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ALGORITHMIC MANAGEMENT AND EMPLOYEE MENTAL WELL-BEING ACROSS INSTITUTIONAL CONTEXT: TOWARDS A HUMAN-CENTRIC CONCEPTUAL FRAMEWORK

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Abstract

The phrase "algorithmic management" (AM) denotes the transformation of modern workplaces through the automation of a variety of administrative duties, such as the proper distribution of jobs, performance tracking, scheduling, and assessment of performance, using artificial intelligence and data-driven systems. While the corpse of academic investigation into AM is expanding, the present corpus of investigation offers a fragmented comprehension of the impact of AM on the mental health of employees in a wide range of institutional settings. The mechanisms that underlie these relationships are not well-integrated. Through the implementation of a conceptual systematic literature review of 18 peer-reviewed studies, the objective of such a study is to establish a human-centric conceptual framework. The review includes nine studies that were identified through a structured Scopus database search and nine additional studies that were obtained through backward and forward snowballing. In order to improve the disparity, this is implemented. Based on the Job Demands-Resources (JD-R) Model, Socio-Technical Systems Theory, and Institutional Theory, the review incorporates current knowledge regarding AM, Human-Centered AI Implementation, employee mental-wellbeing, and organizational outcomes. The synthesis infers that the extent of AM's impact on the mental health of employees is contingent upon the institutional frameworks, governance practices, and organizational architecture. Algorithmic systems can mean more efficiency, flexibility and decision-consistency, but also more surveillance, labor intensification, less autonomy and psychological anguish. This paper also investigates Human-Centered AI Implementation, which is characterized by openness, human oversight, employee involvement, and ethical AI governance, to comprehend how enterprises can mitigate these adverse effects and promote positive employee outcomes. The report presents a conceptual framework and four research proposals for future empirical investigation based on the synthesized evidence. The present study enhances the current body of literature on AM by integrating the fragmented material into an exclusive theoretical model. It also offers concrete insights for managers and policymakers whose work is actively involved within the progression of AI-enabled management mechanisms designated as transparent, ethical, and human-centric. This is necessary to improve the mental well-being of employees and achieve sustainable organizational outcomes.

Keywords: *AM, Employee mental well-being, Artificial intelligence, Institutional context, Responsible AI, Human-centered AI*

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Introduction

Artificial intelligence (AI) and data-driven technologies are revolutionizing the design, coordination, supervision, and evaluation of work in modern organizations. Lee et al. (2015), Kellogg et al. (2020), and Möhlmannn et al. (2023) have all identified AM as a substantial advancement in which algorithms either replace or support conventional management responsibilities, including work assignment, scheduling, monitoring, evaluation, and decision-making. Traditional businesses in a diverse sectors, such as logistics, manufacturing, health care, financial services, information technology, and public administration, are increasingly adopting AM, which was initially linked to the freelance economy and digital labor platforms. This has had a substantial effect on the administration of businesses and the interaction between employers and employees (Meijerink & Bondarouk, 2023; Duggan et al., 2020).

A substantial corpus of academic literature has been produced regarding the effects of AM upon human capital because of its rapid expansion. AM provides real-time monitoring and data-driven coordination, which can enhance operational efficiency, adaptability, productivity, and consistency of decisions (Kellogg et al. 2020; Meijerink & Bondarouk, 2023). Nonetheless, there is increasing indication that it can result in adverse consequences, including increased work intensity, reduced autonomy, perceived injustice, emotional exhaustion, technostress, fatigue, and poor mental health (Wood et al., 2019; Cheng et al., 2024; Walkowiak, 2024). These results indicate that the need for a more comprehensive conceptual framework, as the correlation between AM and employee mental well-being is not linear nor universally either favorable or adverse.

The development of AM has been facilitated by review studies that have focused on topics such as human resource information system (HRIS), digital labor governance, algorithmic control, and platform work (Duggan et al., 2020; Kellogg et al., 2020; Meijerink & Bondarouk, 2023). However, there are still three significant deficiencies. Initially, the generalizability of previous evaluations to wider organizational perspectives is restricted due to their tendency to concentrate on gig work or specific industries. Although there is often a focus on the well-being of employees, the psychological mechanisms by which AM impacts mental well-being are seldom integrated into current evaluations. In particular, the role of Human-Centered AI Implementation such as transparency, human oversight, employee participation, explainability and ethical governance has not been systematically conceptualized. Third, current reviews seldom consider the impact of institutional contexts on the implementation and outcomes of AM. Wood et al. (2019), Plate & Hutson (2025), Meijerink & Bondarouk (2023), and others have all contributed to the expanding scope of information that suggests the experiences of employees with AI-enabled management systems are influenced by sectoral characteristics, institutional norms, labor regulations, and organizational governance.

The importance related to institutional structure is specifically apparent within the context of public and private organizations. In general, public organizations operate within a more restrictive regulatory framework that prioritizes procedural fairness, accountability, employment security, and the generation of public value. In contrast, private organizations prioritize efficiency, competitiveness, innovation, and performance. In the end, these institutional differences may have implications for the mental well-being of employees under AM by affecting their perceptions of fairness, organizational support, employee participation, and managerial discretion (Scott, 2014; Meijerink & Bondarouk, 2023). Nevertheless, that appears to be a scarcity for systematic conceptual research on the impact of institutional contexts on the causal connection between AM and employee mental well-being, despite these distinctions.

This study addresses these voids by conducting a conceptual systematic literature review that synthesizes the evidence from 18 peer-reviewed studies. The review comprises nine studies that have been discovered by means of an orderly examination conducted on the Scopus repository as well as nine additional studies that were obtained through backward and forward snowballing. Theoretical foundations for the review include the Job Demands–Resources (JD–R) Model (Bakker & Demerouti, 2017), Socio-Technical Systems Theory (Trist & Bamforth, 1951), and Institutional Theory (Scott, 2014). Taken together, these perspectives form a good basis for understanding the interplay of technological design, organizational resources, and institutional environments that influence the mental well-being of employees under AM. This review synthesizes evidence to propose a human-centric conceptual framework consisting of Human-Centered AI Implementation as a mediating mechanism, institutional contexts as a boundary condition and employee mental well-being as a contributor to sustainable organizational outcomes. Consequently, the subsequent research inquiries are addressed in this review:

RQ1: How does AM influence employee mental well-being across different institutional contexts?

RQ2: How does Human-Centered AI Implementation explain the relationship between AM and employee mental well-being?

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RQ3: How do institutional contexts shape the implementation and outcomes of AM?
RQ4: How does employee mental well-being contribute to organizational outcomes under AM?

This study endeavors to accomplish four objectives in order to resolve these inquiries: (1) to synthesize the current evidence regarding the correlation between AM and employee mental health; (2) to explore the conceptual role of Human-Centered AI Implementation; (3) examine the impact of formal organizational contexts upon its execution and the results of AM; and (4) to develop a human-centric conceptual model for future empirical research.

