

## **Technology Industry Employees' Consciousness and Readiness for AI and Automation in Taiwan**

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### **Abstract**

This paper explores how employees in Taiwan's technology industry view the effects of automation and artificial intelligence (AI) on their work and how ready they are for these changes. A mixed-methods design was used, combining a survey of 33 respondents with follow-up interviews with five participants. According to the survey results, only 3% of workers felt ready to adapt, even though the majority acknowledged that AI and automation already affected their jobs and the industry as a whole. Due to limited hands-on experience with AI tools, a lack of training opportunities, and restricted access to resources, nearly half of the employees felt unprepared. Almost all participants expressed their interest in further training, suggesting strong motivation despite existing barriers.

*Keywords:* technology industry employees, artificial intelligence (AI), automation, Taiwan

### **Introduction**

The integration of artificial intelligence (AI) and automation into the workforce marks a transformative era in the global economy. It is necessary to understand these technologies from a cultural and practical perspective since the adoption of AI and automation is not only a technical process but also a social transformation that reflects how people perceive and adapt to technological change. This study examines employee-participants in Taiwan, a leader in technological advancement, to explore how AI and automation affect the workforce.

Using questionnaires and interviews, this study offers insights into workers' consciousness, workforce readiness, and adaptability. The findings highlight the need for worker training and policymaking to ensure the harmonious integration of AI and automation in the workplace.

This study further explores employees' experiences in Taiwan's technology sector, focusing on the integration of AI and automation in daily work, the need for enhanced training resources and employer involvement, and the role of government regulation in ensuring both technological advancement and workplace security.

### **AI and Automation in the Workforce**

From the early imaginations of Hephaestus forging mechanical helpers to Alan Turing's conception of what would become known as the Turing Test, AI has evolved into computers performing tasks, such as learning, reasoning, problem-solving, perception, and language understanding, which typically require human intelligence (Copeland, 2024). Fast forward to the mid-20th century, where the term "AI" was formally coined at the Dartmouth conference in 1956. The term "artificial intelligence" was coined to capture the belief that every aspect of learning and intelligence could, in principle, be precisely described and simulated by machines (McCarthy et al., 2006).

AI operates on the principle of simulating our cognitive abilities, allowing machines to execute tasks that are complex and intuitive to humans (Laskowski & Tucci, 2023). In recent years, the technology industry has experienced a seismic shift due to the introduction and evolution of AI and automation. "AI discoveries at Google, Microsoft, and OpenAI, and the hardware innovations pioneered by Nvidia" have changed the game of AI development (Laskowski & Tucci, 2023). The impact has been profound, fostering a new era in which machine learning and automated systems are at the forefront of technological advancement (Rayhan, 2023). According to Rayhan (2023), "The rapid advancement of AI and automation technologies has brought about significant transformations in the various sectors." Some examples of how AI technology is used today include automation; robotics; self-driving cars; and text, image, and audio generation. Furthermore, automation increases efficiency across various industries, especially the technology industry, through applications.

### **The Influence of AI and Automation on the Technology Industry**

According to Shen and Zhang (2024), "the recession caused by the COVID-19 pandemic and the rapid development of automation technology are changing the job market much faster than expected, and automation and the new division of labor between humans and machines will disrupt 85 million jobs in 15 industries worldwide over the next five years" (p. 2). In Taiwan, the workforce is currently undergoing significant transformations,

primarily due to the integration of AI and automation technologies. These advancements are not only reshaping job roles and industries but also altering the public's perception and consciousness about work itself. Shen and Zhang (2024) also pointed out that the integration of AI into various sectors has been viewed positively, with a consensus that AI's impact on employment will be significant and beneficial in the long term. Sears and Smallwood (2023) discussed how AI is disrupting traditional approaches to talent strategy, emphasizing the need for a people-first mindset amid these technological gains. This shift toward embracing AI and automation is driven by the recognition of their potential to augment the workforce rather than displace it. The public consciousness in Taiwan is increasingly aware of the dual nature of AI and automation. Despite concerns about job displacement and income inequality, employees recognize the opportunities that these technologies present for innovation, efficiency, and new job opportunities, such as prompt engineers, AI trainers, AI ethicists, machine managers, and AI business strategists (MacKenzie & Pantelakis, 2023). Thus, the current transformation within the Taiwanese workforce is accompanied by a subtle understanding of a future where technology and human labor coexist more seamlessly.

### **Research Questions**

This study investigates two main research questions that explore how employees in Taiwan's technology industry view the effects of AI and automation:

- A. How do workers in Taiwan's technology industry perceive the impact of AI and automation on their current job roles and the wider industry?
- B. To what extent are workers in the technology industry in Taiwan prepared to integrate AI and automation into their work?

### **Methodology of the Research**

To assess the impact of AI and automation on the workforce in Taiwan, we used a mixed-methods approach, involving questionnaires and interviews, to understand the perceptions of employees in Taiwan's technology industry.

The questionnaire was designed by the first author of the study (junior-level undergraduate student) and checked by the second author (professor-advisor) and several moderators with similar backgrounds to those of the participants. The online version of the questionnaire was distributed to technology industry workers in Taiwan

whose roles have been influenced by AI and automation. The first part of the questionnaire gathered demographic information, such as age, gender, occupation, and educational background. The second part assessed workers' perceptions of AI and automation, including their knowledge and personal attitudes, and the perceived impact of these technologies on their current and future work, using a 5-point Likert scale. The third and fourth parts of the questionnaire addressed the participants' awareness and understanding of AI and automation, personal experiences with AI and automation in the workplace, perceived threats or opportunities due to AI and automation, interest in and access to training and upskilling opportunities, and suggestions for improving workforce readiness and adaptation to AI and automation (see Appendix A for the questionnaire).

To gain a deeper understanding of individual experiences, interviews were conducted with five participants—three males and two females—from the technology industry who had previously completed the questionnaire and who were invited to participate in the interviews. The interviews explored the themes that emerged from the questionnaire responses in greater depth, including examples of how AI and automation have changed their daily work tasks, their emotional and psychological responses to the integration of AI and automation, their views on the sufficiency of current training programs and suggestions for improvement, and their long-term career plans and aspirations in the context of an evolving workplace (see Appendix B for the interview questions).

