



UNIVERSIDADE CATÓLICA PORTUGUESA

Challenges of Generative Artificial Intelligence in the Workplace

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Abstract

Generative Artificial Intelligence (AI) has advanced significantly in recent years, becoming widely recognized for its ability to optimize processes and increase efficiency in the performance of various tasks. However, its workplace integration has triggered broad discussions and raised concerns.

The concerns under investigation include ethical, operational, and technical challenges, as well as issues related to information reliability, its impact on employment and creativity. The present study aimed to analyze these challenges in the workplace and employees' perceptions of this technology.

A mixed-method approach was adopted, conducting a survey to employees from various industries for deeper insights. The findings indicated that data privacy is the primary concern regarding the adoption of Generative AI in the workplace.

However, while past research tends to be focused on specific challenges of Generative AI implementation, this study adopted a broader perspective, addressing a wider range of challenges.

Despite these concerns, the research revealed that employees remain open to the adoption of Generative AI and demonstrated a willingness to integrate this technology in the workplace.

Keywords: Generative Artificial Intelligence, Ethics, Job Displacement, Creativity, Data Privacy.

Resumo

A Inteligência Artificial (IA) Generativa tem avançado significativamente nos últimos anos, sendo amplamente reconhecida por otimizar processos e aumentar a eficiência na execução de tarefas. No entanto, a sua integração no local de trabalho desencadeou debates e preocupações.

As preocupações sob investigação incluem desafios éticos, operacionais e técnicos, bem como questões relacionadas com a fiabilidade da informação, o impacto no emprego e a criatividade. O presente estudo teve como objetivo analisar estes desafios no local de trabalho e as percepções dos trabalhadores sobre esta tecnologia.

Foi adotada uma abordagem de métodos mistos, através da realização de um inquérito a trabalhadores de várias indústrias, para obter informações mais detalhadas. Os resultados indicaram a privacidade dos dados como a principal preocupação relacionada com a adoção da IA Generativa no local de trabalho.

No entanto, enquanto a pesquisa anterior tende a concentrar-se em desafios específicos da implementação da IA Generativa, este estudo adotou uma perspetiva mais ampla, abordando uma maior variedade de desafios.

Apesar destas preocupações, a investigação revelou que os trabalhadores continuam abertos à adoção da IA Generativa e demonstraram vontade de integrar esta tecnologia no local de trabalho.

Palavras-Chave: Inteligência Artificial Generativa, Ética, Reestruturação de Emprego, Criatividade, Privacidade de Dados.

Contents

Acknowledgements.....	v
Abstract	vi
Resumo.....	vii
Contents	ix
List of Figures.....	x
List of Tables.....	xi
Introduction.....	13
Chapter 1.....	17
Literature Review	17
1.1 Ethical Concerns.....	18
1.1.1 Data Privacy	19
1.1.2 Bias.....	19
1.1.3 Discrimination.....	20
1.2 Operational Challenges.....	21
1.3 Technical Challenges	22
1.4 Job Displacement and Transformation of Existing Roles.....	23
1.5 Creativity	25
1.6 Trustworthiness of Information.....	27
Chapter 2.....	28
Methodology and Data	28
2.1. Research Questions.....	28
2.2. Methodology.....	28
2.3. Data and Sample	29
2.4. Procedure	30
Chapter 3.....	32
Findings and Discussion.....	32
3.1. Findings.....	32
3.2. Discussion	39
Conclusion	42
Bibliography	45
Prompts List	50
Appendix I.....	51
Appendix II.....	58

List of Figures

Figure 1: Age vs. Educational Level (values in %)	32
Figure 2: Perceptions of the reliability of Generative AI vs. traditional search engines.....	36
Figure 3: Perception of Generative AI's ability to improve team creativity by generating new ideas	39
Figure A1. 1: Age of Respondents.....	51
Figure A1. 2: Frequency of Electronic Device Usage Among Respondents.	52
Figure A1. 3: Awareness of the Concept of AI.....	52
Figure A1. 4: Usage of AI in the Workplace Among Respondents.....	53
Figure A1. 5: Perceived Impact of AI Training Time on Productivity.	54

List of Tables

Table 1: Concerns about data collection by Generative AI software.....	34
Table 2: Willingness to take on additional training in Generative AI.....	35
Table 3: Perceived Job Replacement by Generative AI	37
Table A1. 1: Years of Professional Experience of Respondents.....	51
Table A1. 2: Awareness of Using AI or Generative AI Technologies.....	52
Table A1. 3: Discomfort Regarding the Uncertainty of AI Data Usage.	53
Table A1. 4: Trust in AI Software.	53
Table A1. 5: Hesitation Toward Implementing Generative AI in the Workplace.	54
Table A1. 6: Willingness to Integrate Generative AI into Daily Work.....	54
Table A1. 7: Use of Generative AI for Information Retrieval.	55
Table A1. 8: Trust in Information from Generative AI vs. Traditional Search Engines.	55
Table A1. 9: Perceived Reliability of Generative AI Technology.....	55
Table A1. 10: Fear of Job Replacement by Machines.	56
Table A1. 11: Perceived Ability of Generative AI to Perform One’s Job Successfully.	56
Table A1. 12: Perceived Value of New Ideas When Using AI.....	56
Table A1. 13: AI's Role in Overcoming Creative Barriers.	57
Table A2. 1: Complete Survey	62

Introduction

Over the past few years, Artificial Intelligence (AI) has gained popularity, especially after the launch of ChatGPT in November 2022 (Wong, 2024). ChatGPT is considered the most well-known form of Generative Artificial Intelligence (Generative AI), although the development of such technologies dates back to around 2010.

ChatGPT is a software application that employs Generative AI. The term “Generative” refers to the capacity of this technology to generate content (text, images, etc.) based on stored data, without the need for human interaction. As Al Naqbi et al. (2024) have noted, ChatGPT has reached over 100 million users in approximately three months, and an analysis made by Swiss Bank says that it can be considered the web application with the most significant and rapid growth in history (Budhwar et al., 2023).

Nevertheless, according to Walkowiak & Macdonald (2023) there are numerous other Generative AI software applications currently available. For code generation, examples include Code Interpreter and GitHub Copilot; for audio, MusicLM and MusicGen; for image generation, DALL·E and Stable Diffusion; and for video creation, Synthesia and Runway.

The implementation of AI has significantly changed the way the world is seen and the perception of people towards it, both in their private lives and in their academic and professional lives. The development of this disruptive technology has significantly impacted various sectors and industries regarding creativity (e.g.: DALL-E)¹, productivity (Amankwah-Amoah et al., 2024), and efficiency in

¹ “DALL-E is an artificial intelligence image generation model developed by OpenAI that creates images based on user-given text descriptions.” (Zhu et al., 2024, p.1)

the workplace as well as in the facilitation of decision-making (Strobel et al., 2024).

However, the adoption of Generative AI has also introduced numerous challenges and negative aspects, particularly regarding ethical, operational, and technical concerns, as well as the potential replacement of jobs due to its ability to replicate certain human behaviors and automate repetitive tasks (Budhwar et al., 2023).

These concerns are further accentuated by the fact that AI systems learn behaviors based on examples and stored data rather than explicit guidance and rules (Varona & Suárez, 2022). While AI can efficiently execute tasks, its reliance on data-driven learning impacts how these tasks are performed and can lead to a notable lack of emotional intelligence in functions where human empathy and intuition are essential.

Although this technology has existed for a few years, the exponential growth in the use of Generative AI represents a relatively recent phenomenon. Consequently, a significant number of companies are only now taking the first steps in implementing it to optimize processes and develop creativity and it is often discussed that companies that adopt AI are better placed and more competitive (Amankwah-Amoah et al., 2024).

On the other hand, various companies are reluctant to embrace this technology due to concerns about potential consequences that it might bring.

This dissertation aims to examine the workers' perceptions of the potential impacts of the implementation of Generative AI in the workplace and the reasons behind resistance to its adoption.

