

Impact of Digital Surveillance on Employee Well-Being

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Abstract:

Organisational monitoring practices have undergone a drastic shift because of digital surveillance, mainly pandemic aftermath. These technologies bring in efficiency, control and security but bring uneasiness regarding employee wellbeing. The foundation for this research is set to integrate with Job Demands–Resources (JD-R) theory and SET (Social Exchange Theory) and SPT (Stress Process Theory) where the study investigates the impact of digital surveillance on employee wellbeing. This particular study takes deeper dig into mediating roles of JS (Job Stress) and OT (Organisational Trust) as well as moderating effects of OC (Organisational Culture) and TM (Transparency in Monitoring).

To make the process perfect, data were collected from 373 women employees working in the IT sector in Bengaluru, India, using a structured questionnaire. SEM (Structural Equation Modelling) was employed to test the relationships. The results present DS (digital surveillance) notably increasing job stress and negatively affects organizational trust. In this particular context, job stress reduces employee well-being, but OT (organizational trust) boosts it. Both job stress and organizational trust were found to be significant mediators between digital surveillance and well-being. The relationship between digital surveillance and employee well-being is significantly mediated by JS (job stress) and OT (organizational trust), its confirmed by mediation analysis. Furthermore, the results showcase that OC (organizational culture) and TM (transparency in monitoring) considerably moderates these relationships. The link between digital surveillance and employee well-being is not universal; it is significantly influenced by the organizational context.

This research adds to the understanding of digital workplace dynamics by demonstrating how surveillance, psychology, and organizational factors interact in complex ways. The findings of the study reveal the certain factual information on digital Surveillance. In order to Mitigate the negative impacts of digital surveillance by cultivating transparency and a supportive environment, which in turn enhances employee well-being.

Keywords: Job Stress, Organisational Trust, Digital Surveillance, Transparency in monitoring, Organisational culture.

Introduction

The rapid advancement of artificial intelligence (AI), digital technologies, and remote work has significantly increased the adoption of digital surveillance in organizations. Electronic performance monitoring, activity tracking, and AI-enabled surveillance systems are increasingly used to enhance productivity, security, and operational efficiency. Although these technologies provide organizations with greater control and data-driven decision-making capabilities, they also raise concerns regarding employee privacy, autonomy, trust, and psychological well-being.

Digital surveillance may increase employees' perceptions of continuous monitoring, resulting in higher job stress and reduced organizational trust. According to the Job Demands–Resources (JD-R) Theory, excessive monitoring functions as an additional job demand that increases psychological strain. Similarly, Social Exchange Theory (SET) suggests that employees are more likely to trust organizations that implement monitoring practices transparently and fairly. The Stress Process Theory (SPT) further explains that workplace stressors, such as continuous surveillance, may adversely affect employees' psychological well-being.

Previous studies have independently examined the relationships among digital surveillance, job stress, organizational trust, and employee well-being. However, limited research has integrated these variables within a single framework while examining the moderating roles of Organizational Culture (OC) and Transparency in Monitoring (TM). Furthermore, empirical evidence from women employees in India's IT sector remains limited despite the widespread adoption of digital monitoring technologies.

To address these gaps, this study investigates the impact of Digital Surveillance (DS) on Employee Well-Being (EW) by examining the mediating roles of Job Stress (JS) and Organizational Trust (OT) and the moderating effects of Organizational Culture (OC) and Transparency in Monitoring (TM). By integrating JD-R Theory, Social Exchange Theory, and Stress Process Theory, the study contributes to a better understanding of how and under what organizational conditions digital surveillance influences employee well-being and provides practical implications for organizations implementing digital monitoring systems.

Background and Framework

Digital Surveillance in Contemporary Organizations: The rapid digitalization of workplaces has substantially increased the adoption of electronic monitoring technologies to improve productivity, security, and operational efficiency. The expansion of remote and hybrid work arrangements has further accelerated organizational reliance on digital surveillance systems, including electronic performance monitoring, activity tracking, and AI-enabled monitoring tools. Although these technologies provide organizations with greater control and data-driven decision making, they simultaneously raise concerns regarding employee autonomy, privacy, trust, and psychological well-being. Kalischko and Riedl (2021) argued that electronic performance monitoring has evolved from a simple productivity tool into a comprehensive digital governance mechanism that significantly influences employees' psychological experiences at work. Similarly, Jeske and Santuzzi (2015) reported that employees often perceive continuous electronic monitoring as a reduction in autonomy and control, increasing psychological strain despite potential organizational benefits.