The data from the questionnaire were analyzed using descriptive statistics, and the interview data were analyzed using content analysis to identify key themes and patterns in participants' responses.

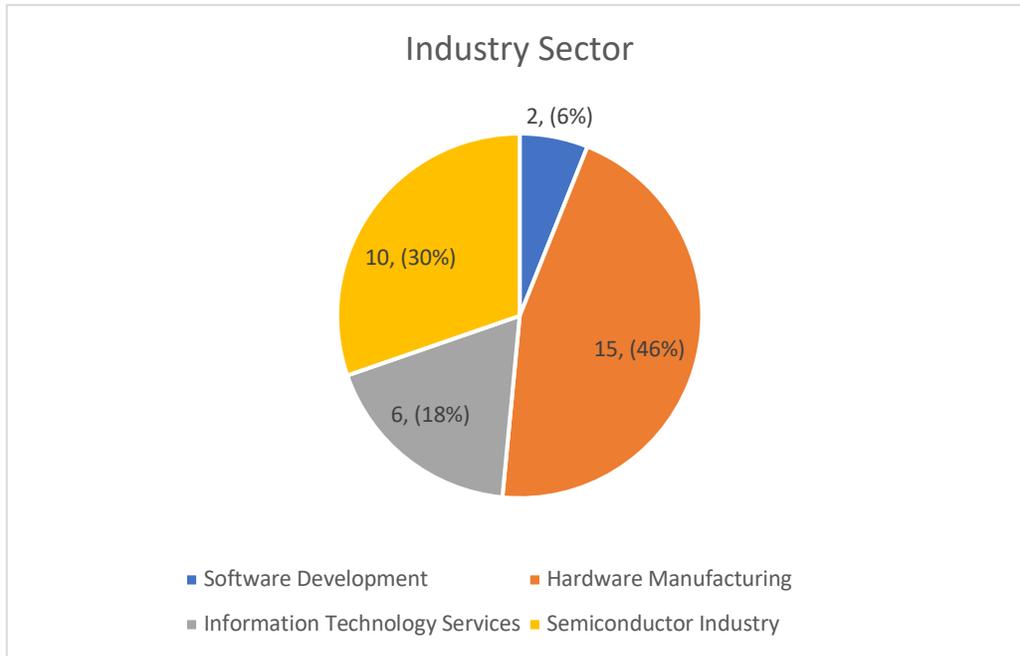
## **Results and Discussion of the Questionnaire and Interview Outcomes**

Of the 33 questionnaires collected, 16 were from females and 17 were from males. Nineteen respondents were under 25, four were 24–34 years old, five were 35–44 years old, and five were 45–54 years old. Data collected on their educational backgrounds showed that 22 (66.7%) had a bachelor's degree, 10 (30.3%) had a master's degree, and one (3%) had a doctorate. Among the respondents, 15 (45.5%) were from the hardware manufacturing sector, 10 (30.3%) were from the semiconductor industry, six (18.2%) were from the information technology services sector, and two (6.1%) were from the software development sector. When categorized by department, 20 (60.6%) worked in sales and marketing, six (18.2%) worked in research and development (R&D), five (15.2%) were in

production/manufacturing, one (3%) was in information technology (IT), and one (3%) was in system applications (SA) (see Figure 1 and Figure 2).

**Figure 1**

*Industry Sectors of Survey Participants*



**Figure 2**

*Department of Survey Participants*

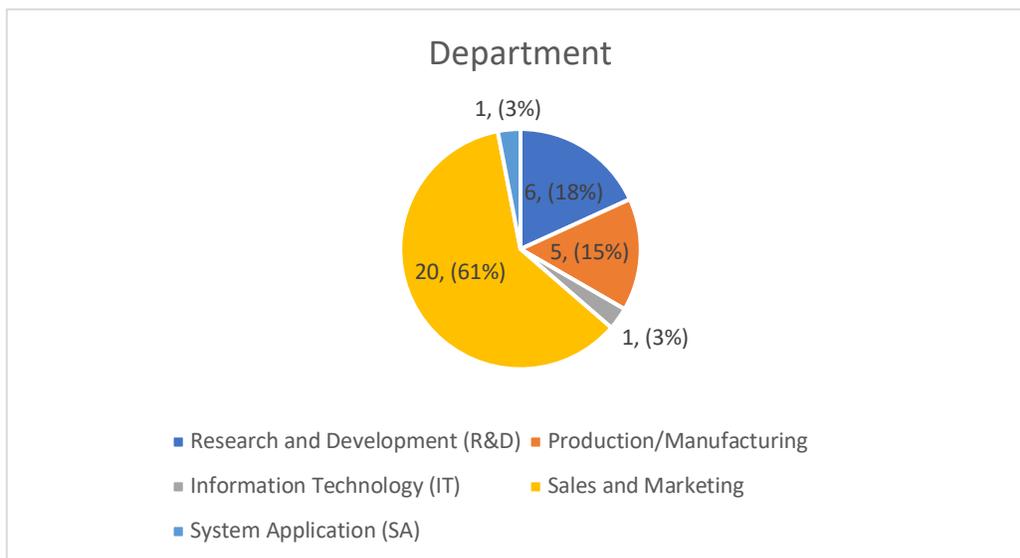


Table 1 shows the demographic information of the five interviewees.

**Table 1**  
*Demographic Information of the Interviewees*

Demographic Information	Age	Gender	Industry Sector	Department or Job Title	Education Background
A	35–44	M	Software Development	Research & Development	Master’s degree
B	25–34	M	Hardware Manufacturing	System Application	Master’s degree
C	< 25	M	Hardware Manufacturing	Sales and Marketing	Bachelor’s degree
D	< 25	F	Hardware Manufacturing	Sales and Marketing	Bachelor’s degree
E	< 25	F	IT Services	Sales and Marketing	Master’s degree

Note.

Participants are labeled A–E to ensure anonymity.

