

Examining the Relationship Between Artificial Intelligence and Quality of Work-Life: A Future-Oriented Perspective

Jihane Saousane Mahi ^{1*}, Souhila Ghomari ²

¹ Tlemcen University, LARMHO (Algeria), Jihansaousane.mahi@univ-tlemcen.dz

² Tlemcen University, LARMHO (Algeria), souhila.ghomari@univ-tlemcen.dz

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Abstract:

This study examines the multifaceted effects of Artificial Intelligence (AI) on the Quality of Work Life (QWL). Drawing on Walton's QWL model, it employs a qualitative approach through a Systematic Literature Review (SLR) to identify key themes and trends in recent research. The results indicate that AI can enhance productivity and efficiency, thereby improving employee well-being. However, the findings also highlight potential risks, including increased stress, anxiety, and isolation, depending on the manner of implementation. The study emphasizes the importance of ethical and responsible AI integration, alongside employee involvement, to mitigate adverse outcomes and reinforce positive effects. Overall, it offers valuable implications for scholars and practitioners seeking to align AI adoption with improved work-life quality.

Keywords: Artificial Intelligence, Quality of Work Life, Systematic Literature Review, Ethical AI, Employee Well-being

JEL Classification Codes: M1; O3

1. INTRODUCTION

* : *Corresponding author.*

Technological developments in the workplace have attracted increasing scholarly attention over the last few decades as organizations have rapidly adopted these technologies, especially artificial intelligence (AI). In 1955, John McCarthy coined the term artificial intelligence. He defined it as the endeavor to enable machines to replicate human learning and intelligence. McCarthy further updated his concept in 2007, defining AI as "the science and engineering of creating intelligent machines," with a particular focus on intelligent computer programs; this evolving definition underscores AI's need to equip computer programs with problem-solving and goal-achieving abilities similar to those of humans (Stucky and Gitzendanner, ca. 2021).

Numerous studies have identified the challenges associated with the development and deployment of AI and its risks for the WB of employees (Mahi & Ghomari, 2025), who may face job insecurity and dissatisfaction due to the presence of AI in their work environment (He et al., 2023) and as a result of the expectation that the application of AI at work will result in the loss of numerous employment opportunities and jobs or the creation and improvement of new ones (Khogali & Mekid, 2023). Accordingly, around two out of every five workers (38%) reported concerns that AI could eventually take over or automate part or all of their job functions (Lerner, 2023).

However, today, quality of work-life (QWL) is critical to organizational success, as investments in human resources typically allow for high levels of employee productivity and work satisfaction (Sabonete et al., 2021). QWL refers to employees' satisfaction with personal and work-related needs within their roles and work environment (Babamohamadi et al., 2023). However, Artificial Intelligence impacts employees' well-being (WB) (Iqbal, 2018). Thus, it is crucial to understand the impact of AI on employees' QWL, using Walton's factors, which are widely used for QWL measurement. To sum it up, AI can bring numerous benefits to the work environment and employees, such as increasing productivity through automation and enhancing knowledge (Banaffa, 2023), and improving employees' QWL. Nevertheless, AI has a dual nature, capable of enhancing satisfaction while also carrying the potential to reduce it, making it both a promise and a concern in the modern workplace.

Although AI has become increasingly important in today's workplaces and clearly affects employees, there is still little research examining its impact on employees' QWL using Walton's framework. To our knowledge, this study is the

first to use a systematic literature review to explore how AI relates to QWL. The paper examines the effects of AI across each of Walton's QWL dimensions and offers valuable insights for both researchers and practitioners. The value of this study lies in its potential to show how AI can help improve QWL, which plays a key role in employee well-being, productivity, and organizational performance.

This research assumes that AI can have both positive and negative effects on employees' QWL. It suggests that when AI is used responsibly and managed well, it can lead to better outcomes for employees. However, poor or careless implementation may harm their overall quality of work life.

To address these propositions, this paper is structured as follows: The next section presents a review of the literature, beginning with companies' adoption of AI. It then highlights the concepts and factors of QWL and discusses how AI influences them, both positively and negatively. Based on this analysis, the study develops its propositions. The subsequent sections describe the methodology used, present the discussion, and outline the managerial and theoretical contributions. The final section offers implications for policy and practice.

2. Literature review

There is much debate on how AI affects the QWL, and little empirical evidence is available. However, many studies have examined the impact of technologies in the workplace, QWL, and AI on job satisfaction (Beer & Mulder, 2020; Mahi & Ghomari, 2025; Mirvis et al., 1991; Orhan et al., 2021; Bradia & Rahmani, 2024). Therefore, we will first highlight AI adoption in companies and then introduce QWL. After that, we will see the impact of AI on QWL.

2.1 Adoption of Artificial Intelligence by companies

AI is a branch of computer science that McCarthy coined in the 1950s. It involves developing algorithms that emulate human cognitive functions such as learning, reasoning, and problem-solving. AI includes subfields such as machine learning (ML), deep learning (DL), natural language processing (NLP), and computer vision (CV) (Yin et al., 2021). However, despite attempts to integrate these subdomains, there is still no agreement on what AI or intelligence means within the research community. Nevertheless, Artificial Intelligence (AI) refers to the ability of machines or computers to perform tasks that would typically require human intelligence to complete, such as problem-solving, decision-making, and language understanding. Various theories and approaches have shaped the field of

AI, including subdomains such as knowledge representation, machine learning, vision, natural language processing, and robotics. (Wang, 2019).

Th adoption of AI by companies is currently low, with studies showing that the percentage of companies that have adopted AI ranges from 16% to 23%. Furthermore, only 30% of companies that have adopted AI currently use it in their production processes (Kinkel et al., 2022). Likewise, Ghani et al. (2022) stated that studies on AI have reported a low level of AI adoption; in contrast, the surveys of McCarthy and Wigley (2022) show that, in 2017, only 20% of respondents reported adopting AI in at least one business area. In 2022. More and more businesses are recognizing the value of their AI initiatives. Because of the global pandemic, companies were forced to adapt and accelerate their digital strategies. Companies needed to move quickly to deliver the digital experiences and services their customers expected, leading to faster-than-anticipated AI adoption (Keenfolks, 2021).