This investigation makes three contributions. In theory, it is a unified framework that incorporates the Job Demands–Resources Model, Socio-Technical Systems Theory, and Institutional Theory to elucidate the mental well-being of employees under AM. Methodologically, it extends previous narrative and sector-specific reviews by synthesizing evidence from 18 peer-reviewed studies identified through Scopus searching and structured snowballing, thereby providing a transparent conceptual systematic literature review. In practice, the proposed framework can assist managers and policymakers in the development of human-centric, ethical, and transparent AM systems that strike a balance between the technological efficiency of the system and the mental well-being of employees, thereby ensuring sustainable organizational performance.

Literature Review

The implementation of AM (AM) in a diverse array of organizational environments has facilitated the expansion of technical innovations, machine learning, and artificial intelligence (AI). The term "AM" refers to the utilization of algorithms to manage various functions, such as work assignment, performance tracking, employee assessment, task scheduling, and taking decisions (Kellogg et al., 2020). AM, which existed primarily associated with platform-based organizations, has since been integrated into traditional workplaces, including logistics, manufacturing, healthcare, and professional services (Wood, 2021; Nilsson et al., 2025). Data-driven decision-making and enhanced operational efficacy are enabled by this technology. However, a growing corpus of research suggests that the mental health of workers is significantly impacted by the implementation of this technology (Parent-Rocheleau & Parker, 2022; Vignola et al., 2023). Thematic synthesis of the evaluated research identified six interconnected themes that explain the correlation between AM and employee mental well-being.

Algorithmic Surveillance and Monitoring

Algorithmic surveillance is a prevalent aspect of AM. Organizations are increasingly relying on real-time monitoring systems to monitor employee productivity, work tempo, attendance, and behavioral patterns using digital knowledges (Kellogg et al., 2020; Wood, 2021). Even though continuous monitoring enhances operational visibility and performance measurement, empirical evidence suggests that excessive surveillance frequently results in emotional exhaustion, perceived tension, and psychological strain (Mettler, 2024; Nilsson et al., 2025). Employees frequently perceive algorithmic surveillance as an instrument of organizational control when monitoring systems are exclusively based on quantitative performance metrics or lack transparency (Van et al.,2026). Conversely, research indicates that procedural justice and fairness may be improved through the implementation of transparent monitoring systems and constructive managerial feedback (Parent-Rocheleau & Parker, 2022; Nilsson et al., 2025).

Employee Autonomy and Control

This study has repeatedly proven that employee autonomy has been a critical factor for psychological well-being under AM. Algorithmic systems are increasingly making decisions on task allocation, scheduling, workflow sequencing and performance evaluation, thereby reducing employees' regulator over effort progressions (Kellogg et al., 2020; Wood, 2021). Vignola et al. (2023) and Parent-Rocheleau and Parker (2022) have demonstrated that decreased autonomy is associated with decreased intrinsic motivation, increased occupational stress, and decreased job satisfaction. Nevertheless, empirical evidence indicates that organizations that maintain employee autonomy and mitigate adverse psychological consequences are more successful in incorporating worker participation, opportunities for feedback, and human supervision into algorithmic decision-making (Parker & Grote, 2022; Nilsson et al., 2025). The findings from the study emphasize the significance of preserving a balance between the empowerment of employees and the efficacy of technology.

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Workload and Job Demands

AM frequently results in increased job expectations, such as automated scheduling, real-time performance targets, and continuous productivity evaluation (Wood, 2021; Nilsson et al., 2025). Psychological strain, burnout, fatigue, and emotional exhaustion are the consequence of insufficient organizational resources and excessive algorithmic demands, as evidenced by the Job Demands-Resources (JD-R) model (Demerouti et al., 2001; Bakker & Demerouti, 2017) (Parent-Rocheleau & Parker, 2022; Vignola et al., 2023). Nevertheless, organizations that allocate suitable organizational resources, establish reasonable performance standards, and foster supportive leadership are more adept at mitigating these adverse outcomes, emphasizing the necessity of balancing work obligations with available resources (Nilsson et al., 2025).

Transparency, Fairness, and Explainability

Effective algorithm administration is predicated on transparency and explainability. Employees frequently experience feelings of anxiety and distrust when there is a lack of transparency regarding the rationale for algorithmic assessments or a lack of information regarding evaluation standards (Vogel et al., 2021; Kellogg et al., 2020). Nevertheless, algorithmic opacity induces psychological distress and a sense of injustice, which diminishes employees' comprehension of managerial decisions and undermines their trust in organizational procedures (Parent-Rocheleau & Parker, 2022). Conversely, transparent evaluation processes, clear communication channels regarding algorithmic decisions, and comprehensible machines with AI are favorably correlated with employee trust, procedural justice, and acceptance of digital management systems (Nilsson et al., 2025; Vignola et al., 2023). The findings of the research describe that transparency is an essential organizational mechanism that establishes a correlation between employee well-being and AM.

Human Oversight and Human-Centered AI Practices

There is increasing evidence that AM should be employed to supplement, rather than to replace, human managerial discernment (Parent-Rocheleau & Parker, 2022; Cameron, 2024). Nilsson et al. (2025) discovered that processes to challenge algorithmic judgments, human oversight, employee engagement, and managerial choice consistently increase employee trust and reduce negative psychological effects. Additionally, human-centric AI methodologies, including transparency, explainability, worker engagement, ethical governance, and ongoing organizational discourse, have been identified as fostering more sustainable and healthier digital work environments (Vignola et al., 2023). The practices directly affect the wellbeing of employees and the credibility of the firm . It also allows Operational Efficiency.

Employee Mental Well-Being and Organizational Outcomes

The literature review indicates that AM is a direct consequence of employee mental well-being, which is a critical determinant of organizational performance. Monitoring, algorithmic opacity, diminished autonomy, and work intensification can elicit negative sensations, including stress, anxiety, emotional weariness, and reduced job satisfaction (Hajiheydari & Delgosha, 2024; Nilsson et al., 2025). Conversely, establishments that partake implemented AM practices that are transparent, participatory, and human-centered have reported increased levels of psychological well-being, employee engagement, organizational commitment, and psychosocial safety (Kim et al., 2025; Parent-Rocheleau & Parker, 2022). The outcomes indicates that AM has influence on enterprises than psychological individual influences. It has an impact on their efficiency and sustainability.

Research Methodology

This research presents a systematic literature review (SLR) summarizing the current condition of the form in AM as well as a working person mental well-being and develops a human-centered conceptual framework that may be applied in different institutional settings. Systematic literature reviews offer a rigorous, transparent, and reproducible method for the identification of theoretical gaps and future research objectives, as well as the discovery, appraisal, Consolidations of contemporary data (Tranfield et al., 2003). The evaluation was performed formally in conformity alongside the recommended reporting items for Systematic Review and Meta-Analysis (PRISMA 2020) standards to enhance the uniformity of reporting and methodological transparency (Page et al., 2021).

