The Nexus Between Workplace Surveillance Practices and Employee Wellbeing: A Conceptual Review

Uhuru. G.P. (PhD)
Department of Employment Relations and Human Resource Management, Faculty of Administrational and Management, Rivers, State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria
Phone: +23408064787893
Email.: prince.uhuru1@ust.edu.ng

Owabie, Daisy Innocent (Ph. D)
Department of Business Administration, Faculty of Administration and Management, Rivers, State University, Nkpolu-Oroworukwo, PMB 5080, Port Harcourt, Nigeria
Phone: +2349035640523
Email: daisy.owabie@ust.edu.ng
https://doi.org/10.56201/ijssmr.vol.12no10.2026.pg392.404

Abstract
This paper examined the relationship between workplace surveillance practices and employee wellbeing through a comprehensive review of conceptual, theoretical and empirical literature. Specifically, the study explored the relationship between workplace surveillance practices and employees' psychological wellbeing, physical health and emotional wellbeing. The paper was anchored on the Job Demands–Resources (JD-R) Theory and the Socio-Technical Systems Theory, both of which provide valuable explanations of how workplace surveillance influences employee experiences within technology-driven organizations. The conceptual review identified algorithm control, electronic performance monitoring (EPM), and data collection and usage as the principal dimensions of workplace surveillance practices, while psychological wellbeing, physical health and emotional wellbeing constituted the key dimensions of employee wellbeing. Furthermore, empirical evidence from recent international studies revealed that although workplace surveillance can improve organizational accountability, operational efficiency and workplace safety, excessive or poorly managed surveillance often contributes to psychological distress, emotional exhaustion, reduced employee autonomy and adverse physical health outcomes. Conversely, surveillance practices implemented ethically, transparently and with appropriate employee involvement were found to promote organizational trust, fairness and positive employee experiences. The paper concludes that workplace surveillance practices neither inherently enhance nor undermine employee wellbeing; rather, their effects depend largely on ethical governance, supportive leadership, responsible data management and balanced implementation. Consequently, organizations should adopt human-centered surveillance systems that protect employees' privacy, dignity and autonomy while achieving sustainable organizational effectiveness.

Keywords: *Workplace Surveillance Practices, Employee Wellbeing, Algorithm Control, Electronic Performance Monitoring, Emotional Wellbeing, Data Governance.*

Introduction

Employee wellbeing has become one of the foremost determinants of organizational sustainability, workforce resilience and long-term competitiveness within contemporary business environments. Beyond traditional concerns with occupational safety and financial compensation, it encompasses employees' physical, psychological, emotional and social functioning in the workplace. Organizations that promote employee wellbeing generally experience higher engagement, stronger organizational commitment, improved productivity, lower absenteeism and better employee retention. Conversely, poor wellbeing is associated with burnout, emotional exhaustion, declining productivity and increased labour turnover, imposing substantial organizational costs. Consequently, employee wellbeing is increasingly recognized as a strategic organizational asset rather than merely a welfare concern (Grant et al., 2007; Guest, 2017; CIPD, 2023). One organizational practice that has received growing scholarly attention is workplace surveillance. Advances in digital technologies have enabled organizations to monitor employees through electronic performance monitoring, algorithmic management, biometric systems, CCTV, GPS tracking, email monitoring and artificial intelligence-driven analytics. These technologies are adopted to enhance productivity, accountability, regulatory compliance and organizational security. Nevertheless, they simultaneously raise ethical, legal and psychological concerns relating to employee privacy, autonomy and trust (Ajunwa et al., 2017; Moore, 2020; Ball, 2021). Consequently, workplace surveillance has evolved into a significant managerial practice with important implications for employee wellbeing. The relationship between workplace surveillance practices and employee wellbeing has therefore become an important area of scholarly inquiry because surveillance technologies can produce both favourable and adverse outcomes depending on their implementation. Transparent and proportionate surveillance may improve workplace safety, organisational transparency and objective performance evaluation. Conversely, excessive monitoring may diminish employees' sense of autonomy, intensify anxiety, erode trust and increase occupational stress, thereby adversely affecting both psychological and physical wellbeing (Ball, 2021; Ravid et al., 2020). Modern organisations are therefore challenged to balance legitimate managerial oversight with employees' rights to privacy and wellbeing. Employee wellbeing is commonly conceptualised as a multidimensional construct comprising psychological wellbeing, physical health and emotional wellbeing. Workplace surveillance practices influence these dimensions through mechanisms such as algorithmic control, Electronic performance monitoring and organisational approaches to data collection and usage. Depending on employees' perceptions of fairness, organizational support and ethical governance, surveillance may either promote positive workplace experiences or contribute to psychological distress and declining physical health (Dodge et al., 2012; World Health Organization [WHO], 2022; CIPD, 2023). Although workplace surveillance technologies are increasingly widespread, existing empirical evidence regarding their effects on employee wellbeing remains mixed. While some studies associate transparent surveillance with improved accountability and organizational performance, others report increased stress, reduced trust and poorer psychological outcomes. These inconsistencies suggest that the impact of workplace surveillance depends largely on organizational culture, leadership, transparency and responsible data governance. Against this background, this seminar paper examines the relationship between workplace surveillance practices and employee wellbeing by synthesizing relevant conceptual, theoretical and empirical literature to provide a comprehensive understanding of how workplace surveillance influences employees' psychological wellbeing, physical health and emotional wellbeing.

