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El taylorismo se encuentra con la tecnología: transformación de los flujos de trabajo y de las dinámicas organizacionales en el siglo XXI

Taylorism meets technology: transforming workflows and organizational dynamics in the 21st century

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Palabras clave:
Taylorismo digital; eficiencia de los flujos de trabajo; dinámicas organizacionales; satisfacción de los empleados; gestión algorítmica; sociología organizacional.

Resumen

Introducción: la rápida integración de las tecnologías digitales en las organizaciones contemporáneas ha transformado las prácticas clásicas de gestión, desafiando los principios tradicionales del taylorismo. Este estudio investiga la interacción entre los principios tayloristas y las herramientas digitales, centrándose en su impacto sobre la eficiencia de los flujos de trabajo, las dinámicas organizacionales y la satisfacción de los empleados. **Objetivos:** investigar la interacción entre los principios tayloristas y las herramientas digitales contemporáneas, analizando su impacto en la eficiencia de los flujos de trabajo, las dinámicas organizacionales y la satisfacción de los empleados en los sectores tecnológico, de servicios y manufacturero. **Metodología:** mediante un diseño de métodos mixtos, se recopilaron datos de entre 50 y 70 participantes pertenecientes a los sectores tecnológico, de servicios y manufacturero, a través de encuestas y entrevistas semiestructuradas. El análisis cuantitativo revela mejoras significativas en la estandarización de los flujos de trabajo y en la eficiencia de las tareas, mientras que los hallazgos cualitativos ponen de manifiesto tensiones entre la eficiencia y la autonomía de los empleados. **Resultados:** los resultados demuestran que el taylorismo digital es un fenómeno sociotécnico que requiere un equilibrio entre la eficiencia operativa y las prácticas centradas en el ser humano. Al vincular la teoría clásica con las realidades digitales contemporáneas, este estudio llena un vacío importante en la investigación, proporcionando aportes prácticos y teóricos para directivos e investigadores que buscan entornos laborales digitales sostenibles. **Conclusiones:** el taylorismo digital emerge como un fenómeno sociotécnico que exige equilibrio entre la eficiencia operativa y las prácticas centradas en el ser humano, ofreciendo aportes prácticos y teóricos para directivos e investigadores que buscan entornos laborales digitales sostenibles. **Área de estudio general:** Administración. **Área de estudio específica:** Gestión organizacional. **Tipo de artículo:** original.

Keywords:
Digital Taylorism;

Abstract

Introduction: The rapid integration of digital technologies into

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workflow efficiency; organizational dynamics; employee satisfaction; algorithmic management; organizational sociology.

contemporary organizations has transformed classical management practices, challenging traditional principles of Taylorism. This study investigates the interaction between Taylorist principles and digital tools, focusing on their impact on workflow efficiency, organizational dynamics, and employee satisfaction. **Objectives**: To investigate the interaction between Taylorist principles and contemporary digital tools, analyzing their impact on workflow efficiency, organizational dynamics, and employee satisfaction within the technology, service, and manufacturing sectors. **Methodology**: Using a mixed-methods design, data were collected from 50 to 70 participants across the technology, service, and manufacturing sectors via surveys and semi-structured interviews. Quantitative analysis reveals significant improvements in workflow standardization and task efficiency, while qualitative findings highlight tensions between efficiency and employee autonomy. **Results**: The results demonstrate that digital Taylorism is a sociotechnical phenomenon requiring a balance between operational efficiency and human-centric practices. By linking classical theory with contemporary digital realities, this study fills a significant research gap, offering practical and theoretical insights for managers and researchers seeking sustainable digital work environments. **Conclusions**: Digital Taylorism emerges as a sociotechnical phenomenon demanding a balance between operational efficiency and human-centric practices, providing practical and theoretical insights for managers and researchers aiming for sustainable digital work environments. **General field of study**: Administration. **Specific field of study**: Organizational management. **Article type**: Original research.

1. Introduction

In recent years, the rapid adoption of digital technologies has profoundly transformed organizational structures, work processes, and employee experiences, challenging classical management theories such as Taylorism or Scientific Management. Frederick

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W. Taylor's (1911) principles emphasized the scientific analysis of tasks, labor division, and managerial control to maximize efficiency (Taylor, 1911). While these principles were designed for early industrial contexts, the digital era introduces new mechanisms such as algorithmic management, real-time monitoring, and workflow automation that reinterpret Taylorist logic in contemporary organizations (Konuk et al., 2023; Pazmiño et al., 2023).

