

為什麼大學畢業生難以找到工作？

人工智能的雙面夾擊

余創豪

2025年11月10日

角聲傾談八點



表面平靜下的暗流

整體失業率

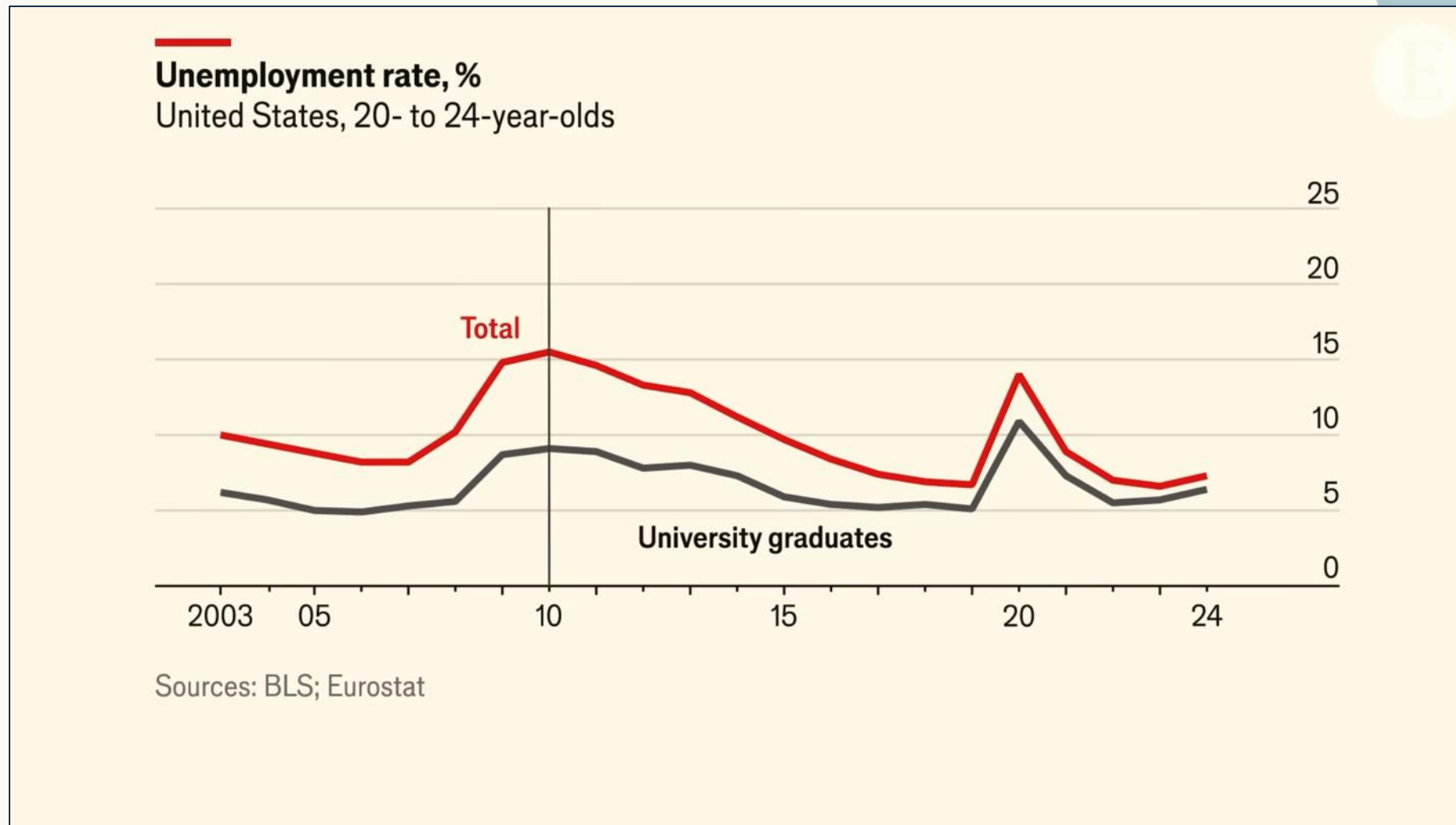
美國失業率維持在4%左右,看似穩定

畢業生困境

23%的哈佛MBA畢業三個月後仍未就業



Why Even HARVARD's Smartest Students Can't get a Job Now?



