

# The Role of Artificial Intelligence in supporting Human Resource Management Practices: Conceptual Framework

Dr. Haitham Ali Hijazi  
ORCID 0000-0001-8068-2061  
Jerash University, Business Faculty, Jordan, [info@hijazi-km.com](mailto:info@hijazi-km.com)

## Abstract

Numerous new professions are emerging as a result of the business environment being drastically changed by the rapid growth of technology. The profession of human resource management (HRM), which is expected to develop at one of the highest rates because of the more employment prospects brought about by these technology improvements, is one area where this shift is particularly apparent. Artificial Intelligence (AI) is a significant technology development that is influencing HRM, especially in the areas of hiring, employee evaluation, and engagement tactics. The study aimed to explore the role of artificial intelligence on human resource Management Practices. The study relied on a review of previous literature, and found that the digital human resource systems have proven successful in strengthening relationships between managers and their teams, leveraging sophisticated AI to deliver personalized guidance and recommendations. As well, it was found that predictive analytics has demonstrated its ability to automate and improve various HRM practices.

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## 1.Introduction

The rapid advancement of technology is profoundly altering the business environment, leading to the emergence of many new professions. This change is especially noticeable in the field of Human Resource Management (HRM), which is projected to become one of the fastest-growing areas due to the increased job opportunities created by these technological advancements. One major technological trend impacting HRM is Artificial Intelligence (AI), particularly in the areas of recruitment, employee assessment, and engagement strategies. At present, some functions have already undergone partial automation; however, in the future, there is the possibility of fully automating more intricate tasks, including the management of difficult interactions with employees (Fenwick et al., 2024).

The automation of activities represents a comprehensive shift towards AI transformation, surpassing the use of individual tools. Contrary to common concerns, AI has the potential to enhance the human-centered nature of Human Resource Management (HRM). The ability to program algorithms will become widespread, establishing numerous feedback loops within HRM strategies. Employees will gain empowerment through tailored learning approaches aimed at helping them secure specialized positions, while HRM teams will facilitate self-actualization in current roles by leveraging real-time data visualizations to comprehend individual enablers. Ultimately, HRM will develop a greater understanding of people, as AI aids in deciphering the "undefined world of work," which encompasses the subtle operational dynamics influencing individual performance and engagement (Del et al.2023; Martini et al., 2024)

### 1.1 Study problem

In light of the rapid digital transformations, artificial intelligence (AI) has become one of the factors influencing various fields of work, including human resources management. The use of artificial intelligence has provided new opportunities to improve recruitment, training, performance evaluation, and talent management processes, which has contributed to enhancing the efficiency and accuracy of decision-making within organizations. Despite these benefits, there are still fundamental challenges facing the adoption of artificial intelligence technologies in human resources management practices, which raises questions about the effectiveness of these technologies and their impact on the nature of work and professional relationships within organizations.

Some of these challenges are evident in the extent to which organizations can integrate AI with traditional HR systems, as well as issues related to data quality, bias in algorithms, and the degree to which employees and

managers accept these technologies. There are also concerns regarding the impact of artificial intelligence on job opportunities, as it is seen that it may reduce the need for human jobs in some fields, which requires studying the extent of its impact on job stability and the level of satisfaction among employees.

Moreover, the use of AI in human resource management requires investments in technological infrastructure and the development of workers' skills, which represents an additional challenge especially for resource-constrained organizations. There are also legal and ethical issues related to protecting data privacy and ensuring fairness and transparency in AI decisions.

Based on the above, the problem of the study is to research the role that artificial intelligence plays in supporting human resources management practices, focusing on the opportunities it provides, the challenges that hinder its application, and its impact on institutional and employee performance. The study also seeks to provide an in-depth analysis on how to achieve a balance between benefiting from modern technologies, ensuring the sustainability of professional relations, and achieving justice in the work environment.

### **1.3 Importance of the study**

This study is of great importance due to the rapid transformations that the field of human resources management is witnessing due to technological developments, especially in light of the digital revolution and the increasing reliance on artificial intelligence. Artificial intelligence allows improving the efficiency of human resources processes, such as recruitment, training, and performance management, which contributes to enhancing the accuracy of administrative decisions and reducing operational costs. The study also highlights the opportunities and challenges that organizations face when adopting artificial intelligence technologies, which helps provide practical recommendations to improve human resources practices and make them more responsive and effective in achieving the organization's strategic goals. Moreover, the study contributes to enriching the scientific literature by providing an in-depth analysis on the impact of artificial intelligence on the work environment, and the extent of its compatibility with human and ethical values in human resources management.