Digital Surveillance and Psychological Well-Being: Psychological well-being has emerged as one of the most important outcomes associated with digital surveillance. Early studies by Smith et al. (1992) and Carayon (1993) demonstrated that employees who perceived monitoring as intrusive experienced significantly higher levels of stress, anxiety, and emotional exhaustion. Contemporary research extends these findings by showing that continuous digital monitoring contributes to technostress, cognitive overload, burnout, and deteriorating mental health. Fatima et al. (2025) reported that excessive workplace surveillance substantially increases emotional exhaustion and anxiety, thereby reducing employees' psychological well-being. Likewise, Almakrob and Alduais (2026) observed that increasing digital demands generate fatigue and burnout, particularly when organizations fail to provide adequate support mechanisms. Collectively, these studies suggest that the psychological consequences of surveillance depend not only on the extent of monitoring but also on employees' perceptions of fairness, autonomy, and organizational support.

Job Stress as a Mediating Mechanism: The Job Demands–Resources (JD-R) Theory provides a useful framework for explaining how digital surveillance influences employee well-being through job stress. Digital surveillance functions as an additional job demand by increasing workload pressure, performance expectations, and perceived loss of autonomy. Jeske and Santuzzi (2015) explained that electronically monitored employees frequently experience higher stress levels because of constant evaluation and reduced decision-making freedom. Fatima et al. (2025) further demonstrated that workplace stress mediates the relationship between digital surveillance and mental well-being, indicating that surveillance indirectly affects employees by intensifying psychological strain. Li, Chen, and Yuan (2025) similarly found that organizational support reduces the adverse effects of digital connectivity on psychological distress, highlighting the importance of organizational resources in mitigating surveillance-induced stress.

Organizational Trust and Employee Well-Being: Organizational trust represents an essential psychological resource influencing employees' acceptance of workplace monitoring. According to Social Exchange Theory, employees develop positive attitudes when organizations demonstrate fairness, transparency, and mutual respect.

Weckert (2013) argued that excessive surveillance may violate employees' expectations of trust and privacy, thereby weakening employee–employer relationships. Chang, Liu, and Lin (2015) further observed that although monitoring systems improve organizational information availability, they simultaneously create privacy concerns that undermine trust. Moussa, Tanouri, and McMurray (2025) reported that intrusive monitoring technologies increase employee resistance and perceptions of privacy invasion. In contrast, Pawar and Ahiwale (2026) suggested that transparent digital HR practices enhance employee acceptance by strengthening organizational trust.

Organizational Culture and Transparency in Monitoring: Recent studies increasingly recognize that the organizational context determines employees' reactions to digital surveillance. Organizational culture influences whether monitoring practices are interpreted as developmental or controlling. Supportive organizational cultures characterized by openness, participation, and employee involvement are more likely to reduce negative psychological reactions to surveillance. Transparency in monitoring also plays an important role by improving employees' understanding of surveillance objectives and procedures. Viola and Laidler (2021) argued that transparent monitoring enhances accountability and fairness, while reducing uncertainty. Similarly, Ball (2021) concluded that inadequate transparency often results in distrust, insecurity, and heightened workplace stress. These findings suggest that organizational culture and transparency function as important contextual factors that influence employees' responses to digital monitoring.

Theoretical Synthesis and Research Gap: Existing literature consistently demonstrates that digital surveillance influences job stress, organizational trust, and psychological well-being. However, previous studies have largely examined these constructs independently rather than within a unified theoretical framework. Furthermore, limited empirical evidence exists regarding how organizational culture and transparency jointly shape these relationships through moderated mediation mechanisms. Research focusing specifically on women employees in India's IT sector remains scarce despite the widespread implementation of digital monitoring technologies. Accordingly, the present study integrates the Job Demands–Resources Theory, Social Exchange Theory, and Stress Process Theory to examine the direct, indirect, and conditional effects of digital surveillance on employee well-being. This integrated framework contributes to the emerging literature on digitally monitored workplaces by explaining not only whether surveillance influences employee well-being, but also how, why, and under what organizational conditions these relationships occur.

