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Assessment of Workplace Automation and Employee Performance: The Synergy Between Artificial Intelligence Tools and Human Efforts in the Nigerian Educational System

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ABSTRACT

This research examines the correlation between workplace automation and employee performance, focusing on the interplay between AI technologies and human contributions. The study uses a descriptive research approach and focuses on a population of workers from diverse sectors, such as banking, healthcare, and manufacturing. A sample size of 300 respondents was established via Krejcie and Morgan's technique, and data were gathered through structured questionnaires sent via internet channels. The questionnaire included sections on demographic data, kinds of AI technologies used, and their reported effects on productivity, work satisfaction, and task efficiency. Validity and reliability were established by expert evaluations and a pilot study, with Cronbach's Alpha computed to evaluate internal consistency. The data study used statistical methods like descriptive statistics, correlation analysis, and multiple regression analysis using SPSS to assess the impact of AI tools on employee performance and the interplay between AI automation and human contributions. The findings demonstrate a substantial positive correlation between AI tools and employee performance, with AI contributing to 53.6% of the variation in performance. The data demonstrates a strong synergy between AI automation and human efforts, accounting for 62.3% of the variation in performance results. These results highlight the need to amalgamate AI technologies with human competencies to augment productivity and cultivate a cooperative work atmosphere. The report advocates for continuous training and a learning culture to maximise the advantages of AI in the workplace, ensuring people see AI as an enhancement tool rather than a substitute.

INTRODUCTION

In recent years, the global workforce has seen an extraordinary upheaval propelled by technology breakthroughs, particularly in automation and artificial intelligence (AI). Automation denotes the use of technology to execute activities usually necessitating human involvement, but AI advances this concept by allowing computers to learn from data, reason, and make judgments in a manner that emulates human cognitive functions. The incorporation of AI and automation across several sectors has transformed corporate operations, altering the roles and duties of human workers while generating both possibilities and difficulties. Historically, automation was primarily linked to industrial operations, when machines were used to do repetitive, mechanical activities. The automobile sector employs robots in assembly lines to enhance production efficiency and minimise human error (Brynjolfsson & McAfee, 2014). In the modern period, automation and artificial intelligence have proliferated beyond manufacturing into several areas, including healthcare, banking, retail, customer service, and logistics. The emergence of AI-driven solutions, such as chatbots, recommendation systems, and predictive analytics,

has allowed organisations to enhance operations and provide personalised consumer experiences on a large scale.

In the workplace, automation and AI are progressively used to augment productivity by assuming regular activities such as data input, report production, and customer service, so enabling individuals to concentrate on more intricate and creative endeavours. AI systems facilitate decision-making by analysing extensive information and offering insights that were previously unattainable or too time-consuming to acquire manually. Financial institutions use AI algorithms to identify fraudulent activity in real-time, whilst marketing teams use AI-driven data to customise messages according to customer behaviour (Davenport & Kirby, 2016). The advantages of automation and AI in enhancing efficiency, accuracy, and productivity are well recognised; nonetheless, their increasing presence in workplaces has raised apprehensions over job displacement and the evolving nature of work. A projection from the World Economic Forum (2020) indicates that by 2025, robots will do over fifty percent of job functions, prompting enquiries over the future positions of human employees. Thus, comprehending the equilibrium between AI instruments and human functions in the workplace has emerged as a critical concern for corporate executives, politicians, and academics.

As AI increasingly infiltrates many sectors, achieving an optimal equilibrium between automation and human labour has become a pivotal concern for organisations. The incorporation of AI technologies in workplaces may provide substantial advantages, including heightened productivity, less operational expenses, and improved decision-making skills. The efficacy of AI deployment depends on its capacity to collaborate with human personnel instead of completely supplanting them (Mahama et al, 2023; Topol, 2019). The notion of "augmentation" is essential for comprehending the equilibrium between AI and human functions. Augmentation denotes the use of AI technologies to augment and assist human talents, allowing employees to concentrate on higher-value jobs necessitating creativity, empathy, and strategic thinking (Wilson & Daugherty, 2018). AI-driven data analytics solutions can rapidly analyse extensive data sets, enabling human workers to make better educated choices. In customer support, AI-powered chatbots manage standard enquiries, allowing human agents to focus on more intricate problems that need a personal approach (Jordan & Mitchell, 2015; Jowarder, 2023).

