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How Digital Surveillance Erodes Justice and Organizational Trust

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Abstract

Digital surveillance has become embedded in contemporary work through electronic performance monitoring, algorithmic evaluation, people analytics, platform infrastructures, and systems that capture behavioral traces. These arrangements can support coordination, safety, feedback, and resource allocation, yet they may also redistribute visibility, discretion, and authority in ways that employees experience as unjust or distrustful. This integrative review examines how surveillance forms and purposes connect with procedural, distributive, and interactional justice, organizational trust, and employee behavioral and relational responses. It combines conceptual, qualitative, experimental, observational, longitudinal, and review evidence through a transparent, bounded synthesis that preserves differences among research designs and contexts. The evidence suggests that surveillance effects depend less on technological presence alone than on purpose, data sensitivity, task measurability, transparency, contestability, relational quality, employment dependence, and institutional protections. Findings converge around risks associated with opaque evaluation, decontextualized quantification, privacy invasion, asymmetrical authority, and limited redress, but they conflict regarding performance, autonomy, acceptance, and the consequences of transparency. The review proposes an Integrated Surveillance–Justice–Trust Framework in which surveillance architecture shapes justice appraisals, trust attributions, employee responses, and recursive managerial interpretation. This framework is an original synthesis rather than a validated causal model. Its practical implication is that monitoring should be governed as a sociotechnical authority arrangement, not merely a data-collection tool. Longitudinal, multilevel, comparative, and intervention-based research is required to test the proposed relationships and determine when safeguards reduce harm without undermining legitimate organizational purposes.

Keywords: Procedural, distributive, and interactional justice, Trust erosion under continuous monitoring, Employee behavioral and relational responses, Integrated surveillance–justice–trust framework, Surveillance, Erodes

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Introduction

Digital work systems increasingly convert employee activity into observable, comparable, and actionable traces. Behavioral visibility expands when communication, movement, productivity, and interaction data become available to organizational audiences that were previously unable to observe them directly [1]. Algorithmic management extends this visibility into direction, evaluation, discipline, and worker contestation, thereby changing not only what organizations know but also how managerial authority is exercised [2]. Surveillance is therefore not a single technology. It is a sociotechnical arrangement linking data capture, interpretation, decision rights, and consequences.

Prevailing debate often treats workplace monitoring as a binary choice between efficiency and privacy. That framing is inadequate because privacy at work is relational and context-dependent: legitimacy varies with what is collected, why it is



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collected, who can access it, and how it affects employee control over personal information [3]. Existing scholarship is also fragmented across electronic monitoring, platform work, people analytics, organizational justice, artificial intelligence, and labour-process research [4]. These literatures frequently examine similar mechanisms under different labels while relying on designs that cannot be treated as directly commensurable.

Electronic performance monitoring illustrates why technological presence alone cannot determine organizational consequences. Monitoring purpose, invasiveness, timing, transparency, and implementation conditions vary, and these differences shape whether the same capability is interpreted as developmental feedback, necessary coordination, intrusive control, or evidence of managerial distrust [5]. The relevant question is therefore not simply whether employees are monitored, but how surveillance redistributes voice, explanation, discretion, burdens, and vulnerability.

This integrative review examines how digital surveillance may erode procedural, distributive, and interactional justice and how those appraisals may alter trust and employee responses. It contributes by distinguishing surveillance functions from stated purposes, connecting justice and trust mechanisms, preserving contradictory evidence, and proposing an Integrated Surveillance–Justice–Trust Framework. The framework organizes evidence-supported components and newly synthesized relationships without claiming exhaustive coverage, causal proof, universal applicability, or empirical validation.

Integrative review method

An integrative-review design was used because the evidence base combines conceptual analyses, qualitative field studies, experiments, observational studies, longitudinal research, multilevel arguments, meta-analysis, and methodological reviews. Such heterogeneity can be synthesized credibly when the review question, identification process, eligibility boundaries, extraction fields, relevance appraisal, and integration logic are explicit [6]. Searches covered publisher and DOI-indexed sources, target journals, and backward and forward citation chaining using terms for surveillance, electronic monitoring, quantification, algorithmic management, justice, privacy, trust, reactance, resistance, voice, and governance.

