**RESEARCH ARTICLE**

# Adoption of Artificial Intelligence in Human Resources Management: Career-Planning Perspective

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| ARTICLE INFO | ABSTRACT |
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| | The current study addressed the adoption of artificial intelligence in human resources management from the perspective of career planning in Jordan. The study focused on analyzing the extent of the impact of artificial intelligence (AI) on human resources management processes and their development in the Jordanian market. The study highlighted the determinants of the use of artificial intelligence in human resources management in Jordan, such as technological development, market needs, and economic aspirations. The research also addresses the ethical and legal aspects related to this accreditation. The study used a qualitative approach by conducting in-depth interviews with experts in the field of human resources management at 4 government institutions and ministries. The results indicated the importance of adopting technology and artificial intelligence in improving the performance of human resources management processes & Career planning in Jordan, with an emphasis on the need to balance potential benefits and challenges. The study also enhances the comprehensive understanding of the use of artificial intelligence in human resources management and its role in developing Career planning in the Jordanian market. In addition to practical practices for Jordanian ministries and institutions to apply artificial intelligence in human resources management in an effective way in Career planning. |

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## INTRODUCTION

Since human resources management is centered on managing and developing the human element to accomplish the organization's goals effectively and efficiently, it is one of the most important components of any institution or organization's success (Al-habashneh, 2023; Alghizzawi, Ahmed, et al., 2024).  In order to improve the performance of this vital aspect, technology has begun to play an increasing role, and among the emerging technologies that are an integral part of developing the field of human resources management is artificial intelligence (Aldulaimi et al., 2021). Employees' long-term Career Planning need to be understood in order to prepare for the impact of the industrial

revolution (Sucipto, 2024). Career Planning is not just a simple human resource key term one will come across. Companies can utilize Career Planning to ensure they have the skills they need to plan for and address relevant and highly specialized roles in the workforce to their employees (Sithambaram & Tajudeen, 2023). Consequently, the company will be able to create a steady stream of employees to fill critical roles and allow companies to run smoothly. This will limit the burden on other employees and ensure that their workload remains the same (Hmoud & Varallyai, 2023). Studying the impact of adopting artificial intelligence in human resources management from the perspective of career planning in Jordan is also of great importance, as it contributes to understanding how technology is applied in a specific work environment with its unique needs and challenges. The Hashemite Kingdom of Jordan has a complex human resources market due to the diverse labor market challenges. And the rapid technological developments it is witnessing. Interest in applying artificial intelligence in multiple fields is increasing in Jordan, including human resources management, as benefiting from technology and innovation is considered essential to enhance competitiveness and achieve sustainable development (Al Shibly & Alghizzawi, 2024; Hmoud & Varallyai, 2023). This study is to examine the possible effects of artificial intelligence adoption in Jordanian human resources management from the standpoint of career planning, as well as the opportunities and difficulties that may emerge from this technological shift. This research is presented in light of recent and anticipated advancements in the local and worldwide fields of human resources management.

