

Al and Employee Wellbeing: Navigating Humancentric Integration, Interactive Coaching, and Turnover Mitigation

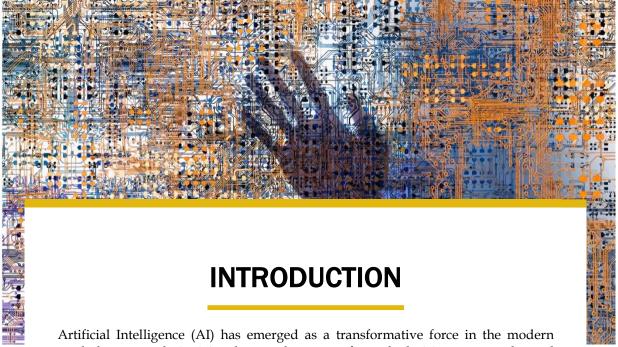
INTRODUCTION

This working paper delves into the intricate relationship between artificial intelligence (AI) and employee wellbeing, with a keen focus on safeguarding workers' welfare amidst the pervasive influence of AI in the workplace. It examines the concept of Humanovability, a compelling framework designed to steer AI integration towards a human-centric approach, thereby ensuring the preservation of employees' needs and dignity within evolving work environments.



"AI is not going to replace managers, but managers who use AI will replace the managers who do not." Rob Thomas, IBM Senior Vice President.





Artificial Intelligence (AI) has emerged as a transformative force in the modern workplace, revolutionizing how tasks are performed, decisions are made, and businesses operate. With its ability to analyse vast amounts of data, recognize patterns, and learn from experience, AI has the potential to enhance productivity, efficiency, and innovation across industries. From automating routine tasks to assisting in complex decision-making processes, AI is reshaping the work environment in profound ways.

In recent years, the adoption of AI technologies has accelerated, driven by advancements in machine learning, natural language processing, and robotics. Companies are increasingly integrating AI into various aspects of their operations, ranging from customer service and supply chain management to human resources and marketing. This widespread adoption reflects the growing recognition of AI's capacity to drive competitive advantage and fuel organizational growth.

However, alongside the promise of AI-driven transformation comes a range of challenges and considerations. As AI becomes more pervasive in the workplace, questions arise about its impact on jobs, skills, and the broader workforce ecosystem. Concerns about job displacement, skills mismatch, and workplace surveillance underscore the need for careful examination of the ethical, regulatory, and social implications of AI implementation.



Job displacement is one of the most pressing concerns associated with the advancement of artificial intelligence (AI). As AI technologies continue to evolve and become more sophisticated, there is a growing risk of widespread automation replacing tasks traditionally performed by humans. Industries reliant on repetitive or routine-based roles, such as manufacturing, customer service, and data entry, are

particularly susceptible to this trend. This displacement of workers can lead to unemployment and economic instability for individuals and communities.

Furthermore, the rapid pace of AI development contributes to a skills mismatch in the workforce. While certain skills become obsolete due to automation, new, specialized skills are in high demand. This creates a challenge for workers who may struggle to adapt to evolving job requirements, leading to unemployment or underemployment. Initiatives aimed at re-skilling and up-skilling become essential to ensure that workers can remain relevant and competitive in the AI-driven job market.

Another issue stemming from AI integration is the rise of workplace surveillance facilitated by AI-powered monitoring systems. While companies may argue that such surveillance improves efficiency and performance, it also raises concerns about privacy, autonomy, and potential micromanagement. Workers may feel constantly monitored and pressured to meet unrealistic productivity standards, leading to increased stress and burnout.

Moreover, AI algorithms are susceptible to biases inherent in their training data or design process, leading to algorithmic bias. This can result in unfair treatment or systemic barriers for workers from marginalized groups, exacerbating social inequalities. Economic disparities also widen as the benefits of AI adoption, such as increased profits and reduced costs, often fail to trickle down to workers in the form of higher wages or job security.

Effective collaboration between humans and AI systems is crucial for successful integration into the workplace. However, navigating the dynamics of human-AI interaction poses challenges such as role ambiguity, resistance to technology adoption, and difficulties in decision-making processes. Workers may feel marginalized or sidelined as AI assumes more decision-making authority, leading to further tension in the workplace.

While AI holds promise for enhancing productivity and innovation, its unchecked implementation can pose significant threats to workers' employment prospects, rights, and wellbeing. Addressing these challenges requires careful consideration of ethical, regulatory, and social implications to ensure that AI serves as a tool for positive change rather than a menace to workers' livelihoods.



