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EXPLORING TRENDS IN ARTIFICIAL INTELLIGENCE AND EMPLOYEES' WELL-BEING

Short Paper

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Abstract

Artificial Intelligence (AI) is becoming a global phenomenon. In this extent, companies are currently investing in artificial intelligence to automate job tasks, optimize business process and enhancing value creation. This brings radical changes in how work is organized with direct repercussions on workers' wellbeing. In this study, a bibliometric analysis is carried out to examine the trends of AI applications and their impact on workers' wellbeing thought the lens of complementarity and substitution view of technology. Both advantages and disadvantages of AI on wellbeing are considered. The results outline that there are leading themes that are guiding research on AI such as deep learning and machine learning, while others such as AI and employee wellbeing need to be further expanded. At the same time, the use of AI has both advantages and risks for workers' wellbeing, suggesting the need to adopt a human-centered holistic approach to AI in the workplace.

Keywords: artificial intelligence, wellbeing, employee, bibliometric analysis

1 Introduction

Nowadays, work organization is changing rapidly. In fact, thanks to the opportunities provided by digital devices, spurred by the recent Covid-19 pandemic, work through digital technologies is expanding quickly (Chakraborty & Kar, 2021; Fukumura et al., 2023). In this extent, companies are fostering investments for workforce management through digital technologies, especially those referred to artificial intelligence (AI). Artificial intelligence "is an umbrella term that refers to the use of computing machines to solve problems traditionally requiring human intelligence" (Jetha et al. 2023, p.816).

Along this vein, scholars affirm that AI is not only changing work organization, but it also has repercussions on employees' wellbeing (García-Madurga et al., 2024). In fact, recently, the literature has started to recognize not only the benefits but also the risks associated with the use of AI in people management (Ibarra et al., 2018). This is in line with the complementarity and substitution view of AI (Siaw & Ali, 2024) which is used as theoretical framework in the current paper. On the one hand, AI can act as a complement to employees' activities by increasing their effectiveness and efficacy, on the other hand, when AI is used as a substitution tool it acts as a substitution effect. In the paper we highlight that these two views can be associated with both risks and advantages for employees' wellbeing depending on AI use.

For example, for the advantages Izumi et al. (2021) affirm that the use of machine learning algorithm can help to determine people's optimal levels of well-being in order to take corrective actions to prevent potential burdens (complementary view). Likewise, AI can be used to monitor those workers who have a high probability of fatal accidents and provide suggestions to improve their work safety (Koc et al. 2022). At the same time, Loureiro et al. (2022) show that AI algorithms can substitute employees

(substitution view) in boring tasks, giving them the opportunity to work on more creative activities with an increase in their job satisfaction.

Regarding the downsides, scholars highlight that AI can entail potential threats toward employees' wellbeing. For instance, when AI is incorporated in the workplace (complementarity view) it can enhance workload and work intensification, as workers may perceive higher pressure on work control and performance (Jetha et al., 2023). At the same time, when AI is used to replace human activities (substitution view) it can generate anxiety as workers can develop fear of substitution on AI (Loureiro et al., 2022).

Along this vein, so far little research has been devoted on understanding how the use of artificial intelligence affects workers' wellbeing with a clear theoretical framework (García-Madurga et al., 2024). At the same time, academics recognize how studies on artificial intelligence and employees' wellbeing are still in their infancy, so advancements are encouraged (Jetha et al. 2023). Moreover, contributions are fragmented spacing from contributions on AI and work-related risks factors or workload (Aouadni & Rebai, 2017), psychological effects (Chalfin et al., 2016), work related injures (Lazzerini & Pistolesi, 2017).

Therefore, given the importance of the topic and the fragmentation of the literature on this theme, it is crucial to understand which are the literature trends on AI and workers' wellbeing, in order to the potential advantages and risks associated with its use.

Therefore, the current study aims to address the following research questions:

RQ1 What are the benefits of the use of artificial intelligence on employees' wellbeing?

RQ2 What are the risks of the use of artificial intelligence on employees' wellbeing?

To answer our research questions, we use a bibliometric approach to map the state of the art on AI and employee's wellbeing of the last 10 years. In this extent the aims of this manuscript are: first, to provide an overview of the trends of artificial intelligence and employees' wellbeing, second, to outline the main advantages and disadvantages of AI use to workers' wellbeing at the light of complementarity and substitution view of AI. Along this vein, the results are helpful to (a) guide future research on the effects of AI on the workplace; (b) make an overview of a fragmented literature (c) make suggestions to managers for a proper use of AI in the workplace (Pereira et al. 2023).

