

# The Extent of the Impact of Artificial Intelligence on Human Resource Management Practices

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**Abstract:** This research aims to measure the impact of employing Artificial Intelligence (as an independent variable) on enhancing Human Resource Management practices (as a dependent variable), while determining the levels of its availability and field applications at the Ministry of Foreign Affairs – Foreign Service Institute. The researcher adopted a descriptive-analytical approach, where the theoretical framework was established using relevant Arabic and foreign literature and journals, whereas the empirical data were collected via a simple random sampling method targeting employees from both the Ministry and the Institute, yielding a sample size of 130 respondents. The study stems from an empirical problem represented by HRM's continued reliance on conventional methods that may lead to the use of inaccurate data. This necessitates adopting proactive strategies to integrate AI technologies across various operational divisions, along with providing continuous training programs to empower human capital and overcome technical challenges. The significance of this study lies in offering practical insights into leveraging AI for process automation, big data analytics, and evidence-based decision-making across key HR functions—such as recruitment, training, and performance evaluation—thereby positively reflecting on organizational performance and employee satisfaction, and contributing to the advancement of managerial practices that foster a conducive work environment within Iraqi organizations.

**Keywords:** Artificial Intelligence – Human Resource Management Practices – Iraqi Ministry of Foreign Affairs (Foreign Service Institute).

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## 1. Introduction

In the era of modern technology, Artificial Intelligence (AI) has become an integral component of various aspects of daily life, including Human Resource Management (HRM). Rapid advancements in AI technologies directly influence how organizations manage their workforce and develop their managerial strategies. This analytical study aims to explore the impact of AI on HRM practices, focusing on the Ministry of Foreign Affairs and the Foreign Service Institute. AI serves as a powerful tool for boosting efficiency and enhancing productivity, as it can analyze big data, deliver precise insights, and automate routine tasks. By integrating these technologies, organizations can optimize recruitment, training, and performance evaluation processes, leading to more data-driven decision-making. This study examines the significance of implementing AI in HRM, alongside the potential challenges organizations may face and the opportunities that may arise. Through a case study analysis of the Ministry of Foreign Affairs and the Foreign Service Institute, valuable insights will be presented regarding the impact of AI on organizational performance and employee satisfaction.

### 1.1 The Research Problem

The research problem centers on exploring the impact of Artificial Intelligence (AI) on Human Resource Management (HRM) practices at the Ministry of Foreign Affairs and the Foreign Service Institute. With the increasing adoption of AI technologies across various sectors, there is a critical need to understand how these tools influence administrative functions such as recruitment, training, and performance evaluation. The organization encounters key challenges in integrating these technologies effectively, alongside the necessity to identify potential opportunities that could enhance efficiency and improve employee satisfaction. Therefore, this study seeks to analyze the extent of AI utilization, the existing obstacles hindering its implementation, and the resulting impact on workflow and administrative decision-making within these entities. Specifically, the core problem lies in HRM's continued reliance



on basic, conventional methods, which may lead to the use of inaccurate or misleading data. Furthermore, there is a clear disparity among departments regarding their level of adopting and deploying AI systems in daily operations. Consequently, it is essential to elucidate how HRM practices are structured and applied across these divisions, while highlighting data accuracy and assessing the varying levels of AI literacy. This also requires evaluating the extent to which other departments recognize the necessity of prioritizing AI within HRM practices and addressing their operational needs.

**Research Questions:**

- A. What is the current level of Artificial Intelligence adoption and Human Resource Management practices at the Ministry of Foreign Affairs – Foreign Service Institute?
- B. What are the challenges departments encounter when implementing AI technologies?
- C. How can the accuracy of information utilized in HRM processes be improved?
- D. What is the level of awareness and knowledge regarding AI applications across different departments within the Ministry of Foreign Affairs – Foreign Service Institute?
- E. Does the Foreign Service Institute at the Ministry of Foreign Affairs possess a clear perception of the relationships between AI and HRM practices?
- F. Is there a clear perception regarding the overall impact of AI on HRM practices at the Ministry of Foreign Affairs – Foreign Service Institute?

## *1.2 Significance of the Research*

The significance of this study stems from the pivotal importance of Artificial Intelligence, its operational requirements, and its intersection with contemporary Human Resource Management practices—both representing modern administrative domains. The researcher's focus on this relationship is driven by the recognized scarcity and limited scope of empirical studies in this field, particularly within the public service sector. Accordingly, the significance of the study is categorized into two main dimensions (Theoretical Significance and Practical/Applied Significance). This study not only contributes to enriching the academic literature on HRM but also provides practical applications that assist the Ministry of Foreign Affairs and the Foreign Service Institute in improving performance and adapting to rapid transformations in the work environment:

**-Theoretical Significance:**

Grounding AI concepts within this context contributes to developing a conceptual framework that addresses the technology's influence on HRM, thereby advancing theoretical knowledge in this domain. It enables researchers to understand how modern technologies interact with traditional HRM models and opens new horizons for future studies investigating the opportunities and challenges associated with AI integration.

**-Practical / Applied Significance:**

On an applied level, integrating AI helps enhance administrative efficiency by automating routine tasks such as recruitment, training, and performance appraisal. This saves employees time and effort while facilitating evidence-based decision-making grounded in accurate data, ultimately enhancing managerial effectiveness. Furthermore, it improves the employee experience and boosts job satisfaction by providing personalized training programs tailored to individual professional needs.

