

Algorithmic Management as a Driver of Accelerated Growth in High-Growth Firms

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Abstract— The focus of this report is on exploring the relationship between algorithmic management and the specifics of high-growth firms, emphasizing the mechanisms through which data and algorithms support the achievement of accelerated organizational development. The analysis examines the role of artificial intelligence in decision-making processes, resource optimization, and adaptation to a dynamic business environment. On this basis, the main management mechanisms through which algorithmic management can function as a growth factor are identified, as well as limitations related to data dependence, transparency, and ethical aspects of algorithmic management.

Keywords— *Algorithmic Management, Fast Growing Company, Artificial Intelligence, Accelerated Growth.*

I. INTRODUCTION

With the development of ICT and the ever-deepening digital transformation, business organizations are faced with increasingly new opportunities to achieve competitive advantage and generate added value from their activities. One of the most relevant aspects of the extremely rapidly developing digitalization and ICT is the rapid penetration of AI into various business processes, including those related to management. From this perspective, algorithmic management has increasingly begun to gain popularity as a new management model that is capable of rethinking and rearranging the entire traditional management logic. Expanding application of artificial intelligence across complex infrastructures and managerial systems, highlight its growing strategic role in organizational performance improvement [21].

Algorithmic management is able to provide rapid management solutions, which is especially important for fast-growing companies in order to maintain the pace and speed of their development. These solutions can lead to scalability and efficiency in the conditions of a rapidly changing business environment and high intensity of the sector.

This report is aimed at examining the relationship between algorithmic management and obtaining and maintaining accelerated company growth. From this perspective, algorithmic management should be viewed not only from its technological side, but also as a method for transforming management processes and accelerating the growth of companies [18]. At the same time, accelerated growth increasingly depends on strategic personnel development capable of adapting to data-driven and algorithmically coordinated work environments [20].

II. LITERATURE REVIEW

Nhan and Thu [1] conducted a bibliometric analysis of the scientific literature related to algorithmic management. They commented that research on this topic has increased significantly in recent years. At first, researchers paid more attention to the technical aspects of algorithmic management, while now the discourse is focused on how algorithmic management affects people, organizations in general, and their management.

This logically leads attention to research examining the impact of algorithmic management on people and teams. According to Liu and Yuan [2], the introduction of algorithmic management creates prerequisites for strengthening the resilience of teams by stimulating informal leadership and increasing employee confidence. Scientists pay special attention to the fact that the transparency of algorithms is of particular importance for the manifestation of this prerequisite, which enhances the positive effect on team dynamics.

At the same time, however, other studies report opposite results. Moritz et al. [3] conducted a meta-analysis related to determining people's reactions to algorithmic decision-making in human resource management. They came to the idea that employees are generally skeptical of decisions made by algorithms - they have less trust and consider them more unfair. According to scientists, this directly reflects on the overall attitude of employees towards the organization and a direct decrease in their

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motivation and desire to work in the given company in general.

These contradictory effects suggest the need for a more in-depth analysis of the conditions under which algorithmic management is implemented and operates. According to Hajiheydari and Delgosha [4], the effects that algorithmic management achieves are not uniform. Its specific manifestations depend on the combination of the characteristics of the work environment and the individual characteristics of employees. In this sense, the impact of algorithms on organizational results should not be considered a universal good, since it depends extremely much on the specific conditions in the organization itself.

In these conditions, the interactions between algorithms and human behavior acquire great importance for the actual manifestation of algorithmic management. From the point of view of the interaction between algorithms and people, Zhao and Syed [5] comment that people do not simply obey algorithms, but actually develop and implement active adaptation strategies through which they try to adjust to the way algorithms work. Which logically leads to the conclusion that the impact of algorithms on the results achieved by the organization is actually based on the interaction between technologies and human behavior.

This interaction also explains the emergence of nonlinear effects in the organizational environment. Jianu, Tussyadiah and Miller [6] recognize that algorithmic management can improve certain aspects of the work environment. At the same time, however, its implementation can lead to resistance among employees, which has a negative impact on their well-being and increases the likelihood of leaving. Scientists comment that the effects of algorithms are nonlinear and depend on the balance between the constraints and benefits they create.

A similar logic is also observed in the conditions of a specific organizational environment. Liu, Yang and Liu [7], after a thorough analysis of the behavior of people employed in the gig economy, come to the conclusion that algorithmic management is able to make employees take more risks, related to the way in which the algorithm exercises control. At the same time, however, the scientists emphasize that certain personal characteristics and under certain conditions these negative effects can be limited.