The integration of artificial intelligence (AI) into the workplace represents a pivotal shift in how businesses operate and how employees engage with their work environments. Amidst this transformation, the concept of humanism emerges as a guiding principle, emphasizing the intrinsic value of individuals and their well-being within the evolving landscape of technology-driven workplaces. At its core, humanism underscores the importance of placing human needs, aspirations, and dignity at the forefront of AI adoption strategies.

When humanism is integrated with sustainability and innovation, the vision prioritizes not just the bottom line but also the well-being of people and the planet. This is the approach we must undertake to reverse the trajectory, and we christen it Humanovability , a concept that embodies the synergy between humanism, sustainability, and innovation within the context of artificial intelligence (AI) aimed at enhancing workers' well-being. This neologism amalgamates three distinct pillars:

- Humanism: emphasizes the value and dignity of individuals, focusing on their well-being, fulfilment, and development. AI for workers' well-being operates under this principle by prioritizing human needs and aspirations. It ensures that AI solutions are designed to enhance the quality of work life, promote work-life balance, and foster a supportive and inclusive work environment. For example, AI can be used to automate repetitive tasks, freeing up time for employees to focus on more meaningful and creative aspects of their work.
- Innovation: Innovation is the process of introducing new ideas, methods, or products to create value and improve efficiency. AI plays a crucial role in driving innovation by analyzing large datasets, identifying patterns, and generating insights that can inform decision-making and spur creativity. AI-powered tools can enhance workers' productivity, facilitate collaboration, and enable continuous learning and skill development. By fostering a culture of innovation, AI contributes to organizational growth and competitiveness.
- Sustainability: Sustainability involves meeting the needs of the present without
 compromising the ability of future generations to meet their own needs. In the
 context of humanovability, AI contributes to sustainability by optimizing
 resource utilization, reducing waste, and minimizing environmental impact. For
 instance, AI-driven systems can optimize energy consumption in workplaces,
 streamline logistics to reduce carbon footprint, and enable remote work, thereby
 reducing the need for commuting and office space.

By integrating these three pillars—humanism, sustainability, and innovation—into AI initiatives for workers' well-being, the concept of humanovability seeks to create a harmonious and thriving workplace ecosystem. It recognizes that the well-being of workers is not only essential for individual happiness but also for the long-term success and sustainability of organizations and society as a whole.



THE ROLE OF AN INTERACTIVE WELLBEING COACH IN PROFESSIONAL GROWTH

In today's fast-paced and demanding work environments, employees face numerous pressures and stressors that can impact their well-being and productivity. From navigating interpersonal conflicts to managing workload and career development, professionals often find themselves in need of support and guidance to effectively cope with the challenges they encounter. Traditional forms of support, such as mentoring or counseling, may not always be readily available or accessible, leaving individuals to navigate their professional journey alone.

However, advancements in technology, particularly in the field of artificial intelligence (AI) and digital platforms, have opened up new possibilities for supporting employee well-being and personal development. One such innovation is the emergence of interactive wellbeing coaches, AI-powered virtual assistants designed to provide personalized support and guidance to individuals in the workplace. These interactive coaches leverage AI algorithms and natural language processing to engage in meaningful conversations with users, offering tailored advice, resources, and encouragement based on their unique needs and circumstances.

Interactive wellbeing coaches offer several advantages over traditional forms of support. Firstly, they provide a confidential and non-judgmental space for individuals to express their thoughts and emotions without fear of repercussion. Users can freely discuss their challenges, aspirations, and achievements, knowing that they are interacting with a supportive and empathetic virtual companion. Additionally, interactive coaches are available 24/7, providing on-demand support whenever individuals need it most. This accessibility ensures that users can receive timely assistance and guidance, even outside of traditional working hours.

Furthermore, interactive wellbeing coaches are equipped with advanced analytics capabilities, allowing them to track users' progress and provide personalized recommendations for improvement. By analyzing user data and interaction patterns, these virtual assistants can identify areas of strength and areas for growth, helping individuals develop the skills and habits needed to thrive in their professional lives. Additionally, interactive coaches can facilitate goal-setting and accountability, empowering users to take proactive steps towards achieving their objectives and realizing their full potential.

