Artificial Intelligence's Impact on Society and the Workforce: How can we use A.I effectively

School of Business, Capilano University

BADM460 Business & Society Research Project

Spring 2025

Instructor: Laurie Prange

Table of contents

Abstract

The rapid advancement of artificial intelligence has sparked significant debate regarding its impact on the workforce. This report explores both the challenges and opportunities AI presents in the workplace, with a focus on job displacement, skill gaps, and the ethical implications of AI integration. Through a systematic literature review, this study analyzes recent research on AI's effects on the workplace. The findings highlight a growing concern over job losses due to AI automation and the need for reskilling and upskilling initiatives to help workers adapt to new technological demands. Ethical concerns, such as transparency and overreliance on AI, are discussed in relation to organizational responsibility and the preservation of fundamental human skills. The study concludes that AI should be seen as a tool to augment human capabilities rather than replace them, emphasizing the importance of collaboration between businesses, governments, and educational institutions to ensure a future where artificial intelligence empowers rather than diminishes the human workforce.

Introduction

Artificial intelligence has been growing rapidly within the last decade; becoming more and more prevalent in the workplace, workers are struggling to adapt. There are growing concerns about job displacement, lack of training, and uncertainty about future work. However, at the same time, AI applications are still seen optimistically due to AI's potential benefits in the workplace. With this technological shift, it is important for industry workers/employees to understand the role of artificial intelligence and learn how to navigate and utilize AI in an effective manner. AI should be used as a tool to assist and enable employees; not replace them completely and automate their work. In this research report, the goal is to explore how artificial intelligence can impact the workplace and how industry leaders and employees can use AI effectively to aid their work. The report highlights both the positive and negative effects of using AI in the workplace and its repercussions/effects on employees.

Methodology

Systemic Literature Review

For this research paper, the methodology used for the literature review is the systematic literature review process. This method helps identify, evaluate, and synthesize existing research revolving around the topic of AI and the workplace. The review process helps reduce personal biases as it strongly focuses on existing peer reviewed academic articles. In addition to supporting evidence from peer reviewed articles, statistical data will help further highlight key points. The databases used for this research

consisted of Business Source Ultimate, Canadian Business and Current Affairs, Statista and Google

Scholar through Capilano Universities library database. Additionally, credible news articles and

interviews will be referenced to provide stronger evidence. The topic Artificial intelligence's impact on

society and the workplace: How can we use AI effectively?, was broken down into three smaller

questions for the research: "what the impacts of AI in the workplace are, what are the positive and

negative effects of AI in the workplace, and what are the limitations of AI in the workplace."

Procedure

This research report was formed through the use of three search strategies: Key word searching, citation

chaining, and concept building. Key word searching consisted of words that directly related to the

research topic and searching through online databases. Key word searching helps form the basis of the

research and provides a starting point. Citation chaining takes a reference and examines the citations

used by the author. The author often cites other relevant sources related to the research topic; it is a

great way to expand research and understand the broader scholarly perspectives. The last search

strategy used was concept building. Concept building takes a topic and breaks it down into smaller

related concepts. From the broken-down smaller concepts, other concepts were added to help build a

focused framework that helped guide the research in a more focused direction.

Tools

 Most of the academic journals/articles were found on the database Business Source Ultimate. News

articles were found through Canadian Business & Current Affairs, and Statistical graphs were retrieved

from Statista. Boolean operators were another tool used for this research report. The use of boolean

operators helped combine or exclude specific key words in the research, resulting in more precise and effective searching.

Results

In Tschang and Almirall 's study, they argue that two recent perspectives have emerged with the increase in artificial intelligence: augmentation and replacement. The augmentation view looks to aid workers and enhance their capabilities, while the replacement view looks to replace the core tasks (Tschang & Almirall, 2021). Starting with the augmentation view, the authors argue that for humans and AI to coexist, one must see beyond the level of the task or job at hand and look at the effects on the organizational level (Tschang & Almirall, 2021). An example given was the medical field, specifically radiology. As a big part of radiology consists of medical imaging and the examination of them, tasks like this can be taxing for medical doctors and their eyes. The use of AI in radiology would help analyze medical imaging, reducing the workload for doctors. Additionally, AI has proven to have better pattern recognition abilities than humans, resulting in less errors in diagnosis (Tschang & Almirall, 2021). However, AI is still unable to discern different ethical and moral judgements (Tschang & Almirall, 2021). That's why AI still works best in a supportive role that helps enhance a medical professional's work. In terms of the impact on employment, the authors argue that it would depend on an organization's workload. If an organization is lacking resources and workers, AI can greatly help reduce the workload and improve efficiency; no effect to employment would occur as AI would be playing a more supportive role (Tschang & Almirall, 2021). On the contrary, if an organization has many employees and an abundance of resources, the introduction of AI may reduce the number of specialists required (Tschang & Almirall, 2021). Looking through a replacement viewpoint, the authors argue that as organizations

become more digital, the chances of automation replacement increase (Tschang & Almirall, 2021).

Amazon and Tesla are some of the companies shown to be increasingly reducing human work to less

significant tasks such as monitoring and/or smaller jobs that automated robots cannot reliably complete

(Tschang & Almirall, 2021). Human resources are also another field where AI replacement has been

growing. Once dominated by specialized professionals, many human resources tasks have been

integrated into an automated system that tracks employee performance. For instance, quoted from