A lack of data privacy, transparency, and other ethical concerns can significantly influence employees' perceptions of Generative AI's impact in the workplace. How can concerns related to data privacy, transparency, and other ethical issues, along with operational and technical challenges and the fear of job

displacement, influence employees' perceptions of the impact of Generative AI in the workplace? Given that data privacy is a highly relevant issue requiring extensive consent, it is crucial to raise awareness about the responsible use of Generative AI.

To address this question, a mixed-method approach is deemed the most appropriate methodology, combining quantitative analysis for statistical validity with qualitative insights to explore employees' perceptions in greater depth.

This study makes a significant contribution to the existing literature on the subject, since it is the first of its kind that is known. While previous studies have analyzed some themes of this subject, none have discussed the group that this research presents. The existing literature tends to focus on just one topic and this study combines ethical, operational and technical challenges, as well as concerns regarding job displacement and the impact on creativity from the employees' perspective.

For example, the authors Budhwar et al. (2023) and Varona & Suárez (2022) emphasize ethical concerns, while excluding the other themes. Similarly, Lăzăroiu & Rogalska (2023) focus primarily on job displacement, also without giving attention to wider implications. This pattern is also noted in the limited number of other existing studies on the subject.

The most similar study identified is by Aguiar Campos et al. (2022), which also explores users' perspectives. However, similarly to the previously mentioned studies, its primary focus is on the ethical dimensions of these systems.

The remainder of this thesis is organized as follows: Chapter 1 reviews the existing literature on Generative AI's challenges in the workplace. Chapter 2 outlines the research methodology employed in this study, explaining data collection and analysis process. Finally, Chapter 3 presents the findings and discussion, analyzing the outcomes and connecting them to existing literature.

Chapter 1

Literature Review

The introduction of Generative AI has had a significant impact on various industries, such as creative industry, especially in the area of graphic design with the creation of programs that generate images without human help (Amankwah-Amoah et al., 2024), manufacturing industries (Rane et al., 2024), among others. It brought a lot of benefits, including the content creation and automation of tasks that increase the efficiency of production. Furthermore, it also contributed to the development of employees' skills and the creation of new jobs (Xu et al., 2023).

The integration of Generative AI into the workplace is not an easy job, despite all the advantages that it has and the fact that this technology is being considered by several companies of all sizes to differentiate themselves from their competitors since it fosters innovation (Agrawal et al., 2019) and can contribute to gain competitive advantage (Al Naqbi et al., 2024). However, it also comes with challenges and disadvantages that require attention.

In 2023, several companies, particularly large financial institutions such as Bank of America, Citigroup and JP Morgan Chase, temporarily banned the use of Large Language Models² (LLMs) in the workplace (Wong, 2024).

According to this author, these companies were primarily concerned that employees might unintentionally share confidential data with these softwares, such as, ChatGPT. This concern was highlighted in the case of Samsung, where employees uploaded internal source code to LLMs, leading to the ban of it.

² Large Language Models (LLMs): “a form of “Artificial Intelligence” (AI) trained on an immense compendium of books, articles, written content from the internet (e.g. Wikipedia) and even social media and online forums, with the expressed purpose of generating human-like responses to natural language queries (i.e. questions in everyday language) from users.” (Wong, 2024, p.1)

Until this day, there is no publicly available information confirming that Samsung has lifted this ban. However, recent publications indicate that the financial institutions above mentioned are gradually reintegrating Generative AI into their workplaces, especially JP Morgan (Kelly, 2024).

The decision to adopt or reject Generative AI varies significantly across different industries and depends on the specific nature of the company's operations. In the healthcare sector, Generative AI can enhance disease diagnosis and efficiency in health services' delivery, but it can be challenging to implement because of the privacy concerns of patients' identities (Reddy, 2024). In the telecommunications sector it can be used to enhance customer service. However, its implementation requires high costs, especially with maintenance (Rashid & Kausik, 2024). Consequently, each industry must evaluate if this adoption aligns with the organization's priorities and core business.

This literature review mainly focuses on the ethical, operational, and technical issues associated with the use of Generative AI in the workplace, in the job displacement and transformation of the roles that already exist and how it can affect creativity.

1.1 Ethical Concerns

According to the literature, some ethical concerns have been associated with the implementation of Generative AI, particularly concerning data privacy, which is one of the most difficult and serious challenges, especially because ChatGPT was already accused of unauthorized use of personal data (Ye et al., 2024).

Nevertheless, concerns regarding data privacy represent only one of the ethical issues that have been identified. Discrimination and biased content have also been identified as significant concerns that may cause distress for employees (Varona & Suárez, 2022).

1.1.1 Data Privacy

To protect personal data from unauthorized use, strict ethical guidelines must be followed (Feuerriegel et al., 2024). Additionally, AI systems should ensure transparency to foster user trust (Budhwar et al., 2023).

Concerns regarding the collection and use of personal data are often expressed by highly engaged professionals in the AI field. Some of these individuals opt to avoid AI as a result of this anxiety. In contrast, others continue to engage with it and to interact with it through conversation.

Through those conversations, these AI systems acquire information about the user's interests, lifestyle, and professional activities without explicit consent. The real problem is that users are unaware of the potential uses of this data (Ye et al., 2024), that collides with the pivotal need for regulations that can give a confidence boost to users (Aguilar Campos et al., 2022).

1.1.2 Bias

Bias in Generative AI refers to the tendency of models to produce content that reflects existing societal preferences, opinions, and the biases inherent in their training data (Messer, 2025).

Such bias has the potential to compromise the fairness of the generated content and create systematic errors, thus potentially offending the user (Banh & Strobel, 2023).

The same article also highlights the importance of implementing mechanisms to control biased content. For example, Reinforcement Learning Human Feedback (RLHF), which consists of human evaluations to analyze the quality of AI-generated content.

Additionally, Ferrara (2024) proposes three key strategies to mitigate bias in Generative AI software. The first is pre-processing the training data, ensuring that it is inclusive and also identifying and eliminating biases before model

training. The second strategy involves model selection methods that prioritize fairness, incorporating mechanisms to penalize those models that generate biased content. Finally, post-processing techniques can be applied to adjust the generated outputs, optimizing them to align with fairness and ethical standards.

However, this represents a challenging task, given that Generative AI software seeks information from a large amount of biased content available online and in datasets, for example, with racist and sexist language (Budhwar et al., 2023).

Since AI models are trained on human-generated content, which inherently reflects societal biases, achieving unbiased outputs remains a challenge. Additionally, AI relies on publicly available data and licensed third-party datasets, further complicating bias mitigation (Ye et al., 2024).

1.1.3 Discrimination

According to Varona & Suárez (2022) there are two types of discrimination, direct and indirect.

Direct discrimination is related to decisions that are made based on characteristics such as gender, race, sexual orientation, and political beliefs.

A relevant example of this is the automated hiring software used by Amazon in 2014, which was powered by AI. This software, designed to automate the selection of resumes to facilitate the process, exhibited a discriminatory tendency, favoring the hiring of male candidates over those identifying as female (Alfons Kodiyan, 2019). Subsequently, the company decided to discontinue the use of this software due to concerns regarding content fairness.

This situation arises due to the software's training process being influenced by a database that contains discriminatory information concerning a particular gender distribution. Consequently, this discriminatory information is reflected in the selection of candidates.

Indirect discrimination happens when allegedly neutral decisions result in negative consequences for specific groups because certain non-protected attributes (zip code, educational level, etc.) are correlated with protected ones (gender, race, sexual orientation, etc.). To illustrate this concept, consider a scenario in which companies give priority to applicants with a high educational background, while those from a lower income background - who often have limited access to higher education - are less favored, and decisions are made based on assumptions linked to group characteristics (Varona & Suárez, 2022).

1.2 Operational Challenges

As previously stated, the utilization of Generative AI does not exclusively raise ethical concerns. It also introduces various challenges related to diverse subjects that are not immediately evident, such as operational and technical issues, which can also impact the implementation of this technology.

In the context of the operational challenges currently being encountered, several points can be addressed.