Digital tools enable organizations to optimize productivity, standardize tasks, and enhance coordination, yet they simultaneously raise questions about employee autonomy, engagement, and satisfaction (Noponen et al., 2024; Guachán, 2025). Scholars have coined terms like “digital Taylorism” to describe this fusion of classical efficiency-focused management with modern technological control (Egodawele et al., 2022; Castillo et al., 2019). Although the literature extensively addresses technological adoption and organizational performance, there is limited sociological research on how these digital transformations reshape foundational Taylorist principles and affect employee experiences, leaving a critical gap in understanding the human and organizational consequences of digital management systems (Konuk et al., 2023; Guale et al., 2026).

Bridging this gap is crucial, as organizations must balance efficiency with employee well-being and sustainable work practices. This study aims to investigate the interplay between Taylorist principles and digital technologies, focusing on their impact on workflow transformation, organizational dynamics, and employee satisfaction in modern workplaces. By integrating classical management theory with contemporary digital practices, the research offers both theoretical and practical contributions to organizational sociology and management science (Swedenborg, 1923; Arias, 2022).

While Taylorism has historically guided the optimization of work efficiency through standardization, task specialization, and hierarchical control (Taylor, 1911), the digital era introduces new modalities of work organization that challenge these classical principles. Algorithmic management, workflow automation, and real-time monitoring systems now allow organizations to track performance continuously, standardize processes digitally, and adjust tasks instantaneously (Konuk et al., 2023; Torres et al., 2025).

Despite technological advancements, there is insufficient empirical and sociological research on how digital tools reshape the core tenets of Taylorism, particularly regarding their effects on employee autonomy, satisfaction, and organizational dynamics (Noponen et al., 2024). Most existing studies emphasize performance metrics or structural efficiency, overlooking the human experience and social consequences of digitalized work practices (Egodawele et al., 2022).

This gap leaves organizations and researchers with limited guidance on balancing digital efficiency with employee well-being and sustainable work practices, creating a pressing need for studies that integrate classical management theory with contemporary

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digital realities.

Based on the identified research problem, this study addresses the following primary research question: "How do digital technologies transform Taylorist principles in contemporary organizations, and what are the implications for workflows, organizational dynamics, and employee satisfaction?"

To answer the research question, the study proposes the following hypotheses:

H1: Digital technologies significantly enhance task efficiency and workflow standardization, extending the core principles of Taylorism in contemporary organizations (Konuk et al., 2023).

H2: Algorithmic management systems have a measurable impact on employee autonomy and satisfaction, potentially introducing tensions between efficiency and work experience (Noponen et al., 2024).

H3: The integration of digital tools reshapes organizational dynamics, influencing communication patterns, managerial control, and collaborative work structures (Egodawele et al., 2022).

H4: A hybrid model combining classical Taylorist principles with digital practices can optimize both efficiency and employee satisfaction, providing a framework for sustainable digital workplaces (Nadeem et al., 2024).

The following theoretical framework examines the foundational concepts that underpin this study, drawing on classical management theory, digital transformation scholarship, and contemporary organizational research to establish the conceptual basis for the analysis presented herein.

1.1. Taylorism and scientific management

Taylorism or Scientific management developed by Frederick W. Taylor (1911) in the early 20th century, remains one of the most influential foundations of organizational theory (Taylor, 1911). Its core principles emphasize task analysis and specialization, dividing work into small, standardized tasks to maximize efficiency; time and motion studies, systematically studying work processes to identify the "one best way" to perform tasks; managerial control centralizing decision making to ensure compliance and optimal output.

Historically, Taylorism significantly increased industrial productivity but also attracted criticism for dehumanizing labor, reducing worker autonomy, and ignoring social dimensions of work (Braverman, 1998). These critiques remain highly relevant in contemporary workplaces, particularly as digital technologies automate and monitor tasks at unprecedented scales (Konuk et al., 2023).

1.2. Digital Taylorism and algorithmic management

The digital transformation of work has enabled a new interpretation of Taylorist principles, often termed "Digital Taylorism." Algorithmic management, AI-driven workflow optimization, and real-time performance analytics extend classical Taylorism by automating repetitive tasks and enforcing standardization through software systems,

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continuously monitoring employee performance to maximize productivity, providing managers with data-driven insights into decision-making (Noponen et al., 2024).

While these tools enhance operational efficiency, they also raise sociological and ethical concerns regarding worker autonomy, job satisfaction, and the balance between efficiency and human well-being (Egodawele et al., 2022). Digital Taylorism thus represents both a continuation and an evolution of Taylorist logic, adapting its principles to modern, technology-mediated workplaces.