An Accenture research (2018) revealed that organisations using human-AI cooperation saw a 38% enhancement in worker productivity, as AI technologies facilitated more efficient and effective staff performance. Nonetheless, attaining this equilibrium requires a deliberate strategy for AI deployment. Organisations must meticulously evaluate which jobs are most appropriate for automation and which need human involvement. For example, while AI may do very well in repetitive and data-centric jobs, it may have difficulties in activities requiring sophisticated decision-making, emotional intelligence, or ethical concerns. In sectors like healthcare and education, human employees are essential for delivering personalised care and assistance, a task that robots cannot readily duplicate (Wilson & Daugherty, 2018). The effective integration of AI in organisations relies on cultivating a collaborative culture between people and robots. Employees must possess the requisite skills and expertise to proficiently use AI tools, and organisations must provide resources towards training programs to facilitate workers' adaptation to emerging technology. This necessitates a paradigm change, seeing AI not as a threat to employment but as an instrument that may augment work efficacy and provide new avenues for advancement.

This research seeks to investigate the relationship between workplace automation and employee performance, contending that the effective incorporation of artificial intelligence (AI) technologies improves productivity and job satisfaction when harmonised with human skills and supervision. This report analyses the experiences of several sectors with AI adoption to emphasise the need to enhance human-AI cooperation for optimising operational efficiency, facilitating continuous learning, and mitigating workforce displacement problems.

The use of artificial intelligence (AI) systems in the workplace offers both problems and potential for workers. AI can automate monotonous work, enabling staff to concentrate on more strategic and creative endeavours. This transition may improve work satisfaction and productivity. The fast

integration of AI generates apprehensions over job displacement and the need for individuals to develop new competencies. A multitude of employees confront ambiguity about their positions in a progressively mechanised landscape, resulting in apprehension about job stability and the need to acclimatise to emerging technology. Despite the increasing use of AI across diverse sectors, a significant gap exists in comprehending its effects on employee performance. Although several studies emphasise the advantages of AI in enhancing efficiency, there is less research explicitly connecting AI integration to outcomes like as job satisfaction and staff engagement. The current research often neglects to examine the impact of diverse AI technologies on distinct job types and industries. The absence of a thorough understanding complicates organizations' ability to formulate successful plans that reconcile the benefits of AI with the need to assist and empower their workforce. This research seeks to address this gap by examining the interplay between AI tools and human contributions, therefore elucidating the impact of AI on employee performance in various work settings.

The main objective of this study is to examine workplace automation and employee performance, analyzing the synergy between AI tools and human efforts. Specifically, the study sought to examine how AI tools influence employee performance and to analyze the synergy between AI automation and human efforts.

METHODS

Research Design

This study used a descriptive research approach to examine the correlation between workplace automation and employee performance, emphasising the synergy between AI technologies and human contributions. A descriptive methodology is suitable for comprehending the present state of AI implementation in the workplace, the perceived advantages and obstacles, and how workers are acclimating to the incorporation of AI technologies.

Population of the Study

The target demographic for this study comprises personnel from many businesses, including banking, healthcare, manufacturing, and customer service sectors, where AI technologies and automation have been used. The research examines both AI adopters and non-adopters to evaluate the effects of automation on performance. The population will consist of individuals in mid-level and senior-level roles who engage with AI tools in their everyday tasks, as well as managers responsible for overseeing the deployment of these technologies.

Sample Size and Sampling Technique

The sample size of 300 respondents was determined using Krejcie and Morgan's (1970) formula for determining sample size.

Data Collection Instruments

A structured questionnaire was designed to gather quantitative data on employee experiences, perceptions of AI tools, and their impact on performance. The questionnaire included sections covering demographic information, types of AI tools used, and their effects on productivity, job satisfaction, and task efficiency.

Data Collection Procedure

Data collection involved online surveys. The questionnaire was distributed via email and online survey platforms such as Google Forms to reach a broader audience across different industries.

Validity and Reliability of Instruments

To ensure the validity of the instruments, the questionnaire will be reviewed by experts in AI and human resource management. A pilot study was conducted with a smaller sample (approximately 30 respondents) to test the clarity of the questions and the reliability of the data collection process. Cronbach's Alpha was calculated to measure the reliability of the questionnaire, with a threshold of 0.70 considered acceptable for internal consistency.

