Artificial Intelligence and Creative Processes: A Qualitative Study on Its Impact on Work and Design Practices

CONTENT TABLE

ABSTRACT

This study explores the influence of AI-assisted creativity on the job crafting of content creators, focusing on the use of tools such as Adobe and Canva. These platforms provide users with the option to integrate AI into their daily tasks or to rely on traditional methods. Using a qualitative approach, interviews were conducted with two groups of users—professionals and amateurs—to analyze their perceptions of the impact of AI on the creative environment. The results reveal how the integration of generative AI in design tools drives a reconfiguration of the sense of purpose and creativity associated with the role of content creators. Finally, recommendations are presented for managing change in the design of creative job roles.

INTRODUCTION

Justification: Context and Research Problem

Currently, artificial intelligence (AI) has transformed numerous sectors, and the creative industries are no exception. The incorporation of AI into areas traditionally dominated by human creativity has brought both opportunities and challenges. Generative AI tools, such as those offered by Adobe and Canva, have facilitated processes like visual content creation, automation of routine tasks, and optimization of creative campaigns. These advancements allow users to enhance the efficiency and quality of their work, significantly reducing the time required to perform tasks that previously demanded greater manual effort. However, job crafting in creative processes has emerged as a key topic due to its potential impact on human creativity and the perception of control users have over their projects.

The main issue lies in the perception of artificial intelligence (AI) as a tool that can replace or dilute human originality and intuition, which has generated strong aversion in certain sectors. Content creators, particularly those with more experience in the field, fear losing control over the outcomes of their work by relying on algorithms whose internal logic is often opaque and difficult to interpret. Moreover, there is an underlying concern about how these tools may alter the essence of what is considered creativity, making the process more mechanical and less spontaneous.

This context highlights the need to further explore and understand job crafting in the adoption of these tools. It is crucial to analyze how the perception of artificial intelligence influences job crafting and how these perceptions can be managed to ensure effective integration of AI without compromising the values and principles of creative industries. This study aims to analyze the dimensions of job crafting in content creation roles and propose potential solutions for fostering better integration of AI in this context.

The main justification for this study lies in the need to explore how artificial intelligence is affecting the content creation industry, which is deeply reliant on human invention and creativity. By focusing on the perception of this phenomenon from the perspective of users of these tools, this research offers a unique view of the challenges faced by content creators when incorporating AI into their creative processes. While some users perceive the benefits of AI in terms of efficiency, time optimization, and quality improvement, others consider it a threat to their control and originality, as it compromises the final outcomes. This leads us to explore the factors driving this disparity in the reception of generative AI. Understanding the reasons behind this disparity is crucial to ensure that these tools better align with users' needs and expectations. The research has the potential to add value not only to the field of content creation but also to broader discussions on the role of AI in redefining human capabilities in the professional sphere.

Strich, J., et al. (2021) in Investigating how workers adjust their identities in response to AI implementation. emphasize the importance of investigating how workers dynamically adjust and redefine their identities in response to the demands generated by the implementation of AI, including how they redefine their roles and self-perception in relation to these technologies. Craig, R., et al. (2019), in Exploring the impact of AI on employee well-being and organizational outcomes propose that it is also crucial to analyze the implications of AI implementation on workers' well-being, their attitudes and behaviors towards AI, and on work outcomes, such as performance and engagement. Wright, L., & Schultz, S. (2018), in Best practices for implementing AI in organizations: Engaging stakeholders and addressing needs suggest that best practices for implementing AI should focus on identifying relevant stakeholders, including workers, as well as their expectations and needs.

Mustafa, B. (2023) in The Impact of Artificial Intelligence on the Graphic Design Industry, highlights the need to continue exploring and discussing the impact of AI on graphic design. Given that this is a rapidly evolving area, it is essential to conduct regular surveys and interviews with designers and experts, as well as to stay informed about the latest developments in AI technology to fully understand its benefits and challenges.

Research Question

The rise of artificial intelligence in the creative field has raised several questions about how professionals perceive and adopt these technological tools. Job crafting in this context presents several key questions that will guide this study.
How does the integration of AI tools impact the job crafting of profesional and non-profesional visual designers?

This question aims to unravel how content creators respond to the integration of AI in their tools and workflows, focusing on the subjective aspects that influence its adoption, namely, the users' own perceptions.

Research Question

Thesis Structure

The first chapter introduces the context in which the research problem arises, justifying the need for this study. It describes the relevance of the topic and presents the research question that will guide the study, along with the research objectives. The second chapter, Literature Review, explores previous studies. The third chapter, Theoretical Framework, addresses the key concepts, creating a theoretical foundation. The fourth chapter, Methodology, explains the relevance of the qualitative approach used, describes the data collection tool (semi-structured interviews), and the data analysis methodology (abductive coding). Additionally, the selection of the sample is justified, identifying two types of users: professionals and non-professionals. In the fifth chapter, Results, the findings obtained after several coding cycles are presented. In the sixth chapter, Discussion, the results are interpreted based on the theoretical framework and the research question, highlighting the practical and theoretical implications of the findings. Finally, the seventh chapter presents the Conclusion, briefly reviewing how the findings address the initial research question and suggesting possible future research directions.

LITERATURE REVIEW

This section synthesizes relevant previous researches, outlining their findings.

Previous Studies on the Adoption of AI in Creative Processes

Wernersson, J. (2023), in Exploring the Potential Impact of AI on the Role of AI Graphic Content Creators, conducted qualitative research through semi-structured interviews to gather graphic designers' perceptions of the impact of AI. The aim was to identify the benefits, limitations, and threats of applying AI in their projects.

The findings indicate that the interviewees use AI in their creative tools, such as Figma and Adobe, in an almost invisible way, as they are not fully aware that they are using AI. Some of these technologies, like ChatGPT, Firefly, Midjourney, and Brandmark.io, are starting to integrate into their workflows, although some programs are still in experimental stages. The participants foresee that these technologies will improve over time and will be more widely adopted. The professionals emphasized that they use AI, such as DALLE-2 and Adobe Firefly, as a starting point in the process of inspiration and idea generation, allowing them to quickly get different options to begin working

on a project. AI streamlines design projects by facilitating the early iteration of designs, enabling them to quickly present multiple versions to clients and receive feedback on the direction to take. However, there is concern about exceeding the client's expectations after these initial iterations.

The implementation of AI can optimize workflows by reducing the time spent on repetitive tasks, allowing professionals to focus on other aspects of the project and improving the final outcome. While AI is capable of delivering a high-quality final product, it still lacks the human touch that makes the work stand out and convey a unique feeling. The interview results indicate that graphic designers do not fear the disappearance of their roles, as such reforms have occurred before. AI is seen as an innovative tool that will eventually be integrated as a standard practice in design. They stress that the most important aspect remains the quality of the idea and the final product, regardless of the tools used in the process. Although current AI systems do not match the quality of human work, their rapid development could lead to substantial improvements in the future. Pfeiffer Consulting noted that interviewees recognized that AI still lacks the ability to produce complete works autonomously.

The researcher identified a common fear among participants regarding the future: the possibility of product homogenization. As AI tools become more accessible even to people without design experience, many designs might begin to resemble each other, producing similar outcomes based on common prompts. This could devalue the work of graphic designers, as AI tools could become so simple that companies no longer need to hire professionals for certain tasks. Small businesses and design agencies are at risk, as their clients may choose more affordable and automated solutions offered by AI. Larger agencies, however, do not appear to be at risk of losing jobs at the moment.

Additionally, the participants expressed concerns about copyright protection, which is linked to the AI's training database. The use of low-quality content could lead to confusion about the authorship of generated images and texts, endangering the value and authenticity of creative work. This could diminish the dedication and passion involved in producing original content, consequently affecting the quality of the profession.

The author concludes that artificial intelligence complements human creativity by providing tools to facilitate repetitive and tedious tasks. As a result, there is a redistribution of tasks between designers and AI to make efficient use of time. The research suggests that the implementation of AI could transform the industry by improving productivity and creativity in graphic designers' work, allowing them to dedicate more time to other areas of the creative process to achieve better results. However, caution must be exercised to avoid the homogenization of outcomes. To achieve the best results, it is crucial to approach the use of AI in a balanced manner, considering both its advantages and limitations.

Jiawei Xua, G.L. (2020) in The Job Crafting of Employees in the Context of Artificial Intelligence, highlights that artificial intelligence is transforming the labor environment by displacing labor in certain fields while creating new job opportunities in others. It is changing the skills required, eliminating traditional competencies, and demanding adaptation to new capabilities in order to handle complex tasks. This shift enhances the integrity of tasks, leading to job redesign. Rather than

overly subdividing tasks, it allows employees to free themselves from routine activities and focus on more meaningful and creative work, thus increasing the importance of these tasks. It enhances work autonomy by freeing up resources and time. The impact of AI varies depending on the job in question. Finally, it optimizes work feedback, enabling real-time adjustments and better adaptation to job demands.