## *1.3 Objectives of the Research*

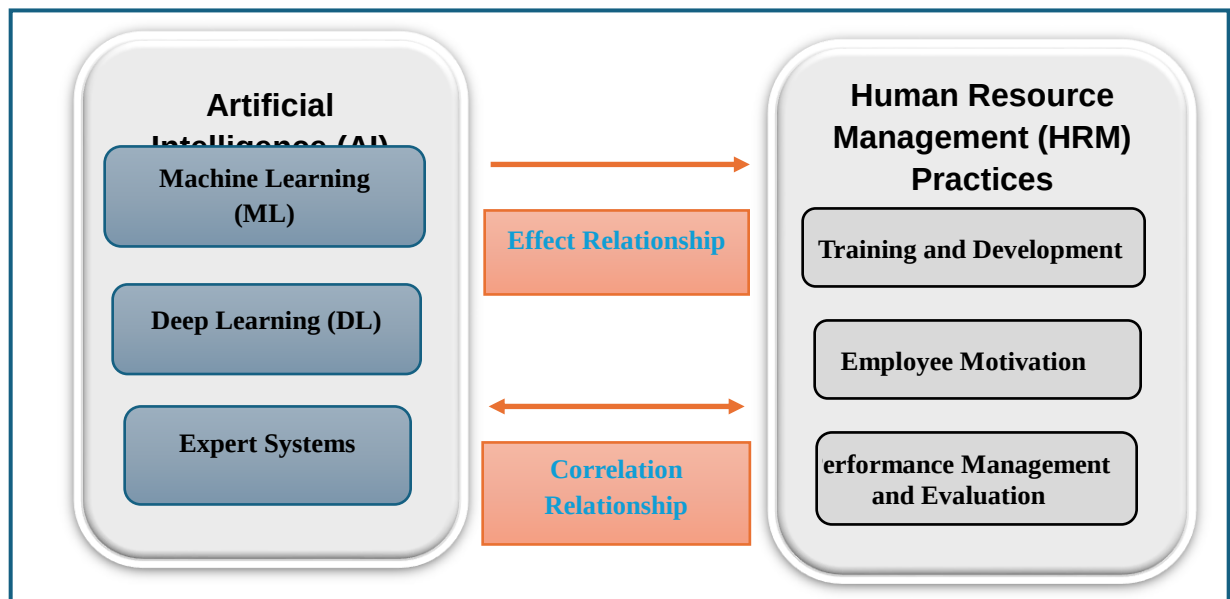
The main objective of this study is to determine the impact of Artificial Intelligence on Human Resource Management practices at the Ministry of Foreign Affairs. To achieve this primary goal, the following sub-objectives have been formulated:

- A. To assess the availability level of AI requirements and the implementation level of HRM practices at the Ministry of Foreign Affairs – Foreign Service Institute.
- B. To measure the strength of the correlation between Artificial Intelligence and HRM practices among the surveyed sample.

- C. To identify the key challenges facing the Ministry of Foreign Affairs – Foreign Service Institute in adopting AI technologies.
- D. To provide strategic recommendations for optimizing the utilization of AI at the Ministry of Foreign Affairs – Foreign Service Institute.
- E. To determine the effect size/impact level of Artificial Intelligence on HRM practices within the surveyed sample.

#### 1.4 Conceptual Framework of the Research

Based on the theoretical literature surrounding the study variables (Artificial Intelligence and Human Resource Management Practices), and in alignment with the research problem and objectives, the conceptual framework (hypothetical model) was designed. This model illustrates the proposed structural relationships between the study variables, as depicted in **Figure (1)**.



**Figure (1) Theoretical Research Framework Source:** Prepared by the researcher

#### 1.5 Research Scope (Limitations & Delimitations)

Defining the research scope within clear parameters is an essential requirement for any academic study within a specific scientific discipline. Accordingly, the theoretical (cognitive), temporal, and spatial boundaries of the current study are delineated as follows:

- A. **Theoretical Scope:** The theoretical scope of this research is defined by addressing the study variables and the nature of the relationship among them. It also encompasses examining the level of field awareness, utilizing the study's empirical results and recommendations, and offering suggestions for future research.
- B. **Temporal Scope:** The study covers a specific time frame extending from **October 1, 2025, to May 1, 2026**, during which theoretical data and empirical field data were collected and analyzed.
- C. **Spatial Scope:** The spatial scope of the current research is limited to the **Ministry of Foreign Affairs – Foreign Service Institute** in Baghdad.

#### 1.6 Research Methodology

Generally, scientific research relies on three primary methodologies: qualitative methodology, descriptive/analytical methodology, and mixed-methods methodology. This research adopts a **mixed-methods approach**, integrating both descriptive-analytical and qualitative-exploratory methodologies. This methodological choice aims to enrich scientific knowledge and support the analysis of field interview data related to the research topic.

## 1.7 Research Population and Sample

**Research Setting and Population:** Identifying the research setting is a crucial aspect of conducting the current study, as the appropriate selection of the environment and population directly influences research outcomes, data credibility, and hypothesis testing needed to achieve the study's objectives.

The researcher selected the **Ministry of Foreign Affairs – Foreign Service Institute** as the research setting, owing to its vital role in delivering services to beneficiaries. This highlights the significance of the Foreign Service Institute as a rich research environment characterized by realistic data and operational challenges.

## 1.8 Data Collection Methods and Analytical Tools

**Data Collection Methods:** Data collection methods are categorized into two primary components:

- A. **Theoretical Framework:** The researcher enriched the theoretical aspect of the research by relying on a diverse range of scientific literature. These sources included books, published papers, academic journals, as well as relevant Master's theses and Doctoral dissertations in both Arabic and English. Additionally, the researcher utilized reputable global databases and internet resources as primary tools for retrieving the latest studies and literature covering the theoretical domain of the current research.
- B. **Empirical (Practical) Framework:** For the empirical phase, the researcher applied a mixed-methods approach, utilizing both **questionnaires** and **personal interviews** to gather field data from the Foreign Service Institute, thereby assessing the applicability of certain research variables or dimensions. The questionnaire served as the primary tool for deep data analysis to derive empirical findings, while personal interviews functioned as a supporting mechanism to enhance the research's field execution.

## 2.1 Some Studies Addressing Artificial Intelligence

### 2.1.1. (Olivier, B. ,2017): Artificial Intelligence (AI) and being human: What is the difference?

#### Study Problem and Objective

- **Study Problem:** Centered on gaining a deep understanding of the differences between artificial intelligence and human attributes, as well as examining technology's impact on human identity and existence.
- **Study Objective:** The research aims to explore the relationship between artificial intelligence and human existence, investigating how technological developments influence our definition of what it means to be human.

#### Study Population and Sample

- **Study Population:** Consists of individuals who interact with artificial intelligence, specifically technology specialists.
- **Study Sample:** Comprises a group of individuals selected to ensure appropriate representation.

#### Statistical and Analytical Methods Used

Statistical and analytical methods vary depending on the nature of the collected data, which may include:

- Descriptive Analysis
- Content Analysis
- Questionnaires or Interviews

#### Key Findings

- Clear distinctions exist between the cognitive processes of artificial intelligence and human capabilities.
- Artificial intelligence has a growing impact on concepts of human identity and existence.
- It is vital to balance the practical applications of artificial intelligence with the preservation of human values.