2 Data and methods

We use a bibliometric analysis to examine the research field of interests. In this research, we used the Vosviewer and Bibliometrix package of R programming. The sample of articles was retrieved from Scopus databases for the period from 2015 to 2024 as we wanted to identify trends and studies of the last 10 years. The search strategy followed different steps: we started our search with a single key term, "artificial intelligence", while we then refined our search with additional synonyms, such "AI" or "machine learn*" following prior scholars (Jetha et al., 2023). In addition, we refined the analysis by applying several key items by using Boolean terms such as AND or OR referred to our research interests. For instance, the term "wellbeing" or "well-being", and the terms "risk*" or "cons" or terms such as "advantage*" or "opportunit*" were included. In addition, the terms "worker*" or "employee were considered. Moreover, we applied several filters, such as English language, sources (i.e., articles, book chapters etc.) and early field of research (i.e., business, health and medicine etc.).

The final sample of articles extracted was composed of 354 documents. Duplicates were then removed, and a double-blind review was carried out, through which more than half of the articles were deleted as not strictly referred to the themes of interests, such as articles that focused on artificial intelligence but not on wellbeing or those that focused on wellbeing but not on AI, or not referred to workers. The final sample was composed of 114 articles.

3 Results and discussion

Table 1 shows the descriptive statistics of the articles reviewed. The timespan covers an 8-year period, from 2017 to 2024. In this, the 114 documents retrieved come from 87 different sources. Most of the sources come from conference papers (42%), while articles are the 33%, followed by book chapters, reviews and books. The annual growth rate is 9.05%, highlighting a substantial good trend on this topic. Generally, there are 3.38 authors per document, while single authors documents are relatively low at 8%. Substantial is also the international co-authorship, at 22.81%.

Figure 1 shows the articles published annually on AI and employee wellbeing. The trend shows a sharp increase after 2022, the year of ChatGPT release; this trend underlines a substantial importance that the theme is currently covering.

The scientific production is somehow global as different countries are publishing research on AI and employee wellbeing. However, the leading countries are the USA (78 articles), followed by India (62 articles), Italy (25 articles), Germany (24 articles), China (20 articles), the Netherlands and the UK with 18 articles.

Description	Results
Time period	2017-2024
Sources (Journals, Books, etc)	87
Documents (articles, book chapters etc)	114
Author's key words	396
Authors	410
Single-authored docs	10
Authors per document	3.38
Annual growth rate	9.05%
International co-authorships %	22.81

Table 1. Descriptive statistics.

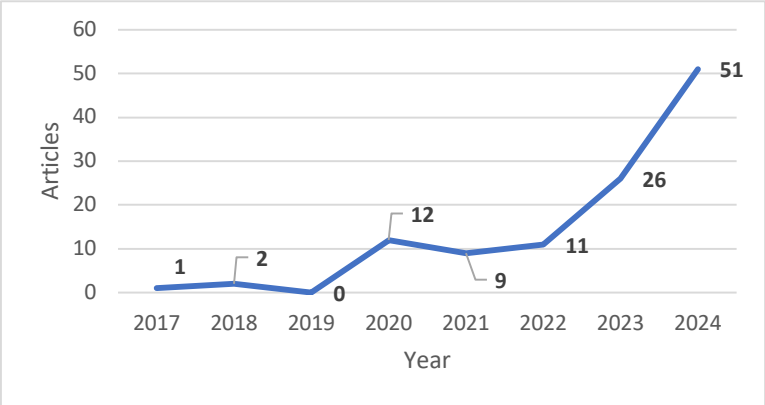

Figure 1. Articles published annually

Figure 2 presents the investigation of keyword co-occurrence analysis depicted through a network illustrating the interconnections among these keywords. This analysis reveals the existence of four distinct clusters dealing different AI application and impact on workers' wellbeing which are discussed below.