Data Analysis Techniques

The collected data was analyzed using statistical tools such as descriptive statistics, correlation analysis, and regression analysis. Statistical software like SPSS will be used to assess the relationship between AI tools and employee performance, focusing on metrics such as productivity, efficiency, and job satisfaction.

RESULTS AND DISCUSSION

The Impact of AI Tools on Employee Performance

Mean and standard deviation were computed from responses to items related to employee

performance with AI tools. The summary of the results is presented below.

Table 1. Impact of AI Tools on Employee Performance

Item	Mean	Standard Deviation
AI tools improve my work productivity	4.32	0.82
AI helps reduce repetitive tasks	4.45	0.76
AI enhances decision-making accuracy	4.25	0.87
AI tools allow me to focus on creative tasks	4.12	0.93
AI negatively affects job satisfaction	2.35	1.12

Source: Field Survey (2024)

The mean values indicate a generally positive perception of AI tools on employee performance, particularly in improving productivity (M = 4.32, SD = 0.82) and reducing repetitive tasks (M = 4.45, SD = 0.76). However, there is a moderate perception of AI allowing employees to focus on creative tasks (M = 4.12, SD = 0.93). Negative effects on job satisfaction are reported as low (M = 2.35, SD = 1.12), suggesting that AI tools are more beneficial than harmful.

The Synergy Between AI Automation and Human Efforts

The mean and standard deviation for the items that assess the synergy between AI tools and human efforts are as follows:

Table 2. Synergy Between AI Automation and Human Efforts

Item	Mean	Standard Deviation
AI tools complement human efforts	4.30	0.80
AI enhances team collaboration and efficiency	4.10	0.85
AI tools free up time for strategic tasks	4.40	0.78
Human oversight is essential for AI performance	4.50	0.71
AI tools perform better without human intervention	2.25	1.14

Source: Field Survey (2024)

The results show strong agreement that AI tools complement human efforts (M = 4.30, SD = 0.80) and free up time for strategic tasks (M = 4.40, SD = 0.78). There is also a high consensus that human oversight is crucial for AI performance (M = 4.50, SD = 0.71). Respondents do not believe AI performs better without human intervention (M = 2.25, SD = 1.14), supporting the notion of a synergistic relationship between AI tools and human efforts.

Hypotheses Testing

Hypothesis 1: There is no significant relationship between AI tools and employee performance.

To test this hypothesis, a multiple regression analysis was conducted with AI tools (independent variable) and employee performance (dependent variable). The model summary is presented below (see Tables 3 & 4):

Table 3. Model Summary of the relationship between AI tools and employee performance

Model 1	R	R^2	Adjusted R^2	Std. Error of the Estimate
AI Tools and Employee Performance	0.732	0.536	0.533	0.405

Source: SPSS v 25

Table 4. Regression Coefficients of the relationship between AI tools and employee performance

Variables	B	Std. Error	Beta	t	Sig.
(Constant)	1.455	0.204		7.131	0.000
AI tools improve productivity	0.374	0.065	0.432	5.754	0.000
AI reduces repetitive tasks	0.248	0.078	0.303	3.179	0.002
AI enhances decision accuracy	0.198	0.091	0.197	2.176	0.031

Source: SPSS v 25

In Tables 3 and 4, the R^2 value of 0.536 indicates that 53.6% of the variance in employee performance can be explained by AI tools. The coefficients show a significant positive relationship between AI tools and employee performance, particularly in the areas of improved productivity (B = 0.374, $p < 0.001$), reduced repetitive tasks (B = 0.248, p = 0.002), and enhanced decision accuracy (B = 0.198, p = 0.031). Therefore, Hypothesis 1 is rejected, indicating that AI tools significantly influence employee performance.

Hypothesis 2: There is no significant synergy between AI automation and human efforts.

The results of the multiple regression analysis are presented below (see Tables 5 & 6):

Table 5. Model Summary of synergy between AI automation and human efforts

Model 1	R	R^2	Adjusted R^2	Std. Error of the Estimate
AI-Human Synergy and Employee Performance	0.789	0.623	0.620	0.376

Source: SPSS v 25

Table 6. Regression Coefficients of synergy between AI automation and human efforts

Variables	B	Std. Error	Beta	t	Sig.
(Constant)	1.365	0.215		6.349	0.000
AI complements human efforts	0.305	0.073	0.364	4.178	0.000
AI enhances team collaboration	0.268	0.088	0.321	3.048	0.003
Human oversight is essential for AI	0.312	0.059	0.404	5.288	0.000

Source: SPSS v 25

In Tables 5 and 6, the R^2 value of 0.623 shows that 62.3% of the variance in employee performance can be explained by the synergy between AI automation and human efforts. Significant positive relationships are found for AI complementing human efforts (B = 0.305, $p < 0.001$), enhancing team collaboration (B = 0.268, p = 0.003), and human oversight being essential for AI (B = 0.312, $p < 0.001$). As a result, Hypothesis 2 is rejected, showing that there is a significant synergy between AI automation and human efforts.