The author notes that in the age of artificial intelligence, companies will need to closely integrate AI technology with human activities, adapting their management strategies to remain competitive. Although AI has advanced capabilities in learning, reasoning, and data processing, it will not completely replace humans, who still have an edge in creative and personalized tasks. In this context, employees will adopt a more flexible and in-depth approach to modifying their job roles, strengthening their relationship with technology to adapt to market transformations. This change requires workers to train in new competencies, using AI as a tool rather than seeing it as a competitor.

This study focuses on the content creation industry, and the sample selected for interviews includes marketers and graphic designers. For this reason, it is necessary to review relevant background in these fields.

According to Lakshmipriyanka, H. (2023) in A Study on Artificial Intelligence in Marketing, AI in this field enables companies to make informed decisions based on facts extracted from the analysis of large volumes of data, rather than relying on assumptions (for which companies must build a reliable database). AI facilitates content personalization, the automation of routine tasks (such as lead scoring), freeing up time to devise strategies, and the prediction of consumer behavior. This helps improve efficiency and profitability by reducing costs and increasing revenue, optimizing return on investment. Personalized marketing is based on predictive analytics; AI allows for real-time data analysis, such as from social media and other websites, to identify patterns and trends in customer behavior, segment audiences, and anticipate future campaign outcomes. This streamlines the creation of more personalized marketing strategies, offering products and services tailored to individual needs (inventory optimization) and keeping the company competitive in the market.

The author points out that AI-powered chatbots enable companies to interact with customers continuously and personally by providing assistance, simulating a human conversation. This improves the user experience and optimizes sales. AI also allows for the optimization of websites, increasing traffic through keyword identification. Thanks to its evolution, chatbots now incorporate voice commands, emotional detection, and contextual awareness, allowing for more accurate and empathetic responses. This technology not only eases the workload of customer service representatives through instant communication, but also saves time for companies.

The implementation of predictive analytics using algorithms requires trained professionals and strict adherence to ethical guidelines to avoid biases (related to race, gender, or socioeconomic status), which poses challenges concerning privacy and data management. The potential for privacy violations due to misuse or data leakage can generate distrust among consumers. To mitigate these risks, companies must implement robust security measures against cybersecurity threats, such as

hacking and identity theft, ensuring compliance with data protection regulations. Transparency in the collection and use of personal information is essential, along with providing clear options for customers regarding the management of their data. Companies have the responsibility to ensure that their practices do not infringe on individual rights. To achieve this, they must develop solid ethical frameworks, incorporate best practices in machine learning, and build trust with consumers. Since AI algorithms often operate as "black boxes," companies must document and explain their decision-making processes to ensure all stakeholders understand them.

The researcher highlights that there are obstacles due to the shortage of qualified professionals in areas such as data analysis, programming, and machine learning algorithms. The high competition for experts in these fields complicates hiring, especially for organizations with limited resources or less prestige. The supply does not meet the labor demand. A viable solution is to train existing staff and foster collaborations between companies, academic institutions, and technology providers to develop specialized talent.

Regarding the impact on the workforce, while some jobs may be automated, new opportunities will also emerge, particularly in areas such as data analysis, programming, and AI training.

Lakshmipriyanka, H. (2023) recommends adopting a gradual approach when implementing artificial intelligence, starting with small pilot projects to adjust strategies without committing significant resources. This step-by-step process not only optimizes return on investment but also reduces the risk of failure and facilitates learning. On the other hand, the high cost associated with implementation (hardware, software, recurring training), maintenance, and updates represents a considerable challenge, especially for small businesses. Organizations need to carefully evaluate the return on investment before adopting these technologies, considering both the potential benefits and financial implications.

According to Narzisi, K. & Passerini, K. (2019) in The impact of artificial intelligence on graphic design practices, advances in artificial intelligence have transformed the practice of graphic design by automating repetitive tasks (such as image adjustments, typography, page design, and color selection), allowing designers to focus on more creative and strategic aspects of their work. This has increased productivity and efficiency, as designers can perform tasks more quickly and accurately. Mustafa, B. (2023), on the other hand, warns that its implementation could lead to job reductions in certain areas of design due to the automation of previously manual processes.

Brown & Terzis (2003) in Personalization and AI in Design: Exploring User Data and Behavioral Trends, Kim & Ahn (2005) in User-Centered Design and the Role of AI in Personalized Marketing, Liu & Elgammal (2019) in Artificial Intelligence for Personalized Design Creation in Digital Media, Lee & Cho (2020) in AI and Personalized User Interfaces: Improving Design and User Experience, Guo & Stiny (2018) in Personalization in Generative Design: The Role of AI in Tailored Graphics, Elgammal, Liu, and Elhoseiny (2017) in AI in Design: Generating Personalized Artwork Using User Data and Algorithms, agree that AI facilitates the creation of personalized designs based on past behavior data, demographics (such as age, gender, and location), and user needs and preferences. By identifying patterns and trends in the data, AI improves customer interaction and loyalty, which is

essential in areas like branding and marketing. Strategic decisions in these fields can influence the success of a campaign, making designs more relevant and attractive to target audiences. Dunne and Raby (2013) in Designing for the Future: AI's Role in Personalized User Interfaces point out that AI enables the personalization of designs (such as color palettes and typography styles), improves the user experience, and allows for the creation of more intuitive and effective interfaces and interactions, which can enhance customer satisfaction and loyalty.

Agarwal & Bali (2008) in AI-Driven Design Tools: Enhancing Creativity, Speed, and Innovation in the Design Process and Fiebrink (2011) in Empowering Designers: The Role of AI in Generating Creative Solutions and Enhancing Design Workflows, explain that AI-powered tools encourage creativity by suggesting innovative and unique options that designers may not have considered, promoting distinctive designs that strengthen brand differentiation against competitors. Those authors highlight that AI-based tools allow designers to quickly generate and iterate on their creations, shortening time to market and enabling more agile feedback, thus fostering more effective design processes and better communication among stakeholders. Agarwal and Bali (2008) predict that AI-based tools will become increasingly sophisticated, facilitating the creation of more creative and complex designs, and will integrate with technologies such as virtual and augmented reality, offering more immersive and interactive design experiences.

Cho & Chen (2020) in Ethical Implications of AI in Design: Risks of Misinformation and Bias in Generated Content warn about ethical challenges, such as the risk of AI-generated designs being used for malicious purposes, like the spread of misinformation (false information), and the potential to perpetuate biases and discrimination in training data. Brown & Terzis (2003) in Intellectual Property and AI-Generated Designs: Ownership and Legal Challenges add to the discussion by highlighting debates over intellectual property and control over AI-generated designs (who owns the rights and who assumes responsibility in case of disputes). Mustafa, B. (2023), in response to the potential misuse of algorithms for personal or commercial purposes, emphasizes the need for clear regulations that promote the responsible and ethical use of this technology in graphic design.

Mustafa, B. (2023) notes that the implementation of AI can facilitate the development of new design platforms, creating opportunities for designers to reach new audiences. He also recommends that maintaining a balance between technology and human creativity is crucial for the future of graphic design.

The study conducted by Mustafa, B. (2023) focused on exploring the impact of artificial intelligence (AI) on graphic design, using online surveys and interviews with designers and industry experts. The results indicated that most participants believe AI has significant potential to transform the field, highlighting benefits such as improved workflow (agility), increased creativity (through experimenting with innovative design techniques), and higher-quality outcomes (precision), all contributing to better client satisfaction.

However, limitations and challenges were also acknowledged, including the risk of job displacement, the need for technical skills to use the technology effectively, and the ethical and moral implications of its implementation.

Moreover, the surveys from the same study also pointed out challenges associated with the use of AI in graphic design. The investment required to implement AI is costly in terms of hardware, software, and personnel, which represents a barrier for small businesses and independent designers, thus creating inequalities in access to this technology. Additionally, participants mentioned that the use of AI could affect the quality of design work, as it might not reach the same level of creativity or aesthetic appeal as human-made designs (for example, in conveying specific emotions), which could have negative repercussions for the industry as a whole due to its technical limitations.

Debergh, Duflou, and De Meyer (2019) in The Limits of AI in Graphic Design: The Role of Human Creativity and Artistic Touch, argue that these tools lack the artistic touch and creativity inherent in human designers. According to Kim & Ahn (2005) in New Opportunities and Evolving Skillsets for Designers, AI is opening new job opportunities but is also transforming the nature of graphic design and the skills required in the field. Linares (2007) in Adapting to AI in Graphic Design: Navigating Skill Shifts and Avoiding Homogenization, warns that as AI tools take over the routine functions traditionally performed by humans, design professionals will need to adapt their skills to remain relevant and learn how to collaborate with AI. This author also warns of the risk of homogenization in design, where designs may become more similar and predictable, leading to a loss of diversity, originality, and creativity—crucial aspects for the industry.

