

AX, and H



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Work Ethic for an AI Augmented Workplace

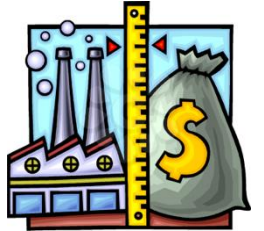
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How did we
get here?

Agrarian age



Industrial age



Information age

Claude Shannon

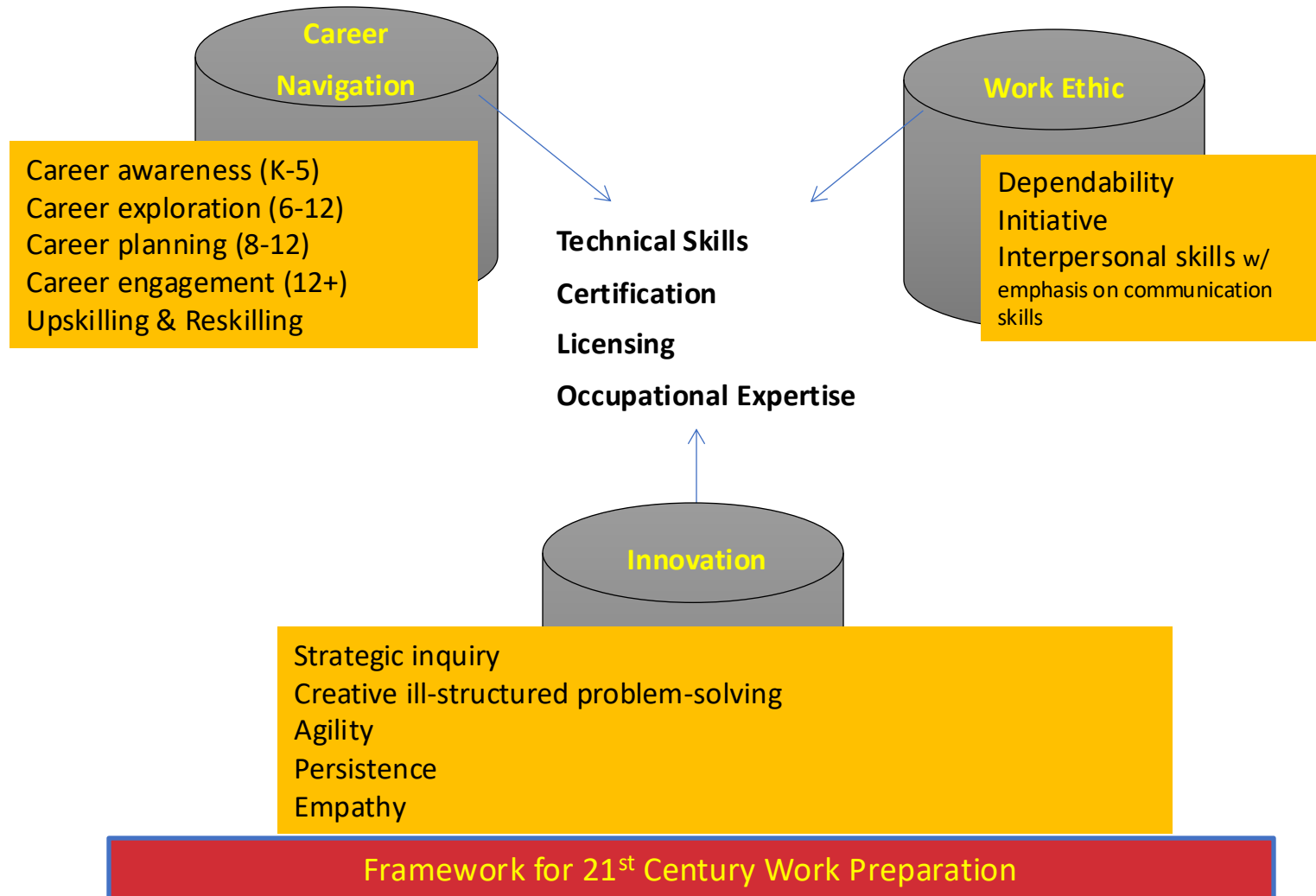


Conceptual age

Daniel Pink



AX transformation happening here



Innovation – mentality for a conceptual age



Strategic inquiry – SWOT analysis examining strengths, weaknesses, opportunities, and threats

Imagine you're working for our biggest competitor. What could you do to obliterate our organization? (Bodell, 2012)