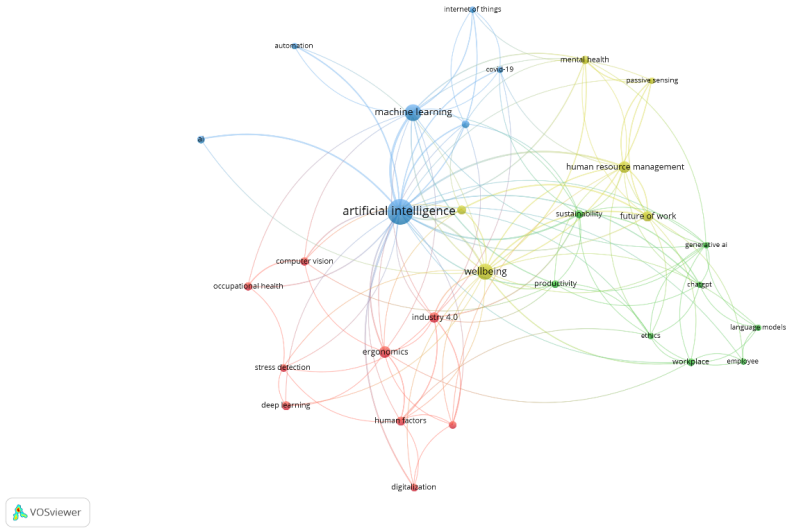

Figure 2 Keywords co-occurrence analysis

3.1 First cluster: direct AI applications

The first thematic cluster (blue) concerns with studies that present direct AI applications for workers' wellbeing. For example, Mishra et al. (2024) use an AI-driven models in order to support sport medicine and sport management. The study reveals that AI helps in predicting injury risks of athletes by means of health and wellbeing monitoring systems to deliver tailored interventions. Similarly, Naughton et al. (2024) highlight that the application of digital twin technologies help to give insight to athlete wellbeing and performance. However, the high use of AI in sports is likely to deskill workers' value, with repercussions their individual wellbeing. At the same time, AI-driven portable medical assistant can collect and monitor real time data (oxygen, blood, pressure) of workers to examining their health status and their risks of explosion to harmful conditions in order to prevent negative consequences (Ajoor & Al Mubarak, 2023) such as increased stress or exhaustion. In this extent, the use of AI for the integral assessment of harmful conditions (i.e., gas concentration), helps in protecting workers of risky occupations (i.e., miners) to prevent hazards and supporting the implementation of effective safety protocols and warning systems (Alam et al., 2024). Moreover, AI applications can be targeted to address ergonomic assessment to identify those ergonomic factors which contribute to musculoskeletal disorders. This reduces assessment time and improves workplace conditions, thereby enhancing the quality of service and reducing human errors (El Hassani et al., 2023; Kumar et al., 2023).

3.2 Second cluster: ergonomic assessment and human-AI collaboration

The second thematic cluster (red) concerns with studies that present applications of AI on ergonomic assessment as well as human collaboration. Regarding the application of AI on ergonomic assessment, Pistolesi et al. (2024) introduced an AI smartwatch that can track the posture and physical strain of workers to detect bad posture habits in order to suggest optimal working postures. These kinds of ergonomic applications of AI can reduce the chances of musculoskeletal disorders. Similarly, Ogunseiju et al. (2021) highlight that real time information about workers' postures can enhance their ability to control their exposures. Moreover, Shah & Mishra (2024) outline that AI use is helpful for detecting hazardous situations such as mis-use of protective equipment or non-application of health protection measures. In this extent, AI can help organization in monitoring the effective implementation of safety protocols by workers. In addition, computer vision-based tools are fundamental on the one hand, to estimate physical workload and address intervention measures (Egeonu & Jia, 2025). On the other hand,

for monitoring workers' stress by processing facial and body expressions in order to early detect stressful situations and suggest rapid interventions (Manikandan et al., 2024).

Regarding the human-AI collaboration, Moraru (2024) outlines that the interaction between humans and machines, in some cases, is part of the daily working activities which can affect physical and mental state. Therefore, workers need to be safeguarded from potential risks, for instance through the implementation of health and safety protocols. Along this vein, Gualtieri et al. (2024) recommend the constitution of clear protocols and guidelines in order to assure that AI-driven machines are designed to better respond to the safety of those workers involved in AI-human collaboration.

Nevertheless, in relation with the utilization of AI for ergonomic assessment and human-AI collaboration, there some certain disadvantages that should be considered. For example, AI applications can generate psychological and physical burdens as the interpretation data can increase mental workload. At the same time, AI-driven alarm systems may cause stress and fatigue especially when they require human interventions (Hayden et al., 2022).