The major operational challenge is the lack of adequate training programs to help employees integrate Generative AI into their professional practices and daily tasks. This indicates a necessity for continuous training and educational initiatives to ensure that knowledge is kept up to date, thereby enhancing employees' productivity and technological capabilities, and consequently increasing their value contribution to the company, since "learning is the primary method to build up knowledge reserves and skills" (Xu et al., 2023, p.4).

For this training program to be feasible, a substantial financial investment is necessary, and the companies must be willing to make it since the development and growth of the company is only possible that way (Wong, 2024).

If the company wishes to implement this technology, it must be prepared to provide the necessary resources and conditions for the program to proceed

efficiently. This can often prove to be a complex task, and many companies end up abandoning the idea, especially because IT budgets tend to be very limited.

ChatGPT and other AI software can automate repetitive tasks (Aguinis et al., 2024), and it has been shown that reducing the workload of employees and allowing them to focus on specific objectives increases their efficiency.

A clear example of this is when this software is used in Human Resources Management, as it manages to simplify the selection of CVs, and it is a huge advantage when dealing with a large number of them.

However, when discussing implementation in the domain of Human Resources, it is imperative to take into consideration biased content, as previously highlighted. This content can select candidates based on the biases identified within the available databases. Consequently, it is extremely important to educate workers to pay attention to such issues to prevent selection errors (Rane, 2023).

As mentioned by Amankwah-Amoah et al. (2024), the potential impact of Generative AI on the creative industries is a subject that is being discussed at many levels and I return to this topic in greater depth later in this dissertation, but it is important to note that the topic is also mentioned in terms of what needs to be changed in operational matters.

1.3 Technical Challenges

In addition to the challenges previously mentioned, there are also technical challenges. These primarily concern the reliability of the software, the capacity and resources required to implement the technology, and the company's facilities.

In the scenario where a company lacks the necessary infrastructure to implement AI, this can result in a significant disadvantage, often leading to substantial financial costs for the company.

However, it is important to note that this category of challenges could also be related to the possibility of Generative AI generating errors and making the content not fully reliable. In some cases, the answers provided by the AI are illogical and require special human attention (West, 2023).

For instance, ChatGPT offers a free version that may not receive the latest content updates, and the sources of information may not be as reliable as those used by the more advanced versions of the software or by other search engines, such as Google (Wong, 2024).

1.4 Job Displacement and Transformation of Existing Roles

The potential for Generative AI to displace human labor and transform existing roles is a significant cause for concern among employees. According to Xu et al. (2023, p.2), it is expected “that in the next 20 years, 76.76% of China’s employed population will be replaced by AI”.

While AI can create new job opportunities, it can also eliminate existing roles, either fully or partially (Brynjolfsson et al., 2023), especially because many companies are planning to implement Generative AI in their daily work to boost performance and gain competitiveness (Al Naqbi et al., 2024).

The potential of AI to transform the nature of work and how jobs are structured is a subject of increasing interest. The utilization of AI-powered machines/software in repetitive tasks and routine activities with well-defined procedures, which are not cognitively complex, for example, maintenance, production processes in factories (assembly line workers), management of unorganized data contributes significantly to work efficiency (Lăzăroiu & Rogalska, 2023).

These changes have proven to be advantageous for both employee productivity and the company as a whole. For instance, automotive companies have integrated Generative AI into their manufacturing processes to optimize

production timelines and improve quality control (Madhavaram et al., 2024). This integration benefits the company by increasing operational efficiency and product quality, and it provides advantages to employees by reducing the need for repetitive tasks, allowing them to concentrate on more valuable responsibilities.

Nevertheless, machines do not require breaks or personal time, allowing them to operate continuously without the interruptions inherent to human needs. The reduction in workforce leads to significant cost savings over time, as fewer employees result in lower expenses in the long term (Wong, 2024).

The most significant impact is likely to be felt by older employees who, over time, have not kept pace with technological developments (Budhwar et al., 2023), resulting in a lack of the necessary skills to perform their work to a high standard or to acquire the latest technologies.

Even professionals with these skills may face replacement sooner than anticipated due to the ability of Generative AI to replicate human processes and behaviors. This scenario can increase stress among workers, creating an obstacle to the successful integration of this technology within their respective workplaces (Xu et al., 2023).

However, it must be noted that certain roles cannot be fully automated due to the lack of emotional intelligence and the inability to think in a creative manner, which is dependent on the quality of the database on which these machines are trained.

While machines can replace supermarket cashiers, the replacement of medical professionals remains challenging (Al Naqbi et al., 2024). Although there are authors, such as Budhwar et al. (2023), who believe that Generative AI will be a potential substitute for health professionals in the future due to its ability to diagnose illnesses by describing symptoms, others foresee it as a potential substitute due to its diagnostic capabilities.

One of the challenges that organizations face is being able to manage this transition well, ensuring the training of employees and fitting them in jobs where they can apply their human capabilities and knowledge that machines cannot replace.

1.5 Creativity

Boden (1998) states that creativity is an intrinsic characteristic of human intelligence, based on the association of ideas, cognitive thinking, and the capacity for self-reflection. All of these are everyday activities that involve a cognitive dimension, motivation and emotion. It is strongly related to each person's personality and the cultural context in which they live, which is why it varies so much from individual to individual.

The creative industries are being significantly impacted by the introduction of Generative AI, leading to a substantial transformation across various sectors, including advertising, marketing, and design. This transformation can be attributed to the fact that AI can perform tasks that are considered repetitive and personalize content according to consumer algorithms to enhance the efficacy of marketing campaigns, increase operational efficiency, and maintain the competitiveness of companies (Amankwah-Amoah et al., 2024).

However, the impending integration of Generative AI into creative industries has raised concerns about the potential impact on employment. Specifically, there is a fear that workers may face job losses if they do not have the necessary skills to effectively utilize this technology, which represents a significant challenge for these industries as well as for the successful implementation of Generative AI.

Generative AI has demonstrated an ability to generate new ideas, but it must be noted that there is a risk of creating patterns of reasoning (Doshi & Hauser, 2023). The enhancement of creativity by Generative AI is undeniable, but a

reduction in the diversity of novel content accompanies it. The risk of homogenization (limited creativity) turns out to be a paradox: it reduces initial barriers but introduces them in the long term which highlights the need for a balanced approach between human creativity and the use of AI.

The key goal of creative industries is to differentiate their content and gain competitive advantage through their brand identity and consumer engagement and this content homogenization can interfere with it. It is extremely difficult to come up with a new and innovative idea for AI, according to Doshi & Hauser (2023) since it is limited to pre-existing information, and content created with the help of AI also tends to be seen as less original and not as valued as that created without its help. The loss of innovation and originality in content creation consequently causes a decline in competitiveness as content becomes more similar and standardized.

Furthermore, it is crucial to address the ethical and legal values that have been discussed in the earlier chapters, particularly concerning issues such as advertising manipulation and the risk of copyright violation.

To mitigate these risks, it is essential to develop regulatory frameworks to safeguard the integrity of content, promote fair competition between creative professionals, and protect personal data (Amankwah-Amoah et al., 2024).

The creative industries need to recognize Generative AI as a creative collaborator rather than a substitute for human creativity. To establish a meaningful connection with consumers, it is crucial to maintain a 'human touch'. The responsibility for supervising the creative process must remain with human creators, to ensure that AI-assisted designs continue to be emotionally responsive and reflective of human creativity (Doshi & Hauser, 2023).

1.6 Trustworthiness of Information

In the workplace, a major concern about the reliability of AI-generated content is its tendency to produce information without citing specific sources or authors.

This lack of citation undermines system's transparency, making it difficult for employees to trust the information presented (Budhwar et al., 2023). Additionally, it can result in the propagation of false information, particularly due to phenomena such as AI hallucination³ (Söllner et al., 2025) and the unauthorized utilization of copyrighted content (Varona & Suárez, 2022).

