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Technostress and Personnel Flourishing: A Longitudinal Study on the Impact of AI-Driven Monitoring on Psychological Well-being

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ABSTRACT

The rapid integration of artificial intelligence (AI)–driven monitoring systems in contemporary workplaces has transformed performance management practices and intensified digital supervision. While such systems promise efficiency and data-driven decision-making, concerns have emerged regarding their psychological consequences. Technostress theory suggests that continuous technological exposure may generate strain, yet limited longitudinal evidence exists on how AI-based monitoring influences personnel flourishing over time. This study aims to examine the dynamic relationship between AI-driven monitoring intensity, technostress dimensions, and psychological well-being using a longitudinal framework. A three-wave panel design was implemented with full-time employees working in organizations utilizing AI-based performance analytics. Data were collected at four-month intervals and analyzed using cross-lagged structural equation modeling to assess causal pathways and moderating effects. Measures included monitoring intensity, technostress dimensions, flourishing indicators, perceived organizational support, and digital literacy. Results indicate that AI-driven monitoring significantly predicts increased technostress, particularly techno-invasion and techno-overload, which subsequently reduce personnel flourishing across time. Technostress mediates the relationship between monitoring and well-being, while organizational support buffers negative effects. Partial adaptation was observed but did not fully restore flourishing levels. The findings underscore the importance of human-centered AI governance to sustain psychological well-being in digitally monitored workplaces.

KEYWORDS

AI-Driven Monitoring, Longitudinal Study, Psychological Well-being, Personnel Flourishing, Technostress.

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INTRODUCTION

Digital transformation has fundamentally reshaped contemporary organizational environments through the integration of artificial intelligence, algorithmic management systems, and real-time monitoring technologies. AI-driven monitoring tools are increasingly deployed to track productivity, analyze performance metrics, predict behavioral patterns, and optimize workflow efficiency (Di Stefano dkk., 2025). Expansion of such systems has accelerated in remote and hybrid work arrangements, where digital oversight substitutes for physical supervision (Mirispelakotuwa dkk., 2026).

Intensified data collection and behavioral analytics have introduced new psychological dynamics within workplaces, raising critical concerns regarding employee autonomy, privacy, and emotional sustainability.

Technostress theory conceptualizes the strain experienced by individuals when adapting to rapidly evolving technological environments (Malviya dkk., 2026). Prior research identifies dimensions such as techno-overload, techno-invasion, techno-complexity, techno-insecurity, and techno-uncertainty as contributors to stress responses (Koç & Hynes, 2026). Integration of AI-based monitoring intensifies these dimensions by creating constant evaluative pressure, algorithmic transparency deficits, and perceived loss of control (Argyriadi dkk., 2025). Psychological well-being frameworks emphasize flourishing as a multidimensional construct encompassing emotional vitality, purpose, engagement, competence, and positive relationships (Siddiqi dkk., 2025). Tension between performance surveillance and human flourishing has emerged as a critical issue in organizational psychology.

Workplace flourishing is increasingly recognized as a predictor of productivity, creativity, organizational commitment, and long-term sustainability (Sınmaz dkk., 2025). Positive psychology perspectives suggest that technological systems may either undermine or enhance well-being depending on their design and implementation (Rikala dkk., 2025). AI-driven monitoring introduces an ambiguous dynamic, offering potential benefits such as clarity, feedback, and efficiency while simultaneously generating stress, anxiety, and role ambiguity (Bastida dkk., 2025). Complex interaction between technological intensity and psychological adaptation necessitates empirical examination grounded in longitudinal evidence rather than cross-sectional inference.

Escalating deployment of AI-driven monitoring systems has generated uncertainty regarding their long-term psychological impact on employees (Rašticová dkk., 2025). Organizations frequently prioritize productivity metrics without systematically evaluating cumulative stress responses associated with continuous digital surveillance (Arvai dkk., 2025). Persistent exposure to algorithmic evaluation may contribute to emotional exhaustion, decreased intrinsic motivation, and diminished sense of autonomy (Rüzgar, 2025). Absence of longitudinal evidence limits understanding of how technostress evolves over time within AI-mediated work environments.