Additionally, the way algorithms are implemented in organizational management and organizational processes also has a very strong impact on its perception. Chen et al. [8] believe that the effect of algorithmic management is different also due to the way it is used – from extremely strong control to a supporting function of work processes and decision-making. It is this variability in its implementation and use that leads to the different attitudes and opinions of those working in organizations – people react and adapt differently [19].

In parallel with the purely organizational aspects of algorithmic management, within the EU we can also talk about a regulatory dimension. Migliora [9] adds another aspect to the discussion – regulatory changes in the EU related specifically to algorithmic management. The adoption of a specific act related to algorithmic

management provides clarity on the complexity of the phenomenon under study – from technological, through managerial, to social and legal levels.

In parallel with these studies, a significant number of authors examine the relationship between the implementation of artificial intelligence in various organizational processes and the achievement of rapid and competitive company growth. Shahzad et al. [10] study the impact of artificial intelligence on small high-tech companies. They comment that this type of companies AI to deal with risks and achieve faster growth. In reality, however, the positive effect depends on many factors – including available resources, data quality, the level of development of the organization itself, the quality of management decisions, including readiness for change. Researchers confirm the positive effect of the use of AI, but state that its effect is limited by the lack of capacity and high costs. Similar results are observed in other studies. Fontanelli et al. [11] also reach similar conclusions. They say that AI does not always lead to stable improvement, as some companies observe fluctuating results. They conclude that the results depend directly on the way AI is used – companies that develop it themselves do better than those that have a ready-made software solution.

Additional empirical studies confirm the impact of AI on various aspects of firm performance. Yu, Chen and Ren [12] examine the effectiveness of AI in terms of factors for rapid growth; Hernández-Lagos [13] focus on the transparency of AI and the impact on firm profits; Adams et al. [14] examine the effects that are achieved in relation to the use of AI in pricing; Xu et al. [15] comment that AI innovations have a very large effect on the competitiveness of the company; Chen et al. [16] add that the use of artificial intelligence improves the efficiency of supply chains, increasing profitability and reducing costs.

Some of the authors reach bolder conclusions. For example, Pastor-Merino et al. [17] strongly advocate the opinion that firms that use artificial intelligence achieve much better results, which are expressed in higher revenues and faster growth compared to those that do not use it. In addition, scientists specify that the deeper AI is implemented in their activities, the stronger the positive effect on their productivity and development.

III. METHODOLOGY

The purpose of this study is to determine the role of algorithmic management in achieving accelerated growth in fast-growing companies. The object of the study are fast-growing companies operating in economic sectors characterized by a high degree of technological innovation (ICT, IT sector; Outsourcing and High-tech services; Advanced Manufacturing, Fin-Tech and digital financial services; Biotechnologies and digital health, creative and culture industries). The subject of the study is related to determining the influence of algorithmic management as a mechanism related to accelerating the growth of these companies.

At the same time, the study is based on the following hypotheses:

H1: The application of algorithmic management has a positive effect on the growth rate of fast-growing companies operating in high-tech sectors of the economy;

H2: The influence of algorithmic management on the growth of fast-growing companies is mainly due to the increase in operational efficiency and optimization of resources.

In order to fulfil the main objective and to verify the objectives thus defined, the study relies on the following methodological framework.

TABLE 1 METHODOLOGICAL FRAMEWORK

N	Phase	Methods and instruments
1.	Theoretical positioning	Literature review; Conceptual analysis
2.	Defining Hypothesis	Deductive method
3.	Design of the Research	Quality research
4.	Collection of empirical data	Interview, purposive sampling
5.	Data analysis	Qualitative thematic analysis
6.	Results interpretation	Interpretive analysis
7.	Summary and conclusions	Synthesis and conclusion

Due to the specific focus of the study and the very nature of the problem under study, the report uses an empirical qualitative study. The choice of this method is due to the fact that algorithmic management is currently still being identified and developed as a relatively new management practice, the specifics of which are difficult to capture through standardized questionnaires typical of quantitative research. The empirical study, in turn, is aimed at identifying the specific practices through which algorithms support decision-making, coordinate activities, allocate resources and lead to an overall increase in the operational efficiency of the enterprise.

For the purposes of the study, the semi-structured interview method was used. In this case, it is structured into 7 main sections, through which it is aimed to collect in-depth information related to the specific enterprise and the specific point of view of the interviewee.