For Generative AI to be considered trustworthy, it must fulfil three fundamental rules: (i) compliance with legal and regulatory frameworks, such as GDPR in Europe; (ii) adherence to ethical standards, ensuring fairness and reducing bias; and (iii) assurance of quality and performance, guaranteeing accurate and reliable outputs (Varona & Suárez, 2022).

As Banh & Strobel (2023) suggest, it is essential that organizations adopt these AI technologies in a balanced way, prioritizing transparency, originality, and fairness. This approach not only maximizes AI's potential but also offers a competitive advantage over companies that have yet to implement these technologies.

³ "Refers to circumstances in which GenAI systems provide incorrect information, e.g., fabricated references or fabricated content from existing references" (Söllner et al., 2025, p.1 – p.2)

Chapter 2

Methodology and Data

This chapter outlines the different phases of the research.

First, the research question that guides the study is presented. Then, the methodological approach is described, explaining the chosen research method, its justification, and the investigation process.

Finally, the data and sample used to answer the research question are detailed.

2.1. Research Question

This study examines the use of AI in the workplace, aiming to address the following research question:

- How can concerns related to data privacy, transparency, and other ethical issues, along with operational and technical challenges and the fear of job displacement, influence employees' perceptions of the impact of Generative AI in the workplace?

2.2. Methodology

Given the objectives of the present study and the nature of the data, a mixed-method approach was adopted (Castleberry & Nolen, 2018). This approach was selected because it allows for both numerical analysis and detailed interpretation of results.

The research relies on a survey designed to ensure statistical validity by providing structured response options that reduce the probability of significant differences in answers, leading to consistency and comparability across them. While limiting response choices minimizes ambiguity, statistical validity is also ensured through appropriate sampling methods and rigorous data analysis.

Additionally, the study follows an analytical framework that consists of identifying patterns and connections between employees' concerns and uncertainties regarding the use of Generative AI in the workplace across different industries. This structured approach allows for a systematic interpretation of the findings.

A content analysis approach is used to interpret open-ended responses. This method involves both an inductive process and a structured coding approach, where themes and categories emerge from the data. I initially established categories based on a conceptual framework and subsequently coded the responses according to these predefined categories. By systematically coding the responses, this method enables a structured examination of employees' concerns and perceptions regarding Generative AI in the workplace. The identified categories are then analyzed and compared with existing literature to provide deeper insights and contextualize the findings.

2.3. Data and Sample

To address the research question, this study relies on a survey designed to collect both quantitative and qualitative data. The survey includes Likert scale questions, which allow for numerical analysis of respondents' perceptions, and open-ended questions, which provide participants with the opportunity to offer more detailed answers and express personal insights and elaborate on their views.

The inclusion of open-ended questions enables a richer and more detailed analysis, allowing for the identification of patterns and deeper understanding of respondents' opinions on the topics being examined. Some survey questions were adapted from existing literature to ensure relevance and alignment with previous research.

The sample consists of 108 respondents and covers a diverse range of demographics, including various age groups, job roles, and industries. This diversity ensures a comprehensive understanding of Generative AI's impact across different sectors.

The data collection process followed a convenience sampling method (Golzar & Tajik, 2022), where respondents were selected based on their availability and ease of access. The sample was collected through personal channels, including friends, family, and social media platforms such as *Instagram*.

This approach ensured that the sample was relevant to the study, providing insights into ethical concerns, operational and technical challenges, the fear of job displacement, and potential impacts on creativity, all of which are essential to understand the challenges posed by Generative AI in different workplace scenarios.

The data was collected online using a structured survey platform (Qualtrics). To minimize response bias, the survey was conducted anonymously. This approach encouraged participants to provide more honest responses, consequently enhancing the reliability and validity of the data collected.

2.4. Procedure

The study examines employees' perceptions towards the use of Generative AI in the workplace, focusing on key themes that structure the analysis: ethical concerns, operational and technical challenges, job displacement and role transformation and creativity.

The ethical concern's theme explores issues related to data privacy, transparency, bias and discrimination, while operational challenges address barriers in AI implementation, such as financial restrictions and employee possible resistance towards spending additional time on AI training.

Technical challenges address the reliability and accuracy of AI-generated content, as well as infrastructure requirements for AI implementation.

Additionally, job displacement and role transformation assess employees' concerns about AI replacing human jobs and their ability to adapt to changing job demands.

Finally, the creativity theme investigates how Generative AI affects innovation and evaluates whether it fosters or limits human originality, and how it impacts the creative process.

The data collection involved a structured survey with a combination of Likert scale questions to capture quantitative perceptions and open-ended questions to gain deeper insights into employees' experiences and opinions.

The next phase involves the frequency analysis, which evaluates the agreement and disagreement among responses. This step allows the study to explain expected outcomes, such as identifying trends to contribute to a better understanding of the data.

Chapter 3

Findings and Discussion

3.1. Findings

The survey collected a total of 108 responses and included a broader set of questions, but the analysis focuses on those most relevant to the research objectives, but the complete survey is available in Appendix II (Table A2.1).

The majority of respondents belong to the 18–24 age group, comprising 58.3% of the sample, followed by a significant proportion from the 25–34 age group, which accounts for 24.1% of responses (see Figure A1.1 in Appendix I). Within these two younger age groups, most participants have higher education qualifications, either a bachelor's or master's degree, with only a small minority having completed only high school.

In contrast, among respondents aged 35 and above, there is a noticeable dispersion in educational backgrounds. However, the majority within this group have also completed at least a bachelor's degree (see Figure 1).

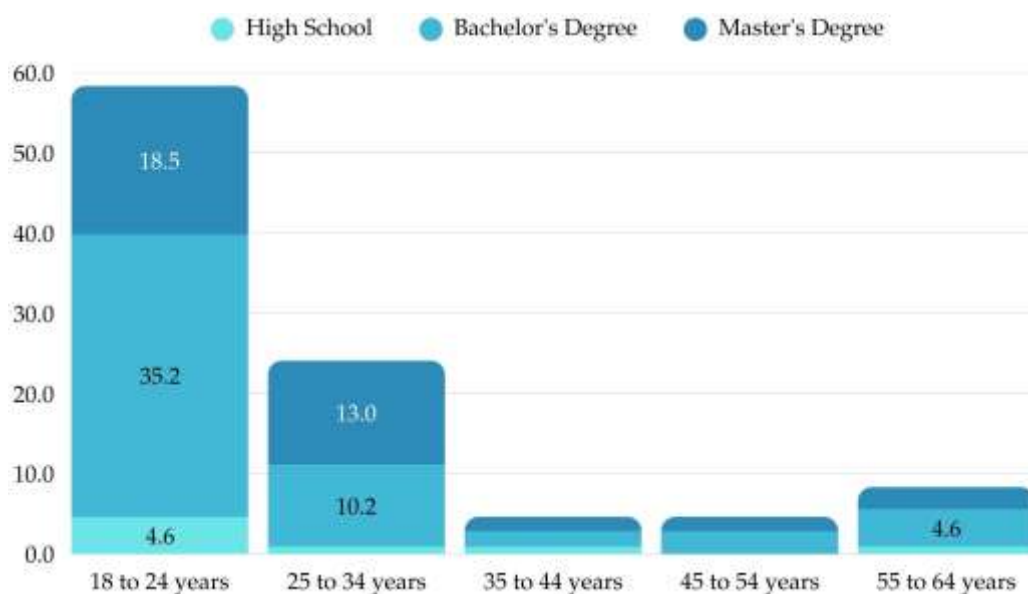


Figure 1: Age vs. Educational Level (values in %).
Source: Own elaboration.

Regarding professional experience, most respondents are recent graduates, either at the bachelor's or master's level, and have limited professional experience. Specifically, 35.2% have been employed for less than one year, while 30.6% have between one and five years of work experience. Additionally, 13.0% have been in the workforce for five to ten years, and only 21.3% have more than ten years of professional experience (see Table A1.1 in Appendix I).

The survey began by assessing respondents' use of electronic devices and their familiarity with AI. The findings indicated that the vast majority of participants regularly use electronic devices and have heard of Generative AI (see Figures A1.2 and A1.3 in Appendix I).