The role of an interactive wellbeing coach in the modern workplace extends beyond mere support and guidance; it represents a valuable tool for fostering employee wellbeing, personal development, and professional growth. By leveraging AI technology and digital platforms, interactive coaches offer individuals a unique opportunity to receive personalized support, resources, and encouragement tailored to their specific needs and circumstances. As organizations continue to prioritize employee wellbeing and engagement, the adoption of interactive wellbeing coaches is poised to become an integral component of comprehensive workplace wellness strategies, enabling individuals to thrive in both their personal and professional lives.



Soft Skill

Coaching

Personal

Facilitator

Harmonia is a generative AI with a defined personality, enriched through collaboration with experts in the fields of psychology and coaching, capable of analyzing and interpreting the feedback that the user leaves within the platform, interacting with them and supporting them in their everyday decisions.

The communication interface with Harmonia is intuitive and accessible: a simple chat, a digital environment familiar to everyone. This interaction tool, while technologically advanced, maintains an ease of use that makes it immediately suitable for every type of user, preserving the naturalness of the conversation. In this way, Harmonia lowers the barriers between technology and person, making its interaction extremely natural and intuitive. Harmonia is a coach, not a therapist. The main distinction lies in the methodology adopted and the goals pursued. Harmonia is designed to offer practical and applicable advice, focusing on the development and improvement of specific skills within the work environment.

With a particular focus on the development of soft skills, Harmonia guides each user on a journey of self-improvement, aiming to enhance those fundamental crosscutting skills for feeling well and being successful.

Harmonia assumes a facilitator role in the employee's professional dynamics by suggesting clear and defined strategies and stimulating reasoning through targeted and profound questions. The true essence of Harmonia lies in its unique ability to offer deeply personalized advice, a distinctive trait that sets it apart from traditional solutions. This added value manifests through the unique ability to harmonize static information - those predefined provided during configuration - with the dynamics, continuously changing, collected through user interactions and direct feedback.

This synergy between data allows Harmonia to weave an extensive understanding of each employee's work and personal context, ensuring that each suggestion is not only relevant but also highly pertinent to the individual's specific needs and circumstances. With Harmonia, every employee is free to openly share thoughts, doubts, problems, and successes, even the most intimate ones that they would hesitate to reveal to colleagues. This dimension of absolute discretion transforms the chat with Harmonia into a true safe space, a reserved corner of professional existence where one can express themselves without filters, free from judgment and consequences. Under no circumstances and for no reason, the information contained within the chat is shared with other professional figures within the company.

The integrity of this personal space is guaranteed by a robust computer architecture, meticulously designed to ensure that every piece of information remains confidential. Qomprendo is committed to protecting the data of its users with the utmost care, preventing loss, unauthorized access, or any form of compromise.

The introduction of Harmonia marks a significant step forward in supporting employee well-being. With an approach based on listening, practical advice, and a strong emphasis on privacy, Harmonia represents a fundamental resource for personal and professional growth. This innovation not only addresses the immediate needs of workers but also establishes a new standard in workplace well-being assistance, highlighting the potential of new technologies in improving the quality of professional life.

LEVERAGING ARTIFICIAL INTELLIGENCE TO REDUCE TURNOVER IN COMPANIES

In today's workplace landscape, companies are facing a growing challenge: the phenomenon of turnover. In the post-pandemic era, workers' priorities have undergone a profound change, shifting the focus from salary to more qualitative aspects. Today, employees prioritize organizations that reflect their ethical values, pay attention to their needs, and actively engage in promoting workforce well-being. In this evolved scenario, it becomes essential for companies to adopt strategies oriented towards employee well-being to retain talent internally, thus preserving knowledge, values, and reducing turnover-related costs. In this perspective, activities focused on problem discovery and monitoring of adopted solutions become fundamental. Thanks to this vast amount of data, the artificial intelligence (AI) can predict in real-time the risk of resignations or high levels of stress on individual resources or entire work teams .

In this context, activities focused on identifying and addressing underlying issues, as well as monitoring the effectiveness of implemented solutions, take on paramount importance.

However, the sheer volume and complexity of data involved in such endeavors can present significant challenges for companies seeking to effectively manage turnover. This is where artificial intelligence (AI) emerges as a game-changer.

By harnessing the power of AI, companies can gain valuable insights from vast amounts of data in real-time. One such application of AI in the context of turnover reduction is the ability to predict the risk of resignations or high levels of stress among individual employees or entire teams. Through sophisticated algorithms and machine learning techniques, AI can analyze diverse data sources, including employee feedback, performance metrics, and external factors such as market trends and industry benchmarks.