Existing studies often rely on cross-sectional designs that capture short-term perceptions rather than developmental trajectories of well-being (Wells dkk., 2026). Snapshot data fail to distinguish between initial adaptation stress and sustained psychological deterioration or recovery (X. Wang & Beh, 2025a). AI-driven monitoring may initially elevate stress levels due to novelty and perceived threat, yet long-term patterns remain unclear. Determining whether employees adapt, disengage, or experience progressive strain represents a central research challenge.

Flourishing as a comprehensive indicator of psychological well-being remains underexplored in relation to algorithmic monitoring (Keshavarz dkk., 2025). Prior research frequently measures burnout, anxiety, or job satisfaction independently without integrating broader well-being constructs (Muhamad dkk., 2025). Lack of integrative analysis obscures potential compensatory mechanisms, such as enhanced feedback leading to increased competence. Clarification of the dynamic interplay between technostress and flourishing requires systematic, time-sensitive investigation.

This study aims to examine the longitudinal relationship between AI-driven monitoring intensity and personnel flourishing within organizational settings (Bail dkk., 2025). Primary objective involves assessing how technostress dimensions change over time in environments characterized by algorithmic supervision (Pothuganti dkk., 2025). Measurement of flourishing across multiple time points seeks to identify patterns of psychological adaptation, resilience, or decline.

Secondary objective focuses on modeling causal pathways between specific technostress components and dimensions of flourishing, including emotional well-being, engagement, autonomy, and relational connectedness (Bayraktar dkk., 2025). Structural equation modeling will be employed to determine direct and indirect effects across temporal waves (X. Wang & Beh,

2025b). Identification of mediating or moderating variables such as perceived organizational support or digital literacy constitutes an additional analytical goal.

Another objective involves evaluating whether AI-driven monitoring exerts differential effects across demographic and occupational groups (Singh dkk., 2026). Variability in age, role complexity, job security, and prior technological experience may influence stress responses and flourishing trajectories (Chen dkk., 2025). Findings are expected to provide evidence-based insights for designing ethically responsible and psychologically sustainable AI monitoring systems.

Literature on technostress has predominantly focused on generalized information technology adoption rather than algorithmic monitoring environments (Q. Wang & Yao, 2025). Many investigations conceptualize technology as a tool rather than as an active evaluative agent shaping performance outcomes (Rani dkk., 2026). AI-driven monitoring introduces predictive analytics and automated feedback loops that fundamentally alter employee experience. Absence of targeted longitudinal research on this phenomenon constitutes a significant empirical gap.

Research on flourishing has expanded within positive organizational scholarship, yet integration with technostress frameworks remains limited (Kotek & Vranjes, 2025). Studies frequently examine either stress reduction or well-being enhancement independently, overlooking potential bidirectional interactions (Eriksson dkk., 2025). Insufficient theoretical synthesis between negative and positive psychological constructs restricts comprehensive understanding of digital workplace dynamics.

Methodological limitations further constrain existing knowledge. Cross-sectional surveys dominate empirical designs, limiting inference about causality and temporal progression (Booker dkk., 2025). Few studies employ longitudinal panel data capable of detecting cumulative or adaptive effects of continuous digital surveillance (Elfouly & Alouani, 2025). Lack of multi-wave analysis hinders identification of nonlinear patterns or delayed psychological consequences.

Novelty of this research lies in its longitudinal design examining the evolving relationship between AI-driven monitoring and personnel flourishing over multiple time points (Farsadaki & Griffy-Brown, 2026a). Integration of technostress theory with flourishing theory provides a dual-framework approach bridging negative strain and positive well-being constructs (Farsadaki & Griffy-Brown, 2026b). Simultaneous analysis of stressors and flourishing dimensions advances conceptual depth beyond unidimensional assessments of workplace satisfaction or burnout.

Methodological contribution emerges from application of multi-wave structural equation modeling to evaluate dynamic causal pathways (Efthymiou dkk., 2025). Longitudinal modeling enables distinction between short-term adaptation effects and sustained psychological impact (Al Fraidan, 2025). Examination of mediating and moderating mechanisms enhances theoretical precision and empirical rigor.