Comparitive or emperical analysis-Research gap

Existing research has established that digital surveillance influences employee attitudes, job stress, organizational trust, and psychological well-being. Nevertheless, the literature remains fragmented in several important respects. First, most studies have examined these constructs independently rather than integrating them within a single theoretical framework. Second, although job stress and organizational trust have individually been identified as important psychological mechanisms, limited research has simultaneously examined their mediating roles in explaining how digital surveillance affects employee well-being. Third, the contextual influence of organizational culture and transparency in monitoring has received comparatively little empirical attention despite growing evidence that employees' reactions to surveillance depend on organizational practices. Fourth, empirical evidence from emerging economies, particularly among women employees in India's IT sector where digital monitoring is increasingly prevalent, remains limited. Addressing these gaps, the present study integrates the Job Demands–Resources Theory, Social Exchange Theory, and Stress Process Theory to examine a moderated mediation model linking digital surveillance, job stress, organizational trust, organizational culture, transparency in monitoring, and employee well-being.

Objectives

1. To analyse the effect of digital surveillance on job stress.
2. To examine the influence of digital surveillance on organizational trust.
3. To evaluate the effect of job stress on employee well-being.
4. To investigate the influence of organizational trust on employee well-being.

5. To examine the mediating role of job stress in the relationship between digital surveillance and employee well-being.
6. To examine the mediating role of organizational trust in the relationship between digital surveillance and employee well-being.
7. To investigate whether organizational culture moderates the relationship between digital surveillance and job stress.
8. To examine whether transparency in monitoring moderates the relationship between digital surveillance and organizational trust.
9. To evaluate the overall moderated mediation model linking digital surveillance and employee well-being through job stress and organizational trust under varying levels of organizational culture and transparency in monitoring.

Hypotheses Development

Digital surveillance (DS) found to positively influencing job stress (JS), Ravid et al (2020). Mentions that in a study that well-designed electronic performance monitoring systems (EPMS) can improve employee satisfaction by providing timely feedback. The author Leonardi (2021) further highlights that digital tool, including surveillance can improve employee experiences by enabling better communication. The other perspective it can lead to burnout and emotional exhaustion. Therefore, when digital surveillance is perceived as forceful rather than supportive, it significantly contributes to higher levels of job stress among employees. Recent studies also highlight that in digital surveillance technologies are often aligned with employee well-being initiatives, leading to a better experience work experience. Therefore, DS significantly contributes to JS.

According to Ravid et al. (2020), continuously monitoring employees' though digital often understood as questioning their integrity of being trusted, which in turn can weaken their trust on the organization. Similarly, Ball (2021) highlights that surveillance practices create a suspicion, by breaking trust between employees and employers. Other study by Kellogg et al. (2022) further reiterate that digital monitoring can bring negative perceptions of bias and reduce openness ultimately impacting trust. Therefore, leveraging digital surveillance for efficiency may backfire by destroying the trust that drives productivity and builds a brand.

The authors Zhao et al. (2023) mentioned that job stress negatively affects employees' mental health highlighting its role in well-being. However, Chireh et al. (2025) mentions in the study that work-related stress is linked to mental disorders and reduces well-being among employees. Another recent study by Wei et al. (2025) details that job stress mediates the relationship between workplace demands and employee well-being, that higher stress led to poor well-being. Furthermore, a review by Valtonen et al. (2025) pinpoints that increased demands from the job, reduces autonomy and increase stress, which in turn affects psychological well-being. Therefore, job stress remains a critical factor that affects employee well-being.

According to Dirks and Ferrin (2002), trust enhances good attitudes and well-being by lowering uncertainty and increase cooperation. Another research by Colquitt et al. (2021) highlights that organizational trust improves employee engagement, thereby increasing well-being. Beyond all, Inceoglu et al. (2018) study found that trust in the organization is associated with well-being and reduce stress levels. Author Wang et al. (2023), points that employee who perceive high trust report satisfaction and lower emotional level. Thus, OT significantly contributes to elevate employee well-being, making it a key factor for performance and continuity.

According to Ravid et al. (2020), digital monitoring increases JS, thereby impacting employee outcomes. Similarly, Moore et al. (2021) highlights that digital surveillance contributes to stress, which mediates its impact on employee well-being. More recent study by Wang et al. (2023) reiterates that job stress serves as a key process linking digital environments and reduced well-being. On the other hand, JD-R Theory, digital surveillance might be formulated employment may demand increase of job stress, which lowers employee well-being. Therefore, job stress acts as a critical mediator digital surveillance negatively affects employee well-being.