### **1.4 Study objectives**

1. Analyze the role of artificial intelligence in improving the efficiency and effectiveness of human resources management practices, such as recruitment, training, performance appraisal, and talent management.
2. Exploring the impact of artificial intelligence technologies on the decision-making process in human resources management and the extent to which they contribute to enhancing the accuracy of decisions and reducing biases.
3. Determine the benefits and challenges associated with adopting artificial intelligence in human resources, and the extent to which employees and departments accept these technologies.
4. Studying the impact of artificial intelligence on employee experience and improving the work environment, through automation and big data analysis.
5. Providing recommendations to organizations on how to effectively employ artificial intelligence in human resources management, taking into account ethical and humanitarian aspects.

### **1.5. Definition and Scope of Artificial Intelligence**

Artificial intelligence is utilized for a wide range of capabilities and functions. This document explores the patterns of AI application in Human Resource Management (HRM). Recent studies conducted between 2008 and 2023 are reviewed (Maghsoudi et al., 2023).

Utilizing social network analysis, a total of 813 articles were examined. The results indicate a growing significance of AI applications within Human Resource Management (HRM); collaborations among authors and institutions in this area have been steadily increasing. AI functions as a set of tools that adhere to established guidelines, focusing on making essential decisions and providing recommendations to support decentralized, intricate, and non-repetitive human response processes in the workplace. It is important to note that the term AI is frequently used interchangeably with phrases like cognitive automation, intelligent automation, and cognitive computing, although these are distinct technological concepts (Fenwick et al., 2024).

Artificial Intelligence (AI) encompasses a wide range of technologies, including, but not limited to, machine learning, natural language processing, expert systems, robotic process automation, intelligent virtual agents, and speech analytics. These technologies enable tasks that range from processing natural language to making

intelligent decisions by continuously analyzing and learning from data. Fundamentally, AI refers to a machine's ability to replicate intelligent behaviors typically associated with humans. Research on the evolving role of Human Resources (HR) in the era of AI emphasizes the significance of human-centered AI tools that prioritize or enhance the human experience in both personal and professional contexts. In the realm of HR, examples of such human-centric AI tools may include tools designed to enhance expertise, facilitate and support human learning, address and resolve workplace challenges, and synchronize employees' work schedule preferences with their primary responsibilities (Chowdhury et al.2023; Chukwuka and Dibia2024).

### **1.6. Evolution of Human Resource Management Practices**

Human Resource Management (HRM) is currently experiencing a critical phase in its development, characterized by a notable transformation. The evolution of HRM practices can be traced through several historical stages. Initially, these practices were primarily administrative and supportive; however, they have evolved into strategic functions that emphasize the workforce as a vital asset for gaining a competitive edge. Traditionally, HRM practices have tended to respond reactively to changes in the external environment (Faugoo2024; Ochieng, 2023).

Organizations have modified their practices in reaction to external influences, including government regulations and technological progress. Additionally, it is argued that employee relations (ER) are influenced by the historical backdrop of the industry, societal factors, and the legislative framework. Over the last thirty years, the core responsibilities of human resources (HR) within companies have evolved. During the period from the 1980s to the early 2000s, HR mainly concentrated on personnel management along with associated wages and benefits (Swanson, 2022; Banmairuoy et al.2022)

Since that time, the focus has gradually shifted towards strategic and developmental functions, such as managing competencies, recruitment, and learning and development. Currently, there is a notable advancement towards utilizing data-driven approaches aimed at enhancing understanding and knowledge of the workforce. To provide an overview of the historical evolution of Human Resource Management (HRM), significant events and foundational principles that have influenced the advancement of HRM practices across four distinct periods are discussed. This serves to underscore HRM's ongoing evolution in supporting business competitiveness, while also highlighting that agility and adaptability have consistently been fundamental aspects of effective HRM (Fenwick et al., 2024).

