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**BALANCING SURVEILLANCE AND AUTONOMY:
A CRITICAL APPRAISAL OF ELECTRONIC PERFORMANCE
MONITORING IN THE WORKPLACE**

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Clinical Question & PICO Framework

Research Question:

Does Employee Performance Monitoring (EPM) enhance task performance and organizational trust without increasing employee job tension?

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Problem or Population

Employees with EPM



Intervention

EPM systems implementation



Comparison

Organizations without EPM or less invasive methods



Outcome

Task performance, job tension, organizational trust

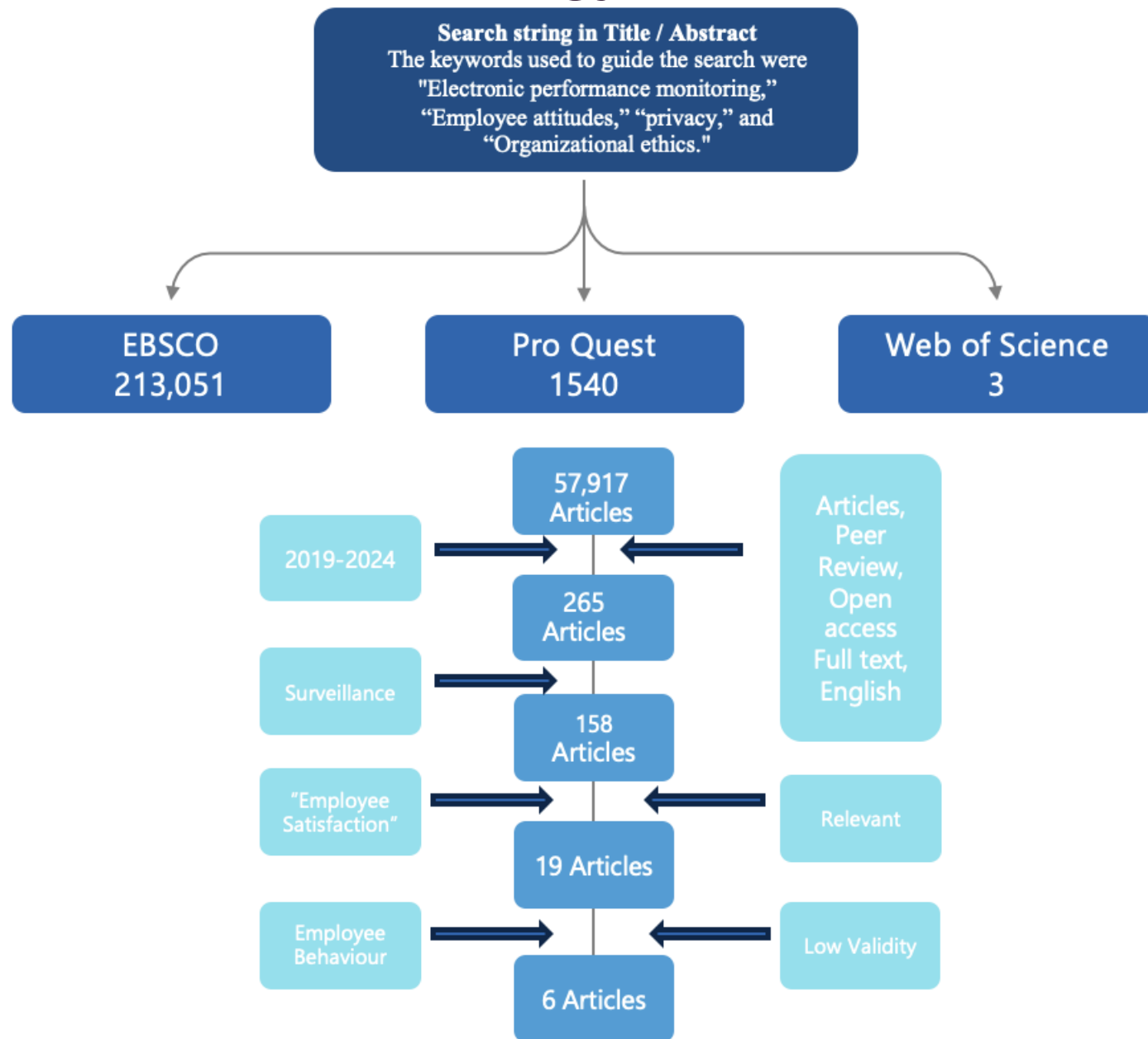


Context

Varied organizational cultures affecting employee perceptions

Search Strategy and Selection

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Background & Summary of Articles

Background

EPM systems use technology to monitor employee behavior and performance, potentially offering insights for performance appraisal, training, and development.