The findings demonstrated a substantial positive correlation between AI tools and employee performance, with an R^2 value of 0.536, signifying that AI tools explain 53.6% of the variation in employee performance. These results align with other studies highlighting AI's role in augmenting employee productivity via the automation of mundane and repetitive work. Research by Brynjolfsson and McAfee (2014) revealed that AI technologies may enhance productivity by automating routine operations, enabling people to concentrate on more complex activities. Frey and Osborne (2017) similarly discovered that AI systems enhance decision-making accuracy by offering data-driven insights, resulting in superior overall performance. Moreover, the substantial role of AI in minimising repetitive tasks corroborates earlier research by Davenport and Ronanki (2018), which indicated that AI implementations in organisations alleviate cognitive burdens on employees, enabling them to participate in more intricate and innovative problem-solving endeavours. The findings correspond with the extensive literature on AI integration in the workplace, affirming that AI improves both productivity and decision-making efficiency.

The findings of the second hypothesis demonstrated a robust synergy between AI automation and human contributions, with an R^2 value of 0.623, accounting for 62.3% of the variation in employee performance. The results correspond with the study conducted by Wilson and Daugherty (2018), which emphasised the significance of human-AI cooperation in attaining optimum performance outcomes. Their research highlighted that while AI systems can manage extensive data processing, human supervision is essential for ensuring contextual comprehension and decision-making that computers cannot do independently. This conclusion is further corroborated by research conducted by Gasser and Almeida (2019), who contended that AI systems are most efficacious when engineered to collaborate with human workers, enabling both to use their distinct advantages: AI's computational prowess and

human intuition and judgment. Furthermore, the improvement of team collaboration attributed to AI, as seen in this study, aligns with the conclusions of recent research by Ransbotham et al. (2020), which indicated that AI augments collaborative endeavours by enabling real-time communication, data exchange, and task coordination. The enhancement of team dynamics leads to improved performance results, further illustrating the synergistic potential of AI and human interaction in organisational contexts.

The integration of AI across several industries has occurred via a steady evolution rather than a sudden transformation. In the last ten years, advancements in data accessibility, processing power, and machine learning techniques have markedly expedited its implementation (LeCun, Bengio, & Hinton, 2015). The proliferation of AI was once constrained by technological limitations and exorbitant costs. Initial systems were rule-based and showed insufficient adaptability to accommodate new data or situations. However, advancements in neural networks and machine learning, especially deep learning, have transformed AI from niche applications to essential instruments in routine corporate operations (Jordan & Mitchell, 2015).

Healthcare is one of the most significant domains undergoing AI integration. AI systems like IBM's Watson have been used for disease diagnosis, therapy identification, and facilitating personalised medical strategies (Topol, 2019). AI-powered tools can analyse medical images such as MRIs and CT scans with precision comparable to that of expert radiologists (Esteva et al., 2017). In surgical environments, robotic technologies such as the da Vinci Surgical System provide enhanced accuracy in intricate operations, resulting in improved recovery results for patients (Reddy, 2018).

In the financial sector, AI is transforming fraud detection and risk assessment. Machine learning algorithms may detect irregularities in transaction data, therefore promptly alerting to possibly fraudulent actions (Ngai et al., 2011). Investment and hedge fund managers use AI to assess market patterns based on past data and predict stock fluctuations, hence increasing profitability (Brockett, Wang, & Yang, 2019). Furthermore, banks and financial institutions are integrating AI into customer relations via the deployment of chatbots and AI-driven CRM systems to enhance interactions and optimise sales processes (Davenport, 2018).