Creative ill-structured problem-solving – world is filled with possibilities that have no single truth

Current work at UGA to use AI in scoring narrative responses on science education assessments



Agility – not about taking and giving orders; need to move smoothly between boundaries

A technical expert who is conversant with marketing and accounting departments

mentality for a conceptual age (cont)



Persistence – ability to cope with failure is important; need to be able to move forward even when things don't seem to be working

Don't point fingers and blame others – be accountable and move on



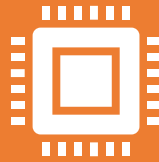
Empathy – emotional intelligence is essential; ability to see an issue from many different perspectives is valued

User-centered design comes from observing persons with a problem and seeking solutions to help. Example is designing kitchen utensils for those with arthritis.

Work ethic is critical for AX

- Universal concern in business and industry in the past; still relevant for AX
- Interpersonal skills overlap with aspects of innovation mentality
- Essential in AX transformation
 - AI is evolving and presenting many unknowns
 - dependability and initiative especially important for the AX transition and changes
- Work ethic will support upskilling and reskilling

HR tools for talent development – career navigation



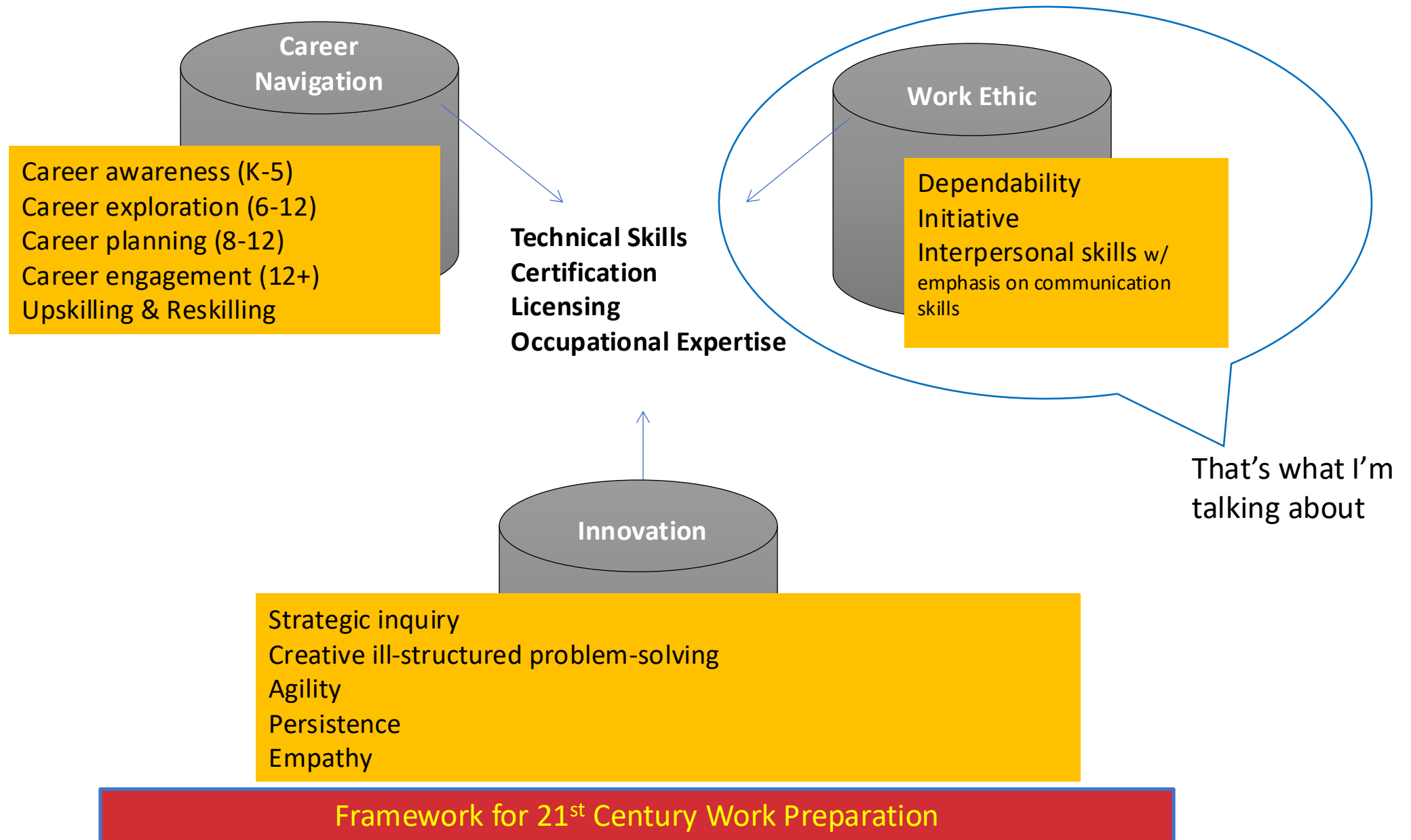
Upskilling – still a business need for a role but new knowledge and capabilities needed

