employs software robots to replicate human activities in digital environments. These robots automate repetitive operations that previously required human involvement, such as data entry, transaction processing, document management, and other rule-based tasks. Importantly, RPA systems can be implemented in a non-invasive manner, without requiring major modifications to existing applications or IT architecture, thereby serving as a form of virtual workforce that supports daily operational processes.

According to Pyplacz (2024), Robotic Process Automation (RPA) is a technology grounded in advanced software tools, computing infrastructure, and accumulated procedural knowledge that enables the imitation of human behavior in interactions with digital systems. It is particularly suitable for automating repetitive tasks, whether encompassing entire processes or their specific components. RPA fundamentally reshapes the organization of work by integrating software robots into operational processes that simulate human actions in routine, rule-based activities.

HUMAN–TECHNOLOGY INTERACTION AND ACCEPTANCE MODELS

The analysis of RPA acceptance in public institutions is grounded in well-established theoretical models of technology adoption. The Technology Acceptance Model (TAM), developed by Davis (1989), remains one of the most influential frameworks used to predict users' acceptance of information systems. The model posits that two key factors – Perceived Usefulness (PU) and Perceived Ease of Use (PEU) – shape an individual's attitude toward a new technology (Wahyujatmiko, 2025), which in turn influences their behavioral intention and actual system use.

Perceived Usefulness (PU) refers to the belief that using a particular technology will enhance one's job performance, productivity, or work quality (Singh, Sinha, 2025). In the context of public administration, PU may manifest as a civil servant's belief that implementing an RPA solution will reduce the time required for data entry, decrease the likelihood of human error, and improve overall work efficiency. Perceived Ease of Use (PEU), on the other hand, concerns the degree to which an individual perceives that using the technology requires minimal effort or technical expertise – for instance, that the RPA interface is intuitive and easy to operate.

Empirical studies confirm (Ejdys, 2019; Gromadka, 2020) that higher levels of perceived usefulness and ease of use are associated with greater acceptance and actual utilization of technology within organizations. Consequently, it can be assumed that these two factors are also crucial for employees in public institutions when evaluating the implementation of RPA systems.

An extension of the TAM framework is the Unified Theory of Acceptance and Use of Technology (UTAUT), proposed by Venkatesh (Venkatesh & Davis, 2000; Venkatesh et al., 2003; Venkatesh & Thong, 2016). This model incorporates additional social and organizational elements that may influence the adoption of new technologies. The attitudes toward using technology, self-efficacy, and anxiety are theorized not to be direct determinants of intention in the UTAUT model. (Porubčinová, Fidlerová, 2020). So, in particular, two constructs are of primary importance: social influence and facilitating conditions.

Social influence refers to the degree to which individuals perceive that important others – such as supervisors, colleagues, or higher-level institutions – expect them to use the new technology. In the public sector context, strong managerial support for RPA implementation and active promotion of its benefits among employees can foster positive attitudes toward the technology. Facilitating conditions, meanwhile, concern the availability of technical infrastructure, organizational support, and resources that enable effective technology use – such as training programs, access to technical assistance, and reliable IT equipment.

Despite the growing interest in the potential of RPA to streamline administrative processes, relatively few empirical studies have examined its implementation in public

institutions from an integrated perspective encompassing technological, organizational, and social dimensions. Most existing research has focused on the private sector or individual users, often overlooking the unique characteristics of public institutions, where technology adoption decisions are shaped not only by economic factors but also by political and institutional considerations.

Consequently, there remains a significant research gap regarding the effects of automation initiatives on managerial effectiveness, organizational structures, and institutional culture within the public sector (Sulkowski et al., 2025). To address this gap, the present study focuses on identifying the determinants of RPA acceptance among public sector employees.

The research draws upon the MARPA model (Model of RPA Acceptance) developed by Pyłacz (2024), which represents an advancement of classical technology acceptance frameworks. MARPA integrates a systemic perspective inspired by Leavitt's model, incorporating determinants related to tasks, people, and organizational structure. The application of MARPA elements in the case study enabled the identification of key technological, social, and organizational factors that most strongly influence public sector employees' perceptions and acceptance of RPA.

THE CONCEPT OF THE “AUGMENTED WORKER”

With the rapid development of automation technologies, including Robotic Process Automation (RPA), an increasing number of questions have emerged regarding the future of human work in automated environments. In contrast to traditional perspectives that viewed automation primarily in terms of replacing humans with machines, contemporary management and work organization theories emphasize the potential for collaboration between humans and technology (Di Pasquale, 2022).