## (AI) ADOPTION AS A HR MODERATOR

According to Myers et al., 2018; Salisu et al., ( 2019) Conventional firms utilize artificial intelligence management systems to incentivize staff members to do actions that forward the goals and objectives of the company. A behaviour or result control is one of the most popular types of organizational controls. Furthermore, artificial intelligence platform technologies govern workforce management at numerous platform organizations (Moran & Ackerman, 2023). that organizational control is so crucial in organizations, it is likely that artificial intelligence management systems will play an increasingly important role in controlling those organizations (Lengelle et al., 2017; Rochat et al., 2017). Artificial intelligence, which is the concept of computers learning from and adapting to new data without human assistance, includes machine learning as a subset (Maree, 2017; Mishra & McDonald, 2017). Using deep learning techniques, this automatic learning can be enabled by absorbing huge amounts of unstructured data, such as text, images, or video (Dohme et al., 2017). Artificial intelligence, or AI, seems, by all accounts, to be at the forefront of everybody's thoughts nowadays. In spite of the fact that it is difficult to expect precisely the way in which AI will foster from here on out, latest things and progressions offer a totally different picture of how AI will enter our day to day routines. Man-made intelligence has been depicted in the media in different ways. In fact, AI is as of now being used all over, affecting everything from our query items to our possibilities finding love online to the manner in which a person shop (Basu et al., 2023). Information demonstrates that during the beyond four years, the use of AI has expanded across various corporate areas. This has been one of the main questions as PCs and innovation has created. The development of artificial intelligence has ignited worries that human workers would become old, as has occurred with numerous other innovative advances over the entire course of time. The fact of the matter is most likely undeniably less awful, however it could try and be really confounding (Chowdhury et al., 2023). The ability of a sophisticated PC or PC-controlled robot to perform tasks typically associated with intelligent animals is only illustrated in a Britannica definition. Artificial intelligence has evolved to refer to any advancements in computation, models, and technology that enable PC programs to perform tasks or handle requests requiring the kind of thought companion with human intelligence, obtaining from associated involvements still (Al Hadeed et al., 2024; He et al., 2023).

This bound on learning is a fundamental aspect of AI. Calculations are frequently associated with computer-based intelligence. Take the infamous Facebook calculation, which replaced each of our

companions with supporting data (Alhantoobi et al., 2024; Zhang & Zheng, 2022). In any case, there is a significant distinction. A gathering of calculations that can change and modify themselves in response to the information inputted, hence exhibiting intelligence, can be utilized to make AI, which takes this to another level. Human specialists will not likely become out of date at any point in the near future, basically not with AI (Westman et al., 2021; Yousef et al., 2024). The robots are presumably not coming for positions, basically not yet, so employees can settle a portion of concerns (Agarwal, Gans, and Goldfarb, 2018). clearly the development of this innovation has raised worries about the likelihood that people might one day at some point become repetitive in the workplace. All things considered, many undertakings that were recently completed by human hands have become computerized as innovation has moved along. It's a good idea to stress that the development of smart PCs might spell the start of the end for work as far as employees might be concerned(Shi et al., 2022).

Be that as it may, I don't completely accept that any legitimization for is so cynical(Chen et al., 2022). Artificial intelligence progressions and their relationship to the workplace were entirely analyzed in a new article by the MIT Task Force on the Future of Work named Artificial Intelligence and The Future of Work (Tawafak et al., 2023). The paper presents a more cheery situation. Rather than pushing the downfall of human work, the review makes the forecast that AI will keep on rousing critical development that will uphold many existing organizations and may try and can make various new development areas and, ultimately, unexpected positions (Moran & Ackerman, 2023).While AI has made extraordinary additions toward copying human intelligence's adequacy in completing a few positions, there are as yet critical restrictions. Specifically, AI frameworks frequently just have particular intelligence, and that implies they can complete each movement in turn and tackle a solitary issue (Chowdhury et al., 2023). They are regularly firm, unfit to adjust to enter changes or participate in any thinking that veers off from the foreordained programming (Sucipto, 2024).

In any case, people have summed up intelligence, which incorporates the sort of critical thinking, dynamic reasoning, and basic judgment that will be vital in business (Al-habashneh, 2023). Regardless of whether human judgment isn't required for each work, it is applicable at each level and in each industry. There are a ton of different things that could prevent AI from growing excessively fast (Huang et al., 2023). Huge volumes of information are engaged with AI, raising worries about the accessibility of the appropriate information and underlining the requirement for order as well as protection and security worries around such information. Furthermore, computation and handling limit have their cut-off points. One supercharged language model AI was supposed to cost $5.5 million in power alone(Huang et al., 2023). The way that information can be one-sided and reflect cultural treacheries or the oblivious biases of the reports by Sithambaram & Tajudeen, (2023)who make and enter the information is one more critical limitation to know about. An artificial intelligence (AI) is probably going to deliver one-sided discoveries assuming that the information it utilizes contains bias (Alqahtani et al., 2023). The Algorithmic Accountability Act was even carried into Congress determined to require the Federal Trade Commission to investigate the utilization of any new AI innovation for the chance of propagating predisposition. In light of these and numerous different reasons, AI is still quite far from being comparable to human intelligence and, in principle, having the option to supplant human specialists totally (Huang et al., 2023). Artificial intelligence can at last create greater business, not less, assuming there is venture at all a level, from schooling to the confidential area and administrative foundations any place that spotlights on preparing and up skilling laborers (Alqahtani et al., 2023).