Mustafa, B. (2023) agrees with Hernández-Leo, D. et al. (2018) in Ethical considerations in AI for design: A collaborative approach, emphasize that collaboration between the design community and the technology industry is crucial to ensure that AI implementation is ethical and beneficial for all stakeholders. It is vital to approach the implementation of AI in graphic design with caution, carefully weighing its potential effects. We must ensure that the technology is used to complement and enhance the work of designers, rather than replacing them. The experts interviewed by Mustafa, B. (2023) expressed diverse opinions about the impact of AI, with some being optimistic and others more cautious. However, they all agreed on the importance of addressing its use with care and ensuring that the technology is used to improve and support designers' work, rather than replacing them.

For the literature search, I used the chain citation method, selecting relevant texts based on their title and abstract, and then reviewing the bibliographies cited in those articles to expand my search for sources.

THEORETICAL FRAMEWORK

According to Wernersson, J. (2023), the theoretical framework serves as a fundamental scientific foundation that provides a guiding thread throughout the project, and is primarily applied in the discussion section. This section presents the relevant theories and concepts for the current study.

Job Crafting Theory

Wernersson, J. (2023) highlights that technological reforms and revolutions in content creation are not new phenomena, as the industry has continuously faced innovations such as the advent of computers and digital cameras. These transformations, although initially perceived as threats to jobs and traditional lifestyles, represent an ongoing process of adaptation and digitization in work practices.

The interviewees view AI as a competitive advantage. They mentioned that the expansion of artificial intelligence is inevitable, and that, in order to remain competitive, professionals must become familiar with its use. Just like with other technological reforms, adopting AI is crucial to avoid falling behind in a competitive market. Those who choose not to implement it could lose their edge against those who do. Three stages of innovation are identified: testing a new technology, thoughtful adoption by asking what and why to use it, and integration into workflows.

According to the OECD, digitalization continues to pose a threat, as a significant proportion of current jobs could be automated, requiring many workers to acquire new skills to adapt to the changes.

Job crafting is a concept initially proposed by Wrzesniewski and Dutton (2001) in Crafting a Job: Revisioning Employees as Active Crafters of Their Work, who define it as the operational or cognitive changes employees make to their tasks and work relationships during the course of their work. Later, Leana, Appelbaum and Shevchuk (2009) in Work Process and Quality of Care in Early Childhood Education: The Role of Job Crafting, expand on this idea with the concept of collaborative job crafting, where team members jointly adjust the content or approach of their work through communication and cooperation. Additionally, Tims and Bakker (2010) Job Crafting: Towards a New Model of Individual Job Redesign, emphasize that job crafting involves a process in which employees balance job demands and resources by aligning them with their own abilities and needs, fostering positive, bottom-up changes in how they perform their roles.

Various classifications of job crafting have been proposed by different authors, each addressing the dimensions of this concept from distinct perspectives. These approaches allow for the analysis of how employees adopt strategies to adjust their roles in response to changing contexts, such as the implementation of artificial intelligence technologies.

Laurence, G. (2010) in Job crafting: Expansive vs. reductive approaches in the workplace, distinguishes between expansive and reductive job crafting. The former is associated with employees who enjoy their work, leading them to expand their tasks and interpersonal relationships. In contrast, the latter relates to those who seek to reduce these activities due to dissatisfaction with their roles.

Wrzesniewski & Dutton (2001) propose three categories based on content, each one focuses on how employees adjust specific aspects of their roles to imbue them with greater meaning. This

authors identify three main types of job crafting, which allow individuals to adjust the boundaries of their tasks and work relationships to align their work with their preferences. The first is task crafting, which involves modifying task boundaries by changing their type or quantity. The second is cognitive crafting, which consists of transforming the perception of work through a change in its cognitive boundaries. Lastly, relational crafting focuses on adjusting relational boundaries by altering the nature and number of social interactions in the work environment. These adjustments are often motivated by the need to gain greater control, find meaning in work, and build positive human connections along with a favorable self-image.

Tims & Bakker (2010) in Job crafting: Towards a new model of work design, combine the job demands-resources model, and divide job crafting into three main dimensions: increasing job resources, increasing challenging demands, and reducing job demands. Later, they expand this approach to four dimensions by incorporating elements such as seeking social resources, increasing structural resources, and reducing disruptive factors.

Finally, Lyons (2008) in The Crafting of Jobs and Its Impact on Work Outcomes published by Journal of Organizational Behavior**,** offers a broader classification, identifying five dimensions: personal skill development, task function, relationship enhancement, relationship maintenance, and tactical choice.

In this research, the conceptual framework proposed by Wrzesniewski & Dutton (2001) will be prioritized due to its applicability to the studied context, which focuses on the content creation industry. Wrzesniewski & Dutton (2001) approach job crafting from an intrinsic perspective, focusing on how employees adjust their work to find greater meaning and purpose. This perspective aligns directly with the goal of this study, which seeks to explore how AI-assisted creativity influences the reconfiguration of the purpose and meaning of the creative role.

The introduction of AI tools can redefine how designers and marketers perceive their creative roles, shifting from being executors to facilitators or curators of ideas generated by technology. The concept of cognitive crafting, which involves changing how employees perceive their work, is central to this research.

Wrzesniewski & Dutton's classification is not limited to a specific type of role or level of experience. Therefore, it is well-suited for analyzing both professionals and non-professionals, as both groups can redesign tasks, adjust relationships, or change their role perceptions in response to the integration of AI tools.

Fabienne Pérez N. C. (2022) in The Autonomy Tussle, analyzes employees' job crafting behaviors, referring to proactive strategies for redesigning their roles in response to new challenges introduced by learning algorithms. Although the study does not focus on the field of content creation, its relevance to my research lies in its findings on how the three dimensions of job crafting proposed by Wrzesniewski & Dutton (2001) operate synergistically (rather than in isolation), influencing the perception and implementation of AI in workplace settings across certain industries.

This qualitative study involved interviews with customer advisors in the banking sector who market financial products and services. Its objective was to explore the motivations behind job crafting in an AI-driven environment from the employees' perspective. The author highlights that job crafting behaviors are not homogeneous but vary depending on the types of organizational change, serving as a mechanism for adapting to specific contexts. This study provides a broader understanding of the relationship between job crafting and adaptation to technological change, emphasizing its role in safeguarding individual workplace autonomy.

The research identified that some algorithms can assist employees in decision-making and improve performance, but others may limit their autonomy by automating decisions and rigidly prescribing tasks. Moreover, employees might not fully understand the algorithm's decisions due to the "black box" effect, which impacts their perception of work and their professional identity.

Algorithms, by imposing predefined rules and processing large amounts of data, transform the scope of both routine and non-routine tasks and, in some cases, even replace complex cognitive tasks. For instance, advisors who previously identified client needs and offered personalized financial products began receiving lists generated by a predictive AI system, detailing which clients to contact and what topics to discuss, including pre-defined responses to potential client questions.

The implementation of AI resulted in greater standardization and quantification of employees' work. They were required to report their activities through a software application, and their interactions with the system were automatically tracked. As a result, employees lost control over their schedules and decisions, which diminished their perceived value within the organization. Management used this technology to reinforce supervision, increasing work pressure and forcing employees to work beyond their contractual hours.

Employees began to feel that their managers valued the algorithm's predictions more than their expertise, which reduced their perceived contribution to the process, created uncertainty about their role, and impacted their professional identity. In response to this scenario, employees demonstrated behaviors that activated the three dimensions of job crafting.

Task crafting: involves adjusting employees' work tasks to regain autonomy and meaning in their jobs. Although AI can assign tasks, employees ultimately decide which ones to execute. To reclaim their decision-making power, they targeted the vulnerabilities of AI. They argued that, due to its opacity, the final judgment should fall on them, as some algorithmic recommendations did not align with the specific needs of clients, leading them to dismiss such suggestions on occasion.

Employees manipulated the system to meet assigned objectives and optimize their schedules. They even delegated routine tasks, such as making initial calls, to interns or temporary workers.

Prosocial relational crafting: during the redistribution of tasks, employees redefined the importance of the tasks that remained under their control. They shifted their focus toward strengthening social relationships with their clients, using these interactions as an opportunity to reaffirm their expertise and knowledge.

Cognitive crafting is an attempt by employees to redefine the sense of utility and purpose in their work by emphasizing their ability to build personalized relationships through emotional human connection—something AI cannot replicate with impersonal recommendations. Employees seek to differentiate themselves and add value in areas where technology is limited.

The system's learning capacity relied on the feedback it received. By ignoring the system's recommendations, it failed to improve, generating further doubts about its utility. These actions allowed employees to regain an active role in their work interactions and maintain motivation by finding ways to personalize and humanize automated tasks.