Within this paradigm, the concept of the “augmented worker” has gained prominence. It describes an employee supported by automation and digital tools who combines human competencies with technological capabilities. This concept is based on the premise that technology should not eliminate humans from work processes but rather augment their cognitive, decision-making, and operational abilities (Baroroh, 2021). Software robots perform repetitive, rule-based tasks, while humans focus on activities requiring intuition, empathy, contextual understanding, and creativity.

Since 2015, numerous academic contributions have refined and extended the idea of the augmented worker. Romero et al. (2020) introduced the notion of the “Operator 4.0,” referring to industrial workers who leverage digital tools and robotics to enhance their productivity and flexibility. Similarly, Daugherty and Wilson (2018) emphasize that organizations derive the greatest benefits when they harness the complementary strengths of humans and machines human flexibility and creativity alongside the precision and efficiency of technology. This collaborative approach is often described as the “human-in-the-loop” model, in which humans remain active participants in automated processes.

In public institutions, for instance, RPA robots may automatically verify data or generate documents, while civil servants perform the final review and make the ultimate decision, ensuring regulatory compliance and maintaining human accountability for outcomes.

The role of the augmented worker requires employees to develop new types of skills (Moghaddam, 2021). Instead of focusing on mechanical, routine office tasks, workers must enhance their digital, analytical, and interpersonal competencies. Particularly

important are the abilities to collaborate with technology, interpret data produced by RPA systems, and understand the logic behind software-robot operations. Consequently, technological advancement necessitates a shift in the human role within organizations – from that of a routine task performer to that of a supervisor, analyst, and decision-maker. Introducing automation into the workplace often generates concerns among employees regarding the potential loss of autonomy and relevance. The augmented worker concept addresses these concerns by emphasizing that technology serves as a supportive tool rather than a competitor (Jeffri, 2021). In this sense, RPA implementation can lead not to the dehumanization of work but to its re-humanization, as employees regain time and capacity for cognitively and socially valuable activities.

Studies suggest (Becerra-Rico, 2022) that the successful implementation of augmented worker solutions depends on achieving a balance between technological support and employee engagement in the transformation process.

The concept of the augmented worker is increasingly applied in the public sector, where digital technologies are expected not only to improve efficiency but also to enhance service quality and build the competencies of civil servants. In public institutions – where processes are often complex and legally regulated – RPA can function as a “civil servants assistant,” automating technical and time-consuming components while allowing employees to focus on cases requiring human judgment. This model promotes efficiency, transparency, and job satisfaction, while minimizing the risks of errors and administrative overload.

According to the Deloitte (2025) report, the deployment of AI and cognitive tools in public administration is transforming the structure of work by prioritizing human–technology collaboration rather than substitution. The report highlights the importance of work redesign in government institutions to ensure that technologies increase public value and enable public employees to engage in more creative and decision-oriented tasks.

RESEARCH METHODOLOGY

The study was conducted within a qualitative research paradigm, adopting a case study approach focused on public administration units implementing Robotic Process Automation (RPA). A purposeful sampling strategy was applied to include two groups of respondents: (1) project team managers responsible for RPA deployment, and (2) end-users (operational employees) with direct experience in either implementing or working with RPA solutions. The research was carried out between September 2024 and June 2025.

To ensure analytical depth and validity, triangulation of sources and methods was employed, encompassing the following components:

1. Project documentation analysis – including process descriptions, implementation schedules, reports, and evaluations – aimed at reconstructing project assumptions, implementation trajectories, encountered barriers, and achieved outcomes.
2. Semi-structured interviews – conducted with both respondent groups to explore the perceived benefits and challenges of RPA implementation, changes in job responsibilities, human–technology interactions, and factors influencing technology acceptance. A total of 26 interviews conducted across five public sector organizations were included in the final analysis.

3. Application of the MARPA model – developed from TAM and UTAUT constructs (perceived usefulness, perceived ease of use, social influence, and facilitating conditions), supplemented by Leavitt's system model, to refine and validate the qualitative findings.

Data were analyzed using a thematic content analysis approach based on Mayring (2025) and Braun and Clarke (2006), supported by NVivo software for qualitative data management. The analytical process included interview transcription, open coding, and the construction of thematic categories, which were subsequently aggregated into higher-order domains such as *attitudes toward automation*, *trust in RPA technology*, *managerial role*, and *employee challenges*.

