THE ROLE OF AI IN HR DEVELOPMENT AND NATIONAL LEADERSHIP SELECTION

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Abstract - Artificial intelligence has played a prominent role in the development of human resources by bringing about a qualitative shift in training and assessment methods; employee development is no longer based on generic programmes, but is now linked to a detailed analysis of their needs and capabilities. This has contributed to improving job performance, enhancing human resource planning capabilities, and achieving a higher degree of alignment between job requirements and individual potential, which has had a positive impact on the quality and sustainability of organisational performance. The central issue of this study lies in examining the role of artificial intelligence in the development of the human resources system, as reflected in the effective selection of national leaders. To achieve the objectives of this study, a descriptive-analytical approach was adopted, enabling a review of relevant literature by linking it to national legislation and challenges in the United Arab Emirates. This facilitates a greater understanding of the extent to which artificial intelligence influences the workplace through its ability to select individuals with practical and academic competencies for leadership positions. This study concluded that artificial intelligence can achieve the highest levels of integrity as a tool for selecting national leaders, as it enhances the standards of accuracy and objectivity in the selection process.

Keywords - Artificial Intelligence,Human Resources Development, Government Digital Transformation, National Leadership Selection

I. INTRODUCTION

The challenge facing government agencies today is no longer so much about possessing the technology as it is about their ability to deploy it in the right context. Artificial intelligence, despite its rapid integration into digital systems, only realizes its true value when it transitions from an operational tool to an active mechanism that reshapes how human resources are managed within an organization—whether in terms of developing their capabilities or guiding their leadership trajectory.

It is precisely in this transformation that a sensitive issue arises; for shifting decisions related to human resources and leadership from the traditional human framework to an environment based on algorithmic analysis opens the door to a fundamental question: Do these technologies actually lead to more efficient and fair decisions, or do they merely reproduce the same problems in a more complex digital form?

This question arises from the fact that the use of artificial intelligence in government institutions is not merely a technical issue; rather, it reflects a deeper transformation in the nature of human resource management and leadership decision-making mechanisms. With the evolution of digital systems, data is no longer merely a supporting tool; rather, it has become the foundation upon which decisions regarding human capital development and the selection of national leaders are built, leading to a reshaping of the relationship between technology and management within the government workplace.

The role of artificial intelligence in improving the workplace is of great importance, as its use helps develop human resources by enhancing training, boosting efficiency, and analysing performance. It also supports mechanisms for selecting national leaders by improving the accuracy of evaluations and enabling more objective, data-driven decisions. However, this transformation is not without technical, organizational, and ethical challenges that may affect the effectiveness of implementing these technologies, which calls for a comprehensive analysis that balances the opportunities offered by AI with its associated limitations.

1.1. Problem of the Study

The study's central issue lies in attempting to understand the shift toward the use of artificial intelligence in career development as a technological phenomenon by analysing the impact of AI implementation in the digital ecosystem on human resource development and revealing the extent to which it contributes to supporting mechanisms for selecting national leaders, while identifying the challenges that may hinder this role or limit its effectiveness.

1.2 Methodology

To achieve the objectives of this study, a descriptive-analytical approach was adopted, which allows for a review of relevant literature by linking it to national legislation and regulations in the United Arab Emirates. This approach facilitates a deeper understanding of the extent to which artificial intelligence impacts the workplace through its ability

to select individuals with practical and scientific competencies for leadership positions.

1.3 Importance of the Study

This study derives its significance from the fact that it addresses one of the most influential areas in the sustainability of government institutions: the development of human capital and the selection of national leaders in an environment where conditions are rapidly evolving and evaluation criteria are changing. To achieve this, the study employs a descriptive-analytical approach that allows for an objective assessment of reality, followed by the deconstruction and interconnection of its elements in a manner that reveals the nature of the relationship between technical expertise and decision-making within the institutional environment.

II. THE ROLE OF ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCE DEVELOPMENT

The integration of these technologies into digital systems has led organizations to shift from traditional, procedure-based operating models to more flexible models grounded in data, analysis, and forecasting, which has had a direct impact on the nature of human resource management and its core functions (Abdul-Samad & Ahmed, 2020, p. 22). Human resource development is no longer a separate process or one based on limited training initiatives; rather, it has become a dynamic process linked to an organization's ability to analyse its employees' data and understand their performance patterns. Artificial intelligence emerges here as a tool capable of supporting this transformation by enabling management to base its decisions on accurate data rather than personal estimates, which enhances the efficiency of human resource planning and improves the quality of job outcomes (Saleem, 2019, p. 32).