Justification for this study derives from accelerating adoption of AI-powered workplace analytics and increasing reliance on digital performance evaluation systems. Organizational leaders require evidence-based guidance to balance productivity optimization with employee well-being preservation. Findings will inform ethical AI governance, human-centered technology design, and sustainable organizational practices. Comprehensive analysis of technostress and flourishing contributes to broader discourse on digital transformation and psychological sustainability in the modern workforce.

RESEARCH METHODOLOGY

This study employed a longitudinal panel research design to examine the dynamic relationship between AI-driven monitoring and personnel flourishing over time (Nuankaew, 2025). A multi-wave quantitative approach was implemented across three measurement points separated by four-month intervals to capture temporal changes in technostress and psychological well-being (Venkatesh dkk., 2025). The independent variable consisted of perceived intensity of AI-driven monitoring, operationalized through frequency, transparency, and perceived intrusiveness of algorithmic supervision (Kamil dkk., 2026). Dependent variables included technostress dimensions

and flourishing indicators, while perceived organizational support and digital literacy were modeled as potential moderating variables. Structural equation modeling with cross-lagged panel analysis was utilized to assess causal directionality and reciprocal effects between technostress and flourishing across time.

The population comprised full-time employees working in organizations that implemented AI-driven monitoring systems for performance evaluation, productivity tracking, or behavioral analytics (Shang dkk., 2026). Target industries included technology firms, financial services, customer service centers, and remote-based digital enterprises where algorithmic management practices were prevalent (Cavallaro dkk., 2026a). A stratified purposive sampling strategy was employed to ensure representation across occupational roles, age groups, and organizational levels (Cavallaro dkk., 2026b). A total of 412 participants were recruited at Time 1, with 356 retained at Time 2 and 329 completing all three waves, resulting in an overall retention rate of 79.8%. Inclusion criteria required participants to have at least six months of exposure to AI-based monitoring prior to baseline data collection.

Instruments included validated psychometric scales adapted to the AI-monitoring context. Technostress was measured using a modified Technostress Creators Scale encompassing techno-overload, techno-invasion, techno-complexity, techno-insecurity, and techno-uncertainty. Personnel flourishing was assessed using the Flourishing Scale and supplementary measures capturing emotional vitality, engagement, autonomy, competence, and relational connectedness. Perceived organizational support was measured through a standardized support scale, while digital literacy was assessed using a self-reported competency inventory. All items were rated on a five-point Likert scale. Reliability coefficients (Cronbach's alpha) for all constructs exceeded 0.80 across measurement waves, indicating strong internal consistency. Confirmatory factor analysis was conducted to verify construct validity prior to structural modeling.

Procedures began with obtaining institutional ethical approval and organizational consent from participating companies. Participants received informed consent forms detailing confidentiality, voluntary participation, and data protection measures. Baseline data were collected electronically through secure online survey platforms. Follow-up surveys were administered at four-month intervals using individualized tracking codes to ensure longitudinal matching while preserving anonymity. Reminder notifications were sent to maximize retention rates. Data were screened for missing values, attrition bias, and normality prior to analysis. Structural equation modeling with maximum likelihood estimation was conducted to examine longitudinal relationships, cross-lagged effects, and moderating influences. Statistical significance was evaluated at the 0.05 level, and model fit indices including CFI, TLI, RMSEA, and SRMR were used to assess adequacy of the proposed model.

RESULT AND DISCUSSION

Descriptive statistics were calculated across three measurement waves to examine changes in AI-driven monitoring intensity, technostress dimensions, and personnel flourishing. Mean scores indicated a gradual increase in perceived monitoring intensity from Time 1 ($M = 3.12$, $SD = 0.64$) to Time 3 ($M = 3.38$, $SD = 0.59$). Technostress levels increased moderately from Time 1 ($M = 2.94$, $SD = 0.71$) to Time 2 ($M = 3.21$, $SD = 0.69$), followed by slight stabilization at Time 3 ($M = 3.18$, $SD = 0.66$). Flourishing scores demonstrated a small decline from Time 1 ($M = 3.87$, $SD = 0.58$) to Time 2 ($M = 3.61$, $SD = 0.62$), with marginal recovery at Time 3 ($M = 3.68$, $SD = 0.60$).