IT specialist learns to support a new type of software – remains in current role



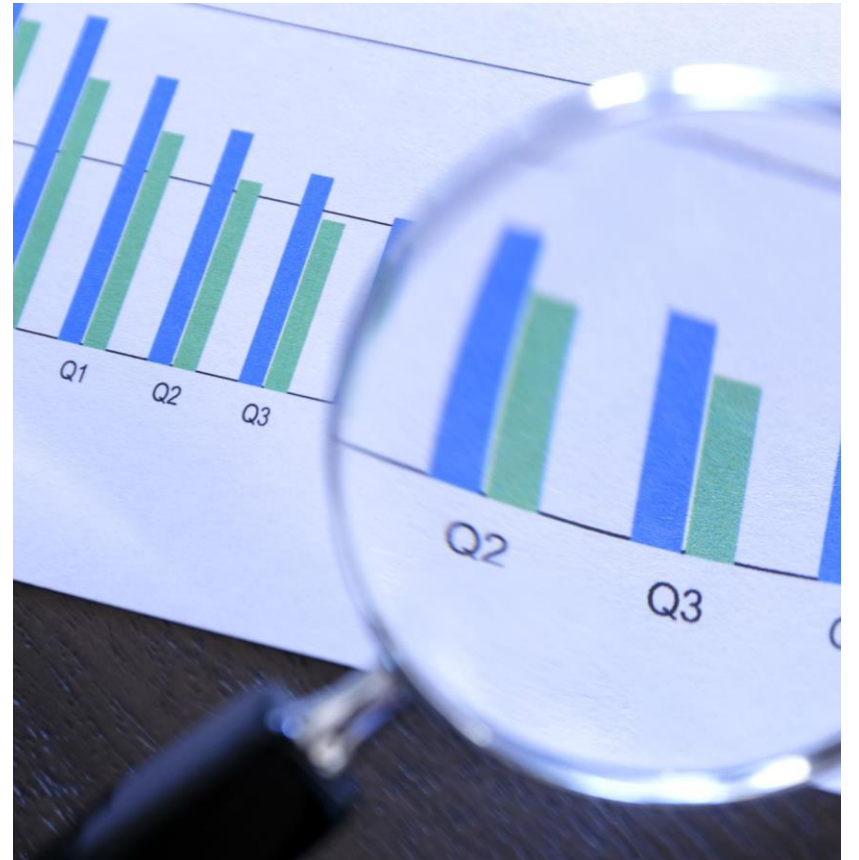
Reskilling – business need for a role is diminishing; company prepares a worker for a new role

AI bot replaces a receptionist at helpdesk; they are provided training and new skills for new role responding to customer service emails



Work ethic research

- Early work examined descriptions of good workers in scholarly literature
- Occupational Work Ethic Inventory (OWEI) developed
- Key characteristics identified using factor analysis
 - large OWEI data set of working adults
 - identified patterns in responses
- Subscales developed for the OWEI



Key constructs



Interpersonal
Skills



Initiative



Being
Dependable

Work ethic is a social phenomena

Bandura's *Social Learning Theory*

Largely shaped and influenced by family, media, and peers

Observational learning is a major component

Work ethic as a subset of moral principles

- Hill (2004) associated work ethics with the larger realm of ethics – moral principles or values
- Espoused attributes included **integrity, responsibility, fairness, caring, initiative, interpersonal skills,** and *dependability*
- Persons with a strong work ethic take initiative to assure ethical use of AI
- AX transformation should protect human rights and freedoms
- Human values must be protected

International research

- OWEI translated into several languages
- 50 descriptors of work behaviors
- Relatively easy to translate

▶ 아래 제시된 직업 윤리 관련 단어를 중에서 당신의 직업 윤리 기준을 가장 잘 설명하는 것을 선택하십시오. 다음의 7 가지 선택이 가능합니다.

1	2	3	4	5	6	7
전혀 아니다.	거의 아니다.	조금 아니다.	보통 그렇다.	거의 항상 그렇다.	항상 그렇다.	