## **2. Applications of Artificial Intelligence in Human Resource Management**

The implementation of artificial intelligence (AI) in Human Resource Management (HRM) raises several significant questions that merit attention. Key inquiries include: How might AI's role in HRM evolve over the next 3-5 years? What is the current landscape of AI, and which areas within HRM are likely to gain the most from these technological advancements? Additionally, what new career opportunities and competencies might emerge as a result? (Vrontis et al.2023; Chilunjika et al.2022). When examining these elements, it is important to acknowledge the growing understanding of the term 'AI' within the general populace. A SWOT analysis should delineate AI's role as a resource for improving HRM functions while also exploring its wider consequences, which could result in changes across global social, cultural, ethical, and legal frameworks. Of particular interest is the comparison made between machines and human capabilities, highlighting that both can sense, understand, reason, learn, achieve self-awareness, and cultivate relationships (Chowdhury et al.2023; Malik et al., 2023). While forecasts extending into the future are important, it is essential to pinpoint AI tools that are either presently available or will shortly become accessible for HR professionals. Tools like advanced analytics software, systems designed for case-based solution identification, natural language processing algorithms, narrative storytelling virtual agents, and e-recruitment platforms are on the verge of making a substantial impact in enhancing HR practices (Fenwick et al., 2024). Broad and detailed results give a basis for establishing the overall description of the AI implementation time perspective as a scenario in the field of HRM.

Human Resource Management (HRM) practices are undergoing a significant transformation in today's historical context. The rapid changes in the global landscape and labor markets are reshaping the workplace dynamics and the characteristics of the workforce through the introduction of advanced technologies. Notably, artificial intelligence (AI) is at the forefront of this evolution, influencing the development of work processes, organizational structures, and HRM strategies. In response, HR professionals are increasingly integrating AI technologies into various facets of HRM practices. Concurrently, there is an ongoing academic discussion focused on technological advancements, specifically regarding the acceptance or opposition to AI implementations (Budhwar et al.2022; Malik et al., 2023; Vrontis et al.2023).

The objective of analyzing the latest research papers is to enhance the ongoing discussion by providing a refreshed understanding of the relationship among Human Resource Management (HRM), employees, and AI technologies, with an emphasis on a people-oriented perspective. As AI systems become progressively involved in interacting with, learning from, and instructing humans, HR professionals are tasked with ensuring that the knowledge, skills, and learning opportunities arising from these interactions are equitably shared throughout the organization and its workforce. This idea serves as the basis for establishing a modern framework to comprehend how the role of HRM is evolving and is expected to continue evolving in the coming years as AI technologies advance and integrate with HRM practices (Vrontis et al.2023; Basnet2024).

### **2.1. Recruitment and Selection Processes**

The rapid and effective sorting and evaluation of numerous resumes is crucial for organizations seeking optimal candidates. At this juncture, the implementation of Artificial Intelligence (AI) can be remarkably beneficial. AI serves as an ideal and exceptionally proficient resource for swiftly and efficiently extracting, transforming, and loading large volumes of data. Its application extends beyond traditional automation tasks, such as managing emails or operating chatbots, to enhance various stages of talent acquisition by assessing specific skills or experiences and aligning candidate profiles with existing job openings (B Kulkarni & Che, 2019).

The implementation of artificial intelligence (A.I.) will significantly enhance the recruitment and selection processes for organizations. Initially, the automated parsing and profile matching systems will streamline the identification of candidates. By employing algorithms and A.I., companies can ensure that the most qualified individuals progress to subsequent stages, thereby minimizing the potential for unconscious biases or erroneous evaluations. Moreover, A.I. will improve the functionality and efficiency of chatbots. Advanced A.I. features, including recognition, natural language processing (NLP), and machine learning (ML), can be leveraged to create more realistic and engaging conversations with candidates. In summary, A.I. will foster a sense of involvement and consideration for candidates throughout the entire recruitment journey (Lena Hunkenschroer & Kriebitz, 2022). In essence this can be a point that differentiates the company culture of a company from its competitors. On the other hand, for the companies to leverage AI-based recruitment and selection applications will definitely have an upper hand and more lucrative hires.