The predictive capabilities of AI enable companies to proactively identify potential retention risks and intervene before issues escalate. For example, AI algorithms can flag patterns indicating disengagement or dissatisfaction among employees, allowing managers to take targeted actions such as providing additional support, adjusting workload, or offering personalized development opportunities. By addressing underlying issues in a timely manner, companies can mitigate turnover risk and foster a more engaged and productive workforce.

Furthermore, AI-driven analytics provide companies with actionable insights to optimize their employee retention strategies. By continuously monitoring and analyzing data, organizations can identify trends, patterns, and drivers of turnover, enabling them to refine their approaches and allocate resources more effectively. This iterative process of data-driven decision-making empowers companies to tailor their retention efforts to the specific needs and preferences of their workforce, ultimately enhancing employee satisfaction and loyalty.

In addition to reducing turnover, AI can also contribute to creating a positive work environment by promoting transparency, fairness, and accountability. By leveraging AI-powered tools for performance evaluation and feedback, companies can ensure consistency and objectivity in their decision-making processes, thereby fostering trust and confidence among employees. Moreover, AI can facilitate communication and collaboration across diverse teams and departments, breaking down silos and promoting a culture of inclusivity and collaboration.



In the dynamic landscape of modern business, employee turnover poses a significant challenge for companies striving for continuity and success. Perceptia, an innovative AI tool has been designed to tackle this issue head-on by revolutionizing employee retention strategies.

Perceptia is not just another HR tool; it's a comprehensive solution powered by cutting-edge artificial intelligence algorithms. Its primary goal is to understand, analyze, and predict employee behavior patterns to proactively address potential turnover risks before they escalate.

At its core, Perceptia leverages machine learning to sift through vast amounts of data, ranging from employee performance metrics to sentiment analysis of internal communications. By synthesizing this information, Perceptia identifies key indicators associated with employee dissatisfaction, disengagement, or potential flight risk.

Perceptia examines the feedback provided by users over time, integrates it with static data collected in the initial phase, and correlates it with the specific period of the year. By doing so, it can assess whether a user is experiencing stress or critical conditions that require intervention. This analysis is carried out on a daily basis, enabling companies to intervene promptly before critical situations escalate.

Hr managers receive immediate email notifications when alarm situations arise, accompanied by detailed information about the circumstances that triggered the alert. These data can be further examined in the dedicated dashboard, where it is possible to access all the details that led to the alert, analyze them individually, and formulate a targeted action plan based on concrete data.

After assessing the situation, the manager has the opportunity to confirm or deny the validity of the alert directly on the platform. This feedback contributes to the learning and continuous improvement of the system, making Perceptia increasingly precise and reliable over time.

Perceptia is capable of generating alerts at multiple levels. In situations of high tension, as can occur in any work team during periods close to deadlines or key objectives, the AI model promptly detects pressure and stress, sending targeted alerts referring to at-risk teams. These alerts identify the conditions that triggered the alarm and the most pertinent areas for intervention to mitigate the critical condition. As highlighted, Perceptia allows managers and HR professionals to validate the accuracy of the alerts received by confirming their validity. This ability for retrospective verification allows the quantification of the economic savings generated by Perceptia at the end of each year of platform usage.

The procedure to define the aforementioned value is obtained by multiplying the number of confirmed alerts, related to employees who have been effectively retained in the company, by the average cost associated with turnover, thus obtaining a precise estimate of the financial benefit.

This method makes Perceptia the first tool on the market capable of quantifying the value of corporate well-being in terms of economic savings. With a single artificial intelligence model, Perceptia is able to generate benefits for all parties involved:

For employees: Perceptia acts as a catalyst for the proactive identification of individual well-being, offering timely support that can transform a person's professional trajectory. Its ability to detect and act in critical moments ensures that no signal is overlooked, guaranteeing an attentive and supportive work environment.

For managers and HR professionals: the benefits are clear and manifold. Hours of individual meetings made more efficient, more effective and targeted personnel management, precise and informed interventions on employees, more satisfied teams, engaged and motivated workers, time savings, and an overall improvement in well-being.