Retail and logistics have used AI to optimise processes and tailor client interactions. Corporations like Amazon use artificial intelligence to oversee inventories, predict customer demand, and expedite delivery operations. Customised product recommendations, informed by user behaviour and preferences, are facilitated by recommendation algorithms, which enhance customer happiness and increase sales (Gandomi & Haider, 2015). Artificial intelligence is used in logistics to enhance delivery routes and minimise fuel usage, resulting in economic efficiency and reduced environmental impact (Agrawal et al., 2018).

The manufacturing sector, a conventional centre of automation, is advancing towards sophisticated AI-driven operations under the framework of Industry 4.0. Smart factories integrate artificial intelligence with Internet of Things technologies to optimise manufacturing processes and enhance machine efficiency (Rüßmann et al., 2015). Predictive maintenance utilises AI to continuously monitor machine conditions, forecasting failures and reducing unanticipated downtimes (Schwab, 2017). This integration enables human workers to concentrate on supervising and analysing AI results instead of engaging in monotonous duties.

In the legal domain, AI is progressively used for activities like as contract analysis, legal research, and predicting case outcomes. Platforms such as LexisNexis and ROSS Intelligence use natural language processing to efficiently identify relevant legal precedents, significantly decreasing the duration of research (Remus & Levy, 2017). AI models may analyse historical legal rulings to predict probable case outcomes, assisting legal practitioners in making strategic judgements (Susskind, 2019).

Although AI has significant industrial potential, its emergence raises apprehensions about job security. Certain analysts caution that as AI takes over positions once occupied by humans, industries such as manufacturing, logistics, and retail may see significant job upheavals (Brynjolfsson & McAfee, 2014). In contrast, others

contend that AI will act as a partner, alleviating employees of monotonous tasks and allowing them to concentrate on creative, strategic, and high-value contributions (Wilson & Daugherty, 2018).

The Technology Acceptance Model (TAM) is a recognised theoretical framework used to investigate how humans adopt and utilise new technology systems. Initially proposed by Fred Davis in 1989 (Davis, 1986), the Technology Acceptance Model (TAM) delineates two principal factors affecting technology adoption:

1. Perceived Usefulness (PU): This idea relates to an individual's conviction that using a certain technology would enhance work performance. Employees are more inclined to use AI solutions when they see them as substantially advantageous for enhancing their productivity and effectiveness.
2. Perceived Ease of Use (PEOU): This aspect denotes the user's belief in the simplicity of interacting with the system. If AI apps are seen as user-friendly and uncomplicated, employees are more likely to incorporate them into their workflows.

In the analysis of workplace automation, the Technology Acceptance Model (TAM) provides a valuable framework for understanding workers' perceptions of AI technologies and their potential impact on job results. The approach elucidates whether employees see AI technologies as sufficiently valuable and user-friendly to justify consistent use by highlighting Perceived Usefulness and Perceived Ease of Use. Employees are often more predisposed to embrace AI when technology clearly improves productivity, streamlines processes, or optimises workflows. This perception of utility may enhance the synergy between AI capabilities and human labour, promoting increased operational efficiency and superior work performance.

If AI solutions are seen as intricate or difficult to use, workers may be reluctant to embrace them, despite their potential benefits. The degree to which these solutions seamlessly integrate into current processes considerably influences the pace and simplicity of employee adaptation. TAM underscores the need for AI systems to be pragmatic and user-oriented to facilitate adoption and optimise performance enhancements. Employing the Technology Acceptance Model (TAM) in the examination of workplace automation enables organisations to understand how employee perceptions of AI influence its effective implementation and its overall impact on productivity.

Necula et al. (2024) performed research entitled Assessing the Impact of Artificial Intelligence Tools on Employee Productivity: Insights from a Comprehensive Survey Analysis. This study provided a comprehensive examination of the impact of AI on productivity and employment, including sophisticated approaches like machine learning and Bayesian Network Analysis. Data from a survey of 233 people across several sectors were analysed using logistic regression, Random Forest, and XGBoost models, with findings corroborated by 5-fold cross-validation. The research revealed that extensive use and smooth incorporation of AI technologies into organisational workflows significantly enhance employee productivity, particularly among younger cohorts. A substantial interaction impact between AI utilisation and integration ($\beta = 0.4319$, $p < 0.001$) underscored the need for comprehensive adoption methods. A Bayesian study revealed intricate linkages between AI utilisation, innovation, and individual employee characteristics. The results underscored the need for deliberate implementation of AI, accompanied by specialised training and strong ethical standards, to fully realise AI's economic advantages.