Conceptual Framework

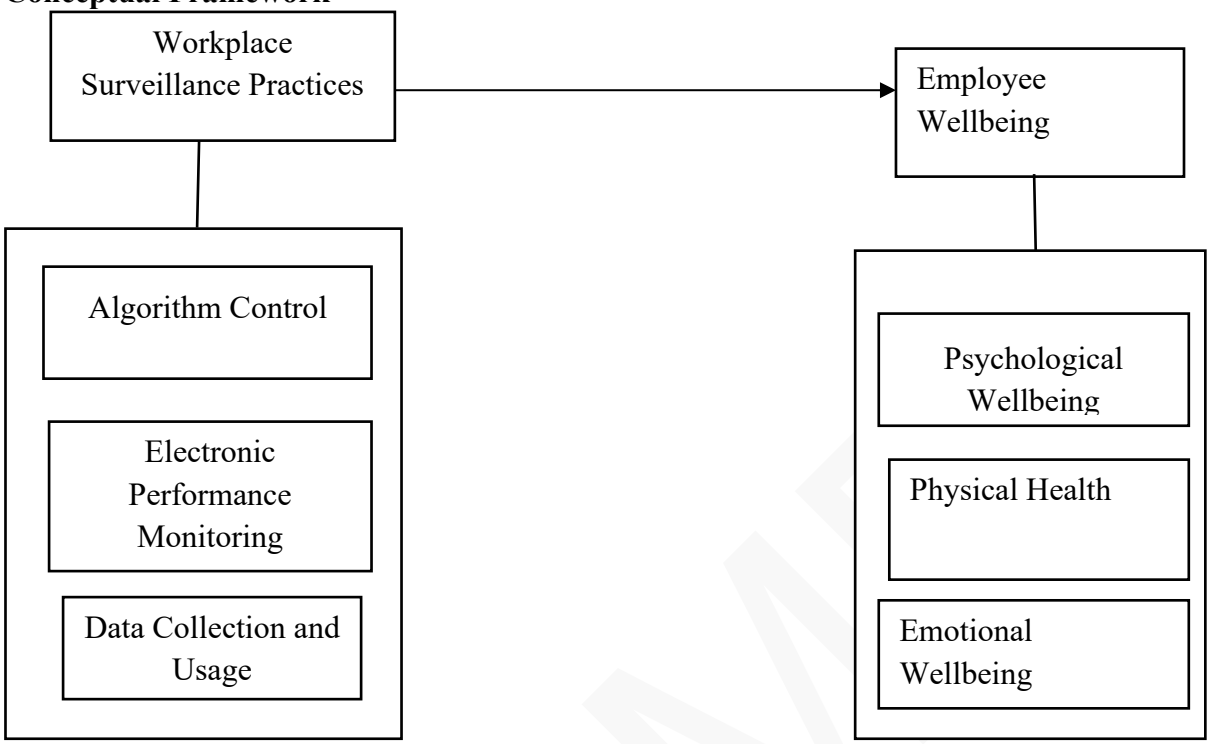


Figure 1.1: Conceptual framework of workplace surveillance practices and employee wellbeing

Source: Dimensions were adapted from workplace surveillance, algorithmic management, and digital labour-control literature, particularly studies on electronic monitoring, biometric tracking, performance tracking, and data-driven supervision (Moore, 2018; Ajunwa, Crawford, & Schultz, 2017; Kellogg, Valentine, & Christin, 2020; Wood et al., 2019; Sun et al., 2023; ILO, 2022). measures were adapted from employee wellbeing and occupational health literature, particularly studies identifying psychological health, work-life balance, and job satisfaction as key indicators of employee wellbeing (Grant, Christianson, & Price, 2007; Bakker & Oerlemans, 2011; Fisher, 2014).