Initially, the bank expected employees to strictly follow these lists and meet standardized objectives. However, two years after the AI's implementation, although management did not offer formal job crafting strategies, they allowed some flexibility by accepting employees' job crafting responses. This shift occurred as they realized that the established objectives were sometimes problematic and inconsistent in quality.

This change reflected an acknowledgment of the algorithm's limitations (particularly in emotional intelligence) and its negative impact on workplace dynamics, highlighting the necessity of human contact with clients. The identified stages in this process include: the changes introduced by AI implementation in workflows, the redesign of job roles carried out by employees, and, finally, the organization's redefinition of processes by accepting job crafting.

It is concluded that job crafting—how employees structure their tasks and roles within the organization—is a proactive response (as opposed to remaining passive recipients) motivated by the need to defend their work autonomy and the meaning of their jobs in the face of organizational changes driven by the implementation of AI. This process aims to regain control.

The study challenges the application of classical job design theory, which adopts a hierarchical approach where managers define job characteristics. Instead, employees understood that AI technology was not a replacement for their roles, leading to a reinterpretation through job crafting. By contrasting the impersonal nature of AI with their ability to build human connections, employees emphasized the importance of combining the best of technology with the best of human skills, solidifying their position as controllers of the process and assigning AI a complementary role.

This integration produced bidirectional effects: while AI shaped workplace practices, job crafting also transformed the meaning and application of AI. A dynamic transition over time was identified in terms of autonomy and the meaning of work. Management's flexibility in accepting employees' job crafting practices allowed them to regain part of their autonomy and partially reverse the negative effects of AI on workplace dynamics.

Initially, workers perceived that technology eroded their work identity. However, through job crafting, they progressively redefined the meaning and value of their tasks, focusing on more human aspects and repositioning their strength in areas where AI had limitations.

Innovation Resistance Theory

According to the creators of the theory, Ram & Sheth (1989) in Understanding and Measuring Innovation Resistance, this theory focuses on the underlying reasons why individuals reject or delay the adoption of innovations, even when these offer clear benefits. This theory has been applied in various fields of study, including the use of artificial intelligence (AI) in content creation.

One of the main barriers identified by this theory are functional barriers, which refer to practical or technical problems that hinder the adoption of innovation. Among them is perceived risk, related to the quality of the results produced by AI, which can generate uncertainty about the effectiveness of the tool. Additionally, there is perceived value, which refers to the cost-benefit analysis that users perform before deciding whether to adopt the innovation. In this sense, technical issues such as difficulties in implementation and lack of user understanding are also factors that contribute to resistance to AI.

On the other hand, the theory also points out psychological barriers, which are related to socio-cultural aspects that affect how individuals perceive innovation. Tradition plays an important role, as people tend to prefer familiar methods, which can generate resistance to change. Additionally, the image or self-perception of users in relation to innovation also influences its adoption. In the case of AI, there is a perception that its use could devalue certain processes, such as art, or even empower it, depending on how its impact on users' professional identity is perceived.

RESEARCH METHODOLOGY

Research Approach

This chapter describes the method used for the collection and organization of data, the analysis of which will provide the answer to the research question. For the present study, a qualitative approach has been selected.
This thesis does not explore longitudinal contexts to understand the evolution of the meaning of AI from its initial implementation to its operational maturity, as the data collection period exceeds the time constraints set for this thesis. The interviews focus on gathering perceptions within a limited time frame. This study examines concrete applications of AI from the users' perspective, highlighting how the three dimensions of job crafting (task, cognitive, and relational) interact synergistically to address technological disruption. The findings are limited to the content creation industry.

As a starting point, the clarity and specificity of the dimensions proposed by Wrzesniewski & Dutton, (task redesign, relational crafting, and cognitive crafting) provide useful conceptual categories to guide qualitative coding. These can serve as an initial framework to interpret how participants adapt their roles in the context of AI.

Michael Williams, T. M. (2019) in The Art of Coding and Thematic Exploration in Qualitative Research, explains that qualitative research seeks to identify the causes of a phenomenon or explore

what experiencing the phenomenon meant for the interviewees (human behavior), allowing for the creation of a theory that serves as a conceptual understanding of the phenomenon.

Data Collection

Data will be collected through semi-structured interviews. Wernersson, J. (2023) and Fabienne Pérez N. C. (2022), applied this type of interview in their studies, and both agree that it allows interviewees to present and reflect in detail on their experiences without being strictly limited to the questions posed. I developed a guide questionnaire with follow-up questions to ensure the relevance of the conversation in line with the research objective, steering participants toward the desired topics, but interviewees can go beyond the questions when providing information. Bryman (1989) notes that this type of interview allows the interviewer to uncover topics that were not anticipated, and interviewees can express themselves in their own terms, highlighting the points they consider relevant. It is a flexible approach because the questions can be adapted to the flow of the conversation. It is suitable for thoroughly analyzing multifaceted topics.

Before starting the experiment, the language and clarity of the questions will be reviewed. The complexity of this type of interview lies in the laborious subsequent analysis. A review of the existing literature will be conducted, but without biasing the interviews with prior assumptions, as it is essential to maintain the objectivity and impartiality of the researcher.

The experiment allows the researcher to acquire knowledge and explanation of the object under study.

For the questionnaire is based on the research developed by Fabienne Pérez N. C. (2022 in another industry was taken as a starting point, as the organization of the interview sections is useful. In this case, the questions address whether the AI tool had changed the work of the interviewees in general terms, and then, more specifically, in terms of their autonomy, decision-making, and what they valued, liked, and disliked about their work. The questions cover the three dimensions of job crafting (how the tool affected their tasks, relationships with clients and employer agencies - work teams - and their understanding of their work).

The interviews are conducted via videoconference using Zoom or Google Meet, to facilitate contact despite the distances. While the video is not recorded, the audio is, for the purpose of subsequent transcription. The ability to observe the interviewee in real-time allows for taking notes on their non-verbal communication during the interview. The estimated duration of the interview is 2 hours. Regarding the number of interviews, an initial total of 10 was determined, with the possibility of adding more participants to reach theoretical saturation, which, according to Bowen (2008) in Naturalistic Inquiry and the Saturation Concept: A Research Note, occurs when no more meaningful information can be obtained.

Creswell (2014) in Research Design: Qualitative, Quantitative, and Mixed Methods Approaches**,** recommends documenting all steps in data collection, providing a clear and transparent description of the research method, the interview context, and relevant aspects. Additionally, he suggests an

intermediate step where interviewees verify the accuracy of the transcriptions, allowing the researcher to validate their interpretations of the participants' statements. This will impact the direct and impartial presentation of the findings. In this way, researcher biases can be mitigated.

Michael Williams, T. M. (2019) notes that the validity of the results depends on the rigor of the methodology. Researchers must carefully conduct the interviews, from planning and participant selection to analysis, to ensure data quality.

Interviewed Participants (Sample)

Participants are recruited from different genders, both professionals (marketers and graphic designers) and non-professionals in the content creation industry. A requirement is that they must understand generative AI. Wernersson, J. (2019) points out that obtaining the study results depends on having suitable candidates (knowledgeable and committed). The human factor influences the reliability of the findings. Gioia, D.A., K. G., & Hamilton, A. L. (2012) in Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology, explain that interviewees function as knowledgeable agents, and the researcher as a reporter in the qualitative interviews. I contacted them through Facebook groups specific to graphic design and marketing in Argentina. Offering compensation for their participation has been necessary to recruit volunteers.

Ethical Issues

Wernersson, J. (2023) points out that the researcher must ensure ethical and responsible work, which is why the following aspects are important: informed consent, respect for the interviewees, clear explanations of the study's purpose, defining terms unfamiliar to the participants, the impartiality of the researcher, reminding participants that there are no right or wrong answers, but that all answers are valuable as long as they are related to the study's object, the anonymity of interviewees who request it, and the presentation of the transcriptions, even if they are contradictory.

Preparation for Coding

In the Introduction section, the research question and the objectives derived from it have already been presented. It is very important that the research methodology developed in this chapter is appropriate to address that question and those objectives. As Gioia, D.A., K. G., & Hamilton, A. L. (2012) suggest this thesis is not approached completely without considering previous research and theories. Therefore, the chapters on Literature Review and Theoretical Framework are presented. Reading those background materials has allowed, as indicated by Eisenhardt, K. M. (2018) in Building theories from case study research and Saldaña, J. (2023) in The coding manual for qualitative researchers, to identify the research gap, frame it as a question to define the scope, and design an initial questionnaire for the interviews.

This research does not apply the Grounded Theory method, as the initial codes are not purely derived from the data. Instead, I have used the predefined theoretical framework, developed after reviewing previous literature, as the starting point for open coding. This allows me to maintain direction in the research while keeping flexibility to recognize new codes that emerge directly from the data and exceed the initially selected theoretical framework.