## AI & CAREER PLANNING

(AI) is revolutionizing the way organizations manage their human resources, particularly when it comes to employee career planning (Alkaabi et al., 2024; Alqahtani et al., 2023). This technological advancement offers a range of benefits and opportunities, as well as challenges that must be addressed to maximize its effectiveness and ensure fairness and ethics in the process (Alghizzawi,

Megdadi, et al., 2024; Hmoud & Varallyai, 2023). AI can analyze large volumes of data, including employee work histories, achievements, skills, and preferences (Tambe et al., 2019). This capability allows human resources departments to identify patterns and trends relevant to career planning, such as past performance, areas of strength, and potential skill gaps.as well as Based on data analysis. AI systems can generate personalized recommendations for the career development of each employee include training opportunities, project assignments, internal promotions, or role changes that align with employees' individual skills and career goals. The electronic direction and monitoring of an employee's work activities to ensure compliance with a predefined work standard is known as artificial intelligence behavior control. Generally speaking, behavior controls function best when everyone in the company, including the employees, is aware of exactly what is expected of them. (Al-habashneh, 2023).  Artificial intelligence helps store managers monitor employees' interactions with shop customers, ensuring that they adhere to company. Artificial intelligence behavior control is commonly implemented using digital systems and has been demonstrated to result in strong intrinsic motivation and favorable attitudinal effects (Hughes et al., 2019).

## RESEARCH METHODOLOGY

Since human resources, management is the department that plays a central role in any organization (Al-Gasawneh et al., 2023; Aljabari et al., 2023; Joudeh et al., 2021), is based on rules, regulations, and guidelines that govern performance and control in order to attain leadership and excellence, research on the use of AI in HRM has focused on the important role HRM plays in any organization. The study was conducted on a number of government institutions in Jordan that have applied artificial intelligence in some of their fields, and the research sample was determined to reach results and recommendations in this new field under study (Albloush et al., 2024; Lund & Wang, 2023). By following the qualitative approach, the study sample included a sample represented by (department director, deputy director, department head, and division head) for each of (4) government departments, namely the Ministry of Digital Economy and Entrepreneurship, Communications, the Ministry of Finance, and the Telecommunications Sector Regulatory Authority in Oman, through questions prepared during personal interviews.

## DISCUSS THE RESULTS

The study's respondents were asked interview questions pertaining to artificial intelligence's uses and applications as well as its adoption in human resources management from the standpoint of career planning to address these applications. The following were the questions that were asked:

**First: The enhancement of career planning and government performance using artificial intelligence applications: First question: What role might artificial intelligence play in enhancing career planning and government performance?**

The response to this question indicated that while plans still rely on conventional techniques, artificial intelligence systems require a higher level of productivity and efficiency as well as a shift in the role of the human element toward more inventive and creative work. In addition to the requirement to create a creative work environment for every employee and the significance of treating the machine with greater seriousness. This increases his capacity by teaching him future skills and gives him fresh experiences for jobs in the future. As jobs become vacant, selection and appointment are still done using traditional methods. appropriate and suitable for the learned skills, while offering workers the right career path and fostering the development of their potential to enable them to succeed, Several applications, including the independent consultant, independent external resource, smart personal assistant, and smart investment funds, which would result in improved government work, faster success, and a competitive edge. As a result, the analysis and responses to the first question produced the following ideas and supporting data:

**Table 1: Concepts and evidence of answers to the first question**

| Job analysis | Evidence from the answers of the study sample | Target samples |
|---|---|---|
| Human resources planning | • Artificial intelligence systems need an increase in efficiency and productivity.<br>• The strategic plan for artificial intelligence aims to develop all smart systems into systems that predict the needs of customers.<br>• Artificial intelligence supports the economy, and to enable it, the matter must not be limited to educating the public, but rather holding competitions, especially for students, with the aim of consolidating the learning of artificial intelligence and translating it into their future jobs. | Ministry of Digital Economy and Entrepreneurship, Communications, the Ministry of Finance,<br><br>Telecommunications Sector Regulatory Authority |
| Selection and appointment | • The plans still rely on traditional methods.<br>• Outlining the general framework for creating the future emirates and outlining Jordan's plan for the Fourth Industrial Revolution, which seeks to solidify Jordan's standing as a major worldwide hub for the revolution. | Ministry of Digital Economy and Entrepreneurship, Communications, |
| Design wages and rewards | • Selection and appointment are done through traditional methods.<br>• AI-assisted recruiting software can run personality assessments to measure factors such as professional values, problem-solving skills, judgment, and communication.<br>• Attracting citizens and developing their cognitive skills through the organization's innovation teams. | Ministry of Finance, and the Telecommunications Sector Regulatory Authority |
| training and development | • Machine training will save time for the employee to perform additional work, and this will certainly increase his productivity and thus speed up transactions and issues related to his work.<br>• Machine learning is the most successful branch of artificial intelligence.<br>• Training new employees in customer service through Ramas.<br>• Providing scholarships for citizens in order to attract them to study the profession, providing practical training, salaries and financial incentives during the period of their studies and joining work for both females and males immediately after they graduate from the institution. | Ministry of Digital Economy and Entrepreneurship, Communications, the Ministry of Finance, and the Telecommunications Sector Regulatory Authority |
| Performance evaluation | • Design a special rewards program for completing transactions or resolving issues to motivate employees to perform their tasks as quickly as possible. | Telecommunications Sector Regulatory Authority |
| Career path planning | • By providing them with the appropriate career path and expanding their talents, human resources professionals may assist employees advance their careers and enhance their desire for higher promotions by utilizing training modules and learning management systems. | Ministry of Finance |
| Employee services and benefits | • Providing many services to employees, including housing, health, welfare, and education, which will provide a creative environment for all employees. | Ministry of Digital Economy and Entrepreneurship |

| | • Stability of the employee and securing his needs and the needs of his family, thus increasing his loyalty to the organization, ensuring a work environment that meets all his needs and increasing his productivity.<br>• Providing many benefits for employees, including health insurance, education, training, and providing housing for its employees. | |

**The second question is entitled: To what extent does artificial intelligence contribute to preserving accumulated human expertise?**

The interviewees provided their response, which was that expert systems, a type of artificial intelligence, can be used to store human experience in an ordered way that will aid in future automated decision-making. In order to help them enter data into the machines intended for use in artificial intelligence, they are also trained in an organized manner. The human element is important and necessary in a positive work environment. The machines that are available are utilized for customer assistance and training new hires, while selection and appointment making are still done the old-fashioned way. The design of an employee's career path is contingent upon their experiences, qualifications, and the management's vision, which is coordinated with the HR Department. Artificial intelligence tools are utilized to analyze and distribute positions in an appropriate manner. This aids in the hiring of new personnel and allows the Authority to leverage its human experience. Strategic planning is a crucial component of integrated institutional work, as per specializations, skills, and experience. It increases competitiveness, guarantees the sustainability of projects and services, and aids in the realization of the institution's goal of becoming an inventive, sustainable, and internationally functioning one. Furthermore, artificial intelligence is essential to the processing of enormous volumes of data and to giving common users accurate and exact instructions via electronic apps about the steps they need to take. This is especially important when it comes to training and development, as well as informing and developing national jobs and cadres about the latest technological developments to maximize the use of national energies. This analysis and the responses to the second question revealed several ideas and supporting data for field work, which are as follows:

**Table 2: Concepts and evidence of answers to the first question**

| Job analysis | Evidence from the answers of the study sample | Target samples |
|---|---|---|
| Human resources planning | • Using artificial intelligence techniques known as expert systems, accumulated human experiences can be preserved in an organized manner that helps in making decisions in the future automatically.<br>• The plan seeks to develop future service centers for customers, which will be supported by artificial intelligence systems, as an intelligent system that predicts the transactions that the customer wants to obtain when visiting the service centers.<br>• Artificial intelligence techniques were utilized to analyze and distribute jobs within the Authority in a correct manner. This aids in the appointment of new personnel and allows the Authority to leverage its human expertise by allocating them based on their specializations, skills, and experience. | Ministry of Digital Economy and Entrepreneurship, Communications, the Ministry of Finance,<br><br>Telecommunications Sector Regulatory Authority |

| Selection and appointment | • To preserve the accumulated human experience, they are trained in an organized manner to benefit from them in entering data to the machines that are to be used in artificial intelligence.<br>• By using intelligent machines to perform difficult and hazardous tasks, people will be freed from many risks and psychological strains and able to concentrate on more worthwhile and compassionate endeavors.<br>• A key component of integrated institutional activity, strategic planning ensures the longevity of projects and services, boosts competitiveness, and realizes the institution's goal of being innovative and sustainable on a worldwide scale. | Ministry of Digital Economy and Entrepreneurship, Communications, |
|---|---|---|
| Design wages and rewards | • It is done in the traditional way until now.<br>• The strategic plan for artificial intelligence includes a project that aims to leverage the abilities and experiences of present employees by using experienced workers to feed the application and link it to selection, appointment, and internal transfer. If they don't fit the job requirements, an outside search is conducted and the capable worker is instructed to take the appropriate action. | Ministry of Finance, and the Telecommunications Sector Regulatory Authority |
| training and development | • New hires and customer support representatives are trained using the offered machines.<br>• Information is generated, then stored, then applied, distributed, and included in expert systems, and then problems are analyzed and solutions are found. This information would benefit new employees to learn and acquire.<br>• Using human language instead of computer programming languages to preserve accumulated human experiences and transfer them to intelligent machines. This opens up the use of machines to all parts of society, including individuals with special needs. Previously, only professionals and experienced people could handle complex machinery.<br>• The significance of training and development as well as providing national cadres with up-to-date technical knowledge in order to maximize national energies when doing fieldwork. | Ministry of Digital Economy and Entrepreneurship, Communications, the Ministry of Finance, and the Telecommunications Sector Regulatory Authority |
| Performance evaluation | • Connecting it to the electronic systems GRP system<br>• Staying up to date with advancements to boost competitiveness, being exceptional at creating proactive long-term plans, staying up to date with the Fourth Industrial Revolution, and taking advantage of disruptive technologies to realize the vision of the wise leadership in achieving the future government through the Supreme Committee for Innovation. | Telecommunications Sector Regulatory Authority |
| Career path planning | • Connecting it to the electronic systems GRP system<br>• Artificial intelligence applications ensure that the employee lives his private life in a streamlined manner that | Ministry of Finance |

| | positively affects his performance and motivates him to work more. Job happiness ensures that he works in a distinguished manner, which affects customer service positively as well. | |
|---|---|---|
| Employee services and benefits | • The design of an employee's career path is contingent upon their experience, qualifications, and management's vision, which has to be coordinated with the HR Department.<br>• It involves simulating human intelligence and capacities with technology. Devices for audio and picture analysis were the first uses of this cutting-edge technology. The data revolution led to the development of this technology's application in numerous other domains, such as reading, learning, and analysis.<br>• A number of experts in the field of human resources feed the career path planning application to ensure knowledge of the skills and capabilities for each job and link them to expert devices to analyze and plan to chart the career path and set standards on which it can be based. | Ministry of Digital Economy and Entrepreneurship |

