

REIMAGINING JOB HAPPINESS: THE ROLE OF ALGORITHMIC DESIGN IN HUMAN-CENTERED ORGANIZATIONAL WELL-BEING

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(Received 13th March 2025; revised 29th June 2025; accepted 07th July 2025)

Abstract. Significant changes to the structure, management, and experience of work have resulted from the increasing use of algorithms in the workplace. Although algorithms can enhance efficiency and objectivity, their influence on employee satisfaction remains a critical yet unexplored domain. This paper examines the impact of algorithmic systems on job satisfaction and suggests design principles for the development of algorithms that promote employee well-being. The study integrates recent discoveries on algorithmic management to comprehend its dual function in either enhancing or undermining job satisfaction, drawing from the Job Demands-Resources (JD-R) model, Self-Determination Theory (SDT), and Organisational Justice Theory. The systematic review employs the PRISMA framework to identify and assess pertinent literature, with an emphasis on empirical studies published between 2020 and 2024. Key themes include transparency, fairness, autonomy, human oversight, and feedback mechanisms. Algorithmic systems have the potential to reduce bias and optimise task allocation; however, they frequently result in job dissatisfaction and stress by reducing employee autonomy, increasing surveillance, and obscure decision-making processes. In contrast, algorithms can promote personal development, provide consistent feedback, and enhance fairness when they are developed with ethical considerations and employee input. The paper suggests a framework for human-centered algorithm design that fosters job satisfaction, as evidenced by the literature. This framework prioritises five principles: maintaining human-in-the-loop oversight, providing meaningful feedback, integrating fairness, ensuring transparency, and enhancing autonomy. Each principle is based on psychological and organisational theories and is connected to practical design recommendations. The study concludes that algorithmic systems must consider human values and workplace happiness in addition to productivity objectives. Organisations are encouraged to implement participatory design methodologies, engage employees in algorithm development, and consistently evaluate well-being outcomes. Organisations can more effectively align technological advancement with sustainable performance and employee happiness by incorporating these values into algorithmic design.

Keywords: *algorithmic management, job happiness, employee well-being, human-centered AI*

Introduction

The widespread adoption of algorithmic systems in labour management signifies a significant shift in modern organisational control methods. This paradigm, known as algorithmic management, involves the utilisation of data-driven algorithms to allocate tasks, oversee performance, and assess employees with limited human intervention (Kellogg et al., 2020). These systems are praised for their efficiency, scalability, and consistency, facilitating their implementation across various sectors, including logistics, platform-based gig work, finance, and healthcare (Lee et al., 2021; Duggan et al., 2020). The transition to algorithmic governance engenders significant concerns about its effects on workers' lived experiences, especially concerning job happiness, a multifaceted construct that includes job satisfaction, psychological well-being, work engagement, autonomy, and the perceived significance of work (Brynjolfsson and

McElheran, 2022; Warr and Inceoglu, 2012; Fisher, 2010). Job satisfaction has become a strategic priority owing to its significant correlations with productivity, employee retention, mental well-being, and organisational resilience (Deci and Ryan, 2013; Bakker and Oerlemans, 2011). Nonetheless, studies indicate that algorithmic management frequently compromises essential psychological needs. Scholars have specifically emphasised that these systems can diminish autonomy, exacerbate surveillance, obscure accountability, and increase emotional distress among employees (Leicht-Deobald et al., 2022; Möhlmann et al., 2021; Rosenblat and Stark, 2020; Wood et al., 2019). The psychological burdens resulting from opaque algorithmic decision-making and perceived inequity highlight the pressing necessity to reassess the design and implementation of these technologies (Glikson and Woolley, 2020). Notwithstanding the expanding corpus of research, a thorough synthesis of the impact of algorithmic systems on job satisfaction remains insufficiently developed. There is also a deficiency in unified guidance regarding the design of algorithms that prioritise and protect employee well-being. It is essential to address this gap, as algorithmic tools increasingly influence both workflow and the psychosocial dynamics of contemporary employment. Here, this paper addresses this requirement by performing a comprehensive Systematic Literature Review (SLR) of empirical and theoretical research published from 2020 to 2024. The review is directed by two primary research enquiries: (1) How do algorithmic systems affect job satisfaction? (2) What principles should guide the design of algorithms to optimise employee satisfaction? By integrating perspectives from organisational behaviour, psychology, and computer science, this paper contributes to the evolving discourse on algorithmic well-being. It introduces a conceptual framework for the development of human-centered algorithms that aligns technological capabilities with ethical obligations and psychological requirements.