**Perceptions of AI and Automation** (see Section A of Appendix C)

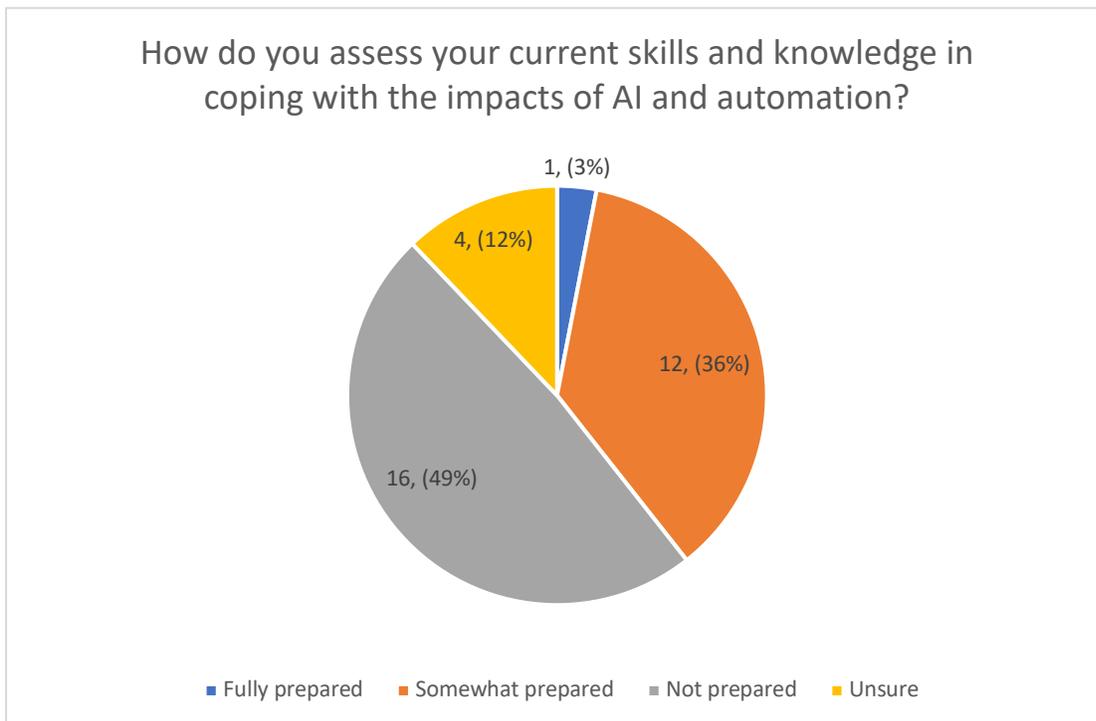
Regarding the technology industry workers’ knowledge level, 18 (54.5%) respondents rated their understanding as moderate (a score of 3), suggesting a basic but not in-depth familiarity with these technologies. In terms of personal attitudes, most workers exhibited a positive outlook, with 72.7% expressing favorable views (“Positive” = 17 [51.5%]; “Greatly positive” = 7 [21.2%]), indicating general optimism or acceptance. Regarding the impact on their current job roles, 72.7% perceived a moderate to high influence (“Positive” = 18 [54.5%]; “Greatly positive” = 6 [18.2%]), reflecting their recognition of the tangible effects of AI and automation on their daily tasks. Of the respondents, 60.6% perceived impacts on the industry at large, acknowledging substantial effects (“Positive” = 12 [36.4%]; “Greatly positive” = 8 [24.2%]). The findings illustrated that while there was positive acceptance of AI and automation, employees in Taiwan acknowledged the significant changes that these technologies are bringing to both individual job roles and the broader industry landscape.

**Training and Skills Development** (Also see Section B of Appendix C)

The survey data revealed insights into the perceptions of training and skills development in the context of AI and automation within the workforce. Figure 3 shows that 16 (48.5%) respondents felt unprepared to handle the impacts of AI and automation, and four (12.1%) were unsure whether they were ready. These findings indicated a significant gap in readiness, with only one respondent (3%) feeling fully prepared for it, and 12 respondents (36.4%) being somewhat ready.

**Figure 3**

*Distribution of Respondents' Perceived Readiness for AI and Automation*



Several factors contributed to feelings of unpreparedness or uncertainty among employees regarding the impacts of AI and automation on their jobs. The most significant concern, as indicated by 18 respondents out of 29 (62.1%), was the lack of practical experience with new technologies (see Figure 4). This finding suggested that while employees are aware of AI and automation, they lack actual hands-on experience.

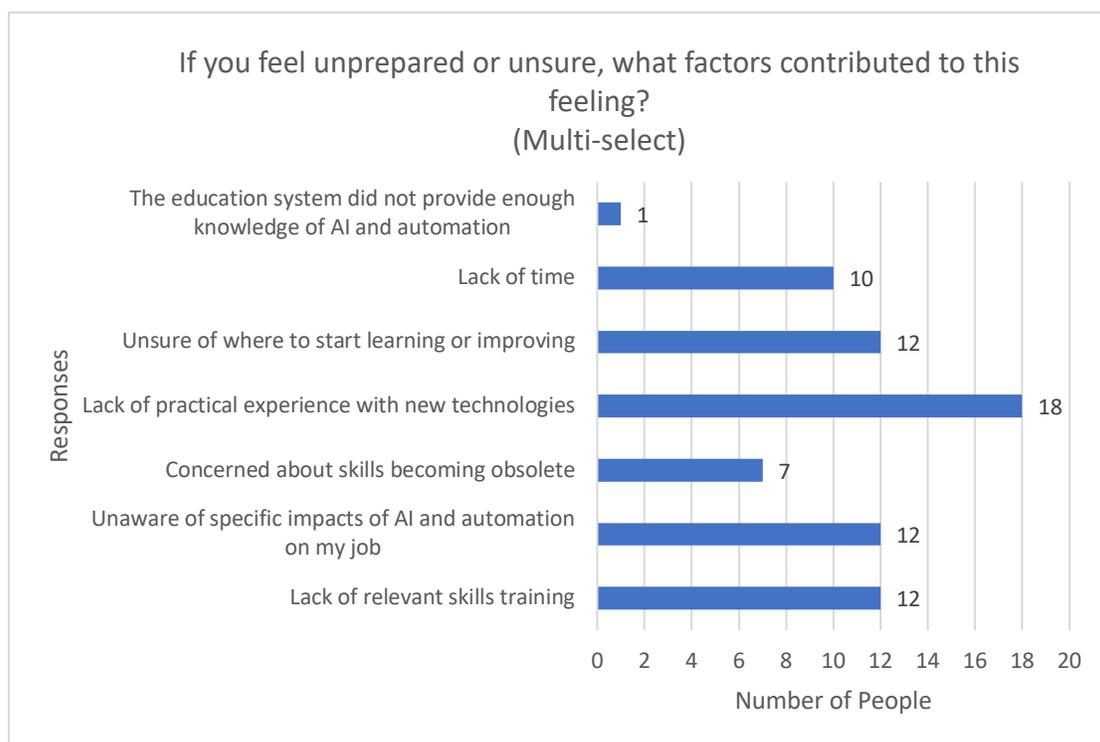
During the interviews, some participants noted their lack of experience using ChatGPT for customer service, implementing AI-driven analytics, and integrating AI with existing IT systems, which could hinder effective integration and utilization in their work processes. Additionally, concerns about skills becoming obsolete affected seven respondents

(24.1%), underscoring fears that the rapid advancement of technology is outpacing professional training programs.