For the company: the use of Perceptia translates into tangible and measurable economic savings, emphasizing the importance of financial sustainability. The platform enables companies to maximize the efficiency of economic resources, resulting in numerous cases not only in a self-sustaining investment but above all in a tool capable of generating profit. Perceptia has ushered in a new era in the field of human resource management, bringing artificial intelligence to the service of organizational well-being in an innovative and measurable way. The platform sets itself as a reference model for a future of work where technology and humanity converge to create a sustainable and future-proof work environment.

By harnessing the power of AI, Perceptia transcends traditional HR practices, offering a proactive approach to employee retention. In an era where talent is a critical differentiator for success, Perceptia emerges as a strategic ally for companies seeking to foster a culture of engagement, growth, and longevity. With Perceptia, the future of employee retention is not just within reach—it's within grasp.

Case Study: The adoption of Qomprendo in Aworld, a Step Towards the Future of Corporate Wellbeing

Qomprendo presents itself as a revolutionary tool that gives voice to employees, improves the environment, and provides real-time detailed analysis and precise forecasts on workforce-related risks for a company.

The platform, designed to be accessible both via mobile devices and the web, aims to expedite data acquisition and feedback. This approach ensures flexibility and accessibility, crucial elements for a company with a distributed workforce, including remote setups. At the core of the platform lies the two artificial intelligence models: Harmonia, which guides each employee on a journey of self-improvement, aiming to enhance those fundamental cross-cutting skills for feeling well and being successful and Perceptia, which enables real-time monitoring of employees' psycho-emotional condition and wellbeing, providing valuable alerts for turnover prevention and engagement strategies.

Qomprendo offers a methodology based on continuous feedback and gamification, elements crafted to actively engage employees in a continuous and constructive dialogue. This methodology allows for constant monitoring and analysis of environmental, relational, and psychological factors influencing the company climate. Moreover, the platform ensures targeted and timely interventions, both at the individual and team levels, ensuring a more proactive and wellbeing-focused human resources management.

A fundamental aspect of Qomprendo is its attention to privacy and anonymity, guaranteeing employees the freedom to express themselves without fear of repercussions. Each organization within the platform utilizes a dedicated company profile, with environments divided by teams, allowing for personalized and granular management.

The platform offers an intuitive corporate dashboard, from which managers and the HR department can manage functionalities, conduct in-depth climate research and analysis, monitor trends, and annotate the effects of applied interventions, evaluating their effectiveness as well.

AWorld Data Report

Period: From 03-2023 to 12-2023

Objectives: Engage employees, monitor wellbeing and reduce turnover.

Solution: Qomprendo offers a platform where employees can express their daily feedback and communicate how they feel while feeling safe and comfortable.

With the introduction of Qomprendo, Aworld has equipped itself with a cutting-edge tool to tackle and overcome the challenges of the modern workplace. The platform has allowed Aworld to make a qualitative leap in human resources management, transforming the way the company understands and interacts with its employees, laying the groundwork for a more satisfying and productive work environment.

The presentation of Qomprendo took place during a plenary meeting, followed by an integrated communication campaign including emails and informational materials from both Aworld and Qomprendo directly. This initiative aimed to thoroughly explain the value of the project and the expected benefits for employees, actively involving every team member.

One of the initial challenges encountered concerned privacy and the management of data collected by the platform. To overcome these concerns, both Aworld and the Qomprendo team provided clarifications and reassurances, explaining in detail how privacy and anonymity would be safeguarded. This transparent and proactive communication was essential in building trust and facilitating the adoption of Qomprendo within the organization.

The introduction of Qomprendo generated a wave of interest and participation among Aworld employees. Many felt motivated by the prospect of having a direct impact on their work environment through continuous feedback. The gamification function of the platform, in particular, sparked curiosity and engagement, stimulating active and constructive participation.

During the initial implementation phases, the HR team actively gathered feedback from employees on their experience using Qomprendo. This feedback was crucial for making improvements and adaptations to the platform, ensuring that it effectively met Aworld's specific needs. The collaboration between the HR team, company management, and employees played a crucial role in ensuring that Qomprendo was not only a functional tool but also an integrated and appreciated resource within the organization.

The initial phases of Qomprendo's implementation showed a tangible positive impact. The level of engagement recorded exceeded initial expectations, marking a promising start to this new organizational phase. This initial success laid the groundwork for broader and deeper platform utilization, with the goal of further enriching the work culture and improving employee satisfaction and wellbeing.

In the months following the introduction of Qomprendo, Aworld witnessed a significant transformation in employee wellbeing and company climate. The platform acted as an internal morale barometer, revealing previously unquantifiable aspects and intercepting risks to individual resources and the entire organization well in advance.