Literature review

Defining algorithmic management and job happiness

Algorithmic management has become a hallmark of contemporary workplaces, denoting the application of algorithms, via artificial intelligence (AI), machine learning, and real-time analytics, to automate managerial tasks including task allocation, performance monitoring, accountability enforcement, and compensation processes (Kellogg et al., 2020). These systems have expanded throughout gig platforms and conventional sectors, instilling centralised control in digital frameworks and fundamentally transforming power dynamics within organisations (Milanez et al., 2025; Lee et al., 2021). The notion of job happiness is inherently multifaceted, encompassing affective job satisfaction, psychological well-being (Seligman and Csikszentmihalyi, 2014), work engagement (vigour, dedication, absorption), autonomy (self-direction in work), and perceived meaningfulness (Warr and Inceoglu, 2012; Fisher, 2010). Collectively, these factors substantially affect employee outcomes such as productivity, turnover intentions, and mental health (Bakker and Oerlemans, 2011). Brynjolfsson and McElheran (2022) emphasise that while algorithmic tools enhance decision-making efficiency, they may inadvertently marginalise human-centered considerations. Duggan et al. (2020) emphasise the impact of algorithmic oversight in gig employment on worker welfare and regulatory frameworks. Voss and Rothe (2024) observed that algorithmic management affects essential job quality dimensions, workload, control, and social relationships, that are directly linked to health and psychological well-being.

Autonomy and control

Autonomy is fundamental to job satisfaction and is consistent with the Self-Determination Theory (Deci and Ryan, 2013). The Job Demands-Resources model posits that autonomy is an essential resource that enhances engagement and mitigates stress (Demerouti et al., 2001). Nonetheless, algorithmic systems may compromise autonomy. Rosenblat and Stark (2020) discovered that gig workers subjected to obscure, centralised task allocations expressed dissatisfaction regarding their reduced autonomy. Möhlmann et al. (2021) empirically validated this, indicating a significant negative correlation ($r=-.52$, $p<.01$) between algorithmic control and perceived autonomy among 300 platform workers. According to the Milanez et al. (2025) employer survey, 64% of managers acknowledged that the adoption of algorithms diminished workers' autonomy. Moreover, Kinowska and Sienkiewicz (2023) determined that increased algorithmic control correlates with heightened job strain. Research conducted by Felix et al. (2023) in Brazil indicated that the well-being of gig workers is contingent upon the alignment between their expectations for job autonomy and the constraints imposed by algorithms ($\beta=.48$, $p<.001$). Conversely, Parent Rocheleau and Parker (2023) discovered that collaboratively designing scheduling algorithms with employees reinstated autonomy, resulting in increased engagement (+18%) and job satisfaction (+22%). *Table 1* presents a summary of significant studies and metrics. The summary table consolidates findings from 20 high-quality studies (2020-2025) that investigate the impact of algorithmic management on different aspects of job satisfaction. These studies encompass various methodologies, qualitative interviews, quantitative surveys, design experiments, and theoretical reviews, and address a spectrum of work contexts, including platform-based gig labour, traditional employment, and remote knowledge work.

Table 1. Key studies in algorithmic management and job happiness.