3.3 Third cluster: AI for workers' stress and mental health

The third thematic cluster (yellow) concerns with studies that mainly relate to AI application in the assessment and monitoring of workers' mental health and stress.

The articles show that generative artificial intelligence helps to predict mental health issues as well as identifying risk-associated factors such as fatigue, stress, burnout, and workload (Levin et al., 2024). For instance, AI chatbots, which can monitor and analyze the physical, mental and emotional states of workers to identify individual stress and anxiety (Davila-Gonzalez & Martin, 2024). Similarly, sensing technologies (i.e., emotion recognition systems) may support the management of mental health problems, thereby enhancing the quality of care (Rogan et al., 2024).

However, the use of these systems can also amplify mental health issues as they increase the sense of abandon and loneliness of workers. In addition, such kinds of technologies in some cases are less effective than traditional techniques, especially if workers do not have the necessary skills to use and interpret such kind of technologies (Rogan et al., 2024).

In this extent, the constant monitoring of workers activities can have negative repercussion on their psychological and mental health, as AI exposure can generate stress or anxiety due to constant surveillance (Niehaus et al., 2022). The constant surveillance reduces workers' autonomy and control over their work activities which can exacerbate technology unacceptance (Fisher et al., 2023). This is true especially low skilled workers who are more likely to be substituted by AI or relegated to low value tasks. These kind of situations can have negative repercussion on mental health and psychological wellbeing of workers (Tamers et al., 2020).

3.4 Fourth cluster: AI language models and negative effects of AI

The fourth thematic cluster (green) concerns with studies that address AI language models. Many of them highlight the negative consequences of AI implementation. For example, Das Swain & Saha (2024) highlight that AI language models, such as chatbots, help to analyze workers' behaviors to assess their wellbeing and prevent accident at work. However, AI applications also outline significant challenges such as misleading data analysis with erroneous or unpracticable suggestions or the impossibility to implement the suggested actions.

Along this vein, the potential negative implications of these kinds of information systems relate to the reduction of workers' value, as companies may rely more on technological devices rather than workers' competencies in delivering organizational outcomes. Therefore, this trend can deskill workers' competences as in situations, there is a decrease in workers' value and expertise. The final results is that employees will see reduced their area of intervention with negative consequences on their individual wellbeing and job satisfaction (Gausen et al., 2024). In addition, AI technologies entail the risk of generating ineffective solutions to problems, creating tension between employer and employees (Kawakami et al., 2023). In this extent, it is necessary to promote a human centric solution for the design

of AI in the workplace, in order to mitigate potential harmful effects of the incorrect use of AI (Corvite et al., 2023).

4 Discussion

The current bibliometric analysis outlines how currently artificial intelligence is a growing and promising topic. The application of such new breakthrough technologies encompasses different sectors and fields (Pereira et al., 2023). In the workplace, AI is changing how the work is organized and delivered with a substantial influence on employee's wellbeing (García-Madurga et al., 2024). The keyword network analysis reveals four main clusters of topics such as direct AI application to support wellbeing, use of AI for ergonomic assessment, AI and work-related stress, and AI language models and negative implications of AI.

The current analysis aims not only at fostering both theoretical and knowledge advances in a highly growing field, but also it aims at filling literature gaps which currently are not much addressed by researchers, such as the positive and negative implications of AI for workers (García-Madurga et al., 2024; Jetha et al., 2023; Koc et al. 2022).

From a theoretical perspective, this bibliometric analysis enhances our understanding of how AI can offer substantial benefits to employees in the workplace. However, it also draws attention to crucial issues that require resolution. On the one hand, AI is an innovation that can bring tremendous advantages to improve productivity, value, and wellbeing; on the other hand, it can be harmful if not compressively addressed, giving rise to the segregation of workers with severe impact on their health. In this, it is necessary to promote a human-centric solution that places the workers at the center as ultimate beneficiary (Corvite et al., 2023). To this extent, managers should not introduce and apply AI without considering the potential repercussions on workers; therefore, they should implement a bottom-up process to share the desire and concerns of workers to collectively address the topic.

One of the main limitations of the current work is certainly the fact that data exclusively comes from a Scopus database which can limit the magnitude of the findings. Future research could consider incorporating other alternative databases, such as Web of Science, to provide a more comprehensive analysis of the theme.

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