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Search Strategy

Initially, the Scopus database was employed to conduct the literature search, which encompasses a wide variety of peer-reviewed publications within disciplines of business, psychology, and social sciences. The choice of Scopus as the main database for the present study is based on the fact that this database includes a great variety of international high-quality journals and is frequently used in systematic literature reviews in the management area. The search was conducted on 12 May 2026 and included all studies published up to the search date. The Boolean search terms used to search the Title, Abstract and Keywords fields were: ("AM" OR "AI Management" OR "Digital Management" OR "Platform Management" OR "Automated Decision-Making") AND ("Mental Wellbeing" OR "Mental Well-being" OR "Mental Health" OR "Psychological Wellbeing" OR "Emotional Wellbeing").

The preliminary search yielded 28 publications. Records were subsequently filtered by subject area, document type, and language to improve the relevance of the evidence base. The analysis was restricted to subject to peer review journal articles or review papers that were published in English and indexed within the following categories: Business, Management, and Accounting; Social Sciences; Psychology; and Decision Sciences. Following the implementation of these filters, nine studies satisfied the predetermined eligibility criteria.

Furthermore, the cited lists of the papers selected had been carefully reviewed in order to discover further research and their context and location of reference that explicitly addressed the mental well-being of employees and AM. A recognized database was used to further the review through backward citation searching using the snowballing technique. Snowballing is often recommended in systematic reviews to improve coverage and to find relevant studies that are not available by searching databases only (Wohlin, 2014). The final sample of 18 studies selected for conceptual synthesis was formed by the addition of nine additional peer-reviewed journal articles through this procedure.

Study selection

The selection process was conducted in accordance with the four-step flow diagram of PRISMA 2020, which encompasses identification, screening, eligibility, and inclusion (Page et al., 2021).

28 documents were extracted from the Scopus database during the identification phase. After applying filters for subject-area, publication-type and language, nine studies remained for detailed evaluation. Through backward citation searching, nine additional studies were identified as meeting the same eligibility criteria. Titles and abstracts were evaluated for their relevance to AM and the mental health of employees.Then, the potentially relevant papers were carefully assessed at the eligibility stage to determine their relation to review objectives. The final synthesis comprised exclusive studies that satisfied all of the inclusion criteria. In total, 18 peer-reviewed studies were incorporated into the review.The whole process of identification and selection of studies is illustrated in Figure 1, following PRISMA 2020 reporting format .

Data extraction and thematic analysis and quality assessment

18 suitable papers were selected and data was gathered in a rigorous manner utilizing a systematic evidence synthesis methodology to ensure consistency and transparency throughout the evaluation process. For each study, we extracted data on the research context, sector, sample characteristics, methodological approach, dimensions of AM studied, employee well-being outcomes, theoretical basis, methodological quality, and proposition(s) supported. Table 1 summarized the extracted information, providing a detailed review of theoretical contributions, methodological quality and characteristics of the included studies.

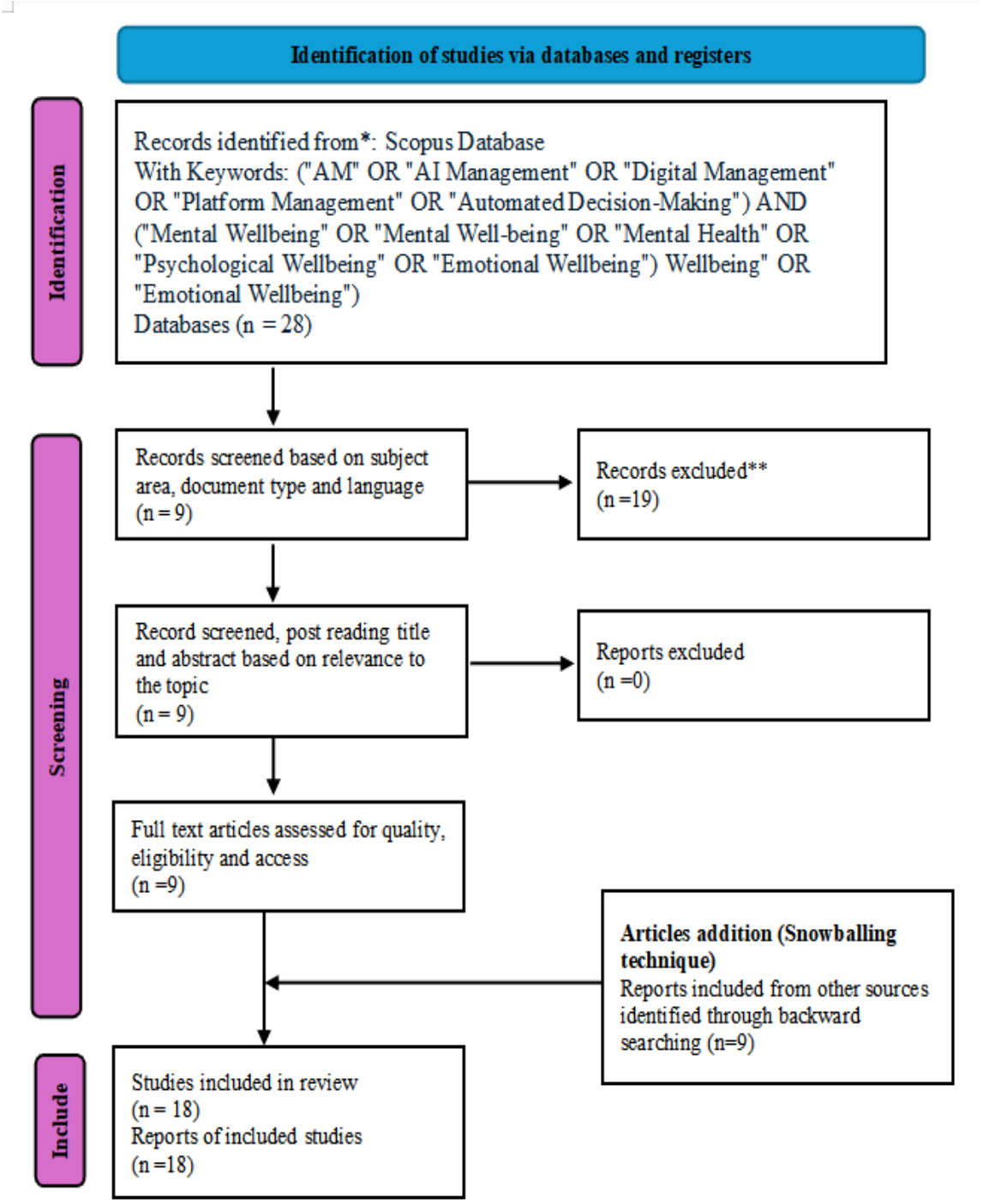
Emerging patterns, similarities, contradictions and research gaps in the reviewed literature were then identified through a thematic analysis. The analysis was performed in three phases by an iterative approach. First, each study was carefully reviewed and then classified based on its main findings with respect to AM and employee mental well-being. Second, related codes of concepts were clustered into broader themes through constant comparison across studies. In conclusion, the Job Demands–Resources (JD–R) Model, Sociotechnical Systems (STS) Theory, and Institutional Theory were employed to interpret the themes. This enabled us to establish a cohesive conceptual framework and derive the study's propositions.

