# AI integration in workplaces drives productivity gains and technostress, study finds



The integration of artificial intelligence (AI) into the workplace has introduced a paradoxical situation for employees: while these tools promise increased efficiency and productivity, they simultaneously contribute to heightened workloads and a phenomenon known as "AI technostress." A recent study highlighted the challenges that arise as organisations deploy AI solutions, revealing that rather than alleviating workplace pressures, these technologies often amplify them.

Research published in the *International Journal of Information Management* underscores the complex dynamics of AI adoption. It reveals that while generative AI can enhance productivity and engagement, it also fosters a climate in which employees feel compelled to deliver more, often exacerbating feelings of cognitive overload and blurring the boundaries between work and personal life. The authors noted that "AI technostress" leads to heightened demands on employees, ultimately resulting in burnout and a deterioration of work-life balance. This dual impact showcases a troubling trend: the promise of automation and efficiency comes with the cost of increased urgency and expectation.

Recent articles, including one from *The New York Times*, echo these findings, noting the experiences of software developers at Amazon who felt the pressure to work faster with the introduction of AI tools. Dr. Lawrence Katz, a labour economist at Harvard University, remarked on this trend, stating, "Things look like a speed-up for knowledge workers," suggesting that employers are leaning on AI to escalate productivity expectations significantly.

An extensive study by Upwork adds further nuance to this issue, highlighting that, despite a strong belief among executives in the productivity potential of AI—96% of C-suite leaders expect substantial gains—many employees report the opposite. Nearly half of the surveyed workers expressed uncertainty about how to achieve the anticipated productivity improvements, indicating that 77% actually feel their workloads have increased as a result of these tools. The disconnect between managerial expectations and employee experiences points to a critical gap in how technology is implemented within outdated organisational structures.

The importance of context in AI integration is also emphasised by researchers at Aarhus University, who point out that the way AI is introduced and managed plays a pivotal role in its impact on employee well-being. The study suggests that organisations must be mindful of the socio-technical environment and adopt strategies that support rather than overwhelm their workforce. This includes fostering a better understanding of the technology among employees and addressing issues of role ambiguity and job insecurity, which are significant factors contributing to technostress.

Moreover, surveillance technologies associated with AI implementation further complicate the landscape. Research from Cornell University suggests that using AI for employee monitoring can lead to heightened stress levels and resistance from staff. Such measures may create an environment marked by anxiety over autonomy, often undermining rather than boosting productivity. The Carnegie School of Organizational Psychology notes that framing AI as supportive rather than evaluative can reduce resistance and enhance employee performance.

Amidst this rising tension, experts warn that if organisations fail to adapt their working models and address the human side of AI deployment, they could risk not only employee wellness but the very productivity gains they aim to achieve. Persistent burnout and high turnover rates could overshadow any efficiency improvements, ultimately compromising organisational goals and stability.

The narrative that has emerged around AI in the workplace serves as a warning: the promise of technological advancement must be accompanied by thoughtful integration and support mechanisms to ensure that employees are not left feeling overwhelmed. As businesses continue to adapt to this digital transformation, a balanced approach prioritising well-being alongside productivity may be essential in navigating the intricacies of AI-enhanced work environments.

### 📌 Reference Map:

* Paragraph 1 – [[1]](https://virtualizationreview.com/articles/2025/06/03/technostress-orgs-give-employees-ai-then-demand-more-work.aspx), [[2]](https://www.emerald.com/insight/content/doi/10.1108/ijoa-01-2023-3581/full/html)
* Paragraph 2 – [[3]](https://news.cornell.edu/stories/2024/07/more-complaints-worse-performance-when-ai-monitors-work), [[4]](https://www.tandfonline.com/doi/full/10.1080/10447318.2024.2429889)
* Paragraph 3 – [[5]](https://www.sciencedirect.com/science/article/pii/S0001691825000460), [[6]](https://www.mdpi.com/2076-328X/15/4/552/xml)
* Paragraph 4 – [[7]](https://ideas.repec.org/a/eee/tefoso/v202y2024ics0040162524001070.html)
* Paragraph 5 – [[1]](https://virtualizationreview.com/articles/2025/06/03/technostress-orgs-give-employees-ai-then-demand-more-work.aspx), [[2]](https://www.emerald.com/insight/content/doi/10.1108/ijoa-01-2023-3581/full/html)

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## Bibliography

1. <https://virtualizationreview.com/articles/2025/06/03/technostress-orgs-give-employees-ai-then-demand-more-work.aspx> - Please view link - unable to able to access data
2. <https://www.emerald.com/insight/content/doi/10.1108/ijoa-01-2023-3581/full/html> - This study examines the phenomenon of technostress at an organisational level due to the deployment of machine learning (ML) and artificial intelligence (AI). It identifies role ambiguity, job insecurity, and the technology environment as contributors to technostress. The research suggests that integrating ML and AI with socio-technical systems can effectively manage technostress within organisations. The findings offer critical insights into the challenges posed by ML and AI technologies and propose coping mechanisms to mitigate associated stressors.
3. <https://news.cornell.edu/stories/2024/07/more-complaints-worse-performance-when-ai-monitors-work> - Cornell University research indicates that organisations using AI to monitor employees' behaviour and productivity may face increased complaints, reduced productivity, and higher turnover intentions. The study highlights that AI surveillance can lead to a greater perceived loss of autonomy compared to human oversight. To mitigate these effects, the research suggests framing AI tools as supportive of employee development rather than evaluative, thereby reducing resistance and enhancing performance.
4. <https://www.tandfonline.com/doi/full/10.1080/10447318.2024.2429889> - This research investigates the negative impacts of AI usage, focusing on ChatGPT users, and how perceived AI characteristics influence user discontinuance through AI anxiety and negative attitudes. The study finds that perceived intelligence and anthropomorphism in AI are antecedents of AI anxiety, which in turn affects user discontinuous usage via negative attitudes. The research contributes to understanding AI usage and technostress by identifying drivers of discontinuance and deepening the understanding of AI anxiety, distrust, and dissatisfaction.
5. <https://www.sciencedirect.com/science/article/pii/S0001691825000460> - This study explores how the utilisation of artificial intelligence (AI) in hospitality organisations influences employee work and career outcomes, specifically well-being and career success. It examines the mediating role of job insecurity and the moderating effect of technostress. The findings reveal a positive relationship between AI use and employee well-being, with job insecurity mediating this relationship. Additionally, technostress moderates the associations between AI use and employee well-being and career success, highlighting the complex dynamics in AI adoption within the hospitality industry.
6. <https://www.mdpi.com/2076-328X/15/4/552/xml> - This study examines the impact of technostress generated by artificial intelligence (AI) on individuals' quality of life, focusing on the mediating role of positive and negative affect. The research finds that AI-related technostress does not directly influence quality of life but has a significant indirect impact through affective traits. The results emphasise the importance of understanding the psychological mechanisms responsible for quality of life and the need for official programs to develop skills to understand and work with AI, as well as psychological support programs to manage emotions related to this technology.
7. <https://ideas.repec.org/a/eee/tefoso/v202y2024ics0040162524001070.html> - This research examines the effects of six techno-stressors on both techno-eustress and techno-distress among users in the healthcare sector, focusing on AI-powered systems. The study introduces 'techno-unpredictability' as a potential new techno-stressor within the context of AI-powered systems in healthcare. The findings provide insights that can help healthcare specialists and organisations address and navigate emerging stressors, enhancing well-being, patient care, and safety.