Carey in 2018, "Amazon's system tracks the rates of each associate's productivity and automatically

generates any warnings or terminations regarding quality or productivity without input from

supervisors" (Tschang & Almirall, 2021). As jobs become more machine led where workers perform

smaller tasks, overtime workers will become more and more deskilled (Tschang & Almirall, 2021).
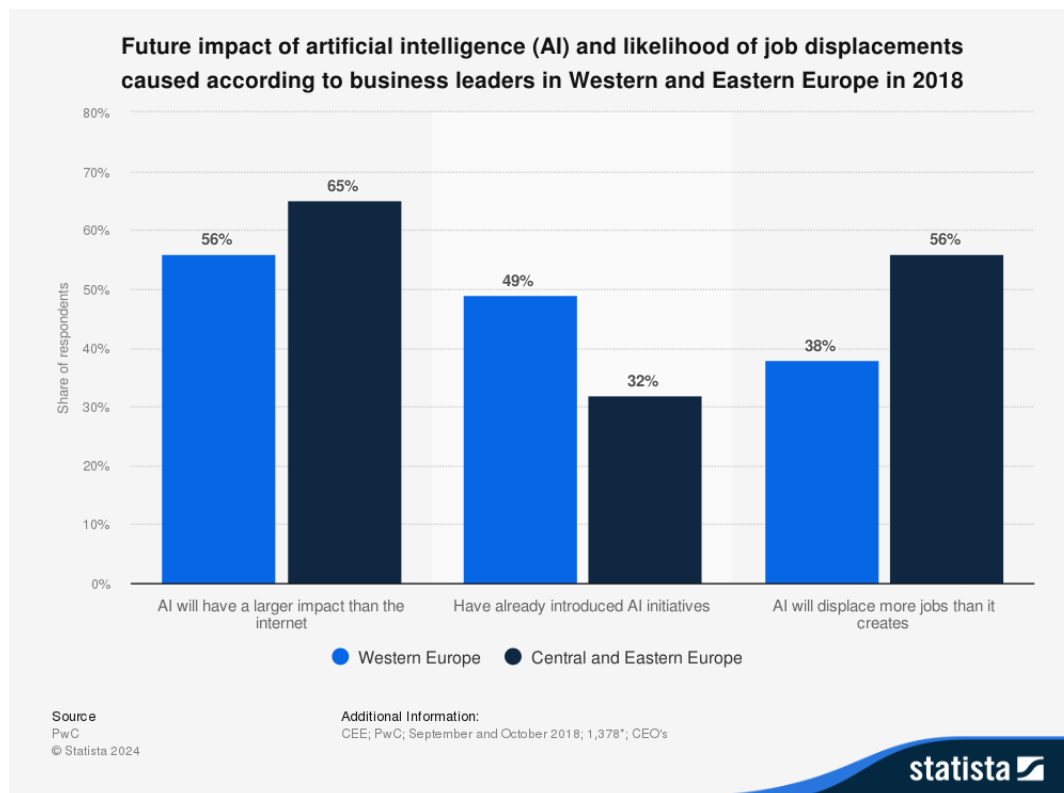

PwC. (April 8, 2019). Future impact of artificial intelligence (AI) and likelihood of job displacements

caused according to business leaders in Western and Eastern Europe in 2018 [Graph]. In *Statista*

In another study, the relationship between Artificial intelligence and human intelligence was examined.

 "Conversational agents, such as AI-driven chatbots and virtual assistants, significantly influence management activities including customer service, decision support, and human resource management. These conversational agents demonstrate the creation of synergy between AI and HI within an organization and offer a more comprehensive understanding of AI's role in modern management practices" (Islami & Mulolli, 2024).

The use of AI chatbots is an example of the benefits of an AI and human intelligence relationship. Chatbots can help collect data like customer preferences and provide management with valuable data to help drive organizational decisions. For example, customer service chatbots may give insight into how services or products can be improved. Managers can then take customer feedback and discuss with their teams the changes they need to make to better cater to their customers. AI and human intelligence together create a synergy that helps give competitive advantages. According to Victoria wells from Chronicle Herald, "Almost a quarter of Canadians now use generative AI such as ChatGPT on the job, with more than 60 per cent using it over once a week, and one in five using it every day, according to a recent report by KPMG International Ltd" (Wells, 2023). This data shows how Canadians are using AI chatbots to assist with their work, most likely due to the increase in productivity and efficiency. However, it should be noted that privacy concerns around AI chatbots are still a concern. Another news article from Chronicle Herald by Marisa Coulton found that "some workers have also been putting sensitive information into ChatGPT, such as private company financial data, information about customers and clients and proprietary company data" (Coulton, 2023).

Opinions of consumers on whether artificial intelligence (AI) has improved productivity at their workplace in 2024

- Improved productivity 32%
- No impact on productivity 26%
- Hindered productivity 8%
- Do not know 34%
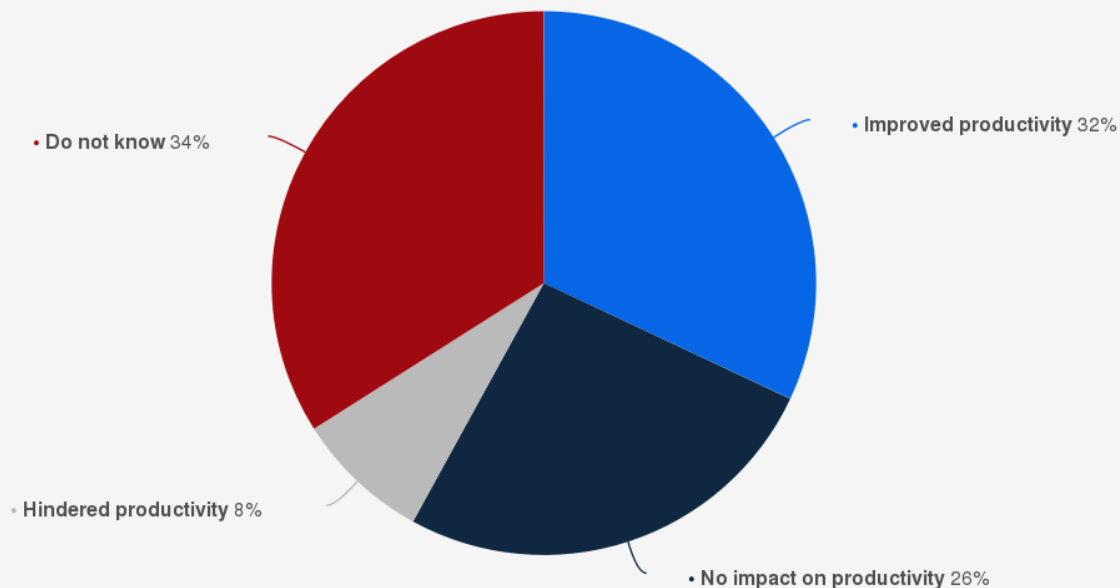
YouGov. (March 7, 2024). Opinions of consumers on whether artificial intelligence (AI) has improved productivity at their workplace in 2024 [Graph].