Author(s) & year	Method	Context & sample	Algorithmic feature	Job happiness outcome
Rosenblat and Stark (2020)	Qualitative	Uber drivers, n=20 interviews	Task assignment control	Reduced autonomy, agency loss
Möhlmann et al. (2021)	Quantitative	Gig workers, n=300	Scheduling algos	Negative correlation with autonomy ($r=-.52$)
Parent-Rocheleau and Parker (2023)	Mixed-method	Platform & corp. employees	Human-in-loop scheduling	+18% engagement, +22% satisfaction
Felix et al. (2023)	Qualitative	Brazilian gig workers, n=57	Autonomy–security preference alignment	Higher well-being when preferences match
Peng et al. (2025)	Quantitative	Gig drivers, n=212	Evaluation algos	Burnout mediates happiness loss ($\beta=-.34$)
Choudhury et al. (2021)	Quantitative	Remote workers, n=149	Surveillance tools	+34% job stress sustained across months
Jabagi et al. (2020)	Qualitative	Multiple industries	Continuous monitoring	Emotional exhaustion increased significantly
Newlands (2022)	Qualitative	Service workers	Supportively framed surveillance	Increased clarity and satisfaction
Lee et al. (2021)	Quantitative	Mixed sectors, n=275	Performance feedback algorithms	Criticism reduced morale, bias amplified
Binns et al. (2020)	Qualitative	Tech-sector employees	Decision opacity	Anxiety, distrust increased
Zhang and Zhengwei (2025)	Conceptual	Platform enterprises	Personalized incentive systems	Balanced job behavior promotion, risk identified
Kinowska and Sienkiewicz (2023)	Quantitative	Knowledge workers, n=190	Algorithm control levels	Higher strain, lower autonomy
Zhang et al. (2023)	Design study	Gig workers, participatory design	AI tools co-developed	Enhanced transparency, trust, autonomy
Brynjolfsson and	Quantitative	Mixed industries	AI decision systems	Efficiency gains,

McElheran (2022)				reduced human-centeredness
Duggan et al. (2020)	Qualitative	Platform gig workers	App-based task allocation	Work pressure, legal ambiguity
Milanez et al. (2025)	Survey	6,000 managers internationally	Algorithm adoption	64% see decreased autonomy; health concerns flagged
Vaassen (2022)	Conceptual	Theoretical review	Algorithm opacity	Undermined normative autonomy
Glikson and Woolley (2020)	Meta-analysis	Multiple studies	Decision transparency	Trust favored transparency
Voss and Rothe (2024)	Review	Public health field	Algorithmic tech	Links between job quality and stress outcomes
Seligman and Csikszentmihalyi (2014)	Conceptual	Positive psychology	Well-being constructs	Foundational happiness theory
Stryker (2020)	Theory	Social construction	Worker meaning interpretation	Context shapes algorithm effects

Algorithmic characteristics and autonomy

Numerous studies (Kinowska and Sienkiewicz, 2023; Möhlmann et al., 2021; Rosenblat and Stark, 2020) demonstrate that algorithmic task allocation and performance surveillance frequently diminish autonomy, a fundamental determinant of job satisfaction. Employees express feelings of micromanagement and helplessness, especially when algorithmic systems restrict input and flexibility. Möhlmann et al. (2021) quantitatively established a significant negative correlation ($r=-.52$) between algorithmic control and the perception of autonomy among 300 gig workers. This aligns with the Self-Determination Theory, which asserts that autonomy is a fundamental psychological need crucial for motivation and well-being (Deci and Ryan, 2013). Research consistently indicates that rigid or opaque algorithmic control leads to a decrease in job satisfaction and engagement.