Relationships among categories were further explored using NVivo's advanced functions, including Matrix Coding Queries, Word Frequency analysis, and Visualization Tools, enabling the identification of key research themes and the interpretation of social and organizational interdependencies within the RPA implementation process.

Reliability and validity of the analysis were ensured through source and researcher triangulation as well as audit tracking within the NVivo environment.

RESULTS

In addressing the research question concerning the social factors that facilitate and hinder the acceptance of RPA among public sector employees, the findings reveal that both the implementation approach and the broader organizational and cultural context play decisive roles in shaping attitudes toward automation.

Transparent Communication about Implementation Goals

One of the most frequently cited factors supporting RPA acceptance was clear and transparent communication regarding the objectives, scope, and anticipated outcomes of implementation. Respondents emphasized that openly explaining the purpose and rationale of automation helped them better understand the meaning of change and mitigated fears associated with potential job loss or increased managerial control. Transparency in communication fostered a sense of security, trust, and shared responsibility for the transformation process. Effective communication thus served as a foundation for building trust – an essential element in technology adaptation processes within public institutions.

Training and User Participation in Process Design

Another critical factor was the active involvement of end-users in the implementation process. Employees who participated in the design and testing of automated processes perceived RPA as a supportive tool rather than an externally imposed solution. Regular training sessions, workshops, and consultation meetings not only enhanced digital competencies but also strengthened employees' sense of agency and ownership over the change process.

Respondents highlighted that short, task-oriented training sessions were more effective and better received than lengthy, full-day sessions. Including end-users in process design promoted co-responsibility for project outcomes and translated into higher readiness to adopt and effectively use new technologies.

Communicating that RPA Supports, Not Replaces, People

A further key aspect was emphasizing RPA as a supportive tool rather than a substitute for human labor. In organizations where automation was explicitly presented as a means of relieving employees from repetitive and routine tasks – rather than as a cost-cutting measure – acceptance levels were notably higher. Respondents reported that RPA allowed them to focus on more complex and creative tasks, which enhanced their job satisfaction and sense of meaningful work.

Technology acceptance increased when employees perceived RPA as a collaborative partner rather than a competitor, particularly after observing early implementations that did not alter the organizational structure or result in workforce reductions.

Despite numerous advantages associated with RPA implementation, the study also revealed several barriers that hindered acceptance among public sector employees. These barriers were primarily social, organizational, and psychological in nature, underscoring the importance of understanding human factors in managing technological change.

Fear of Automation and Job Loss

The most frequently mentioned barrier was fear of job loss or task reduction due to the introduction of software robots. Respondents expressed uncertainty about their professional future and about the human role in increasingly automated organizations.

This fear stemmed not only from a lack of knowledge about the actual scope of RPA capabilities but also from the rapid pace of technological and regulatory changes, which require public employees to constantly learn new systems, procedures, and IT tools. Such dynamism often leads to cognitive fatigue and a sense of instability, even when automation does not directly result in staff reductions. For some respondents, technology – regardless of its stated purpose – remained symbolically associated with “machines replacing people.”

Lack of Digital Competence and Knowledge about RPA

A second important barrier was the insufficient level of digital competence and understanding of RPA technology. A lack of adequate training, the use of overly technical communication, and unclear instructional materials contributed to perceptions of RPA as complex, opaque, and potentially threatening to job stability.

Employees' lack of confidence in managing new tools, or uncertainty about how to act in the event of system malfunctions or process changes, reduced their sense of control and led to avoidance behaviors toward the technology.

Resistance to Organizational Change

Resistance to change emerged as another significant challenge to RPA acceptance. Long-serving public employees, accustomed to stable administrative routines, tended to perceive automation as a disruption to established workflows. Frequent procedural updates, new IT tools, and the redefinition of professional roles generated a sense of chaos and informational overload.

Importantly, this resistance was not rooted in opposition to technology itself but rather in the lack of perceived influence and uncertainty about personal benefits resulting from RPA adoption.

Insufficient Managerial Support

Several respondents also pointed to the lack of visible managerial involvement during implementation. In cases where RPA deployment was treated solely as a technical initiative rather than a strategic transformation, employees reported feeling unsupported. They associated RPA primarily with the IT department, perceiving limited engagement from leadership. Managerial support thus emerged as a critical factor in building trust and translating technological transformation into tangible organizational value.

Bureaucratization and Limited Institutional Flexibility

In the public sector context, rigid administrative procedures and limited flexibility in organizational decision-making constituted an additional barrier. Implementation processes were often prolonged due to multi-level approval requirements and formalized workflows. Such bureaucratic inertia not only slowed down RPA deployment but also generated frustration among both project teams and end-users.