Fifty-eight records were captured: 32 through publisher and DOI-indexed searches, 12 through target-journal searches, and 14 through citation chaining. Eight duplicate records were removed, leaving 50 records for title-and-abstract screening. Ten were excluded, 40 full texts were sought and retrieved, and six were excluded after full-text assessment: four because Q1 eligibility was not met or securely verified and two because of insufficient incremental fit or substantial redundancy. Thirty-four sources entered the synthesis. PRISMA-compatible reporting was used to make these transitions auditable [7].

Extraction covered context, unit, design, time horizon, focal construct, measure, mechanism, moderator, outcome, level of analysis, limitation, and transferability. Appraisal was claim-specific rather than reduced to a numerical quality score. Evidence was integrated by domain, convergence, contradiction, mechanism, context, and boundary condition, consistent with review scholarship that treats synthesis—not article-by-article description—as the basis of contribution [8].

Figure 1 reports the verified flow of records through identification, duplicate removal, screening, full-text assessment, exclusion, and final inclusion for this integrative review article.

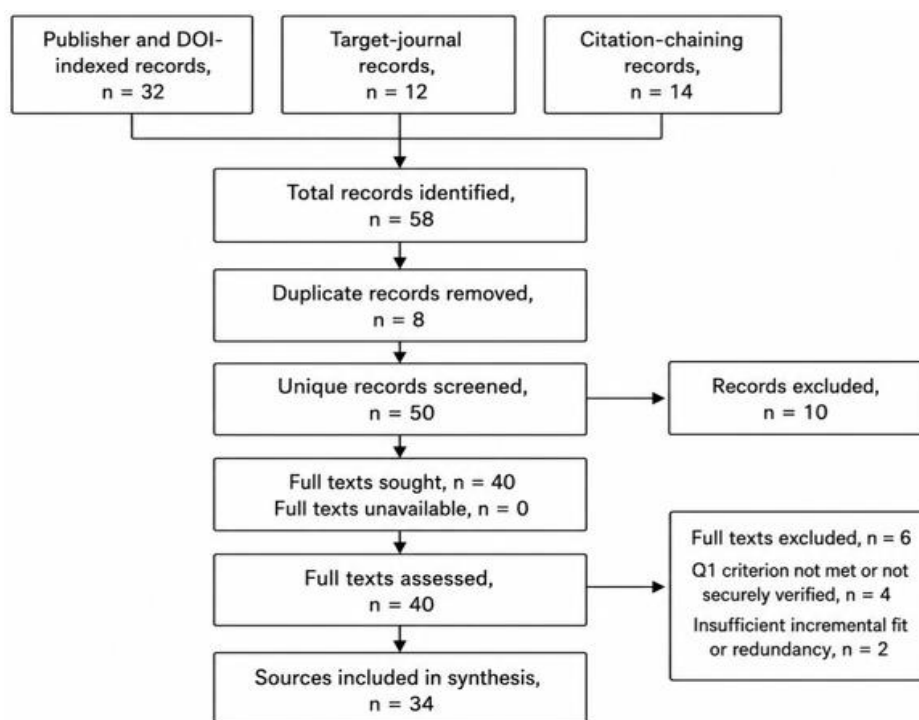


Figure 1. PRISMA Flow Diagram for Evidence Identification and Selection

The figure reports the evidence-identification and selection process used for ‘How Digital Surveillance Erodes Justice and Organizational Trust.’ Every numerical value and exclusion reason was generated and verified during the review’s identification and screening stage. The diagram is a reporting device and does not change the declared review design or establish exhaustive coverage.