2024年,有學位與無學位者的失業率差距僅剩1%,學位優勢大幅縮減。



雙重夾擊

資本轉向

企業將資金從人力支出轉向AI與資料中心投資

演算法接管

從履歷審查到面試決策全面自動化

這兩股力量的咬合,使新鮮人進入職場的門縫越來越窄。

科技巨頭的策略轉向



巨額投資

亞馬遜、微軟、Meta投入高效能GPU與生成式AI



人力縮編

縮減團隊與初階人員編制



效率紅利

來自自動化而非人力擴張

亞馬遜裁員案例

2024年10月底宣布裁撤

14,000名員工

主因

傳統崗位已可用AI取代

TECHNOLOGY

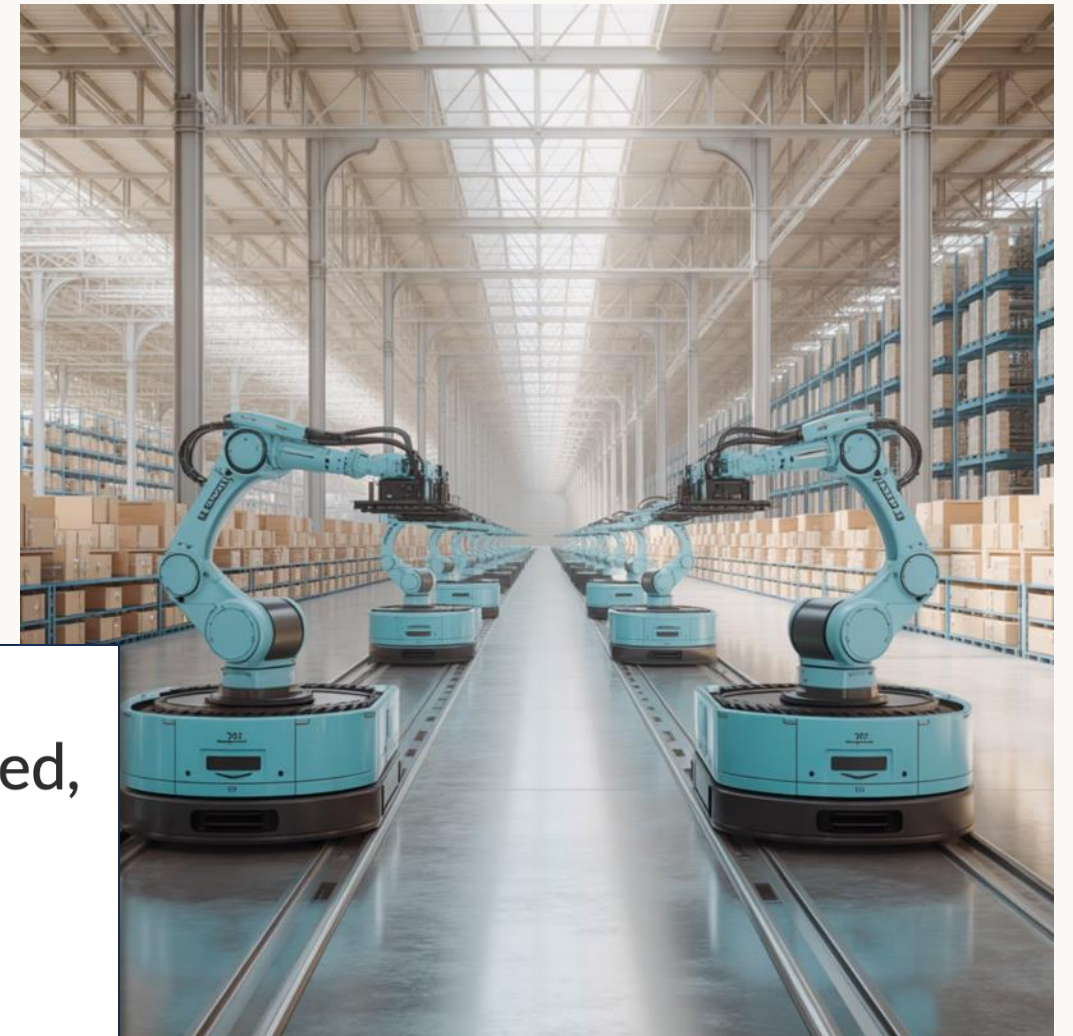
Amazon Stock Rises As 14,000 Layoffs Announced, Warning Of More To Come



RYAN DEFFENBAUGH | Updated 04:35 PM ET 10/28/2025

Amazon ([AMZN](#)) said Tuesday it was laying off 14,000 employees and suggested there will be more cuts to come, as the company says it aims to be more "nimble" and embrace AI. Amazon stock gained following its announcement.

"We expect to continue hiring in key strategic areas while also finding additional places we can remove layers, increase ownership and realize efficiency gains," Amazon's top human resources executive, Beth Galetti, wrote in a [message to employees](#). Reuters reported Monday that the total layoffs [could reach 30,000](#).