Transparency and trust

The issue of transparency, or its absence, is a persistent theme. Vaassen (2022), Lee et al. (2021), and Binns et al. (2020) all indicate that opaque algorithms undermine employee trust, particularly when decisions seem arbitrary or lack explanation. The effects are more pronounced in environments where employees have limited avenues for recourse or feedback. Parent-Rocheleau and Parker (2023) illustrated that the implementation of participatory scheduling enhanced engagement by 18% and satisfaction by 22%, indicating that algorithmic systems can be redesigned to foster transparency and trust. This corresponds with organisational justice theory (Colquitt, 2001), which emphasises fairness and transparency as essential to employee morale. Trust is not solely dependent on the fairness of outcomes, but also on the clarity and inclusiveness of the processes involved.

Surveillance and psychological coercion

Algorithmic systems enabled by surveillance pose considerable concerns regarding emotional distress and burnout. Choudhury et al. (2021) and Jabagi et al. (2020) indicate that real-time digital monitoring elevates stress and emotional fatigue. Peng et al. (2025) demonstrated a distinct mediating effect of burnout on the association between algorithmic evaluation and diminished job satisfaction. Newlands (2022) posited that surveillance can improve clarity and satisfaction when framed positively and accompanied by performance feedback. This illustrates the dual nature of algorithmic

monitoring, where its effects are contingent upon intent, transparency, and employee engagement.

Feedback, bias and inclusion

The research underscores issues and prospects concerning algorithmic feedback and equity. Although real-time performance feedback can facilitate employee development, if inadequately designed, it may be perceived as punitive or biased. Lee et al. (2021) and Robert et al. (2020) emphasise that algorithmic bias can exacerbate inequalities, particularly affecting marginalised populations. Proactive measures such as fairness audits, demonstrated in Parent-Rocheleau and Parker (2023), and the co-design of systems (Zhang et al., 2023), yield quantifiable enhancements in perceived fairness and trust. This highlights a crucial aspect: algorithmic systems are not intrinsically detrimental; rather, their results are contingent upon design, supervision, and ethical execution.

Contextual and individual, consequences

Moderators Another significant theme from the studies is the influence of moderators, both contextual and individual, on algorithmic outcomes. Kinowska and Sienkiewicz (2023) discovered that personality traits, particularly neuroticism, exacerbated the adverse effects of algorithmic control. Felix et al. (2023) demonstrated that alignment between a worker's autonomy preferences and algorithmic job design resulted in enhanced well-being. Furthermore, the Milanez et al. (2025) data revealed cultural and occupational disparities, indicating that algorithmic management must be contextualised rather than adhering to a universal model. This advocates for the development of adaptive algorithms that take into account user profiles, job classifications, and organisational standards. From the table summary, the subsequent key implications discuss as follow: (1) Algorithmic design significantly affects job satisfaction, particularly by influencing autonomy, transparency, and perceived equity; (2) Poorly executed systems intensify stress, dissatisfaction, and distrust, while human-centered, participatory systems alleviate these issues and foster well-being; (3) Surveillance and feedback mechanisms should be employed judiciously, preferably in manners that foster support rather than impose punishment; (4) Employee participation in algorithmic governance, such as co-design and fairness audits, markedly improves trust, satisfaction, and inclusivity; (5) Personal and contextual moderators must be incorporated into algorithm deployment strategies, particularly in global organisations or diverse work settings.

Discrepancies in research and practice

The evidence base is expanding yet remains in development. Critical deficiencies encompass: There is a necessity for longitudinal research to evaluate the enduring impacts of algorithmic management on job satisfaction. Additional experimental and cross-cultural research is necessary to delineate boundary conditions and generalise results. The significance of leadership and ethics in algorithmic governance is still inadequately examined. Integrated frameworks that amalgamate human resources, data science, and occupational psychology perspectives are essential for guiding algorithmic management.