In order to improve the methodological integrity of the evaluation, the standard of the cited research was also evaluated during the data extraction process. While review and conceptual studies were assessed according to the clarity of research objectives, theoretical coherence, methodological transparency, and its connection to the assessment goals, empirical studies were assessed using criteria taken from the Mixed Methods Appraisal Tool (MMAT) Version 2018 (Hong et al., 2018). Rather than eliminating conclusions based on quality, the assessment guided the interpretation and weighting of the evidence during the synthesis. Theoretical integration

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and framework development were predominantly informed by conceptual and review papers, while empirical investigations that were methodologically robust were prioritized.

Thematic synthesis revealed six recurring themes in the literature: (1) algorithmic surveillance and monitoring, (2) employee autonomy and control, (3) workload and job demands, (4) transparency and fairness, (5) human oversight and human-centered AI practices, and (6) employee mental well-being and organizational outcomes. The analytical foundation for the proposed conceptual framework and the four propositions developed in this study was established by these themes.



Source(s): PRISMA Output (2023) and Page et al. (2020)
Figure 1. PRISMA Flow Diagram

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The range of literature followed the PRISMA 2020 recommendations. The first search returned 28 items (Figure 1) that were filtered sequentially by subject area, publication type and language. Backward reference searches yielded an additional nine suitable research. The final sample of 18 publications was subjected to conceptual synthesis.

Inclusion and exclusion criteria

Throughout the consideration process, predetermined inclusion and exclusion conditions existed used to guarantee uniformity, openness, and relevance.

- Studies were included if they:
- Investigated AM, AI-enabled management, digital management, platform management or closely related workplace management practices;
- Investigated the mental health, psychological well-being, emotional well-being, or other psychosocial outcomes of employees at work;
- Were published as systematic review papers or peer-reviewed journals;
- Focus on workplace or organizational environments involving employees or platform laborers; and
- Published in the English vernacular.

Studies were excluded if they:

- Were editorials, book chapters, conference proceedings, dissertations, working papers, or other non-peer-reviewed publications;
- Only looked at the technical, computational or engineering aspects of algorithms; did not look at the implications for organizations or employees;
- Managed artificial intelligence applications not related to workplace management or employee health; or
- The current review's objectives were not adequately addressed.

The final dataset of 18 studies was the result of the application of these criteria, which served as a groundwork for the successive thematic synthesis and conceptual structure development.

Data Analysis

The acquired data was analyzed using thematic synthesis to find recurrent themes, connections, and research gaps in AM and employee mental health. The data were extracted and the findings of the 18 included studies were systematically compared to identifying common patterns and divergent perspectives across different organizational and institutional settings.

The analysis was conducted in three iterative phases. First, we categorized the main findings of each study according to the dimensions of AM studied, employee well-being outcomes, theoretical perspectives, and organizational context. Second, the literature was able to identify recurring relationships and inconsistencies through grouping conceptually similar codes into higher order themes via constant comparison. Third, the identified themes were explained using the Job Demands-Resources (JD-R) Model, Sociotechnical Systems (STS) Theory, and Institutional Theory in order to clarify the mechanisms of how AM affects the mental well-being of employees in different institutional settings.

The synthesis resulted in six main themes: algorithmic surveillance and monitoring; employee autonomy and control; workload and job demand; transparency and fairness; human supervision and human-centric AI practices; and employee mental well-being and organizational implications. The themes were then examined across studies to uncover theoretical gaps, similarities and discrepancies. The analysis also helped to uncover important research gaps, especially around the institutional framework and human-centered AI practices that are vital to estimate employee well-being.

Finally, the collected evidence was synthesized to build the proposed conceptual framework and formulate four research propositions. The study has been oriented toward theoretical synthesis and conceptual elucidation rather than statistical summation of actual results. This approach facilitated a holistic understanding of the relationship between AM, institutional context, human-centred AI practices, employee mental well-being and organisational outcomes.

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Table 1: Analysis of the selected studies

Author	Context	Sector	Sample	Method	AM Dimension	Well-being Outcome	Theory	Quality	Supported Proposition(s)
Nilsson et al. (2025)	Sweden; comparative study of two logistics companies (e-commerce warehouse and food producer)	Private logistics (e-commerce & food distribution)	34 participants (warehouse workers, drivers, managers, coordinators, and OSH representatives)	Comparative qualitative case study using observations and semi-structured interviews	Algorithmic monitoring, performance analytics, automated task allocation, algorithmic surveillance, productivity feedback, algorithmic scheduling, human oversight	Psychological strain, stress, reduced autonomy, work intensification, perceived well-being, occupational health	Sociotechnical Systems (STS) Theory; Pressure–Disorganization–Regulatory Failure (PDR) Model	High (MMAT – Qualitative)	P1, P2, P3, P4

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Cheng et al. (2024)	Taiwan; location-based digital platform workers	Gig economy (ride-hailing, food delivery, chore services)	487 platform workers	Cross-sectional survey; psychometric validation; logistic regression; path analysis	Algorithmic labor control, digital monitoring, performance evaluation, platform supervision, rule enforcement, algorithmic task control	Burnout, poor mental health, psychological distress, increased job demands, reduced job control	Job Demand–Control (Karasek); Effort–Reward Imbalance (Siegrist)	High (MMAT – Quantitative Descriptive)	P1, P3
Useche et al. (2025)	Global (32 studies across Asia, Europe, North America, South America, and Oceania)	Last-mile delivery / Gig economy	32 empirical studies (38,682 workers)	Systematic Literature Review (PRISMA); Narrative synthesis; VOSviewer content analysis	Algorithmic control, time pressure, digital monitoring, incentive-based pay, workload, limited autonomy	Stress, fatigue, burnout, psychological distress, reduced mental well-being, occupational health risks	Primarily Job Demands–Resources (JD-R); Occupational Health framework	High (PRISMA-compliant systematic review with NOS/CASP quality appraisal)	P1, P3, P4

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Yuan et al. (2025)	Global	Workplace organizations	Review of >50 mental health chatbots, including 22 LLM-based chatbots (2019–2024)	Systematic Literature Review	LLM-based mental health chatbots, AI-supported psychological assistance, workplace digital mental health	Employee mental well-being, stress management, emotional support, workplace mental health	Human-centered AI; Digital Mental Health	High (Comprehensive systematic review published in ACM Transactions on Management Information Systems)	P3, P4
Kellogg et al. (2020)	Global	Multiple industries and digital platforms	Interdisciplinary literature review	Integrative Review (Academy of Management Annals)	Algorithmic control (6Rs: Restricting, Recommending, Recording, Rating, Replacing, Rewarding)	Stress, surveillance, loss of autonomy, discrimination, precarity, worker resistance	Labor Process Theory (Edwards, 1979); Algorithmic Control	High	P1, P3, P4
Dedema & Rosenbaum (2024)	Global	Platform-mediated gig economy	132 studies (screened from 515 papers across nine	Systematic Literature Review	Platform governance, algorithmic control, performance management, surveillance, informa	Autonomy, social isolation, worker empowerment, trust, fairness, transp	Socio-Technical Systems Theory, Social Informatics	High	P1, P2, P3, P4