Purpose of The Study

The purpose of this study is to examine the relationship between workplace surveillance practices and employee wellbeing. To achieve this, the specific objectives are to:

i. ascertain the relationship between workplace surveillance practices and psychological wellbeing.
ii. find out the relationship between workplace surveillance practices and physical health.
iii. evaluate the relationship between workplace surveillance practices and emotional wellbeing.

Literature Review

Theoretical Literature

Job Demands–Resources (JD-R) Theory

The Job Demands–Resources (JD-R) Theory is one of the most influential frameworks for explaining employee wellbeing, occupational stress and work performance within organizational behavior and human resource management. Developed by Bakker and Demerouti and first articulated by Demerouti et al. (2001), the theory emerged as a more flexible alternative to earlier occupational stress models, particularly the Demand–Control

Model and the Effort–Reward Imbalance Model. Unlike these models, the JD-R Theory argues that every occupation possesses unique characteristics that can be categorised into job demands and job resources, making it applicable across diverse organisational settings. Its flexibility has made it a widely adopted framework for examining employee wellbeing, burnout and organisational performance (Demerouti et al., 2001).

At its core, the JD-R Theory posits that employee wellbeing depends on the balance between job demands and job resources. Job demands are the physical, psychological and cognitive aspects of work requiring sustained effort and are associated with physiological or psychological costs, including workload, time pressure, performance expectations and continuous workplace monitoring. Conversely, job resources comprise organisational and interpersonal factors such as supportive leadership, autonomy, procedural fairness, employee participation and constructive feedback that help employees achieve work goals and cope with occupational demands. When resources adequately offset demands, employees experience greater engagement and wellbeing; however, an imbalance often results in stress, burnout and deteriorating physical and psychological health (Bakker & Demerouti, 2007; Bakker & Demerouti, 2017). The theory is highly relevant to workplace surveillance because modern organisations increasingly rely on electronic performance monitoring, algorithmic management, biometric technologies and digital tracking systems to supervise employees. While these practices may enhance accountability and operational efficiency, they can also increase performance pressure, reduce autonomy and generate privacy concerns. Conversely, surveillance implemented transparently, ethically and with adequate organisational support may strengthen procedural fairness, workplace security and employee trust. Thus, the JD-R Theory explains that the impact of workplace surveillance on employee wellbeing depends on whether surveillance-related demands are balanced by sufficient organisational resources (Bakker & de Vries, 2021; Nielsen *et al.,* 2023). Applied to this study, the JD-R Theory suggests that workplace surveillance practices do not inherently enhance or diminish employee wellbeing. Rather, their influence on psychological wellbeing, physical health and emotional wellbeing depends on how organisations implement surveillance systems, communicate their objectives and provide resources that enable employees to cope effectively with surveillance-related demands.

Socio-Technical Systems Theory

The Socio-Technical Systems (STS) Theory provides an important framework for explaining the relationship between workplace surveillance practices and employee wellbeing. Developed by Eric Trist and Kenneth W. Bamforth following their pioneering studies at the Tavistock Institute of Human Relations, the theory argues that organisational effectiveness depends on the successful integration of social and technical systems rather than technological efficiency alone (Trist & Bamforth, 1951). It challenged classical management by emphasising that technological innovations should be implemented with due consideration for employees' social relationships, organisational culture and psychological needs. Consequently, the theory has become a prominent foundation for research on organisational design, workplace technology and organisational change. The central premise of the STS Theory is that every organisation comprises two interdependent subsystems: the technical subsystem, consisting of technologies, work processes, surveillance systems and operational procedures, and the social subsystem, encompassing employees, leadership, communication patterns, organisational culture and workplace relationships. Organisational effectiveness is achieved when these subsystems are properly aligned. Technological innovations introduced without regard for employees' needs often generate resistance, dissatisfaction and occupational stress, whereas technologies supported by employee participation, organisational trust and effective leadership are more likely to enhance productivity, innovation and employee wellbeing (Pasmore *et al.,* 2019).

The relevance of the STS Theory has become increasingly evident as organisations adopt sophisticated workplace surveillance technologies such as artificial intelligence, biometric authentication, algorithmic management and digital performance monitoring. Although these technologies strengthen organisational control and operational efficiency, they also influence employees' perceptions of trust, privacy and autonomy. The theory therefore maintains that the effectiveness of workplace surveillance depends not only on technological capability but also on transparency, ethical governance and supportive management practices. Surveillance systems implemented fairly and with employee involvement are more likely to promote organisational effectiveness while preserving employee wellbeing, whereas poorly implemented systems may increase stress and undermine trust (Baxter & Sommerville, 2011; Moore, 2020). Applied to this study, the Socio-Technical Systems Theory suggests that workplace surveillance practices affect employee wellbeing through the interaction between surveillance technologies and the organisational environment. Consequently, organisations should complement surveillance technologies with transparent communication, ethical data governance, participatory decision-making and supportive leadership. Such a balanced approach enables organisations to achieve effective monitoring while safeguarding employees' psychological wellbeing, physical health and stress management.