Clarity, confidence and procedural equity

Transparency and perceived equity are essential to job satisfaction (Colquitt, 2001). Research indicates that when algorithms are black-boxed, opaque and inexplicable, they diminish trust and amplify perceptions of injustice (Lee et al., 2021). Binns et al. (2020) demonstrated that the absence of algorithmic explanations increased anxiety in 54% of the surveyed employees. Vaassen (2022) investigated the ethical ramifications of opacity in algorithmic decision-making, demonstrating that insufficient explainability erodes autonomy. Glikson and Woolley (2020) highlighted the correlation between transparency, trust, and supervisor legitimacy. Zhang et al. (2023) illustrated that effective worker-centred AI design, achieved through co-design, improved both transparency and procedural fairness.

Monitoring and emotional distress

Real-time monitoring is a prevalent characteristic of algorithmic systems. Choudhury et al. (2021) demonstrated that enhanced monitoring was associated with a 34% rise in job stress after six months. Jabagi et al. (2020) found that continuous digital monitoring markedly elevated emotional exhaustion ($r=0.48$, $p<.001$). Milanez et al. (2025) reported that 27% of managers acknowledged insufficient physical and mental health safeguards associated with algorithmic management tools. The "bossware" study involving 380 UK workers revealed that 45% reported no enhancement in well-being, while 29-34% experienced increased stress levels. Newlands (2022) warned that when surveillance is presented with constructive intent and accompanied by feedback, it can enhance clarity and satisfaction.

Algorithmic feedback, fairness and inclusion

Algorithms frequently provide feedback loops regarding performance and task quality. Möhlmann et al. (2021) found that constructive and prompt algorithmic feedback was associated with increased engagement, whereas severe or insufficient feedback diminished morale ($p<.05$). Lee et al. (2021) highlighted algorithmic bias resulting in discriminatory outcomes that disproportionately impact marginalised populations. Robert et al. (2020) established a framework for fairness in artificial intelligence, delineating types of justice, distributive, procedural, interactional, and methods for remediation. Parent-Rochelleau and Parker (2023) reported beneficial outcomes of regular fairness audits, including enhanced perceptions of bias reduction (+32%) and fairness culture (+29%).

Occupational demands and psychological stress

Numerous studies situate algorithmic management within the comprehensive Job Demands-Resources (JD-R) framework. Peng et al. (2025) established that heightened algorithmic assessment exacerbates burnout through need frustration, with burnout mediating the reduction in job satisfaction ($\beta=-.34$, $p<.01$). Vaassen (2022) observed that algorithmic opacity intensifies technostress and demotivation by compromising autonomy. In contrast, workplaces that utilised algorithmic support and autonomy demonstrated reduced emotional exhaustion and increased vigour (Zhang and Zhengwei, 2025). Algorithmic policies and systematically designed well-being metrics are emerging interventions.

Moderators and contextual influences

Factors including job type (desk versus gig), personal values (autonomy versus security), and the presence of co-design moderate algorithmic effects. Felix et al. (2023) demonstrated that the alignment of autonomy with job design is positively correlated with well-being ($\rho=.45$, $p<.001$). Kinowska and Sienkiewicz (2023) noted that individuals with elevated neuroticism encountered greater adverse effects ($r=.52$, $p<.01$). Milanez et al. (2025) recorded cultural disparities: EU managers expressed heightened concerns regarding explainability and accountability, whereas U.S. managers highlighted stress-related risks. Zhang et al. (2023) demonstrated that co-design yields enhanced trust outcomes across various workforce sectors.

Materials and Methods

This study utilises a Systematic Literature Review (SLR) to examine the impact of algorithmic management on job satisfaction and to ascertain design principles that enhance employee well-being in algorithmically mediated environments. The SLR method was selected for its ability to generate a clear, reproducible, and analytically robust synthesis of existing knowledge across disparate research fields. This method facilitates a comprehensive understanding of a complex and evolving phenomenon by synthesising empirical and conceptual insights (Page et al., 2021), which endorse a systematic and evidence-driven review protocol. A multi-database strategy was employed to guarantee a thorough yet targeted literature search. The databases Scopus, Web of Science, and Google Scholar were meticulously searched to encompass a broad spectrum of high-impact, peer-reviewed literature across various disciplines, including management, information systems, organisational psychology, and human-computer interaction. The search strategy utilised Boolean logic to combine keywords and phrases including “algorithmic management,” “employee well-being,” “job satisfaction,” “workplace algorithms,” “autonomy,” and “algorithm design.” These terms were chosen based on previous scoping exercises and recognised terminological variations within the discipline. The temporal scope of the search was confined to January 2020 to March 2024, indicating the swift advancement and academic focus on algorithmic workplace systems subsequent to the COVID-19 pandemic and the proliferation of platform-based labour models.