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			data bases)		tion asymmetry, power asymmetry, ethical design	arency, privacy, worker well-being			
Garofalo (2025)	United States	Digital mental health / Platform therapy	50 mental health providers across 23 therapy platforms	Qualitative interviews, group discussions, and time diaries	Algorithmic matching, algorithmic scheduling, surveillance, performance metrics, dynamic compensation, platformization, datafication	Burnout, loss of autonomy, work intensification, ethical concerns, reduced professional control, work–life imbalance	Platformization, Labor Process Theory, Socio-Technical Perspective	High	P1, P3, P4
Gandini (2019)	Global Gig Economy	Digital platforms (Uber, Deliveroo, Upwork, Mechanical	Conceptual (supported by empirical illustrations from prior	Theoretical/ Conceptual Analysis	Platform-based managerial control, algorithmic monitoring, feedback systems, ratings, digital surveillance,	Reduced autonomy, intensified emotional labour, techno-normative control, increased	Labour Process Theory (LPT)	High	P1, P3, P4

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		Turk)	studies)		algorithmic work allocation	work pressure			
Walkowiak (2024)	Australia, USA & Canada	Multiple industries (IT, Banking, Finance, Academia, Social Enterprise, Disability Services)	16 neurodiversity experts	Qualitative phenomenological study; semi-structured interviews	AI-enabled recruitment, digital performance evaluation, algorithmic screening, digital monitoring, assistive technologies, digital HRM	Mental well-being, anxiety reduction, inclusive supervision, psychological safety, workplace inclusion	Diversity & Inclusion (D&I), Digital HRM, Algorithmic Bias, Socio-technical perspective	High	P1, P2, P3, P4
Kadolkar et al. (2025)	Global	Gig economy / Online platforms	465 publications	Systematic Literature Review with NLP-based Structural Topic Modeling (STM	Algorithmic control, monitoring, pricing strategies, surveillance, algorithmic matching, evaluati	Mental well-being, emotional exhaustion, anxiety, helplessness, sleep deprivation, occup	IPO Framework; Organizational Behavior; Strategic HR	Very High	P1, P2, P3, P4

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				) and Input – Process– Output (IPO) framework	on, sanctions, performance management	ational health	M; AM		
Möhlmannnet al. (2023)	United Kingdom (Uber, London)	Gig economy / Ride-hailing	46 interviews (25 Uber drivers, 15 observations, 3 executives, 3 customers) + >1,000 Facebook posts + company documents	Qualitative Single Case Study; Grounded Theory	Algorithmic monitoring, algorithmic opacity, transparency, surveillance, performance evaluation, algorithmic control	Work environment tensions, frustration, confusion, job satisfaction, loyalty, behavioral responses	Weick's Enactment Theory (Algorithm Sensemaking)	Very High	P1, P3, P4

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Jin et al. (2025)	Global	Mental healthcare, digital health, clinical and counseling settings	95 studies (selected from 4,859 records)	Scoping Review (PRISMA-ScR)	Large Language Models (LLMs), AI-assisted diagnosis, clinical decision support, AI counseling, chatbot-based interventions, mental health education	Mental disorder detection, clinical intervention, counseling support, suicide risk prediction, improved mental health access	Digital Mental Health; Human-Centered AI; Clinical AI	Very High	P3, P4
Baiocco et al. (2022)	Global	Digital labour platforms and regular workplaces	Conceptual report based on extensive empirical and policy literature	Conceptual Framework / Policy Review	Algorithmic planning, staffing, work allocation, monitoring, evaluation, discipline, data-driven coordination, automation	Job quality, work intensity, skills and discretion, social environment, working conditions, worker control	Socio-Technical Systems Perspective; Fayol's Management Functions; Digital Labour Theory	Very High	P1, P2, P3, P4

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Le Lay & Lemozy (2023)	France	Platform cooperative (bike delivery)	24 employees; qualitative investigation with 7 courier participants	Qualitative case study using Psychodynamics of Work; six focus-group sessions, participant discussions, interpretive analysis	AM vs. cooperative governance; transparency; worker autonomy; participatory decision-making; human oversight; algorithm-assisted dispatching	Mental health, psychological wellbeing, recognition, cooperation, reduced burnout, improved subjective wellbeing, work engagement	Psychodynamics of Work Theory (Dejours); Platform Cooperativism; Living Work	High	P1, P2, P3, P4
Liu & Fan (2026)	China	Gig Economy (Food delivery & Ride-hailing platforms)	385 gig workers	Quantitative survey; Hierarchical Regression; Bootstrap Moderated Mediation Analysis	Perceived algorithmic control; algorithmic monitoring; task allocation; performance evaluation; behavioral constraints; algorithmic guidance	Negative emotions, anxiety, burnout, emotional exhaustion, psychological sustainability	Cognitive Appraisal Theory of Emotion; Locus of Control Theory	Very High	P1, P2, P3, P4

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Shabu et al. (2025)	Global (2017–2024 literature)	Gig Economy / Platform Work	84 full-text studies (59 qualitative synthesis; 50 bibliometric analysis)	Systematic Literature Review + Bibliometric Analysis (PRISMA, Bibliometrix, TCCM Framework)	AM, algorithmic control, platform governance, digital platforms, worker autonomy, platform capitalism, AI-enabled work systems	Worker wellbeing, mental health, burnout, job strain, vulnerability, job security, psychological wellbeing, occupational safety	TCCM Framework; AM Theory; Human Capital Theory; Institutional Theory; Platform Capitalism	High	P1, P2, P3, P4
Plate & Hutson (2025)	United States	Education, Knowledge Work, Logistics, Creative Industries, Professional Services	Conceptual article supported by legal doctrine, empirical literature, and multiple sectoral case studies	Normative Legal Analysis + Conceptual Framework + Evidence Synthesis + Case Illustration	AM, AI-mediated work, workplace surveillance, electronic performance monitoring, process disclosure mandates, algorithmic governance, AI transparency	Stress, burnout, reduced autonomy, lower trust, diminished perceived control, reduced job satisfaction, lower organizational commitment, dignity, meani	Labor Process Theory, Workers' Rights Framework, Professional Autonomy, Privacy Law, NLRA, AI Gov	High (Conceptual Paper)	P1, P2, P3, P4