Conceptual Literature

Employee Wellbeing

Employee wellbeing constitutes one of the most significant constructs in organisational behaviour and human resource management because it reflects the overall quality of employees' experiences within the workplace. The concept extends beyond the mere absence of illness or occupational injury to encompass employees' psychological, physical, emotional and social functioning as they perform their work responsibilities. Contemporary scholars argue that employee wellbeing embodies a positive state in which individuals experience favourable mental health, physical vitality, occupational satisfaction and the capacity to realise their professional potential while contributing meaningfully to organisational objectives. It equally reflects the extent to which organisational environments support employees' health, safety, personal development and work-life integration. High levels of employee wellbeing are associated with enhanced productivity, stronger organisational commitment, greater creativity, reduced absenteeism and improved employee retention, whereas diminished wellbeing often culminates in occupational stress, burnout, reduced performance and increased labour turnover (Guest, 2017; CIPD, 2023). Given the increasing complexity of modern workplaces, employee wellbeing has become an indispensable indicator of organisational effectiveness and sustainable human resource management. Within the context of this study, employee wellbeing is conceptualised through three interrelated dimensions, namely psychological wellbeing, physical health and emotional wellbeing, each of which may be influenced by workplace surveillance practices.

Measures of Workplace Surveillance Practices

Algorithm Control

Algorithm control refers to the utilisation of automated computational systems and artificial intelligence algorithms to direct, monitor, evaluate and regulate employees' work activities with minimal or no direct human intervention. Unlike conventional managerial supervision, algorithm control relies upon digital technologies to allocate work tasks, establish performance benchmarks, assess productivity, generate performance ratings and occasionally recommend disciplinary or reward decisions based on continuously collected employee data. Such systems are increasingly prevalent within digitally enabled organisations, particularly in platform-based employment, logistics, manufacturing, financial services and customer support operations.

Proponents contend that algorithm control enhances organisational efficiency, objectivity and consistency by minimising managerial bias and enabling real-time performance monitoring. Nevertheless, scholars also caution that excessive reliance on algorithmic decision-making may diminish employees' autonomy, reduce managerial discretion, foster perceptions of dehumanisation and intensify psychological pressure arising from continuous digital evaluation. Consequently, the effectiveness of algorithm control depends substantially upon the transparency, fairness and ethical governance underpinning its implementation (Kellogg et al., 2020; Meijerink & Bondarouk, 2023).

Electronic Performance Monitoring (EPM)

Electronic Performance Monitoring (EPM) refers to the systematic use of digital technologies to observe, record and evaluate employees' work behaviours, activities and performance in real time. Organisations employ technologies such as computer monitoring software, email tracking, telephone monitoring, CCTV systems, keystroke logging and productivity dashboards to measure employee efficiency, ensure compliance with ***organizational*** standards and facilitate objective performance evaluation. Properly implemented EPM can enhance accountability, improve productivity and support evidence-based managerial decision-making. However, excessive or intrusive monitoring may diminish employees' perceptions of privacy, autonomy and ***organizational*** trust, thereby adversely affecting their wellbeing. Consequently, contemporary organisations are encouraged to implement EPM transparently, ethically and proportionately in order to balance ***organizational*** performance objectives with employees' rights and welfare (Ravid et al., 2020; Ball, 2021; Moore, 2020).

Data Collection and Usage

Data collection and usage denote the systematic processes through which organisations gather, store, analyse, manage and utilise information generated through workplace surveillance technologies for managerial, operational and strategic purposes. Surveillance data may include employees' attendance records, productivity metrics, communication patterns, location information, biometric identifiers, computer usage, internet activities and performance analytics generated through electronic monitoring systems. The manner in which these data are collected, protected and utilised significantly influences employees' perceptions of organisational justice, privacy protection and ethical responsibility. Responsible data governance requires organisations to collect only relevant information, maintain robust security measures, comply with applicable legal and regulatory requirements and ensure that surveillance data are utilised solely for legitimate organisational objectives.

Conversely, indiscriminate data collection, excessive employee profiling, unauthorised data sharing or misuse of surveillance information may undermine organisational trust, heighten privacy concerns and contribute to psychological distress among employees. Accordingly, ethical data collection and responsible data utilisation constitute indispensable components of effective workplace surveillance practices capable of balancing organisational interests with employees' fundamental rights and wellbeing (Moore, 2020; Ravid *et al*., 2020).