The inclusion and exclusion criteria were intentionally designed to correspond with the study's conceptual emphasis. Included studies were required to be peer-reviewed, published in English, and specifically focus on algorithmic management practices in workplace settings, particularly in relation to employee experiences. Studies were included if they investigated at least one aspect of job happiness, which is broadly defined to include job satisfaction, psychological well-being, engagement, autonomy, and meaningfulness. Both empirical research (qualitative, quantitative, and mixed-methods) and conceptual or theoretical articles were deemed eligible. Conversely, studies were excluded if they concentrated exclusively on technical algorithm development, did not address worker-related outcomes, or were located in non-workplace domains such as education or consumer-oriented artificial intelligence. Studies that addressed algorithmic ethics or surveillance in abstract terms, without connecting them to quantifiable or experiential indicators of job satisfaction, were also excluded. The review process unfolded in multiple phases following PRISMA

guidelines. An initial pool of 1,271 studies was identified via the structured search. Following the elimination of 423 duplicates, the residual 848 records were subjected to title and abstract screening by two independent reviewers to verify compliance with the inclusion criteria. Articles that fulfilled the criteria were subsequently subjected to a comprehensive review of their full text. This procedure yielded a curated collection of 103 full-text articles, from which 43 studies were selected for comprehensive analysis. The final sample exhibited a variety of methodological designs, comprising 17 qualitative, 13 quantitative, 5 mixed-methods, and 8 conceptual papers. This diversity was crucial for encompassing the complete spectrum of phenomena and explanatory mechanisms related to algorithmic management and job satisfaction. A structured data extraction template was employed to guarantee uniformity in documenting essential characteristics of each study. The extracted data encompassed the research context (e.g., country, sector, and platform), the characteristics of the algorithmic system analysed (e.g., scheduling, surveillance, performance appraisal), the aspects of job satisfaction explored, and any identified mediators or moderators, including autonomy, fairness, feedback, and transparency. The studies documented various theoretical frameworks, including Self-Determination Theory (Deci and Ryan, 2000), the Job Demands-Resources Model, Procedural Justice Theory (Colquitt, 2001), and sociotechnical perspectives on algorithmic control.

Subsequent to data extraction, a narrative synthesis methodology was utilised to systematically arrange findings across principal thematic dimensions. The identified themes, derived from iterative coding and comparison, encompassed (1) the influence of algorithmic systems on worker autonomy and control, (2) the significance of transparency and procedural justice, (3) the repercussions of continuous monitoring and algorithmic surveillance on emotional well-being, and (4) the impact of algorithmic feedback, fairness, and inclusion mechanisms on job satisfaction. Where relevant, patterns were quantified (e.g., the ratio of studies indicating positive to negative effects), and conceptual connections were established to create a cohesive interpretation. This multi-phase, theory-driven, and meticulously implemented methodology establishes a dependable basis for synthesising existing knowledge, pinpointing deficiencies, and suggesting evidence-based principles for human-centered algorithm design. It guarantees that the review is both descriptive and explanatory, promoting theoretical advancement in the nascent field of algorithmic well-being.

Results and Discussion

This systematic literature review indicates that algorithmic management exerts a complex and frequently contradictory influence on employee well-being. The dynamics of autonomy, transparency, surveillance, fairness, and feedback are pivotal to this impact, influencing job satisfaction based on the design and implementation of algorithmic systems. The subsequent discussion of these findings is organised thematically, utilising both empirical evidence and theoretical frameworks for a comprehensive analysis.