Deep Analysis of Company Climate

Thanks to the collected data, Aworld's HR team was able to analyze the company climate more thoroughly and precisely. Insights provided by Qomprendo allowed for the identification of specific areas for improvement and intervention with targeted actions. Qomprendo's interactive dashboard offered a real-time overview of mood trends, allowing HR to monitor the effectiveness of interventions and adapt strategies based on emerging needs.

Within just four months, the average mood of employees recorded a significant 20% increase. This improvement is not just a number but reflects a real change in employees' perception of their work environment. Such an increase indicated that Qomprendo was effectively addressing the needs and expectations of the staff, providing a platform to express and manage their work experiences.



Mood is consistent during the week and that's very important. There is a very small and constant improvement from Monday to Friday which is normal (Fig.1). Furthermore, it seems like there is a down on the average mood between October and November (Fig. 2).



Fig. 2 Average mood by month for every team

JUN

JUL

AUG

SEP

OCT

NOV

DEC

Feedback and Active Interaction

MAY

MAR

APR

Qomprendo's ability to engage employees was evident through the collection of over 2000 feedback responses. Each feedback represented a unique contribution, providing a more articulated and detailed view of the needs of the company population. This volume of responses demonstrated a high level of engagement and participation from employees, illustrating a complex picture of perceptions, feelings, and individual experiences.

It seems like there is a down on the average mood between october

and november

The consistency in the percentage of feedback received during the week demonstrates stable engagement and provides a reliable basis for continuous improvement and decision-making (Fig. 3).

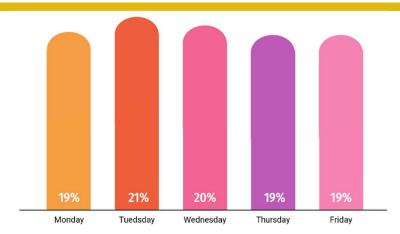


Fig. 3 Feedback distribution

Stress Alerts and Targeted Interventions

One of the most revolutionary and appreciated aspects of Qomprendo is its ability to function as an early warning system to identify stress situations and potential resignation risks. Through its advanced artificial intelligence model, the platform provided Aworld's HR team with proactive tools to monitor employee wellbeing, allowing them to intervene before discomfort situations.

Over a period of 10 months, Qomprendo generated a total of 12 stress alerts. These alerts were crucial in signaling to the HR department situations requiring immediate attention. In particular, two of these alerts identified critical scenarios that, if left unaddressed, would have led to significant personnel losses. Thanks to these timely alerts, the HR team was able to take appropriate measures, such as personalized support for affected employees or adapting their working conditions. Fig. 4 shows that most of the problematic situations discovered by Perceptia were about single employee and not general team problems.

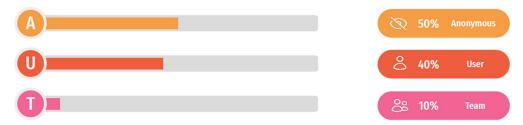


Fig. 4 Stress Alert KPI

The timely intervention following Qomprendo alerts had a significant economic impact for Aworld. Preventing the resignations of these key resources represented a saving of approximately €150,000. This saving goes beyond purely financial aspects; it also means retaining valuable skills and know-how within the company.

Assuming that 50% of the alert would actually lead to a voluntary resignation and estimating a cost of replacement of each employee of \in 25,000.