Most respondents are aware of this technology, and 83.3% reported actively using AI-powered tools. A small percentage of participants have either heard of Generative AI but are not very familiar with it or do not use it at all (see Table A1.2 in Appendix I).

Given the high percentage of respondents who engage with these technologies, a significant percentage – approximately 70% – also report using them in the workplace (see Figure A1.4 in Appendix I).

Responses to the last question in this section reveal that most participants utilize Generative AI primarily to enhance efficiency and productivity. Common uses include *"writing emails"*, *"brainstorming ideas"*, *"...resolving errors in excel's formulas..."*, searching for information more quickly, and optimizing various work-related tasks, as stated by the respondents *"...If not for AI, it would take longer to complete certain tasks."*, *"Time spent on tasks reduced by half."*

The survey was divided into five sections, each corresponding to a specific theme. Each section has questions measured by a Likert scale, where respondents were asked to rate their level of agreement on a scale 1 to 5 (where 1 indicated *"Strongly Disagree"* and 5 indicated *"Strongly Agree"*). Additionally, some sections included open-ended questions to gather further insights.

The section related to Ethical Concerns, encompassed statements such as *“I’m afraid of data collection by Generative AI software”*, to which 55.6% of respondents expressed concern regarding data collection by these systems (see Table 1). Similarly, in response to the statement *“I feel uncomfortable not knowing where they might use my data”*, 63.9% of participants reported feeling in fact uneasy about the potential uses of their personal information (see Table A1.3 in Appendix I). Consequently, a great percentage of 38.9% of respondents do not trust in fact in AI-powered tools to submit personal data or data related to their company (see Table A1.4 in Appendix I).

I'm afraid of data collection by Generative AI software	N	%
Agree	46	42.6
Strongly Agree	14	13.0
Neither Agree nor Disagree	21	19.4
Disagree	21	19.4
Strongly Disagree	6	5.6
Total	108	100%

Table 1: Concerns about data collection by Generative AI software.
Source: Own elaboration.

At the end of this section, an open-ended question was included to allow respondents to elaborate on their ethical concerns regarding Generative AI. The responses provided further confirmation of the concerns raised in the previous questions and the primary ethical concern among employees appeared to be the privacy of personal data including its utilization as stated in one respondent’s answer, *“Utilization of my data.”* and concerns regarding *“Confidential data protection.”*. Additionally, respondents expressed apprehension regarding biased

content which cannot be fully impartial, acknowledging that *“The fact that AI relies on information available on the internet can potentially lead to misinformation.”*

However, concerns about discrimination were less prominent.

Despite these ethical concerns, in the section about operational concerns, the majority of respondents do not consider themselves hesitant about the implementation of Generative AI in the workplace (see Table A1.5 in Appendix I), with only 20 participants expressing opposition, which may be interpreted as a positive indicator. Moreover, respondents demonstrated a willingness to expand their knowledge on the subject, as it presents a concordance of 84.3% in the statement *“I am willing to expand my horizons to work with Generative AI on a daily basis”* (see Table A1.6 in Appendix I). Furthermore, 89.8% expressed their willingness to invest time in additional training to master the technology (see Table 2) with a large proportion of respondents also believing that it would not negatively impact their productivity (see Figure A1.5 in Appendix I).

I am willing to take on additional training to master Generative AI even if I need to make time available for it	N	%
Agree	64	59.3
Strongly Agree	33	30.6
Neither Agree nor Disagree	9	8.3
Disagree	2	1.9
Strongly Disagree	0	0.0
Total	108	100%

Table 2: Willingness to take on additional training in Generative AI.

Source: Own elaboration.

A contradiction emerged in the findings. While 68.5% of respondents reported using Generative AI whenever they needed to search for information (see Table

A1.7 in Appendix I), 50% disagreed with the statement "I trust the information provided by Generative AI more than that provided by traditional search engines such as Google" (see Table A1.8 in Appendix). Notably, this group includes 25.9% of those who reported using Generative AI when they need to search for information.

Additionally, half of the respondents disagreed with the idea that AI-powered search tools provide more reliable information than the traditional search engines, which means there are divided opinions on this point (see Figure 2). However, 51.9% still considered Generative AI to be somewhat reliable (see Table A1.9 in Appendix I), but not as trustworthy as other search tools. These findings indicate that, while Generative AI is not perceived as highly reliable, its usage remains widespread, possibly due to ease of access or efficiency.

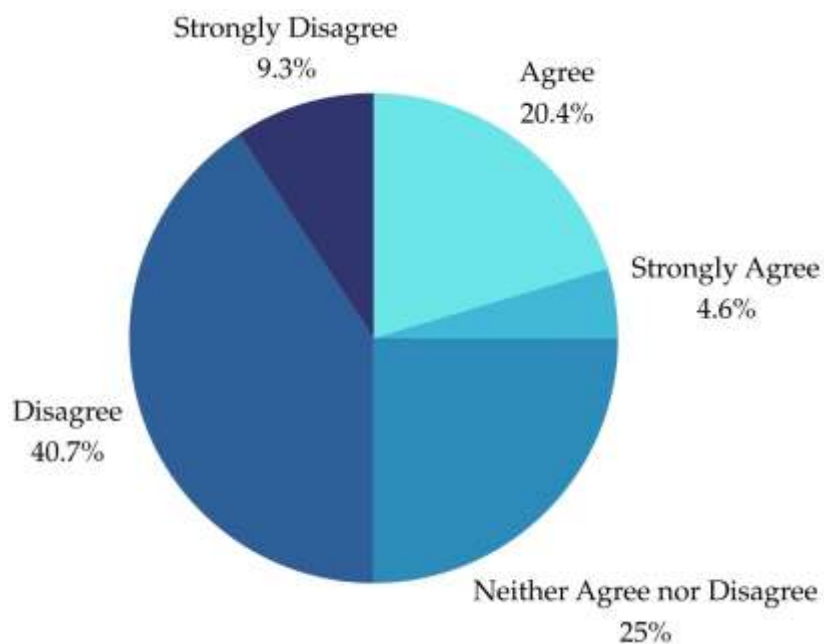


Figure 2: Perceptions of the reliability of Generative AI vs. traditional search engines.
Source: Own elaboration.

Concerns regarding job displacement due to AI also emerged in the respective section. Although a significant number of respondents expressed fear of being replaced by AI (see Table A1.10 in Appendix I), 78.7% disagreed with the possibility of fully replacement (see Table 3), and 84.2% disagreed with the idea

that their job could be successfully performed by Generative AI (see Table A1.11 in Appendix I).

I believe that my work can be completely replaced by Generative AI software	N	%
Agree	14	13.0
Strongly Agree	1	0.9
Neither Agree nor Disagree	8	7.4
Disagree	45	41.7
Strongly Disagree	40	37.0
Total	108	100%

Table 3: Perceived Job Replacement by Generative AI.
Source: Own elaboration.

While Generative AI facilitates certain tasks, respondents widely acknowledged that its lack of emotional intelligence remains a major limitation. This limitation creates challenges in roles that rely on human interaction, suggesting that, according to the findings, Generative AI is more likely to result in partial job replacement rather than complete automation.

In the open-ended question within this section, some respondents expressed concerns and “fear” about job displacement due to AI. However, the majority considered full replacement to be unlikely. For instance, one respondent stated, *“Considering that I work in a field based on personal interaction, support, and direct contact, I do not believe this aspect will ever be replaced.”* Another participant reflected on the historical evolution of technology, noting, *“I once read an article about AI that I completely agreed with. It described AI as a technological tool that will one day become as essential as the computer, or the internet is today. When computers first emerged, people feared they would replace humans and eliminate jobs. However, that was*

not the case. Some jobs became obsolete, but new ones emerged in their place. To me, this is simply part of evolution. I see AI as another technological tool that will eventually become an integral part of our daily lives. While it will inevitably lead to the disappearance of some jobs, it will also create new opportunities. Of course, AI is an entirely next-level technology in human history."