In the study done by Garcia et. al. (2024), three hypotheses are proposed: "Artificial intelligence (AI) applications in workplace settings significantly improve employee mental health and overall well-being"; "The implementation of AI-driven personalized wellness programs reduces the incidence of work-related stress and enhances job satisfaction"; "AI systems used for monitoring mental health can predict and mitigate risks more effectively than traditional methods" (Garcia et al., 2024). To determine if AI applications would improve mental health and well-being, an analysis was proposed where a machine learning algorithm would measure and estimate levels of stress, well-being, and the degree of depression through biomarkers (Garcia et al., 2024). The data would be measured through a camera,

microphone, and a wearable device. After completion, the analysis found that the continuous

monitoring of mental health through AI applications greatly improved workplace well-being and mental

health. When studying the potential impact of AI through wellness programs, studies found mixed

results. Some found that AI improved well-being while some had increased levels of stress due to their

awareness of being monitored. For most, the programs helped reduce work-related stress and overall

increased job satisfaction. Lastly, AI was found to be more effective in identifying and mitigating risks

compared to older traditional methods due to its ability to monitor and identify potential hazards

(Garcia et al., 2024).

In Shela Mandala's article, she examines emerging workplace trends with AI. The first trend she

identifies is the rise in financial stress among employees. "According to a 2023 study by Bank of

America, only 42% of U.S. employees rate their financial health as good or excellent, a significant drop

from previous years" (Mandala, 2024). The drop in people's sense of financial security raises alarms

about employees' mental well-being. Financial stress can often lead to lower productivity and higher

chances of employee turnover. Companies can adopt AI financial programs that help make

recommendations for employees on how to save, invest, and manage their finances (Mandala, 2024). AI

can help equip employees with tools to help them improve their financial literacy and security, resulting

in greater job satisfaction (Mandala, 2024). Another trend found was the increase in job displacement

due to automation. "A 2023 report from IBM found that 43% of CEOs have already reduced or

redeployed their workforce due to AI-driven automation, with another 28% planning similar actions"

(Madala, 2024). Companies need to seriously consider the economic impacts of implementing AI-driven

automation as employees are feeling increasingly more uncertain of their futures. Madala states

however, that AI can open new doors for employees and create opportunities through

reskilling/upskilling. An example of this would be Microsoft's AI business school. The school contains

programs that teach and prepare employees for new AI and computing roles, ensuring they have the skills necessary to keep up with changing demands. The last trend Mandala argues is the loss of trust in leadership. Employees feel that the use of AI for employee monitoring can easily overstep and violate their privacy (Mandala, 2024). Additionally, there is an absence of human connection when utilizing AI, leaving employees feeling alienated (Mandala, 2024). This is true for customers as well. Younger generations especially seemed to put great importance on human connection. A survey conducted by Meridian Credit Union Ltd found that 56% percent of gen Z bankers were concerned about the loss of human connection and 81% did not trust AI chatbots with their financial needs (Chronicle Herald, 2024). To rebuild a sense of trust, Mandala suggests greater transparency on AI usage and policies, taking accountability for AI-driven decisions, and creating an open environment for communication on the usage of AI in the organization (Mandala, 2024).
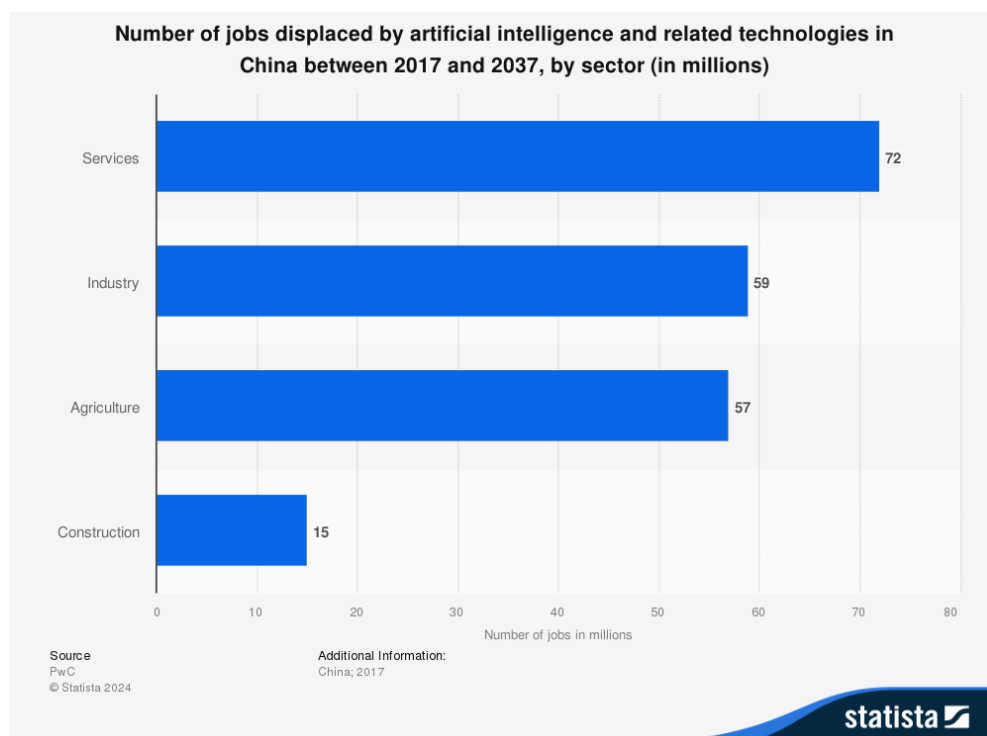
PwC. (September 18, 2018). Number of jobs displaced by artificial intelligence and related technologies in China between 2017 and 2037, by sector (in millions) [Graph]. In *Statista*.

