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Artificial Intelligence and Employee Well-Being: A Systematic Literature Review

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Abstract

Artificial Intelligence (AI) is transforming modern workplaces by offering opportunities to enhance employee well-being while simultaneously introducing significant challenges. Although scholarly interest in the intersection of AI and well-being is growing, empirical research in this domain remains limited and underdeveloped. This study's primary objective was to assess the current knowledge in this domain, with a secondary aim of identifying critical research gaps to inform future investigations. Adhering to PRISMA guidelines, this systematic literature review analysed 23 empirical studies published between 2015 and 2025, sourced from the Lens.org and ProQuest databases and was guided by the Job Demands Resources (JD-R) model. Keyword co-occurrence analysis using VOSviewer revealed five dominant themes: (1) Tech-induced stress, (2) AI-driven success, (3) Mental resilience, (4) Digital boundaries, and (5) Emotional wellness. The density visualisation map highlighted significant gaps in the existing literature. Despite increasing scholarly attention, the review reveals that significant empirical gaps still remain in the literature. By synthesising current knowledge and identifying critical research gaps, this review offers practical insights for developing human-centred AI strategies and establishes a research agenda for advancing employee well-being in increasingly digital workplaces.

Keywords: Artificial Intelligence (AI), Employees' Well-Being, Mental Well-Being, Systematic Literature Review (SLR)

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1.0 Introduction

Artificial Intelligence (AI) is a specialised field within computer science focused on developing computational systems that can perform tasks typically requiring human cognitive abilities, such as learning, reasoning, and understanding information (Yang, 2022). At its core, AI seeks to enable machines to exhibit intelligent behaviour comparable to that of humans (Dwivedi et al., 2019). In today's society, AI is exerting a profound and multifaceted impact, offering both promising opportunities and posing significant challenges depending on how it is implemented and governed (Angelova, 2024). While there is growing enthusiasm about its potential, valid concerns remain regarding its broader implications. Nevertheless, AI has already demonstrated its capacity to enhance job performance and boost productivity across industries such as manufacturing, finance, healthcare, retail, and logistics (Abusalma, 2021). For instance, in the healthcare sector, AI plays a vital role in detecting diseases at an early stage, aiding in treatment strategies, and interpreting medical images like X-rays and CT scans, leading to quicker and more precise diagnoses (Saxena et al., 2024). In the workplace, AI offers numerous benefits by automating routine, repetitive tasks and labour-intensive tasks, thereby enabling employees to focus on more innovative and meaningful activities (Morandini et al., 2023). AI-powered tools like virtual assistants and chatbots help ease the burden of excessive workloads, improving task management and efficiency (Naqbi et al., 2024).

Predictive analytics further supports these efforts by facilitating personalised employee development by enabling data-driven, personalised training and targeted well-being programs (Mittal et al., 2024). Collectively, these developments show how AI can enhance task efficiency and promote a healthier work-life balance. However, despite these positive outcomes, there is also growing empirical evidence that AI can negatively impact employee well-being (Hornung & Smolnik, 2021; Mirbabaie et al., 2021; Wilkens, 2020). Studies have identified several challenges linked to AI, such as unfair decision-making caused by biased systems (Zafar et al., 2015), weaknesses that make AI tools prone to failure or misuse (Boddington, 2017; Christian, 2021; Stoyanova et al., 2020), risks related to harmful or unethical applications (Boddington, 2017), concerns about data protection (Boddington, 2017; Christian, 2021), and the threat of job

displacement (Frey & Osborne, 2016). Automation, while boosting productivity, can contribute to job insecurity, mental stress, and feelings of workplace instability, especially when communication and change management are inadequate (Ali et al., 2024).

Therefore, understanding the concept of employee well-being in this context is crucial. Rather than being viewed through a narrow lens, employee well-being should be recognised as a multidimensional concept that encompasses physical and mental health, happiness, job satisfaction, and life fulfilment (Pradhan & Hati, 2019). Prioritising this broader definition of well-being is essential, as it directly influences employee motivation, engagement, productivity, and long-term career development (Guares, 2025). The rapid digital transformation of workplaces led by AI technologies (automation systems, predictive analytics, and performance platforms) has redefined how employees experience work (Jarrahi et al., 2022). While these innovations can reduce operational burdens and streamline tasks, they also introduce new complexities that can influence emotional health, interpersonal dynamics, and work identity (Dhand et al., 2025). Therefore, it is imperative that organisations implement AI in a balanced and ethical manner that aligns with human-centred design and the goal of creating meaningful, inclusive, and sustainable workplaces.

Given these complex and often conflicting effects, examining the influence of AI on employee well-being has become increasingly important for both organisational leaders and policymakers striving for ethical and sustainable technology integration. Despite the growing body of research in this domain, there remains a notable absence of a systematic synthesis that comprehensively examines empirical studies addressing both the beneficial and adverse effects of AI on employee well-being over a defined study period. Although very few papers have addressed similar topics, the paper is significant as it utilises the JD-R model to investigate AI and employee well-being relationships across diverse global contexts, whereas previous studies focus mainly on Western settings or lack a guiding theoretical framework. Unlike prior studies, including García-Madurga et al. (2024) and Soulami et al. (2024), the review identifies five thematic clusters and highlights key empirical gaps, offering a clear agenda for developing human-centred AI strategies. By synthesising existing evidence and identifying key gaps, the

study provides actionable insights for developing supportive, well-being-oriented workplaces enhanced through AI integration.

In line with this, the study aims to pursue two primary objectives: (1) to identify the current knowledge relating to AI and employee well-being, and (2) to uncover gaps within the current literature that can inform and direct future research efforts. To fulfil these aims, a systematic literature review (SLR) was conducted, encompassing twenty-three empirical studies published between 2015 and 2025. The significance of the first objective lies in its potential to identify key variables that organisations and policymakers must consider when considering AI in the workplace, thereby reinforcing the practical relevance and applicability of the findings in real-world contexts. The second objective contributes by offering conceptual directions for future scholarly research, facilitating further empirical exploration and theoretical refinement. Collectively, the study's findings enhance academic understanding and support the development of robust frameworks for evaluating the impact of AI technologies on employee well-being in contemporary organisational environments. The subsequent sections of this paper delineate the methodological approach applied to collect and interpret data. Following this, an interpretation of the results is presented through bibliometric analysis, incorporating a summary of findings derived from VOSviewer mapping. The essay concludes by synthesising the core insights, outlining their practical relevance, and proposing directions for future scholarly investigations.