Other significant factors included a lack of time to engage with learning or improvement opportunities (34.5%; 10 people) and uncertainty about where to start in terms of learning or improving skills (41.3%; 12 people). These issues highlighted the logistical and directional challenges that employees face as they attempt to adapt to technological changes.

**Figure 4**

*Factors Contributing to Employees' Unpreparedness or Uncertainty Regarding AI and Automation*



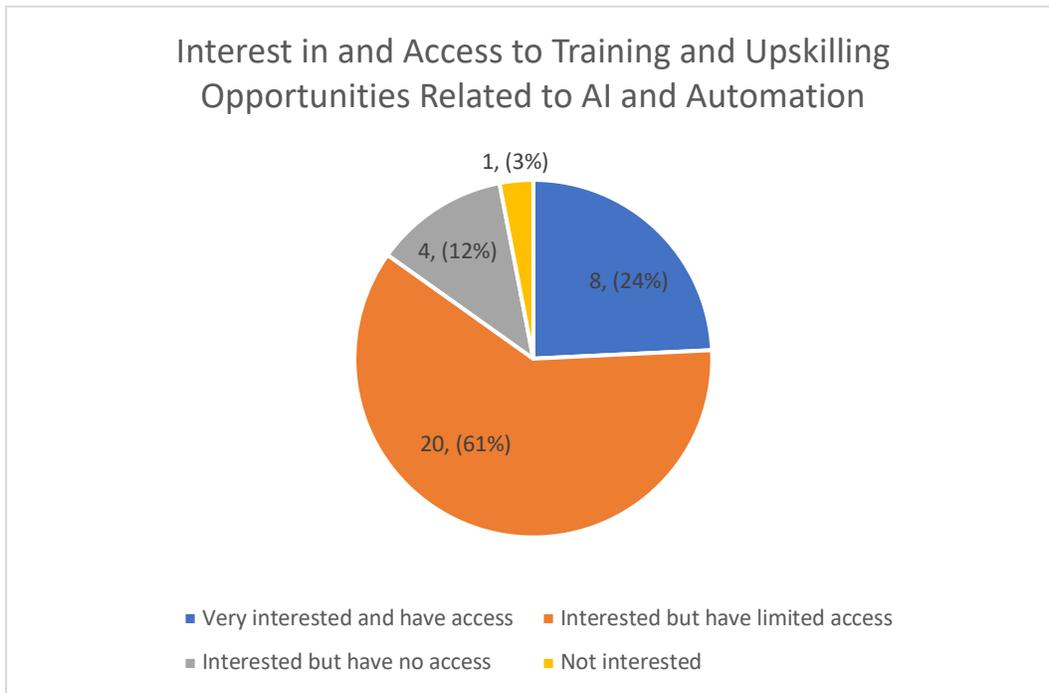
*Note.* The total number of respondents was only 29 for this question.

Overall, the data highlighted the need for organizations and educational institutions to offer more comprehensive training and clearer guidance on the implications of technological changes for employees' roles, as well as more accessible learning opportunities that fit into their schedules. Such initiatives could mitigate the anxiety associated with the rapid integration of AI and automation technologies into the workplace.

Of the participants, 32 (97%) were interested in training and upskilling opportunities (see Figure 5); however, a notable proportion (72.1%; 24 people) had limited or no access to training and upskilling opportunities. The respondents identified the major barriers to upskilling as a lack of time for learning and training (67.7%; 21 people), insufficient internal or external training resources (58.1%; 18 people), and a lack of financial support for training courses (35.5%; 11 people) (see Figure 6). These barriers highlighted the need for structured, accessible, and adequately supported training initiatives.