Alt-text

A black-and-white PRISMA-compatible flow diagram shows 58 records identified from publisher and DOI-indexed searches, target-journal searches, and citation chaining. Eight duplicates are removed, 50 records are screened, 10 are excluded, 40 full texts are assessed, six are excluded for Q1 ineligibility or insufficient impact, and 34 sources enter the final synthesis.

Forms and purposes of workplace surveillance

Workplace surveillance varies by what it captures and what organizational action follows. Data may record time, location, communication, keystrokes, physiological states, customer evaluations, output, or interaction patterns. Systems may merely store information, or they may compare, infer, rank, schedule, recommend, reward, restrict, or discipline. These functional differences matter because observation becomes organizational control when data are connected to authority and consequences.

Quantification can provide workers with feedback while simultaneously encouraging comparison and self-regulation. Field evidence shows that numerical work measures may operate as auto-gamification and alter productivity, but such findings are most defensible in settings where tasks are readily measurable [9]. A metric can therefore be informative without being complete, and behavioral visibility should not be confused with valid representation of contribution.

Algorithmic evaluation adds asymmetry when organizations or platforms can rank workers through rules that workers cannot inspect or contest. Qualitative evidence from online markets shows how unequal access to evaluative logic can constrain agency even when workers develop tactical responses [10]. In app-mediated delivery, tracking, allocation, evaluation, and discipline can be integrated into one labour-control architecture [11]. Platform research further shows that infrastructure presented as matching may acquire managerial-control functions through ranking, intervention, and dependence [12].

Purposes must consequently be analyzed separately from capabilities. Safety, compliance, coordination, development, customer assurance, and productivity control can use overlapping data while carrying different legitimacy claims. Stated purpose also may diverge from enacted practice when collected data are reused, when developmental feedback becomes discipline, or when temporary monitoring becomes continuous. Evidence does not justify treating all surveillance as harmful, but neither does an efficiency rationale settle questions of authority, proportionality, or justice.

Table 1 organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for review design, evidence domains, and extraction framework for how digital surveillance erodes justice and organizational trust.

Table 1. Review design, evidence domains, and extraction framework for How Digital Surveillance Erodes Justice and Organizational Trust

Evidence Domain or Review Construct	Review Question	Eligible Evidence Type	Extraction Fields	Appraisal or Relevance Criterion	Synthesis Role	Main Limitation	Interpretation Boundary
Integrative Review	How can unlike evidence be combined?	Methodological and review studies	Search, selection, appraisal, synthesis	Procedure is explicit and fit for purpose [6]	Method transparency	No pooled certainty	PRISMA reporting does not change review type [7]
Behavioral Visibility	What becomes observable?	Conceptual and field evidence	Trace, audience, evaluative use	Distinguishes visibility from performance [1]	Surveillance-input layer	Limited direct outcome tests	Visibility is not validity
Epm and Quantification	How is work measured?	Reviews and field studies	Purpose, metric, timing, feedback	Monitoring features are specified [5]	Compare feedback and control	Task dependence	No uniform EPM effect
Algorithmic Control	When does coordination become authority?	Qualitative and conceptual evidence	Ranking, allocation, intervention, sanction	Decision rights and consequences are identifiable [2]	Control taxonomy	Platform-heavy evidence	Matching is not automatically control
Justice Appraisal, Proposed Coding	Which fairness dimensions are implicated?	Experimental, ethical,	Voice, consistency,	Claim must match the measured or	Cross-domain justice coding	No common measure	Perception is not objective proof

		organizational evidence	allocation, dignity	theorized dimension			
Trust Attribution, Proposed Coding	What relational meaning is inferred?	Reviews, field, longitudinal evidence	Competence, integrity, benevolence, privacy	Trust must be separated from use and compliance	Relational- pathway coding	Temporal ambiguity	Distrust is conditional
Employee Response, Proposed Coding	How do workers adapt?	Survey, qualitative, comparative evidence	Reactance, workaround, silence, solidarity	Context and dependence must be reported	Response taxonomy	Causal evidence is uneven	Resistance is not universal
Governance, Proposed	What may interrupt harmful pathways?	Critical reviews and design agendas	Purpose, participation, explanation, appeal	Safeguard must address an identified mechanism	Evidence- informed principles	Limited intervention testing	Principles are not validated effects