However, the OECD stated that an AI system is a machine-based system that can affect the environment by producing an output (predictions, recommendations, or decisions) for a given set of objectives. It uses machine or human-based data and inputs to perceive real or virtual surroundings. It then abstracts these perceptions into models using automated (e.g., machine learning) or manual analysis. Finally, it employs model inference to formulate possibilities for outcomes. AI systems are built with varied degrees of autonomy in consideration (House, 2022). Therefore, based on this definition, it can be inferred that AI can influence environmental factors that may affect QWL.

2.2 Quality of work-life

The quality of work-life is determined by the relationship between employees and their environment (Inda, 2013). This relationship is critical for fostering an environment that improves employees' overall WB and job satisfaction, which are necessary for a high QWL (Nadler & Lawler, 1983). According to Walton (1973), there are eight factors of QWL, namely : (1) Adequate and fair compensation; (2) Safe and healthy working conditions; (3) Opportunity to use and develop human capacities; (4) Opportunity for continued growth and security; (5) Social integration in the work organization; (6) Constitutionalization in the work organization; (7) Work and total life span; (8) The social relevance of work life.

First, fair and adequate compensation ensures that employees can live

according to their personal, cultural, social, and economic standards. Second, workplace safety and health consider employees' physical and mental integrity by providing a safe and healthy working environment within legal bounds. Third, the opportunity for use and capacity development refers to the possibility of utilizing and enhancing human capabilities in autonomy, variety of skills, task meaning, task identity, and feedback. Fourth, career opportunities and security assess job security and career opportunities within the company. Fifth, social integration at work analyzes the level of integration among employees and within the organization based on harmonious coexistence without prejudice or favoritism. Sixth, constitutionalism in work organization refers to employees' rights and duties, including privacy, freedom of expression, egalitarian treatment, and rules and routines. Seventh, work and total living space consider the employee's personal and social life by providing sufficient time for family interaction and physical activities. Finally, the social relevance of life at work implies being socially responsible and benefiting the community around the organization (Sabonete et al., 2021; Walton, 1973).

2.3 Artificial intelligence and quality of work-life

Many research studies have examined the impact of technology on employees' working lives. The Kraut et al. (1989) study showed that technology's impact on the QWL is a decisive factor that cannot be overlooked. It was found that the impact of technology was as strong as other significant influences on the productivity and quality of service representatives' work-life, underscoring its role in determining employees' QWL. Technology integration in the work environment should be carefully considered to ensure that it enhances rather than detracts from employees' WB and job satisfaction. Another study by Akyol and Güler (2014) found a positive relationship between technology and QWL. Furthermore, the perception of information technology positively affects the quality of working life, depending on employees' ability to adopt and adapt to it and incorporate it into decision-making processes.

AI can facilitate antecedents of employee engagement, such as QWL, diversity and inclusion, and communication. It can also enhance the QWL by providing fair compensation, safe working conditions, opportunities for human development, growth, and security, work-life balance, and social relevance of work life. The positive outcomes of using AI in employee engagement include increased productivity, employee WB, and reduced attrition rates. Furthermore, AI tools such as wearable technology, data analytics, machine learning, and

natural language processing can help measure employee engagement (Mer & Srivastava, 2023).

Moreover, in a Healthy and safe environment, AI and robotics are helping companies of all sizes and industries solve problems, bridge the gap between humans and technology, and adapt to changing customer expectations. In industrial workplaces, AI-powered robots ensure employee safety in shared environments. (Borboni et al., 2023).

The application of AI can significantly impact employees' ability to use and develop their human capacities. AI can improve staff retention, increase productivity, and acquire new customers by leveraging big data. In addition, artificial intelligence can personalize upskilling and training experiences, thereby increasing employee engagement. Companies can create a more informed and personalized employee engagement plan by using AI to focus on employees' needs and requirements, helping them develop their skills and, as a result, improve job performance, leading to higher job satisfaction and engagement (Ramachandran et al., 2021). However, it is essential to note that effective AI use requires human creativity, strategy, and decision-making to achieve organizational goals. Incorporating AI in the workplace allows employees to use and develop their skills in novel and meaningful ways while valuing employees' unique abilities. Organizations can create a workforce better equipped to handle the demands of modern society by leveraging AI to augment human capabilities rather than replace them. (Council, 2018).

According to most managers, changes in work undermine rising job satisfaction (Worrall et al., 2016). Nevertheless, the rise of AI is changing the nature of work and impacting various tasks. AI increasingly performs routine, mechanical tasks, requiring humans to focus on complex tasks that AI cannot perform, such as thinking and feeling tasks that require specialized skills. Individuals can develop specialized skills and carve out new career paths. To ensure employee growth and security, organizations must provide training and development opportunities to help employees acquire the skills required to succeed in the AI-driven workplace. Organizations must also prioritize employee WB and ensure that AI is implemented in ways that do not result in widespread worker displacement. (Jaiswal et al., 2021).

However, integrating social Artificial Intelligence (AI) tools in the workplace can enhance social integration and employee collaboration. Therefore,

Social AI can be a powerful tool to promote knowledge sharing and communication and help break down traditional silos between departments or teams within an organization. Social AI applications such as chatbots, digital assistants, and social media analytics tools can improve collaboration, automate routine tasks, and enhance productivity. When implementing social AI tools in the workplace, organizations must consider ethical and privacy concerns to ensure employee rights are respected and protected (Deloitte, 2018).

AI has the potential to impact various aspects of workplace rights and duties. Because AI systems can collect large amounts of data, there are risks to data security and privacy. The potential use of AI for surveillance and monitoring could infringe on employees' privacy rights. On top of that, the use of AI for content moderation may raise concerns about censorship and the limits of free speech. Concerns have also been raised that AI may perpetuate and amplify existing biases and discrimination, mainly if the data used to train AI models is biased, which could result in unequal employment, credit, and insurance treatment. The automation and streamlining of specific tasks by AI may increase efficiency and productivity, but it may also cause disruption (Madinier, 2021).