### 2.1.2 (Al-Obaidy et al,2024), Artificial Intelligence and Human Existence: An Intellectual Reading of the Political Dimensions),

### Study Problem and Objectives

- **Study Problem:** Addresses the issues arising from the impact of Artificial Intelligence on human existence from a political perspective. These include ethical and social challenges resulting from the increasing reliance on technology in political decision-making.
- **Study Objectives:** The study aims to:
  - Analyze how Artificial Intelligence impacts humans and their political institutions.
  - Explore the ethical and political dimensions of Artificial Intelligence.
  - Provide an intellectual vision regarding the interaction between humans and Artificial Intelligence within political contexts.

### Study Population and Sample

- **Study Population:** May include a diverse group of academics and technology experts.
- **Study Sample:** Consists of a representative sample of 300 participants, selected through random sampling methods to ensure a diversity of perspectives and expertise.

### Statistical and Analytical Methods Used

The statistical and analytical methods utilized in the study may include:

- **Questionnaires:** To gather data on opinions and perceptions regarding the political impacts of Artificial Intelligence.
- **Quantitative Analysis:** Such as descriptive analysis and regression analysis to examine relationships among variables.
- **Qualitative Analysis:** Such as in-depth interviews to discuss complex viewpoints surrounding the topic.

### Key Findings

- Results indicate that the use of Artificial Intelligence could significantly influence policymaking and political orientations.
- Identification of key ethical issues that may arise as a consequence of decisions driven by Artificial Intelligence.

## 2.2. Some Studies Addressing Human Resource Management Practices

### 2.2.1. ) H.H.Hamadamin ,2019), The Impact of Strategic Human Resource Management Practices on Competitive Advantage Sustainability: The Mediation of Human Capital Development and Employee Commitment .

#### Study Problem and Objectives

- **Study Problem:** Addresses the challenges associated with achieving sustainable competitive advantage in organizations through strategic human resource management practices. The problem lies in understanding how these practices influence human capital development and employee commitment.
- **Study Objectives:** The study aims to:
  - Analyze the relationship between strategic human resource management practices and sustainable competitive advantage.
  - Explore the role of human capital development and employee commitment as mediating variables in this relationship.
  - Provide recommendations on how to improve human resource management practices to enhance sustainable competitive advantage.

#### Study Population and Sample

- **Study Population:** Includes employees working in private sector organizations, encompassing both managers and staff members.
- **Study Sample:** Consists of 500 participants selected through simple random sampling.

#### Statistical and Analytical Methods Used

The statistical and analytical methods utilized in the study may include:

- **Questionnaires:** To collect data related to human resource management practices and employee commitment.
- **Quantitative Analysis:** Such as regression analysis to examine the relationships among variables.
- **Descriptive Analysis:** To describe the data and present profile insights regarding the surveyed sample.

### **Key Findings**

- A strong positive relationship exists between strategic human resource management practices and sustainable competitive advantage.
- Empirical results demonstrated that human capital development and employee commitment play a significant mediating role in this relationship, thereby reinforcing sustainable competitive advantage.
- Formulation of managerial strategies to improve human resource management practices aimed at boosting employee commitment and human capital development.

## **2.3. Theoretical Framework**

### **2.3.1. Artificial Intelligence (AI):**

#### **2.3.1.1. Concept and Definition of Artificial Intelligence**

Artificial Intelligence (AI) has been a topic of growing interest for several decades. To build a comprehensive understanding of AI within the field of management and organization, it is essential to first define the concept of "intelligence" before coupling it with machines as the compound term "Artificial Intelligence" (Ali, 2025: 65).

Intelligence is defined as the capability to interact, learn, adapt, deduce information from experiences, and deal with uncertainty. "Artificial," on the other hand, relates to the concept of something human-made that serves as a replica of a natural phenomenon. Based on the integration of these two fundamental ideas, a clearer concept of Artificial Intelligence emerges (Sindi, 2025: 94). AI is a branch of computer science focused on developing systems and software capable of simulating human cognitive abilities, such as reasoning, learning, and problem-solving. Simply put, AI can be described as an effort to enable machines to think in a manner similar to the human mind, allowing them to process data and make decisions independently or semi-independently based on specific inputs. AI relies on designing complex algorithms capable of learning from data, enhancing their performance over time, and operating effectively across diverse environments. Thanks to these algorithms, machines can now execute complex tasks (Al-Nahawi, 2025: 61).

With the widespread proliferation of AI applications across various domains over time, AI has developed a holistic identity encompassing structural sub-disciplines. These sub-fields include machine learning, data mining, robotics, expert systems, fuzzy logic, natural language processing, computer vision, and optimization. On the other hand, the study of right and wrong, alongside how they relate to morality and human conduct, is known as ethics. Ethics represents a unique concept—a framework or paradigm for thought and behavior that exhibits flexibility in scope and content. The explanation is that morality, right and wrong, and human behavioral models are concepts that evolve across time and space rather than remaining static or rigid (Adali, 2023: 40).

Organizations utilize Artificial Intelligence—a computerized system designed to process data to yield outcomes similar to human work within companies by deploying capacities for learning, decision-making, and problem-solving. It is the science of replicating human intelligence through computers, and these resources can be accessed via solutions proposed by HR technology companies (HR Techs) using advanced tools. They can integrate cloud computing, analytics, robotics, automation, and large-scale application (Blumen et al., 2022: 5).

**2.3.1.2 Importance of Artificial Intelligence:** Artificial Intelligence (AI) technologies are regarded as paramount in human life, serving as tools and mechanisms designed to serve humanity and facilitate daily living. Aiming to make life easier, AI can be applied across almost all sectors to achieve higher levels of efficiency, offering numerous advantages and solutions. The importance of AI is particularly evident through the following aspects (Qasrini, 2024: 27):

- A. **Process Automation:** AI is capable of automating tasks previously performed manually with high accuracy and speed, operating continuously without fatigue or the need for rest breaks required by human employees (e.g., automated traffic monitoring and violation reporting).

- B. **Big Data Analytics:** The volume of data currently available on the internet far exceeds human capacity to comprehend, interpret, or utilize for complex decision-making. AI algorithms can process, analyze, and interpret these massive datasets, providing organizations with valuable operational insights that were previously unidentifiable.
- C. **Decision-Making:** AI algorithms can make more accurate decisions than humans due to their ability to evaluate complex, multi-dimensional relationships and leverage vast online datasets.