2.0 Methodology

To ensure a rigorous and transparent review process, this study followed a predefined protocol outlining the inclusion and exclusion criteria, along with the analytical methods to be applied (Yang et al., 2016). As the SLR was adopted, the entire process was guided by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines (Page et al., 2021), which provided a structured framework for identifying, selecting, and synthesising relevant empirical studies. While systematic reviews in the social sciences often lack a universally accepted standard and are frequently guided by narrative or less formal approaches (Popay et al., 2006; Sharif et al., 2018), this study

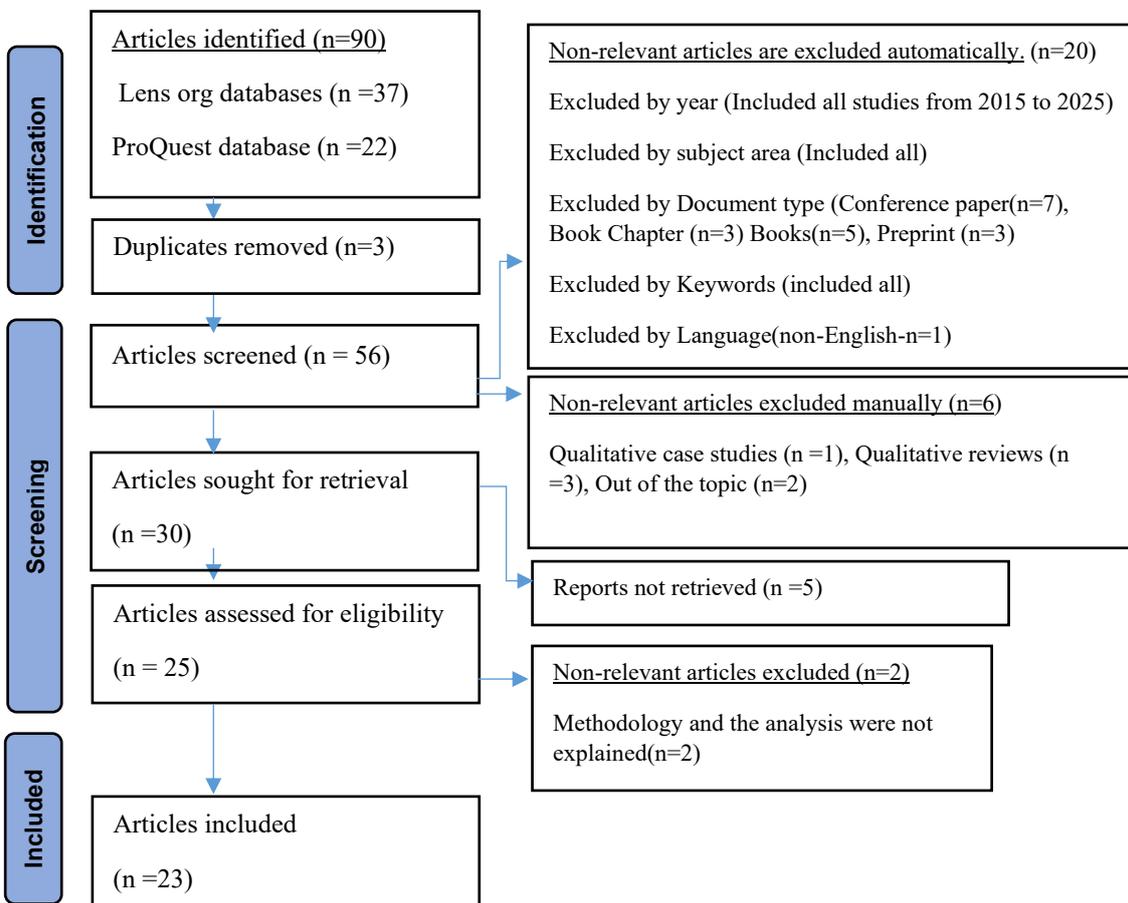
deliberately applied PRISMA flowchart procedures to enhance objectivity and maintain a systematic approach throughout the article selection process.

The article selection process strictly adhered to the PRISMA flow diagram's four stages: identification, screening, eligibility, and inclusion. The initial identification phase centres on the specific databases, search terms, and criteria used. For this research, the article search was conducted using the Lens.org and ProQuest databases. The search strategy for this study involved a combination of specific terms: "artificial intelligence," "AI", "employee well-being," "workplace well-being," "mental health," "job satisfaction," "work stress," "employee experience", "organisation", and "workplace". Further, the study used the "AND" operator to connect different concepts and the "OR" operator for synonyms or closely related terms. This approach led to the identification of 37 articles from the Lens.org database and 22 articles from the ProQuest database.

Upon collecting relevant data, such as article titles, abstracts, keywords, author details, journal titles, citation counts, and publication years, the researcher organised it within a Microsoft Excel spreadsheet. Duplicates were then systematically identified and removed. The screening stage subsequently involved filtering the articles that did not satisfy the established inclusion criteria (Priyashantha et al., 2022). The inclusion criteria for this study were empirical research articles found in academic journals, written in English, pertinent to the main subjects, and published between 2015 and 2025. This paper focused on empirical journal articles because they enhanced credibility due to strict peer-review processes. The chosen period, extending from 2015 to 2025, was vital for capturing recent significant developments and ensuring a thorough, up-to-date analysis.