市場反應

消息流出後股價上揚



哪些工作首當其衝？

初階編碼

重複性程式開發任務被AI工具取代

客戶服務

聊天機器人與自動回應系統

法務研究

文件審查與案例搜尋自動化

內容審核

機器學習模型進行初步篩選

The Future of Jobs Report 2025

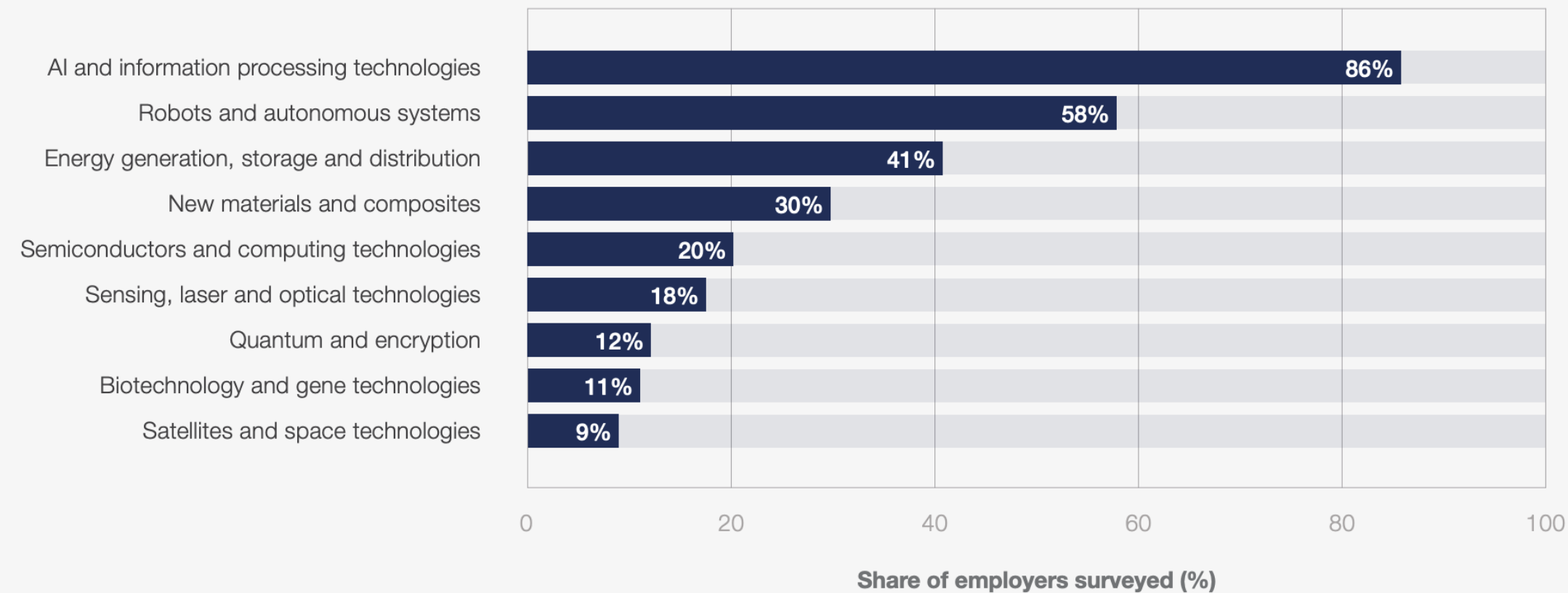
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Technological change, geoeconomic fragmentation, economic uncertainty, demographic shifts and the green transition – individually and in combination are among the major drivers expected to shape and transform the global labour market by 2030. The *Future of Jobs Report 2025* brings together the perspective of over 1,000 leading global employers—collectively representing more than 14 million workers across 22 industry clusters and 55 economies from around the world—to examine how these macrorends impact jobs and skills, and the workforce transformation strategies employers plan to embark on in response, across the 2025 to 2030 timeframe.



FIGURE 1.2 **Technology trends driving business transformation, 2025-2030**

Share of employers surveyed that identify the stated technology trend as likely to drive business transformation



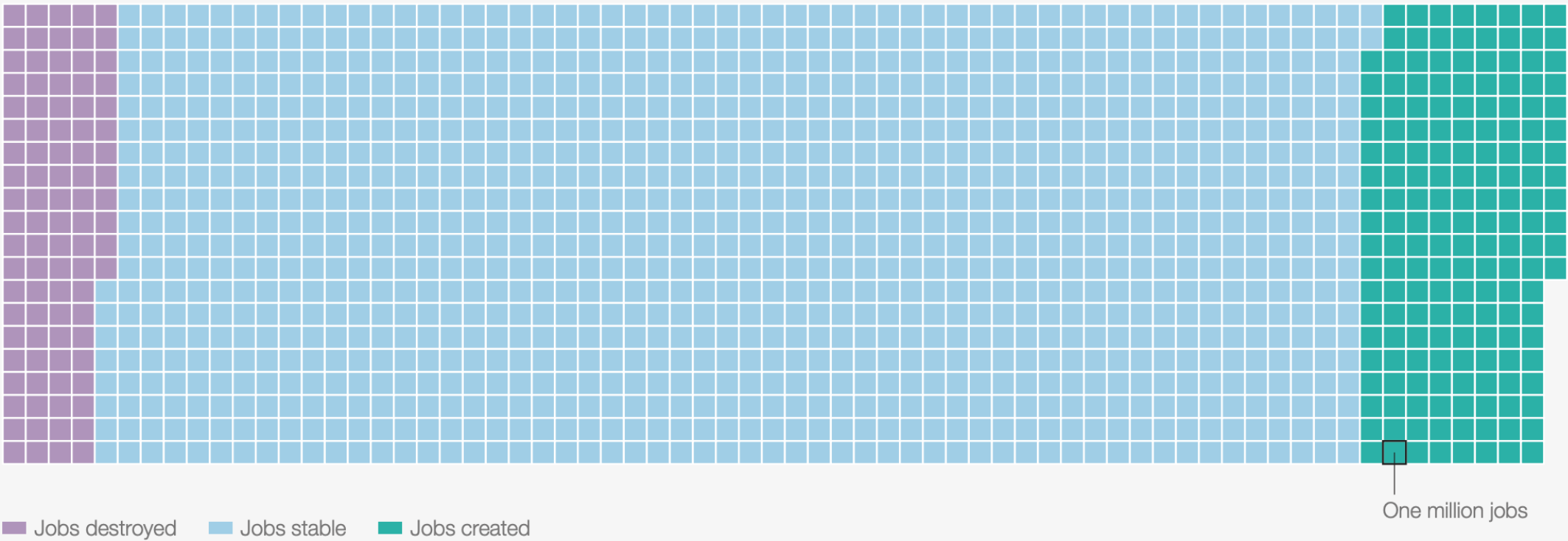
Source

World Economic Forum, Future of Jobs Survey 2024.

