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THE IMPACT OF ARTIFICIAL INTELLIGENCE ON EMPLOYMENT AND SOCIAL AND LABOR RELATIONS: CHALLENGES AND PROSPECTS

The article explores the impact of artificial intelligence (AI) on employment, job quality, and new forms of work, as well as outlines key challenges and possible development scenarios. The emphasis is placed on the need to protect workers' rights and develop human capital, rather than the dominance of post-humanist trends. Based on the analysis of modern research, algorithmic personnel management, risks of excessive control, ethical problems of privacy and transparency of the use of AI in the labor areas are considered. The importance of legal regulation of the use of AI in the workplace has been determined. It is concluded that effective regulation, social dialogue and adaptation strategies are key to minimizing risks and harnessing the potential of AI for human capital development.

Keywords: artificial intelligence, social and labor relations, employment, algorithmic HR management, quality of jobs, human capital.

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ВПЛИВ ШТУЧНОГО ІНТЕЛЕКТУ НА ЗАЙНЯТІСТЬ ТА СОЦІАЛЬНО-ТРУДОВІ ВІДНОСИНИ: ВИКЛИКИ ТА ПЕРСПЕКТИВИ

У статті досліджено вплив штучного інтелекту (ШІ) на зайнятість, якість робочих місць та нові форми праці, а також окреслено ключові виклики та можливі сценарії розвитку. Акцент зроблено на необхідності захисту прав працівників і розвитку людського капіталу, а не домінування постгуманістичних тенденцій. На основі аналізу сучасних досліджень розглянуто алгоритмічне управління персоналом, ризики надмірного контролю, етичні проблеми приватності та прозорості використання ШІ в трудовій сфері. Визначено важливість правового регулювання використання ШІ на робочому місці. Зроблено висновок, що ефективне регулювання, соціальний діалог та адаптаційні стратегії є ключовими для мінімізації ризиків і використання потенціалу ШІ для розвитку людського капіталу.

Ключові слова: штучний інтелект, соціально-трудові відносини, зайнятість, алгоритмічне управління персоналом, якість робочих місць, людський капітал.

Problem statement. The rapid development of artificial intelligence (AI) is transforming all areas of social life, including employment and social and labor relations. Its implementation promises to increase productivity, reduce costs and optimize processes, but at the same time raises a number of legal, ethical and social problems.

The aim of the study is to assess the impact of AI on social and labor relations and predict development scenarios to protect workers from excessive interference in their personal lives through the workplace. Early identification of problems will help regulate social and labor relations between AI, employees, employers, and the state,

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ensuring personal development through artificial intelligence, rather than the opposite: AI development at the expense of human capital and the rise of posthumanism.

The state of the study of the problem. The impact of AI on employment and socio-labor relations was partially investigated in their works by Kolot A.M. [1], Petrova I.L. [2; 3], Goretsky S.V. [3], Kuznetsova M.Y. [4], Sereda O.G. [5], Acemoglu, D. [6; 7], Restrepo P. [7], Lee M.K. [8], Wood A. [9], Autor, D. [10], Gmyrek P., Berg J., Bescond D. [11; 12]. But the progress of AI is happening too fast, creating new challenges in employment and social and labor relations, which requires a prompt study of the problem and its modern interpretation.

Presentation of the main material.

From the first experiments in the 1950s to modern generative models, AI has gone from narrow algorithms to systems capable of performing cognitive tasks. Today, trends include algorithmic HR management, automation of HR processes, and the use of AI to predict productivity.

The impact of artificial intelligence (AI) on social and labor relations is complex and multidimensional. Globally, every fourth employee occupies a profession where there is some impact of GenAI [12].

AI modifies employment, its structure and production processes through:

- Automation of routine processes: AI replaces humans in repetitive tasks (production, data processing), resulting in the reduction of certain occupations.
- The emergence of new professions: There is a growing demand for AI development, customization, and ethics specialists.
- Risk of unemployment in professions that are dying out.
- Development of new forms of employment (online, hybrid, platform employment, gig work).
- Changing the concept of working hours: more project work, less fixed schedule.

Changes in employment directly affect social and labor relations and cause new challenges.

It should be emphasized that we do not share the authors' opinion that AI will cause mass unemployment [13]. Recent studies indicate that AI is more likely to affect the redistribution of labor [11], the emergence of new professions and types of employment, and the polarization of the labor market [14; 2]. Under the influence of new technologies, old specialties die out and new ones appear. In a 2023 work note, the ILO writes that about 60% of employment in 2018 in the United States was employed in jobs that did not exist in the 1940s [11].

We support the hypothesis of A. M. Kolot, set out in Labor 5.0. [1], on the redistribution of the labor market, employment and social and labor relations. At this stage of development, society should recognize the philosophy of the relationship between AI and humans and introduce new regulation aimed at protecting the employee as a subject of the labor market. Several scenarios are possible. Accurate forecasts and empirical evidence are still lacking. Acemoglu, D. [15], emphasizes that it is necessary to direct the development of AI in the right direction in order to prevent the imbalance that it creates between capital and labor and ultimately leads to unemployment.