This transformation is closely linked to the concept of a digital ecosystem, which represents an integrated environment that relies on the integration of electronic systems, databases, and smart technologies in the management of organizational operations. This integration creates a work environment based on a continuous flow of information, enabling management to monitor performance and analyse indicators in real time, thereby improving the efficiency of human resource management and directing it toward achieving the organization's strategic goals (Al-Zahiri, 2023, p. 45).

One of the most significant ways AI is impacting human resources is its ability to redefine the concept of training and professional development. Training no longer relies on standardized, one-size-fits-all programs; instead, it is tailored to each employee's needs based on an analysis of their job performance data. Smart systems also enable continuous performance evaluation and provide immediate feedback, which contributes to increased job efficiency and more sustainable professional development (Mwita &Kitole, 2025, p. 22).

The impact of artificial intelligence extends beyond training to encompass various human resources management functions, such as recruitment and hiring, where modern organizations rely on analytical tools capable of screening and evaluating candidates according to precise, data-driven criteria. These technologies also contribute to improving performance evaluation and career path planning, thereby enhancing the efficiency of human resource allocation and supporting the alignment of job requirements with individual capabilities (Al-Otaibi et al., 2024, p. 517).

Artificial intelligence also plays a key role in supporting decision-making within human resources management by providing analytical and predictive models that help evaluate various alternatives and select the most appropriate one. This reduces reliance on individual judgment and increases the objectivity of management decisions, which enhances the credibility of institutional systems and boosts trust within the workplace (Mwita &Kitole, 2025, p. 23).

As part of the UAE's digital transformation, artificial intelligence has emerged as a strategic tool for enhancing government performance, having been integrated into numerous digital systems and platforms with the aim of improving service quality and boosting human resource efficiency. This trend reflects the transition of government institutions from traditional models to modern ones that rely on data and intelligent analysis in human resource management and decision-making (Al-Hosani, 2024, p. 201). These transformations have contributed to redefining the role of human resource management within organizations, as it is no longer limited to administrative aspects but has become a strategic partner relying on analysis and long-term planning. This is evident in its ability to forecast future workforce needs, improve career path planning, and enhance the efficiency of investment in human capital (Becker, 1964, p. 15).

Despite the many benefits of applying artificial intelligence, realising its full potential requires a supportive organisational and human environment, including advanced digital infrastructure, qualified personnel, and an organisational culture capable of embracing change. The success of these technologies is not linked solely to their level of advancement but to the organisation's ability to integrate them into its organisational context in a balanced manner, as confirmed by the literature on socio-technical systems (Riesen, 2025, p. 10). It is thus clear that artificial intelligence represents an advanced strategic tool for

human resource development within the digital ecosystem, as it contributes to improving efficiency, enhancing the quality of decision-making, and raising the level of organisational readiness to keep pace with rapid changes. This transformation also paves the way for a move into more complex areas, foremost among which is the use of these technologies in the selection of national leaders, a topic which will be addressed in the following section.

III. THE IMPACT OF ARTIFICIAL INTELLIGENCE ON NATIONAL LEADERSHIP SELECTION

The selection of senior leadership in government institutions is no longer a traditional process based solely on experience or personal judgement; rather, it has become a field increasingly influenced by artificial intelligence applications, which provide advanced analytical tools capable of supporting the leadership decision-making process. This shift reflects a transition from selection models based on intuition to more precise models relying on data analysis and the prediction of future leadership capabilities, thereby enhancing the objectivity and effectiveness of selection decisions (Al-Mansouri and Al-Tahita, 2021, p. 90).

In this context, artificial intelligence technologies enable the analysis of large volumes of data relating to employee performance and workplace behaviour, thereby helping to identify potential leadership traits more accurately. Modern organisations also rely on AI-powered predictive models to assess candidates for leadership roles, by analysing multiple indicators such as past performance, decision-making ability, and the level of interaction within the workplace, which helps to improve the quality of the selection process and reduce the likelihood of error (Mwita &Kitole, 2025, p. 24).