Digital decision-guidance systems, designed to enhance employee productivity and WB, are being integrated into various workplaces, contributing to the development of work practices. These systems provide decision support and automate routine tasks, allowing workers to focus on more complex and creative work. Additionally, AI-enhanced technologies are being used to track and analyze individuals' work habits to increase productivity and facilitate better work-life balance for an increasingly stressed workforce, as well as to address the social relevance of work-life (Pink et al., 2022).

Also, AI has the potential to impact workplace social responsibility significantly, both positively and negatively. On the other hand, AI can help businesses increase efficiency, reduce waste, and promote sustainability. However, it presents significant ethical and social challenges that must be addressed to ensure its development and deployment are responsible and beneficial to all stakeholders. Companies must prioritize ethical considerations throughout the development process to ensure that AI is developed and deployed in a socially responsible manner in the workplace; this includes ensuring that the data sets used to train AI algorithms are diverse and representative of all employees, instituting transparency and accountability measures to prevent bias or discrimination, and

assisting workers who may be affected. (Saveliev & Zhurenkov, 2020).

3. Methodology

In this section, we will present the method we used, the sampling procedures, the literature search, and the data collection procedures and instruments.

3.1 Method

This research is a qualitative, theoretical review designed to provide an in-depth exploration of the complex and nuanced relationship between AI and QWL. This approach is particularly suitable for an emerging field, where a systematic synthesis of existing literature is needed to build a foundational understanding and identify key themes before primary data can be effectively collected. By focusing on secondary data from a comprehensive literature search, this study provides a new, structured lens for analyzing how AI impacts employee experiences in the workplace. The data were analyzed using qualitative descriptive analysis, which involved identifying, categorizing, and synthesizing key findings to provide a comprehensive, objective discussion of the topic.

3.2 Procedures for sampling

Purposive sampling was employed to select documents for this review based on their explicit relevance to the research question and objectives. Inclusion criteria required that studies be published between 2010 and 2024, written in English, and directly related to AI, technology, or workplace automation, with a focus on QWL, job satisfaction, or employee WB. Purely technical studies without workplace relevance were excluded. This deliberate selection ensured that the review concentrated on the most pertinent and reliable information to construct a theoretical framework and derive our propositions.

3.3 Research approach

A systematic and comprehensive literature search was conducted across a diverse range of academic and professional databases, including Scopus, ScienceDirect, Taylor & Francis Online, and JSTOR. The search process followed a structured approach: documents were first identified using the search terms in Table 1, then screened by reviewing their titles and abstracts for relevance.

Table 01: Search strategy

Search Terms	Construct	Scope	Population
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Search terms	Technologies, Artificial Intelligence, and AI impact	Work environment, QWL, satisfaction, workplace	Organizations, Employees, workers
Synonyms	Machine learning, Deep learning, Social AI, Effect, influence	WB, Employee Engagement, Motivation, job enhancement	Companies, workforce, staff, Labor force
Search syntax	Technologies implementation impact, Artificial Intelligence effects, AI,	QWL OR job satisfaction OR WB OR employee engagement	Organizations OR Companies, Employees OR workforce OR workers OR staff OR professionals OR labor force

Source: created by authors

3.4 Data Saturation and Consistency:

During the analysis of the selected studies, a high level of consistency emerged in the themes and findings regarding the impact of AI and digitalization on QWL. Data saturation was reached, suggesting that the reviewed literature provides a comprehensive and reliable overview of this complex relationship.

3.5 Inclusion criteria

- Study design: Quantitative and mixed-method studies were included. Purely qualitative studies were excluded to ensure comparability and focus on measurable outcomes.
- Publication date: Studies published between 2010 and 2025 were considered, covering contemporary research on AI and digital transformation.
- Language: Only studies published in English were included, due to feasibility and consistency.
- Relevance: Studies had to explicitly examine the impact of artificial intelligence (AI), digitalization, or related technologies on QWL , employee WB, or related organizational outcomes.
- Context: Studies across global contexts were included, as long as they addressed workplace implications of AI or digital technologies for QWL.