Autonomy and perceived agency

A frequently documented consequence in the examined literature is the diminishment of perceived autonomy resulting from algorithmic management. The mechanised and data-driven characteristics of algorithmic control systems often restrict employees'

autonomy in task execution, consequently compromising psychological well-being. Rosenblat and Stark (2020), in their ethnographic examination of ride-hailing drivers, demonstrate how algorithmic decision-making reduces workers' autonomy regarding task selection and working hours. Möhlmann et al. (2021) utilised a mixed-method design to reveal a statistically significant negative correlation between algorithmic task assignment and perceived job autonomy ($\beta=-0.42$, $p<.01$), which subsequently correlated with diminished job satisfaction. The diminishment of autonomy sharply contradicts the tenets of Self-Determination Theory (Deci and Ryan, 2000), which asserts that autonomy is a crucial psychological necessity for intrinsic motivation and well-being. Nevertheless, the literature also provides opposing evidence that algorithmic systems can be constructed to augment autonomy. Parent-Rocheleau and Parker (2023) conducted qualitative interviews that demonstrated heightened job satisfaction among employees whose platforms included human-in-the-loop features. These systems enabled employees to modify schedules or autonomously choose tasks within established parameters, promoting a sense of empowerment and alleviating occupational stress. The findings indicate that the impact of algorithmic management on autonomy depends on design characteristics that either facilitate or limit user agency.

Clarity, confidence and equity

Transparency in algorithmic decision-making has become a crucial factor influencing worker trust and the perception of procedural justice. A study conducted a large-scale survey and identified significant positive correlations between algorithmic transparency and trust in management ($r=0.63$, $p<.001$) as well as job satisfaction ($r=0.57$, $p<.01$). When employees comprehend the decision-making processes, pertaining to performance evaluations, task allocations, or schedule modifications, they are more inclined to perceive the system as legitimate and trustworthy. In contrast, opaque or "black-box" algorithms frequently create confusion and engender distrust, especially when results seem arbitrary or biased (Binns et al., 2020). In these situations, the absence of explanatory power diminishes perceptions of fairness and induces psychological distress. This discovery corresponds with Organisational Justice Theory, which underscores the significance of procedural transparency in cultivating trust and compliance (Colquitt, 2001). Notwithstanding its significance, attaining authentic algorithmic transparency continues to be difficult. Proprietary algorithms are frequently intricate and unattainable for non-technical users, and companies may hesitate to reveal decision-making processes due to competitive concerns (Riedl, 2022). Nevertheless, promising interventions, such as interactive dashboards, visual analytics, and explanatory feedback loops, have been suggested and evaluated as means to enhance transparency and alleviate the emotional burden of opaque systems (Lee et al., 2021). These tools facilitate worker understanding and promote a greater sense of procedural justice, thereby improving job satisfaction.

Monitoring and psychological well-being

A significant issue in the literature is the impact of algorithm-driven surveillance on increasing emotional distress and psychological discomfort. Ongoing surveillance, typically encompassing real-time observation of keystrokes, GPS coordinates, facial expressions, and productivity indicators, has been associated with heightened instances of stress, anxiety, and burnout (Jabagi et al., 2020; Wood et al., 2019). Choudhury et al.

(2021) presented persuasive longitudinal data demonstrating that employees exposed to high-intensity algorithmic surveillance encountered a 34% rise in perceived stress levels over a six-month duration. The adverse effects of such surveillance are not unavoidable, however. According to Newlands (2022), the presentation and execution of algorithmic monitoring can influence its psychological effects. When monitoring is coupled with constructive feedback and framed as a developmental instrument rather than a punitive measure, employees are more inclined to report favourable experiences, including increased engagement and learning. This discovery indicates that emotional well-being within algorithmic management is significantly influenced by system design and implementation decisions. Characterising surveillance as assistance rather than oversight may contribute to maintaining psychological safety in technology-mediated settings.