FIGURE 2.1

Global employment change by 2030

In the next five years, 170 million jobs are projected to be created and 92 million jobs to be displaced, constituting a structural labour market churn of 22% of the 1.2 billion formal jobs in the dataset being studied. This amounts to a net employment increase of 7%, or 78 million jobs.



Source

World Economic Forum, Future of Jobs Survey 2024;
International Labour Organization, *ILOSTAT*.

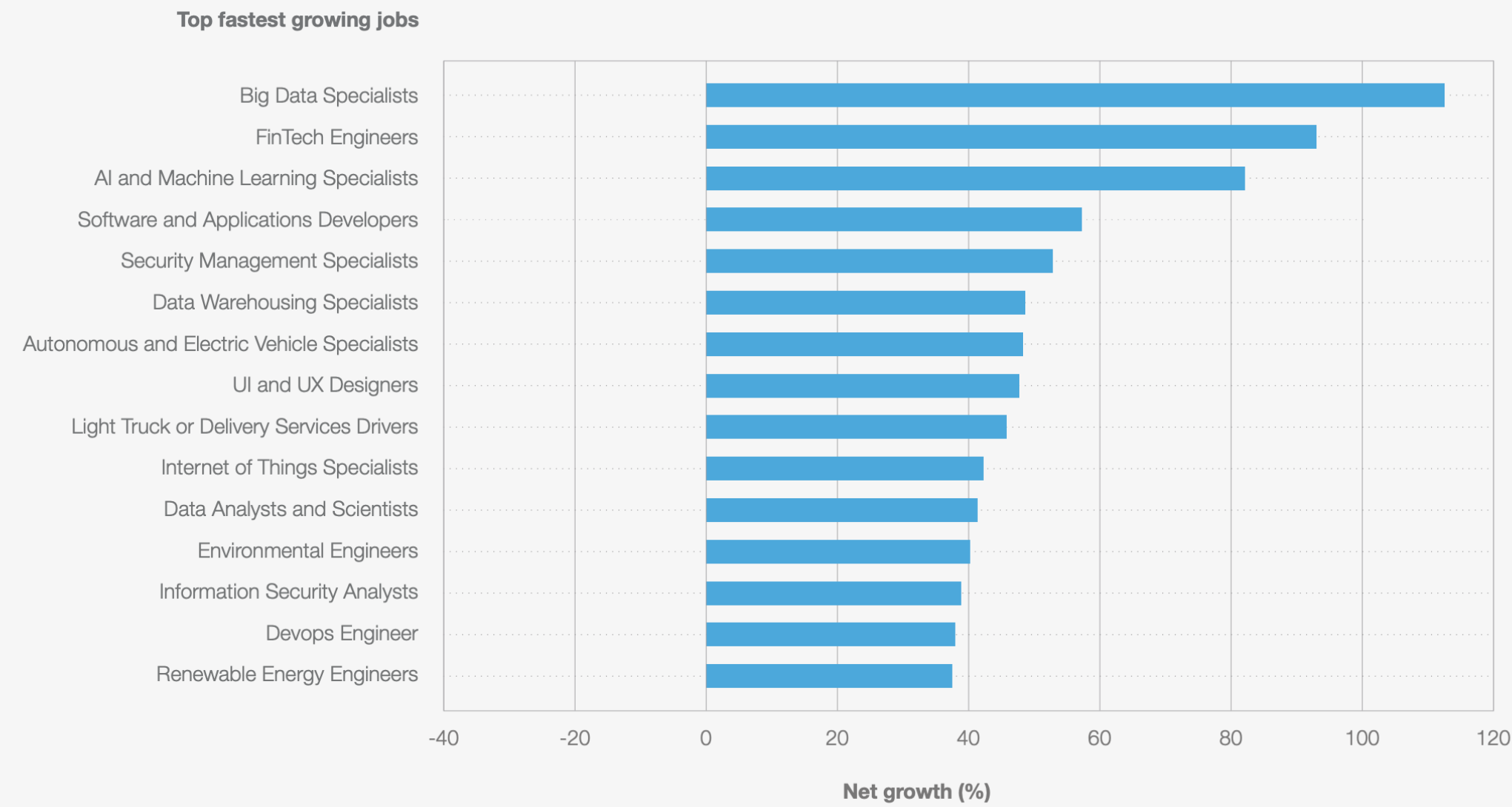
Note

Please refer to the Appendix for the methodology.