This shift also helps to reinforce the principle of objectivity in leadership selection, as intelligent systems minimise the influence of personal biases or subjective considerations that might otherwise affect appointment decisions. These technologies also help to establish clear and transparent data-driven criteria, thereby enhancing the fairness of the selection process and increasing employees' trust in institutional systems, particularly in government environments that require high levels of integrity and transparency (Lendvai, 2025, p. 41).

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Modern applications of artificial intelligence in the public sector demonstrate that the leadership selection process no longer relies solely on the assessment of current performance but has expanded to include an analysis of employees' future potential by tracking their work behaviour patterns and their ability to adapt to change. This approach enables organisations to build a leadership database that helps identify promising talent and prepare them early for senior positions, thereby enhancing leadership sustainability within government organisations and reducing succession gaps (Al-Mansouri and Al-Tahaitah, 2021, p. 92).

Despite all these advantages, the application of artificial intelligence in the selection of national leaders faces a number of technical challenges, the most significant of which is the quality of the data used to build intelligent models, as any flaw in the data may lead to inaccurate or biassed results. The integration of digital systems within an organisation also presents a significant challenge, as this requires a sophisticated infrastructure capable of supporting the efficient operation of these technologies (Mwita &Kitole, 2025, p. 25).

Furthermore, regulatory challenges emerge as a key factor influencing the effective implementation of artificial intelligence, as organisations may face resistance to change from staff or traditional leadership, stemming from a lack of trust in intelligent systems or a fear that the human role in decision-making will be diminished. Furthermore, the absence of clear policies governing the use of these technologies may lead to their underutilisation or ineffective use within the organisational environment (Riesen, 2025, p. 12). Ethical challenges also represent one of the most significant issues associated with the use of artificial intelligence in leadership selection, particularly regarding the risks of algorithmic bias, as intelligent models may reflect unfair patterns due to their reliance on unbalanced historical data. This necessitates the existence of oversight mechanisms to ensure the transparency and interpretability of these systems, thereby upholding fairness and preventing any form of discrimination (UNESCO, 2023, p. 15).

Finally, the growing reliance on artificial intelligence in leadership selection necessitates a review of the governance frameworks governing this process, as this requires the establishment of clear policies that define the limits of the use of intelligent systems and ensure that they do not overstep the human role in decision-making. There is also a need to enhance the

skills of current leaders in understanding the outputs of artificial intelligence and engaging with them critically, thereby ensuring that these technologies are used as a supporting tool rather than a complete replacement, striking a balance between technical efficiency and managerial responsibility (Riesen, 2025, p. 14).

In the UAE context, the state has placed great emphasis on establishing regulatory and ethical frameworks to govern the use of AI, ensuring a balance between technical innovation and the protection of institutional values. This is evident in national initiatives that emphasise the responsible use of smart technologies whilst maintaining the central role of the human element in decision-making, particularly in sensitive areas such as the selection of national leaders (Al-Hosani, 2024, p. 205).

IV. FINDINGS AND RECOMMENDATIONS

The present study has reached a number of conclusions, namely:

1. The study demonstrated that the application of artificial intelligence within the digital ecosystem contributes directly to human resource development by improving training efficiency and adopting continuous assessment based on data analysis, thereby raising the level of job performance and enhancing strategic human resource planning
2. The study showed that the use of artificial intelligence in selecting national leaders enhances the objectivity and accuracy of selection decisions by relying on statistical analysis and predictive models; however, this faces technical, organisational and ethical challenges, particularly regarding data quality and the risks of algorithmic bias

In light of the findings, and given the accelerating pace of digital transformation, the study has identified a number of recommendations, which are summarised below:

1. The need to develop integrated governance frameworks to regulate the use of artificial intelligence in human resource management and the selection of national leaders, thereby ensuring greater transparency, reducing algorithmic bias, and striking a balance between the efficiency of smart systems and the human role in decision-making.
2. The need to invest in human and technical capacity building by training government staff to work with AI technologies and strengthening digital infrastructure, thereby supporting the effective use of these technologies in human resource development and improving the quality of national leadership selection.

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