The screening process incorporated both automated and manual methods, alongside steps for retrieval and eligibility verification. Automated screening primarily relied on the default limiting functions of the databases, applying filters for the 2015-2025 publication range and English language. Conversely, document types like conference papers, book chapters, and preprints were not considered. After the initial screening, the researcher of this study performed an independent manual review of the articles, primarily using abstracts to guide their decisions. This stage involved the removal of qualitative case studies, qualitative reviews, and articles not relevant to the

research topic, leaving 30 articles. Past studies using qualitative methods focusing on subjective experiences, perceptions, and contextual factors were not included to ensure methodological consistency (Arifin, 2018). The review relied solely on quantitative research, as it offers measurable, statistically comparable, and generalizable findings. The subsequent step was to retrieve the full texts of these articles. An eligibility check, which focused on evaluating methodological quality, was then initiated. Independent assessment of each article's methodology section by the researcher led to the removal of two articles due to inadequately explained methodologies and analyses. The complete article selection procedure is presented in Figure 1. A final set of 23 papers was included in the review for discussion and agreement.



Note (s): Search Algorithm; "artificial intelligence," OR "AI", "AND" "employee well-being", OR "workplace well-being", OR "mental health", OR "job satisfaction", OR "work stress", OR "employee experience", AND "organization", OR "workplace."

Figure 1: Prisma Flow Chart used for Article Selection

Source: Author (2025)

However, the review was conducted primarily by a single person for both the screening and coding of articles. While this could increase the potential for bias, the researcher took steps to minimise subjectivity. The researcher established rigorous and well-defined criteria for including and excluding studies and carefully documented the decision-making process. Descriptive analysis of the selected articles was conducted using the Biblioshiny interface, which allowed for a comprehensive overview of publication trends and patterns. For literature analysis, VOSviewer software was employed to generate both keyword co-occurrence and density visualisation maps. VOSviewer is particularly effective in identifying relationships between keywords by clustering closely related terms and using distinct colours to distinguish between thematic groups (Husaeni & Nandiyanto, 2021). Each cluster represents a shared theme, enabling a systematic exploration of key topics across the reviewed studies. This analytical approach directly addressed the study's first objective by revealing the main areas of focus related to AI and employee well-being, as keywords typically reflect the central themes of scholarly work. To address the second objective and identify research gaps, a density visualisation map generated through keyword co-occurrence analysis was employed. Based on the VOSviewer manual, keyword density on the item density visualisation map is represented using a colour gradient, typically blue, green, and red. The colour shifts toward red in areas with a higher concentration of closely related keywords, indicating greater weight at that position (Priyashantha & Chandradasa, 2023).

3.0 Results and Discussion

This section is mainly organised to present the results of the systematic literature review and analyse them. It primarily consists of two sections: descriptive analysis and literature classification.

3.1 Descriptive Analysis

The review analysed 23 articles, with their bibliometric data presented in Table 1 and other preliminary details, including the total number of included articles, in Table 2. These 23 publications were notably spread across 23 different journals from various countries. Figure 2 illustrates the yearly distribution, showing that empirical studies on AI and employee well-being have been consistently published since 2021, within the review's ten-year scope. Specifically, at least one empirical study was conducted each year between 2021 and 2025, with a significant increase in publications observed in 2024. In total, 70 authors contributed to these articles. The articles reviewed contained a total of keywords and cited 1145 references. Figure 2 details the annual article production between 2015 and 2025, indicating that most articles were published in 2024, followed by a decrease in 2025. Figure 3 illustrates the average yearly citations for research on AI and employee well-being, highlighting 2023 as the year with the highest number of citations received. However, article production also declined again in 2025. Figure 5 presents the country-wise article production, where Pakistan, China and India have demonstrated a substantial research output in the domain of AI and employee well-being. Korea and Indonesia are also significant contributors, each having produced two studies within the period under review. Additionally, individual studies have been conducted in the United Kingdom, Canada, Ghana, Sri Lanka, Bangladesh, and Kenya.

Table 1: Articles Included for the Study

Author/s	Title
Gull et al. (2023)	AI in the Workplace: Uncovering its impact on employee well-being and the role of cognitive job insecurity
Soomro et al. (2024)	AI adoption: A bridge or a barrier? The moderating role of organisational support in the path toward employee well-being
Havaei et al. (2021)	Identifying the most important workplace factors in predicting nurse mental health using machine learning techniques
Aulia et al. (2024)	Embracing the digital shift: Leveraging AI to foster employee well-being and engagement in remote workplace settings in the Asia Pacific region.

Author/s	Title
Farzana et al. (2024)	The impact of artificial intelligence opportunities and the perceived risk of unemployment on employee workplace well-being
Ali et al. (2024)	Examine how the rise of AI and automation affects job security, stress levels, and mental health in the workplace
Emilisa et al. (2023)	Job satisfaction, perception of corporate social responsibility, organisational trust, artificial intelligence, employee performance of employees at RS An-Nisa Group Tangerang
Viskova-Robertson (2024)	The AI effect: transforming workplace well-being? An empirical insight through socio-technical frame
Khan et al. (2022)	Predicting mental health of best human capital for sustainable organisation through psychological and personality health issues: shift from traditional to novel machine learning-supervised technique approach
Xu et al. (2024)	The relationship of artificial intelligence opportunity perception and employee workplace well-being: A moderated mediation model
Arbor et al. (2025)	From fear to empowerment: the impact of employees' AI awareness on workplace well-being - a new insight from the JD-R model
Nguyen et al. (2025)	Generative AI in the workplace: How employee experiences influence work outcomes?
Perera (2025)	Influence on employee productivity and job satisfaction in the dynamics of human-AI collaboration in modern work environments among service sector organisations in Sri Lanka
Haque et al. (2025)	Exploring the relationship between job satisfaction, workplace AI use, and retention
Kaaria (2024)	Artificial intelligence and employee well-being: balancing technological progressions with human-centric workplace strategies, a research agenda
Rhee and Jin (2021)	The effect of job anxiety of replacement by artificial intelligence on organisational members' job satisfaction in the 4th industrial revolution era: the moderating effect of job uncertainty
Ghose et al. (2024)	Advancing organisational effectiveness: Understanding the influence of 360-degree feedback, organisational climate, and job satisfaction on employee performance through AI integration
Mahmood et al. (2025)	AI and employee wellbeing: how artificial intelligence can monitor and improve mental health in the workplace
Mahmood et al. (2025)	HR tech and employee experience: Exploring the role of AI, automation, and people analytics in modern workplaces