**The third query is: What guidelines and processes are in place to train competent professionals who can work with artificial intelligence applications?**

Participants in the interview provided the answer to this issue, emphasizing that employees in the public sector are already equipped to work with current systems because they often use computers. In fact, they won't need to recertify in order to use artificial intelligence programs. For instance, Siri, a system with artificial intelligence capabilities, won't be difficult for someone who already knows how to use a smartphone. In fact, we can practically guarantee that using Siri is simpler than using the phone itself, and up until now,

The General Administration is doing training, development, and employment development. Based on the state's directives in this area, this administration was established in 2019, and there are plans to eventually integrate it with all other departments. All agencies are connected to the GRP system of the Jordanian ministries, and up to now, all systems have been electronic and have nothing to do with artificial intelligence. A suggestion for an HR information system that uses a database with employee files is also available. The worker's name, health insurance number, and the nature of his work are all included in these files. Each of these files is specialized, and they are all part of an interconnected database that will store the information in many files. a particular field or piece of personnel data, and every file is complementary to the others. The purpose of having a guidance and counseling program is to advise staff members on how to advance professionally in their line of work and to give them the required counsel in this area so they can grow their abilities and accomplish their goals on both a personal and professional level. This analysis and the responses to the second question revealed several ideas and supporting data for field work, which are as follows:

**Table 3: Concepts and evidence of answers to the first question**

| Job analysis | Evidence from the answers of the study sample | Target samples |
|---|---|---|
| Human resources planning | • Employees in the public sector today are equipped to handle contemporary technology because they virtually always utilize computers.<br>• The strategic plan also seeks to integrate artificial intelligence techniques through forecasting.<br>• An application that measures the difference between managers' actual and expected performance is presently being tested. It does this by analyzing the company, the job, | Ministry of Digital Economy and Entrepreneurship, Communications, the Ministry of Finance, |

| | and the individual. Existing jobs are taken into account, precisely documented, and their competencies and level of preparation are identified through human capacity analysis, which is then compared to what these industries require. Authority. | Telecommunications Sector Regulatory Authority |
|---|---|---|
| Selection and appointment | • Currently, the General Administration of Artificial Intelligence is the department responsible for training and development. It was established in 2019 in response to governmental directives in this area, and future plans call for it to be integrated with all other departments.<br>• Data-related issues are among the most significant problems that our institutions deal with. In order to improve and safeguard electronic security and preserve privacy, we also need to use technologies and use artificial intelligence. Without accurate data and a ready infrastructure, we won't be able to accomplish these goals. This necessitates revising laws, regulations, and guidelines in order to facilitate artificial intelligence.<br>• Both the size of the workforce and organizational structures are shrinking as a result of the growing use of artificial intelligence applications. Since everyone now works in teams and new occupations have been established, unskilled workers will be replaced by skilled workers, and the middle management position will vanish. The project manager is the one in charge of a project and is free to select the members of his team. | Ministry of Digital Economy and Entrepreneurship, Communications, |
| Design wages and rewards | • So far, there is nothing related to artificial intelligence, and it is all linked to the GRP system of the Jordanian ministries. | Ministry of Finance, and the Telecommunications Sector Regulatory Authority |
| training and development | • There is training and development of machines by specialized experts.<br>• This scope will include cooperation with specialized foreign universities and research centers, bringing in experts, and sending students on scholarship to study specializations directly related to artificial intelligence and its applications. | Ministry of Digital Economy and Entrepreneurship, Communications, |
| Performance evaluation | • Most of the jobs that are being removed are routine, as it is important for people to focus on more creative and innovative things. The challenges related to artificial intelligence relate to ethical considerations. | Telecommunications Sector Regulatory Authority |
| Career path planning | • The current situation of employees specialized in the field of information technology and network engineers was studied so that they would be qualified to fill positions related to artificial intelligence applications, whether in foreign missions to study master's and doctoral degrees or within the country, as well as through specialized courses and diplomas in this field. | Ministry of Finance |