Another respondent emphasized the necessity of human oversight in AI-driven workplaces, stating, *"Although I firmly believe that full replacement will not happen, if such a transition were to occur, there would still be a need for individuals to oversee and monitor AI-driven tasks. These roles would necessarily be filled by experienced professionals in the respective fields."* Additionally, another participant argued that AI could be particularly beneficial in certain jobs, stating, *"In some jobs, particularly those involving highly quantitative and automated tasks, AI-powered tools can be highly effective—provided they ensure accurate execution and minimal errors. In my opinion, AI should not serve as a complete replacement but rather as a support system, allowing workers to enhance productivity and focus on the aspects of their jobs that require personal expertise and unique skills. The tasks that rely on algorithms and automation can be delegated to AI. Furthermore, I believe we are not yet ready for full AI-driven replacement, as there is still a risk of errors in AI-generated information. Even for quantitative tasks, human judgment is often necessary to provide subjective insights, which AI cannot fully replicate."*

The final, yet equally significant, section of the study explored the potential influence of Generative AI on individual creativity. A substantial majority agreed that AI serves as a valuable tool in the creative process, helping working teams in generating new and meaningful ideas (see Figure 3), that are still considered to be valid even when developed with AI assistance (see Table A1.12 in Appendix I). Additionally, 77.8% of respondents acknowledged that AI helps overcome creative barriers and mental blocks (see Table A1.13 in Appendix I).

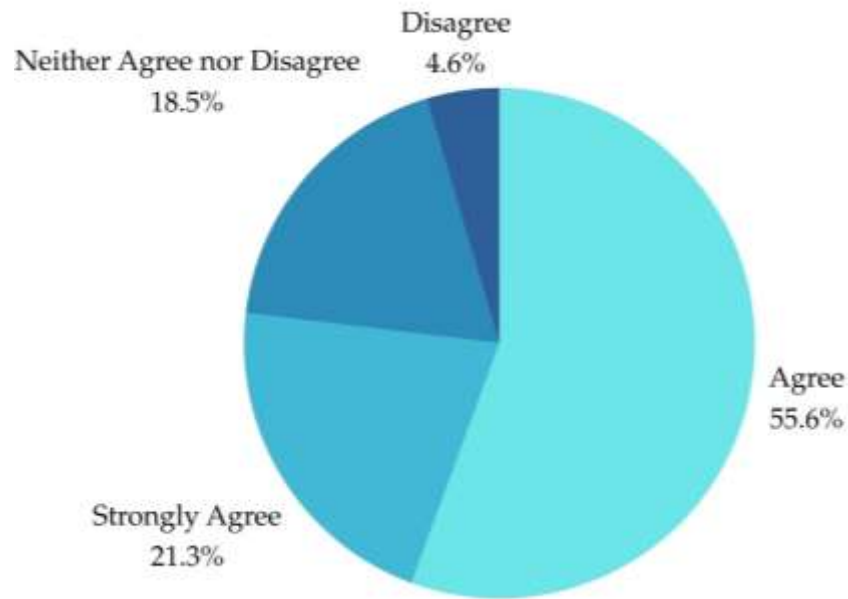


Figure 3: Perception of Generative AI's ability to improve team creativity by generating new ideas.

Source: Own elaboration.

3.2. Discussion

The results gathered from the survey provided some valuable insights into the topic under study, allowing for a comparative analysis with the existing literature and to identify similarities and differences. However, the analysis is limited by the scarcity of studies on these specific topics, making comparisons difficult.

The responses indicated that ethical concerns, particularly concerns regarding data privacy, emerged as a primary concern for the respondents, as a significant number of them indicated that they were hesitant about the collection of personal and professional data by these Generative AI systems, due to the uncertainty regarding its potential uses. This aligns with previous findings from Ye et al. (2024) who highlight that users have difficulty trusting AI software because they are unsure about the transparency of data collection.

There is a strong need for greater transparency and compliance with data protection regulations (such as GDPR) in order to increase user confidence in AI

applications within the workplace. This is also emphasized by Aguiar Campos et al. (2022), who argue that the existence of regulations positively impacts users and encourages the adoption of this technology.

In addition to the ethical challenges encountered, another very important issue involves the reliability of the information generated by AI which falls under the category of technical challenges, and this is a topic discussed almost in every previous research. While the majority of respondents report frequent utilization of Generative AI for faster and more targeted information searches, they are also hesitant about the accuracy of the information provided compared to other more traditional search engines (e.g. Google). Söllner et al. (2025) aligns with those conclusions since it is mentioned that possible hallucinations of AI can generate content with errors.

This uncertainty suggests that AI-generated information often requires verification with more reliable sources, highlighting the need to improve the accuracy of AI-generated content and the credibility of its underlying data sources. Banh & Strobel (2023) argue that human supervision is essential to validate AI-generated content before using it in professional contexts.

When it comes to the impact of Generative AI on employment, some respondents expressed concerns about job displacement, particularly among workers whose tasks are standardized and require minimal critical thinking or emotional intelligence, while others perceive Generative AI as a complementary tool rather than a direct substitute for human labor. Additionally, it is known that, at least in the current landscape, job positions that require human interaction, complex decision-making, and emotional intelligence remain irreplaceable.

On the other hand, there are also references to the creation of new jobs, i.e. even if Generative AI may lead to the elimination of certain jobs, it is also expected to create others. The results indicated divided opinions similar to the

conclusions of the study conducted by Söllner et al. (2025), where it is stated that some researchers believe that a significant number of jobs will be eliminated, and others believe that a great quantity of new positions will be created.

Regarding creativity, according to the results of this study, the use of Generative AI is seen as a valuable tool rather than a constraint. It is commonly used as a tool to overcome creative barriers and mental blocks and is also seen as an advantage when starting new projects, particularly during the brainstorming phase.

These findings converge with the results of the study conducted by Amankwah-Amoah et al. (2024) which emphasizes the importance of a balanced use of AI. The preservation of human creativity is crucial. As such, this technology should be perceived as an ally rather than a replacement.

This research reinforces the concerns already raised in the existing literature, as the findings converge with those already identified by the authors. It also provides new perspectives on the challenges of Generative AI in the workplace from the perspective of employees.

Conclusion

Generative AI has become an increasingly relevant topic in recent years, gaining popularity in various domains, including the workplace.

Its advantages, such as task optimization, increased productivity, and creative support, are widely recognized across generations. However, it is important to acknowledge the critical concerns surrounding its adoption, particularly regarding ethical considerations, reliability, and its potential impact on employment.

This study examined employees' perceptions of the challenges posed by Generative AI in the workplace, employing a survey that enabled for both quantitative and qualitative analysis.

The findings indicated that the main concern of employees was related to privacy and data protection. This stems from uncertainty about how personal and professional data entered into these systems may be used, highlighting the need for stricter regulatory compliance.

Another issue that has been the focus of much discussion is the potential replacement of jobs by Generative AI. While there is some level of concern regarding automation, the fear of large-scale job displacement does not seem to be as widespread as commonly believed. Instead, many respondents perceive Generative AI as a supportive tool rather than a direct threat, believing that certain roles cannot be fully replaced by this technology.

In terms of creativity, the results indicate that Generative AI is effective in overcoming mental blocks and facilitating idea generation. However, concerns remain about the uniformity of content and a potential decline in originality. Consequently, when employed in a responsible and balanced way, Generative AI is viewed as a complement to human creativity rather than a replacement.

Resistance to Generative AI in the workplace can be attributed to a lack of knowledge about the technology. Nonetheless, a significant number of employees expressed a willingness to learn and invest time in training.

Despite the contributions of this study, it is important to acknowledge its limitations. The survey's sample could have been broader to guarantee a greater diversity of answers and a more balanced representation of the different perceptions. Additionally, data analysis could have been more detailed through the use of econometric models.

This dissertation explores several important topics, yet some areas remain open for further research. Potential future studies could include the evaluation of the effectiveness of employee training programs in utilizing this technology, or the investigation of its long-term impact on jobs, using the aforementioned methods.