TABLE 2 LOGICAL FRAMEWORK OF SEMISTRUCTURED INTERVIEW

Thematic Section	Key questions/ guidelines (Hypothesis)
1. Profile of the company	In which sector does the organization operate? What is the growth rate in the last three years? What are the main drivers of growth? (H1)
2. Level of digitalization and data usage	To what extent do you use data in management? What systems/tools do you use? Are there automated solutions? (H2)
3. Elements of Algorithmic management	Are algorithms used in decision-making? In which functions (planning, control,

	evaluation)? To what extent are decisions automated? (H1; H2)
4. Impact on operational efficiency	How does efficiency change after implementation? Is there process optimization? Are costs/time reduced? (H2)
5. Impact on growth	Does algorithmic management affect growth? In what way (scaling, speed, new markets)? (H1)
6. Organizational capabilities for data integration	How is data integrated into management? Is there process adaptation? How is analytics used for decisions? (H2)
7. Limitations and challenges	What difficulties do you encounter? - Are there any limitations to implementation? - What slows down the effect? (H1; H2)

The participants in the study were selected purposefully, and they had to meet several conditions at the same time: to be in an expert or managerial position (regardless of whether at the operational, middle, senior or executive management level), to work in companies where there are signs of intensive digitalization, use of data in management and a strategic orientation for accelerated development. The selection includes managers, owners, leaders of digital transformation teams, product managers, as well as experts working in an environment where algorithmic systems participate in the management process. These high requirements for the participants in the qualitative study are actually consistent with the need for the information to be obtained from individuals who have direct observations of the real functioning of algorithmic management in the organization.

The qualitative interviews were conducted at the beginning of the year, during the period January – March 2026 and covered a total of 12 participants. The analysis of the collected data was carried out using qualitative thematic analysis, based on a previously developed coding scheme. It includes the following thematic areas, which are in line with the research model – algorithmic management, operational efficiency, organizational growth, data work and dynamic capabilities. Within each theme, specific codes were defined, through which recurring semantic elements in the respondents' answers were identified.

IV. RESULTS

A. Results under H1: impact algorithmic management – accelerated growth

Within this hypothesis, the interaction between algorithmic management and accelerated growth of companies was investigated. Here, the goal was to determine whether respondents see the connection at all at first glance, how clear it seems to them and to what extent it is direct or rather mediated. As a result, most of the interview participants stated that they find a connection between algorithmic management and improved growth. On the other hand, however, they very rarely interpret it as a direct cause-and-effect relationship, but rather justify it as some form of accelerator, which, however, does not have the potential to be a source of growth in itself.

"I would not say that algorithms themselves make growth, but they definitely accelerate it." (R3)

"Without these systems, we would not be able to grow at this pace." (R7)

"They rather allow us not to suffocate when we grow." (R1)

Regarding the possibility of scaling the activity, the respondents mostly agree that algorithmic management leads to growth without leading to a linear increase in the resources used. That is, in terms of automation, we can say that it leads to scaling in a large part of the cases studied. Most respondents stated that thanks to automation they can work and take on contracts with more clients without having to increase the team responsible for servicing them. At the same time, automated processes, the presence of digital platforms and systems allow for the taking on of a greater volume of work, without this having a direct proportional impact on the resources necessary for the quality provision of this new volume of work.

- *"We managed to double the volume of work without increasing the team."* (R5)

- *"Algorithms allow us to process many more requests with the same people."* (R9)

- *"Scalability comes precisely from automation, otherwise we would have had to hire twice as many people."* (R2)

These opinions actually show that the growth achieved does not require more resources, but rather better information processing, carried out precisely through the use of algorithms.

Most of the interviewees commented that the introduction of algorithmic management in the organization reflects on several very important organizational elements. First of all, the organization becomes much more sensitive, flexible and adaptable to the changing demands of the market. That is, it not only receives feedback from its customers, but also has the opportunity to make decisions faster and implement activities, taking them into account. Next, many of the interviewees commented that the time for making management decisions has been shortened enormously, which significantly helps to increase the speed at which the organization develops. This in turn leads to the conclusion that growth is not only expressed in increased volume, but also in increased speed.

- *"We react in almost real time to the market."* (R8)

- *"Decisions that used to take days are now made in minutes."* (R4)

- *"Speed is what really changes the game."* (R6)

The conclusion that emerges from these observations and interview analyses is that algorithmic management leads to a reduction in decision-making time, which in turn leads to accelerated growth.

Expanding into new markets and reaching new customers is another very important aspect that interviewees acknowledge is achieved with algorithmic management. They state that with their help, much better targeting of new customers is achieved, as well as providing guidance for new segments and data-driven expansion. This leads to the conclusion that algorithmic management supports growth by achieving better information and reducing risk.