| | • Linking all information to expert systems with knowledge management that was created at the Police General Headquarters and feeding it with all information from all sectors. | |
|---|---|---|
| Employee services and benefits | • Put policies and procedures in place to address any issue that may arise, then discuss those policies with your employees item by item. After completion, we put all of those policies and procedures in place and send them to everyone to adhere to and implement them.<br>• The counseling and guidance program aims to guide employees on how to develop and become professional in the field of work and provide the necessary advice in this field to help develop employees' skills and achieve their personal and professional goals. | Ministry of Digital Economy and Entrepreneurship |

## CONCLUSION

From the standpoint of career planning, the current study examined the connection between artificial intelligence and human resources management planning. According to the study, the government departments under investigation have not addressed the use of artificial intelligence in the field of human resources, and given the quick developments in Jordan, the level of preparedness among HR staff members for the digital government is still quite low. the area. Where career planning in the human resources industry might benefit from artificial intelligence applications. According to a survey, they need to prepare workers for future employment opportunities and handle impending risks to existing jobs (Alqahtani et al., 2023; Hamdan et al., 2017). Many government agencies and institutions also realize the great importance of the big data they possess, and the ability to benefit from this data in providing job opportunities or bridging the gap between employers and employees, by issuing a road map for artificial intelligence, in various sectors, in addition to future forecasting. And the challenge of investing in the strategy provided by the state in artificial intelligence in the field of career planning, The Jordanian ministries (the Ministry of Finance and the Telecommunications Sector Regulatory Authority) also contribute to preparing qualified cadres capable of dealing with big data, in addition to selecting executive directors, especially since leadership and management are important in all sectors, including artificial intelligence. This is done by re-evaluating the tasks and then re-qualifying the employees based on their job grades and titles. Developing the capabilities of senior government leaders in the field of artificial intelligence, and raising the skills of all jobs related to technology, are priorities to raise government efficiency and direct the strategy correctly in career planning (Al-habashneh, 2023; Hmoud & Varallyai, 2023; Malik et al., 2023).

## LIMITATIONS & FUTURE SEARCH

Studies indicate that the use of artificial intelligence in this context can achieve great benefits and completely change how administrative processes related to human resources are organized and implemented in the Jordanian context. One of the main determinants of the adoption of artificial intelligence in human resources management is the continuous technological development, as technologies develop intelligence. Artificial intelligence quickly, enabling it to analyze big data more efficiently and make data-based decisions more accurately and intelligently. Thanks to this development, it becomes possible to apply artificial intelligence in areas such as recruitment, performance management, and employee development more effectively in the Arab region and in Jordan specifically. In addition, one of the important aspects that deserves future study is the impact of artificial intelligence on the development of human resources functions. The use of artificial intelligence technologies may change the professional needs and skills required in the field of human resources management, which calls for the development of new training programs and the

rehabilitation of current employees in the Jordanian government labor sector. In addition, future studies should also focus on the impact of artificial intelligence on relationships. Work and corporate culture. Improving HRM technology may change work dynamics and social interactions within companies, calling for evaluative studies to understand the social and psychological impacts of those changes. It is also important for future studies to focus on the ethical and legal aspects related to the adoption of artificial intelligence in human resources management. A legal and ethical framework must be established that defines the use of artificial intelligence in the Jordanian and Middle Eastern context, ensuring the protection of employee privacy and non-discrimination in decision-making processes.

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