Furthermore, AI plays a vital role in transforming how we work, live, and manage economic resources efficiently. It contributes significantly to quality control in production, as well as analyzing complex documents, data, and statistical tables to yield insights on large-scale issues such as rapid population growth. In addition, AI holds profound importance in fields like education and marketing (Mira, 2019: 294). Given its rapid advancement, governments must commit to fostering scientific progress and maintaining technological leadership while ensuring that new technologies serve society, improve quality of life, and uphold human rights (Ali, 2025: 64).

Key dimensions highlighting the significance of Artificial Intelligence include (Al-Shammari, 2025: 7):

- Enhancing adaptive learning capabilities to adjust to dynamic environmental changes.
- Developing essential foundational technologies, such as deep learning and big data analytics.
- Improving human-computer interaction, enabling effective communication between humans and intelligent systems/robotics.
- Preserving accumulated human expertise by transferring knowledge into intelligent systems.
- Utilizing natural human language instead of complex programming languages, thereby facilitating user accessibility without linguistic barriers.
- Assisting in medical diagnosis, disease identification, treatment prescription, and educational applications.
- Alleviating physical and psychological stress on human workers, allowing them to focus on high-priority activities through smoother workflows.
- Assisting in disaster management, search and rescue operations, and mapping unidentified locations.

**2.3.1.3.Objectives of Artificial Intelligence:** The objectives of AI reflect its critical role in processing, understanding, and responding intelligently to various environments across multiple fields. It achieves this by interacting naturally with humans while strictly adhering to ethical standards during task execution and problem-solving. Key objectives of AI include (Sabiq, 2024: 22):

- Enhancing hardware utility and operational efficiency.
- Improving human-computer interaction (HCI).
- Enabling machines to process information using problem-solving approaches similar to human cognition.
- Achieving a deeper understanding of human intelligence by studying the brain and nervous system—the most complex human organs working in tandem to recognize patterns (Al-Luzi, 2012: 61).
- Developing novel methods for extracting information from sensors.
- Formulating efficient techniques for constructing, updating, and maintaining knowledge base repositories.
- Allowing machines to handle information in ways that mirror human problem-solving methodologies (Najm, 2008: 377).
- Encouraging innovation in training and education practices and enhancing access to lifelong learning, driven by AI's scalability, speed, and expanding application ecosystem (Al-Rashidi, 2024: 1556).

#### **2.3.1.4. Advantages and Disadvantages of Artificial Intelligence**

The benefits of Artificial Intelligence represent a significant milestone in modern technology. Users must be guided toward its proper utilization to achieve positive outcomes that serve all stakeholders and maximize its utility across functions. Key advantages of AI include (Sabiq, 2024: 25):

- Increasing machine capability and operational efficiency.
- Introducing innovative problem-solving methodologies.

- Minimizing human error.
- Improving workflow efficiency by significantly reducing task completion time compared to human labor.
- Achieving higher levels of precision and consistency than human counterparts in specific domains.
- Excelling in processing and analyzing massive volumes of data (Big Data).
- Enabling unbiased, data-driven decision-making (Abdul-Mohsen, 2023: 17).

### 2.3.2. Human Resource Management Practices (HRM):

**2.3.2.1. Concept of Human Resource Management Practices:** Human Resource Management (HRM) practices are defined as a set of critical decisions and administrative procedures dedicated to managing organizational workforce assets. These practices significantly enhance overall performance and individual skill development—particularly when they are homogeneous, interconnected, and coherent in their implementation (Moldeen et al., 2011: 243).

In contemporary organizational contexts, HRM practices have become a foundational pillar determining organizational success or failure. Organizations increasingly leverage these practices to attract, recruit, train, and retain qualified human talent to boost productivity, minimize operational costs, clarify job roles and responsibilities, accurately assess training needs, and evaluate employee job performance to foster continuous improvement (Rahima, 2023: 10).

Human Resource Management (HRM) represents a vital dimension in the modern business landscape. Organizations capable of implementing HRM practices efficiently and effectively often secure a stronger competitive advantage over their rivals, given that human capital is regarded as one of an organization's most valuable assets. Optimizing employee potential, loyalty, productivity, and organizational commitment directly yields a substantial positive impact on overall firm performance, thereby driving long-term goals, growth, and sustainability (Sunarti et al., 2023: 410).

**2.3.2.2. Importance of Human Resource Management Practices:** The significance of Human Resource Management (HRM) practices is demonstrated through the following key dimensions (Sonar et al., 2023: 48):

- A. **Talent Acquisition:** HRM practices contribute to identifying, attracting, and recruiting top talent aligned with organizational needs.
- B. **Capacity Building:** HRM practices enhance employee skills and knowledge through structured training programs and continuous professional development opportunities.
- C. **Performance Alignment:** HRM practices establish clear performance expectations, conduct regular evaluations, and provide constructive feedback to employees.
- D. **Fostering Engagement:** HRM practices make substantial efforts to cultivate a positive work environment that drives employee engagement and organizational commitment.
- E. **Compensation Design:** HRM practices develop competitive salary structures and offer attractive employee benefit packages.
- F. **Policy Governance:** HRM practices establish and enforce workplace policies regarding employee conduct, professional ethics, and occupational safety.
- G. **Conflict Resolution:** HRM plays a vital role in resolving workplace disputes, thereby maintaining a harmonious organizational climate.
- H. **Succession Planning:** HRM practices identify and nurture high-potential employees to assume future leadership positions.

### 2.3.2.3. Dimensions of Artificial Intelligence

**1. Machine Learning:** Machine learning is an integral part of artificial intelligence and is so common that it is often confused with AI itself. It deals with improving learning based on data; ultimately, it revolves around how continuously and effectively tasks can be solved by a machine, specifically using data and algorithms. How machine learning works is that devices or software learn to perform tasks if they have previously gained experience in the form of relevant data, where all this data represents completed tasks that increase the machine's experience.



**2. Deep Learning:** Deep learning can be explained as an in-depth form of machine learning; it is a method for creating artificial intelligence in which, unlike traditional machine learning, humans do not intervene. Humans merely provide the information and data for learning, and the machine independently makes predictions and decisions. (Goyal et al., 2023: 561). Deep learning relies on more complex algorithms capable of making connections across multi-layered networks, and it depends on massive amounts of data as well as the use of artificial neural networks (Ali, 2023: 29).

**3. Expert Systems:** An expert system is an attempt to compile human expertise related to a specific field within a computer to serve as a substitute for a human expert. It can be described as a program designed to perform tasks related to human expertise, including analysis, diagnosis, decision-making, and execution (Al-Oqood et al., 2024:60).