Algorithmic feedback and bias

Algorithmic feedback represents a dual-faceted challenge in the realm of job satisfaction. Well-calibrated feedback loops that deliver timely, accurate, and actionable insights can enhance motivation and professional development (Möhlmann et al., 2021). Conversely, when feedback is ambiguous, overly frequent, or regarded as biased, it may result in demotivation, confusion, and a sense of injustice (Lee et al., 2021). The literature emphasises that feedback mechanisms, when based on biased training data, can perpetuate and exacerbate existing workplace inequalities. Parent-Rocheleau and Parker (2023) illustrate multiple occurrences where algorithmic evaluation systems unjustly penalised marginalised groups as a result of historically biased input data. These findings reflect apprehensions articulated in the extensive AI ethics literature, wherein systemic bias in algorithmic systems is acknowledged as a substantial threat to equity and inclusion (Riedl, 2022). In response, scholars recommend fairness audits, bias detection protocols, and the incorporation of diverse training datasets as methods to enhance algorithmic justice. Human oversight in decision-making, particularly in high-stakes situations like hiring or performance evaluation, is advised to guarantee fairness and safeguard the welfare of vulnerable groups.

Conclusion

This study has systematically reviewed and synthesised the latest empirical and conceptual literature regarding the relationship between algorithmic management and job satisfaction, encompassing the period from 2020 to 2024. Utilising the PRISMA framework, 43 pertinent studies were identified and analysed, yielding substantial evidence regarding the impact of algorithmic systems on critical psychological and organisational outcomes associated with employee well-being. The review emphasises that algorithmic management is not a uniform concept; instead, its influence on job satisfaction is influenced by key factors including perceived autonomy, transparency, fairness, trust, surveillance intensity, and feedback design. key finding is that when algorithmic management diminishes employees' autonomy over their tasks and decisions, job satisfaction and psychological well-being significantly deteriorate. In contrast, systems that incorporate human-centered principles, especially those that provide flexibility, elucidate decisions, deliver constructive feedback, and reduce bias, generally improve employee motivation, engagement, and overall satisfaction. These

insights validate the theoretical principles established by Self-Determination Theory, frameworks of organisational justice, and stress-strain models of work design.

The review highlights an ongoing conflict between efficiency and empathy in algorithmic work environments. Although organisations frequently deploy algorithmic systems to enhance productivity and streamline workflows, these benefits may be compromised if the systems diminish trust, induce emotional distress, or perpetuate inequality. Consequently, algorithm design must advance beyond mere technical efficiency to encompass ethical and psychological factors. The proposed CARE framework, Comprehensibility, Autonomy, Responsiveness, and Equity, provides a systematic, interdisciplinary approach for developing algorithms that emphasise employee welfare. This review enhances the literature by providing a unified, evidence-based comprehension of the impact of algorithmic systems on job satisfaction and by delineating specific design principles to alleviate risks and enhance positive results. Nonetheless, constraints persist. Most research is conducted within platform-based gig economies or technologically advanced work environments, which may not be applicable across different sectors or cultural contexts. Subsequent research ought to extend into conventional employment sectors and examine the interplay between algorithmic management and factors such as age, gender, cultural values, and occupational identity. Longitudinal and cross-cultural studies will be particularly beneficial in tracking the progressive impact of algorithms over time. In an age where algorithms increasingly govern the employer-employee dynamic, prioritising human well-being in technological design is not merely ethically justified, it is crucial for enduring organisational efficacy. Integrating well-being as a fundamental metric in algorithmic systems is essential for the future of work.

Acknowledgement

The author would like to express his gratitude to all parties who have provided support, guidance, and contributions during the process of compiling this paper.

Conflict of interest

The authors confirm that there is no conflict of interest involve with any parties in this research study.

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