To conclude, there is no doubt that technological advances in AI are significantly transforming industries and job structures. It is essential that employers provide continuous training to facilitate the integration and daily use of this technology. Since most employees are willing to invest additional time in learning, it is crucial that the implementation of Generative AI in the workplace aligns with ethical standards and aims to enhance human capabilities, rather than replace them.

Declaration of Generative AI and AI-assisted technologies in the writing process

During the preparation of my written thesis, *Challenges of Generative Artificial Intelligence in the Workplace*, ChatGPT and Copilot were used for the following tasks: translation and text revision, with the prompts used listed at the end of the document in the Prompts List section. After using these tools, I reviewed and edited the content as necessary, and I take full responsibility for the content of the work presented.

I also declare that I am aware of and respect the Artificial Intelligence Rules of Conduct of Católica Porto Business School.

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Prompts List

1. "Rewrite this sentence in English in a more formal and well-structured manner."
2. "Translate this sentence."
3. "Help me find a synonym for this word."

Appendix I

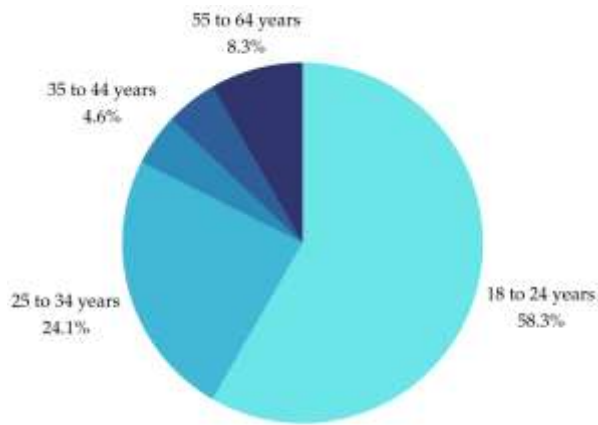


Figure A1. 1: Age of Respondents.
Source: Own elaboration.

How long have you been working?	N	%
Less than 1 year	38	35.2
From 1 to 5 years	33	30.6
From 5 to 10 years	14	13.0
More than 10 years	23	21.3
Total	108	100%

Table A1. 1: Years of Professional Experience of Respondents.
Source: Own elaboration.

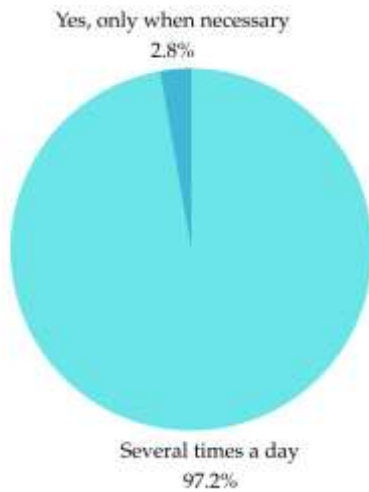


Figure A1. 2: Frequency of Electronic Device Usage Among Respondents.
Source: Own elaboration.

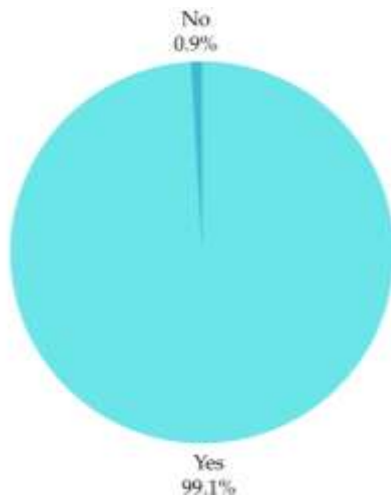


Figure A1. 3: Awareness of the Concept of AI.
Source: Own elaboration.

Do you know if you use technologies supported by AI or Generative AI?	N	%
Yes, I use technologies with Artificial Intelligence support	90	83.3
No, I don't use technologies with Artificial Intelligence support	10	9.3
I've heard of Artificial Intelligence, but I'm not sure how it works	8	7.4
Total	108	100%

Table A1. 2: Awareness of Using AI or Generative AI Technologies.
Source: Own elaboration.

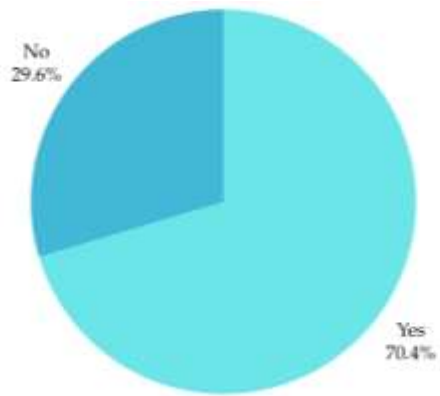


Figure A1. 4: Usage of AI in the Workplace Among Respondents.
Source: Own elaboration.

I feel uncomfortable not knowing where they might use my data	N	%
Agree	53	49.1
Strongly Agree	16	14.8
Neither Agree nor Disagree	16	14.8
Disagree	19	17.6
Strongly Disagree	4	3.7
Total	108	100%

Table A1. 3: Discomfort Regarding the Uncertainty of AI Data Usage.
Source: Own elaboration.

I trust AI software with my personal data or the data of the company where I work	N	%
Agree	28	25.9
Strongly Agree	7	6.5
Neither Agree nor Disagree	31	28.7
Disagree	29	26.9
Strongly Disagree	13	12.0
Total	108	100%

Table A1. 4: Trust in AI Software.
Source: Own elaboration.

I consider myself hesitant to implement Generative AI in my work	N	%
Agree	19	17.6
Strongly Agree	1	0.9
Neither Agree nor Disagree	23	21.3
Disagree	51	47.2
Strongly Disagree	14	13.0
Total	108	100%

Table A1. 5: Hesitation Toward Implementing Generative AI in the Workplace.
Source: Own elaboration.

I am willing to expand my horizons to work with Generative AI on a daily basis	N	%
Agree	62	57.4
Strongly Agree	29	26.9
Neither Agree nor Disagree	0	0.0
Disagree	2	1.9
Strongly Disagree	15	13.9
Total	108	100%

Table A1. 6: Willingness to Integrate Generative AI into Daily Work.
Source: Own elaboration.

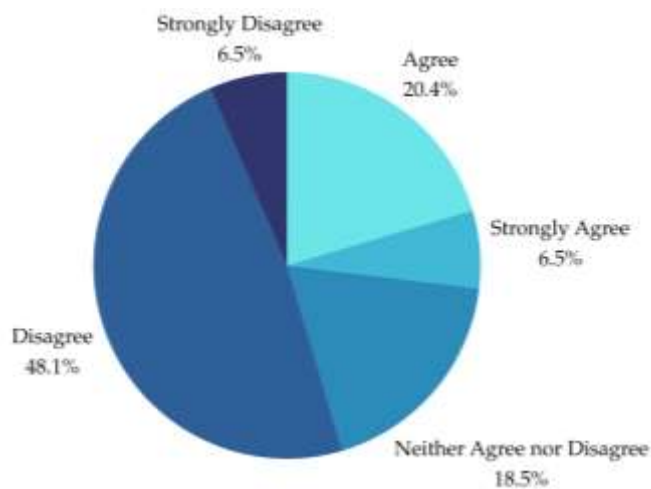


Figure A1. 5: Perceived Impact of AI Training Time on Productivity.
Source: Own elaboration.

When I need to search for information, I use Generative AI (e.g. ChatGPT)	N	%
Agree	61	56.5
Strongly Agree	13	12.0
Neither Agree nor Disagree	13	12.0
Disagree	20	18.5
Strongly Disagree	1	0.9
Total	108	100%

Table A1. 7: Use of Generative AI for Information Retrieval.
Source: Own elaboration.