**2.3.2.3. Objectives of Human Resource Management Practices:** HRM practices aim to support the organization in achieving organizational survival and success through its human capital. The objectives of HRM practices can be categorized into two primary dimensions (Rahima, 2023: 12):

**A. Organizational-Level Objectives:** These include driving operational efficiency and effectiveness, ensuring stability, fostering cultural homogeneity, and enhancing organizational commitment and loyalty.

**B. Employee-Level Objectives:** These center on cultivating a positive work climate, creating career growth opportunities, ensuring organizational justice in treatment and compensation, facilitating professional advancement, and providing social welfare services.

The fundamental objective of HRM practices is to guarantee the availability of a competent and motivated workforce for the organization. Specific operational objectives include (Chaudhary et al., 2024: 14):

- **Human Capital Acquisition:** Assisting the organization in securing the requisite number and caliber of employees to achieve its strategic and operational goals.
- **Organizational Climate Development:** Creating an environment that encourages employees to fully leverage and expand their skills, ensuring the efficient utilization of workforce capabilities.
- **Productivity and Performance Maintenance:** Elevating productivity and performance standards through job design, comprehensive orientation, continuous training and development, performance-aligned feedback, and effective organizational communication.
- **Labor Relations Harmony:** Fostering and maintaining a constructive and harmonious relationship between employers and employees.
- **Workplace Safety and Health:** Establishing and maintaining a safe and healthy working environment.
- **Socio-Economic Retention Strategies:** Developing tailored programs to satisfy the economic, psychological, and social needs of employees, thereby assisting the organization in retaining high-performing talent.

#### **2.3.2.4. Dimensions of Human Resource Management Practices**

**1.Training and Development:** Employee participation in training and development programs serves as a critical indicator of Human Resource Management (HRM) effectiveness. These participation rates measure the proportion of employees engaged in skill-enhancement initiatives, reflecting the organization's commitment to workforce development. Organizations that invest in employee training experience higher productivity levels and a greater capacity to adapt to market dynamics (Kassim et al., 2021: 90).

Among key HRM practices, training and rewards play a pivotal role. Employees who demonstrate higher organizational commitment are significantly less likely to leave the firm. Continuous training opportunities represent one of the most widely adopted practices for updating human resources in alignment with current industry trends—particularly in high-tech enterprises—and show a strong correlation with employee engagement (Sunarti et al., 2023: 410).

Furthermore, training positively influences organizational commitment, firm productivity, organizational effectiveness, and employee engagement. In conjunction with training, rewards—defined as the financial and non-financial benefits provided to employees in exchange for their service—also play a vital role (Venkataramanan, 2023).

2. Employee Motivation: An effective human resource management strategy lies in integrating the performance system with motivation, which enhances the employee's willingness to work effectively and efficiently. A strong relationship exists between compensation and employee performance. It is also important for employers to consider motivational practices in the context of improving compensation practices, as these factors significantly impact employee recruitment, turnover rates, and overall productivity (Hassan, 2016: 17).

A reward system serves to motivate employees to demonstrate greater job flexibility and encourages them to offer new ideas and adapt quickly, as organizations foster recognition for them by providing solutions to ongoing problems (Mansour, 2015). However, an increase in initiative and flexibility may lead to an increased workload, which can be exhausting and unstable for the employee if their efforts are not adequately rewarded (Tangthong et al., 2018).

Incentives represent the effort made by management to encourage employees to increase their productivity by satisfying their current needs, creating new needs, and striving to satisfy them—provided that this effort is characterized by continuity and renewal (Al-Akkari, 2022: 24).

3. Performance Management and Appraisal: Performance appraisal serves as a communication channel between management and employees, where effective appraisal can enhance employee development by providing constructive feedback, as well as improving the organization's understanding of employee satisfaction. It is essential that appraisal is treated as a tool for measurement and monitoring rather than a mere formality (Hong et al., 2012: 20).

Performance appraisal is a critical component of human resource management practices, where employees are evaluated based on their competency and target achievement. The results of these evaluations can be utilized as a means for providing feedback, determining incentives, or making decisions regarding promotions or terminations (Al-Din, 2025: 87).

## 2.4. Empirical Framework

### Section One: Examination and Testing of Research Variable Measures

**2.4.1. Coding of Study Variables:** To verify the level of availability of the main variables in this study, a statistical coding approach was adopted for their measurement scales. This facilitates the processes of statistical analysis and processing.

The independent variable, Artificial Intelligence, was coded as AI, comprising three sub-dimensions:

It was measured through 22 items: 8 items for the Training and Development dimension, and 7 items each for the Employee Motivation and Performance Management and Evaluation dimensions.

This coding aims to structure the study variables and their dimensions, facilitate their statistical processing, and clarify the nature of their interrelationships based on the views of a sample of employees at the Foreign Service Institute. The sample includes the Dean of the Institute, accountants, administrative staff, employees in the Training Department, Qualifying Courses Department personnel, translators, diplomats, and staff serving in promotion and elevation evaluation halls for advisors. A systematic statistical methodology was adopted in coding all variables and dimensions, as detailed in Table (1)

**Table (1): Coding of the Study Variables and Dimensions**

| Research Variables                                                                         | Dimensions                                           | Symbol     | Number of Items |
|--------------------------------------------------------------------------------------------|------------------------------------------------------|------------|-----------------|
| <b>Independent Variable<br/>(Artificial Intelligence)<br/>AI (21)</b>                      | <b>Machine Learning</b>                              | <b>ML</b>  | <b>7</b>        |
|                                                                                            | <b>Deep Learning</b>                                 | <b>DL</b>  | <b>7</b>        |
|                                                                                            | <b>Expert Systems</b>                                | <b>ES</b>  | <b>7</b>        |
| <b>Dependent Variable<br/>(Human Resource<br/>Management Practices)<br/><br/>HRMP (22)</b> | <b>Training and<br/>Development</b>                  | <b>TD</b>  | <b>8</b>        |
|                                                                                            | <b>Employee Motivation</b>                           | <b>EM</b>  | <b>7</b>        |
|                                                                                            | <b>Performance<br/>Management and<br/>Evaluation</b> | <b>PME</b> | <b>7</b>        |