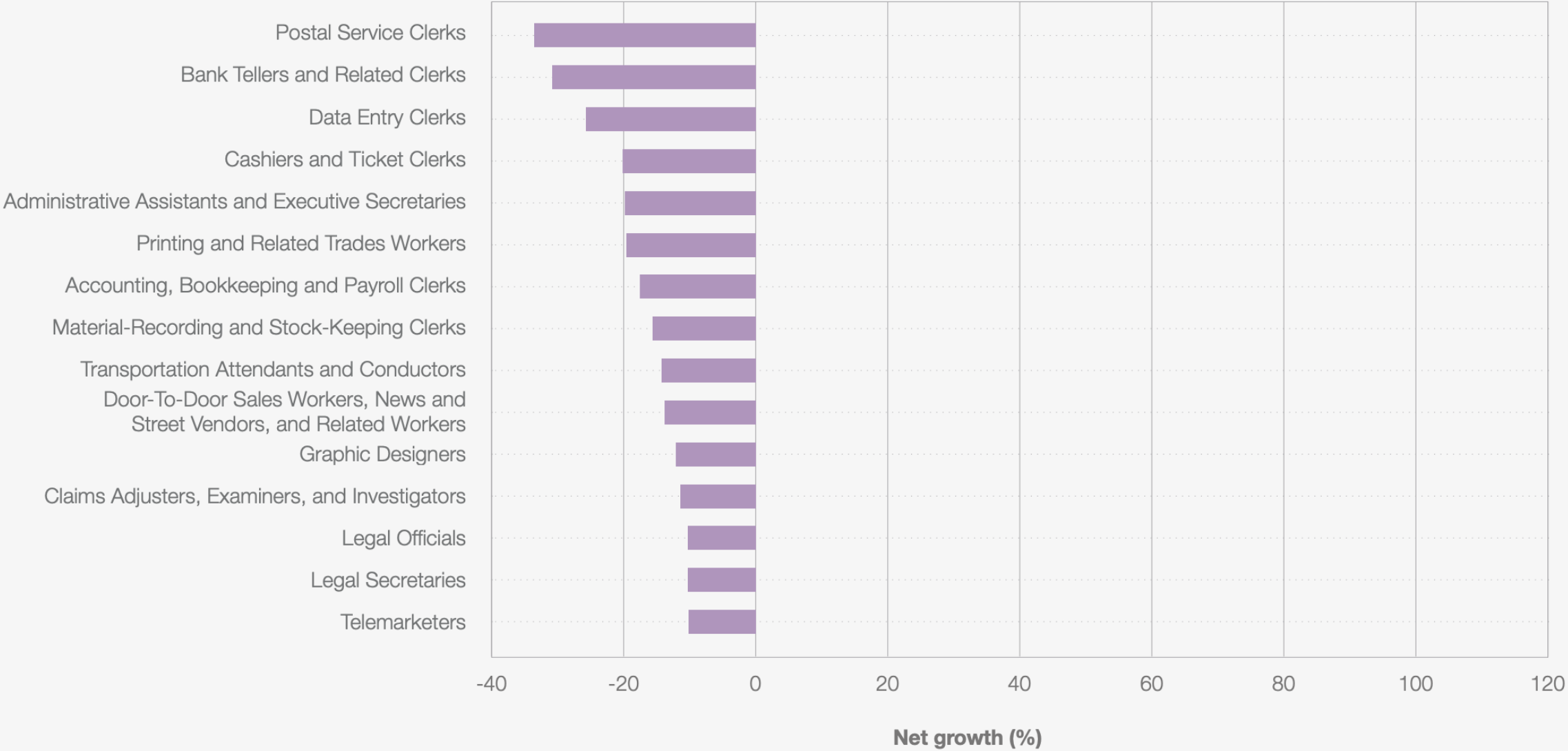
FIGURE 2.2

Fastest-growing and fastest-declining jobs, 2025-2030

Top jobs by fastest net growth and net decline, projected by surveyed employers



Top fastest declining jobs



教育與市場的脫節

大學仍在教

- 傳統課程與考核
- 單一技術操作
- 理論知識為主

市場需要的

- 雲端部署與API串接
- 提示工程與風險評估
- 監督AI與驗證輸出
- 處理倫理問題

這種落差使學位價值大幅下跌。



How "Learn to Code" Backfired on a Whole Generation



A Salesforce exec tells BI there's an even more important skill for employees than coding

By [Lee Chong Ming](#) [+ Follow](#)



AD



AI unlocks ambition.
HPE unlocks AI.



**Future thrives
on domain
expertise
beyond coding.**

Google's top AI scientist reveals the most important skill people need, and it's not coding

By Trending Desk, ET Online • Last Updated: Sep 13, 2025, 04:15:00 PM IST

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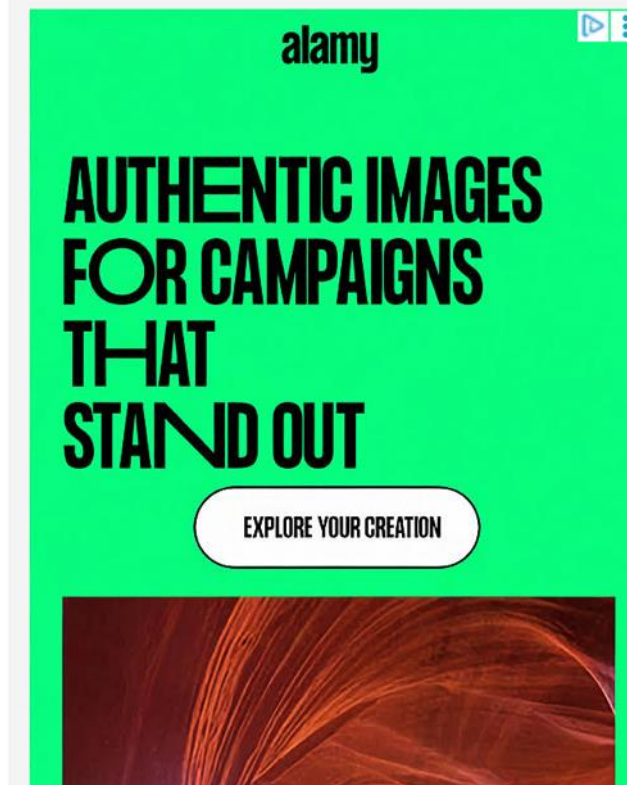
Synopsis

Google's DeepMind CEO, Demis Hassabis, a 2024 Nobel laureate, emphasizes the importance of "learning how to learn" in the age of rapid AI advancements. He predicts significant changes and the potential arrival of artificial general intelligence within a decade, stressing the need for continuous learning throughout one's career.