I trust the information provided by Generative AI more than that provided by traditional search engines such as 'Google'	N	%
Agree	15	13.9
Strongly Agree	4	3.7
Neither Agree nor Disagree	35	32.4
Disagree	44	40.7
Strongly Disagree	10	9.3
Total	108	100%

Table A1. 8: Trust in Information from Generative AI vs. Traditional Search Engines.
Source: Own elaboration.

I consider Generative AI to be a technology with reliable results	N	%
Agree	55	50.9
Strongly Agree	1	0.9
Neither Agree nor Disagree	38	35.1
Disagree	13	12.0
Strongly Disagree	1	0.9
Total	108	100%

Table A1. 9: Perceived Reliability of Generative AI Technology.
Source: Own elaboration.

I am afraid that one day a machine will replace me	N	%
Agree	22	20.4
Strongly Agree	5	4.6
Neither Agree nor Disagree	10	9.3
Disagree	35	32.4
Strongly Disagree	36	33.3
Total	108	100%

Table A1. 10: Fear of Job Replacement by Machines.

Source: Own elaboration.

My work can be successfully performed by Generative AI	N	%
Agree	8	7.4
Strongly Agree	1	0.9
Neither Agree nor Disagree	8	7.4
Disagree	47	43.5
Strongly Disagree	44	40.7
Total	108	100%

Table A1. 11: Perceived Ability of Generative AI to Perform One’s Job Successfully.

Source: Own elaboration.

I consider that my contribution to a new idea is still valid even if I use AI	N	%
Agree	67	62.0
Strongly Agree	23	21.3
Neither Agree nor Disagree	12	11.1
Disagree	5	4.6
Strongly Disagree	1	0.9
Total	108	100%

Table A1. 12: Perceived Value of New Ideas When Using AI.

Source: Own elaboration.

AI helps me overcome creative barriers	N	%
Agree	63	58.3
Strongly Agree	21	19.4
Neither Agree nor Disagree	17	15.7
Disagree	6	5.6
Strongly Disagree	1	0.9
Total	108	100%

Table A1. 13: AI's Role in Overcoming Creative Barriers.

Source: Own elaboration.

Appendix II

Survey Design	
Data	
Q1: Age	18 to 24 years 25 to 34 years 35 to 44 years 45 to 54 years 55 to 64 years
Q2: Gender	Female Male I Prefer not to say Other (please, specify)
Q3: What is the highest level of education you have completed?	2nd cycle of basic education (6th grade) 3rd cycle of basic education (9th grade) High school education (12th year) Bachelor's Degree Master's Degree or higher
Q4: How long have you been working?	Less than 1 year From 1 to 5 years From 5 to 10 years More than 10 years
Q5: Current position/function	Open-ended
Q6: Industry	Open-ended
Usage of Eletronic Devices	
Q7: Do you often use electronic devices (mobile phone, computer, smartwatch, tablet, consoles, etc.)?	Yes, several times a day Yes, only when necessary No, very rarely
Q8: Have you ever heard of the concept of Artificial Intelligence (AI) or Generative AI?	Yes No I'm not sure
Q9: Do you know if you use technologies supported by AI or Generative AI?	Yes, I use technologies with Artificial Intelligence support No, I don't use technologies with Artificial Intelligence

	support I've heard of Artificial Intelligence, but I'm not sure how it works
Q10: Do you use AI in your workplace?	Yes No I'd rather not answer
Q11: If you answered 'yes' to the previous question, to what extent do you agree with the following statements, where: 1- Strongly Disagree 2- Agree 3- Neither Agree nor Disagree 4- Disagree 5- Strongly Disagree	
Q11.1: With AI, I can do more tasks in a shorter period of time	
Q11.2: With AI, I need to put more effort into my work and be more productive	
Q11.3: Working with AI, I'm more likely to improve my performance in the company	
Q11.4: With AI, I feel more confident in carrying out my tasks	
Q11.5: I'm proud to tell others that I'm part of a company that uses AI	
Q11.6: I feel that the implementation of AI in my workplace is a good thing overall	
Q12: Can you describe a situation in which Generative AI has helped or affected your productivity?	
Ethical Concerns	
Q13: To what extent do you agree with the following statements, where: 1- Strongly Disagree 2- Agree 3- Neither Agree nor Disagree 4- Disagree 5- Strongly Disagree	
Q13.1: I'm afraid of data collection by Generative AI software	
Q13.2: I feel uncomfortable not knowing where they might use my data	
Q13.3: I trust AI software with my personal data or the data of the company where I work	
Q13.4: Content generated by AI is sometimes discriminatory	
Q13.5: AI-generated content is sometimes biased	
Q13.6: There may be discrimination by this software in human resources management, in the selection of CVs	

<p>Q14: What are your main ethical concerns regarding the use of Generative AI in your workplace?</p>	<p>Open-ended</p>
<p>Operational Challenges</p>	
<p>Q15: To what extent do you agree with the following statements, where: 1- Strongly Disagree 2- Agree 3- Neither Agree nor Disagree 4- Disagree 5- Strongly Disagree</p>	
<p>Q15.1: I consider myself hesitant to implement Generative AI in my work</p>	
<p>Q15.2: I am willing to expand my horizons to work with Generative AI on a daily basis</p>	
<p>Q15.3: I believe I can learn how to use software with Generative AI and adapt to it if it is implemented in my work</p>	
<p>Q15.4: I have the necessary knowledge to use Generative AI in my daily work</p>	
<p>Q15.5: With Generative AI, I can perform any task that is asked</p>	
<p>Q15.6: I am willing to take on additional training to master Generative AI even if I need to make time available for it</p>	
<p>Q15.7: I think the time I'll have to spend on training will affect my productivity</p>	
<p>Technical Challenges</p>	
<p>Q16: To what extent do you agree with the following statements, where: 1- Strongly Disagree 2- Agree 3- Neither Agree nor Disagree 4- Disagree 5- Strongly Disagree</p>	
<p>Q16.1: When I need to search for information, I use Generative AI (e.g. ChatGPT)</p>	
<p>Q16.2: I trust the information provided by Generative AI more than that provided by traditional search engines such as 'Google'</p>	
<p>Q16.3: I believe that Generative AI software have access to more reliable information than Google or any other search engine</p>	
<p>Q16.4: The company where I work has the capacity (resources and budget) to implement the use of Generative AI to make it easier to perform certain tasks</p>	

Q16.5: When I use Generative AI to search for information, I trust the results that are presented to me	
Q16.6: I consider Generative AI to be a technology with transparent results	
Q16.7: I consider Generative AI to be a technology with reliable results	
Q16.8: My company has a cybersecurity team to implement Generative AI with reduced risks	
Job Displacement	
Q17: To what extent do you agree with the following statements, where: 1- Strongly Disagree 2- Agree 3- Neither Agree nor Disagree 4- Disagree 5- Strongly Disagree	
Q17.1: I believe that my work can be completely replaced by Generative AI software	
Q17.2: I'm afraid that one day a machine will replace me	
Q17.3: My work can be successfully performed by Generative AI	
Q17.4: Generative AI has the necessary capabilities to perform my tasks without human interaction	
Q17.5: Generative AI has no emotions, and this affects the success of the task	
Q17.6: The lack of emotional intelligence on the part of this technology makes it not possible to complete tasks successfully (especially in the area of customer service)	
Q18: How do you feel about the possibility of Generative AI replacing workers in different departments or replacing you?	Open-ended
Creativity	
Q19: To what extent do you agree with the following statements, where: 1- Strongly Disagree 2- Agree 3- Neither Agree nor Disagree 4- Disagree 5- Strongly Disagree	
Q19.1: Generative AI can improve the efficiency of teams' creative process by helping to create new ideas	

Q19.2: AI's inability to self-reflect and lack of emotional intelligence limits its creative process
Q19.3: AI helps me overcome creative barriers
Q19.4: I feel that my contribution to the creative process of an idea is reduced when I use the support of Generative AI
Q19.5: Dependence on AI can reduce creative diversity in my company and in me as a worker and interfere with innovation
Q19.6: I consider that my contribution to a new idea is still valid even if I use AI

Table A2. 1: Complete Survey