Based on the Indiana Law Journal, Lobel proposes a new economic framework to provide better safeguards for workers at risk from AI automation. "As machines and algorithms take over tasks previously performed by humans, the income generated by capital investments in these technologies grows, while wage income may stagnate or decline for many workers in many industries and professions" (Lobel, 2024). Lobel is highlighting how traditional taxes on labour work need to change along with the changing job market to sustain a viable work economy. New tax forms on revenue generated from AI technology named "Robot taxes", are proposed to reduce the effects of the AI market (Lobel, 2024). These programs would help generate the resources needed to create social programs that help support displace workers (Lobel, 2024). Lobel also suggests that reskilling and upskilling programs should be created through a collaborative approach by the government, educational institutions, and businesses to better match the demands and/or needs of displaced workers (Lobel, 2024). The CHIPS act is an example of how the U.S. government is incentivizing semiconductor companies to invest in human capital and create more job opportunities. The CHIPS Act aims to strengthen U.S. semiconductor production and research through $13.2 billion in R&D and workforce development funding, a 25% investment tax credit for manufacturing capital expenses, and requirements for recipients to support small businesses and underserved communities while thousands of jobs (Lobel, 2024). The development of the workforce is an important and big part of the CHIPS act. In Lobel's research, he proposes a universal basic income (Lobel, 2024). The income would help lessen the financial stress faced by displaced workers and provide them with basic necessities while they are in the process of reskilling/upskilling.

In one study, Miah argues that slow AI integration by organizations is not caused by the technology itself, but the lack of organizational structure and preparedness (Miah, 2024). Miah suggests that organizations need to first start with familiarizing their employees with AI. Create internal educational programs that can help workers understand artificial intelligence and bridge the gap in any AI related

skills or knowledge. Organizations should then look at how AI could be used in the workplace; what problems could potentially be solved through the use of AI? Before full implementation of AI, Miah recommended starting small first. Introduce AI into smaller tasks to limit risks and gradually expand into bigger operations for smoother integration.

Gabriela Ramos highlights UNESCO's recommendations for policies on artificial intelligence. Ramos argues that regulations and policies need to be updated to better protect and fight against possible unemployment caused by AI. Ramos argues that workers should be equipped with or provided with the opportunity to get education to reskill/upskill themselves (Ramos, 2024). Workers that are getting displaced are suffering due to the lack of education/safety nets in place. UNESCO recommends governments and organizational leaders to work together to fill the gap of skill-set requirements (Ramos, 2024). IBM for example has one of the world's biggest reskilling programs.

"Dave McCann, president of IBM Canada, told the Star the re-skilling program - which offers free courses through 170 partner schools and institutions across the world - will provide an estimated 35,000 Canadians with skills that will allow them to participate in a rapidly evolving job economy, and better protect them from imminent layoffs" (Toronto Star, 2023).
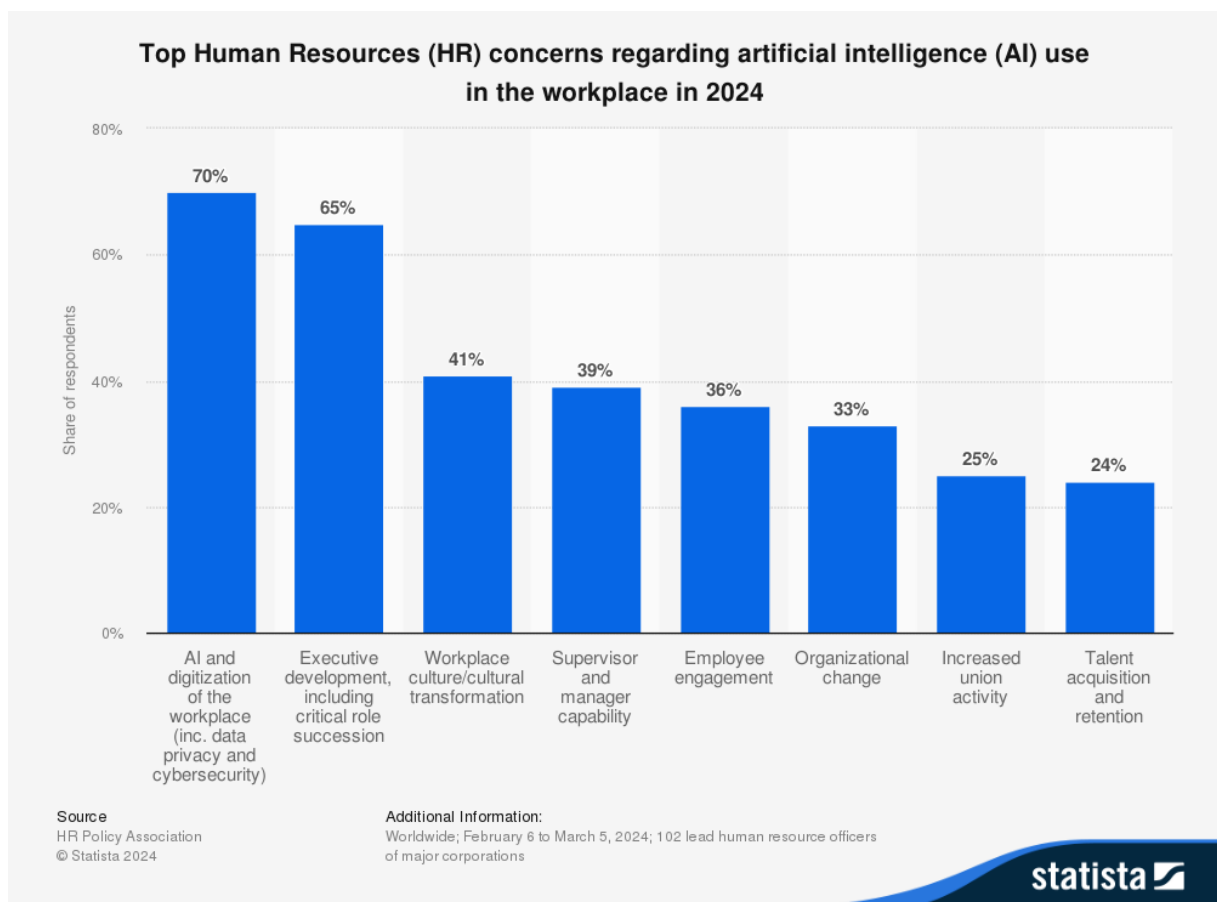
IBM's investment shows their willingness to invest in human capital and foster a healthy work environment by providing safety nets and opportunities for its employees.
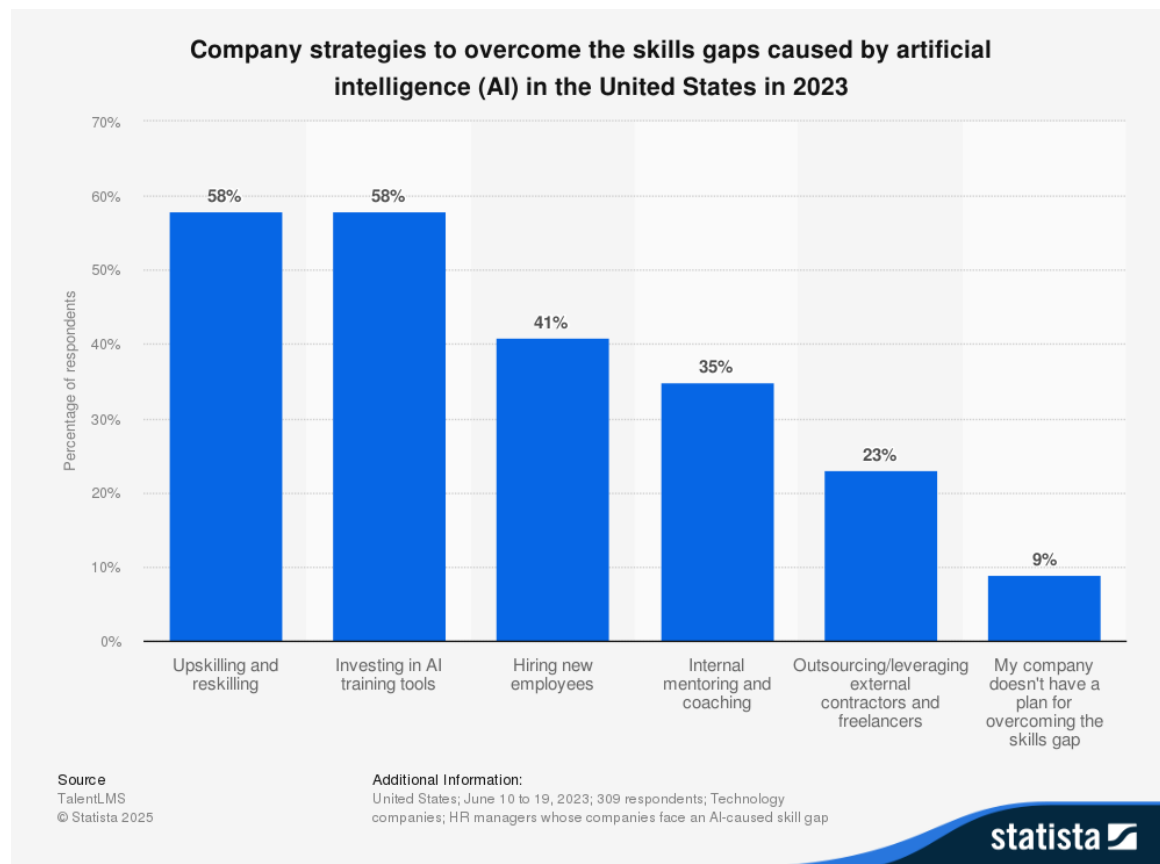
Company strategies to overcome the skills gaps caused by artificial intelligence (AI) in the United States in 2023