Procedural, distributive, and interactional justice

Organizational justice clarifies why identical surveillance capabilities may be interpreted differently. Procedural justice concerns how monitoring rules and resulting decisions are made: whether criteria are consistent, accurate, explainable, correctable, and open to meaningful voice. Experimental evidence indicates that fairness, trust, and emotion vary with the kind of managerial decision delegated to an algorithm [13]. This does not establish enduring workplace effects, but it shows that acceptance cannot be inferred from automation alone.

Procedural legitimacy also differs from statistical neutrality. Removing some human discretion may reduce particular biases while still appearing unjust when complex persons are represented by narrow indicators that omit relevant context [14]. Algorithmic reductionism is especially consequential when employees cannot know which data matter, challenge erroneous inferences, or obtain accountable human review. Consistency may therefore be valuable without being sufficient.

Distributive justice concerns how surveillance shapes allocations: rewards, opportunities, schedules, workloads, penalties, and exposure to scrutiny. A technically accurate score can still distribute burdens unfairly when error costs fall unevenly, when some jobs are more measurable than others, or when monitored employees cannot influence the metrics governing comparison. Evidence on this dimension remains dispersed, so the review treats distributive effects as context-specific rather than established across technologies.

Interactional justice concerns dignity, respect, truthful explanation, and contextual understanding. Ethical analysis of algorithm-based human-resource decisions shows how opacity, decontextualized classification, and limited redress may threaten personal integrity even where formal procedures appear consistent [15]. Design cues can influence fairness perceptions: transparency and anthropomorphic presentation affected judgments in algorithmic recruiting, although those findings do not demonstrate that disclosure alone repairs continuous monitoring [16]. Across the three dimensions, justice depends on enacted authority and consequences, not simply on whether data collection is disclosed. The evidence supports conditional pathways from surveillance design to justice appraisal; it does not establish that every monitored workplace produces all three forms of injustice.

Trust erosion under continuous monitoring

Trust under monitoring should not be reduced to whether employees use a system or comply with its outputs. Trust involves willingness to accept vulnerability based on judgments about competence, integrity, and benevolence. Research on human trust in artificial intelligence shows that reliability, transparency, task characteristics, system tangibility, and user conditions shape such judgments [17]. In workplaces, these assessments extend beyond the technical system to the organization that selects the data, defines acceptable performance, and determines consequences.

Continuous surveillance may erode trust when it communicates that employees are presumed unreliable, when monitoring purposes shift without meaningful consent, or when data are interpreted without context. Longitudinal qualitative evidence illustrates a recursive mechanism: coercive monitoring encouraged workers to conceal aspects of their activity, while managers interpreted concealment as justification for further surveillance [18]. This cycle is important because monitoring does not merely reveal behavior; it may alter the behavior later treated as evidence.

Relational processes further constrain interpretation. Electronic monitoring may weaken leader–member social exchange and contribute to counterproductive responses when employees read it as a withdrawal of relational confidence [19]. Yet prior relationship quality matters. Experimental and field evidence indicates that leader–member exchange conditions privacy-invasion responses to electronic performance monitoring [20]. Strong relationships may therefore buffer threat, but they cannot by themselves legitimize unnecessary or disproportionate monitoring.

Trust erosion is consequently conditional rather than automatic. A reliable system used for a legitimate, limited purpose may coexist with organizational trust, whereas technically competent monitoring may still damage trust if employees question integrity, benevolence, or procedural legitimacy. **Table 2** organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for cross-study findings, mechanisms, convergence, and conflict in how digital surveillance erodes justice and organizational trust.