Table 1. Longitudinal Descriptive Statistics of AI-Driven Monitoring, Technostress, and Flourishing (N = 329)

Variable	Time 1 (Mean ± SD)	Time 2 (Mean ± SD)	Time 3 (Mean ± SD)
AI Monitoring Intensity	3.12 ± 0.64	3.29 ± 0.61	3.38 ± 0.59
Technostress	2.94 ± 0.71	3.21 ± 0.69	3.18 ± 0.66
Flourishing	3.87 ± 0.58	3.61 ± 0.62	3.68 ± 0.60

Secondary analysis showed that techno-invasion and techno-overload were the most prominent contributors to overall technostress. Emotional vitality and perceived autonomy displayed the largest fluctuations among flourishing dimensions. Attrition analysis revealed no significant demographic differences between retained and non-retained participants.

Incremental increases in monitoring intensity reflect progressive integration of AI analytics within participating organizations during the study period. Rising technostress at Time 2 suggests initial adaptation strain associated with intensified algorithmic evaluation. Stabilization at Time 3 may indicate partial psychological adjustment to monitoring practices.

Decline in flourishing at Time 2 corresponds temporally with peak technostress levels, suggesting short-term well-being disruption. Partial recovery at Time 3 indicates potential resilience mechanisms or organizational adaptation strategies. Divergence between technostress stabilization and incomplete flourishing recovery highlights complexity in psychological adaptation processes.

Subscale analysis revealed that techno-invasion increased from 2.88 (SD = 0.73) at Time 1 to 3.25 (SD = 0.68) at Time 2, remaining elevated at Time 3. Techno-complexity showed smaller variation, increasing from 2.76 to 2.93 across waves. Flourishing dimensions related to engagement decreased by 0.31 points between Time 1 and Time 2, while relational connectedness declined by 0.27 points.

Demographic comparisons showed stronger technostress growth among employees under 30 years of age and those in performance-intensive roles. Senior employees reported relatively stable flourishing despite monitoring increases. Organizational support scores remained relatively constant across waves, suggesting that internal support mechanisms did not significantly change during the study period.

Cross-lagged panel structural equation modeling indicated that AI-driven monitoring intensity at Time 1 significantly predicted technostress at Time 2 ($\beta = 0.42$, $p < 0.001$). Technostress at Time 2 significantly predicted reduced flourishing at Time 3 ($\beta = -0.37$, $p < 0.001$). Direct effect of monitoring intensity on flourishing was weaker ($\beta = -0.18$, $p < 0.05$), indicating partial mediation through technostress.

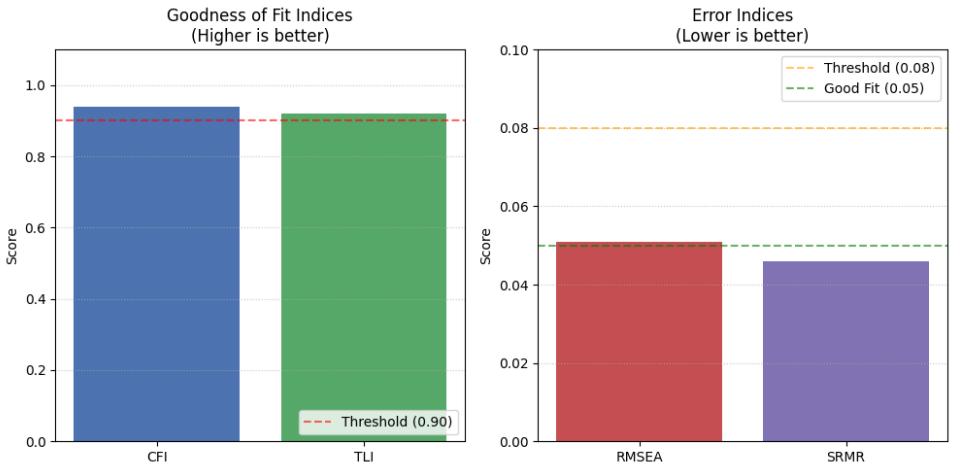

Figure 1. Model Fit Indices Demonstrated Acceptable Adequacy

Model fit indices demonstrated acceptable adequacy (CFI = 0.94, TLI = 0.92, RMSEA = 0.051, SRMR = 0.046). Moderation analysis revealed that perceived organizational support buffered the negative impact of technostress on flourishing (interaction $\beta = 0.21$, $p < 0.01$). Digital literacy showed a smaller but significant moderating effect.