Strategy	Percentage
Upskilling and reskilling	58%
Investing in AI training tools	58%
Hiring new employees	41%
Internal mentoring and coaching	35%
Outsourcing/leveraging external contractors and freelancers	23%
My company doesn't have a plan for overcoming the skills gap	9%

TalentLMS. (July 13, 2023). Company strategies to overcome the skills gaps caused by artificial intelligence (AI) in the United States in 2023 [Graph]. In *Statista*. Retrieved April 17, 2025

In the commentary by Kopalle et al. (2024), it discusses the challenges faced by Grewal et al's (2024) three themes: AI replacing human intelligence, AI enabling artificial empathy, and the creation of novel tensions (Kopalle et al., 2024). As AI capabilities grow, the number of workers losing their jobs will naturally grow. Workers who have lost their jobs may find it difficult to secure new employment, especially if they don't have the necessary skills for the roles emerging due to AI developments (Kopalle et al., 2024). This highlights the need for governments and organizations to take more social responsibility in helping workers upskill and adapt to the changing job market (kopalle et al., 2024). Society needs to have compassion for the lower skilled workers and create safety nets. There is also the

issue of the loss of human capabilities. Using GPS as an example, "the widespread use of GPS technology

has diminished people's ability to navigate and remember routes, and the reliance on smartphones has

reduced the need to memorize phone numbers" (Kopalle et al., 2024). People are becoming too reliant

on artificial intelligence to the point where skills needed in the past are no longer utilized and are

becoming obsolete. "If AI takes over tasks like writing, problem-solving, and even interpersonal

communication, what happens to the human capacity for creativity, critical thinking, and emotional

intelligence?" (Kopalle et al., 2024). Additionally, "Many AI algorithms, particularly those based on deep

learning, are often described as "black boxes" because humans do not easily understand their decision-

making processes" (Kopalle et al., 2024). This makes it difficult to hold someone accountable when AI

makes a decision that may be ethically or morally questionable.

Top Human Resources (HR) concerns regarding artificial intelligence (AI) use in the workplace in 2024

Category	Share of respondents
AI and digitization of the workplace (inc. data privacy and cybersecurity)	70%
Executive development, including critical role succession	65%
Workplace culture/cultural transformation	41%
Supervisor and manager capability	39%
Employee engagement	36%
Organizational change	33%
Increased union activity	25%
Talent acquisition and retention	24%

Source
HR Policy Association
© Statista 2024

Additional Information:
Worldwide; February 6 to March 5, 2024; 102 lead human resource officers
of major corporations

statista

HR Policy Association. (May 28, 2024). Top Human Resources (HR) concerns regarding artificial intelligence (AI) use in the workplace in 2024 [Graph]. In *Statista*.