Author/s	Title
Gill et al. (2024)	Investigating emotional intelligence and employees' well-being in an AI-enhanced workplace
Xu et al. (2024)	Working with AI: The impact of organisational intelligent service strategy on employees' perception of career achievement
Kim and Lee (2024)	The mental health implications of artificial intelligence adoption: The crucial role of self-efficacy
Huo et al. (2025)	When healthcare professionals use AI: Exploring work well-being through psychological needs satisfaction and job complexity

Source: Author (2025)

Table 2: Descriptive Summary of the Reviewed Articles

Descriptive	Results
Timespan	2021:2025
Sources (Journals, Books, etc.)	23
Documents	23
Annual Growth Rate %	31.61
Document Average Age	1.22
Average citations per doc	2.348
References	1145
Author's Keywords (DE)	84
Authors	70
Journal Article	23
Country	13

Source: Author (2025)

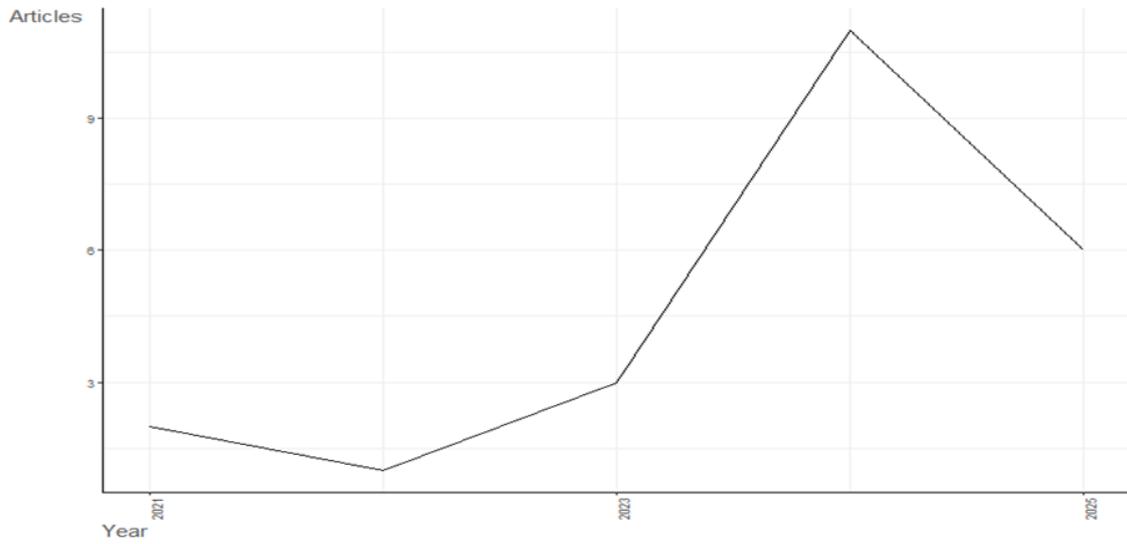


Figure 2: Annual Article Production

Source: Author (2025)

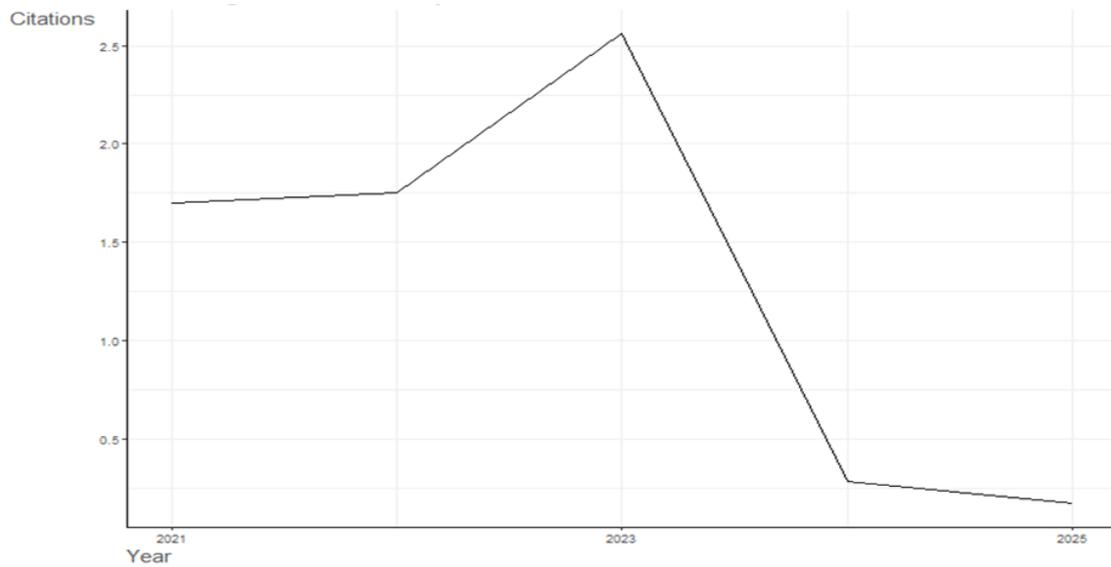


Figure 3: The Frequency of Citations on a Yearly Basis

Source: Author (2025)