The polarization of the labor market is concerning because, as progress increases, AI will increase first the qualification gap and then the social and economic gap of the population. Acemoglu and Restrepo [7] proved that robotization reduces the

demand for low-skilled labor, deepening income inequality.

We propose distinguishing the following types of polarization:

- Personal: the growing gap between highly skilled and low-skilled personnel. Workers with higher education and strong digital skills will accelerate their development, while people with low education and weak digital skills will increasingly lag behind the latest technologies and market needs.
- Micro level: the growing gap between companies with different access to digital technologies. The market is predicted to be monopolized by companies that have the resources to develop AI due to their accelerated development and the decline of small firms that do not have free resources to automate and implement AI.
- Meso-level or sectoral gap. The demand for professionals and technicians is growing, the demand for clerks and mechanics is falling. The demand for managers and elementary professions remains relatively stable but occupies a low share of employment. [16; 17].
- Macro level: The gap in income and development of society between countries with advanced AI technologies (USA, China) and lagging countries will grow.

The PwC 2025 survey [18] confirms that AI substantially enhances employee productivity and creates additional profits for companies. Industries that are most capable of using artificial intelligence have three times higher revenue growth. Workers with AI skills receive 56% of their salary bonuses, up from 25% last year, which shows the value these workers bring. The number of jobs and wages is increasing in almost every profession where artificial intelligence is used, including those that are the most automated.

At the same time, artificial intelligence is creating profound changes in the skills employees need to succeed. Employer-required skills are evolving 66% faster across occupations [18].

EU countries are actively implementing lifelong learning policies to improve the skills of older people and retrain the population in accordance with the new needs of the labor market. Another goal of the EU is to develop society's digital skills and combat digital inequality [19]. Ukraine is also involved in these programs within the framework of EU integration, but in our country changes are much slower.

Policymakers should address to the problem of polarization of all these levels. In addition to the development of human capital, it is necessary to develop policies to support the digitalization of small enterprises in order to prevent the monopolization of the labor market by high-tech giants. It is necessary to ensure the retraining and employment of workers in "endangered" professions and industries at the meso-level and to ensure uniform digital development of all countries of the world at the macro level, which will include both support for lagging countries and restrictions on countries that are ready to neglect human rights for the sake of the rapid development of AI.

Under the influence of AI, new forms of employment are developing, which, on the one hand, improve the working conditions of the worker: they provide new opportunities for quick access to the global labor market, the ability to work remotely, which is especially important in wartime, expand online training and access to professional tools. On the other hand, this entails a number of restrictions: the displacement of old professions, high requirements for modern digital skills, cybersecurity and data protection risks, income instability, and the legal insecurity of flexible forms of employment.

One of the social challenges of these forms of employment is official labor regulation and social guarantees for employees. Often such jobs are offered without concluding an official labor relationship. Or employers offer short-term contracts without social guarantees, vacations, sick leave, etc. Workers usually provide equipment for online work on their own.

The uncertainty of platform workers prompted the ILO to start developing new international labor standards on decent work in the platform work economy in 2025 [11]. Currently, the conditions of platform work are regulated in the EU by Directive 2021/0414 [20].

The protection of the rights of employees who have non-standard forms of employment (for example, freelancers) or work under a fixed-term employment contract in Ukraine, according to the conclusions of the European Commission, currently does not meet EU standards in the field of labor law [21]. Amendments to labor legislation in July 2022, which were intended to simplify the regulation of labor relations, do not fully meet these requirements [22]. The Law of Ukraine "On Amendments to the Labor Code of Ukraine to Improve the Legal Regulation of Certain Issues of Home and Remote Work" in 2025 regulated only part of the problematic issues [23].

The problem of regulating new forms of employment exists not only in Ukraine. Global policymakers should address to both the regulation of dismissal due to technological progress, which is allowed by the ILO Employment Protection Convention No. 158, 1982 [24] and the regulation of labor relations that arise from the use of AI and ICT. For workers affected by automation, social protection and retraining programs should be developed.

The negative side of the development of online employment is an increase in the risks of fraud, uncharity of employers, and tax evasion. In 2025, it is planned to amend the Tax Code of Ukraine on the exchange of data on income from digital platforms, which will be an important step towards harmonization of Ukrainian tax legislation with European law, Ukraine's accession to the global system of data exchange on income received through digital platforms. In the EU, the reporting of digital platforms is regulated by Directive 2021/514 (DAC7). [25; 26].

Thus, the development of AI is an important determinant of the impact on social and labor relations, which are changing due to the development of digitalization and automation, the popularization of remote work, the development of new forms of employment, rapid technological changes and new requirements for worker skills. The instability of income in the platform economy, the lack of social guarantees for freelancers, as well as the psychological burden due to the constant need to adapt require the state to create a regulatory framework that will ensure decent work in the digital age.

With the development of AI, ethical issues arise, such as the impact of AI on the quality of workplaces, violations of the rights and psychological state of employees.