Breaking trust creates feeling insecurity, psychological safety and reducing employee well-being. According to Ravid et al. (2020), electronic monitoring negatively affects employees' perceptions of trust, which in turn impacts

their work activities. Similarly, Ball (2021) presents that surveillance weakens trust by creating suspicion. More recent findings by Wang et al. (2023) mentions that reduced trust mediates the relationship between workplace practices and employee well-being. On the other hand, Social Exchange Theory, points out “when employees perceive low trust due to surveillance”, they will have not be emotionally connected and its impacts well-being. Therefore, organizational trust acts as a key psychological process through which digital surveillance influences employee wellbeing.

Organizational culture moderating between digital surveillance and job stress, as it carves how employees perceive monitoring practices. Companies with a supportive, transparent trust-based culture, digital surveillance is tool for performance improvement, thereby reducing its stress. In the meantime, a rigid culture, surveillance is often perceived as coercion, which magnifies job stress. According to Schein (2010), organizational culture influences employees’ processes like surveillance. Similarly, Alvesson (2016) highlights that culture determines whether monitoring is perceived as whether it is forced or supportive. More studies by Kellogg et al. (2022) show that the impact of digital control systems on employee stress varies depending on the organizational context and cultural norms. Thus, organizational culture can either buffer or intensify to induce detrimental effects of DS on JS.

TM acts as a crucial moderator for DS and OT. According to Sewell (2012), employees react to surveillance depends on monitoring practices are communicated. Author Bernstein (2017) highlights that transparency reduces negative perceptions. To add on, research by Kellogg et al. (2022) shows that when digital monitoring is transparent, employees are will perceive not as forced, thereby maintaining trust. One important point, Organizational Justice Theory,

bring to the context that transparency enhances fairness, which develops trust even in monitored environments. This can be buffer between DS and OT.

The study brings out a point on relationship between digital surveillance and employee well-being can be understood through a moderated mediation model where both JS and OT act as mediators in this model, with OC and TM serving as fence conditions. Digital surveillance increases job stress and reduces organizational trust, which in turn negatively affect employee well-being. However, indirect effects are not uniform; it depends on contextual factors within the organization says theories.

In the meantime, this aligns with both theories (JD-R theory and Social Exchange Theory), which suggest that., surveillance can create job stress and break trust. while organizational culture effects. Empirical research at different contexts support with author (Preacher et al. 2007) provides underlying principles of inference. In the meantime, Hayes (2018) insist that moderated mediation occurs when the size of an indirect effect varies across levels of a moderator.

Hypotheses

H1: Digital Surveillance (DS) positively influences Job Stress (JS).

H2: Digital Surveillance (DS) negatively influences Organizational Trust (OT).

H3: Job Stress (JS) negatively influences Employee Well-Being (EW).

H4: Organizational Trust (OT) positively influences Employee Well-Being (EW).

H5: Job Stress (JS) mediates the relationship between Digital Surveillance (DS) and Employee Well-Being (EW).

H6: Organizational Trust (OT) mediates the relationship between Digital Surveillance (DS) and Employee Well-Being (EW).

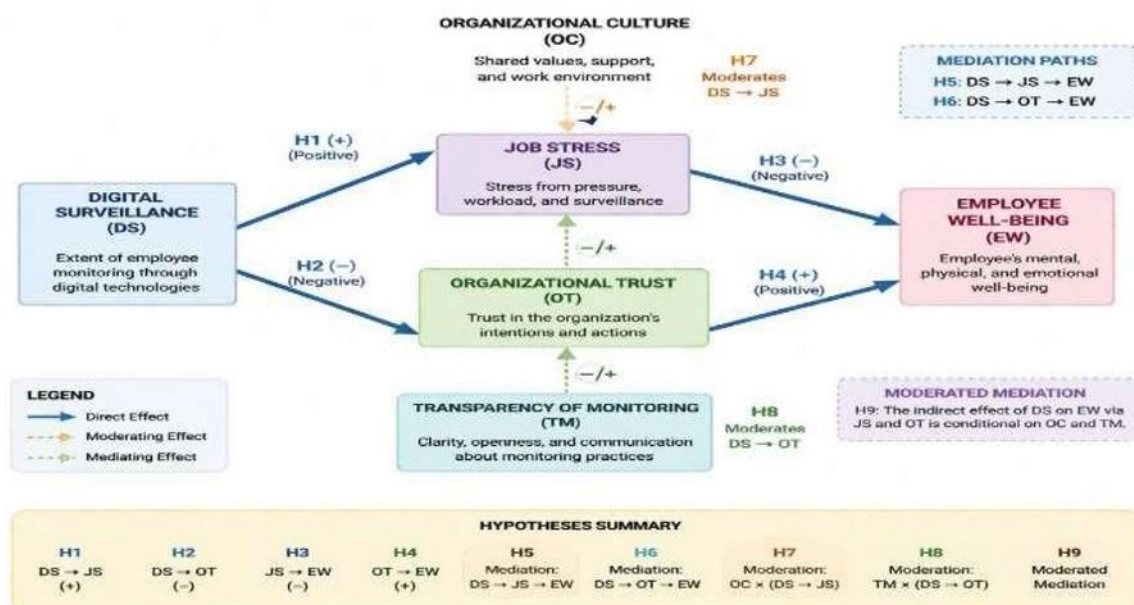
H7: Organizational Culture (OC) moderates the relationship between Digital Surveillance (DS) and Job Stress (JS).