Data Analysis through Coding

Abductive coding is applied as the method of analysis, as it allows for exploring the themes and patterns present in the collected data.

Michael Williams, T. M. (2019) explains that coding is used to identify, organize, and build theory, as each stage of the process progressively integrates and refines the themes emerging from the collected data, leading to the development of a theory as the construction of meaning. Douglas (2003) adds that coding represents the interaction of perceptions of the subjects (both the researcher and the interviewees) regarding the nature of the phenomenon under study. The coding process is dynamic, not linear. Kathy Charmaz (2014) in Constructing Grounded Theory and Michael Williams, T. M. (2019), agree that the researcher must constantly interact with the data through reading and re-reading, comparing them, and applying techniques of reduction and consolidation, allowing the theory-building process to evolve. Linneberg (2018) in Coding qualitative data: a synthesis to guide the novice, explains that this laborious analysis helps organize the raw data to extract a global view, a story.

The complexity of this methodology lies in its labor-intensive analysis.

Fabienne Pérez N. C. (2022) outlines the six stages of this process: familiarizing oneself with the interview transcriptions, generating initial codes, identifying themes that encompass the codes (categories), interpreting the themes by contrasting them with existing literature and the theoretical framework, classifying the responses, verifying how the findings address the research question, and justifying the findings with direct quotes from the transcriptions.

In this thesis, the six stages are presented in different chapters. In the Research Methodology chapter, the codes and categories will be presented. The findings will be shown in the Results chapter. In the Discussion chapter, the findings will be contrasted with existing literature and the predefined theoretical framework, supported by direct quotes from the interviews. In the Conclusions chapter, it will be developed how the findings answer the research question.

Saldaña, J. (2009) associates the code in qualitative research with a word or short phrase that represents an attribute that captures the essence and meaning of a part of the data. Linneberg (2018) summarizes it as labeling, summarizing the content of a paragraph or page from the transcriptions, facilitating its retrieval when conducting the comparative analysis of dimensions across multiple interviews, from which the findings will emerge.

The process begins with open coding, based on the concept-textual indicator model. Frick (2009) in Thematic Coding and Analysis: Identifying Themes and Theoretical Constructs in Qualitative Research, indicates that in this stage, initial broad themes are identified to group similar words and phrases into concepts, which will then be assigned indicators, i.e., symbols or signs. These concepts are then merged into thematic fragments. It is also recommended to pay special attention to the frequency with which words are repeated in the transcriptions, as the most repeated ones could become codes, and to use the questions who, what, where, when, why, and how for exploratory reading. Saldana (2009) explains that this stage involves the researcher constantly comparing the new codes that emerge with the previous ones. Frick (2009) describes that the final result of open coding consists of the codes attached to the text, along with code notes, which are explanations or observations that will help develop the theory. Thus, open coding ends with the identification of themes.

The process continues with axial coding, where according to Strauss (1998) in Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory**,** categories, also known as core codes, are created by consolidating interrelated open codes. Michael Williams, T. M. (2019) describes the process as a rereading of transcriptions along with notes, seeking thematic connectivity, or patterns. While the author outlines a manual process using paper cards, it can be replicated using an Excel spreadsheet and Word text transcriptions, as suggested by Linneberg (2018). The rereading is performed when codes associated with a theme are identified, highlighted with the same color, and to facilitate later consolidation, tables are created with the identified themes as column headings, and within them, the codes are classified. The colors help quickly identify and distribute the information.

Yvonna S. Lincoln and Egon G. Guba (1985) in Naturalistic Inquiry, explains that axial coding involves establishing a systematic order so that data can be segregated, restructured, classified, and interrelated to derive an explanation, consolidating everything into a meaningful framework. Ralph LaRossa (2005) in Theory Methods and Qualitative Family Research**,** contributes the 6 C model to assist in identifying categories. This model includes six perspectives: causes, contingencies, contexts, consequences, conditions, and covariances.

While open coding identifies themes, it is in axial coding where these themes are interrelated to begin shaping an explanation. Williams, A. (2019) in Techniques in qualitative research: Axial coding and thematic analysis, identifies two commonly used techniques: constant comparison and line-by-line coding (where the researcher stays close to the data, seeking connections and nuances). Kathy Charmaz (2014) notes that this process is repeated until thematic stabilization is achieved.

Finally, in selective coding, Frick (2009) explains that there is a continuous refinement in search of thematic specificity to reach a higher level of abstraction at this stage. A graphical representation of this phase would be a conceptual network with nodes containing category names. At the center of the network is the main theme, to which the larger nodes are directly linked, representing categories directly related to the main theme. From these, connections branch out to smaller subcategory nodes. Causality helps to organize this structure.

Graebner, Martin, and Roundy (2012) in Qualitative data: Cooking without a recipe, agree with Alvesson & Kärreman (2007) in Constructing mystery: Empirical matters in theory development, that the abductive coding approach combines inductive and deductive reasoning with a flexible theoretical-empirical framework. Charles Sanders Peirce in The Essential Peirce (1992-1998), explains that it operates as a constant interaction between theory and data and is useful for reformulating existing theories. Linneberg (2018) explains that deductive coding is used to test and refine theories or make generalizations from cases, while inductive coding is suitable for exploratory studies with few prior references.

The present study begins with deductive coding, as the theoretical framework serves as the coding framework. This approach maintains direction while providing a predefined, adjustable list of codes (approximately between 5 and 10 codes) that guides the initial exploration of the transcriptions. The author adds that anchoring the study in existing theories and concepts related to the phenomenon provides solid support for the findings.

Subsequently, inductive coding is adopted because the initial list is extended with codes that emerge directly from the data, using words or phrases expressed by the informants. According to Gioia, D.A., K. G., & Hamilton, A. L. (2012), this process could yield between 50 and 70 codes. These authors highlight the importance of balancing the number of codes while capturing the complexity of the data, as excessive reduction and consolidation could risk losing some dimensions of the phenomenon. Charles Sanders Peirce in The Essential Peirce (1992-1998), clarifies the benefits of each type of coding: while inductive coding remains faithful to the data and interviewees' expressions, deductive coding provides structure and theoretical relevance.

Open, axial, and selective coding are part of coding cycles that function as feedback stages. The first cycle involves open coding, while the second cycle focuses on axial coding. The first coding cycle provides a general overview, generating descriptive codes that summarize data segments (such as events or emotions) and attribute codes that provide contextual information (such as demographic characteristics of participants).

The second coding cycle focuses on constructing a theoretical proposition in response to the research question, identifying patterns in the data. However, it is essential not only to focus on similarities but also to discuss atypical or contradictory results. Theoretical triangulation is applied, which involves contrasting the generated codes with existing theory.

It is crucial to seek a holistic (general) understanding without getting lost in the details. To achieve this, visualizations such as networks, matrices, or the box-and-arrow model are useful for revealing conceptual relationships. These cycles are carried out from different perspectives, always ensuring the contextualization of reflections on the data.

INTERVIEWED SAMPLE: They work in different areas of visual design. As most chose to remain anonymous, all will remain anonymous. Audio recordings will be presented, along with the analyzed transcriptions. 10 Professionals: Bachelor's Degree in Animation (Video Game Specialist); Bachelor's Degree in Graphic Design (Branding and Packaging); Bachelor's Degree in Design (Freelance

Illustration); Bachelor's Degree in Graphic Design (Works in Family Business); Bachelor's Degree in Graphic Design (Specialized in Japanese Calligraphy); Advanced Student of a Bachelor's Degree in Multimedia Design (Works in Animation); Bachelor's Degree in Film (Works in Stop Motion Animation); Bachelor's Degree in Digital Design (Works in UX/UI); Bachelor's Degree in Industrial Design (Packaging); Architect (Specialized in Interactive Design). 8 Non-Professionals: Beginner Student of a Bachelor's Degree in Video Game Design and Development; Bachelor's Degree in Human Resources (creates slides for employee training); Bachelor's Degree in Communication (intern in a local newspaper editing team); Bachelor's Degree in Tourism (branding for hotels); Programmer selling standardformat websites; Entrepreneur selling stickers (self-taught designer); Bachelor's Degree in Fashion Design (digital sketching of figurines – prototypes); Bachelor's Degree Student in Business Administration (social media content creator for small clients, freelance); Mechanical Engineer (works in virtual reality for the automotive sector).

Finally I have to reduce my analysis to 6 participants because of deadline.

DEFINITIONS TO CLASSIFY

Professional: A person with a university or tertiary education in fields related to design, animation, visual communication, or similar areas, who works consistently in the sector, either as an employee or a freelancer. Their main activity involves the use of design or digital creativity tools, and they typically have established work experience in the field.