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						ngful work	erna nce		
Wood et al. (2019)	Sout heast Asia (Phili ppine s, Mala ysia, Vietn am) & Sub-Sahar an Afric a (Ken ya, Niger ia, Sout h Afric a)	Glo bal Gig Eco no my / Onl ine Lab our Plat for ms	107 sem i-stru ctur ed inter vie ws + 679 surv ey resp ond ents	Mixe d Meth ods (Quali tative Interv iews + Cross - sectio nal Surve y)	AM, platfor m rating systems , reputati on algorith ms, digital monitor ing, algorith mic ranking, worker surveill ance, marketp lace control	Auton omy, flexibi lity, social isolati on, work intensi ty, sleep depriv ation, exhau stion, job qualit y, psych ologic al wellbe ing	Lab our Proc ess The ory, Job Qua lity Fra me wor k, Mar ketp lace Bar gain ing Pow er The ory (Kal lebe rg, Silv er), Alg orith mic Con trol	Very High	P1, P2, P4 (Strong); P3 (Limited)

Theoretical Framework and Propositions

The systematic review suggests that the mental health of employees is not a phenomenon that can be understood from a single theoretical perspective. AM is interwoven with broader institutional frameworks that influence organizational practices and modifies the substance of work, such as the interaction between workers and technology. The Job Demands–Resources (JD–R) Model (Demerouti et al., 2001; Bakker & Demerouti, 2017), Sociotechnical Systems (STS) Theory (Trist & Bamforth, 1951), and Institutional Theory (DiMaggio & Powell,

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1983; Scott, 2014) are employed in this study to elucidate these intricate relationships. Subsequently, these complementary methodologies are implemented as a theoretical framework to illuminate the manner in which AM influences the mental well-being of employees in a variety of organizational contexts.

The JD – R Model accounts for how AM generates work needs and job resources. Cognitive and psychological demands for employees are increased by continuous monitoring, computerized performance evaluation, algorithmic scheduling and data-driven productivity targets (Demerouti et al., 2001; Bakker & Demerouti, 2017). Employees are susceptible to emotional exhaustion, tension, and a decline in mental well-being when these expectations surpass the capacity of organizational resources, including transparent communication, employee autonomy, and managerial support. However, firms can mitigate the adverse effects of AM while improving employee resilience by providing suitable job resources (Parent-Rocheleau & Parker, 2022).

The concurrent optimization of the technological and social systems is also a factor in the success of an organization, as according to STS Theory (Trist & Bamforth, 1951). The technological subsystem is represented by AM, and the social subsystem consists of employees, managers, organizational culture and leadership. The literature has consistently demonstrated that organizations that adopt human-centered AI practices such as transparency, employee participation, explainability and managerial oversight experience better employee well-being outcomes than organizations that rely solely on automated managerial control (Kellogg et al., 2020; Nilsson et al., 2025). The results show its influence of AM isn't just determined by the technology as such, and additionally by the manner whereby this incorporates into organizational practices.

Institutional theory also accounts for the divergent outcomes of organizations that adopt similar algorithmic technologies. Societal expectation, professional norms and regulatory requirements shape organizational practices that govern and implement AM systems (DiMaggio & Powell, 1983; Scott, 2014). Companies that are subject to significant regulatory institutional pressures are more likely to have AI governance mechanisms that are transparent and ethical. In contrast, organizations that are confronted with substantial competitive pressures may prioritize operational efficiency over employee welfare. Subsequently, the psychological experience of employees is contingent upon the institutional context during the implementation of AM.

The convergence of these three theoretical perspectives demonstrates that AM should not be conceptualized as positive or negative. Instead, its influence hinges on the interplay of institutional governance, technology efficiency, and organizational support. The conceptual framework provided here is derived from six reoccurring themes in the systematic review: algorithmic monitoring, employee autonomy, workload and job demand, transparency and fairness, human supervision, and employee mental well-being. From this synthesis, four research propositions are formulated.

Proposition 1 (P1): AM significantly influences employee mental well-being.

AM is reshaping work by substituting or extending traditional management functions with AI-powered algorithms that track employee behavior, allocate tasks, appraise performance, and assist in decision-making. Certainly, such systems may improve operational efficiency, consistency and productivity, but may simultaneously increase job demands by reducing autonomy, increasing pressure to perform and the perception of being under constant surveillance. Stress, emotional exhaustion, and fatigue are the consequences of demanding employment and inadequate organizational capacity, as per the Job Demands–Resources (JD–R) Theory (Demerouti et al., 2001; Bakker & Demerouti, 2017). In turn, these conditions degrade the mental well-being of employees. However, AM can also promote employee well-being, e.g. by reducing mundane chores, improving the quality of decisions and offering adequate organizational support. Thus, the overall impact of AM is contingent upon the capacity of organizations to achieve a balance between employee needs and technological efficiency (Kellogg et al., 2020; Parent-Rocheleau & Parker, 2022).

P1: AM significantly influences employee mental well-being, with its effects depending on the balance between algorithmic job demands and organizational resources.

Proposition 2 (P2): Institutional context moderates the relationship between AM and employee mental well-being.

We have discovered that an association between AM and employee mental well-being is mediated by institutional and organizational contexts. The model, governance, and deployment of algorithmic systems are influenced by social expectations, professional norms, industry characteristics, and regulatory frameworks, according to Institutional Theory (Scott, 2014; DiMaggio & Powell, 1983). The main aim of the private sector organisations may be performance efficiency, innovation and adaptability. Public sector firms are typically more highly regulated, more accountable and have more employee protection. Therefore, the institutional setting where workers work may influence their experience of AM. Ethical regulations, supportive governance structures and transparent organizational policies can help to reduce the negative psychological consequences

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of AM. Poor governance, contrary, it can create stress and a feeling of unfairness among employees. Because of this, the institutional context is a critical condition for the link between AM and the mental well-being of employees. Therefore:

P2: Institutional context moderates the relationship between AM and employee mental well-being, such that supportive institutional environments reduce the adverse psychological effects of AM.

Proposition 3 (P3): Human-centered AI practices mediate the relationship between AM and employee mental well-being.

AM impacts the mental well-being of employees through the implementation of human-centric AI-based organizational mechanisms. According to the Sociotechnical Systems (STS) Theory (Trist & Bamforth, 1951), technology systems are intended to satisfy human requirements and organizational values in order to achieve effective organizational results. Transparency, explainability, employee involvement, human oversight, ethical AI practices, AI literacy and accountability are associated with higher employee trust and lower uncertainty of automated decisions as part of algorithmic systems. Such activities are crucial in constructing the notion of AM as a benevolent rather than a controlling force that can increase mental well-being and mitigate psychological discomfort (Benlian et al., 2022; Meijerink & Bondarouk, 2023). In this way, human-centered AI practices reframe technology as an organizational resource, rather than a source of employment pressures, and elucidates how AM affects employees' mental health. Consequently:

P3: Human-centered AI practices including transparency, explainability, employee participation, and managerial oversight mediates the relationship between AM and employee mental well-being.

Proposition 4 (P4): Employee mental well-being significantly influences organizational outcomes.