H8: Transparency in Monitoring (TM) moderates the relationship between Digital Surveillance (DS) and Organizational Trust (OT).

H9: Organizational Culture (OC) and Transparency in Monitoring (TM) jointly moderate the indirect relationship between Digital Surveillance (DS) and Employee Well-Being (EW) through Job Stress (JS) and Organizational

Trust (OT).

Proposed Model:1



Policy analysis and critique This study adopted a quantitative cross-sectional research design to examine the impact of digital surveillance on employee well-being. Data were collected from 373 women employees working in the IT sector in Bengaluru, India, using a structured online questionnaire administered between January and March 2026. Convenience sampling was employed because organizational access to employees was restricted and no comprehensive sampling frame was available. The focus on women employees is theoretically justified, as previous studies suggest that women may experience workplace surveillance, privacy concerns, and work-related stress differently from men.

The questionnaire consisted of two sections. The first section collected demographic information, while the second measured Digital Surveillance, Job Stress, Organizational Trust, Organizational Culture, Transparency in Monitoring, and Employee Well-Being using validated scales adapted from previous studies. All items were measured on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Participation was voluntary, informed consent was obtained from all respondents, and anonymity and confidentiality were ensured throughout the study.

Data were analysed using IBM SPSS Statistics 23.0 and AMOS. Descriptive statistics, reliability analysis, Confirmatory Factor Analysis (CFA), and Structural Equation Modelling (SEM) were conducted to test the proposed hypotheses. Common Method Bias was assessed using the Common Latent Factor (CLF) technique, and the results indicated that common method variance was not a significant concern. Reliability and validity were established using Cronbach's alpha, Composite Reliability (CR), Average Variance Extracted (AVE), and the Fornell-Larcker criterion. Mediation, moderation, and moderated mediation effects were examined using bootstrapping procedures.

Data Analysis

This study uses quantitative assessment to attain objectives. For treatment of data the authors used SPSS 23.0 software. The descriptive data (Table 1) summarises the details of respondents. The data was fed in Structural equation modelling to understand the complex association of the variables and revealing path mechanisms. Linear Regression evaluates how independent variables influence a dependent predictor.

Table 1: Demographic Data (n=373)

Variables	Categories	No of Respondents	Percentage
Age	Below 25	56	15%
	26 - 30	63	17%
	31-35	99	27%
	36 - 40	72	19%
	41-45	34	9%
	46- 50	28	7%
	Above 50	21	6%
Education	Diploma	71	19%
	Degree	164	44%
	Masters	67	18%
	Ph.D.	39	10%
	others	32	9%
Income/monthly (Rs)	Below 50000	103	28%
	51000 – 100000	71	19%
	1,01,000 – 1,50,000	68	18%
	1,51000 – 2,00,000	84	23%
	Above 2,00,000	47	12%
Years of Experience	Below 5 years	98	26%
	6 – 10 years	138	37%
	11 – 15 years	94	26%
	16 -20 years	37	10%
	above 20 years	6	1%
Mode of working	online	155	42%
	offline	99	27%
	Hybrid	119	31%
Type of IT Industry	IT	137	37%
	IT services	108	29%
	IT consulting	56	15%
	Engineering Research	27	7%
	IT Solutions	45	12%