With the transformation of the labor market, it is necessary to create and strengthen systems of social dialogue, including workplace consultation, quality assurance of new jobs created as a result of technological changes.

With the intervention of AI in working with people, there are challenges such as:

- Avoiding discrimination in automated personnel selection.

- Risks of excessive control: algorithms can violate privacy, create psychological pressure.

- Psychological stress and stress due to the fear of losing your job.
- Protection of personal data of employees.

AI is already widely used in HR analytics and algorithmic personnel management. A survey by the Society for Human Resource Management in the United States, conducted in February 2022, showed that 79% of HR specialists of the companies studied use AI and/or automation to recruit staff [27].

Algorithmic HR Management is the use of algorithms and artificial intelligence systems to organize, control, and evaluate the work of employees. It is actively used in platforms (Uber, Amazon Mechanical Turk), as well as in corporate HR processes. This tool optimizes the company's work, but causes challenges that concern society:

- Opacity of algorithms (Black Box). Employees often do not understand how decisions are made regarding their assessment or career growth. This reduces trust.

- Algorithmic bias. As shown by Bender et al. [28], models can reproduce discriminatory patterns from historical data. For example, Amazon was forced to abandon the hiring algorithm in 2018 due to gender bias [29]. The algorithm underestimated resumes that mentioned the word "women's" and preferred resumes with "male" language patterns. This was due to training the algorithm on male resumes and reproducing historical gender imbalances. fixed in the data. Amazon's case showed that AI in hiring is not only a technological challenge, but also an ethical challenge. The implementation of AI in HR should be accompanied by the principles of fairness, transparency, and accountability.

- Violation of privacy. Constant monitoring of activity (time tracking, analysis of communications) creates risks of invasion of privacy.

- Psychological pressure. Employees experience stress due to constant monitoring and automated assessments, which can reduce motivation.

- Lack of legal regulation. In many countries, including Ukraine, there are no clear rules on the use of AI, which creates legal gaps: the uncertain legal status of AI, the unresolved issue of liability settlement and the occurrence of tort capacity in the event of an AI failure; the boundaries of its application and place among labor law subjects are not clearly defined [5].

There are more and more concerns that AI can limit employees' free will or speed up the intensity of work. Concerns about the integration of AI in the workplace focus on the rise of algorithmic management, essentially work environments in which "human tasks are assigned, optimized, and evaluated using algorithms and tracked data" [8]. Under such conditions, employees also cannot provide feedback or discuss the organization of work with the management [9].

Further dynamics will depend on the legislative regulation and ethics of the use of AI. Policymakers should focus on the quality of jobs, ensuring a just transition, and social dialogue. The development of AI should not be about saving labor, but about the extent to which human experience can be complemented by new technological opportunities to change professions and create additional added value [6; 10]. Ensuring such positive synergies requires a human-centered approach to the implementation of technology in the workplace. With one in four workers in the world working in an industry with some degree of GenAI impact [11], it is necessary to

ensure that the transition is managed through social dialogue, both to minimize "technological unemployment" and the associated difficulties, and to ensure that for the majority of those who remain employed, technology is implemented in a way that helps them in fulfilling their responsibilities.

In 2024, the European Commission adopted the first law regulating the use of AI in the EU, Regulation (EU) 2024/1689 [30], known as the Artificial Intelligence Act. Its main goal is to ensure a balance between innovation and the protection of human rights, security and democratic values. The regulation takes a risk-based approach, which means that AI regulation depends on the level of risk that the system poses to society and human rights. In other words, the higher the potential risk, the stricter the requirements for developers and users.

The regulation distinguishes four categories of risk:

- Unacceptable risk – systems that threaten fundamental rights (e.g. social scoring, behavior manipulation). They are prohibited.
- High risk – AI in critical areas (healthcare, justice, employment). They require certification, conformity assessment, human control.
- Limited risk – systems that interact with people (chatbots, generative models). The requirement is transparency (the user must know that he is communicating with AI).
- Minimal risk – most household applications (games, filters). There are no additional restrictions for them.

This law is important from the point of view of protecting human rights. Unfortunately, its provisions are not currently applied in Ukraine and the leading countries for the development of AI (the United States and China). In the EU, it also causes mixed reviews, because it requires significant resources from companies, especially for high-risk systems, and reduces the EU's competitiveness in the development of AI. However, it forms a global benchmark for the ethical use of AI, which can serve as an example for other countries.

Thus, we can affirm that the development of AI is causing a global rethinking of employment and socio-labor relations. It modifies the paradigm of work processes and relationships between the employee, AI, employer and the state. AI opens up significant opportunities for improving efficiency, but at the same time raises the issue of protecting workers' rights. Regulating the impact of AI on social and labor relations requires intervention at all levels from personal to global. Development of new legal norms; the creation of ethical standards for the use of AI, the development of digital skills of the population, retraining programs, digitalization programs for small enterprises and lagging countries will minimize risks and use the potential of AI for the development of human capital, rather than the development of a post-humanist society.

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