### 2.4.2 Data Normality Test

The normality test was employed to verify the suitability of the study data for statistical analysis using two indicators: **\*\*Skewness\*\*** and **\*\*Kurtosis\*\***. Values within the range of  $\pm 1.96$  serve as evidence that the data closely follow a normal distribution. This test was applied to data collected from the sample of employees at the Foreign Service Institute to ensure data validity for subsequent statistical methods, as shown in Table (2)

**Table (2): Results of Normality Test for Study Items**

| <b>Items</b> | <b>Sample Size</b> | <b>Missing Values</b> | <b>Skewness</b> | <b>Kurtosis</b> | <b>Minimum</b> | <b>Maximum</b> |
|--------------|--------------------|-----------------------|-----------------|-----------------|----------------|----------------|
| ML1          | 123                | 0                     | -0.29           | -0.922          | 1              | 5              |
| ML2          | 123                | 0                     | -0.342          | -0.708          | 1              | 5              |
| ML3          | 123                | 0                     | -0.468          | -0.574          | 1              | 5              |
| ML4          | 123                | 0                     | -0.392          | -0.578          | 1              | 5              |
| ML5          | 123                | 0                     | -0.29           | -0.83           | 1              | 5              |
| ML6          | 123                | 0                     | -0.119          | -0.254          | 1              | 5              |
| ML7          | 123                | 0                     | 0.082           | -1.045          | 1              | 5              |
| DL1          | 123                | 0                     | -0.112          | -0.791          | 1              | 5              |
| DL2          | 123                | 0                     | -0.269          | -0.364          | 1              | 5              |
| DL3          | 123                | 0                     | -0.345          | -0.521          | 1              | 5              |
| DL4          | 123                | 0                     | -0.463          | -0.402          | 1              | 5              |
| DL5          | 123                | 0                     | -0.246          | -0.833          | 1              | 5              |
| DL6          | 123                | 0                     | -0.211          | -0.812          | 1              | 5              |
| DL7          | 123                | 0                     | -0.407          | -0.528          | 1              | 5              |
| ES1          | 123                | 0                     | -0.237          | -0.985          | 1              | 5              |
| ES2          | 123                | 0                     | -0.204          | -1.062          | 1              | 5              |
| ES3          | 123                | 0                     | -0.25           | -0.486          | 1              | 5              |
| ES4          | 123                | 0                     | -0.181          | -0.801          | 1              | 5              |
| ES5          | 123                | 0                     | -0.22           | -0.896          | 1              | 5              |
| ES6          | 123                | 0                     | -0.209          | -0.822          | 1              | 5              |
| ES7          | 123                | 0                     | -0.541          | -0.07           | 1              | 5              |
| TD1          | 123                | 0                     | -0.063          | -0.572          | 1              | 5              |
| TD2          | 123                | 0                     | -0.105          | -0.917          | 2              | 5              |
| TD3          | 123                | 0                     | -0.23           | -0.926          | 2              | 5              |
| TD4          | 123                | 0                     | -0.091          | -1.131          | 1              | 5              |
| TD5          | 123                | 0                     | -0.5            | -0.515          | 1              | 5              |
| TD6          | 123                | 0                     | -0.369          | -0.816          | 1              | 5              |

|      |     |   |        |        |   |   |
|------|-----|---|--------|--------|---|---|
| TD7  | 123 | 0 | -0.364 | -0.631 | 1 | 5 |
| TD8  | 123 | 0 | -0.332 | -0.695 | 1 | 5 |
| EM1  | 123 | 0 | -0.313 | -0.781 | 1 | 5 |
| EM2  | 123 | 0 | -0.22  | -1.076 | 2 | 5 |
| EM3  | 123 | 0 | -0.347 | -0.552 | 1 | 5 |
| EM4  | 123 | 0 | -0.299 | -0.775 | 1 | 5 |
| EM5  | 123 | 0 | -0.563 | -0.613 | 2 | 5 |
| EM6  | 123 | 0 | -0.667 | -0.325 | 1 | 5 |
| EM7  | 123 | 0 | -0.502 | -0.716 | 1 | 5 |
| PME1 | 123 | 0 | -0.241 | -0.617 | 1 | 5 |
| PME2 | 123 | 0 | -0.102 | -0.717 | 1 | 5 |
| PME3 | 123 | 0 | -0.144 | -0.502 | 1 | 5 |
| PME4 | 123 | 0 | -0.084 | -0.843 | 2 | 5 |
| PME5 | 123 | 0 | -0.216 | -0.742 | 1 | 5 |
| PME6 | 123 | 0 | -0.189 | -0.834 | 1 | 5 |
| PME7 | 123 | 0 | -0.265 | -0.748 | 2 | 5 |

**Source: Prepared by the researcher based on SPSS V.28 output**

Table (2) demonstrates the results of the normality test for the study items. The results indicate that all Skewness and Kurtosis values fell within the statistically acceptable threshold of  $\pm 1.96$ , demonstrating that the study data do not suffer from substantial deviations from a normal distribution.

Specifically: Skewness, values ranged between (-0.667) (lowest) and (0.082) (highest).

\* Kurtosis values ranged between (-1.131) and (-0.070), which also fall well within the acceptable range, confirming the absence of acute concentration or dispersion in the data distribution.

Furthermore, there were **no missing values** across all items, with a sample size of (123) cases and (0) missing values per item, enhancing data integrity and completeness. These findings confirm the appropriateness of the data for conducting subsequent statistical analyses and allow the researcher to rely on parametric statistical tests in the following analyses.

#### **Standardized Cronbach's Alpha**

Standardized Cronbach's Alpha reflects the level of internal consistency after converting items into standardized scores. It is utilized when items are measured using different scales or variances. Values of 0.70 or higher indicate an acceptable level of internal reliability, demonstrating the items' capability to measure the dimension or variable in a homogeneous and consistent manner. 0.70

#### **Cronbach's Alpha (Unstandardized)**

Unstandardized Cronbach's Alpha is used to measure the internal consistency of scale items based on actual response values, illustrating the degree of item homogeneity in measuring the same construct. The values of this coefficient range between 0 and 1, where values reaching 0.70 or higher serve as an acceptable indicator of scale reliability and its suitability for statistical analysis. 0.70

#### **Composite Reliability (CR)**

Composite Reliability is employed to assess the degree of internal consistency among the constituent items of each dimension in measuring the latent variable. It is considered more precise than Cronbach's Alpha in certain models, as it relies on the actual factor loadings of the items. A value of or higher is considered acceptable, reflecting an adequate level of dependability and internal reliability for the measurement instrument. 0.70