Summary of Articles

- 1** **Alder et al. (2007a & 2007b)**
Impact of ethics on EPM perceptions
- 2** **Kensbock & Stockmann (2020)**
Surveillance effects on employee behaviours
- 3** **Dogru (2021)**
Surveillance impact on job tension and performance
- 4** **Sherif, Jewesimi, & El-Masri (2020)**
EPM and organizational culture
- 5** **Oravec (2023)**
AI monitoring and employee autonomy

Selection of Articles and Critical Appraisal

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Study	Methodology	Internal Validity	External Validity	Relevance	Key Findings
Alder et al. (2007a)	Pre/post-implementation surveys	High (controlled data collection)	Limited (specific organizational context)	High (ethical orientation impact)	Ethical orientation moderates perceptions of EPM fairness and privacy.
Kensbock & Stöckmann (2020)	Theoretical analysis with empirical data	Moderate (solid theoretical basis)	Moderate (lack of detailed methodology)	High (balance between surveillance and autonomy)	Surveillance undermines learning and voice behavior during digital transformation.
Alder et al. (2007b)	Surveys on ethics and HR practices	Moderate (links ethical theories with HR outcomes)	Moderate (reliance on self-reported data)	High (ethical implications of HR practices)	Ethical predisposition influences perceptions of privacy and appropriateness of HR practices.
Doğru, Ç. (2021)	Screening quantitative research in banking	High (sector-specific focus)	Limited (single-sector focus)	High (surveillance benefits vs. drawbacks)	Surveillance increases job tension and performance but decreases trust.
Sherif et al. (2020)	Comparative case study	High (in-depth cultural analysis)	Limited (case study limitations)	High (cultural dimensions of EPM)	Culture significantly affects EPM acceptance; successful systems must align culturally.
Oravec, J. A. (2023)	Theoretical analysis on AI and bossware	Moderate (important theoretical considerations)	Limited (absence of empirical testing)	High (AI integration in the workplace)	AI-enhanced monitoring enhances capabilities but threatens autonomy; careful tech implementation urged.

Findings and Translations

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Study Reference	Finding 1	Finding 2	Finding 3	Finding 4
Alder, G. S., et al. (2007a)	Ethical orientation influences perceptions of EPM fairness and privacy invasion.	Privacy concerns affect trust and perceived organizational support.	Formalism impacts views on monitoring's invasiveness.	Utilitarian beliefs marginally influence support perceptions.
Kensbock, J. M., & Stöckmann (2020)	Surveillance undermines learning and voice behavior in digital transformations.	Digital transformation encourages intrinsically motivated processes.	Learning orientation correlates positively with voice behavior.	Perceived surveillance negatively affects learning orientation.
Alder, G. S., et al. (2007b)	Ethical formalism relates to perceptions of HR privacy invasion.	Privacy invasion perceptions determine HR program appropriateness.	Formalists view low-invasiveness programs more favorably.	The study explores the complex effects of invasive HR tools.
Doğru, Ç. (2021)	Electronic surveillance increases job tension.	Surveillance positively affects task performance.	Surveillance harms organizational trust.	Intense monitoring in banking leads to complex job performance.
Sherif, K., et al. (2020)	EPM is critical for focusing employees toward organizational goals.	Culture plays a significant role in EPM system acceptance.	Case study method reveals cross-cultural acceptance differences.	National and corporate cultures define EPM acceptance.
Oravec, J. A. (2023)	Employers use bossware to detect unapproved activities.	Medicalization efforts include personalized break scheduling.	AI and coachbots are involved in bossware medicalization efforts.	Practical implications address cyberslacking and employee autonomy.

Conclusion

Nuanced Effects of
EPM on Workplaces

Comments

- Methodological diversity across studies
- Importance of ethical and cultural factors in EPM acceptance

Recommendations

- Ethical and transparent EPM implementation
- Cultural Alignment and Employee Participation
- Development-focuses EPM strategies
- Further cross-disciplinary research needed

Thank you!

RM

References



Alder, G. S., Schminke, M., Noel, T. W., & Kuenzi, M. (2007a). Employee Reactions to Internet Monitoring: The Moderating Role of Ethical Orientation. **Journal of Business Ethics*, 80*(3), 481–498. <https://doi.org/10.1007/s10551-007-9432-2>



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