The study by (Mukesh & Santhoshkumar, 2024) looks at the unorganized sector and examines how AI creates challenges as well as opportunities for them. Starting with challenges, skill gaps are the number one obstacle for the unorganized sector. Many of the unorganized sector workers lack the training or knowledge for AI. Limited finances can also prove to be a hinderance. Often times, because of how expensive AI can get, a lot of workers don't see the benefit in making an investment that costly. There is also the concern of unequal access to AI. If some unorganized sectors use AI while others can't, it will cause disparities in competition (Mukesh & Santhoshkumar, 2024). Unorganized sector workers could also simply resist the change because of fear of being displaced. There are, however, opportunities for the unorganized sector. Training programs developed by the government can help foster the skills needed and empower workers. Governments can provide financial aid to help workers with integrating AI. If integrated successfully, productivity can greatly improve, and costs may be reduced due to streamlined workflows (Mukesh & Santhoshkumar, 2024).

"Employees are expressing sweeping concerns about the impact of AI on their jobs. We're seeing new terms like FOBO, or fear of becoming obsolete, enter our lexicon. It's natural to feel this way. In fact, 74 per cent of Canadian (both employed and unemployed) job seekers do, expressing concern that generative AI may replace them" (Toronto Star, 2023).

In a UK survey consisting of 867 participants, the study showed a hidden fear around artificial intelligence. Participant age, education, and employment all varied greatly. During the focus group, only

15% of participants initially revealed their concerns about AI. It was only after facilitated discussions that the number jumped to 88%. The study found that the highest concern among the study group was the speed in which AI was being developed; the second greatest concern was the fear of losing their job to AI; the third was data privacy. 96.3% were fearful of the development of AI, while 91% expressed concern about losing their job (Gerlich, 2024). For 867 participants, these numbers show just how concerned the majority of the public is towards AI. These statistics raise concerns as this data can directly translate over to the workplace. If only 15% initially revealed their fears of AI, that means workers may very well be hiding their fears of AI but are too scared to speak up in the workplace. Workers may feel that they have no choice but to accept the integration of AI due to the fear of them losing their jobs.
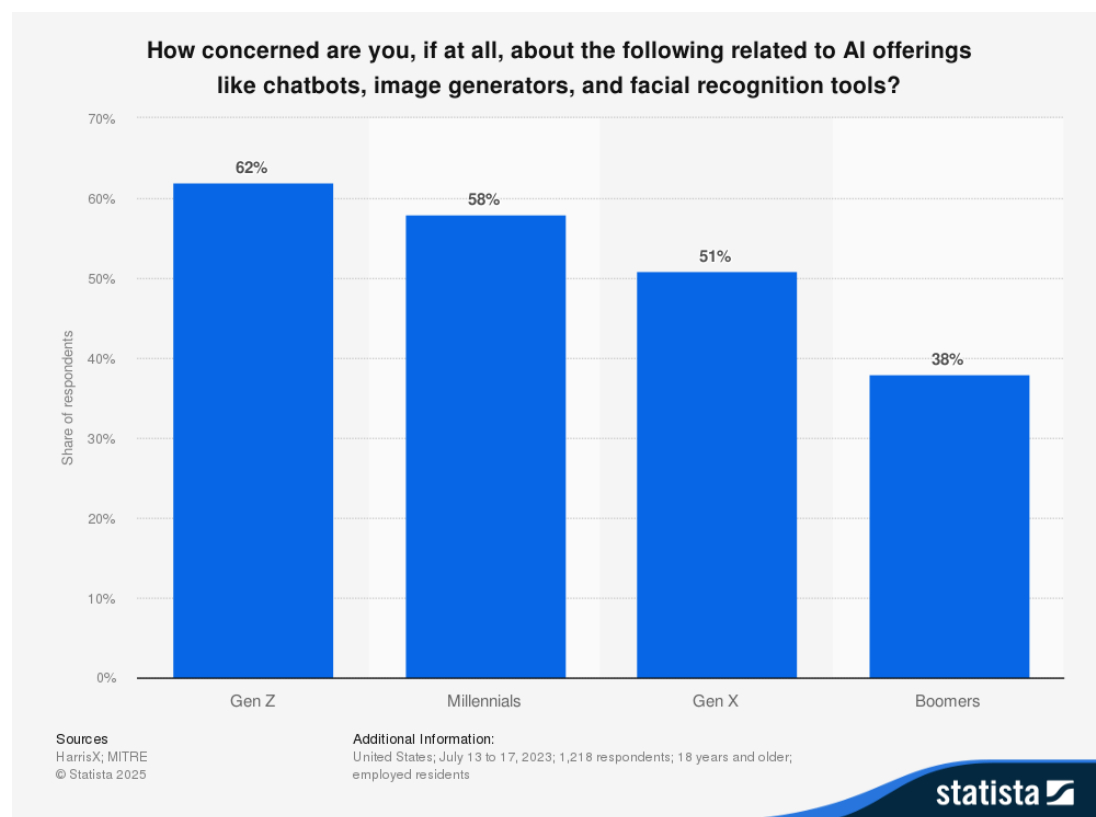
How concerned are you, if at all, about the following related to AI offerings like chatbots, image generators, and facial recognition tools?

Commodity HQ, & MITRE. (September 19, 2023). How concerned are you, if at all, about the following related to AI offerings like chatbots, image generators, and facial recognition tools? [Graph]. In *Statista*.

Limitations

As this research report was conducted through a systemic literature review, the report is not without its limitations. Firstly, all of the resources were taken from Capilano University's library database. Although the database contains academic journals, articles, and publications, Peer reviewed articles were predominately used. It is possible that these findings may have created a narrow and limited perspective on the topic. Secondly, artificial intelligence is still relatively new and being developed at a rapid pace. Most of the resources were recent studies conducted around 2024. While the recency of the material lends credibility to the analysis, these findings could change or be contradicted in the future as new revelations come to be discovered, or new trends emerge. The findings of this report offer a snapshot of the current impact AI has on the workplace and may not fully capture future developments. The report focuses solely on AI's impact on the workplace and does not explore areas beyond the workplace. For the systemic literature review, secondary research was used exclusively for the report and no primary research was conducted.