Correlation analysis revealed a strong positive association between monitoring intensity and technostress across waves ($r = 0.54$ at Time 2). Negative correlations emerged between technostress and flourishing ($r = -0.49$ at Time 2; $r = -0.52$ at Time 3). Autonomy and emotional vitality demonstrated the strongest negative associations with technostress.

Regression modeling indicated that techno-invasion explained 29% of variance in flourishing decline, while techno-overload explained 23%. Combined technostress dimensions accounted for 41% of overall variance in flourishing changes. Relationship patterns remained consistent after controlling for age, tenure, and role complexity.

A focused organizational case study was conducted within a multinational technology firm implementing advanced AI-based productivity dashboards. Monitoring intensity increased significantly following integration of predictive performance scoring. Technostress scores rose from 3.01 at baseline to 3.46 at Time 2, accompanied by a 0.42-point decline in flourishing.

Qualitative feedback indicated feelings of constant visibility and perceived algorithmic opacity. Employees reported concerns about fairness of automated evaluations and reduced sense of autonomy. Time 3 data revealed slight flourishing recovery following introduction of transparency workshops and feedback sessions.

Elevated technostress in the case organization can be attributed to perceived loss of control and ambiguity in algorithmic evaluation criteria. Rapid technological integration without parallel psychological adjustment mechanisms intensified stress responses. Organizational transparency initiatives appear to mitigate adverse effects by restoring perceived autonomy and trust.

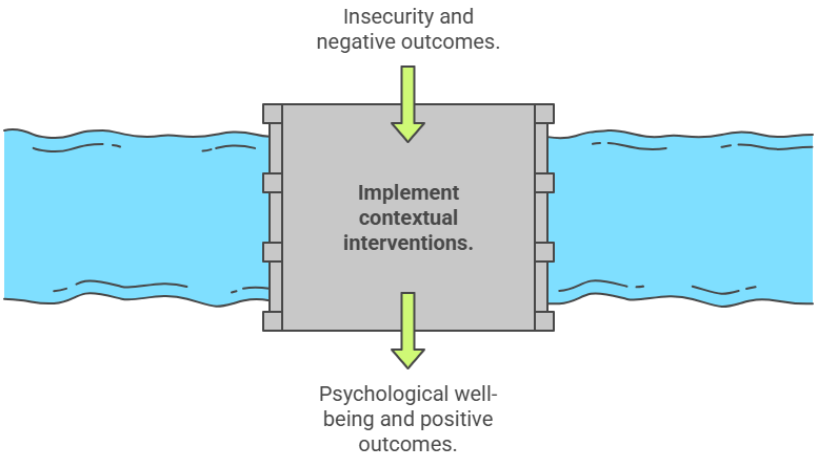

Figure 2. Contextual Interventions Transform Technostress Into Flourishing.

Partial flourishing recovery suggests that contextual interventions moderate technostress impact. Enhanced communication regarding AI decision-making processes reduced techno-insecurity. Evidence indicates that psychological outcomes are shaped not solely by monitoring presence but by governance and implementation strategies.

Results indicate that AI-driven monitoring contributes to measurable increases in technostress, which subsequently undermines personnel flourishing over time. Longitudinal evidence demonstrates that psychological impact unfolds dynamically rather than instantaneously.

Mediating role of technostress confirms its central explanatory function in linking monitoring practices to well-being outcomes.

Findings suggest that negative psychological effects are not inevitable but contingent upon organizational context and support structures. Implementation strategies emphasizing transparency and employee autonomy can moderate adverse outcomes. Longitudinal patterns underscore necessity of human-centered AI governance to sustain psychological well-being in digitally monitored workplaces.