Table 2. Cross-study findings, mechanisms, convergence, and conflict in How Digital Surveillance Erodes Justice and Organizational Trust

Construct, Mechanism, or Relationship	Representative Context	Reported Finding	Evidence Design	Convergent Evidence	Conflicting Evidence	Methodological Concern	Review Interpretation
Quantification And Productivity	Measurable operational work	Metrics may increase effort through feedback and auto-gamification [9]	Mixed-method field study	Monitoring can structure behavior [5]	Effects depend on monitoring design	Task specificity	Performance gain does not establish justice
Algorithmic Evaluation and Agency	Online markets and platforms	Opaque ranking creates power asymmetry [10]	Qualitative study	Matching may extend into control [12]	Workers retain tactical agency	Platform transferability	Visibility and influence are unequal
Reductionism and Procedural Justice	HR decisions	Bias reduction may coexist with perceived unfairness [14]	Experiments	Decision context affects fairness [13]	Transparency can improve some judgments [16]	Scenario-based evidence	Consistency is insufficient without contextual adequacy
Monitoring and Relational Trust	Monitored employment	Surveillance may erode social exchange [19]	Field evidence	Privacy invasion aligns with relational threat [20]	Strong prior relationships may buffer threat	Reciprocal causation	Trust effects depend on relational meaning
Monitoring and Adaptation	Security and platform work	Workers may conceal, test, or redirect behavior [18]	Longitudinal qualitative evidence	Monitoring can alter later behavior [18]	Adaptation may support compliance or resistance	Context heterogeneity	Monitoring changes the conduct observed
Overall Work Outcomes	Multiple EPM settings	Associations differ by design, technology, and outcome [5]	Review synthesis	Context-sensitive frameworks converge [5]	Positive, null, and adverse patterns coexist	Construct and design heterogeneity	No singular surveillance effect is warranted

Employee behavioral and relational responses

Employees are not passive endpoints of surveillance. They interpret monitoring, infer organizational motives, and respond within constraints created by employment dependence, task structure, social relationships, and available alternatives. Survey evidence links perceived privacy invasion with state reactance and with citizenship and counterproductive behavior, while also showing that individual differences shape those responses [21]. Because the evidence is cross-sectional, it supports association rather than a settled causal sequence.

Opacity changes the form that adaptation takes. Longitudinal research on platform workers found that employees facing opaque evaluations experimented to infer how the system worked or became constrained and withdrew when dependence and evaluative setbacks narrowed their options [22]. These responses should not be classified simply as irrational resistance. Workarounds may represent attempts to restore predictability, protect income, or correct a system workers cannot question directly.

Responses may also become relational and collective. Comparative research among food-delivery couriers shows that individualized app control can coexist with solidarity when workers develop shared interpretations, networks, and organizing opportunities [23]. Conversely, surveillance can fragment workers when rankings intensify competition or when employees lack common spaces for exchange. Formal autonomy is similarly ambiguous. Cross-national platform evidence shows that discretion over when or where to work can coexist with rating dependence, algorithmic allocation, and substantive control [24].

The response domain therefore includes compliance, performance signalling, gaming, workarounds, concealment, voice, silence, solidarity, and exit. None is a universal consequence. **Table 3** organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for contextual moderators, boundary conditions, and organizational implications.

Table 3. Contextual moderators, boundary conditions, and organizational implications