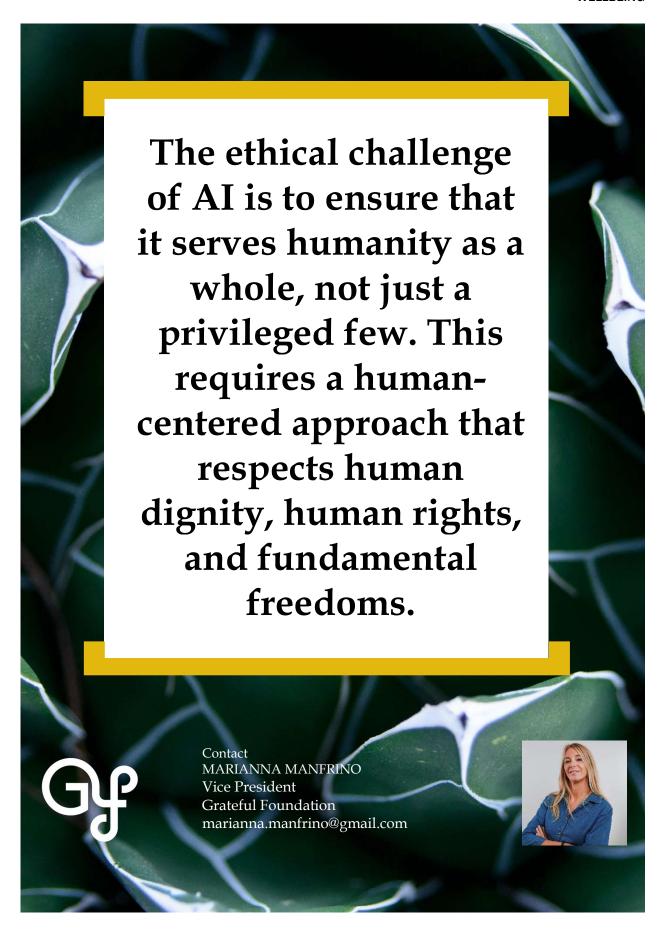
Results

In addition to economic benefits, Qomprendo's ability to prevent turnover had a positive impact on team morale and cohesion. Knowing that the company cared about employees' wellbeing and responded promptly to their needs strengthened employees' trust and sense of belonging to Aworld. This, in turn, positively influenced the work environment, creating a virtuous circle of wellbeing and productivity.

Engagement: By leveraging Qomprendo, AWorld has effectively engaged its employees, achieving a top engagement score of 75%, indicative of a strong sense of belonging among the workforce. The company has received over 2000 pieces of feedback and has effectively prioritized the well-being of its employees. The adoption of Qomprendo has garnered a positive response, with a 54% weekly user presence among employees.

Wellbeing: The results demonstrate an increase in the average mood of employees. The average mood now exceeds 3.16 out of 4, indicating that AWorld is a company genuinely committed to the well-being of its workforce. Employees have emphasized their satisfaction with interpersonal relationships, incentives, and the motivation promoted by the company. However, they have also identified areas for improvement, such as workload and task performance. While the overall situation is positive, there is room for enhancement.

Retention: Achieving an 80% success rate in alerting and retaining employees who were on the verge of leaving, Aworld demonstrates the effectiveness of its HR team and maintains a highly desirable reputation from an employee standpoint. These results have translated into an estimated cost savings of €150.000 and a successful reduction in turnover for the company.



References

- 1 Dell'Acqua, Fabrizio and McFowland III, Edward and Mollick, Ethan R. and Lifshitz-Assaf, Hila and Kellogg, Katherine and Rajendran, Saran and Krayer, Lisa and Candelon, François and Lakhani, Karim R., Navigating the Jagged Technological Frontier: Field Experimental Evidence of the Effects of AI on Knowledge Worker Productivity and Quality (September 15, 2023). Harvard Business School Technology & Operations Mgt. Unit Working Paper No. 24-013, Available at SSRN: https://ssrn.com/abstract=4573321 or https://dx.doi.org/10.2139/ssrn.4573321
- 2 Webb, Michael, The Impact of Artificial Intelligence on the Labor Market (November 6, 2019). Available at SSRN: https://ssrn.com/abstract=3482150 or http://dx.doi.org/10.2139/ssrn.3482150
- 3 Gratitudine. La rivoluzione necessaria (Gratitude. The necessary revolution), Oscar di Montigny, Mondadori, May 2020 https://www.mondadoristore.it/Gratitudine-rivoluzione-Oscar-Di-Montigny/eai978889182474/
- 4 Manfrino, Marianna, Spherical Economy and the Pursuit of Right-Profit in the Era of Climate Change (November 3, 2023). Available at SSRN: https://dx.doi.org/10.2139/ssrn.4622623
- 5 Gopinathan, Harshita, Impact of Psychological Wellbeing on Job Performance (April 5, 2024). Available at SSRN: https://ssrn.com/abstract=4788728 or http://dx.doi.org/10.2139/ssrn.4788728
- 6 Morelli, Chiara and Fusai, Gianluca and Zenti, Raffaele, Who and why will leave me? Utilizing Machine Learning-Based Models to Anticipate and Manage Employee Turnover (February 29, 2024). Available at SSRN: https://ssrn.com/abstract=4744130 or http://dx.doi.org/10.2139/ssrn.4744130