Representative image created by AI

Google's top [AI](#) scientist has shared the most important skills people will need in the future to stay employable. [Demis Hassabis](#), CEO of Google's [DeepMind](#) and 2024 Nobel laureate, said that the most important skill for the next generation will be "learning how to learn". Speaking at an ancient Roman theatre near the Acropolis, Hassabis





軟技能的缺失



溝通能力

不懂得與人有效交流和協作



壓力管理

缺乏疏導壓力的方法



衝突處理

無法妥善處理危機與衝突

美國大學側重教學科技和學生體驗,但忽略了工作倫理培養。

AI濫用加劇問題

「許多學生用AI作弊,進一步削弱了自己的技能和競爭力。」

適當使用

AI可提高效率,成為有力工具

不當使用

作弊行為削弱真實能力



演算法咽喉

80%

AI篩選普及率

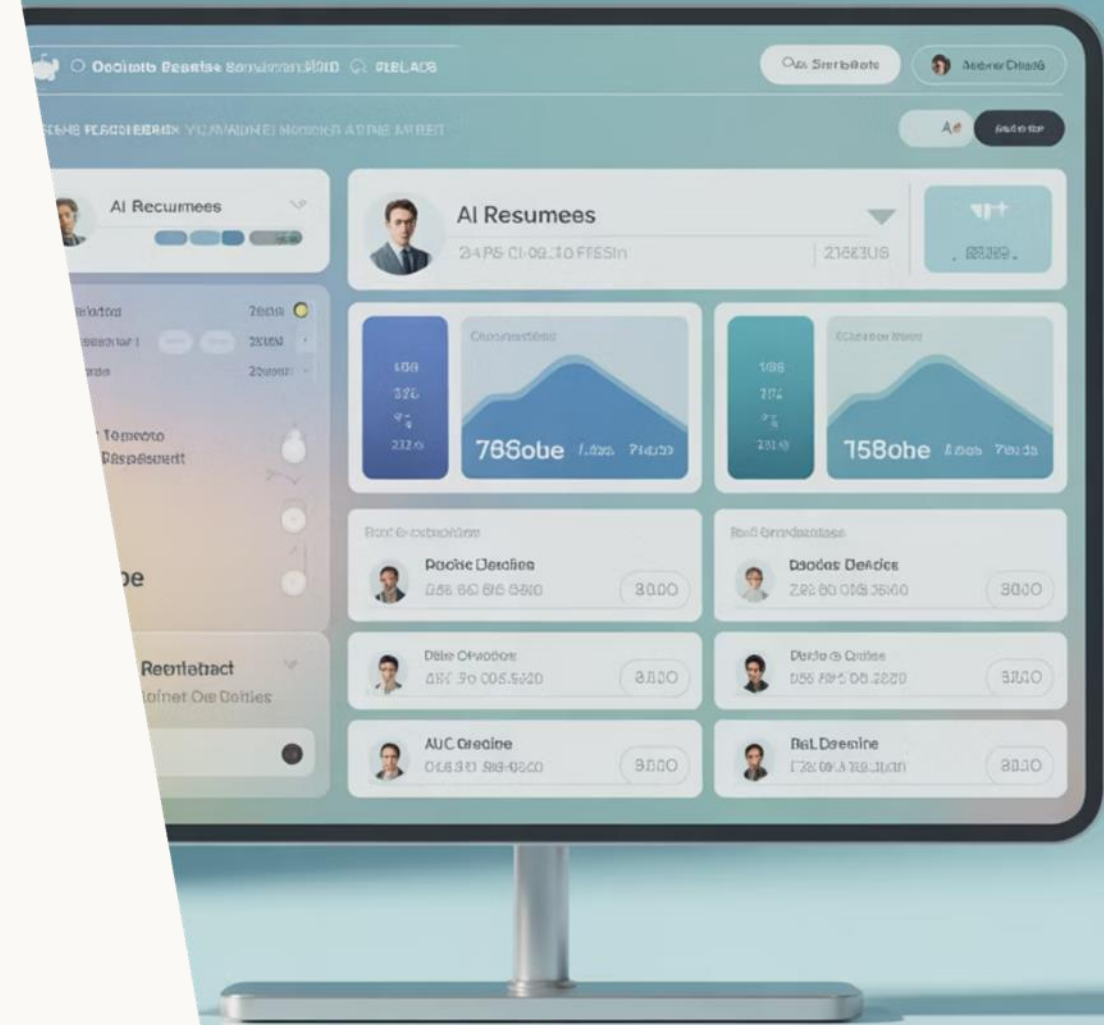
2025年美國公司使用AI履歷篩選系統

19/20

機器面試

許多畢業生面試20次,19次是和機器對話

Workday和SuccessFactors佔據主導地位,多數履歷在進入人眼前便被過濾。



求職者的對策

01

關鍵字優化

在履歷中加入AI重視的關鍵字

02

隱藏指令

有些甚至用白色文字指示AI選取自己

03

形式化遊戲

招聘程序變得非人化和形式化

📌 當你終於見到真人面試官時,往往已被篩成「分數夠高」的樣板。

如何脫穎而出？



從亮麗成績

優秀的學業表現



到創意思維

具有批判性思考能力



到監督評估

會監督、評估、修正AI輸出



企業的責任

定期稽核

演算法的「偽陰性率」應由第三方定期審查

部分公司仍保留人工覆核,並非完全依賴自動拒件。

確保多樣性

避免多樣化的履歷被錯殺



SUBSCRIBER-ONLY NEWSLETTER

Jessica Grose

For Gen Z-ers, Work Is Now More Depressing Than Unemployment



Nov. 5, 2025



By Jessica Grose
Opinion Writer

You're reading the Jessica Grose newsletter, for Times subscribers only. A journalist and novelist offers her perspective on the American family, culture, politics and the way we live now. [Get it in your inbox.](#)