Context Or Level	Moderator or Boundary Condition	Evidence Pattern	Organizational Implication	Alternative Explanation	Transferability Limit	Uncertainty	Research Need
Task	Measurability and ambiguity	Metrics work differently in standardized and complex tasks [5]	Match data to task reality	Productivity may reflect incentives	Knowledge work differs	Long-term effects unclear	Compare task types longitudinally
Purpose	Safety, development, coordination, or discipline	Similar tools carry different meanings [3]	State and limit purpose	Climate may shape interpretation	Purpose may drift in practice	Enacted use may diverge	Study purpose changes over time
Relationship	Leader–member exchange	Relational quality moderates privacy invasion [20]	Treat monitoring as relational communication	General support may overlap	Dyadic findings may not aggregate	Direction may be reciprocal	Repeated dyadic measurement
Dependence	Income reliance and alternatives	Dependence narrows responses to opaque evaluation [22]	Assess vulnerability and appeal access	Labour-market scarcity	Platform evidence dominates	Boundary thresholds unknown	Compare employment arrangements
Collective Level	Networks and institutions	Shared grievances may support solidarity [23]	Preserve legitimate collective voice	Organizing history matters	Occupation-specific cases	Fragmentation also possible	Multilevel comparative studies
Time	Prior surveillance and adaptation	Concealment and escalation may become recursive [18]	Reassess necessity and effects	Adversarial climate may predate monitoring	Single-case mechanisms	Sequence remains uncertain	Process and interrupted-time studies
Institution	Law, worker representation, and national context	Authority and response vary across systems [23]	Align safeguards with institutional protections	Cultural expectations differ	Cross-national evidence is uneven	Effects may be nonlinear	Institutional comparisons

Integrated surveillance–justice–trust framework

The proposed framework treats surveillance as a work-design and authority arrangement rather than a neutral stream of information. Algorithms can redistribute autonomy, feedback, workload, task control, and social interaction, thereby changing the conditions under which justice and trust are judged [25]. Algorithmic management is also a bundle of separable functions—including tracking, evaluation, scheduling, nudging, and discipline—whose effects should be examined independently [26]. Employment relations determine who may authorize these functions, who bears error costs, and whether employees can challenge decisions [27]. Surveillance additionally organizes the spaces in which work becomes visible, calculable, and governable [28].

The framework contains four linked layers. First, surveillance architecture captures data and converts them into comparisons, inferences, allocations, or sanctions. Second, employees appraise whether these processes are procedurally fair, whether their outcomes and burdens are distributively fair, and whether their treatment remains respectful and context-sensitive. Third, justice appraisals inform trust attributions concerning organizational competence, integrity, benevolence, and respect for privacy. Fourth, employees respond through compliance, signalling, voice, workaround, concealment, solidarity, silence, or exit.

The proposed sequence is recursive. Employee responses generate new data that managers may interpret as valid performance evidence, resistance, or proof that intensified surveillance is needed. Contextual moderators—purpose, task measurability, data sensitivity, prior relationships, dependence, and institutional protection—may interrupt, strengthen, or reverse these pathways. The proposed framework treats data visibility, algorithmic control, and job redesign as analytically distinct but interacting features of datafied control [1, 2, 25].

Figure 2 presents the original conceptual synthesis for integrated surveillance–justice–trust framework, showing how the article’s principal constructs, mechanisms, uncertainties, and decision boundaries are connected.