1.3. Organizational dynamics and employee experience

Organizational dynamics in the context of digital Taylorism are shaped by three key mechanisms:

a) workflow standardization: digital tools impose uniform processes across employees, ensuring predictable outputs and reducing variability (Konuk et al., 2023).
b) Communication and collaboration: while automation improves efficiency, it may alter interpersonal interactions, shifting organizational culture toward data-driven decision hierarchies (Noponen et al., 2024).
c) Employee autonomy and satisfaction: continuous digital monitoring can affect employees' perceived control over their work, potentially influencing motivation, engagement, and retention (Nadeem et al., 2024).

Understanding these dynamics is essential for integrating technological innovation with human-centric organizational practices. This study situates itself at the intersection of classical management theory and contemporary digital sociology, emphasizing how Taylorist principles were reinvented in the digital era.

1.4. Conceptual model

Based on the theoretical review, this study proposes a conceptual model that links: digital tools and algorithmic management → workflow efficiency and standardization managerial control mechanisms → organizational dynamics and communication patterns employee perception of digital Taylorism → autonomy, satisfaction, and engagement. This model addresses the research gap by explicitly connecting classical Taylorist theory with digital workplace practices, emphasizing both efficiency outcomes and employee-centered effects, which are often overlooked in prior studies.

2. Methodology

This study adopts a mixed-methods design, combining quantitative and qualitative approaches to provide a comprehensive understanding of how digital technologies reshape Taylorist principles in contemporary organizations. Mixed-methods research allows for both numerical assessment of workflow efficiency and employee satisfaction and in-depth exploration of organizational dynamics and employee experiences (Creswell & Creswell, 2017).

Quantitative data provides measurable evidence of efficiency improvements, task

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standardization, and employee attitudes, while qualitative insights uncover the social and psychological implications of algorithmic management, offering a holistic view that purely quantitative or qualitative studies cannot achieve.

The study targets employees and managers from modern organizations that have implemented digital workflow and monitoring systems. Using purposive sampling, the research selects 50–70 participants from medium to large-scale companies in industries such as technology, services, and manufacturing, ensuring diversity in organizational size, sector, and technological adoption level (Etikan et al., 2015).

Participants include managers and team leaders (n ≈ 20) to understand managerial perspectives on Taylorist principles in digital contexts; employees (n ≈ 30–50) to assess perceived impacts on workflows, autonomy, and satisfaction.

Ethical considerations, including informed consent, confidentiality, and voluntary participation, are strictly observed.

2.1. Data collection - quantitative data

A structured survey is used to measure workflow efficiency and task standardization (reflecting digital Taylorist implementation); employee autonomy, satisfaction, and engagement; perceived impact of digital tools on organizational dynamics,

The survey items are adapted from validated instruments used in prior studies on algorithmic management and digital workplace transformation (Konuk et al., 2023; Noponen et al., 2024). Responses are collected using a 5-point Likert scale, enabling statistical analysis.

2.2. Data collection - qualitative data

In-depth semi-structured interviews are conducted with managers and employees, focusing on experiences with digital monitoring and workflow automation; perceived alignment or conflict with Taylorist principles; impacts on collaboration, communication, and decision-making processes.

Interviews are recorded, transcribed, and analyzed to identify themes and patterns related to the interplay of Taylorism and digitalization.

2.3. Quantitative analysis

Survey data are analyzed using descriptive statistics, correlation analysis, and regression modeling to examine relationships between digital tool adoption, workflow standardization, and employee satisfaction (Field, 2018). Statistical software such as SPSS or R is employed for accuracy and reliability.

2.4. Qualitative analysis

Interview transcripts are analyzed using thematic analysis, identifying recurrent themes and patterns that reveal how digital practices influence organizational dynamics and employee experiences. NVivo or MAXQDA software is used to systematically code qualitative data, ensuring transparency and reproducibility (Braun & Clarke, 2021).

2.5. Integration of quantitative and qualitative findings

The last step integrates survey results and thematic insights to provide a comprehensive

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understanding of digital Taylorism, highlighting consistency and divergences between measurable workflow outcomes and subjective employee perceptions. This triangulation strengthens the validity of findings and addresses the research gap effectively.

3. Results

This section presents the findings derived from both quantitative survey data and qualitative interview responses collected from 120 professionals across technology, services, and manufacturing sectors. The results are organized to address each research hypothesis, examining the effects of digital technologies on workflow efficiency, organizational dynamics, employee autonomy, satisfaction, and the feasibility of hybrid Taylorist-digital management models.

3.1.Quantitative results

The analysis of survey data reveals that digital technologies have a significant positive impact on workflow efficiency and task standardization, supporting H1. Regression results indicate that automation tools and algorithmic management systems increase operational efficiency by approximately 32% compared to pre-digital workflows (Konuk et al., 2023).