工作比失業更令人沮喪

監控軟體普及

輸入次數、滑鼠移動、應用切換
全被量化

無法衡量價值

這些指標無法衡量思考與創造

心理健康下降

25歲以下員工焦慮與憂鬱指標上升



學貸的沉重負擔



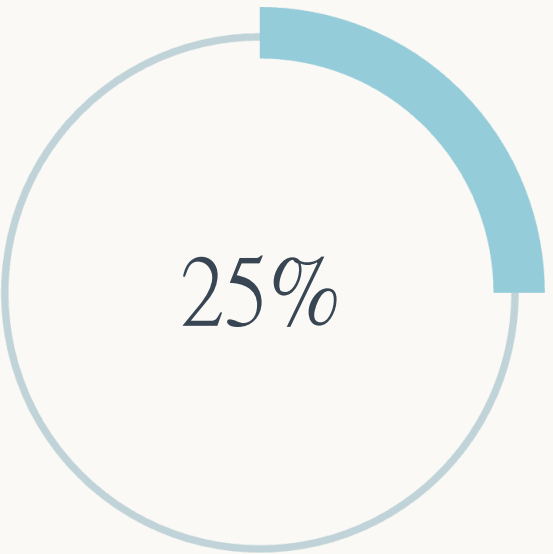
總額

2024年美國學貸總額



月繳

平均月繳金額超過



士氣低落

有學貸的員工報告工作士氣低落

債務壓力迫使畢業生選擇高薪高壓職涯,壓縮公共服務人才來源。



動態課程

不拘泥於既定大綱,每學期甚至學期中更新內容



實戰導向

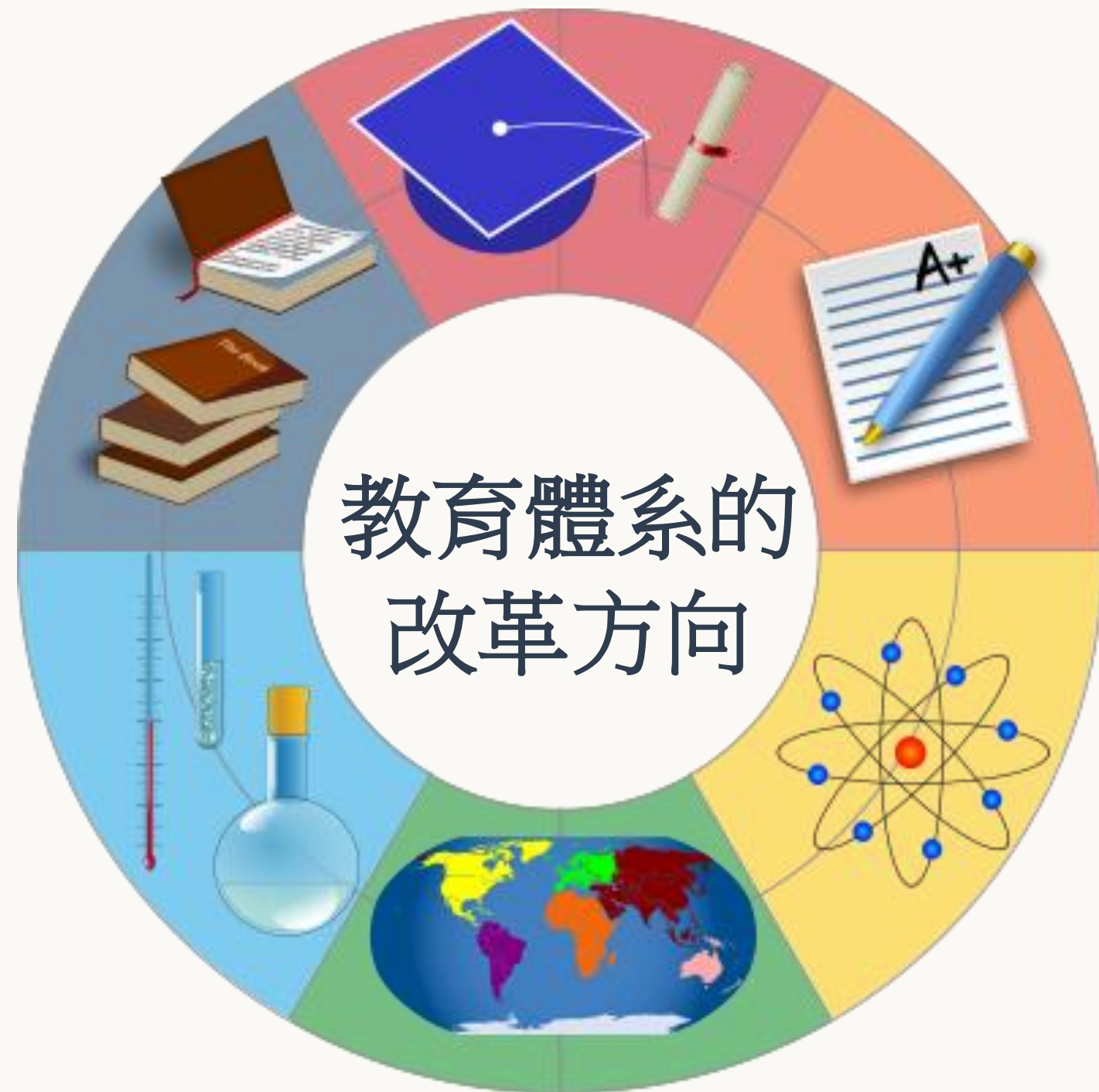
考核重心從考試轉移到實戰經驗