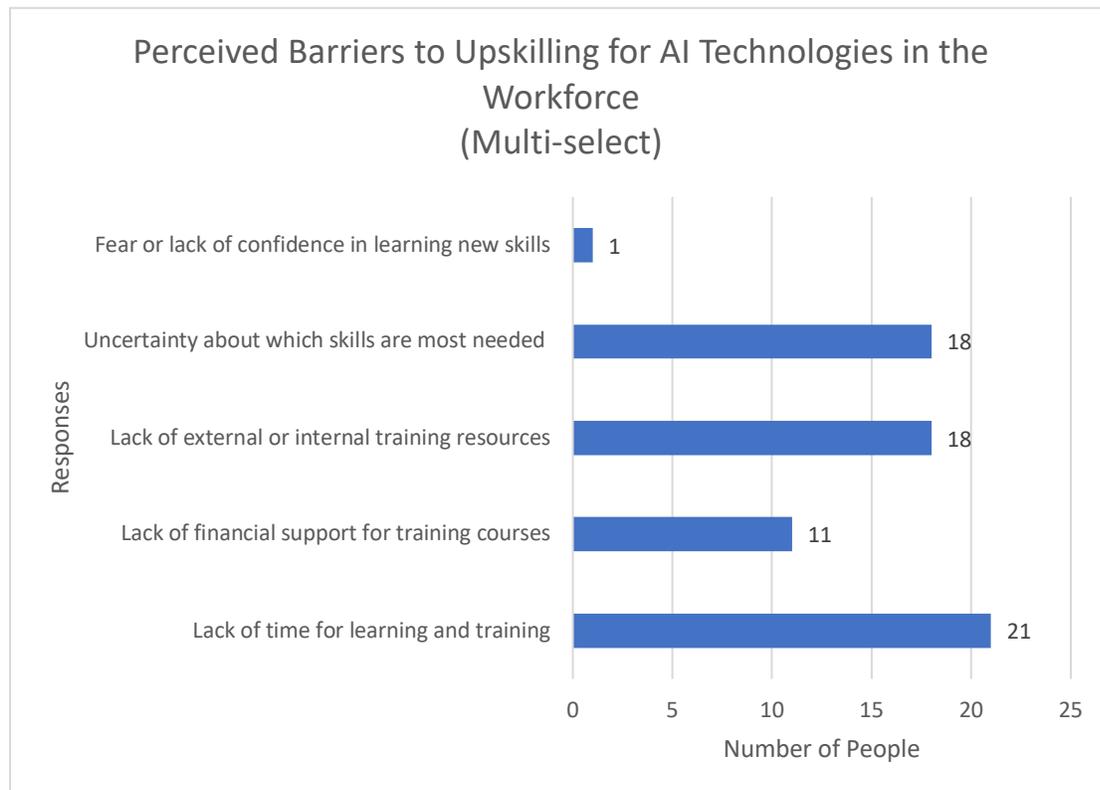
**Figure 5**

*Interest in and Access to AI and Automation Training and Upskilling Opportunities among Employees*



## Figure 6

### *Perceived Barriers to Upskilling for AI and Automation Technologies in the Workforce*



*Note.* The total number of respondents was only 31 for this question.

The results emphasized the need for better distribution and availability of training resources. The data suggested that while there is a high level of interest in learning and adapting to AI and automation technologies, the actual engagement and effectiveness of current training programs are hindered by logistical and resource-based constraints. Addressing these issues is essential for fostering a workforce that is interested in and capable of thriving in an AI-enhanced professional environment.

The responses from the interviews articulated a widespread concern about the adequacy of training programs related to AI and automation technologies within organizations. Many employees reported that while some basic training avenues are provided, they are insufficient for the in-depth learning required to utilize and understand these technologies fully and effectively. The lack of structured and advanced training programs was a common theme, leading many employees to seek information and training on their own. This self-driven approach to learning highlighted a significant gap between the training provided and the needs of employees.

According to Antonija (2024), “Organizations need to allocate resources and provide training and support to their employees to enable them to use generative AI technology efficiently.” This recommendation aligns with the main barriers to upskilling identified by respondents, which included the lack of time allocated by employers for such activities and the absence of a clear understanding of what specific skills are required. This uncertainty, coupled with the necessity to perform self-learning amid busy work schedules, underscored the challenges faced by the workforce in adapting to rapidly evolving technological landscapes.

Overall, these insights emphasized the need for organizations to rethink their training strategies—potentially by offering more comprehensive, practical, and accessible training solutions that are aligned with the specific demands of AI and automation in the workplace.

### **Key Findings**

In the survey, 72.7% of the respondents reported a positive influence of AI and automation on their daily tasks, and 60.6% acknowledged a beneficial impact on the industry at large. This positive perception underscored the significant transformations brought about by AI and automation, aligning with Rayhan’s (2023) observations that the “rapid advancement of AI and automation technologies has brought about significant transformations in various sectors.” These findings highlighted the evolving nature of the technology industry in Taiwan, where AI and automation not only enhance current workflows but also shape broader industrial practices.

Regarding the challenges and opportunities in AI integration within the workforce, 77.4% of respondents encountered barriers to integrating AI technologies into their work, which included a lack of expertise in technology integration (54.8%), inadequate technical infrastructure (35.5%), and employee resistance to change (12.9%). The results of the interviews highlighted the need for professional guidance on how to use AI tools. Using AI usually requires a background in writing prompts or even programming (in some cases) or knowledge of certain domains. However, AI brings opportunities because it helps people work more efficiently, enabling them to move from entry-level to pro-level in less time.

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## **Appendix A: The Design of the Questionnaire**

Dear respondent,

I am Wendy Chang, a Junior from FJU's English Language and Literature and Economics Department. I am conducting this survey to explore consciousness and readiness for AI

and automation within Taiwan's technology sector. Your input is vital to understanding the current state and paving the way for a smooth transition into a more AI-integrated workplace. The survey is confidential. There are no wrong answers—just your valued perspective. It will take about 3 minutes to complete.

Once again, thank you for your time and participation. They are a great help to my research!

If you have any questions, please do not hesitate to contact me at this email address: wendym513ro@gmail.com

Researcher: Wendy Chang

Advisor: Doris Shih

#### Part 1: Demographic Information

1. Have you worked in the technology industry in Taiwan?
  - Yes
  - No
2. Gender (Single choice)
  - Male
  - Female
  - Prefer not to say
  - Non-binary
  - Other
3. Age (Single choice)
  - Under 25
  - 25-34
  - 35-44
  - 45-54
  - 55 and above
4. Industry Sector of Company (Single choice with an option to specify if not listed)
  - Software Development
  - Hardware Manufacturing
  - Information Technology Services

- Semiconductor Industry
  - Biotechnology
  - Other (please specify)
5. Department or Job Title (Multiple choice with an option to specify if not listed)
- Research and Development (R&D)
  - Production/Manufacturing
  - Information Technology (IT)
  - Sales and Marketing
  - Human Resources (HR)
  - Management
  - Other (Please specify your role in the technology industry.)
6. Educational Background (Single choice)
- High School Diploma or Equivalent
  - Associate Degree
  - Bachelor's Degree
  - Master's Degree
  - Doctorate
  - Other (please specify)

### Part 2: Perception of AI and Automation (Likert scale)

Explanation of the options for Question 2~4:

- 1.2 Very Negative/ Negative: You believe AI and automation will harm your job or the industry.
  - 3 Neutral: You are unsure or believe AI and automation will have neither positive nor negative effects.
  - 4.5 Somewhat Positive/Very Positive: You believe AI and automation will benefit your job or the industry.
1. Level of Knowledge About AI and Automation (Single choice)
- No knowledge: 1
  - Advanced knowledge: 5
2. Personal Attitude Towards AI and Automation (Likert scale)
- Greatly negative: 1
  - Greatly positive: 5
3. Perceived Impact of AI and Automation on Current Job Role (Likert scale)
- Greatly negative: 1

- Greatly positive: 5
- 4. Perceived Impact of AI and Automation on the Industry (Likert scale)
- Greatly negative: 1
- Greatly positive: 5