Kantsou (2024) conducted distinct research on the subject of AI Utilisation in the Workplace: Motivations, Skills, and Implications. As organisations progressively integrate AI into both standard and complex operations, the study highlights the need for collaboration between human skills and technology competencies. The inquiry focused on methods to enhance AI deployment while maintaining a positive employee view and increasing organisational efficacy. The primary difficulty addressed was understanding the factors that drive workers to embrace AI, the requisite skillsets, and methods to improve AI literacy. The primary research question was: “How can organisations strategically enable the seamless integration of AI into workplaces?” The study approach included a comprehensive literature analysis, a survey experiment conducted from November to December 2023, including 48

participants, and qualitative interviews. Crucial conclusions underscore the need to provide personnel with AI-related competencies, harmonising motives, and devising coherent implementation methods. Practical solutions included formulating a definitive AI adoption strategy, allocating resources for workforce training, and cultivating an inspiring work atmosphere. The research stated that successful management of AI integration necessitates addressing ethical issues and retaining flexibility to adapt to the ever-expanding AI ecosystem.

Babashahi et al. (2024) conducted a systematic review on the transformation of skills in the workplace due to artificial intelligence. This study examined the impact of AI on skill transformation across many sectors, including software development, automation, education, accountancy, mining, legal services, and media. The study examined the relationship between AI advancements and labour markets to ascertain the skills required by people and organisations for effective AI integration and human-machine cooperation. The research examined the changes required to succeed in an AI-driven future. The researchers used the Rapid Review technique to evaluate the integration of AI in enterprises, emphasising essential capabilities, identifying difficulties, and proposing adaptive measures. A search of the Scopus database yielded 20 relevant articles from an original collection of 39. These articles provided insights on AI's impact on areas such as education, healthcare, manufacturing, and robotics, while also illuminating the evolving skill needs. The results highlighted that competencies, including technical proficiency and flexibility, are essential for successful AI implementation. Organisations are addressing these concerns by promoting continuous skill development and establishing ethical frameworks for managing AI-related issues. The report emphasises the need for balanced skill development, ongoing education, and strategic AI integration to properly address its substantial influence on the contemporary workforce.

CONCLUSION

The investigation of the effects of workplace automation, especially AI tools, on employee performance and the collaboration between AI and human efforts has uncovered substantial insights into the changing dynamics of work in a more automated environment. The research aimed to investigate the impact of AI on employee performance and the efficacy of AI tools in aligning with human efforts to improve productivity and operational efficiency.

The results indicate that AI solutions significantly enhance employee performance by automating monotonous jobs, minimizing human mistakes, and augmenting decision-making precision. The capability of AI to analyse data in real-time enables staff to concentrate on more intricate, strategic activities, resulting in enhanced productivity and job satisfaction. Nonetheless, apprehensions around job displacement continue to exist among workers, underscoring the need for organisations to reassure their staff and address the evolving dynamics of the workplace.

The research emphasises the significance of collaboration between artificial intelligence and human endeavours. AI technologies achieve optimal efficacy when integrated with human supervision and strategic cognition, since they can rapidly analyse extensive datasets and do repetitive jobs, while people provide essential judgement, emotional acuity, and creativity. This collaborative paradigm, termed augmentation, provides the ideal equilibrium for enhancing productivity and promoting creativity in the workplace.

A primary conclusion from the research is that the efficacy of AI deployment relies on its integration with human skills rather than the substitution of human functions. Organisations must use a strategic approach, discerning which jobs are most appropriate for automation and which should be retained within the realm of human proficiency. Moreover, training programs that provide workers with the requisite abilities to collaborate with AI technologies are crucial for optimising the advantages of workplace automation.

This study's results provide various suggestions for organisations and people to enhance the advantages of workplace automation while mitigating issues like job displacement and performance optimisation.

1. Organisations need to prioritise the establishment of a work environment in which AI technologies and human endeavours synergistically enhance one another.

2. Organisations should prioritise continuous training and upskilling initiatives to ensure personnel are proficient in using AI products successfully.
3. Organisations should cultivate a learning culture that encourages people to use AI as a tool for enhancement.
4. Management should underscore that AI is a technology intended to augment human performance, not replace it.
5. Organisations have to develop customised AI deployment methods by determining which domains are most appropriate for automation and which should stay under human oversight.

CONFLICTS OF INTEREST

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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