Non-Professional: A person without a university or tertiary education specifically in design or visual communication, or whose primary training is in another discipline. Their experience in design comes from self-learning, short courses, or work-related needs within another field. They may use design tools in their job or business, but they do not work exclusively in this area or have a professional career in the creative industry

Cathegories and codes

1. Demografía: Edad y Experiencia Laboral

2. Trayectoria profesional: Inicio de carrera, Evolución de carrera

3. Descripción de trabajo actual: modalidad de trabajo, tipos de proyectos, composición del equipo; roles y tareas asignadas

4. Formación académica: título obtenido, institución educativa, practicas

5. Herramientas utilizadas: características basadas en herramientas, softwares y herramientas con IA

6. Actitud respuesta ante innovación

7. Percepción de la IA: opinión personal, opinión de terceros, desafíos y dilemas éticos

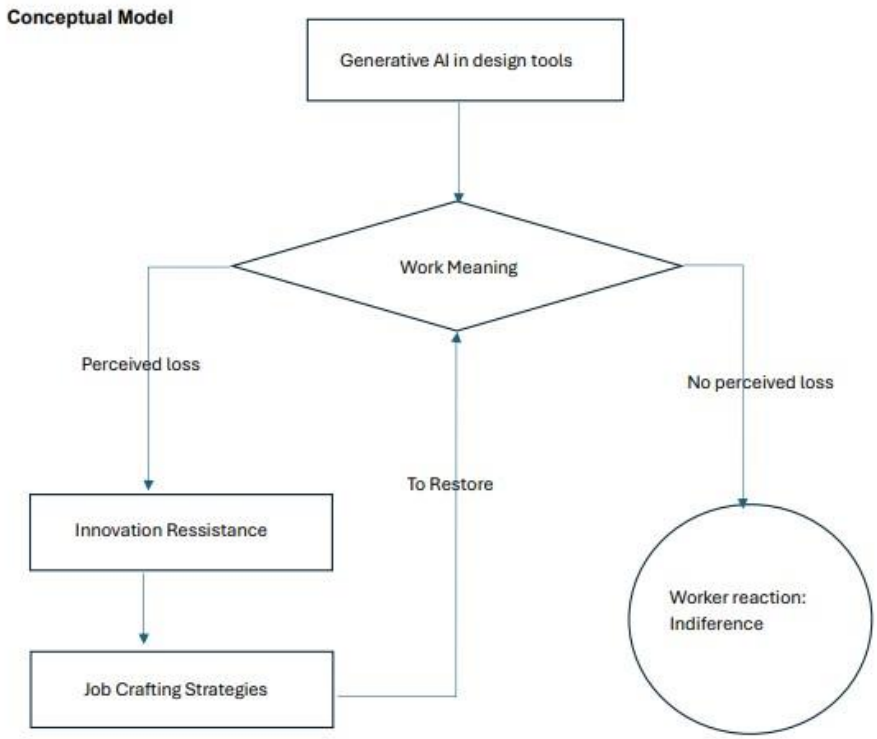
8. Dimensiones impactadas por la IA: democratización, originalidad, velocidad de proyectos (plazos), desafíos, creatvidad, motivación, calidad

9. Relational crafting e influencia externa: clientes o empleador, equipo de trabajo, familia y amistades

10. Cognitive crafting: significado del trabajo, Equilibrio

11. Task crafting (redistribución de tareas): delegación en la IA, delegación en otros, conserva el control

RESEARCH MODEL



FIRST PART

The impact of AI on creative professionals' job roles generates different reactions:

1. **Creatives resist generative AI when they perceive that their work in the AI era is less meaningful but fail to redesign their jobs (tasks, relationships, cognition).**

Justification: Creatives' resistance to generative AI stems from the perception that their work has lost meaning and from uncertainty about its impact on employment. When they feel or perceive that AI threatens their creativity (Boden, 2016) or their control over the creative process, they may

experience anxiety and demotivation (Frey, 2017; Amabile, 1996). If they do not take steps to redesign their roles and adapt to the new reality, their resistance intensifies.

Resistance to innovation can be greater when individuals feel that their work is losing meaning (Rogers, 2003). This aligns with self-determination theory, which suggests that individuals' intrinsic motivation is affected by their perception of control and meaning in their work (Deci, 2000). The loss of meaning can lead to decreased motivation and, consequently, resistance.

Resistance to innovation is a psychological phenomenon (Oreg, 2006) that can be managed and overcome through job crafting strategies that promote autonomy, competence, and workplace relationships (Dutton, 2001). Job crafting serves as an effective strategy for redesigning work in a way that aligns with employees' psychological needs, leading to greater well-being and a higher willingness to adopt new technologies and innovative practices (Deci, 2000).

Job crafting theory focuses on how employees can modify their tasks and workplace relationships to find greater meaning in their work. Without actively redesigning their roles, creatives may experience a decline in job satisfaction and sense of purpose, resulting in resistance to AI (Wrzesniewski, 2001).

The Creativity 4.0 model also distinguishes between generative AI applications and those integrated into everyday platforms, such as search engines. Generative AI can create novel content at a speed and volume that surpass human capabilities in producing texts, images, and other types of creative content. Many AI applications are designed to enhance workflow efficiency by facilitating access to information and accelerating routine tasks (Paul Atkinson, 2023).

Creativity facilitates the job crafting process, allowing individuals to redesign their tasks and workflows innovatively, which in turn enhances their intrinsic motivation (Bakker, 2014).

The integration of generative AI tools into work practices presents both challenges and opportunities in job design. Workers need to understand how AI functions, especially in positions highly dependent on this technology. This implies that organizations must train employees in AI usage and in understanding its processes and risks, enabling them to maintain their creative agency and collaborate effectively with AI (Aurelio Ravarini, 2023).

2. **Creatives do not resist generative AI when they succeed in redesigning their roles, thereby restructuring the meaning of their work and restoring their engagement with it.**

Justification: When creatives succeed in redesigning their roles and adapting their tasks to AI integration, they can find new ways to derive meaning and commitment in their work. By redefining their value and approach, they feel they can coexist with AI rather than being replaced by it (Parker, 2010).

Job crafting theory indicates that creatives' ability to modify their roles and tasks enables them to regain a sense of control and meaning, reducing resistance to AI. Creatives who adapt to AI may experience increased engagement and job satisfaction (Berg, 2008).

Resilience theory suggests that adaptability and the ability to cope with change are fundamental to workplace well-being (Pulkkinen, 2006).

3. **Creatives are indifferent when AI does not affect the meaning of their work and therefore do not require job crafting strategies.**

Justification: If creatives perceive that AI does not affect the meaning of their work, they may not feel the need to make changes to their roles. Here, self-determination theory (Deci, 2000) and adaptation theory align in suggesting that when creatives feel their work remains meaningful (i.e., their perception of meaning is not altered), their intrinsic motivation remains high (Hackman, 1976), leading them to remain indifferent to AI.

Indifference toward AI may stem from the perception that their skills are unique and irreplaceable (Brynjolfsson, 2014). This perception of invulnerability can lead to passivity in job crafting.

SECOND PART

1. **Resistance to generative AI depends on the extent to which individuals perceive their work is losing meaning.**

Justification: According to job crafting theory, the lack of role redesign can intensify resistance, while redesigning can help restore work meaning (Keller, 2001). Resistance may arise when employees feel their work is becoming irrelevant or less valuable (Kira, 2013).

2. **The perception of work losing meaning due to AI tool integration is stronger among professionals than non-professionals, leading to greater resistance.**

Justification:

The perception of work losing meaning due to AI integration can be linked to various psychological and sociocultural factors. Professionals, who often have a greater emotional and professional investment in their work, may feel that automation and AI threaten their professional identity and the value they bring to organizations. This can lead to stronger resistance to change.

The perception of work losing meaning and resistance to AI integration affect professionals and non-professionals differently. Professionals, being more emotionally and professionally invested in their work, are more likely to experience these feelings and thus resist change.

On the other hand, non-professionals, who may have a more transactional relationship with their work, might not experience the same intensity of meaning loss, as their focus may be more on financial compensation and less on personal or professional fulfillment.

- **Davenport, T. H., & Ronanki, R. (2018).** "Artificial Intelligence for the Real World." *Harvard Business Review.* This article discusses how AI is transforming work and how different groups may react differently to these transformations.
- **Susskind, R., & Susskind, D. (2015).** *The Future of the Professions: How Technology Will Transform the Work of Human Experts.* This book explores how technology, including AI, is changing the nature of work in traditional professions.

- **Kahn, W. A. (1990).** "Psychological Conditions of Personal Engagement and Disengagement at Work." *Academy of Management Journal.* This article analyzes how psychological conditions at work can influence perceptions of meaning and engagement.
- **Schmidt, G. B., & Hunter, J. E. (1998).** "The Validity of the General Mental Ability Test for Predicting Job Performance: A Meta-Analysis." *Journal of Applied Psychology.* This study helps understand how cognitive abilities and work perceptions relate to resistance to change.