### Part 3: Practical Experiences in AI and Automation in the Workplace

1. Personal Experience with AI and Automation in the Workplace (Multiple choice)
  - I have used AI/automation tools in my job.
  - I have participated in projects related to AI/automation.
  - I have received training in AI/automation.
  - None of the above.
2. Following the previous question, what software or hardware have you used if you have used AI/automation tools in your work? (multi-select)
  - Data analysis software (e.g., Python, R)
  - Machine learning frameworks (e.g., TensorFlow, PyTorch)
  - Natural language processing tools (e.g., NLTK, spaCy)
  - Chatbots (e.g., Dialogflow, Microsoft Bot Framework, ChatGPT)
  - Smart sensors
  - Robot arms
  - Automated Guided Vehicles (AGVs)
  - Wearable devices
  - Other (please specify)
3. Perceived Barriers to Integration of AI Technologies in the Workforce (multi-select )
  - Organizational resistance to new technologies
  - Lack of expertise in technology integration
  - Lack of support from management
  - Inadequate technical infrastructure
  - Employee resistance to change
  - I haven't encountered any barriers.
  - Other (please specify)
4. Interest in and Access to Training and Upskilling Opportunities Related to AI and Automation (Multiple choice)
  - Very interested and have access
  - Interested but have limited access
  - Interested but have no access

- Not interested
5. Perceived Barriers to Upskilling for AI Technologies in Work Process (multi-select)
- Lack of time for learning and training
  - Lack of financial support for training courses
  - Lack of internal or external training resources
  - Uncertainty about which skills are most needed
  - Fear or lack of confidence in learning new skills
  - Other (please specify)
6. How do you assess your current skills and knowledge in coping with the impacts of AI and automation?
- Fully prepared
  - Somewhat prepared
  - Not Prepared
  - Unsure
7. If you feel unprepared or unsure, what factors contribute to this feeling? (multi-select)
- Lack of relevant skills training
  - Unaware of the specific impacts of AI and automation on my job
  - Concerned about skills becoming obsolete
  - Lack of practical experience with new technologies
  - The education system did not provide enough knowledge of AI and automation
  - Unsure of where to start learning or improving
  - Lack of time

#### Part 4: Perspective on AI and Automation in the Workplace

1. Perceived Opportunities Due to AI and Automation (Multi-select, please specify if not listed).
- Enhancement of job skills
  - Increased job opportunities
  - Increased work efficiency
  - Creation of new job roles
  - None of the above
  - Other (please specify)
2. Perceived Threats Due to AI and Automation (Multi-select, please specify if not listed).

- Job displacement
  - Skill obsolescence
  - Decrease in job quality
  - Reduced job security
  - None of the above
  - Other (please specify)
3. What recommendations would you have for employers/ managers to better support their employees/ subordinates in adapting to AI and automation? (multi-select)
- Increase in-house training programs on AI and automation
  - Collaboration with educational institutions for tailored courses
  - Providing access to online courses and resources
  - Encouraging participation in AI and automation projects
  - Enhancing awareness about the benefits of AI and automation
  - Implementing mentorship programs from experienced employees
  - Provide psychological support and change management training to help employees adapt to changes
  - Increase investment in new technologies, including software and hardware
  - Other (please specify)

## **Appendix B: The Design of the Interview Questions**

### **A. Introduction to AI and Automation Experience:**

Can you describe your first encounter with AI and automation technologies in your workplace? What was your initial reaction? 您能描述一下您在工作場所首次遇到 AI 和自動化技術的經歷嗎？您對 AI 和自動化技術最初的反應是什麼？

### **B. Daily Work Tasks and AI Integration:**

How have AI and automation technologies changed the way you perform your daily job tasks? Can you provide a specific example? AI 和自動化技術如何改變了您執行日常工作的方式？您能提供一個具體的例子嗎？

### **C. Emotional and Psychological Responses:**

How do you feel about integrating AI and automation in your work environment? Have these technologies affected your job satisfaction or stress levels? 您如何看待在您的工作環境中整合 AI 和自動化技術，這些技術是否影響了您的工作滿意度

或工作壓力？

#### D. Training and Skills Development:

1. In your opinion, how adequately is your employer providing current training programs for AI and automation technologies? What aspects do you think need improvement? 您認為目前雇主提供的 AI 和自動化技術培訓計劃是否充分？哪些方面需要改進？
2. Have you sought additional training or learning resources outside of work to help you adapt to these changes? If so, what were they? 您有在工作之外尋找過任何額外的培訓或學習資源來幫助您適應這些變化嗎？如果有是什麼呢？
3. In your experience, what have been the most significant barriers to upskilling in AI and automation technologies? How do you think these can be overcome? 根據您的經驗，提升 AI 和自動化技術方面的最大障礙是什麼？您認為如何克服這些障礙？

#### E. Impact on Career Aspirations:

How do you see AI and automation impacting your career trajectory and aspirations? (e.g., job roles, work processes, career development) Do you see more opportunities or challenges ahead?

您如何看待 AI 和自動化對您的職業軌跡和抱負的影響？（例如，工作角色、工作流程、職業發展）您認為前方有更多機會還是挑戰？

#### F. Adaptation and Future Readiness:

1. Can you discuss any challenges you've faced in integrating AI technologies into your daily work processes? 您能談談在將 AI 技術整合到日常工作流程中所面臨的挑戰嗎？
2. What skills do you think will be most important for professionals in your field in the next 5-10 years due to the advancements in AI and automation? 您認為由於 AI 和自動化的進步，未來 5-10 年內您的專業領域中哪些技能將最為重要？
3. How do you envision your job role evolving over the next decade with the advancement of AI and automation technologies? 您如何看待在未來十年 AI 和自動化技術進步下，您的工作角色的演變？