The findings of this longitudinal study indicate that AI-driven monitoring intensity is positively associated with increasing levels of technostress over time. Employees exposed to heightened algorithmic supervision reported significant growth in techno-invasion and techno-overload, particularly during the second measurement wave. Elevated technostress subsequently predicted declines in multiple dimensions of flourishing, including emotional vitality, autonomy, and engagement. Stabilization patterns observed at the third wave suggest partial psychological adaptation rather than full recovery.

Cross-lagged structural modeling confirmed that technostress mediates the relationship between AI-driven monitoring and flourishing. Direct effects of monitoring intensity on flourishing were statistically weaker than indirect effects transmitted through technostress dimensions. Evidence supports the proposition that psychological strain functions as the principal explanatory mechanism linking digital surveillance to reduced well-being.

Moderating analyses demonstrated that perceived organizational support mitigates the negative effects of technostress on flourishing. Employees who reported stronger institutional backing experienced less pronounced well-being deterioration despite similar monitoring exposure. Digital literacy also moderated outcomes, indicating that technological competence influences stress appraisal.

Longitudinal trajectories revealed that psychological impact unfolds gradually rather than instantaneously. Initial increases in stress were followed by modest stabilization, though flourishing levels did not fully return to baseline. Results underscore the dynamic and evolving nature of technostress within AI-mediated work environments.

Findings align with prior technostress literature emphasizing techno-overload and techno-invasion as central predictors of psychological strain. Earlier cross-sectional studies have reported associations between digital surveillance and burnout, yet few have traced temporal progression. The present longitudinal evidence extends those findings by demonstrating sustained mediating effects over time.

Research within positive organizational psychology has frequently highlighted the buffering role of organizational support in stress contexts. Current results reinforce this perspective by confirming moderation effects in AI-driven monitoring environments. Empirical confirmation strengthens theoretical integration between stress-buffering models and digital transformation research.

Differences emerge when compared with studies suggesting neutral or beneficial effects of monitoring due to enhanced feedback and clarity. Current findings indicate that perceived intrusiveness and opacity of AI systems may outweigh performance-related benefits. Divergent conclusions may stem from contextual factors such as implementation transparency and participatory governance.

Existing literature often treats technostress and flourishing as independent constructs rather than interconnected processes. Evidence from this study demonstrates a sequential pathway linking

technological intensity, stress appraisal, and well-being decline. Integrated modeling offers a more comprehensive understanding of psychological adaptation to algorithmic management systems.

Results indicate that AI-driven monitoring reshapes the psychological contract between employees and organizations. Continuous algorithmic oversight introduces evaluative pressure that extends beyond traditional supervision structures. Perceived erosion of autonomy emerges as a central psychological signal within monitored environments.

Observed trajectories suggest that technological innovation does not automatically translate into psychological sustainability. Adoption of AI systems without parallel human-centered design considerations may produce cumulative strain. Flourishing declines reflect broader tensions between efficiency optimization and human agency.

Stabilization patterns observed in later waves indicate potential adaptive coping mechanisms among employees. Partial resilience does not equate to full restoration of psychological well-being. Adjustment processes appear contingent upon contextual support and perceived fairness.

Findings signal the necessity of reconceptualizing workplace well-being within digitally mediated ecosystems. Psychological flourishing cannot be treated as independent from technological governance structures. Algorithmic transparency and participatory communication emerge as indicators of sustainable digital transformation.

Implications for organizational leadership are substantial. Implementation of AI-driven monitoring systems should incorporate structured support mechanisms to prevent sustained technostress escalation. Transparent communication regarding algorithmic criteria may reduce perceived intrusion and uncertainty.

Human resource policies must balance performance analytics with psychological safeguards. Training programs enhancing digital literacy may buffer stress responses and foster adaptive competence. Organizational support infrastructures function as protective moderators in monitored contexts.

Implications extend to ethical AI governance frameworks. Algorithmic accountability and explainability may influence employee perceptions of fairness and autonomy. Policy development should integrate psychological well-being indicators into digital transformation strategies.

Research implications include prioritization of longitudinal methodologies in digital workplace studies. Short-term evaluations risk underestimating cumulative stress trajectories. Evidence-based organizational interventions can be developed through sustained empirical monitoring of technostress and flourishing patterns.