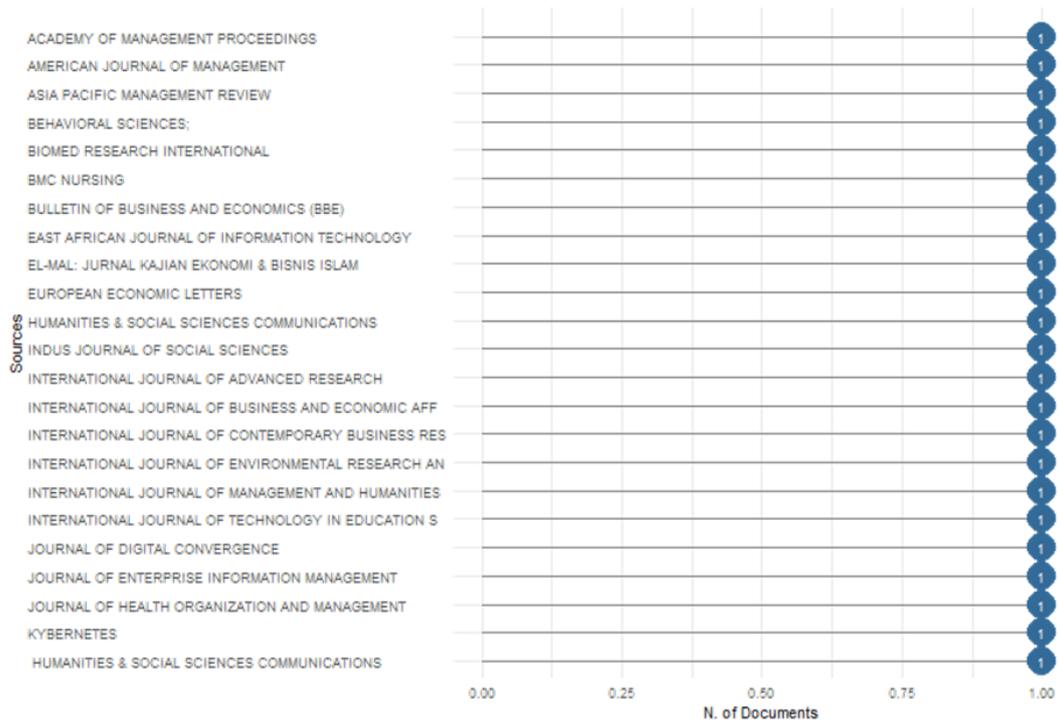


Figure 4: Key Scholarly Contributions Recently Published
 Source: Author (2025)

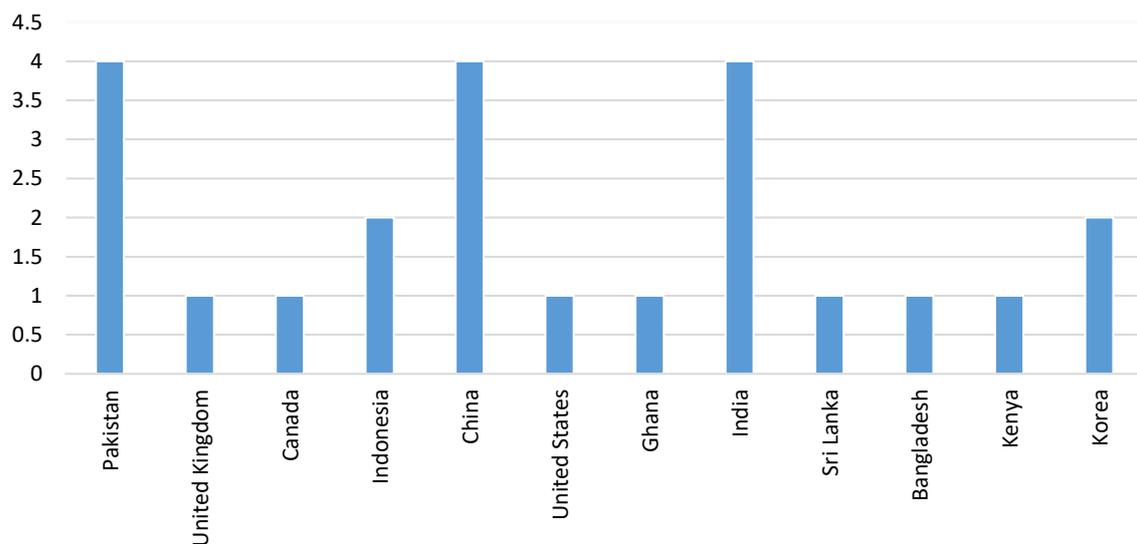


Figure 5: Country-Wise Article Production
 Source: Author (2025)

The review showed that while many studies lacked an explicit theoretical basis, the JD-R model was the most common among those that did. The JD-R model explains well-being by dividing workplace factors into job demands, components that need continuous effort and can cause strain and job resources factors that aid in achieving goals, ease demands, or foster personal growth (Bakker et al., 2022). In the context of AI, the model highlights how technology can simultaneously raise job demands (such as new challenges and monitoring) and enhance job resources (such as automation and decision-making support). This balance ultimately shapes whether AI's influence on employee well-being is positive or negative. This review adopts the JD–R model as its primary interpretive framework, systematically applying its concepts to assess how AI-driven changes in workplace demands and resources affect employee well-being across varied organisational contexts.

Table 3: Theories Applied in the Reviewed Papers

Theory Applied	Authors
Social identity theory	Gull et al. (2023)
Structural empowerment theory	Havaei et al. (2021)
Social-technical theory	Viskova-Robertson (2024)
Transactional theory of stress	Farzana et al. (2024)
Task-technology fit theory	Aulia et al. (2024),
Computational learning theory	Khan et al, (2022)
Job demands-resources model	Arbor et al. (2025), Kim and Lee (2024)
Self-Perception theory	Xu et al. (2024)
Social cognitive theory	Kim and Lee (2024)
Self-Determination theory	Huo et al. (2025)

Source: Author (2025)

3.2 Literature Analysis

This section details the research objectives of the study. The primary objective was performed using keyword analysis and identified the principal research areas, with co-occurrence patterns serving to identify distinct fields of study. The prevalence of a keyword's appearance in the literature was taken as a proxy for its degree of exploration. Through an iterative process using VOSviewer, the number of keywords was

incrementally expanded to pinpoint the most frequently researched terms. Ultimately, 84 keywords encompassing all terms with at least a single occurrence were designated as the analytical threshold, forming the basis for the subsequent review and interpretation.

The VOSviewer-generated keyword co-occurrence network visualisation is presented in Figure 6. On this map, circles represent individual keywords employed across the studies. The connections between these keyword circles depict the associations or relationships between them. Furthermore, a circle's size on the map is proportional to the frequency of that keyword's occurrence within the various studies; larger circles denote higher incidence (Priyashantha et al., 2022). Notably, "artificial intelligence" appears as the largest circle, indicating its highest frequency in the research. This finding is consistent with its inclusion as a primary search term in our investigation. The diverse colouring of the circles within the visualisation map further indicates the organisation of keywords into discrete categories. Every combination of these keywords comes together to create a single theme. Assigning a theme to each cluster helps summarise its core Source: concept and clearly reveal the dominant topics and structure within the broader research area. As per Figure 6 and further elaborated in Table 4, a total of six prominent clusters of interconnected keywords were identified. Each of these clusters represents a distinct theme, specifically encompassing: (1) Tech-induced stress; (2) Human-machine interaction and career fulfilment; (3) Mental resilience; (4) Digital boundaries; and (5) Emotional wellness.

