

# **Algorithmic Performance Evaluations: Impacts on Employee Well - Being, Perception of Fairness and Learning Opportunities in Hybrid Work Environments**

**Shreevatsa Gudi\***

*Directorate of Online Education  
Manipal Academy of Higher Education, Manipal, India*

**Syed Hassan Imam Gardezi**

*Union Investments L.L.C., Ras Al Khaimah, United Arab Emirates*

**Pushpa**

*University of Delhi, India*

**Abstract:** The proliferation of hybrid work models has accelerated the adoption of Algorithmic Performance Evaluation (APE) systems that promise data - driven objectivity and operational efficiency. However, this study examines the dual - edged impact of Algorithmic Performance Evaluation (APE) on employee well - being, perceptions of fairness, and learning opportunities within hybrid organizations. Employing an explanatory sequential mixed - methods design, data were collected from 230 hybrid employees through surveys and 15 qualitative interviews. Quantitative findings reveal that higher exposure to algorithmic evaluation correlates negatively with well - being and perceived fairness, though these effects are significantly moderated by system transparency and employee digital literacy. Qualitative analysis underscores the psychological strain induced by constant monitoring, the opacity of algorithmic decision - making, and the limited developmental value of automated feedback. Integrating both data strands, the study concludes that while Algorithmic Performance Evaluation (APE) enhances consistency and reduces human bias, it risks eroding autonomy, trust, and intrinsic motivation when deployed without transparency or human oversight. The paper proposes a Symbiotic Hybrid Evaluation Framework emphasizing algorithmic explain ability, ethical governance, and human - centred augmentation to ensure that performance technologies foster fairness, learning, and sustainable well - being in the digital workplace.

**Keywords:** Algorithmic Performance Evaluation (APE); Algorithmic Management; Perceived Fairness; Digital Literacy; Organizational Justice; Psychological Contract; Ethical Artificial Intelligence (AI) Governance

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\* Research Scholar, School of Management and Labor Studies, Tata Institute of Social Sciences.