시간 제한이 없지만, 가능한 한 빨리 응답하십시오. 다음 설문은 정답과 오답이 존재하지 않습니다.

일할 때 나는:

	1	2	3	4	5	6	7
1. 신뢰할 만함	1	2	3	4	5	6	7
2. 고집센	1	2	3	4	5	6	7
3. 규정을 준수하는	1	2	3	4	5	6	7
4. 지시를 따르는	1	2	3	4	5	6	7
5. 독립적인	1	2	3	4	5	6	7
6. 야망있는	1	2	3	4	5	6	7
7. 효과적인	1	2	3	4	5	6	7
8. 일을 만만	1	2	3	4	5	6	7
9. 시간을 지키지 않는	1	2	3	4	5	6	7
10. 주도적인	1	2	3	4	5	6	7
11. 지각있는	1	2	3	4	5	6	7
12. 정직한	1	2	3	4	5	6	7
13. 무책임한	1	2	3	4	5	6	7
14. 효율적인	1	2	3	4	5	6	7
15. 적응할 수 있는	1	2	3	4	5	6	7
16. 주의 깊은	1	2	3	4	5	6	7
17. 안목 있는	1	2	3	4	5	6	7
18. 정확한	1	2	3	4	5	6	7
19. 경서적으로 안정된	1	2	3	4	5	6	7
20. 양심적인	1	2	3	4	5	6	7

설문응답방법

아래에 제시된 각 항목마다 당신의 행동과 태도를 가장 정확하게 설명하는 번호를 선택하여 동그라미를 하십시오.

고용능력측정

전혀 아니다 1 거의 항상 그렇지 않다 2 좀처럼 아니다 3 가끔 그렇다 4 평소 그렇다 5 거의 항상 그렇다 6 항상 그렇다 7

설문의 응답에는 정답이나 오답이 없습니다. 설문에 응답하는 데 제한된 시간은 없습니다만, 가능한 빨리 응답하시기 바랍니다. 설문지의 모든 항목에 응답해주시고.

문항

	1	2	3	4	5	6	7
21. 의기소침해	1	2	3	4	5	6	7
22. 인쇄실 있는	1	2	3	4	5	6	7
23. 시간을 지키는	1	2	3	4	5	6	7
24. 솔직하지 않은	1	2	3	4	5	6	7
25. 이기적인	1	2	3	4	5	6	7
26. 근무태만한	1	2	3	4	5	6	7
27. 끈기 있는	1	2	3	4	5	6	7
28. 호감이 가는	1	2	3	4	5	6	7
29. 도움이 되는	1	2	3	4	5	6	7
30. 냉담한	1	2	3	4	5	6	7
31. 슬거운	1	2	3	4	5	6	7
32. 협조적인	1	2	3	4	5	6	7
33. 열심히 일하는	1	2	3	4	5	6	7
34. 무례한	1	2	3	4	5	6	7
35. 정돈된	1	2	3	4	5	6	7
36. 열정적인	1	2	3	4	5	6	7
37. 쾌활한	1	2	3	4	5	6	7
38. 일관성	1	2	3	4	5	6	7
39. 적대	1	2	3	4	5	6	7
40. 현	1	2	3	4	5	6	7
41. 열	1	2	3	4	5	6	7
42. 잘	1	2	3	4	5	6	7
43. 잘	1	2	3	4	5	6	7
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47. 잘	1	2	3	4	5	6	7
48. 잘	1	2	3	4	5	6	7
49. 잘	1	2	3	4	5	6	7
50. 잘	1	2	3	4	5	6	7

2008 OWEI used in Korea

- OWEI translated into Korean by Dr. SooJung Kim
- Factor analysis on data collected from 816 full-time and part-time workers in Korea
- Five constructs identified
 - 성실성 (conscientiousness)
 - 유능함 (efficiency)
 - 유쾌함 (pleasantness)
 - 겸손함 (modesty)
 - 헌신 (devotion)

Kim, S.J.,2008; Identifying work ethic constructs using a Korean translation of the OWEI

Soo Jung Kim, Ph.D., Assistant Professor
College of Education, Cheongju University

Employability Skills Assessment (ESA)

- Alternative instrument based on OWEI factors
- Originally developed in 1995
- 23 brief statements rather than 50 descriptive words
- Korean version developed and refined by Dr. HwaChoon Park
- Provides a valid measure of work ethic in Korea
- Well-supported constructs