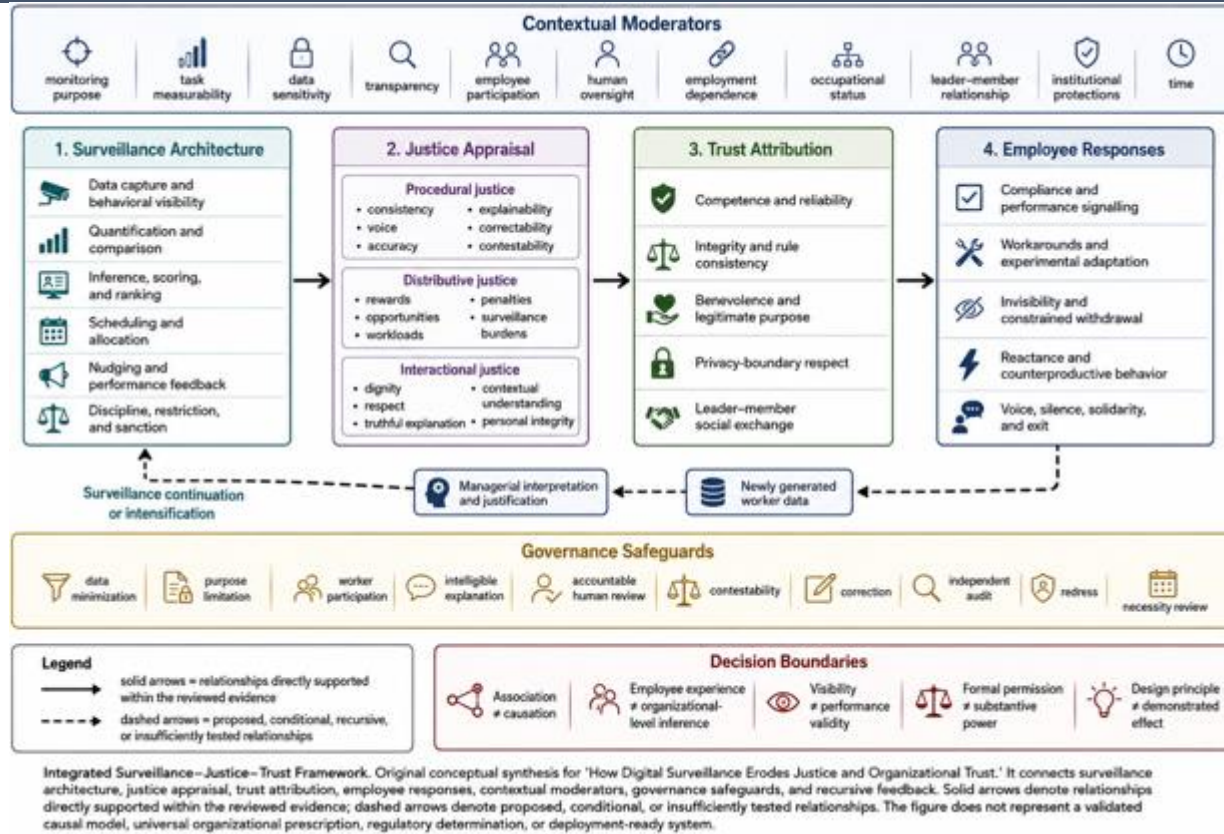


Figure 2. Integrated Surveillance–Justice–Trust Framework

Design safeguards and governance implications

Governance should begin with the recognition that people analytics and surveillance can create interacting privacy, discrimination, autonomy, power, and legitimacy risks [29]. Treating monitoring as a technical procurement decision obscures who defines performance, who may reinterpret data, and who carries the consequences of error. A defensible process should therefore specify the organizational problem, monitoring purpose, data source, affected population, decision authority, anticipated benefit, plausible harm, and conditions for withdrawal.

Conceptual ambiguity in people analytics further limits governance. Definitions and value propositions vary, and data accumulation does not by itself establish valid knowledge or organizational value [30]. Organizations should distinguish descriptive data from evaluative inference, prediction from justified decision authority, and formal employee permission from meaningful influence over use. Data collected for one purpose should not silently migrate into discipline or selection.

Safeguards should address identified mechanisms rather than function as symbolic disclosure. Governance safeguards should combine integrity protection, perceptible fairness, and participatory design rather than rely on disclosure alone [15, 16, 31]. Relevant principles include data minimization, purpose limitation, worker participation before deployment, intelligible explanation, accountable human review, correction, contestability, independent audit, remedy, and periodic necessity assessment. These principles are evidence-informed but not universally validated interventions.

Safeguard strength should increase with data sensitivity, decision consequence, employee vulnerability, and difficulty of correction. Organizations should also evaluate burdens such as surveillance-induced work, gaming incentives, managerial overreliance, and unequal exposure across jobs. **Table 4** organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for evidence limitations, unresolved questions, and future research priorities.

Table 4. Evidence limitations, unresolved questions, and future research priorities

Evidence Gap	Why It Matters	Current Limitation	Required Design	Measurement Priority	Comparative Context	Interpretation Safeguard	Future Research Question
Temporal Ordering	Justice and trust may precede or follow monitoring	Many cross-sectional studies	Longitudinal panels and phased implementation	Repeated surveillance, justice, and trust measures	New and established systems	Do not infer sequence from correlation	When does monitoring change trust trajectories?