### **2.2. Training and Development Programs**

This paper offers a valuable perspective on the transformation of training and organizational learning driven by artificial intelligence (AI). However, it currently lacks an exploration of AI's impact on human resources (HR) practices concerning training implementation. Incorporating this information will enhance the overall understanding of AI's role within HR practices. To ensure logical continuity, the updated text will be positioned in the fourth paragraph of the document. Additionally, treatments that do not require Final Form formatting will be briefly summarized (Chowdhury et al.2023; Balasubramanian et al.2022; Vrontis et al.2023).

Despite the impact on the industry, AI technology shows a lot of potential in redesigning the way training and organizational learning is delivered (Chen, 2022). It is essential to understand how artificial intelligence (AI) can influence the creation and implementation of training and learning programs. The growing accessibility of training and educational materials is likely to diminish the reliance on in-person events as the main method of instruction. This evolution could significantly alter the role of the learning organization model within businesses. Additionally, modifications in the structure of training programs and the methods used to select participants could affect outcomes. Such changes may result in the discontinuation of certain programs if they fail to demonstrate a clear link between design and results. Concurrently, the need for new skills may lead to the development of alternative training offerings. (Morandini et al.2023; Jaiswal et al.2023; Argote et al., 2021).

### **2.3. Performance Management and Feedback**

Recent advancements in technologies such as the Internet of Things, automation, and artificial intelligence (AI) are transforming various sectors within organizations. Human resources departments, often viewed as the core of businesses, are also integrating these technologies into their operations under the concepts of Industry 4.0 and Personnel 4.0. The use of AI-driven automation tools is rapidly increasing, including within HR functions. Although AI tools have been in development for several years, the COVID-19 pandemic has accelerated the pace at which companies are embracing these technologies, far beyond what was originally expected (Vishwanath and Vaddepalli2023; Thangaraja et al.2024; Chukwuka and Dibia2024).

Regarding personnel, utilizing tools for training and professional development can enhance the rate of promotions. However, the introduction of these tools from a top-down approach may lead to employee resistance. Moreover, when tools present valuable suggestions, they can alleviate decision-making pressures for managers. Users often perceive that AI tools can perform HR functions with greater accuracy than humans, and

they offer the capability for round-the-clock service. Recruitment is identified as a domain where both managers and employees believe significant opportunities for action exist. While managers may notice that decisions are made via phone communication, employees contend that algorithms do not assess skills and experiences on resumes in the same manner as human evaluators (Rožman et al., 2022).

While there has been significant attention on the impacts of artificial intelligence (AI) on the future of work and the challenges faced by human resources (HR), it is important to also highlight the positive aspects for the HR domain. Companies in competitive sectors and start-ups across different nations have recognized the necessity of integrating automation, blockchain technology, augmented reality, mobile Internet, AI, and the Internet of Things to maintain their market competitiveness. The swift advancement of digital transformation in HR processes, particularly in response to the evolving needs of the 21st century during the COVID-19 pandemic, is integral to this discussion. Over the past few years, there has been a notable increase in the range of digital technologies available for managing HR functions (Fenwick et al., 2024).

Furthermore, a considerable portion of adult workers (65%) in a pertinent survey conveyed an optimistic perspective regarding the adoption of AI tools, asserting that these innovations have the potential to improve their work productivity and reduce job-related stress (Bankins et al.2024).

### **3. Challenges and Ethical Considerations in Implementing AI in HRM**

Due to increasing demographic shifts and industrial transformations, companies are facing a complex business environment that complicates traditional human resources management (HRM) (Fenwick et al., 2024).

The integration of technology in human resources management has increasingly shifted towards Artificial Intelligence (AI) due to advancements in data and communication technologies. The application of algorithms and machine intelligence in decision-making processes across various HRM activities has become more prominent, positioning AI as a key component in the field (Garg et al.2022).

Ineffective management of personnel-related issues can lead to challenges in industrial production and quality control. The needs and motivations of employees, alongside the cultivation of responsible behaviors, are critical elements that influence business outcomes. To address these challenges, more sophisticated applications and methods are required. An AI-based system facilitates the development and implementation of a cognitive computing framework, enhancing the system's capabilities in data collection, analysis, and decision-making. A noteworthy aspect of AI is its ability to preserve experiences and accumulate knowledge, which results in more insightful and effective outcomes. Human Resource Management (HRM) functions can be efficiently governed through a specialized framework due to their complex and interconnected nature. This enables more accurate predictions and management of HR practices. Areas related to personnel, such as recruitment, performance evaluation, and handling complaints and suggestions, can be addressed with increased precision by utilizing structured data through AI technology (Ponce-Pore, 2023; Li2024; Aguinis et al., 2024).