- *"We enter new markets much more confidently because we have data."* (R10)

- *"Algorithms show us where there is potential."* (R6)

- *"We reach new customers more easily."* (R11)

Some of the interviewees mentioned another aspect in which the supporting function of algorithms is clearly distinguishable – ensuring growth that is not accompanied by the so-called organizational overload. Very often, rapid development is accompanied by organizational chaos due to extremely rapid growth, while from a purely managerial perspective this leads to the risk of uncoordinated decisions and the possibility of chaos due to rapid growth. With algorithmic management, this growth becomes positively controllable. These observations lead to the conclusion that algorithms have the potential to play the role of a stabilizer in the accelerated growth necessary to ensure a smooth transition through the dynamic phases of growth.

- *"Without these systems, we would collapse organizationally."* (R1)

- *"Growth without automation leads to chaos."* (R8)

- *"Algorithms keep processes under control."* (R3)

However, not all interviewees see a strong positive effect of algorithmic management. Some of them admit that the importance of this type of management depends to a large extent on the context, the degree of digitalization and the organizational culture itself, on the relationships within the teams and with the management itself.

- *"If there is no quality data, algorithms do not help."* (R4)

- *"It is not a magic solution – you also need a good organization."* (R9)

- *"The effect depends on how they are used."* (R6)

From this point of view, the implementation of algorithmic management does not mean achieving automatic growth by itself. The capabilities of the organization and the specific environment in which it operates must be assessed very carefully.

As a result of everything considered so far, we can say that H1 is partially confirmed. Algorithmic management has an impact on achieving accelerated growth, but the interaction is not direct. It is more correct to say that algorithmic management has a mediated and amplifying accelerating effect on the fast development of companies. Therefore, algorithmic management is not a direct source of company growth, but acts as an accelerator, mediator and stabilizer of this growth. Its effect is mainly expressed in scalability, achieving better speed, better targeting and better control over processes.

B. Results under H2: impact algorithmic management – growth through effectiveness

Almost all interviewees admit that algorithmic management certainly leads to process optimization, which can be commented as its core mechanism. In fact, optimization through the use of algorithmic management can be achieved in several main ways - on the one hand, through automation of routine activities, which provide the opportunity for processes to be carried out effectively - using fewer resources, which in itself leads to fewer losses.

Next is the ability of algorithms to eliminate unnecessary steps, which in themselves do not lead to added value. Last but not least is the achievement of better coordination between the various operations, activities and processes performed in the organization. This in turn leads to the conclusion that algorithms provide smoother processes, thanks to which higher efficiency can be achieved, which in turn can lead to greater and faster growth.

“A large part of the routine tasks are now automated and this has made the work much easier.” (R7)

„Before, we had a lot of waiting between stages, now this has almost disappeared.” (R9)

“Coordination between teams has improved noticeably.” (R8)

“We have much better visibility into the processes and this improves coordination.” (R6)

The other main direction of improvement is related to the better allocation of resources, which is also recognized by most of the interviewees. Algorithms direct resources to where there is value, thus largely avoiding the risk of overspending. This also leads to better use of human resources and optimization of their time, including improved time to complete activities. The conclusion from this observation is related to the ability of algorithms, based on quality data, to make better decisions, related to better allocation of resources, which in turn also leads to improved effectiveness and even efficiency.

“We direct resources much more precisely to activities that bring value.” (R4)

“We now have clarity where it is worth investing time and effort.” (R10)

“The difference is that we now know where to put our efforts.” (R6)

“Algorithms save us a lot of wrong decisions.” (R1)

On the other hand, some of the interviewees directly commented that algorithmic management leads to a reduction in human errors. With more standardized processes and algorithmic decision-making, noise in the system is naturally minimized, which also contributes to improved final efficiency.

“We have definitely reduced errors, especially in daily tasks.” (R4)

“There are significantly fewer corrections, which saves us a lot of time.” (R7)

“Wastes have decreased because the processes are much more controlled.” (R2)

Observations and analysis from the interviews led to the categorical conclusions that algorithmic management leads to process optimization, better allocation of resources and the making of far fewer errors. From this perspective, algorithmic management is directly related to achieving improved operational efficiency, which will support the overall organizational development and growth of the company. In this sense, X2 is categorically confirmed. It should also be emphasized again that algorithms are not recognized as an indicator of rapid growth, but are in the conditions that support its emergence.

V. CONCLUSION

This study focuses on the relationship between algorithmic management and the achievement of accelerated growth of companies. The main conclusions of the study are related to the conclusions that algorithmic management does in fact have an impact on the growth achieved by the organization, but this impact is not direct, but mediated. Algorithms create the opportunity to improve operational efficiency - related to process improvement, better allocation of resources, making fewer mistakes when making routine decisions. They create conditions for achieving growth, but do not act as a mechanism for growth itself. In any case, however, the effect of algorithmic management is not automatic and depends on the business environment, the specific organizational culture, the level of digitalization and other specific contextual characteristics.

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