Dimensions of Employee Wellbeing

Psychological Wellbeing

Psychological wellbeing refers to employees' positive mental and emotional functioning, encompassing their ability to experience life satisfaction, emotional stability, self-esteem, resilience, purposefulness and positive interpersonal relationships within the workplace. It reflects the degree to which employees perceive themselves as psychologically secure, valued and capable of coping effectively with occupational demands while maintaining favourable emotional health. Employees demonstrating high psychological wellbeing typically exhibit

greater organisational commitment, intrinsic motivation, creativity, job satisfaction and adaptability to organisational change.

On the other hand, diminished psychological wellbeing is often characterised by anxiety, emotional exhaustion, depression, frustration, diminished motivation and reduced occupational engagement (Miebaka Chidiebere Tamunomiebi and Goodluck Prince Uhuru. ,2018) Workplace surveillance practices possess considerable potential to influence employees' psychological wellbeing because employees' perceptions of constant monitoring, organisational trust, procedural fairness and managerial support significantly shape their emotional responses to surveillance technologies. Consequently, organisations implementing surveillance systems must carefully balance legitimate managerial oversight with employees' psychological needs to preserve positive workplace experiences and organisational commitment (Dodge *et al.,* 2012; Guest, 2017).

Physical Health

Physical health represents the physiological dimension of employee wellbeing and refers to employees' overall bodily condition, functional capacity and freedom from work-related illness, injury or excessive physical fatigue arising from occupational activities. It encompasses energy levels, physical fitness, sleep quality, ergonomic comfort, absence of chronic health conditions and employees' ability to perform work responsibilities safely and efficiently. Healthy employees are generally more productive, resilient and capable of sustaining consistent work performance over prolonged periods. Workplace surveillance practices may influence physical health both directly and indirectly. For instance, surveillance technologies designed to monitor safety compliance, hazardous work practices or ergonomic behaviours may contribute positively to injury prevention and occupational safety. Conversely, excessive surveillance that encourages prolonged sedentary work, continuous performance monitoring or unrealistic productivity expectations may contribute to fatigue, musculoskeletal disorders, sleep disturbances and other adverse health outcomes. Consequently, organisations must ensure that surveillance practices are implemented in ways that promote occupational safety while safeguarding employees' long-term physical wellbeing (World Health Organization, 2022; CIPD, 2023).

Emotional wellbeing

Emotional wellbeing refers to employees' ability to maintain positive emotional functioning, psychological resilience and a healthy state of mind while coping with workplace demands and organisational challenges. It encompasses employees' feelings of happiness, emotional stability, self-worth, motivation and their capacity to effectively manage work-related pressures without experiencing persistent emotional distress. Employees with high emotional wellbeing are generally more engaged, productive, resilient and satisfied with their jobs, whereas poor emotional wellbeing is often associated with anxiety, frustration, emotional exhaustion, burnout and reduced organisational commitment.

Within the context of workplace surveillance, emotional wellbeing is influenced by employees' perceptions of continuous monitoring, electronic performance monitoring, algorithmic control and the manner in which surveillance information is collected and utilised. Surveillance systems perceived as intrusive, unfair or excessively controlling may undermine employees' sense of trust, autonomy and psychological safety, resulting in negative emotional experiences. Conversely, surveillance practices implemented ethically, transparently and with adequate organisational support are more likely to foster positive emotions, trust and employee confidence. Consequently, emotional wellbeing represents a vital dimension of employee wellbeing through which the human consequences of workplace surveillance practices can be effectively understood (Guest, 2017; World Health Organization, 2022; CIPD, 2023).

Empirical Evidence

Employee wellbeing has attracted considerable empirical attention in recent years as organisations increasingly adopt technologically enabled workplace surveillance practices to improve productivity, accountability and operational efficiency. Nevertheless, existing empirical findings reveal that workplace surveillance produces both beneficial and adverse consequences depending upon the transparency, intensity and organisational context within which monitoring technologies are implemented.

Workplace Surveillance Practices and Psychological Wellbeing

A recent study by Paul Glavin**,** Alex Bierman and Scott Schieman (2024) investigated the relationship between workplace surveillance and worker wellbeing among Canadian employees. The study employed a cross-sectional survey design involving a nationally representative sample of 3,508 workers drawn from different occupations across Canada. Data were analysed using Structural Equation Modelling (SEM) to examine both direct and indirect relationships between surveillance perceptions and employee wellbeing. The findings revealed that employees who perceived higher levels of workplace surveillance reported significantly greater psychological distress and lower job satisfaction. The researchers further established that this relationship was largely explained by increased job pressure, reduced autonomy and perceived privacy violations arising from surveillance practices. The study concluded that although surveillance may improve managerial oversight, excessive employee monitoring can substantially undermine psychological wellbeing by increasing occupational stressors.