### G. Suggestions for Employers and Policymakers:

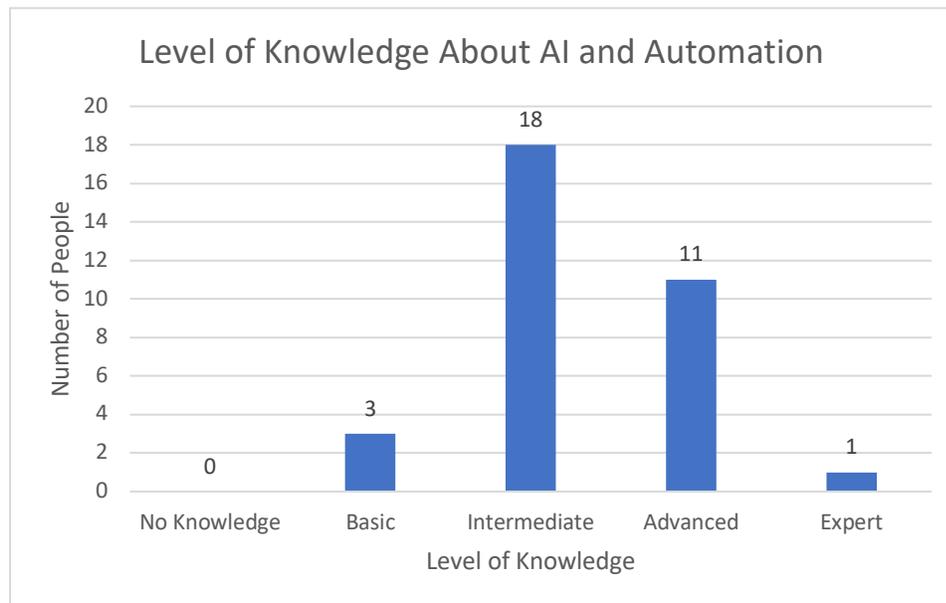
1. Based on your experience, what recommendations would you have for employers to better support their employees in adapting to AI and automation? 根據您的經驗，您對雇主有什麼建議，以更好地支持其員工適應 AI 和自動化？
2. What kinds of support do you find most helpful? 您覺得哪些類型的支持最有幫助？（可能包括：
  - 薪酬和福利調整：獎勵那些學習新技術的員工
  - 職位晉升機會：創建進階路徑，讓員工知道他們學習新技術可以幫助職業上的進步
  - 彈性工作安排：給員工更多彈性來平衡學習和工作）
3. What role do you think government or industry associations should play in preparing the workforce for the future of work? 您認為政府或行業協會在為工作未來做準備上應該扮演什麼角色？

## Appendix C: Results for the Questionnaires and Interviews

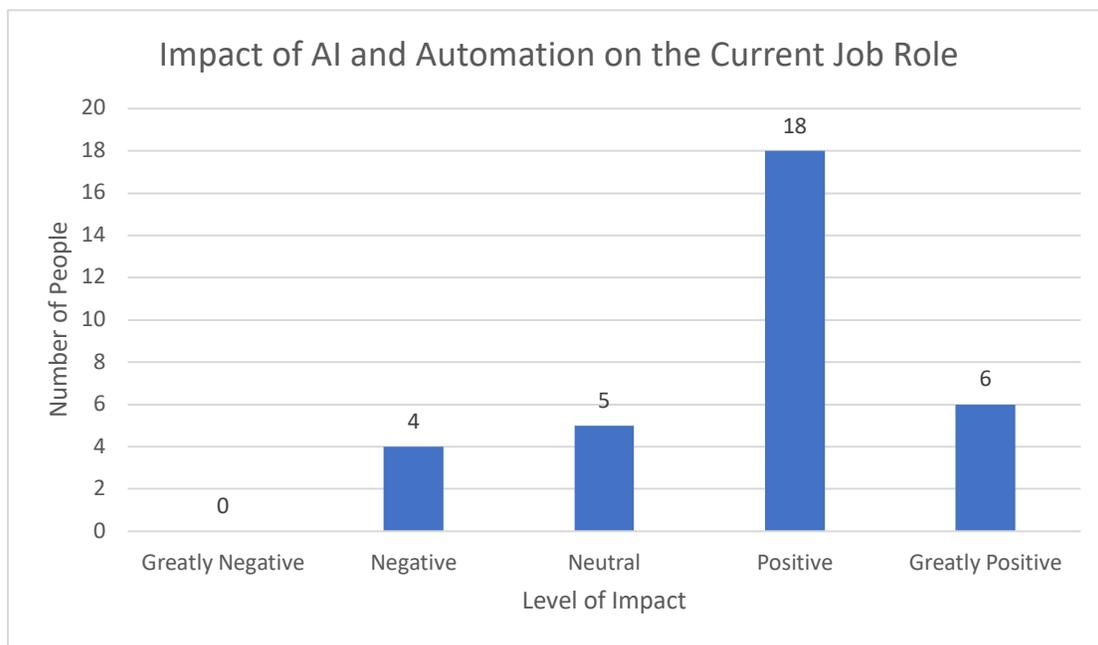
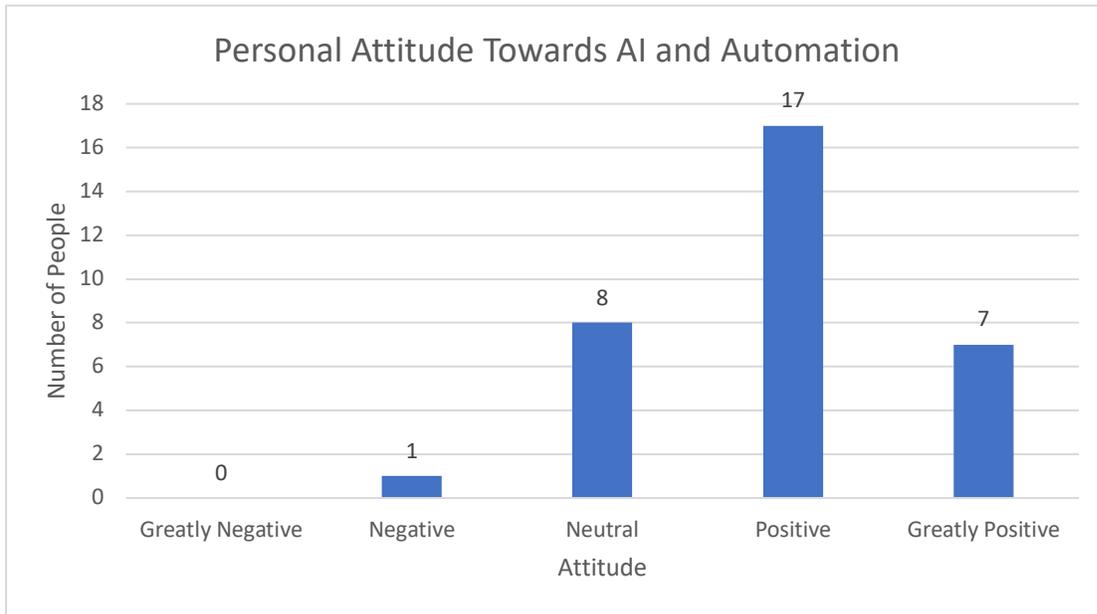
### Section A: Perception of AI and Automation