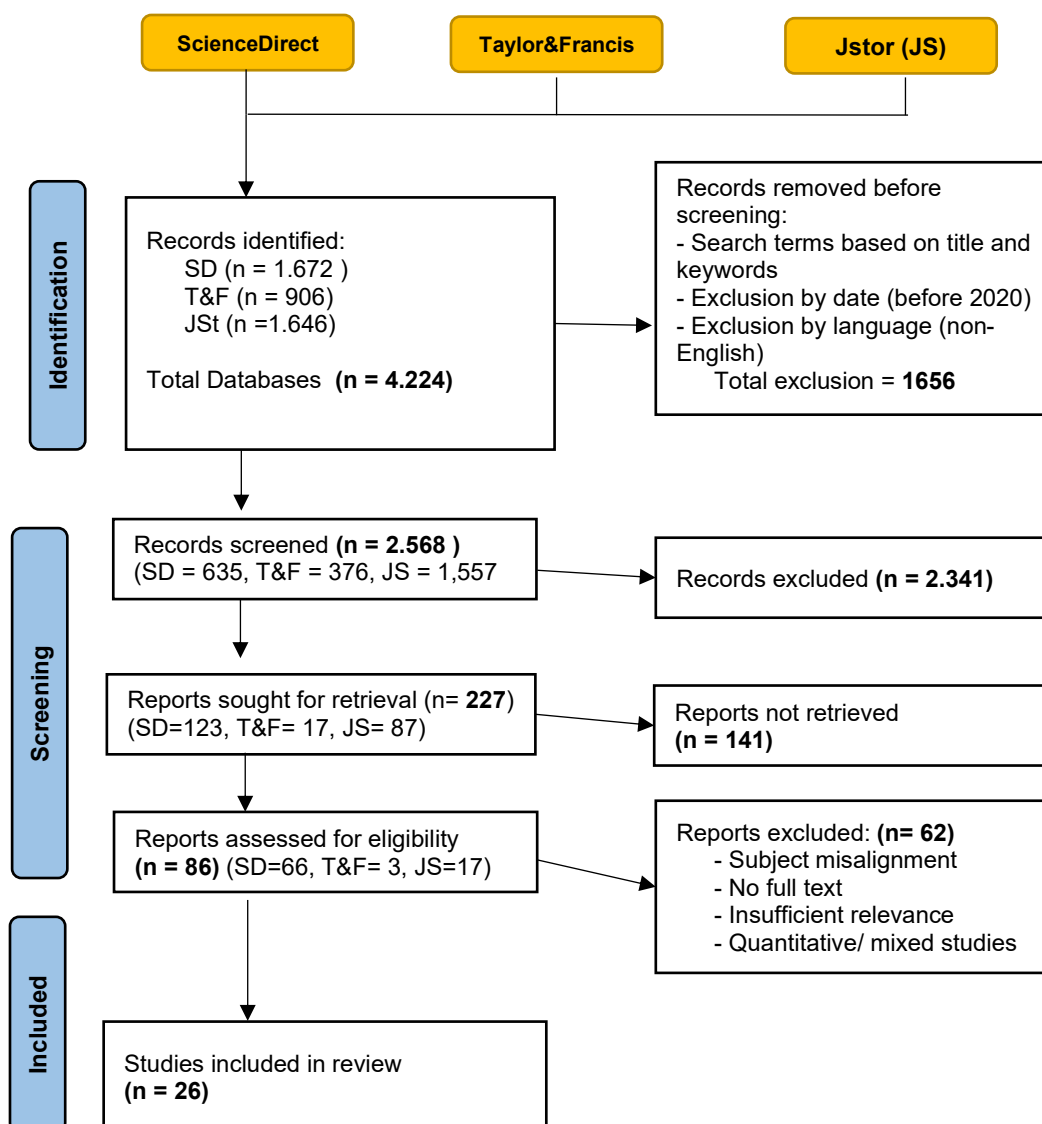
3.6 Exclusion criteria

- Study design: Purely qualitative studies without measurable or

generalizable findings were excluded.

- Content focus: Studies that did not assess QWL, WB, or work-related outcomes in relation to AI or digitalization were excluded.
- Publication type: Non-peer-reviewed sources, for example, dissertations, reports, book chapters, or opinion pieces, were excluded.
- Context: Studies focused exclusively on non-workplace contexts (e.g., AI in education, health diagnosis without workforce implications) were excluded.

Figure 01. PRISMA Systematic Literature Review flow model



Source: Created by authors using Page et al. (2021) PRISMA style.

Figure 1 illustrates the PRISMA flow diagram of the study selection process. A total of 4,224 records were initially identified from three databases: ScienceDirect (n = 1,672), Taylor & Francis (n = 906), and Jstor (n = 1,646). After

removing 1,666 records due to duplication, date range, and language restrictions, 2,558 records remained for screening. Following the title and abstract review, 2,341 records were excluded, leaving 227 articles for full-text assessment. Of these, 141 reports could not be retrieved, and 62 were excluded for reasons such as subject misalignment, insufficient relevance, or being purely qualitative. Finally, 26 studies fulfilled all eligibility criteria and were included in the systematic review.

4. RESULTS

This section presents the findings of the systematic review, based on the final selection of 26 studies identified through the PRISMA process. The results are organized to capture the diverse ways in which AI and digitalization influence the QWL and employee WB.

Table 02: Extracting and Summarising Main Points from Previous Studies

Author(s), Year	Purpose / Aim	Methodology	Key Findings
Cutrona et al. (2024)	To extend factory digital twins by incorporating human characterization into the Asset Administration Shell (AAS) for Industry 5.0	Prototype-based study with lab-scale manufacturing system; wearable sensors and dashboard integration	Extended AAS integrates human models with shop-floor resources, improving operator WB and resilience; it raised ethical and regulatory concerns due to regulation lag.
Valtonen et al. (2025)	To examine how AI adoption influences employee WB in Finnish and international companies	Quantitative survey (n = 207) analyzed with structural equation modeling	AI adoption does not directly affect WB but has indirect effects through task optimization and safety; it highlights the importance of strategic implementation and addressing occupational health and security.

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Senna et al. (2023)	To analyze how EU-27 governments address barriers to digitalization in national strategies	Content analysis of 31 national digital strategies; inductive and deductive coding (Gioia method)	Found considerable variation across countries; most focus on investment, human capital, and infrastructure; barriers like retrofitting and off-the-shelf solutions are mainly ignored; proposed policy recommendations.
Latino (2025)	To develop and test an Industry 5.0 Maturity Model focusing on sustainability, resilience, and human-centricity	Developed a self-assessment questionnaire; applied in a multiple case study of four Italian SMEs	Showed good maturity levels but uneven progress across dimensions; low embedded technologies highlight room for improvement; provides roadmap for sustainable and human-centered manufacturing.
Navas et al. (2025)	To analyze factors influencing digitalization in MSMEs in Ibero-America	Quantitative survey of 14,972 MSMEs; structural equation modeling (SEM-PLS)	Found that digital skills training and digital leadership drive digitalization; barriers (technology, finance, HR, culture) affect early stages but diminish as firms advance.
Wilson-Nash et al. (2024)	To evaluate the inclusivity of digital innovation (tablet introduction) in Scottish care homes during COVID-19	Mixed methods: secondary data analysis, 22 semi-structured interviews, and workshops; NASSS-CAT	Found variable readiness across care homes; inclusivity improved when staff were trained and residents involved; highlighted the need for co-creation, better training, and support for WB coordinators.

		evaluation framework	
Scuotto et al. (2024)	To examine the relationship between social robot adoption, poverty risk, and material deprivation in Europe	Quantitative statistical analysis of secondary data (28 EU countries, 2018–2021)	Found a negative association between social robot use and poverty/material deprivation; this suggests implications for managers and policymakers in supporting vulnerable populations.
Tian et al. (2023)	To assess whether fintech innovation and green transformational leadership enhance green innovation and corporate environmental performance	Quantitative survey of 286 Bangladeshi SME managers; hybrid SEM–ANN analysis	Found that fintech adoption and green leadership both improved green innovation and environmental performance; green innovation mediated these relationships.
Strazzullo (2024)	To examine how Industry 4.0 technologies influence digital trust in manufacturing firms	Integrative literature review; Qualitative Comparative Analysis (QCA) of Italian firms	Identified multiple factors shaping digital trust, grouped into two categories; showed how combinations of digital innovations and organizational conditions jointly influence trust during digital transformation.
Leal-Rodríguez et al. (2023)	To develop a model predicting digital culture in organizations based on culture archetypes	Quantitative survey of 285 managers in Spain; multivariate analysis (PLS-	Found that People-oriented culture supports digital culture, while Norms- and Goals-oriented cultures hinder it; contributes to theories of