2016 KESA factors

- 진취성 (Initiative)
- 대인관계기술 (Interpersonal Skills)
- 신뢰성 (Dependability)
- 의식 (Consciousness)
- 부정적 문항 (Reversed Items)
- Original OWEI factor analysis had a fourth factor comprised of reversed items

Park, H.C. & Hill, R. B., (2016), The Psychometric Properties of a Korean Translation of the Employability Skills Assessment as a Work Ethic Measure; ACTER Conference

HwaChoon Park, Ph.D., Associate Research Fellow
Director, Center for International Cooperation
Korea Research Institute for Vocational Education and Training (KRIVET)

AX examples

- Regardless of language, work ethic is critical
- Research identified slightly different factors – makes sense with it being a social phenomena
- Will take a look at some areas companies are using AX and see where work ethic fits
- Work ethic examples are from IT perspective

IT modernization

Update apps and IT tools

Generative AI can generate code

Augment site reliability and automate testing

Initiative – stay current with what AI can do and identify areas needing improvement

Interpersonal skills – explain changes to end-users and mediate anxieties

Dependability – safeguard critical resources

Customer service workflows

AI can provide personalized responses for customers at any time of day

Generate social media posts and website copy based on customer service activities and needs

Analyze large volumes of data to forecast future customer behaviors

Interpersonal skills – provide oversight of AI interactions with customers

Dependability – remain diligent observing outcomes

Initiative – take immediate action if AI adjustments needed

Supply chain

AI can automate the source-to-pay processes

Determine the most cost-effective logistics

Analyze historical data to predict future demand

Initiative – identify order intelligence systems that can increase efficiency

Dependability – use AI to predict problems and resolve issues before they disrupt workflows

Interpersonal skills – support interactions with vendors if issues arise related to AX

Human resources

AI can facilitate repetitive tasks involved in hiring such as job postings and interview scheduling

Provide personalized information for new hires and assist with enrollment for benefits

Manage requests for personal or sick leave and facilitate performance reviews

Interpersonal skills – monitor chatbot behavior and employee reactions to AI personnel systems

Initiative – monitor AI development of systems to support talent identification and management

Dependability – protect personnel data

Marketing and sales

AI can deliver personalized consumer communication at scale

Forecast consumer interests and needs based on purchase history and other data

Generate marketing team guidance and enhance strategic decision-making

Interpersonal skills – listen to marketing and sales staff and identify needs that AI might help with

Initiative – seek emerging AI systems designed to enhance marketing and sales functions

Dependability – keep proprietary information about products and services secure

Core business functions

Enterprise systems can provide AI functions across an organization

Product team might use AI to optimize product development, testing, production, and performance

AI systems can reduce incident response times and help identify threats in advance

Dependability – enterprise information systems must be reliable and secure

Interpersonal skills – IT staff must communicate effectively throughout AX transformation stages

Initiative – quickly mitigate issues that arise during AI implementation

One final comment

- Attitudes and priorities around work have shifted
- “workism”
 - work is the centerpiece of one’s existence and purpose for living
 - remote work during the pandemic provided opportunities for reflection and reframing the meaning of work
- Don’t confuse *workism* with *work ethic*
- Dependability, initiative, and interpersonal skills can contribute to success in life – not just success at work

the work ethic site

Welcome to the Work Ethic Site

Examining the History of Work

Occupational Work Ethic Inventory

Employability Skills Assessment

Work Ethic Curriculum Materials

Work Ethic Research Studies

On-line Lessons for Work Ethic Instruction

Workforce Development Model

This website provides a central resource for materials related to work ethic, affective work competencies, and employability skills for work force development. It is designed to serve both educators and human resource professionals. Available materials include on-line lessons for use in education and training, two self-scoring work ethic inventories, a history of work ethic, information about available work ethic curriculum materials, and links to other work ethic resources. Materials are protected by copyright but there is no charge to use them.



These pages include materials developed over two decades of research on characteristics that contribute to success in the workplace. Technical skills are important and competence in one's field of specialization is essential, but having good interpersonal skills, demonstrating initiative, and being dependable often make the difference between mediocrity and excellence.

This website also provides information about the history of work and the role of work in societies going back to the Classical Era of Greece. Most of the work reported here is based on Western cultures but recent projects have included research to examine work ethic in East Asian settings as well.

Curriculum Materials

Measuring Work Ethic

The Historical Context

This material was originally developed as part of chapter 2 in the dissertation of Roger B. Hill. The review of literature was an important part of that research. The document has been distributed widely via previous versions of this Website and continues to be a popular resource.



Use the navigation link for *Examining the History of Work* to review or download

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