Technological innovations require agile change management mechanisms; their absence can significantly neutralize the potential benefits of automation.

Based on respondents' statements, Table 1 summarizes the key positive and negative factors influencing RPA acceptance within public administration organizations.

Table 1.

Positive and negative factors affecting RPA acceptance in public administration

Area	Positive acceptance factors	Negative acceptance factors (barriers)
Communication and Information	– Transparent communication regarding the objectives and scope of implementation. – Clear explanation of benefits for employees and the organization.	– Insufficient information about the purpose and consequences of implementation. – Lack of transparency generating uncertainty and rumors.
Employee Participation	– Involvement of end-users in the design and testing of RPA processes. – Sense of shared responsibility for implementation outcomes.	– Involvement of end-users in the design and testing of RPA processes. – Sense of shared responsibility for implementation outcomes.
Competencies and Training	– Regular training sessions and technical support. – Development of digital skills and confidence in operating RPA systems.	– Regular training sessions and technical support. – Development of digital skills and confidence in operating RPA systems.
Technology Perception	– Clear communication that RPA supports rather than replaces employees. – Perception of RPA as a tool	– Clear communication that RPA supports rather than replaces employees. – Perception of RPA as a tool

	that relieves staff of repetitive tasks.	that relieves staff of repetitive tasks.
Organizational Culture	– Culture of trust, openness, and continuous learning. – Acceptance of mistakes as part of the improvement process.	– Culture of trust, openness, and continuous learning. – Acceptance of mistakes as part of the improvement process.
Managerial Support	– Active involvement of leaders and managers in implementation. – Positive role modeling and consistent top-down communication.	– Active involvement of leaders and managers in implementation. – Positive role modeling and consistent top-down communication.

Source: author's own elaboration

The conducted research confirms that the acceptance of Robotic Process Automation (RPA) in public administration is primarily a social and organizational, rather than a purely technical, phenomenon. The decisive role is played by soft factors such as the quality of communication, leadership style, the degree of employee participation, and the prevailing organizational culture. The technology itself does not constitute a direct source of resistance; instead, what matters is how it is implemented, the narrative accompanying the change, and the nature of human–technology relationships within the workplace.

RPA can act as a catalyst for a new model of human–technology collaboration, in which the role of employees shifts from performing routine and repetitive tasks to engaging in design, analytical, and decision-making functions. Consequently, the implementation of RPA can be understood as a process of shaping a collaborative work environment. It is based on the concept of human–technology partnership, where digital systems enhance rather than replace human capabilities.

DISCUSSION

The findings of this study both confirm and extend previous research on the digitalization of public administration. Consistent with the works of Bannister and Connolly (2014) and Mergel, Edelmann, and Haug (2019), the results indicate that the digital transformation of the public sector is not a narrowly technical process but a complex socio-organizational phenomenon.

The automation of administrative processes through Robotic Process Automation (RPA) offers measurable operational benefits – such as improved efficiency, shorter task completion times, and reduced error rates. However, its long-term success depends on employee acceptance and engagement, as human actors remain central to the process of digital change.

Interpreted through the lens of Socio-Technical Systems (STS) theory (Walker et al., 2008), RPA implementation represents a process of integration between technological and social subsystems. On one hand, automation transforms the structure of work by eliminating repetitive tasks; on the other, it necessitates the redefinition of professional roles, competencies, and human–technology relationships.

Recent literature supports these conclusions. Henk et al. (2025), in their review of studies on artificial intelligence and augmented worker adoption in public institutions, highlight the importance of transparency, clearly defined policies, and responsible change management. The present findings align with these insights, demonstrating that organizations treating RPA as a collaborative tool – rather than a substitute for human labor – achieve higher levels of trust, acceptance, and user engagement. Similarly, Ahn (2022) identifies perceived benefits, trust, and adequate training as critical determinants of civil servants' readiness to adopt AI-driven technologies.

Within the framework of the augmented worker concept, the digital transformation of public administration can be understood as a process of social adaptation, requiring the redefinition of professional roles, cooperation norms, and organizational values. The success of automation does not depend solely on technological advancement. It also relies on the organization's ability to integrate RPA solutions with human capital – knowledge, emotions, and trust in technology. Consequently, effective automation in the public sector requires balancing technical and social dimensions. It must combine technological infrastructure development with the enhancement of organizational culture. In response to the research question concerning the human role in collaboration with RPA systems, the findings emphasize that employees act as both creators of solutions and guardians of quality and process integrity (Tangi et al., 2025). Human intervention remains essential in situations that require data interpretation, exception handling, and the contextual adaptation of automation algorithms – particularly in cases where RPA solutions are not yet supported by artificial intelligence.