產學合作

推行長週期學徒計劃,累積可用經驗

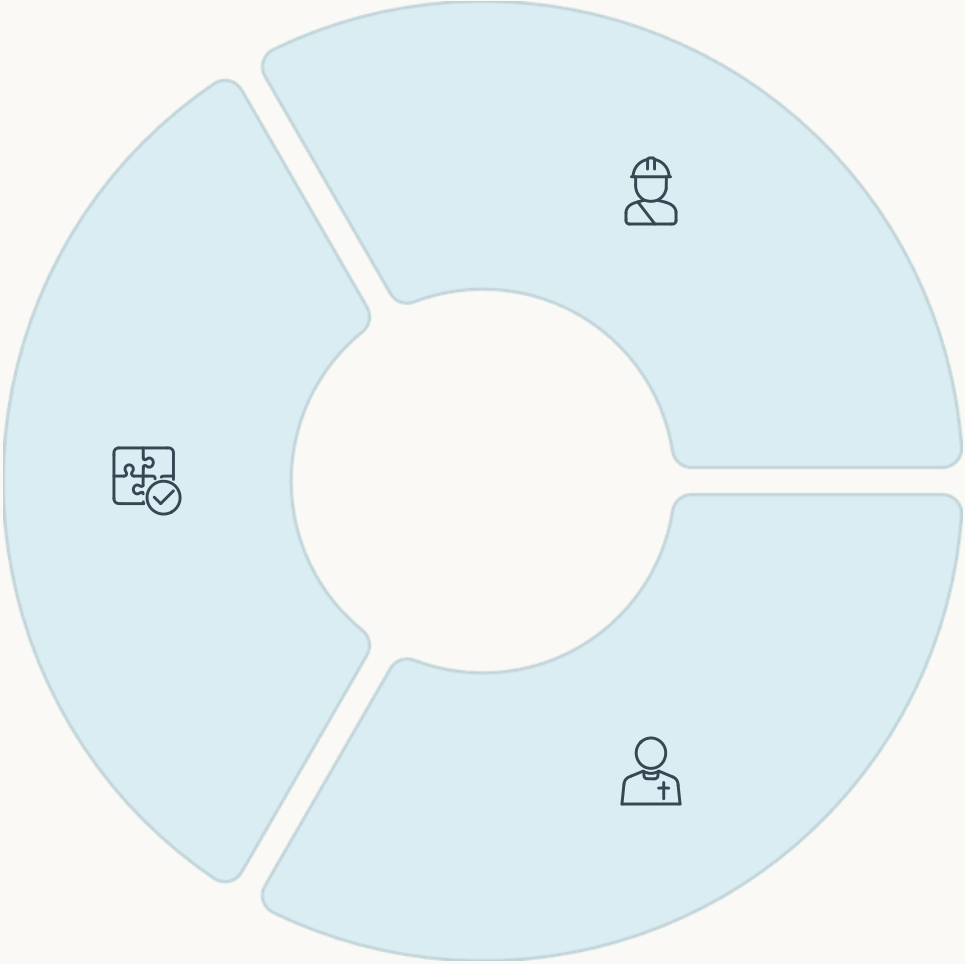
「能做比能說更加重要!」



三方協作的必要性

教育體系

更新課程、強化軟技能、建立產學合作



企業制度

審視AI篩選、保留人工覆核、防止濫用

公共政策

支持職業培訓、減輕學貸負擔、監察學貸適當運用和學術水平



生不逢時的一代

2025年畢業生處身職場革命性轉型的節點,面對自動化招聘與AI取代傳統工序的雙重挑戰。

挑戰

史無前例的就業困境與結構性轉變

機會

重新定義價值、掌握AI協作、開創新路徑

唯有教育、企業與政策同步調整,學術與學位才能在激烈競爭中保存價值。