#### ● Charts (N=33)

(1)

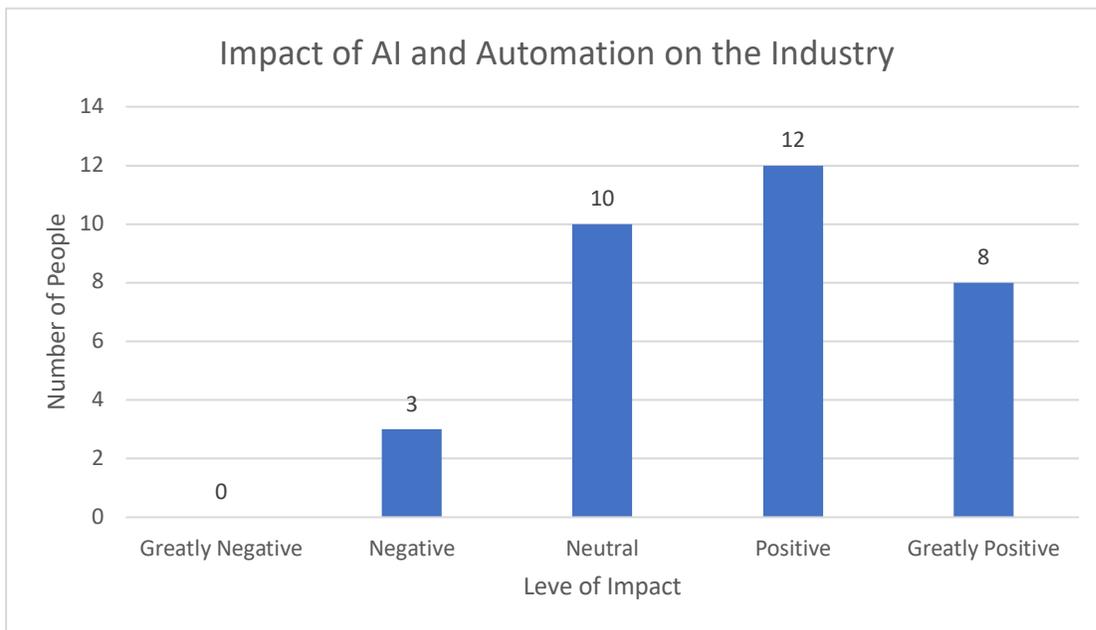


(2)



(3)

(4)



### Interview Results

1. How do you feel about integrating AI and automation in your work environment? Have these technologies affected your job satisfaction or stress levels?
- 2.

A	"Currently, it is a trend; AI can reduce the margin for error. For me, it seems to have effectively reduced the workload without causing much stress. If we talk about job displacement, it would mostly replace labor-intensive and low-skill jobs."
B	"So far, it has increased my job satisfaction by helping with tedious reading tasks. I can spend more time presenting the information that has been organized. Additionally, I use GPT to polish some foreign correspondence and mail."
C	"AI is a trend, it is inevitable, and I feel it brings quite a lot of job pressure. From a competitive standpoint, the fear of being replaced necessitates familiarity with AI tools. However, it also improves current workflows and enhances job performance."
D	"There is both satisfaction and stress. The satisfying aspect is that work is much more efficient, but there's a fear that one

	day ChatGPT might replace real human responses, although that probably won't happen yet."
E	"Currently, there hasn't been a significant increase in satisfaction because it hasn't helped much. Customers are still not very receptive to AI responses, so it hasn't reduced my workload much. However, as this technology advances, satisfaction is likely to increase."

**Section B: Training and Skills Development**

1. In your opinion, how adequately is your employer providing current training programs for AI and automation technologies? What aspects do you think need improvement?

A	"Currently, the company provides some channels for training, but these are quite basic. For more in-depth learning, individuals need to find resources on their own. The company has not yet found a clear direction and could offer more advanced courses and instruction."
B	"The company is still exploring; the training programs are not sufficient. Training plans are only made once they are confirmed necessary; right now, everyone is mostly figuring things out on their own with some very localized applications. However, in departments like customer service, the company has decided to eliminate positions and replace them with AI customer service."
C	"Currently, no training is provided. An improvement would be to help employees understand the benefits and importance of the technology and what it can bring. Raising awareness and familiarity with AI tools among employees is crucial."
D	"Mostly, it's self-learning, but the company does provide some AI-related online courses. There are no areas that need improvement in this aspect."
E	"Currently, no training is provided. Employee training does not currently cover AI-related topics; perhaps this could be included."

2. Have you sought additional training or learning resources outside of work to help you adapt to these changes? If so, what were they?

A	"No, I have been too busy."
B	"No additional structured training, but I do search for resources online."
C	"Somewhat, I regularly follow AI and technology news to stay informed about new developments. Understanding the trends helps reduce resistance and gives a better sense of control. It's how I know what skills or knowledge I might need to acquire."
D	"No, I only look for resources when a need arises during my work."
E	"No."

3. In your experience, what have been the most significant barriers to upskilling in AI and automation technologies? How do you think these can be overcome?

A	"The need to dedicate my own additional time; the company doesn't provide extra time for these activities, so learning has to be done by working overtime."
B	"I still don't know which skills are needed. For instance, I might want to know how to craft the most accurate prompts, but it's hard to find relevant examples for my work context online. Assistance from someone with expertise in the field would make technical progress more feasible."
C	"Lack of time, and the difficulties of using AI tools themselves. Also, it's not always clear whether the current tools are helpful for my work content. Without urgency, there's no motivation to improve skills related to AI usage."
D	"The difficulty sometimes lies in asking many times to get the answers I want. It requires continuous attempts to overcome this."

E	"The company needs to collect more data (repositories), allowing more customers to benefit from AI technology, reduce workloads, and increase work efficiency. Another issue is the uncertainty about which parts of the job, specifically the AI tools, should be applied."
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### Author Notes

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