Table 4: Clusters of Keywords

Cluster	Theme	Keywords
Cluster 1	1	Anxiety, Automation, Burnout, Job security, Technostress, Workplace stress
Cluster 2	2	Artificial Intelligence, Career achievement, Employee well-being
Cluster 3	3	Artificial intelligence adoption, Mental health, Self-efficacy theory, Work environment factors
Cluster 4	4	AI monitoring, Data privacy, Stress management, Workplace innovation
Cluster 5	5	Emotional intelligence, Employees' health, Employees' well-being

Author (2025)

Cluster 1: Tech-Induced Stress

The integration of AI technologies into the workplace has profound implications for employee well-being. Soomro et al. (2024) suggest that the early stages of AI adoption often provoke heightened levels of anxiety, burnout, technostress, and workplace stress, primarily driven by uncertainty, fear of change, and loss of control. To address these concerns, supervised AI models such as support vector machines, decision trees, logistic regression, and neural networks have been employed, which can predict and mitigate psychological strain by analysing personality traits and work patterns (Wei & Li, 2022). However, Ali et al. (2024) identified that the perceived risk of job displacement and skill obsolescence due to automation remains a critical driver of job insecurity and emotional distress. This effect is particularly pronounced among employees already facing unstable employment conditions, compounding their anxiety and diminishing overall job satisfaction (Viskova-Robertson, 2024). Jangid (2024) and Rhee and Jin (2021) indicated that AI does not directly cause burnout, but rather contributes indirectly through its impact on job stress, which acts as a mediating factor leading to emotional exhaustion and disengagement. Overall, AI adoption can both increase stress through anxiety, job insecurity, and technostress and reduce stress when implemented with supportive, well-designed strategies. This dual effect depends on how AI is introduced and perceived by employees, highlighting the importance of psychologically informed implementation to safeguard employee well-being.

Cluster 2: Human-Machine Interaction and Career Fulfilment

Studies within this cluster investigate how AI integration reshapes employees' perceptions of career achievement, a key dimension of employee well-being. Specifically, the transition from human-human to human-machine interaction, often driven by AI systems, has been found to reduce employees' sense of career progress and fulfilment, particularly when it lacks a collaborative or integrative intelligence approach (Sathish et al., 2024; Xu et al., 2024). This reduction is attributed to diminished interpersonal engagement, reduced feedback, and fewer opportunities for visible contributions in team settings. Xu et al. (2024) highlight that the organisational

innovation climate plays a crucial moderating role in this relationship, where a supportive innovation climate can buffer the negative impact of increased human-machine interaction by promoting adaptive strategies, collaborative technologies, and employee empowerment, thereby preserving or even enhancing perceived career achievement. Thus, while AI may challenge traditional pathways of career satisfaction, building an innovative culture within the organisation can mitigate these challenges and help sustain employee well-being in technologically evolving work environments.

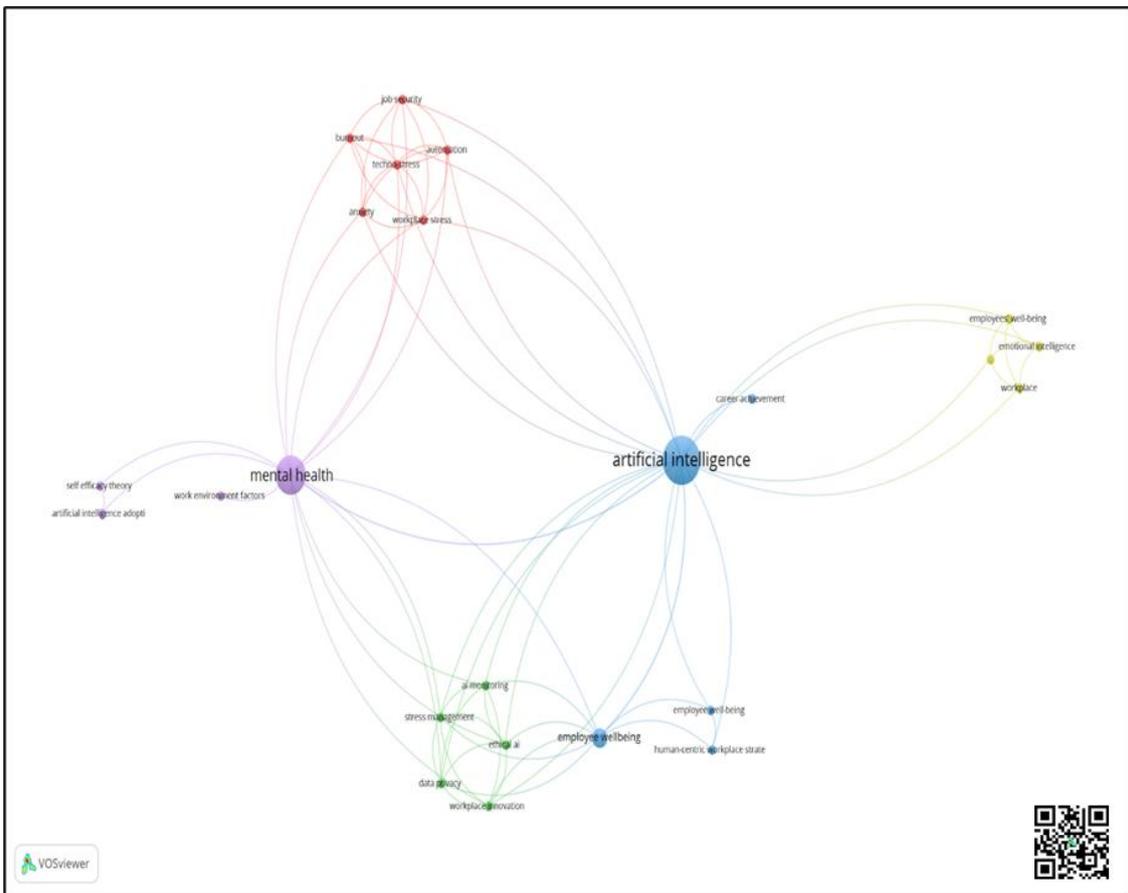


Figure 6: The Keyword Co-occurrence Visualisation Map

Source: Analysed Data (2025)