#### Average Variance Extracted (AVE)

Average Variance Extracted is one of the most critical indicators of convergent validity in structural equation modeling (SEM). It measures the proportion of variance explained by the latent variable in its items relative to measurement error variance. A value of or higher is statistically acceptable, indicating that the latent variable accounts for at least half of the variance in its items, thereby confirming the convergent validity of the scale. 0.50

#### 2.4.3.Discriminant Validity of the Study Measurement Scales

##### -Discriminant Validity for the "Artificial Intelligence" Variable Scale

It is evident from the results in **Table (3 )** that the diagonal values for the dimensions of the Artificial Intelligence variable were higher than most of the inter-construct correlations with other dimensions. Specifically, the values reached for Deep Learning, for Expert Systems, and for Machine Learning, while the inter-construct correlation values ranged between and . 0.7890.7800.8090.7140.806

These results indicate that the **Fornell & Larcker criterion** for discriminant validity was met to an acceptable degree, as the square root of the Average Variance Extracted (AVE) for each dimension was higher than its correlation with other dimensions. Accordingly, it can be concluded that the dimensions of Artificial Intelligence possess good discriminant validity, which enhances the validity of the measurement model for use in subsequent analyses.

**Table (3): Fornell & Larcker Criterion Results for Discriminant Validity of "Artificial Intelligence" Dimensions**

| Dimensions          | DL_Deep Learning | ES_Expert Systems | ML_Machine Learning |
|---------------------|------------------|-------------------|---------------------|
| DL_Deep Learning    | <b>0.789</b>     |                   |                     |
| ES_Expert Systems   | 0.714            | <b>0.780</b>      |                     |
| ML_Machine Learning | 0.726            | 0.806             | <b>0.809</b>        |

Source: SmartPLS 4 output.

The results in **Table (3)** show that the items of the Artificial Intelligence scale achieved the highest factor loadings on their original assigned dimensions compared to their cross-loadings on other dimensions. This indicates a clear alignment of each item with the dimension it measures.

- The loadings of the **Deep Learning** items on their original dimension ranged between and . 0.6790.874
- The loadings of the **Expert Systems** items ranged between and . 0.6960.823
- The loadings of the **Machine Learning** items ranged between and . 0.7020.882

These values are considered acceptable and reflect a strong association between the items and their primary dimensions. Consequently, the results confirm that the cross-loadings requirement has been met, as each item was more strongly associated with its respective dimension than with other dimensions. This confirms the attainment of discriminant validity for the Artificial Intelligence scale and supports the validity of the measurement model for subsequent statistical analyses.

**Table ( 4): Cross-Loadings between Items of the "Artificial Intelligence" Scale**

| Items | DL_Deep Learning | ES_Expert Systems | ML_Machine Learning |
|-------|------------------|-------------------|---------------------|
| DL1   | <b>0.815</b>     | <b>0.627</b>      | <b>0.612</b>        |
| DL2   | <b>0.782</b>     | <b>0.582</b>      | <b>0.603</b>        |

|            |              |              |              |
|------------|--------------|--------------|--------------|
| <b>DL3</b> | <b>0.788</b> | <b>0.599</b> | <b>0.661</b> |
| <b>DL4</b> | <b>0.874</b> | <b>0.647</b> | <b>0.694</b> |
| <b>DL5</b> | <b>0.679</b> | <b>0.606</b> | <b>0.526</b> |
| <b>DL6</b> | <b>0.777</b> | <b>0.694</b> | <b>0.723</b> |
| <b>DL7</b> | <b>0.793</b> | <b>0.728</b> | <b>0.716</b> |
| <b>ES1</b> | <b>0.689</b> | <b>0.823</b> | <b>0.648</b> |
| <b>ES2</b> | <b>0.665</b> | <b>0.819</b> | <b>0.669</b> |
| <b>ES3</b> | <b>0.522</b> | <b>0.696</b> | <b>0.550</b> |
| <b>ES4</b> | <b>0.686</b> | <b>0.795</b> | <b>0.635</b> |
| <b>ES5</b> | <b>0.643</b> | <b>0.802</b> | <b>0.687</b> |
| <b>ES6</b> | <b>0.620</b> | <b>0.810</b> | <b>0.643</b> |
| <b>ES7</b> | <b>0.608</b> | <b>0.704</b> | <b>0.560</b> |
| <b>ML1</b> | <b>0.729</b> | <b>0.783</b> | <b>0.852</b> |
| <b>ML2</b> | <b>0.631</b> | <b>0.630</b> | <b>0.835</b> |
| <b>ML3</b> | <b>0.732</b> | <b>0.750</b> | <b>0.882</b> |
| <b>ML4</b> | <b>0.659</b> | <b>0.611</b> | <b>0.820</b> |
| <b>ML5</b> | <b>0.712</b> | <b>0.672</b> | <b>0.809</b> |
| <b>ML6</b> | <b>0.621</b> | <b>0.540</b> | <b>0.746</b> |
| <b>ML7</b> | <b>0.577</b> | <b>0.541</b> | <b>0.702</b> |

*Source: SmartPLS 4 output.*

## 2. Discriminant Validity for the "Human Resource Management Practices" Variable Scale

It is clear from the results in **Table (5)** that the diagonal values for the dimensions of the Human Resource Management Practices variable were higher than the inter-construct correlation coefficients with other dimensions. The values reached for Employee Motivation, for Performance Management and Evaluation, and for Training and Development, while inter-construct correlations ranged between and . 0.7960.7660.8320.3290.663

These results demonstrate the fulfillment of the **Fornell & Larcker criterion** for discriminant validity, which requires the square root of the Average Variance Extracted (AVE) for each dimension to be greater than its correlation coefficients with other dimensions. Accordingly, it can be concluded that the dimensions of the Human Resource Management Practices variable exhibit good discriminant validity, signifying distinctiveness among the dimensions without impactful conceptual overlap. This reinforces the reliability and validity of the measurement model for subsequent analyses.