The mental well-being of employees has a significant impact on organizational efficacy and sustainable performance. Increased levels of engagement, organizational commitment, productivity, innovation, and positive workplace activities have been associated with workforce who demonstrate increased psychological and emotional well-being. Poor mental health, however, has an impact on absenteeism, motivation, performance and the effectiveness of the organization. According to the Job Demands–Resources (JD–R) Theory (Bakker & Demerouti, 2017), employees who have an adequate number of psychological resources are more likely to maintain their motivation and perform well when faced with workplace demands. Consequently, organizations that implement human-centered AI practices and responsible AM to effectively advance employee mental well-being are better suited to achieve favorable organizational outputs, including enhanced productivity, organizational commitment, employee engagement, and long-term organizational survival. Therefore:

P4: Employee mental well-being significantly influences organizational outcomes.

The proposed conceptual framework identifies AM as the main organizational mechanism that impacts the mental well-being of the employees. The systematic review and the integrated theoretical perspectives support this conclusion. The relationship is shaped by the moderating role of the institutional context reinforced through human-centered AI practices that are centered on transparency, explainability, employee participation and managerial oversight. Consequently, improved employee mental well-being has a positive impact on favorable organizational outcomes, including enhanced engagement, organizational commitment, psychosocial safety, and sustainable organizational performance. Consequently, the framework provides a comprehensive explanation of the manner in which the repercussions of AM are jointly influenced by technological, organizational, and institutional factors.

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Proposed Conceptual Framework

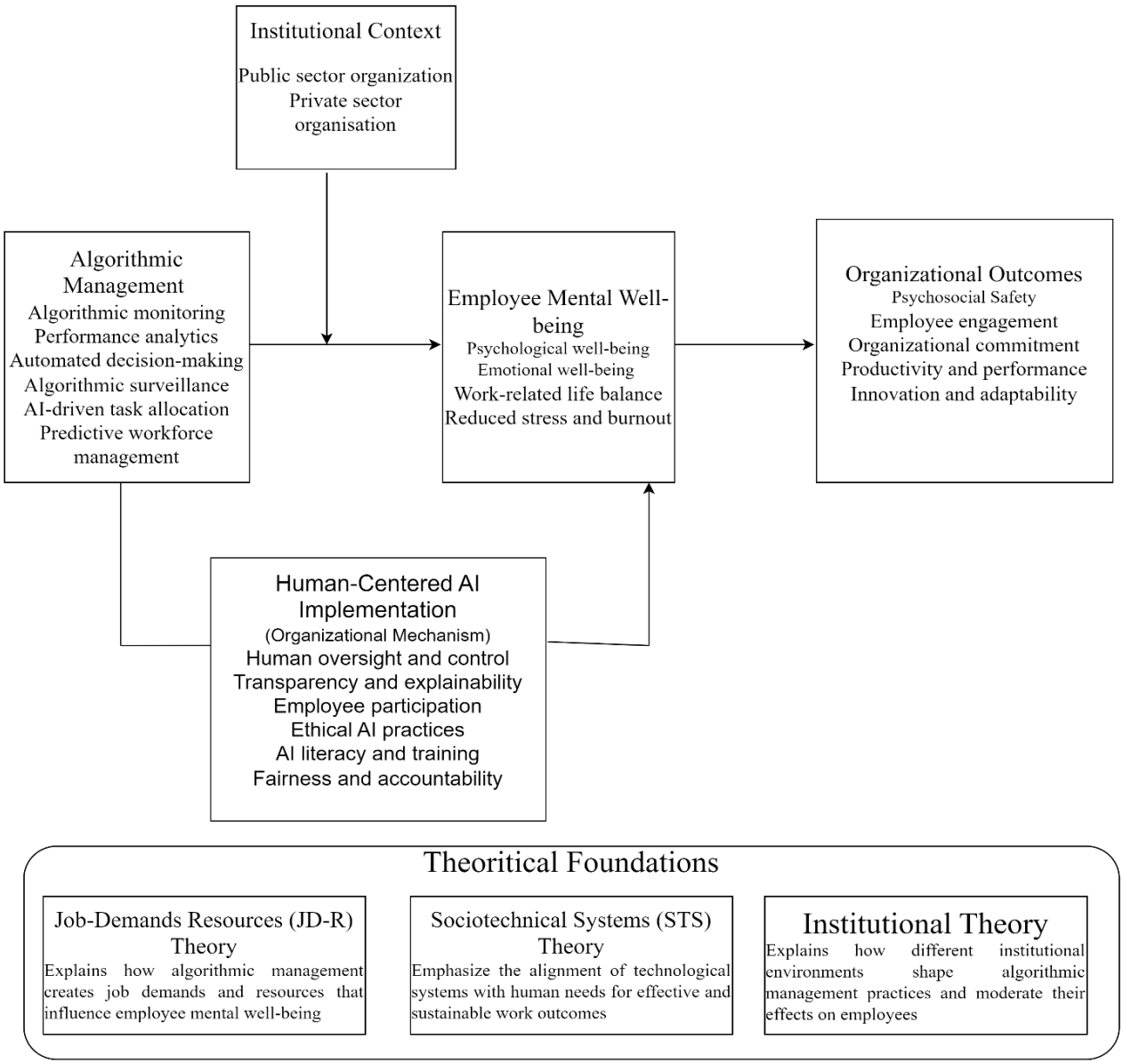


Figure 2 Proposed conceptual framework
Image courtesy: Draw.io
Source: Authors' elaboration

Figure 2 presents the proposed conceptual framework of the project. According to the theory, AM directly influences the mental health of employees. This link is not homogeneous across institutional contexts (public vs private companies). It is argued that a human-centered AI implementation can act as an organizational mechanism connecting AM and employee mental wellbeing, thereby enhancing overall organizational effectiveness and ensuring psychosocial safety. Employees' mental well-being significantly affects the organizational results. The paradigm uses the JD-R Model, Sociotechnical Systems Theory and Institutional Theory to comprehensively explain employee well-being under AM.

Discussion and Implications

Discussion

The systematic evaluation of the published work has two primary objectives: to synthesize the existing corpus of findings on AM and the mental well-being of employees, as well as build a comprehensive theoretical foundation are better suited to Job Demands–Resources (JD–R) Theory, Sociotechnical Systems (STS) Theory,

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and Institutional Theory (Demerouti et al., 2001; Trist & Bamforth, 1951; DiMaggio & Powell, 1983). According to the review, AM affects functions by using continuous monitoring, automated performance assessment, algorithmic decision making and job allocation, and this brings opportunities and difficulties to employees (Kellogg et al., 2020; Benlian et al., 2022). Such technologies can boost operational efficiency and decision consistency (Bakker and Demerouti, 2017; Parent-Rocheleau and Parker, 2022; Meijerink and Bondarouk, 2023). But they also increase job demands, reduce autonomy for employees and increase stress, burnout and psychological strain if used without adequate organizational support. According to these results, AM's effects are mediated by the design and regulation of algorithmic systems and technological capabilities.