Justice Dimensions	Different mechanisms may be conflated	Measures often emphasize global fairness	Multi-method construct validation	Procedural, distributive, interactional measures	HR, operational, and platform decisions	Separate perception from objective procedure	Which surveillance features activate each justice dimension?
Trust Versus Compliance	Use can persist without trust	Reliance and trust are inconsistently separated [17]	Behavioral-choice and validation studies	Trust, reliance, acceptance, compliance	High- and low-dependence work	Continued use is not trust	When does dependence mask distrust?
Multilevel Effects	Individual responses do not establish organizational trust	Sparse aggregation tests	Team and organizational multilevel studies	Within- and between-unit variance	Centralized and decentralized organizations	Avoid ecological inference	How do local practices become climate?
Safeguard Effectiveness	Principles may interact or create burdens	Limited intervention comparison [31]	Factorial field experiments	Explanation, voice, review, appeal, burden	Different technologies and occupations	Do not assume additive benefit	Which safeguard combinations improve legitimacy?
Dynamic Adaptation	Monitoring changes behavior and data quality	Strategic responses are undermeasured [18]	Process studies and behavioral traces	Workarounds, concealment, substitution	Regulated and discretionary work	Adaptation is not necessarily misconduct	How do responses alter subsequent evaluation?
Institutional Variation	Authority and remedies differ	Platform and Western settings dominate	Cross-national comparative research	Voice, enforcement, worker dependence	Legal and labour-institution regimes	Limit universal claims	Which institutions constrain surveillance escalation?

Review limitations and future research

The selected literature remains heterogeneous in technology, occupation, construct measurement, and research design. Meta-analytic evidence confirms that electronic performance monitoring associations vary across outcomes and conditions rather than supporting one general effect [32]. Platform, operational, and recruitment settings are prominent, whereas professional, public-sector, hybrid, remote, and high-discretion work remain less developed. The review also relies on a bounded search and claim-specific relevance appraisal rather than exhaustive retrieval or formal certainty grading.

Future research should examine unintended adaptation rather than treating observed data as passive reflections of performance. Quasi-experimental field evidence shows that IT-enabled monitoring can produce behavioral substitutions and operational spillovers beyond the intended compliance purpose [33]. Such responses may alter both the validity of monitored indicators and managerial interpretations of employee conduct.

Future tests should be longitudinal and context-sensitive because monitoring effects are heterogeneous, relational, and potentially altered by observation itself [19, 32, 34]. Phased implementation, interrupted time-series, field experiments, and longitudinal process studies could clarify temporal ordering. Multilevel designs should distinguish employee perceptions from team climate and organizational trust. Comparative institutional research should examine labour protection, worker representation, employment dependence, and national privacy regimes. Measurement studies should separate trust from compliance, reliance, acceptance, privacy concern, fairness, and legitimacy. These designs may support, refine, reverse, or reject the proposed framework; no single method can establish universal relationships across surveillance systems.

Conclusion

Digital surveillance becomes organizationally consequential when captured data are connected to interpretation, authority, and consequences. Its effects cannot be determined from technological capability alone. Purpose, proportionality, task measurability, data sensitivity, voice, explanation, relational quality, dependence, and institutional protection shape whether monitoring is interpreted as legitimate coordination or unjust control.

This integrative review contributes a framework connecting surveillance architecture with procedural, distributive, and interactional justice, trust attribution, employee response, and recursive managerial interpretation. The synthesis explains why performance benefits may coexist with privacy invasion, why transparency may help without resolving power asymmetry,

and why compliance may conceal distrust or constrained choice. It also identifies safeguards that may interrupt harmful pathways while preserving legitimate organizational purposes.

The framework remains a conceptual organization of heterogeneous evidence. It does not establish a validated causal sequence, universal surveillance effect, implementation protocol, or guaranteed safeguard. Its value lies in making assumptions, mechanisms, contradictions, and decision boundaries visible so that future research and organizational evaluation can test them directly.

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