**Table (5): Fornell & Larcker Criterion Results for Discriminant Validity of "Human Resource Management Practices" Dimensions**

| <b>Dimensions</b>             | <b>EM_Employee Motivation</b> | <b>PME_Performance Management &amp; Evaluation</b> | <b>TD_Training &amp; Development</b> |
|-------------------------------|-------------------------------|----------------------------------------------------|--------------------------------------|
| <b>EM_Employee Motivation</b> | <b>0.796</b>                  |                                                    |                                      |

|                                                    |       |              |              |
|----------------------------------------------------|-------|--------------|--------------|
| <b>PME_Performance Management &amp; Evaluation</b> | 0.343 | <b>0.766</b> |              |
| <b>TD_Training &amp; Development</b>               | 0.663 | 0.329        | <b>0.832</b> |

Source: SmartPLS 4 output.

The results in **Table ( 5 )** indicate that all items achieved their highest factor loadings on their intended original dimensions compared to their cross-loadings on other dimensions:

- Items belonging to **Employee Motivation** recorded loadings on their primary dimension ranging between and , which are higher than their cross-loadings on Performance Management & Evaluation and Training & Development. 0.7010.853
- Items belonging to **Performance Management and Evaluation** demonstrated higher loadings on their original dimension, ranging between and . 0.6840.820
- Items belonging to **Training and Development** achieved the highest loadings on their original dimension, with values ranging between and . 0.7530.884

These findings demonstrate that each item correlates more strongly with its designated dimension than with the remaining dimensions, thereby confirming the fulfillment of the cross-loadings criterion. This reflects a distinct factor structure and clear differentiation among the dimensions of Human Resource Management Practices, substantiating the presence of discriminant validity for this variable's scale and supporting the overall validity of the measurement model for subsequent statistical analysis.

**Table (6): Cross-Loadings between Items of the "Human Resource Management Practices" Scale**

| <b>Items</b> | <b>EM_Employee Motivation</b> | <b>PME_Performance Management &amp; Evaluation</b> | <b>TD_Training &amp; Development</b> |
|--------------|-------------------------------|----------------------------------------------------|--------------------------------------|
| <b>EM1</b>   | <b>0.749</b>                  | 0.302                                              | 0.692                                |
| <b>EM2</b>   | <b>0.773</b>                  | 0.277                                              | 0.608                                |
| <b>EM3</b>   | <b>0.803</b>                  | 0.357                                              | 0.636                                |
| <b>EM4</b>   | <b>0.853</b>                  | 0.348                                              | 0.762                                |
| <b>EM5</b>   | <b>0.851</b>                  | 0.249                                              | 0.754                                |
| <b>EM6</b>   | <b>0.830</b>                  | 0.207                                              | 0.695                                |
| <b>EM7</b>   | <b>0.701</b>                  | 0.149                                              | 0.651                                |
| <b>PME1</b>  | 0.262                         | <b>0.801</b>                                       | 0.248                                |
| <b>PME2</b>  | 0.318                         | <b>0.800</b>                                       | 0.323                                |
| <b>PME3</b>  | 0.053                         | <b>0.715</b>                                       | 0.115                                |
| <b>PME4</b>  | 0.278                         | <b>0.684</b>                                       | 0.207                                |
| <b>PME5</b>  | 0.362                         | <b>0.820</b>                                       | 0.377                                |
| <b>PME6</b>  | 0.177                         | <b>0.757</b>                                       | 0.151                                |
| <b>PME7</b>  | 0.291                         | <b>0.775</b>                                       | 0.249                                |
| <b>TD1</b>   | 0.694                         | 0.264                                              | <b>0.753</b>                         |

|            |       |       |              |
|------------|-------|-------|--------------|
| <b>TD2</b> | 0.726 | 0.229 | <b>0.817</b> |
| <b>TD3</b> | 0.737 | 0.321 | <b>0.860</b> |
| <b>TD4</b> | 0.727 | 0.321 | <b>0.884</b> |
| <b>TD5</b> | 0.654 | 0.234 | <b>0.808</b> |
| <b>TD6</b> | 0.682 | 0.237 | <b>0.839</b> |
| <b>TD7</b> | 0.761 | 0.308 | <b>0.838</b> |
| <b>TD8</b> | 0.755 | 0.262 | <b>0.846</b> |

Source: SmartPLS 4 output.

## 2.5. Conclusions

- 1. Overall Level of Artificial Intelligence:** The results demonstrated that the level of Artificial Intelligence adoption at the Foreign Service Institute reflected a "Neutral" response trend. This indicates that AI applications have not yet reached a clear stage of adoption within the Institute. Their presence appears to remain limited or insufficiently integrated into administrative and training workflows, highlighting a gap between the recognized importance of AI as a modern approach to performance enhancement and its actual application in the workplace.
- 2. Expert Systems Dimension:** The results revealed that the "Expert Systems" dimension ranked first among the AI dimensions, yet remained within a "Neutral" response level. This suggests that respondents relatively appreciate the importance of expert systems in supporting administrative decision-making and strategic thinking; however, this perception has not yet translated into a clear consensus regarding their active implementation within the Institute. This reflects the Institute's need to employ these systems more systematically for problem-solving and administrative advisory support.
- 3. Machine Learning Dimension:** The findings showed that the "Machine Learning" dimension ranked last among the AI dimensions, with a "Neutral" response trend. This points to a relative weakness in utilizing machine learning applications at the Foreign Service Institute, particularly in data analysis, pattern recognition, and future outcome forecasting. Consequently, this limits the Institute's capability to leverage available data to support decision-making and optimize operational procedures.
- 4. Overall Level of Human Resource Management Practices:** The results indicated that the level of Human Resource Management (HRM) practices fell within the "Agree" response level. This reflects an acceptable and evident presence of these practices within the Foreign Service Institute. Employees perceive the availability of practices related to Training and Development, Employee Motivation, and Performance Management and Evaluation, indicating that the Institute possesses a solid administrative foundation that can be built upon to further develop human resources and improve performance.
- 5. Performance Management and Evaluation Dimension:** The findings demonstrated that the "Performance Management and Evaluation" dimension ranked first among the HRM practices dimensions. This highlights a relative focus on monitoring employee performance and providing information to enhance work outcomes. However, responses to certain items reflected neutrality regarding the use of evaluations for training and promotion purposes. This indicates a need to establish a clearer link between the performance appraisal system, career development pathways, and administrative decision-making.
- 6. Training and Development Dimension:** The results illustrated that the "Training and Development" dimension ranked last among the HRM practices dimensions, despite falling within the "Agree" response level. While this demonstrates the existence of active training programs and practices within the Institute, their overall effectiveness requires further enhancement—particularly regarding the alignment of employee capabilities with career path requirements and connecting training with explicit future plans for promotion and professional development.

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