Perceived Loss of Work Meaning: The integration of AI tools has raised concerns about dehumanization and loss of work meaning. This perception is particularly relevant for professionals who have built their identity and value around creative work.

- **Susskind, R. (2020).** *A World Without Work: Technology, Automation, and How We Should Respond.* Penguin Press. This book explores how automation and AI may lead to decreased work meaning, especially for those in creative or specialized roles.

Differential Impact Between Professionals and Non-Professionals: Professional designers often have deeper training and commitment to their field, making them more sensitive to AI-driven changes in their work.

- **Baker, S. D., & McCarthy, J. (2021).** "The Impact of AI on Creative Professionals: A Study of Job Satisfaction and Meaning." *Creativity Research Journal, 33(2), 125-138.* This study shows that creative professionals experience greater dissatisfaction and perceived loss of work meaning due to automation of tasks they previously considered essential.

Resistance to Change: Resistance to change is common when work is perceived as losing meaning. Professionals, being more invested in their work, tend to show greater resistance to AI integration.

- **Kotter, J. P. (1996).** *Leading Change.* Harvard Business Review Press. Kotter discusses how resistance to change can be stronger among those who feel their role or professional identity is threatened.
- **Oreg, S. (2006).** "Personality, Context, and Resistance to Organizational Change." *European Journal of Work and Organizational Psychology, 15(1), 73-101.* This article examines how personality and context influence resistance to change, suggesting that those more committed to their work are more likely to resist changes they perceive as threatening.

SECOND PART

1. Resistance to generative AI depends on the degree to which individuals perceive that their work is losing meaning.

Justification: According to job crafting theory, the lack of redesign in roles can intensify resistance, while redesign can help restore meaning (Keller, 2001). Resistance may arise when employees feel that their work becomes irrelevant or less valuable (Kira, 2013).

2. Restoring or maintaining the meaning of work in the era of AI requires professional designers to redesign their tasks:

Justification: Professional designers may develop resistance to innovation if they perceive it as devaluing the profession (Frey, 2017).

Job crafting can help employees adjust their tasks and relationships, which is crucial for adapting to technological changes (Tims, 2013)..

According to self-determination theory, by satisfying the needs for autonomy and competence, designers can maintain their motivation and commitment (Deci, 2000). Intrinsic motivation influences designers' willingness to explore their creative potential (Amabile, 1996)..

Professional designers should focus on high-level tasks that require human intuition (Davenport, 2018). This allows them to redefine their value proposition and differentiate themselves in the market ((Kelley, 2013).. By delegating tasks to non-professionals, designers can maintain creative control and manage projects (Katz, 1978), enabling them to adapt to the new work dynamics. Reinterpreting AI as a tool that enhances creativity allows designers to see AI as an ally rather than a threat (Susskind, 2015)..

Advances in AI have transformed graphic design practice by automating repetitive tasks (such as image adjustments, typography, page design, and color selection), allowing designers to focus on more creative and strategic aspects of their work. This has increased productivity and efficiency in time usage, as designers can perform tasks more quickly and accurately (Narzisi, 2029). They can generate and iterate their creations rapidly, shortening time to market and allowing for more agile feedback, thus fostering more effective design processes and better communication among stakeholders (Fiebrink, 2011). AI complements human creativity, leading to a redistribution of tasks between designers and AI (Wernersson, 2020)..

a. Task crafting: Professional designers should focus on high-level creative and strategic conceptual tasks that require human intuition and judgment, specialize, and redefine their value proposition to differentiate themselves in the market.

Justification: Human skills, such as intuition and critical judgment, are fundamental in an environment where AI can perform more routine tasks (Brynjolfsson, 2014).

b. Relational crafting: As the boundaries between both groups (professionals and non-professionals) may become blurred, professional designers can delegate design tasks to non-professionals using generative AI, with professional designers taking on the management of the entire project, i.e., the creative control.

Justification: This collaboration can be effective as long as professional designers maintain creative control and direction of the project, while non-professionals handle more operational tasks (Amabile, 1996).

c. Cognitive crafting: Professional designers should reinterpret generative AI as a tool that enhances their creativity and problem-solving ability by allowing for rapid and diverse iterations of possible designs.

Justification: The ability of AI to generate multiple iterations of a design in a short time enables designers to explore new ideas and approaches that may have previously required

much more time. This rapid iteration not only improves efficiency but also fosters innovation in the design process (Elgammal, 2017).

3. **Restoring or maintaining the meaning of work in the era of AI requires non-professional designers to redesign their tasks:**

Justification: Creativity can be enhanced using appropriate tools and adaptation theory suggests that the ability to adapt to new circumstances and redefine roles is crucial for success in an evolving work environment (Amabile, 1996)..

Non-professional designers must take on more complex tasks, allowing them to redefine their value proposition (Kelley, 2013) and adapt to a changing market. Acting as intermediaries between clients and professional designers enables them to add value (Schön, 1983) and improve communication. Viewing AI as a tool to facilitate visual communication allows non-professional designers to enhance their workflow (Davenport, Artificial intelligence for the real world., 2018).

It is warned that the implementation of AI in design tools could lead to job reductions in certain areas of the creative industry due to the automation of processes that were previously manual (Mustafa, 2023). AI is opening new job opportunities but is also transforming the nature of graphic design and the skills required in the field (Ahn, AI in Graphic Design: New Opportunities and Evolving Skillsets for Designers, 2005). As AI tools take on the routine functions traditionally performed by humans, designers will need to adapt their skills to remain relevant and learn to collaborate with AI (Linares, 2007).

According to the OECD, digitalization continues to pose a threat, as a significant proportion of current jobs could be automated, requiring many workers to acquire new skills to adapt to changes. It is important to approach the use of AI in a balanced manner, considering both its advantages and limitations (Wernersson, 2020).

a. Task crafting: Non-professional designers must take on more complex design tasks that were previously exclusive to professional designers. They should also focus on a specific customer segment (whose budget is lower and demands simpler designs that do not require the deep knowledge typical of professional designers), meaning they must redefine their value proposition for the market.

Justification: This democratization of design allows individuals without formal training in design to create effective solutions, especially for market segments seeking more affordable and simpler options. This enables them to serve clients who may not require highly sophisticated designs but still value functionality and aesthetics (Hekkert, 2011).

b. Relational crafting: Non-professional designers can act as a link between clients and professional designers, receiving requirements when working in teams.

Justification: This mediating role is crucial in collaborative environments, where clarity in requirements can improve the quality of the final product. This collaboration also allows professional designers to focus on more complex aspects of design (Burch, 2016)..

c. Cognitive crafting: Non-professional designers should reinterpret generative AI as a tool that facilitates visual communication with clients, allowing for rapid prototyping and thus streamlining the validation of ideas.

Justification: The ability to iterate quickly on visual prototypes enhances the idea validation process, enabling designers to receive early feedback and adjust their proposals accordingly. This not only saves time but also improves client satisfaction by involving them in the design process (Kuo, 2020).

RESULTS

In this chapter, the findings will be presented thematically, organized into sections by topic.

The findings are presented below:

THE IMPACT OF AI ON THE MEANING OF WORK:

The aspects that shape the meaning of a work role include:

- **Responsibilities and Functions:** Specific tasks to be performed, Processes under supervision, Areas of operational control.
- **Required Competencies:** Technical skills, Interpersonal skills, Academic background, and certifications.
- **Authority and Autonomy:** Decision-making level, Budgetary action limits, Authority to sign/validate documents.
- **Organizational Relationships:** Hierarchical reporting (chain of command), Interaction with other departments, Key clients/stakeholders.
- **Performance Indicators:** Feedback system, Work modality.
- **Compensation and Benefits:** Professional development opportunities.

MEANING OF WORK FOR A VIDEO GAME DEVELOPER IN ENTREPRENEURSHIP

1. **Creativity and Autonomy:**
   For many video game developers, the opportunity to create their own game represents a form of creative expression. Autonomy in the development process allows individuals to explore their ideas and visions without the constraints often found in corporate environments. This creativity can be a significant source of job satisfaction and meaning.
   - **Reference:** Amabile, T. M. (1996). *"Creativity in Context: Update to 'The Social Psychology of Creativity'."* Westview Press. This book explores how the work environment and autonomy influence creativity.
2. **Collaboration and Community:**
   Working in an entrepreneurial setting with other developers fosters a sense of community and collaboration. Interaction with colleagues who share similar interests and passions can enhance job meaning, as developers feel part of a team pursuing a common goal.
   - **Reference:** Kahn, W. A. (1990). *"Psychological Conditions of Personal Engagement and Disengagement at Work."* Academy of Management Journal, 33(4), 692-724. This study examines how workplace connections influence engagement and meaning.