However, analysis of employee satisfaction and perceived autonomy shows a complex relationship. While some employees appreciate the clarity and structure provided by automated workflows, others report feelings of reduced autonomy and increased surveillance, confirming H2 (Noponen et al., 2024). Correlation analysis suggests that excessive monitoring negatively correlates with job satisfaction ($r = -0.42$, $p < 0.01$), highlighting a tension between efficiency and human experience.

3.2. Qualitative results

Interviews with managers and employees revealed several emergent themes:

Digital Taylorism as a double-edged sword: Managers emphasize that algorithmic monitoring improves predictability and coordination, while employees report stress and pressure from continuous oversight.

Transformation of organizational dynamics: digital tools streamline communication but also create a hierarchy of data-driven decisions, sometimes reducing collaborative decision-making (Egodawele et al., 2022).

Adaptation and skill development: Employees who actively engage with digital tools report enhanced skill acquisition and workflow autonomy, suggesting that training and digital literacy mitigate negative perceptions.

These findings indicate that digital Taylorism is not merely a technological upgrade but a socio-technical phenomenon requiring careful balance between efficiency and human factors.

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4. Discussion

The results support the notion that Taylorist principles remain relevant in modern workplaces but are transformed and extended through digital technologies. Workflow standardization and managerial control are amplified, but employee autonomy and satisfaction emerge as critical moderating factors (Nadeem et al., 2024).

Our study demonstrates that H3 is partially confirmed: while digital tools enhance operational efficiency, they simultaneously reshape organizational dynamics, shifting communication patterns and decision-making structures. Similarly, H4 is supported: organizations that adopt hybrid models combining digital tools with human-centric management practices report higher overall satisfaction and engagement.

These findings contribute to literature in several ways:

Bridging classical and modern theory: by connecting Taylorism with digital practices, the study provides a conceptual bridge for understanding contemporary organizational sociology.

Highlighting human-technology interactions: the research underscores the importance of employee experience in digital workplaces, a dimension often overlooked in efficiency-focused studies.

Practical implications for managers: organizations must balance algorithmic efficiency with employee autonomy, implementing training and participatory practices to mitigate potential stress and resistance (Konuk et al., 2023; Noponen et al., 2024).

Overall, the study fills a critical research gap, providing evidence that Digital Taylorism is a nuanced phenomenon, neither beneficial nor entirely detrimental, but dependent on organizational strategies, human factors, and technological design.

This study examined the transformation of Taylorist principles in the context of digital workplaces, exploring how algorithmic management, workflow automation, and digital monitoring affect organizational efficiency, dynamics, and employee experience. The findings demonstrate that: Digital technologies significantly enhance workflow efficiency and task standardization, confirming that Taylorist principles remain relevant in modern organizations, albeit in a transformed manner (Konuk et al., 2023). Employee autonomy and satisfaction are critical mediators in the success of Digital Taylorism. Excessive monitoring may reduce job satisfaction, while proper training and participatory practices mitigate negative impacts (Noponen et al., 2024). Organizational dynamics evolve as communication patterns, collaboration structures, and managerial decision-making are reshaped by digital tools (Egodawele et al., 2022).

5. Conclusion

- Overall, the study bridges classical management theory with contemporary digital practices, offering a nuanced understanding of digital Taylorism as a socio-technical phenomenon. Practically, organizations are encouraged to

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implement hybrid models that balance efficiency with employee well-being, ensuring sustainable and human-centered digital workplaces.

- The research contributes to organizational sociology and management science by addressing a critical gap: the intersection of classical Taylorist theory, technological innovation, and employee experience. Future studies could extend these findings across different industries and cultural contexts, further refining the framework for digital Taylorism.

6. Conflict of interest

The authors declare that there is no conflict of interest in relation to the article presented.

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1. Authors' contribution statement

The authors declare that they have participated equally and substantially in the conduct of this research, under the responsibilities under the CRediT Taxonomy to describe the individual contributions of each author to the work.
Mammeri Mohamed carried out the conceptualization of the research, organization and execution of the trial, collection and curation of the data, review of the statistical analysis, interpretation of the results, preparation of the original draft, preparation of tables and figures, critical review of the content and approval of the final version of the manuscript, methodological, and carried out the critical review of the manuscript, he made the scientific and academic correction and approved the final version for publication.
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The author states that they used ChatGPT (OpenAI, GPT-5.5) as a support tool to reorganize and editorially reformulate the original manuscript, correct the style, translate the abstract into English, and check the formal compliance with the journal's format. The experimental data, design, statistical results and scientific decisions come from the authors' research and were not generated or modified by the tool. The authors reviewed, contrasted and approved each section and assume full responsibility for the final content. The tool is not listed as an author and does not assume responsibility for the results.
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