The integration of AI technologies in Human Resource Management (HRM) raises significant ethical issues and challenges. One major concern is that the growing reliance on AI may violate responsible data management principles, thereby jeopardizing adherence to the General Data Protection Regulation (GDPR). It is essential to implement strict regulations regarding data storage and transmission in AI systems to prevent unauthorized access to datasets containing personal and sensitive information. Furthermore, there are additional apprehensions related to the potential risks of biased algorithms, which may lead to unfair outcomes in HR practices. (Boppiniti, 2023; Díaz-Rodríguez et al.2023; Cheng et al., 2021).

There are apprehensions that reliance on AI algorithms in human resource management (HRM) decisions could lead to unjust discrimination against individuals, despite their established legal rights. Consequently, organizations are advising caution and emphasizing the need for fairness and transparency in the management of AI algorithms. Additionally, organizations that implement such algorithms are encouraged to evaluate their processes and ensure compliance with regulations in every feasible manner to promote equal opportunities for all individuals involved (Bankins et al.2022).

#### **3.1. Data Privacy and Security Concerns**

The field of Human Resource Management (HRM) is undergoing significant transformation due to advancements in artificial intelligence (AI). While AI presents a promising tool for improving HRM practices, it also introduces challenges related to its implementation. Organizations face the need to create innovative and ethically responsible AI solutions while also ensuring that these technologies enhance, rather than diminish, the



human-centered aspects of HRM. The impact of these developments on HR practices and the ethical considerations involved must be carefully examined (Fenwick et al., 2024).

Massive quantities of personal data are constantly generated, collected, and analyzed by individuals, organizations, and governmental entities. In the realm of human resource management (HRM), significant volumes of highly sensitive information are processed concerning employees, job applicants, and clients, among others. This data may include personal details of employees, payroll and benefits documentation, attendance records, response times, and historical working patterns. Additionally, some data may pertain to more sensitive personal information, such as medical records, welfare or addiction cases, performance evaluations, credit histories, and consumer preferences (Su et al.2020; Alzoubi and Aziz2021).

If sensitive data is compromised, lost, or accessed by unauthorized individuals, it can lead to serious repercussions for both individuals and organizations. These consequences can encompass threats to physical safety, emotional distress, and harm to intellectual property, trust, or reputation. Human Resource Management (HRM) departments have developed and implemented a range of systems, tools, and best practices aimed at safeguarding employees' data privacy and security. Technical measures for data protection involve the use of advanced cryptographic and encryption methods, access controls that are validated through logging, and ongoing monitoring of hardware, software, devices, or networks. On the other hand, administrative and procedural measures emphasize the importance of obtaining informed and transparent consent from employees, as well as keeping them regularly updated on how their data is processed, utilized, or stored. Furthermore, procedures must be established to ensure that any licensing, sharing, or transferring of data complies with relevant data protection regulations, laws, and policies. (Vahdat, 2022; Budhwar et al.2023; Zhang & Chen, 2024).

The European General Data Protection Regulation stipulates that Human Resources departments need to identify legal foundations for processing personal data, ensure data protection is integrated into their practices, and eliminate data when it is no longer needed. Additionally, ethical factors are significant, particularly in relation to the just and responsible implementation of AI and the data it involves. It is essential to weigh the advantages against the drawbacks of employing AI to enhance Human Resource Management practices and to be aware of the risks of misuse or adverse societal effects. Nonetheless, organizations often feel unprepared for the challenges associated with implementing sophisticated AI systems and frequently lack the necessary resources and expertise to navigate these complex processes (Budhwar et al.2023; Alzoubi et al.2022; Kuhn et al.2021).

### **3.2. Bias and Fairness in AI Algorithms**

Training datasets play a crucial role in ensuring high prediction accuracy within Artificial Intelligence (AI) systems. AI systems that utilize biased data run the risk of generating or perpetuating discriminatory results. Research indicates that biased datasets can contribute to biased outcomes in multiple stages of recruitment, evaluation, and intervention processes. Given that AI algorithms are capable of analyzing extensive datasets, they hold significant promise for human resource management. On one hand, these algorithms can considerably reduce workloads and minimize delays in the overall process (Newman et al.2020; Köchling & Wehner, 2020).