Discussions

Throughout my research, there were many challenges as well as opportunities that became noticeable and often not recurring themes. One of the common themes found centered around job displacement. Although AI has only been around for the last decade or so, workers are finding themselves unable to keep up with the advancement of AI and their jobs are getting displaced. Organizations are replacing traditional workers with AI-automated systems to complete tasks that may be deemed repetitive. As a result, the displaced workers are struggling with finding new employment and job opportunities as they lack the necessary skills. It was noted that unorganized workers were often the ones most affected by AI. But it's not just low-skilled workers who are prone to job displacement; certain high-skilled jobs are beginning to use AI. The case of radiologists using AI to scan and analyze medical imaging proves that AI may eventually even take over high-skilled tasks. AI's pattern recognition ability is far greater than humans; that's why less radiologists are needed than before. It's due to the fact that AI can streamline the work and yield more accurate results than humans.

Organizations need to consider their social responsibilities when implementing AI in the workplace. Yes, businesses aim to generate more revenue, but it should not be done at the expense of an employee's livelihood. New policies should be introduced to better protect worker rights and safety nets should be put in place to give employees the chance to continue working. Organizations should create educational programs designed to help workers either reskill or upskill themselves. Educational programs can help workers bridge any skills gap they may have so that the workers can continue to be completive in the job market. To encourage educational programs, governments can provide incentives to organizations or sectors if they invest in educational programs to re/upskill their workforce. Efforts should be made

through a collaborative process between organizations, government policy makers, educational institutions.

The research has also presented the question of whether humans have become over reliant on AI. As AI becomes more advanced to varying degrees, there is a risk of humans losing fundamental skills. An example mentioned was the reliance on GPS technology. Humans have become so reliant on GPS's that traditional maps have almost become obsolete. How much of the younger generations would be able to navigate by themselves with a map nowadays. I reckon not many would be able to do so. This example transfers over to our reliance on AI tools such as ChatGPT. ChatGPT has become so advanced where the skill of critical thinking may not even be needed anymore. If humans become too reliant on AI chatbots and do not think for themselves, there is a high chance that over time, we will deskill ourselves of these basic skills. If workers no longer have any creativity, critical thinking, or literacy skills, why would organizations hire them. Organizations could simply just use AI.

Lastly, organizational honesty needs significant improvement when it comes to the implementation and use of artificial intelligence. Transparency is not just a best practice, it's a necessity. Employees deserve to know how AI is being used in their workplace, what kind of data is being collected, and how decisions that affect their roles and performance are being made. Without clear communication and ethical guidelines, AI can create an atmosphere of mistrust, anxiety, and confusion.

AI has a lot to offer in the workplace; however, it should be seen as a tool to help people do their jobs better, not something that removes the need for people altogether.

Conclusion

In conclusion, while the rapid advancement of artificial intelligence over the past decade has raised valid concerns such as job displacement, insufficient training, and uncertainty about the future of work; it also presents significant opportunities. If implemented thoughtfully, AI has the potential to enhance productivity, improve job satisfaction, and support employee well-being. To harness these benefits, it is essential that employees understand the evolving role of AI and learn how to effectively engage with it as a supportive tool rather than view it as a threat. This report has examined both the advantages and challenges of AI in the workplace, emphasizing the importance of strategic integration. Ultimately, the successful adoption of AI depends on how well industry leaders and workers collaborate to ensure that technology empowers rather than replaces the human workforce.

References

Artificial intelligence isn't the cause of our job problems - yet. (2024, Jan 06). *Toronto Star*

https://www.proquest.com/cbcacomplete/docview/2910804964/D9E2669F11AC4167PQ/9?acc ountid=36786&sourcetype=Newspapers

As AI use grows, Canadians seek 'human connection' when banking. (2024, Sep 25). *Chronicle – Herald*

https://www.proquest.com/cbcacomplete/docview/3109281656/D9E2669F11AC4167PQ/20?ac countid=36786&sourcetype=Newspapers

Chang, E. (2024, May). *"The Shape Of Jobs Will Change," Sam Altman Says at Harvard*. Harvard Business School; Harvard Business School. https://www.hbs.edu/bigs/sam-altman-harvard-business-school

Commodity HQ, & MITRE. (September 19, 2023). How concerned are you, if at all, about the following related to AI offerings like chatbots, image generators, and facial recognition tools? [Graph]. In *Statista*. https://www-statista-com.ezproxy.capilanou.ca/statistics/1449228/concerns-ai-tools-replace-jobs-united-states/

Coulton, M. (2023, Jul 06). Workers using new tools without knowing risks: ARTIFICIAL INTELLIGENCE. *Chronicle – Herald*

https://www.proquest.com/cbcacomplete/docview/2890428744/D9E2669F11AC4167PQ/4?acc ountid=36786&sourcetype=Newspapers

Data, O. (2025, January 16). *Sam Altman Says AI Agents are Poised to Transform the Future of Workplaces*. Medium. https://odsc.medium.com/sam-altman-says-ai-agents-are-poised-to-transform-future-of-workplaces-

37e8b8c53fe3#:~:text=A%20New%20Era%20of%20Workplace%20Efficiency&text=Sam%20Altm

an%20echoes%20this%20sentiment,repetitive%20tasks%2C%20enhancing%20overall%20efficie

ncy.

García-Madurga, M.-Á., Gil-Lacruz, A.-I., Saz-Gil, I., & Gil-Lacruz, M. (2024). The Role of Artificial

Intelligence in Improving Workplace Well-Being: A Systematic Review. *Businesses*, *4*(3), 389–

410. https://web-p-ebscohost-

com.ezproxy.capilanou.ca/ehost/detail/detail?vid=10&sid=1b60fe8d-e3f4-4845-9341-

165f726e5445%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZSZzY29wZT1zaXRl#AN=180069563&d

b=bsu

Gerlich, M. (2024). Public Anxieties About AI: Implications for Corporate Strategy and Societal Impact.