Similarly, Ibrahim Yinka Agbeyinka (2025) examined the psychological implications of algorithmic management and surveillance among platform workers across four countries. Using a cross-sectional survey of 1,204 gig workers**,** the study employed multilevel modelling alongside mediation and moderation analyses to investigate how algorithmic surveillance influences employees' psychological wellbeing. The findings indicated that increased surveillance intensity exerted a significant negative effect on workers' psychological wellbeing, with perceptions of unfair algorithmic decision-making partially mediating this relationship. The study concluded that organisations implementing algorithmic surveillance should prioritise fairness, transparency and employee participation to minimise adverse psychological outcomes and promote healthier working environments.

Workplace Surveillance Practices and Physical Health

An empirical investigation conducted among logistics workers in Sweden examined the relationship between algorithmic management, workplace surveillance and employees' physical health outcomes. The researchers adopted a cross-sectional survey design**,** collecting data from logistics employees through an online questionnaire measuring exposure to algorithmic management practices and several health indicators. Statistical analysis revealed that workers experiencing higher levels of algorithmic surveillance were significantly more likely to report musculoskeletal pain, headaches, sleep disturbances and occupational accidents than employees exposed to lower levels of algorithmic control. The study concluded that persistent algorithmic monitoring may adversely affect employees' physical health by increasing work intensity, reducing opportunities for adequate recovery and encouraging prolonged physical and mental exertion.

In another study, Tomislav Jukic et al. (2020) investigated the effectiveness of occupational stress management interventions on employees' psychosocial and physiological wellbeing within corporate organisations. Employing a randomised controlled pilot design**,** the researchers monitored participants over a ninety-day intervention period using mobile health technologies and physiological health indicators. Data were analysed using repeated-measures statistical techniques. The findings demonstrated significant improvements in participants'

physical wellbeing, stress biomarkers and overall health following structured occupational stress interventions. Although the primary focus was stress management rather than surveillance itself, the study reinforces the importance of organisational interventions capable of mitigating the adverse physical consequences associated with demanding and highly monitored work environments.

Workplace Surveillance Practices and Emotional Wellbeing

An empirical study by Agbeyinka (2025) investigated the psychological and emotional consequences of algorithmic management among platform workers across different cultural contexts. The study adopted a cross-sectional survey design and analysed the data using Structural Equation Modelling (SEM). The findings revealed that intensive workplace surveillance and algorithmic performance monitoring significantly increased employees' emotional exhaustion, anxiety and feelings of insecurity, while reducing overall emotional wellbeing. The study concluded that organisations should complement surveillance technologies with ethical governance, transparent communication and employee support mechanisms to minimise adverse emotional outcomes.

Similarly, Glavin, Bierman, and Schieman (2024) examined the relationship between workplace surveillance and employee wellbeing using a large national survey of workers in the United States. Employing multivariate regression analysis, the study found that employees who experienced higher levels of electronic monitoring reported significantly lower emotional wellbeing, characterised by increased psychological distress, emotional fatigue and reduced job satisfaction. The authors concluded that although surveillance may improve organisational oversight, excessive monitoring without adequate employee involvement undermines emotional wellbeing and recommended more transparent and employee-centred surveillance practices.

Relationship between Workplace Surveillance Practices and Employee Wellbeing

The relationship between workplace surveillance practices and employee wellbeing has become increasingly prominent within contemporary organisational and human resource management literature owing to the rapid proliferation of digital monitoring technologies across workplaces. Workplace surveillance practices, encompassing algorithm control, Electronic performance monitoring and organisational approaches to data collection and usage, are primarily introduced to enhance accountability, productivity, operational efficiency and regulatory compliance. However, their influence extends beyond organisational performance to encompass employees' psychological, physical and emotional wellbeing.

Existing conceptual literature suggests that surveillance practices exert both beneficial and detrimental effects depending upon the manner in which they are designed, implemented and governed. When organisations employ surveillance systems transparently, ethically and proportionately, employees are more likely to perceive monitoring as a legitimate managerial mechanism that promotes fairness, workplace safety and objective performance evaluation. Conversely, intrusive or excessively controlling surveillance practices frequently generate perceptions of mistrust, diminished autonomy, privacy invasion and persistent managerial scrutiny, all of which adversely influence employees' overall wellbeing (Ball, 2021; Moore, 2020). Consequently, workplace surveillance practices have become a critical organizational factor capable of shaping employees' quality of working life and overall organizational effectiveness. Empirical evidence further demonstrates that workplace surveillance practices significantly influence the multidimensional nature of employee wellbeing, particularly psychological wellbeing, physical health and occupational stress. The studies reviewed reveal that employees subjected to intensive electronic monitoring or algorithmic management frequently report heightened psychological distress, reduced job satisfaction, increased