Conversely, they provide valuable insights that would be difficult to obtain through traditional methods or might remain inaccessible entirely. AI algorithms facilitate more efficient and effective personnel selection, while also identifying problematic conditions for employees that may go unnoticed. The goal is for this cutting-edge technology to enhance and advance diversity and inclusion within organizations. (Hofeditz et al., 2022). Recent instances of 'Algorithmic Bias' predominantly highlight the adverse effects associated with such biases. There is ongoing discourse and exploration regarding how to create equitable AI systems that can support their effective integration within organizations (Rodgers et al.2023; Tippins et al.2021).

Examples of ethical AI application reveal a critical problem in which organizations overlook trends and data that do not reflect the larger population accurately. This oversight can adversely affect minority communities. Frequently, these processes remain unrecognized for long durations, potentially spanning years or even decades, only to be exposed through unforeseen incidents or independent inquiries. When businesses eventually cease the deployment of specific AI applications, it is often done under the belief that the root causes of the problems are fully comprehended. Nevertheless, insufficient understanding of the AI system's operations results in the continued presence of misconceptions. (Karunaratna et al., 2024; Winburn & Algee-Hewitt, 2021). The implementation of simplified and organized decision-making trees could have highlighted critical intervention opportunities or, at the minimum, encouraged a more careful strategy in the application of AI. Initiatives in this area should focus on fostering advancement instead of obstructing it, given that AI technologies can potentially exceed human abilities considerably. Concurrently, it is crucial to guarantee that human operators and

individuals responsible for governing AI systems are kept informed and empowered. (Hassani et al.2020; Gruetzemacher & Whittlestone, 2022).

#### **4. Future Trends and Innovations in AI and HRM**

What does the future hold for Artificial Intelligence (AI) and Human Resource Management (HRM)? At the intersection of these two fields, several emerging technologies, including predictive analytics, chatbots, and automated decision-making tools, are becoming prominent. Predictive analytics has demonstrated its ability to automate and improve various HRM practices. For instance, in the recruiting process, AI can automatically create job descriptions that are de-biased, thus attracting a more diverse pool of applicants regarding gender, race, and age. It is anticipated that areas such as performance management, compensation, and benefits will also see increased automation (Sadeghi & Niu, 2024; Schloetzer & Yoshinaga, 2023; der Pütten & Schiffer, 2023).

Studies on artificial intelligence in human resource management (HRM) highlight the improvement of employee experiences through the use of AI-powered engagement platforms and customized interactions. Digital HRM systems have proven successful in strengthening relationships between managers and their teams, leveraging sophisticated AI to deliver personalized guidance and recommendations. Additionally, digital HRM is enabling the emergence of cutting-edge, on-demand learning and development platforms designed to attract and nurture talent (Malik et al.2023; Devaraju2024; Thangaraja et al.2024).

Future developments are expected to concentrate on creating intelligent human resource management (HRM) systems that function in real-time and can customize their operations to various contexts, which will require significant progress in artificial intelligence (AI) technology. The new AI-enhanced HRM systems are poised to revolutionize organizational culture, workplace practices, and methods of performance assessment. HRM departments that adopt these technological innovations early stand to gain a competitive edge by more effectively attracting and retaining high-caliber talent (Benabou et al.2024).

In contrast, smaller enterprises that are hesitant to embrace productivity enhancements may find it challenging to attract skilled personnel. Furthermore, there is a prevailing skepticism towards AI-HRM solutions, underscoring the necessity for careful strategic planning to ensure acceptance and effective integration of these advancements. The initial stage of the proposed investigation entails mapping and examining existing research on AI-HRM, specifically concentrating on potential AI applications within HRM. A systematic review will be carried out to discover scholarly articles that discuss AI-HRM. Following this, parallel research will investigate how AI can be woven into operational functions to improve outcomes for both organizations and employees. In the subsequent phase, a burgeoning field of study focusing on the use of natural language processing and machine learning with unstructured data will clarify how automation and AI can positively impact various industries, operational methods, and workers across numerous sectors (Aharoni2024; Monteiro et al.2020; Bilan et al.2020; Reim et al.2022).

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