Employees initiate digital transformation by collaborating with implementation teams, sharing expert knowledge, and supporting the training of software robots. In practice, they retain control over critical decision points and respond to challenges arising from the integration of technology with daily administrative operations. Thus, robotization and automation contribute to a redefinition of roles within organizations, shifting the focus of human work from routine execution to cognitive, analytical, and social functions.

The third research question addressed how public institutions can support the social dimensions of digital transformation. The results indicate that effective RPA implementation requires change management strategies that incorporate social, organizational, and psychosocial factors. Building trust in innovation, maintaining open internal communication, and strengthening digital competencies among employees are fundamental (Ejdys, 2017).

Practical mechanisms for support include organizing training programs, providing access to IT infrastructure, and involving employees in the design and testing of new technological solutions. Promoting a learning-oriented culture, enhancing dialogue between leadership and operational teams, and developing mentoring programs foster positive attitudes toward technological change.

Social influence – manifested through leadership support and the presence of facilitating conditions such as accessible resources and expert assistance – plays a pivotal role, as confirmed by TAM, UTAUT, and MARPA models widely applied in studies of public sector technology adoption.

The findings further show that RPA acceptance is strongly correlated with the level of employee participation in the design and testing of automation processes. This participation has both cognitive (understanding the technology) and emotional (sense of

influence and ownership) dimensions. Involving end-users in decision-making builds trust in the system and facilitates the identification of practical implementation issues. Conversely, the absence of engagement fosters feelings of exclusion and reinforces resistance to change.

From a public management perspective, these results suggest that successful automation requires a participatory governance model. In this approach, technological innovations are co-created by the very people they affect. Such an approach strengthens both organizational learning and employee trust – foundations essential for sustainable digital transformation in the public sector.

CONCLUSION

The conducted research confirms that the effective implementation of Robotic Process Automation (RPA) in public administration is primarily determined by human and organizational factors, rather than by technological ones alone. While process automation delivers tangible operational benefits – such as increased efficiency, reduction of routine tasks, and improved transparency – the sustainability of these outcomes depends largely on employee acceptance, engagement, and trust. Employees are not passive recipients of change; they are active co-creators and maintainers of automated processes.

From a practical perspective, the findings point to the need for a holistic and socially sensitive approach to the digitalization of public administration. In particular, it is recommended that public institutions:

1. Design transformation processes in line with the socio-technical approach, integrating technological and human dimensions.
2. Ensure transparent internal communication, clearly explaining the objectives, benefits, and scope of automation.
3. Invest in training and continuous development of digital competencies, fostering employees' confidence and sense of agency.
4. Implement participatory management models that enable end-users to co-create technological solutions.
5. Promote empathetic and supportive leadership, attentive to employees' emotions and needs throughout the transformation process.

The application of these principles can transform digitalization from a purely technical modernization into a socially embedded innovation – one that strengthens not only organizational efficiency but also community, trust, and shared responsibility within public institutions.

The role of humans in automation processes remains irreplaceable. It is humans who give technology meaning, define its purpose, interpret its outcomes, and assess its value. While RPA can take over repetitive tasks, only humans can attribute significance and align these activities with the public mission of an organization. Therefore, automation in public administration should not be treated as a technical digitization project, but rather as a process of developing competencies, trust, and co-responsibility – a prerequisite for sustainable and responsible transformation of the public sector.

Limitations and Future Research Directions

This study adopted a qualitative case study approach, focusing on selected public administration units. Consequently, the results should be interpreted in the context of the specific institutional settings and organizational structures examined. It should also be

emphasized that the implementation of RPA technology in Polish public institutions is still rare and exploratory, currently limited to a few organizations.

As a result, the number of possible interviews was constrained, and case selection relied largely on the authors' professional knowledge and experience, given the absence of comprehensive studies or publicly available data on the scope and scale of RPA adoption in the Polish public sector.

Future research should therefore be extended to include:

- Comparative analyses across different levels of public administration (central, local, and sectoral);
- Quantitative studies complementing the qualitative findings;
- Longitudinal assessments of RPA's long-term effects, including its impact on organizational culture, employee satisfaction, and public trust in administrative institutions.

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