Cluster 3: Mental Resilience

This cluster emphasises the significant psychological impact of AI adoption on employees, with particular concern for mental health outcomes such as increased anxiety, stress, and burnout. While the integration of AI technologies may initially pose psychological risks, recent studies suggest that AI can also serve as a resource for promoting well-being when leveraged appropriately (Ali et al., 2024; Kim & Lee, 2024). For example, AI-enabled mental health tools, including real-time stress monitoring and personalised wellness programs, have shown promise in mitigating adverse effects and enhancing overall mental resilience (Ali et al., 2024; Kim & Lee, 2024). Kim and Lee (2024) explain this dynamic using the framework of Self-Efficacy Theory. Employees with higher self-efficacy in AI learning, that is, feeling capable of working with and adapting to AI, experience less job-related stress even in high-tech environments. This suggests that self-efficacy moderates the relationship between AI adoption and negative well-being outcomes.

Havaei et al. (2021) have identified that work environment factors play a critical role in shaping how AI affects employee well-being. Supporting these findings, Soomro et al. (2024) emphasise that a transparent, supportive, and innovation-oriented workplace climate can buffer the psychological risks associated with AI and promote positive outcomes. Organisations that prioritise collaborative AI implementation and invest in building employee digital confidence tend to foster greater mental resilience among their workforce. Overall, the literature in this cluster highlights that AI adoption has a significant and dual impact on employee mental health, posing risks when poorly managed, but increasing well-being support when implemented thoughtfully with attention to self-efficacy and work environment design.

Cluster 4: Digital Boundaries

This cluster explores the psychological and organisational consequences of AI monitoring in the workplace, particularly its effects on employee stress, data privacy concerns, and overall well-being. While AI-driven monitoring systems are widely

implemented to enhance productivity and operational control, research highlights their unintended psychological costs (Jangid, 2024). Specifically, employees often experience heightened stress and anxiety due to actual or perceived invasions of privacy, which can lead to emotional strain and reduced trust in organisational practices (Han & Yang, 2018; Jangid, 2024; Murdoch, 2021).

Perera (2025) identified that the organisational context plays a moderating role in how these effects manifest. A workplace culture characterised by transparency, ethical AI implementation, and collaborative innovation can help mitigate surveillance-related stress. Findings reveal that when employees are included in the decision-making process and clearly understand how monitoring tools are used, they show greater readiness to embrace AI technologies and maintain healthier digital boundaries. Thus, while AI monitoring can increase operational efficiency, its psychological risks, particularly those related to privacy and autonomy, must be carefully managed. Organisations that prioritise open communication and employee empowerment are better positioned to balance technological control with the preservation of employee well-being.

Cluster 5: Emotional Wellness

This cluster focuses on the critical role of emotional intelligence in supporting employee well-being within AI-integrated workplaces. Emotional intelligence, the ability to perceive, understand, and regulate emotions, has been identified as a key personal resource that helps employees manage workplace stress and maintain psychological health (Nguyen et al., 2025). Prentice et al. (2019) identified that in the context of AI adoption, where traditional work dynamics are disrupted and human-AI collaboration introduces new emotional and cognitive demands, emotional intelligence becomes even more vital. Pur (2015) further emphasised that employees with higher emotional intelligence are better equipped to adapt to changes, interpret AI-driven decisions, and navigate reduced interpersonal interaction. This adaptability serves as a psychological buffer, mitigating the negative impact of AI-related stressors such as uncertainty, depersonalization, and loss of control (Nguyen et al., 2025). Moreover, organisations that invest in developing emotional intelligence through training, coaching, or leadership

practices are more likely to foster resilient, mentally healthy workforces capable of thriving in technologically evolving environments (Rehman et al., 2024). Thus, emotional intelligence can decrease the adverse consequences of AI on worker well-being by helping employees adapt, control stress, and maintain psychological health, especially in disrupted work environments.

3.3 Research Gaps

To achieve the second objective, a density visualisation map was used, following the VOSviewer's guidelines. The density visualisation map uses colour to denote research maturity: red indicates established areas, while green signifies underexplored or emerging fields (Chen et al., 2019). The analysis revealed no keywords in the red zone, suggesting a lack of thoroughly investigated themes. Instead, most terms, as shown in Figure 5, appeared in the yellow zone. This indicates areas with some existing research but insufficient depth and maturity. Specifically, keywords such as artificial intelligence, mental health, and employee well-being highlight emerging research gaps in the field. Additionally, areas related to job security, automation, burnout, anxiety, workplace stress, self-efficacy theory, AI adoption, career achievement, AI monitoring, data privacy, workplace innovation, and emotional intelligence have been identified as underexplored topics within the combined context of AI and employee well-being. Furthermore, there is a notable lack of research examining how AI affects employee well-being across diverse cultural and industrial contexts, particularly in developing countries.

3.4 Reporting Bias Assessment

Although PRISMA guidelines mandate the assessment and disclosure of reporting bias in study outcomes, this study did not undertake such an evaluation due to the limited number of studies per outcome. Nonetheless, findings were generated objectively using systematic software tools, comprehensive searches of databases and grey literature, and transparent documentation of all selection and exclusion decisions.