Increased technostress arises from continuous evaluative visibility inherent in AI-driven monitoring systems. Algorithmic assessment reduces perceived behavioral discretion and amplifies accountability pressures. Persistent monitoring generates cognitive load and emotional vigilance.

Negative impact on flourishing can be attributed to diminished autonomy and heightened role ambiguity. Employees uncertain about algorithmic evaluation criteria experience insecurity and diminished intrinsic motivation. Psychological well-being deteriorates when perceived control declines.

Moderating effects of organizational support reflect stress-buffering theory principles. Supportive environments provide interpretive frameworks that recontextualize monitoring as developmental rather than punitive (Owolabi dkk., 2025). Perceived fairness mitigates adverse stress appraisal.

Temporal stabilization patterns may result from cognitive adaptation and coping strategies (Ram dkk., 2025). Employees gradually recalibrate expectations and behavioral routines within monitored systems. Adaptation processes, however, do not eliminate underlying structural stressors.

Future research should incorporate multi-level modeling to examine organizational culture influences on technostress trajectories. Cross-industry comparisons may reveal contextual moderators influencing adaptation processes. Integration of qualitative longitudinal data would enrich understanding of lived experiences under algorithmic supervision.

Development of participatory AI governance models represents a critical research avenue. Co-design approaches involving employees in monitoring system implementation may enhance perceived autonomy. Empirical testing of participatory interventions could clarify causal pathways toward flourishing preservation.

Exploration of neuropsychological and physiological stress indicators may provide objective corroboration of self-reported technostress measures. Biometric data could reveal cumulative effects not captured through surveys. Interdisciplinary methodologies may strengthen theoretical precision.

Practical recommendations include phased implementation of AI monitoring systems accompanied by structured dialogue and training initiatives. Continuous assessment of well-being indicators should accompany performance metrics. Sustainable digital transformation requires alignment between technological efficiency and human flourishing.

CONCLUSION

The most important finding of this longitudinal study is the empirical confirmation that AI-driven monitoring exerts an indirect yet sustained negative effect on personnel flourishing through the mediating mechanism of technostress. Monitoring intensity did not immediately diminish well-being; rather, its psychological impact unfolded progressively across time, with techno-invasion and techno-overload emerging as dominant stressors. Flourishing declined significantly during peak technostress periods and only partially recovered despite stabilization of stress levels. Evidence demonstrates that the psychological consequences of algorithmic supervision are dynamic, cumulative, and structurally mediated rather than purely situational or short term.

The primary contribution of this research lies in its conceptual and methodological integration of technostress theory and flourishing theory within a longitudinal analytical framework. Conceptually, the study advances understanding by modeling a sequential pathway linking AI-driven monitoring, technostress dimensions, and multidimensional well-being outcomes. Methodologically, the application of cross-lagged panel structural equation modeling provides stronger causal inference than conventional cross-sectional designs commonly used in digital workplace research. Multi-wave measurement and moderation analysis further strengthen theoretical precision by revealing buffering effects of organizational support and digital literacy. The study offers an empirically grounded foundation for human-centered AI governance and sustainable digital transformation strategies.

Limitations of this study include reliance on self-reported survey data, which may introduce perceptual bias despite robust psychometric validation. Sample representation was confined to organizations already implementing AI-driven monitoring, limiting generalizability to broader occupational contexts or non-digital environments. Observation across three waves captures medium-term dynamics but does not fully reflect long-term adaptation or chronic exposure effects. Future research should incorporate extended longitudinal designs, multi-method data sources including physiological indicators, and cross-cultural comparisons to examine contextual variability in technostress trajectories. Exploration of participatory AI governance models and intervention-based experimental studies would further clarify pathways toward preserving flourishing in algorithmically monitored workplaces.

DECLARATION OF AI AND AI ASSISTED TECHNOLOGIES IN THE WRITING PROCESS

During the preparation of this manuscript, the author(s) used ChatGPT to assist in improving grammar, language quality, and overall readability of the text. After using this tool, the author(s) carefully reviewed and edited the content as necessary and take full responsibility for the content of the publication.

AUTHORS' CONTRIBUTION

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

Author 2: Conceptualization; Data curation; In-vestigation.

Author 3: Data curation; Investigation.

DECLARATION OF COMPETING INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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