Administrative Sciences (2076-3387), *14*(11), 288. https://web-p-ebscohost-

com.ezproxy.capilanou.ca/ehost/detail/detail?vid=48&sid=0a498adf-8cd3-48d1-96ab-

67b9c4c373d5%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZSZzY29wZT1zaXRl#AN=181165082&

db=bsu

HR Policy Association. (May 28, 2024). Top Human Resources (HR) concerns regarding artificial

intelligence (AI) use in the workplace in 2024 [Graph]. In *Statista*. https://www-statista-

com.ezproxy.capilanou.ca/statistics/1545891/hr-concerns-regarding-ai/

Islami, X., & Mulolli, E. (2024). Human-Artificial Intelligence in Management Functions: A Synergistic

Symbiosis Relationship. *Applied Artificial Intelligence*, *38*(1), 1–44. https://web-p-ebscohost-

com.ezproxy.capilanou.ca/ehost/detail/detail?vid=93&sid=0a498adf-8cd3-48d1-96ab-

67b9c4c373d5%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZSZzY29wZT1zaXRl#AN=181704461&

db=bsu

Kopalle, P. K., Gangwar, M., & Uppal, A. (2024). Commentary on "AI is Changing the World: For Better

or for Worse?" *Journal of Macromarketing*, *44*(4), 886–891. https://web-p-ebscohost-

com.ezproxy.capilanou.ca/ehost/detail/detail?vid=18&sid=d62473b5-ee6f-42cc-b80c-

9243825ee44a%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZSZzY29wZT1zaXRl#AN=180676876&

db=bsu

Lobel, O. (2024). The Future of Work in the Era of AI. *Indiana Law Journal*, *100*(1), 359–384.

https://web-p-ebscohost-com.ezproxy.capilanou.ca/ehost/detail/detail?vid=142&sid=0a498adf-

8cd3-48d1-96ab-

67b9c4c373d5%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZSZzY29wZT1zaXRl#db=bsu&AN=1822

56995

Mandala, S. (2024). Exploring Emerging Workplace Trends with AI. *Workforce Solutions Review*, *15*(4),

9–11. https://research-ebsco-com.ezproxy.capilanou.ca/c/upvpl6/viewer/pdf/c2w73w26zb

Miah, M. (2024). Unveiling the Evolutionary Impact of Artificial Intelligence on the Workforce.

Informatica Economica, *28*(1), 39–56. https://web-p-ebscohost-

com.ezproxy.capilanou.ca/ehost/detail/detail?vid=180&sid=0a498adf-8cd3-48d1-96ab-

67b9c4c373d5%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZSZzY29wZT1zaXRl#db=bsu&AN=176568603

Mukesh, V. M., & Santhoshkumar, N. (2024). Reshaping the Unorganized Sector with AI: A Review of

Balancing the Progress and Challenges. *International Management Review*, *20*(2), 93–103.

https://web-p-ebscohost-com.ezproxy.capilanou.ca/ehost/detail/detail?vid=52&sid=0a498adf-

8cd3-48d1-96ab-

67b9c4c373d5%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZSZzY29wZT1zaXRl#AN=180258331&

db=bsu

PwC. (April 8, 2019). Future impact of artificial intelligence (AI) and likelihood of job displacements caused according to business leaders in Western and Eastern Europe in 2018 [Graph]. In *Statista* *https://www-statista-com.ezproxy.capilanou.ca/statistics/1041609/ai-future-impact-ceos-europe/*

PwC. (September 18, 2018). Number of jobs displaced by artificial intelligence and related technologies in China between 2017 and 2037, by sector (in millions) [Graph]. In *Statista*. https://www-statista-com.ezproxy.capilanou.ca/statistics/970772/china-job-displacements-by-artificial-intelligence-and-related-technologies-by-sector/

Ramos, G. (2022). A.I.'s Impact on Jobs, Skills, and the Future of Work: The UNESCO Perspective on Key Policy Issues and the Ethical Debate. *New England Journal of Public Policy*, *34*(1), 1–13. https://web-p-ebscohost-com.ezproxy.capilanou.ca/ehost/detail/detail?vid=74&sid=0a498adf-8cd3-48d1-96ab-67b9c4c373d5%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZSZzY29wZT1zaXRl#db=bsu&AN=158623848

Replaced by AI: Millions of workers will lose their jobs to artificial intelligence software over the coming years and IBM says its re-skilling program can help. its own workers will soon find out: IBM plans to cut 8,000 jobs itself. (2023, Jun 03). *Toronto Star* *https://www.proquest.com/cbcacomplete/docview/2821868933/D9E2669F11AC4167PQ/7?accountid=36786&sourcetype=Newspapers*

TalentLMS. (July 13, 2023). Company strategies to overcome the skills gaps caused by artificial intelligence (AI) in the United States in 2023 [Graph]. In *Statista*. Retrieved April 17, 2025, from https://www-statista-com.ezproxy.capilanou.ca/statistics/1424361/us-company-responses-to-skills-gaps-artificial-intelligence/

Tschang, F. T., & Almirall, E. (2021). Artificial Intelligence as Augmenting Automation: Implications for

Employment. *Academy of Management Perspectives*, *35*(4), 642–659. https://web-p-ebscohost-

com.ezproxy.capilanou.ca/ehost/detail/detail?vid=72&sid=0a498adf-8cd3-48d1-96ab-

67b9c4c373d5%40redis&bdata=JnNpdGU9ZWhvc3QtbGl2ZSZzY29wZT1zaXRl#AN=153637912&

db=bsu

Wells, V. (2023, Dec 20). AI use at work skyrocketing: ARTIFICIAL INTELLIGENCE. *Chronicle – Herald*

https://www.proquest.com/cbcacomplete/docview/2903885814/D9E2669F11AC4167PQ/3?

accountid=36786&sourcetype=Newspapers

YouGov. (March 7, 2024). Opinions of consumers on whether artificial intelligence (AI) has improved

productivity at their workplace in 2024 [Graph]. https://www-statista-

com.ezproxy.capilanou.ca/statistics/1455548/consumer-opinion-impact-ai-workplace/