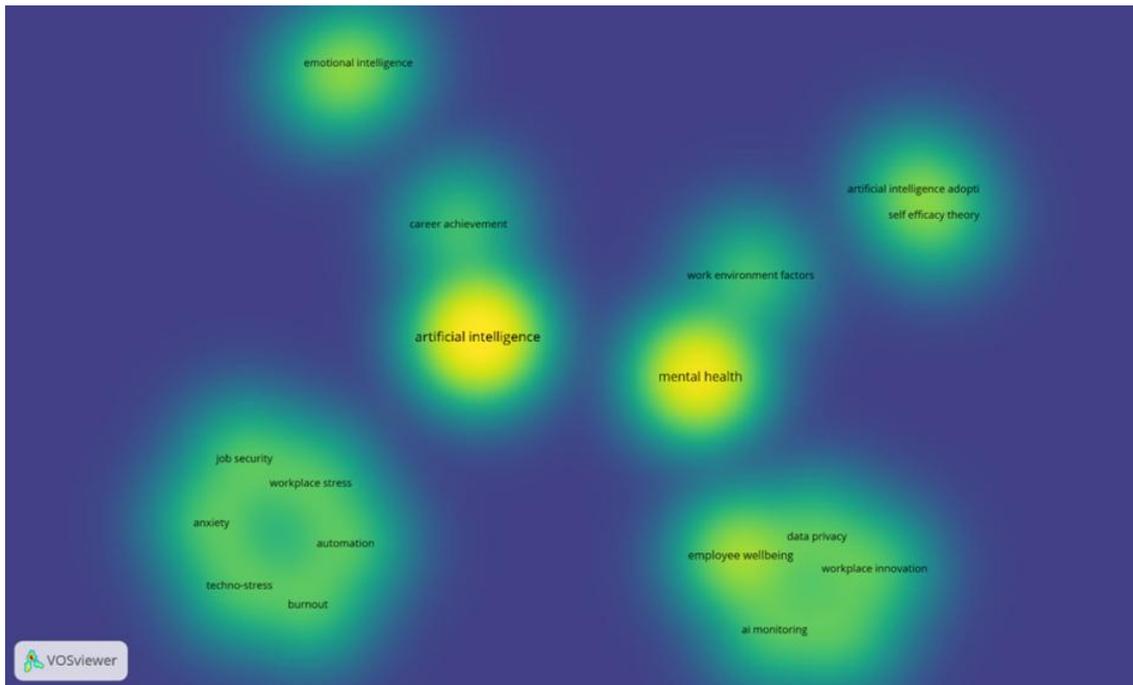


Figure 7: Density Visualisation Map

Source: Analysed Data (2025)

4.0 Conclusion

The implications of AI for the modern workforce render understanding its impact on employee well-being critically important for organisational leaders and policymakers and essential for ethical and sustainable AI deployment. This systematic literature review successfully achieved its two primary objectives: to identify the common knowledge relating to employee well-being and to identify critical gaps within these concepts. The synthesis of 23 empirical studies published between 2015 and 2025 revealed a dual impact of AI on employee well-being. Through keyword clustering, five key thematic categories emerged: (1) Tech-induced stress; (2) Human-machine interaction and career fulfilment; (3) Mental resilience; (4) Digital boundaries; and (5) Emotional wellness. These themes helped identify factors positively associated with AI and employee well-being, such as improved work efficiency, reduced workload, personalised well-being interventions, and supportive work environments, as well as factors contributing negatively, including job insecurity, technostress, and anxiety.

Based on the JD–R model, the findings reveal that AI integration in the workplace creates a dual impact across these five themes. AI heightens job demands by triggering tech-induced stress, reshaping human–machine interaction and career fulfilment through role changes and skill shifts, and challenging digital boundaries due to constant connectivity and surveillance. At the same time, AI provides job resources that can strengthen mental resilience by enabling adaptive coping strategies, enhancing human-machine collaboration for more meaningful work, and supporting emotional wellness through reduced workload and improved decision-making. The interplay among these demands and resources explains why AI adoption can simultaneously strain and support employees' well-being, underscoring the need for organisations to reduce excessive demands while reinforcing resources to foster sustainable psychological health. This fragmented and developing literature highlights the critical need for organisations to prioritise psychological safety by fostering supportive climates and ensuring transparent AI implementation strategies. To address the study's second objective, a density visualisation map was used to identify research gaps, revealing underexplored areas such as job security, automation, burnout, anxiety, workplace stress, self-efficacy theory, AI adoption, career achievement, AI monitoring, data privacy, workplace innovation, and emotional intelligence.

4.1 Future Research Directions

The results of the density visualisation map and keyword analysis consistently highlight substantial knowledge gaps, particularly concerning the psychological outcomes associated with AI implementation and employee well-being. The absence of keywords in the "red zone" signifies that no sub-topic within this domain has yet achieved research maturity, indicating significant opportunities for future scholarly inquiry. Future research should therefore aim to deepen theoretical grounding by integrating established models such as the Conservation of Resources Theory, Self-Efficacy Theory, and Affective Events Theory to provide more robust explanations for how AI influences employee well-being. It's critical to conduct longitudinal studies to gain insights into the evolution of employee responses to AI over time, with specific attention directed toward mediating and moderating variables such as perceived organisational support, emotional resilience,

and self-efficacy in AI learning. Furthermore, there is a pressing demand for context-specific research across diverse cultures, industries, and employment sectors, particularly within underrepresented regions like South Asia, Africa, and Latin America. Additionally, future studies should investigate the ethical implications of AI monitoring, address data privacy concerns, and explore the crucial role of emotional intelligence in navigating AI-driven work environments. By systematically addressing these identified gaps, subsequent research can significantly contribute to fostering more human-centric, ethical, and sustainable approaches to AI integration in the workplace.

4.2 Practical Implications

The results of the study offer crucial practical guidance for governments, policymakers, and organisations aiming to navigate the ethical integration of AI while prioritising employee well-being. A holistic framework is essential, one that combines policy development with human-centred strategies. It is imperative for all stakeholders to adopt an ethical framework when introducing AI into the workplace. Governments and policymakers should create and enforce clear regulations on issues such as data privacy, job security, and the possibility of technostress. Concurrently, organisations must implement these policies through a supportive work environment. At the organisational level, a human-centred approach is vital. This involves integrating AI to act as a resource, enhancing efficiency and reducing workload, rather than solely as a tool for increased monitoring. Organisations should ensure transparent communication and employee involvement while implementing to build trust and mitigate stress. Investing in targeted training programs is also critical, as it boosts employees' digital skills and self-efficacy, helping them adapt and thrive alongside AI. Ultimately, these measures are key to creating sustainable, human-centred workplaces that prioritise the well-being and engagement of every employee.

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