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		SEM, IPMA, PLS-Predict)	culture and digital transformation.
Bamel et al. (2022)	To identify HR practices that help employees manage challenges of digitalization in the future of work	Fuzzy TISM based on survey data from senior HR professionals	Found six key HR practices to address the dark side of digitalization: promoting work-life balance, democratization of work and technologies, employee empowerment, entrepreneurial behavior, reskilling, and employee WB
Grybauskas and Cárdenas-Rubio (2024)	To explore how employers express WB in job postings within the context of Industry 5.0	Quantitative study; large-scale web scraping of 1.8M UK job postings; machine learning text mining (LLaMA models) to extract WB expressions	Found that UK employers emphasize self-realisation and positive work atmosphere, but many postings do not explicitly mention WB; offers insights into human-centric interpretation of work in Industry 5.0
Nicolescu and Rîpa (2024)	To analyze the relationship between innovative work behavior (IWB), customer relationship management (CRM), and marketing results (MR)	Quantitative study; survey of Romanian employees; Structural Equation Modeling (SEM)	Found that organizational IWB (OIWB) positively impacts CRM dimensions, which in turn enhance marketing performance; individual IWB showed no significant effect on CRM; highlights importance of fostering organizational-level innovation to strengthen CRM and competitiveness

Parteka et al. (2024)	To examine how different types of digital technologies (software, robots, AI) and cross-border production links affect employee working conditions and WB	Quantitative study; dataset of over 9 million workers in 22 European countries; developed a new methodology for measuring WB beyond remuneration (including work environment, career prospects, and work intensity)	Found that exposure to software and robots is linked to worse working conditions, while AI exposure is associated with better conditions; AI differs from earlier waves of technological change in relation to WB; global production chains only weakly influence these relationships
Klaser et al. (2023)	To investigate how companies adapted structures, roles, and services to hybrid work arrangements during COVID-19, focusing on flexibility in time, place, and contract	Quantitative micro-survey with ~600 Italian respondents; analyzed through the Socio-Technical-System (STS) framework	Found interdependencies between on-site and off-site flexibility types; identified new roles such as "head of remote/hybrid workforce"; highlighted organizational priorities shifting during the pandemic; HR departments need new policies to manage hybrid work effectively
Irgang et al. (2025)	To examine how paradoxical tensions and a paradoxical mindset influence healthcare workers' intention to adopt and	Quantitative survey of 357 healthcare workers; regression analysis	Found that paradoxical tensions increase both intention to adopt and satisfaction with AI; paradoxical mindset mediates these relationships,

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	satisfaction with AI systems		helping workers cope with conflicting demands
Gandia et al. (2025)	To analyze differences in perceptions of AI and automation between business owners and employees, and their link with sustainability	Quantitative Likert-scale survey with analysis supported by a Machine Learning Language Model (ChatGPT)	Owners and employees had different but sometimes aligned views on AI's role in productivity, WB, and sustainability; AI was seen as both a replacement and a complement to employees; it highlighted the importance of training, communication, and ethical integration
Saura et al. (2022)	To identify opportunities and challenges of remote work during COVID-19 through digital technologies and platforms	Quantitative study using sentiment analysis (TextBlob) and topic modeling (LDA) on Twitter data	Found 11 key topics: 3 negative (virtual health, privacy concerns, stress), four positive (work-life balance, less stress, future, engagement), and three neutral (new technologies, sustainability, technology issues); identified six opportunities and five challenges for teleworking
Chaudhary et al. (2025)	To examine how explainable AI (XAI) can improve the interpretability of employee churn prediction models	Quantitative study using machine learning models (logistic regression, random forest)	Developed predictive models for employee churn and showed that SHAP improves transparency by identifying key factors influencing churn, supporting HR in building retention strategies

		and SHAP analysis	
Kim and Lee (2025)	To investigate how AI adoption influences employee depression, with job insecurity as a mediator and CSR as a moderator	Quantitative longitudinal survey (403 employees, three time intervals); moderated mediation analysis	Found that AI adoption indirectly increases employee depression through job insecurity; CSR mitigates this adverse effect by buffering the AI-job insecurity link
Adeniyi (2024)	To examine the impact of workplace technology on job satisfaction in the Nigerian food and beverage industry	Mixed methods: 447 questionnaires (ANOVA, descriptive statistics) + 38 in-depth interviews (content analysis)	Technology had varied effects: in Firm A, higher levels of technology decreased job satisfaction, while in Firm B, technology slightly improved satisfaction. Highlights the importance of training and human capital development to support adaptation.
Igboanugo et al. (2022)	To test the reliability and validity of the Diversio Diversity and Inclusion Survey (DDIS), which is designed to measure organizational inclusion across five core themes.	Quantitative survey of 8,800 employees from 25 companies in Canada, the U.S., and the UK; psychometric testing of the 5-item scale (Cronbach's	The DDIS demonstrated strong reliability ($\alpha = 0.840$) and validity, confirming its usefulness for assessing organizational diversity and inclusion practices. The tool enables organizations to gather employee feedback to inform policy and drive change.