emotional exhaustion and diminished perceptions of organisational trust. For instance, Glavin et al. (2024) established that extensive workplace surveillance significantly increased employees' psychological distress through reduced autonomy and heightened job pressure, while Agbeyinka (2025) similarly reported that algorithmic surveillance negatively affected workers' psychological wellbeing by reinforcing perceptions of unfairness and excessive managerial control. Likewise, research conducted among logistics employees demonstrated that persistent algorithmic monitoring contributed to adverse physical health outcomes, including musculoskeletal discomfort, sleep disturbances and fatigue arising from intensified work demands. Studies examining algorithmic management further revealed that surveillance practices elevate occupational stress indirectly through increased burnout, perceived organisational threats and declining job autonomy. Collectively, these empirical findings reinforce the proposition that surveillance practices, when implemented without adequate organisational support, transparency and ethical safeguards, may substantially undermine employee wellbeing across multiple dimensions.

Notwithstanding these concerns, the relationship between workplace surveillance practices and employee wellbeing should not be interpreted as inherently negative because organisational context remains a decisive determinant of employee outcomes. Theoretical perspectives such as the Job Demands–Resources Theory and the Socio-Technical Systems Theory suggest that surveillance technologies become detrimental primarily when surveillance-related demands outweigh the organisational resources available to employees. Where surveillance systems are characterised by transparency, employee participation, ethical data governance, procedural fairness and supportive leadership, employees are more likely to perceive organisational monitoring as a mechanism for ensuring workplace safety, improving performance and fostering accountability rather than as an instrument of coercion or excessive control.

Consequently, organisations capable of balancing legitimate surveillance objectives with employees' rights to privacy, dignity and autonomy are more likely to preserve positive psychological wellbeing, safeguard physical health and minimise occupational stress. Therefore, the existing conceptual and empirical literature suggests that the influence of workplace surveillance practices on employee wellbeing is contingent not merely upon the presence of surveillance technologies but upon the ethical, transparent and human-centred manner in which such technologies are implemented and managed within organisational environments.

Conclusion

The increasing adoption of workplace surveillance technologies has fundamentally reshaped managerial control and employee experiences within contemporary organisations. Although surveillance practices enhance productivity, accountability, regulatory compliance and organisational effectiveness, they also present important psychological, ethical and occupational challenges. This review demonstrates that employee wellbeing remains a strategic organisational asset and that workplace surveillance influences wellbeing primarily through algorithm control, electronic performance monitoring (EPM), and responsible data collection and usage. Surveillance systems implemented ethically, transparently and with supportive leadership are more likely to promote psychological wellbeing, physical health and emotional wellbeing, whereas intrusive or poorly managed surveillance may undermine trust, emotional wellbeing and overall employee welfare.

Furthermore, the theoretical perspectives reviewed affirm that workplace surveillance should be implemented as part of a balanced socio-technical system that integrates technological capability with employee participation, ethical governance and supportive human resource practices. Consequently, organisations seeking sustainable performance should adopt a human-centred approach to surveillance that safeguards employees' dignity, privacy, autonomy and

overall wellbeing while achieving legitimate organisational objectives. Such a balanced approach enables organisations to maximise the benefits of workplace surveillance without compromising the welfare of their workforce.

IJSSMR

References

Agbeyinka, I. Y. (2025). *Examining the psychological and ethical impacts of algorithmic management across cultural contexts in platform labour*. *Journal of Technology and Labour Studies, 6*(1).

Ajunwa, I., Crawford, K., & Schultz, J. (2017). Limitless worker surveillance. *California Law Review, 105*(3), 735–776.

Bakker, A. B., & de Vries, J. D. (2021). Job demands–resources theory and self-regulation: New explanations and remedies for job burnout. *Anxiety, Stress, & Coping, 34*(1), 1–21.

Bakker, A. B., & Demerouti, E. (2017). Job Demands–Resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology, 22*(3), 273–285.

Bakker, A. B., & Oerlemans, W. G. M. (2011). Subjective well-being in organisations. In K. S. Cameron & G. M. Spreitzer (Eds.), *The Oxford handbook of positive organizational scholarship* (pp. 178–189). Oxford University Press.

Ball, K. (2021). Electronic monitoring and surveillance in the workplace. In S. J. Zaccaro & R. J. Klimoski (Eds.), *The Oxford handbook of organisational psychology* (2nd ed.). Oxford University Press.

Baxter, G., & Sommerville, I. (2011). Socio-technical systems: From design methods to systems engineering. *Interacting with Computers, 23*(1), 4–17.