The proposed conceptual framework adds to the relevant literature by showing that human-centered AI practices (e.g. transparency, explainability, employee participation, human oversight) are the organizational mechanism that mitigates the adverse psychological consequences of AM (Benlian et al., 2022; Meijerink & Bondarouk, 2023). Moreover, the institutional context, which includes regulatory, organizational, and governance structures, influences the efficacy of these relationships (Scott, 2014; DiMaggio & Powell, 1983). This investigation expands upon prior research by incorporating the technological, organizational, and institutional perspectives, thereby enabling a thorough comprehension of the impact of AM on the mental health of employees and the performance of organizations.

As a result, the four research propositions establish a conceptually sound agenda to support further empirical studies as well as promote the development of AM practices that are more ethical, human-centered, and sustainable (Kellogg et al., 2020; Parent-Rocheleau & Parker, 2022).

Theoretical Implication

The current study contributes a number of substantial conceptual and formal developments within the published work on employee mental well-being and AM. We incorporate the Job Demands-Resources (JD-R) Theory, the Sociotechnical Systems (STS) Theory, and the Institutional Theory into a single conceptual framework, thereby contributing to the current body of literature. In the past, AM has been predominantly investigated in the context of isolated technological, organizational, or psychological factors (Kellogg et al., 2020; Benlian et al., 2022). By employing these complementary theoretical lenses (Demerouti et al., 2001; Bakker & Demerouti, 2017; DiMaggio & Powell, 1983), our investigation enables a more thorough elucidation of the impact of AM on the mental health of employees.

Secondly, this review identifies human-centered AI practices as the primary organizational mechanism that integrates AM with employee mental well-being, thereby adding to the increasing collection of published works on AI that is human-centered and responsible. It also positions institutional context as a boundary condition that influences these relationships. The theoretically grounded agenda for future empirical studies across various industries and institutional settings is provided by the proposed research propositions. As a consequence, this investigate donates towards expanding address on ethical AM by redirecting the focus from technology-centric efficiency to a more comprehensive understanding that includes sustainable organizational performance, organizational governance, and employee well-being (Parent-Rocheleau & Parker, 2022; Meijerink & Bondarouk, 2023; Scott, 2014).

Practical and policy implications

Enterprises, human resource professionals, policymakers, and technology developers are all significantly affected by the results of this analysis. As AM systems become more prevalent in organizations, the tension between technological efficacy and ethics and well-being is becoming more apparent. To mitigate employee tension and improve confidence in algorithmic decision-making, we recommend that organizations implement human-centric AI practices (Kellogg et al., 2020; Parent-Rocheleau & Parker, 2022), which encompass transparency, explainability, employee engagement, and human oversight. To this end, we develop a conceptual framework. HR managers can improve algorithmic decision systems by undertaking routine employee well-being assessments, ensuring clear communication, providing mental health assistance, and allowing employees to challenge or appeal algorithmic judgments. Improved sustainable performance, employee engagement, psychosocial safety, and organizational commitment may result from the implementation of such methods (Bakker & Demerouti, 2017; Meijerink & Bondarouk, 2023).

The assessment highlights the importance of good governance systems for enabling responsible AM from a policy perspective. Policymakers and regulatory agencies must develop standards for transparency, fairness, accountability, data privacy, and human oversight of algorithms to protect employees from discriminatory algorithmic practices and over-surveillance (Benlian et al., 2022; DiMaggio & Powell, 1983). Organizations

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also need to develop internal AI governance policies that include ethical risk assessments, audits of their algorithmic systems, consultation with their employees, and compliance with new AI regulations. Integrating technology innovation with responsible governance and employee well-being can enable organizations to foster more resilient, trustworthy, and human-centric workplaces that are able to promote long-term organizational resilience and responsible digital transformation (Scott, 2014).

Limitations and Future Research

This paper has many contributions, but also has significant constraints that open opportunities for future inquiry. The conceptual framework put up here is a product of a rigorous synthesis of the current research and has not been empirically confirmed yet. Future research are recommended to use quantitative, qualitative, or hybrid methods to explore the postulated relationships in different institutional and organizational contexts. Secondly, although this review concentrates on the Job Demands–Resources (JD–R) Theory, Sociotechnical Systems (STS) Theory, and Institutional Theory, other theoretical perspectives, including Conservation of Resources (COR) Theory, Self-Determination Theory (SDT), and Social Exchange Theory (SET), may offer supplementary insights into the employees' psychological reactions to AM (Demerouti et al., 2001; Bakker & Demerouti, 2017; DiMaggio & Powell, 1983).Third, the review is limited to research pulled from only one bibliographic database. We might have missed relevant papers that were indexed in other databases or were grey literature.

Future research should test the proposed framework empirically by studying the mediating effect of human-centric AI approaches and the moderating effect of the institutional context in different industries, countries, and organizational settings. Comparative studies across public and private sector businesses and cross-national studies will provide to a better understanding of how organizational governance and regulatory environment impact employee experience of AM. This is because longitudinal research is indispensable for studying the long-term consequences of AM on the psychological well-being, psychosocial safety, and organizational performance of employees. In addition, future research should explore innovative challenges in human resource management, such as generative AI, explainable AI, algorithmic fairness, AI governance, and responsible AI (Kellogg et al., 2020; Benlian et al., 2022; Meijerink & Bondarouk, 2023; Parent-Rocheleau & Parker, 2022). This will foster the creation of more ethical, transparent, and human-centric work environments.

Conclusion

To understand the impact of AM on the psychological well-being of employees in a variety of organizational contexts, It is imperative to implement an systematic an examination of the current body of literature on AM and employee mental health and to develop a comprehensive conceptual model. Organizational practices and institutional contexts also influence the implications of AM, which are Other than merely based on its technological efficacy, including the Job Demands-Resources (JD-R) Theory, Sociotechnical Systems (STS) Theory, and Institutional Theory (Demerouti et al., 2001; Trist & Bamforth, 1951; DiMaggio & Powell, 1983). This is demonstrated in the review. This proposed paradigm acknowledges human-centric AI approaches as the organizational paradigm to relieve the harmful psychological effects of algorithmic governance. The institutional context is an important boundary condition for these relationships.

This study extends the scope of sustainable organizational performance, governance, and employee well-being beyond the technology-centric perspective to a more comprehensive perspective, thereby contributing to the expanding body of literature on responsible AM (Kellogg et al., 2020; Benlian et al., 2022). The four hypotheses establish a theoretical foundation for additional empirical research in a diverse array of sectors and institutional environments. This comprehensive review offers a comprehensive perspective to researchers, practitioners, and policymakers who are interested in the formulation and implementation of AM systems that are human-centric, responsible, and transparent. This strategy is designed to ensure the mental wellness of personnel and the long-term viability of organizations (Parent-Rocheleau & Parker, 2022; Meijerink & Bondarouk, 2023).

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