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		alpha, item-total correlations).	
Sabrina et al. (2022)	To examine how self-sacrificial leadership influences employees' knowledge sharing and knowledge-hiding behaviors, with a focus on mediating mechanisms.	Longitudinal survey of 457 SME employees in Medan, Indonesia; statistical analysis of leadership, trust, and motivation variables.	Self-sacrificial leadership increased knowledge sharing and reduced knowledge hiding. Trust and intrinsic motivation mediated these effects, showing leadership fosters trust and motivation that encourage open knowledge exchange.
Barrero et al. (2023)	To examine the persistence and variation of work-from-home trends in the U.S. and their implications for work outcomes.	Quantitative analysis of paid workday data (1990s–2023); comparison across demographics, industries, and countries.	WFH accounts for ~28% of U.S. paid workdays in 2023, 4× higher than in 2019 and 10× higher than in the 1990s. Rates vary by age, education, parental status, industry, and population density. WFH is higher in the U.S. than elsewhere. Likely to persist due to managerial adaptation and advances in remote-work technology.
Frinaldi et al. (2023)	To examine how work culture and human resource management (HRM) in public sector institutions influence community happiness, considering the mediating role of	Quantitative study using posts from 691 followers of the National Agency for Drug and Food Control (NADFC) on	Work culture and HRM significantly affected community happiness indirectly through public sector performance. Digital governance strengthened these relationships, highlighting its importance in enhancing

	institutional performance and the moderating role of digital governance	Facebook, Twitter, and Instagram; analyzed with SmartPLS 3.3.0 (PLS-SEM)	institutional effectiveness and citizen WB.
Frinaldi et al. (2023)	To investigate the influence of work culture and human resource management (HRM) on community happiness in Indonesia's public sector, considering the mediating role of institutional performance and the moderating role of digital governance.	Quantitative study; data from 691 social media posts (Facebook, Twitter, Instagram) of the National Agency for Drug and Food Control (NADFC); analyzed using SmartPLS 3.3.0 (PLS-SEM)	Both work culture and HRM significantly influenced community happiness indirectly through institutional performance, with indirect effects stronger than direct effects. Digital governance further enhanced these relationships, underscoring its role in improving public sector performance and citizen WB.

In this section, we present the key findings and themes derived from our literature review, followed by a detailed discussion of their implications. The analysis synthesizes a diverse range of studies to highlight the multifaceted relationship between Artificial Intelligence (AI) and the QWL , structured around Walton's eight QWL factors. The primary results are first summarized in Table 2, which serves as a foundation for the comprehensive discussion that follows.

Table 03 : Main themes and findings from the literature review

Themes	Finding
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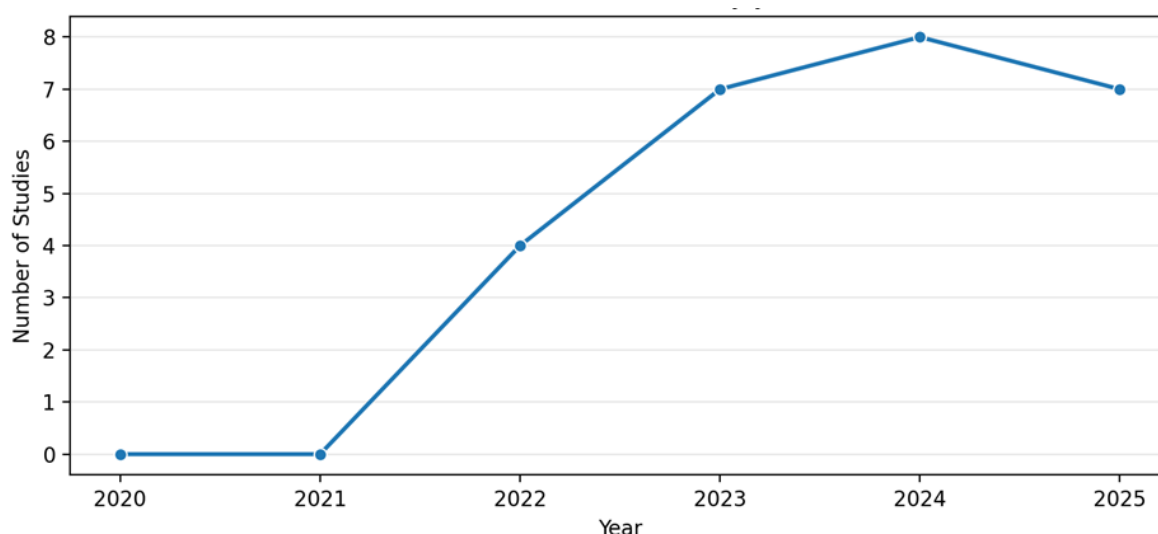
Influence on Job Roles and Skills	The literature indicates that adopting technology is reshaping job roles and skill requirements. For instance, Akyol and Güler (2014) observed changes in employees' job responsibilities due to technological implementation. This trend is also highlighted by Jaiswal et al. (2021) in the context of upskilling in multinational corporations. The impact of technological advancements on job roles and skills is a recurring theme across the studies reviewed.
Employee Engagement and WB	Research by Mer and Srivastava (2023) and Pink et al. (2022) suggests that technology's impact on employee engagement and WB is multifaceted. While technology can enhance productivity and provide support, it can raise concerns about job security and stress. The impact of technology on employee engagement and WB is a complex and evolving theme.
The Future of Work	The future of work is explored in reports and studies like House (2022) and McCarthy and Wigley (2022). They discuss the evolving nature of workforces in the context of technological advancements. The future of work is presented as a dynamic landscape influenced by technological changes.

Source: Own elaboration based on literature review

4.1 Distribution of Studies related to AI and QWL or WB or job satisfaction in the workplace

The figure below presents the yearly distribution of studies included in this review, covering the period from 2022 to 2025.