3. **Impact and Contribution:**
   Creating a video game can be seen as a way of contributing to culture and entertainment. For many developers, job meaning derives from the ability to impact players' lives and provide meaningful experiences through their creations.
   - **Reference:** Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). *"Measuring Meaningful Work: The Work and Meaning Inventory."* Journal of Career Assessment, 20(3), 322-337. This article examines how job meaning is related to its impact on others.
4. **Personal and Professional Development:**
   Entrepreneurship in video game development also presents an opportunity for personal and professional growth. The challenges encountered in the creative process foster learning and skill development, contributing to a sense of achievement and meaning.
   - **Reference:** Wrzesniewski, A., McCauley, C., Rozin, P., & Schwartz, B. (1997). *"Jobs, Careers, and Callings: People's Relations to Their Work."* Journal of Research in Personality, 31(1), 21-33. This study explores how individuals perceive their work and how this affects satisfaction and meaning.

HR SPECIALIST DESIGNING TRAINING PRESENTATIONS

1. **Talent Development:**
   The HR specialist plays a fundamental role in identifying and developing talent within the organization. By designing training programs, they contribute to the continuous improvement of employees' skills, leading to greater engagement and job satisfaction.
   - **Reference:** Noe, R. A. (2010). *"Employee Training and Development."* McGraw-Hill. This book discusses the importance of training in talent development and its impact on organizations.
2. **Alignment with Organizational Goals:**
   By designing training programs, the HR specialist ensures that the skills developed align with the company's strategic objectives. This not only improves individual performance but also contributes to the overall success of the organization.
   - **Reference:** Phillips, J. J., & Phillips, P. P. (2005). *"Measuring Return on Investment: ROI for Trainers."* ASTD Press. This book discusses how to measure training impact in relation to organizational goals.
3. **Creating a Learning Environment:**
   Working in Talent and Learning involves fostering a culture of learning within the company. This increases employee motivation and willingness to participate in professional development.
   - **Reference:** Senge, P. M. (1990). *"The Fifth Discipline: The Art & Practice of The Learning Organization."* Doubleday. This book introduces the concept of learning organizations and how to implement it in the workplace.
4. **Evaluation and Continuous Improvement:**
   A key part of the role involves assessing training effectiveness and making necessary adjustments. This not only improves training programs but also demonstrates a commitment to continuous improvement and professional development.
   - **Reference:** Kirkpatrick, D. L., & Kirkpatrick, J. D. (2006). *"Evaluating Training Programs: The Four Levels."* Berrett-Koehler Publishers. This book provides a framework for evaluating training program effectiveness.

In summary, the HR specialist plays a crucial role in talent development within a company, contributing to a more skilled and motivated workforce.

WEB DEVELOPER WITH AN E-COMMERCE ENTREPRENEURSHIP

1. **Creativity and Problem-Solving:**
   Senior programmers often face complex challenges that require innovative solutions. The ability to design and develop applications that meet user needs is an important source of job satisfaction and meaning.
   - **Reference:** Amabile, T. M. (1996). *"Creativity in Context: Update to 'The Social Psychology of Creativity'."* Westview Press. This book explores how creativity manifests in work and its importance for job satisfaction.
2. **Creativity and Autonomy:**
   When designing and programming their own e-commerce stores, programmers have the freedom to express creativity and apply their personal vision to each project. This autonomy can be a significant source of job meaning and satisfaction.
   - **Reference:** Amabile, T. M. (1996). *"Creativity in Context: Update to 'The Social Psychology of Creativity'."* Westview Press.
3. **Impact on User Experience:**
   A senior programmer is responsible for creating applications that not only function well but also provide an exceptional user experience. Seeing how their work enhances users' lives can generate a sense of accomplishment.
   - **Reference:** Norman, D. A. (2013). *"The Design of Everyday Things: Revised and Expanded Edition."* Basic Books. This book discusses the importance of user-centered design and its impact on customer satisfaction.
4. **Mentorship and Leadership:**
   At the senior level, programmers often take on mentorship roles, guiding less experienced developers. This leadership function can provide an additional sense of purpose, as they contribute to others' growth and development.
   - **Reference:** Kahn, W. A. (1990). *"Psychological Conditions of Personal Engagement and Disengagement at Work."* Academy of Management Journal, 33(4), 692-724.
5. **Professional Development and Continuous Learning:**
   The programming field is constantly evolving, requiring senior programmers to engage in lifelong learning. This commitment to personal and professional development enhances job meaning by keeping them relevant and competitive.
   - **Reference:** Senge, P. M. (1990). *"The Fifth Discipline: The Art & Practice of The Learning Organization."* Doubleday.
6. **Business Skills Development:**
   Entrepreneurship in e-commerce involves not only technical skills but also business skills such as project management, marketing, and sales. Continuous learning in these areas can be a source of meaning and personal growth.
   - **Reference:** Schumpeter, J. A. (1934). *"The Theory of Economic Development."* Harvard University Press.
7. **Market Impact:**
   By creating e-commerce stores, programmers are not only offering a product but also contributing to the digital economy. Seeing how their work helps businesses grow can provide a sense of achievement and purpose.

- **Reference:** Drucker, P. F. (2007). *"Innovation and Entrepreneurship."* HarperBusiness.

8. **Client Relationships:**
   As entrepreneurs, programmers have the opportunity to interact directly with their clients, enriching their work experience. This interaction increases job meaning by allowing them to see the direct impact of their work on customer satisfaction.
   - **Reference:** Kotler, P., & Keller, K. L. (2016). *"Marketing Management."*

DISCUSSION

Linneberg (2018) aligns with Pratt (2009) in Tips on Writing Up (and Reviewing) Qualitative Research, emphasizing the importance of staying true to the data for greater transparency in the development and presentation of findings. Therefore, it is crucial to establish a chain of evidence, justifying the procedure through which conclusions are derived from the data. This demonstrates coherence between the research objectives and the results, ensuring the research question is adequately addressed.

Limitations

1. Contextual Limitation: Interviewees Only from Argentina

Explanation: The contextual limitation refers to the fact that your research sample consists exclusively of Argentine interviewees. This may affect the generalization of the findings to other cultural or geographical contexts. Cultural diversity and differences in work practices can influence how designers perceive and use artificial intelligence.

Theoretical Justification: The theory of cultural variability suggests that cultural differences can affect workplace attitudes and behaviors (Hofstede, 1980). Therefore, the results obtained in a specific context may not be applicable to other settings.

Source: Hofstede, G. (1980). *Culture's Consequences: International Differences in Work-Related Values.* Sage Publications.

2. Theoretical Saturation Limitation

Explanation: Theoretical saturation is a key concept in qualitative research, referring to the point at which no new relevant data emerges that contributes to understanding the studied phenomenon (Guest, Bunce, & Johnson, 2006). In your case, theoretical saturation was not reached due to time constraints, which may limit the depth and richness of the findings.

Theoretical Justification: Lack of saturation can lead to conclusions that do not fully capture the complexity of the investigated phenomenon. According to Charmaz (2006), saturation is essential

to ensure that findings are representative and meaningful. Without reaching this point, results may be more superficial and less reliable.

Sources:

- Guest, G., Bunce, A., & Johnson, L. (2006). *How Many Interviews Are Enough? An Experiment with Data Saturation and Variability.* Field Methods, 18(1), 59-82.
- Charmaz, K. (2006). *Constructing Grounded Theory: A Practical Guide through Qualitative Analysis.* Sage Publications.

These explanations and justifications will help you frame the limitations of your research clearly and with a strong theoretical foundation. If you need more information or additional details, feel free to ask.

Practical and Theory Implicatons

In practical terms, for professional designers, the findings highlight the strategic adoption of AI as a complementary tool rather than a threat, optimizing workflows without compromising creativity. This also affects job crafting, as AI-driven task redistribution may allow designers to focus on higher-value activities such as conceptualization and art direction. Additionally, continuous training becomes crucial, as design education programs may need to incorporate AI-related competencies to keep professionals competitive in an evolving industry.

For non-professional users, AI-driven tools facilitate the democratization of design by lowering technical barriers and making creative tools more accessible. However, this also raises questions regarding the perception of quality, as professional and non-professional users may assess AI-generated designs differently, impacting the industry's standards. Ethical concerns related to authorship and originality also emerge, as AI-generated content challenges traditional notions of intellectual property.

The implications extend to the marketing industry and creative businesses, where AI may reshape team structures, affecting hiring trends and role definitions. AI's ability to optimize turnaround times could lead to increased efficiency, but also to unrealistic expectations from clients and employers, potentially creating pressure on creative professionals.

From a theoretical perspective, the study contributes to discussions on AI's impact on creativity and work by engaging with several frameworks. The theory of resistance to innovation helps explain why some designers reject AI in their processes, while job crafting theory provides insights into how designers reshape their roles in response to AI integration. Additionally, professional identity theory is relevant in understanding how designers perceive their role in an environment where AI increasingly intervenes in creative decision-making.

If you want to refine any of these aspects further or emphasize a particular area, let me know, and we can adjust the analysis accordingly.

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