Bednar, P. M., & Welch, C. (2020). Socio-technical perspectives on smart working: Creating meaningful and sustainable systems. *Information Systems Frontiers, 22*(2), 281–298.

CIPD. (2023). *Health and wellbeing at work 2023*. Chartered Institute of Personnel and Development.

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The Job Demands–Resources model of burnout. *Journal of Applied Psychology, 86*(3), 499–512.

Dodge, R., Daly, A. P., Huyton, J., & Sanders, L. D. (2012). The challenge of defining wellbeing. *International Journal of Wellbeing, 2*(3), 222–235.

Fisher, C. D. (2014). Conceptualising and measuring wellbeing at work. In P. Y. Chen & C. L. Cooper (Eds.), *Wellbeing: A complete reference guide* (Vol. 3, pp. 9–33). Wiley-Blackwell.

Glavin, P., Bierman, A., & Schieman, S. (2024). Private eyes, they see your every move: Workplace surveillance and worker well-being. *Socius: Sociological Research for a Dynamic World, 10*.

Grant, A. M., Christianson, M. K., & Price, R. H. (2007). Happiness, health, or relationships? Managerial practices and employee well-being trade-offs. *Academy of Management Perspectives, 21*(3), 51–63.

Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal, 27*(1), 22–38.

Hennum Nilsson, K., Bodin, T., Strauss, P., Matilla-Santander, N., Badarin, K., Brulin, E., & Håkansta, C. (2025). Algorithmic management is associated with psychological distress, musculoskeletal pain, and occupational accidents: A cross-sectional study in logistics. *International Archives of Occupational and Environmental Health, 98*, 929–942.

International Labour Organization. (2022). *World employment and social outlook: Trends 2022*. International Labour Organization.

Jukic, T., Ihan, A., Strojnik, V., Stubljar, D., & Starc, A. (2020). The effect of active occupational stress management on psychosocial and physiological wellbeing: A pilot study. *BMC Medical Informatics and Decision Making, 20*, 321.

Kellogg, K. C., Valentine, M. A., & Christin, A. (2020). Algorithms at work: The new contested terrain of control. *Academy of Management Annals, 14*(1), 366–410.

Meijerink, J., & Bondarouk, T. (2023). Algorithmic management and human resource management: A systematic literature review. *Human Resource Management Review, 33*(2), 100940.

Miebaka Chidiebere Tamunomiebi, Goodluck Prince Uhuru (2018) "Group, Teams and Tasks in the Organization: A Historical Escortion," *European Journal of Business and Management Research, Europea*n Open Science, vol. 3(4), October.

Moore, P. V. (2020). *The quantified self in precarity: Work, technology and what counts*. Routledge.

Nielsen, K., Yarker, J., Munir, F., & Bültmann, U. (2023). Workplace resources, job demands and employee wellbeing: Contemporary perspectives on the Job Demands–Resources model. *Work & Stress, 37*(2), 101–118.

Pasmore, W., Winby, S., Mohrman, S. A., & Vanasse, R. (2019). Reflections: Sociotechnical systems design and organisation change. *Journal of Change Management, 19*(2), 67–85.

Ravid, D. M., Tomczak, D. L., White, J. B., & Behrend, T. S. (2020). EPM 20/20: A review, framework and research agenda for electronic performance monitoring. *Journal of Management, 46*(1), 100–126.

Schaufeli, W. B., & Taris, T. W. (2014). A critical review of the Job Demands–Resources model: Implications for improving work and health. In G. F. Bauer & O. Hämmig (Eds.), *Bridging occupational, organisational and public health* (pp. 43–68). Springer.

Sun, T., Zhang, Y., Liu, H., & Wang, X. (2023). Algorithmic management and employee well-being: A systematic review. *Human Resource Management Review, 33*(4), 101002.

Trist, E. L., & Bamforth, K. W. (1951). Some social and psychological consequences of the longwall method of coal getting. *Human Relations, 4*(1), 3–38.

Vuković, M., Jaklič, J., & Popovič, A. (2022). Influence of algorithmic management practices on workplace well-being: Evidence from European organisations. *Information Technology & People, 36*(8), 21–42.

Wood, A. J., Graham, M., Lehdonvirta, V., & Hjorth, I. (2019). Good gig, bad gig: Autonomy and algorithmic control in the global gig economy. *Work, Employment and Society, 33*(1), 56–75.

World Health Organization. (2022). *WHO guidelines on mental health at work*. World Health Organization.

Zayid, H., Alzubi, A., Berberoğlu, A., & Khadem, A. (2024). How do algorithmic management practices affect workforce well-being? A parallel moderated mediation model. *Behavioral Sciences, 14*(12), 1123.