Figure 02. Distribution of studies by year from 2020 to 2025



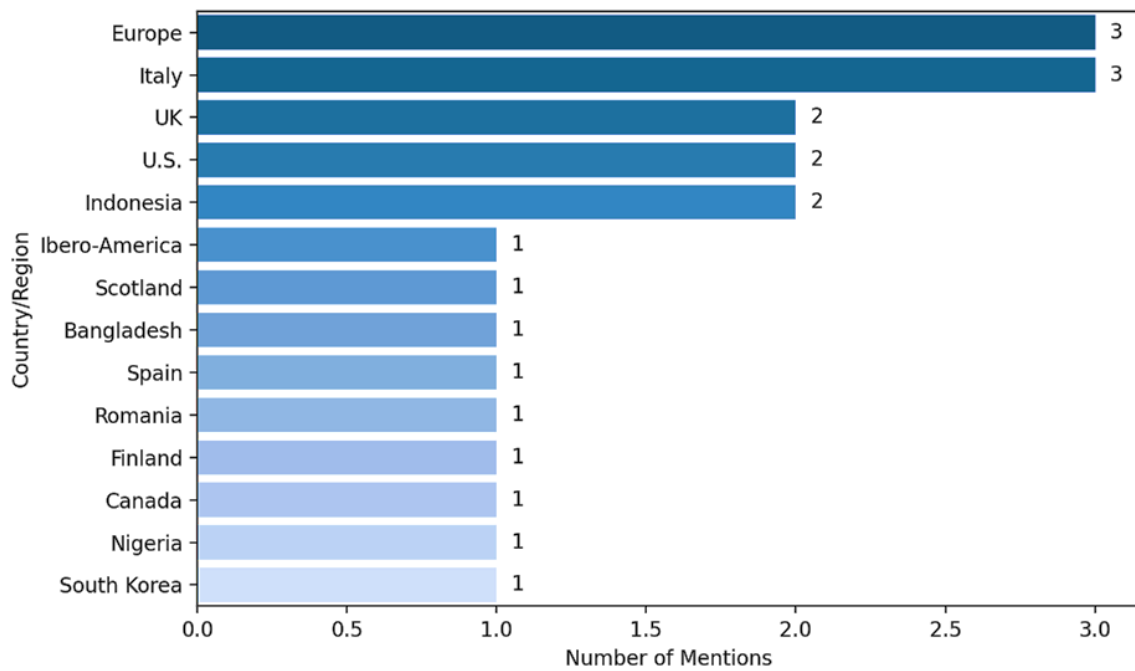
Source: Created by author using Python Program

The systematic review of 26 studies reveals a significant upward trend in research exploring the relationship between AI and QWL or WB or job satisfaction in the workplace. Publications were scarce in the early years of this period, with only four studies appearing in 2022. However, from 2023 onwards, the volume of research increased markedly, reaching its highest level in 2024 and maintaining a similar pace in 2025. Such rapid growth highlights the growing academic focus on AI's complex effects on employee WB and the future of work.

4.2 Geographic Distribution of the Reviewed Publications

The bar chart visualizing the geographic distribution of the 26 studies reveals a concentrated, rather than a globally representative, research landscape.

Figure 03. Bar chart of mentions of the reviewed Studies



Source: Created by the author using Python Program

While 26 studies were analyzed in total, the chart shows a count of 23 country mentions because some studies did not specify a country or region in their key findings. Conversely, studies such as Igboanugo et al. (2022), which was conducted in Canada, the U.S., and the UK, contributed multiple mentions from a single study.

This distribution highlights a significant concentration of research in a few key regions. Europe and Italy are the leading contributors, each mentioned in three of the studies; followed by a second tier of countries, including the UK, the U.S., and Indonesia, each of which was the subject of two studies. The majority of the research, however, is based on single-country case studies or surveys, with nations such as Scotland, Bangladesh, Spain, Romania, Finland, Canada, Nigeria, and South Korea each appearing only once. This finding suggests a potential limitation in the existing body of literature, as the impacts of AI on QWL in many parts of the world remain largely unexplored.

5. DISCUSSION

Our review of the literature provides strong support for the idea that artificial

intelligence (AI) has a significant and multifaceted impact on the QWL . This impact is not uniform; while AI can improve job satisfaction, efficiency, and collaboration, it also raises concerns about autonomy, WB, and job security. Furthermore, the findings confirm our first proposition that AI affects QWL and our second proposition that this influence depends on how AI is implemented and managed.

Several of the included studies show that AI and digital transformation can enhance workplace experiences. Cutrona et al. (2024) demonstrated how integrating human characterization into digital twins improved operator resilience and WB, though ethical concerns remain. Valtonen et al. (2025) similarly found that AI adoption supports employee WB indirectly through task optimization and safety. In the context of care services, Wilson-Nash et al. (2024) showed that digital tools like tablets supported inclusivity and improved resident and staff WB when accompanied by training and co-creation practices.

At the organizational level, positive effects are also linked to leadership, culture, and governance. Tian et al. (2023) found that green transformational leadership and fintech adoption stimulated innovation and performance, while Strazzullo (2024) emphasized that digital trust is essential for the effective adoption of advanced technologies. Likewise, Leal-Rodríguez et al. (2023) showed that people-oriented cultures are most conducive to digital transformation, highlighting that cultural values strongly condition whether AI initiatives succeed.

These findings echo prior studies in the broader literature. Wijayati et al. (2022) and Rožman et al. (2022) found that AI can enhance employee engagement, while Mer and Srivastava (2023) and Ramachandran et al. (2021) linked AI to job satisfaction and employee engagement. Deloitte (2018) further noted that social AI applications can automate repetitive tasks, fostering collaboration and social integration.

At the same time, a considerable number of studies reveal risks associated

with AI adoption. Kim and Lee (2025) showed that AI indirectly increases employee depression via job insecurity, although corporate social responsibility can mitigate this effect. Whitley and Apaydin (2024), in a large-scale European analysis, found that exposure to robots and software worsened working conditions, while AI exposure was somewhat more favorable, confirming that different technologies affect WB differently. Adeniyi (2024) also demonstrated variation: in some firms, technological adoption reduced job satisfaction, while in others, it slightly improved it, depending on training and adaptation strategies.

Evidence also suggests that AI may amplify monitoring and control. Studies on algorithmic and platform-based management, Nicolescu and Rîpa (2024), show how organizational-level innovation can foster competitiveness but may also intensify pressures on employees. Similarly, Saura et al. (2022) identified stress, privacy concerns, and virtual health challenges as key negative themes in digitalized remote work.

These findings align with broader literature warnings. Wang et al. (2023) highlighted the risks AI poses to autonomy and privacy, while Malik et al. (2021) emphasized potential job losses and alienation. AI is expected to surpass human performance in specific tasks, intensifying fears of displacement.

The results also indicate that impacts vary by sector, country, and organizational practices. For example, Latino (2025) showed that Italian SMEs had uneven maturity in human-centric manufacturing, with room for improvement in embedding relevant technologies. Frinaldi et al. (2023) found that digital governance strengthens the relationship between HRM, work culture, and community WB in Indonesia. Furthermore, Healthcare presents another nuanced case; Irgang et al. (2025) showed that paradoxical tensions can increase both intention to adopt and satisfaction with AI, provided employees cultivate a paradoxical mindset.

Other studies highlighted workforce-specific challenges. Grybauskas and

Cárdenas-Rubio (2024) revealed that UK employers often neglect to emphasize WB in job postings, even in the context of the new industrial revolution. Barrero et al. (2023) found persistent shifts in work-from-home patterns, indicating that digital technologies will continue shaping flexibility and organizational expectations.

Taken together, these results show that AI has no single, fixed effect on QWL. Instead, its outcomes depend on the alignment of technology with human values, culture, leadership, and governance. While many included studies point to benefits in innovation, resilience, and inclusivity, others underline risks of stress, surveillance, and job insecurity.

This duality reflects our earlier propositions and resonates with prior literature. If implemented well, AI can enhance QWL by supporting engagement, satisfaction, and inclusion (Mer, & Srivastava, 2023; Rožman et al., 2022; Wijayati et al., 2022). If implemented poorly, it risks undermining autonomy, increasing stress, and eroding trust (Malik et al., 2021; Wang et al., 2023). As the Council Council (2018) stressed, organizations should aim for human-centric adoption, using AI to complement human capabilities rather than replace them.

5.1 Implications for policies and applications:

The following policies and application implications aim to ensure that AI adoption in the workplace aligns with improving the QWL for employees in organizations :

Promoting Ethical Implementation of AI in Organizations:

Organizations should establish ethical guidelines and policies for the responsible use of AI technologies in the workplace. These guidelines should ensure that AI systems respect employees' privacy, rights, and dignity.

Investing in Employee Training and Developments:

Employees feel differently about AI (Abdullah R., & Fakieh, 2020). Therefore, organizations should invest in training and upskilling programs to help them adapt and use AI technologies effectively. This investment can reduce stress and concerns about job displacement and improve job satisfaction by enhancing employees' skills and knowledge.

The balance between Automation and Human Work in Organizations:

The balance between automation and human work is essential. Technology causes fear among workers because they think it might take their jobs (Smith, & Carayon, 1995). Hence, organizations should preserve meaningful work for employees by redesigning job roles to emphasize tasks that require creativity, critical thinking, and emotional intelligence.

Enhancing Employees' WB in Organizations:

Organizations can use AI to improve employee WB. AI-powered tools can improve work-life balance, stress reduction, and mental and physical health.

Facilitating Communication and Collaboration between employees:

AI tools like social AI applications can facilitate communication and collaboration among employees. Encouraging the use of these tools fosters knowledge sharing and improves social integration within the work environment.

Ensuring Data Privacy and Security of the employees:

Organizations should implement Policies and practices that secure employee data against breaches and misuse. Employees should be confident that their personal information is handled carefully and transparently.

Employees' Participation in AI Adoption:

Employee integration is essential in the decision-making process when implementing AI technologies. Soliciting their feedback, concerns, and

suggestions can create a more inclusive and collaborative AI adoption process and thus enhance their satisfaction and productivity.

Control AI Impact:

Regularly monitoring and assessing the impact of AI on QWL is essential. It helps organizations identify the strengths and weaknesses, areas where AI positively affects QWL, and where adjustments are needed, leading to enhancements in AI implementation.

5.2 Limitations and future work :

As with any research, our study has limitations that must be identified and discussed. Firstly, there is a lack of available data on the impact of artificial intelligence on the quality of work-life. As this study is the first to examine the impact of artificial intelligence on the quality of work-life factors, the limited availability of data in this area was a significant limitation.

Secondly, the paper does not collect primary data or analyze data to validate or verify the findings. The paper also does not consider the diversity and complexity of AI applications, industries, organizations, and employees.

Thirdly, without the use of quantitative tools, it is difficult to draw statistically significant conclusions or make generalizations about the impact of AI on QWL because of the lack of data. However, our qualitative analysis still provides valuable insights and can be a starting point for future empirical studies.

As for future work, we suggest exploring the same phenomenon using quantitative methods to obtain numerical data and test hypotheses. Furthermore, Future research could look into the efficacy of various types and applications of AI in improving QWL

6. CONCLUSION

This review highlighted the impact of AI on the QWL factors. It is found that AI impacts every factor of QWL positively and negatively, depending on the type, level, and context of AI implementation; AI can enhance QWL by improving productivity, efficiency, creativity, autonomy, safety, communication, and learning opportunities for employees. AI can also impair QWL by increasing stress, anxiety, uncertainty, isolation, alienation, surveillance, and displacement for employees.

AI has positive and negative effects on QWL factors depending on how and where AI is used. Some studies supported the positive impact of AI on QWL factors, such as satisfaction, productivity, and creativity (Rožman et al., 2022; Wijayati et al., 2022). However, some studies also reported negative impacts of AI on QWL factors, such as autonomy, privacy, and security (Malik et al., 2021; Wang et al., 2023). Therefore, the results indicate that AI has a complex and multifaceted impact on QWL,

At last, implementing AI significantly influences the QWL and its positive outcomes. If AI adoption and implementation are applied effectively, they can enhance the QWL; if implemented poorly, they can have adverse effects.

The paper has several implications for both academics and practitioners. For academics, the paper contributes to the literature by filling a gap in the intersection of AI and QWL. It is the first paper to investigate the impact of AI on QWL factors. It also provides a comprehensive, systematic review of existing studies. Moreover, for practitioners, the paper provides valuable insights for managers and organizational leaders considering implementing AI technologies in the workplace. They can develop strategies to mitigate the adverse effects and maximize the benefits of AI by understanding the potential impact of AI on QWL and involving employees in the design and adoption of AI technologies.

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