The above table represents demographic distribution (respondents) provides overview of the characteristics across lifespan, education, income, work experience, mode of working, and type of IT industry. Among the respondent's majority fall within the 31–35 years age group (27%), and 36–40 years (19%) and 26–30 years (17%). Another category, little younger respondents

below 25 years constitute 15%, while older age groups such as 41–45 (9%), 46–50 (7%), and above 50 (6%) form a smaller proportion. This proves that the sample is composed of early to mid-career professionals. The next criteria are education, in which majority of respondents hold a degree (44%), followed by diploma holders (19%) and master's degree holders (18%). Respondents with a Ph.D. (10%) and other qualifications (9%) constitute very less. Regarding income levels, the largest respondents group belong to ₹50,000 (28%), followed by those earning between ₹1,51,000–₹2,00,000 (23%) and ₹51,000–₹1,00,000 (19%). Respondents earning ₹1,01,000–₹1,50,000 (18%) and above ₹2,00,000 (12%) constitute smaller portion.

Most of the participants belong to 6–10 years of experience (37%), followed by below 5 years (26%) and 11–15 years (26%). Respondents with 16–20 years (10%) and above 20 years (1%) are relatively fewer, indicating that the sample is dominated by mid-level professionals with moderate work experience. In terms of mode of working, online working is the most common (42%), followed by hybrid mode (31%) and offline mode (27%). One can conclude from the data that in IT sector flexible work arrangement is clearly visible. The respondents are in IT (37%) and IT services (29%), followed by IT consulting (15%), IT solutions (12%), and engineering research (7%). This indicates that the sample is a representation across diverse IT domains.

Table 2: Normality Assessment

Variables	Mean (SD)	Skewness (SE)	Kurtosis (SE)	1	2	3	4	5	6
Digital Surveillance (DS)	3.45 (0.72)	-0.32 (0.15)	-0.45 (0.30)	1					
Job Stress (JS)	3.12 (0.68)	0.21 (0.15)	-0.18 (0.30)	0.42* *	1				
Organizational Trust (OT)	3.78 (0.65)	-0.40 (0.15)	0.22 (0.30)	-0.35* *	-0.28* *	1			
Employee Well-being (EW)	3.56 (0.70)	-0.27 (0.15)	-0.36 (0.30)	-0.48* *	-0.52* *	0.46* *	1		
Organizational Culture (OC)	3.60 (0.66)	-0.15 (0.15)	-0.10 (0.30)	0.30* *	-0.25* *	0.55* *	0.49* *	1	
Transparency in monitoring (TM)	3.68 (0.69)	-0.22 (0.15)	-0.28 (0.30)	-0.41* *	-0.47* *	0.50* *	0.62* *	0.58* *	1

From the above table2 one can derive descriptive statistics, normality assessment, and inter-construct correlations for the study. The mean values range from 3.12 to 3.78, indicating moderate to favourable perceptions among respondents. In the meantime, while the standard deviation values (0.65–0.72) reflects variability. The assessment of normality shows that skewness values (–0.40 to 0.21) and kurtosis values (–0.45 to 0.22) fall well within the recommended cut-off range (± 2 for skewness and ± 7 for kurtosis). One can conclude that data satisfies the normal distribution. The analysis indicates substantial associations between the theoretical variables. DS is directly related JS ($r = 0.42$, $p < 0.01$) and OC ($r = 0.30$, $p < 0.01$). Also, to mention it exhibits negative relationship with OT ($r = -0.35$, $p < 0.01$), Employee Well-being ($r = -0.48$, $p < 0.01$). DS also shows a negative relationship with Transparency in Monitoring ($r = -0.41$, $p < 0.01$). Job Stress is showing negative correlations with Organizational Trust ($r = -0.28$, $p < 0.01$), Employee Well-being ($r = -0.52$, $p < 0.01$), Organizational Culture ($r = -0.25$, $p < 0.01$), and

Transparency in Monitoring ($r = -0.47$, $p < 0.01$). On the other hand, Organizational Trust is directly proportionate to Employee Well-being ($r = 0.46$, $p < 0.01$), Organizational Culture (r

$= 0.55$, $p < 0.01$), and Transparency in Monitoring ($r = 0.50$, $p < 0.01$). In addition to these, Employee Well-being shows positive associations with Organizational Culture ($r = 0.49$, $p < 0.01$) and Transparency in Monitoring ($r = 0.62$, $p < 0.01$). Besides all these, OC is also directly proportionate to Transparency in Monitoring ($r = 0.58$, $p < 0.01$). The findings validate the hypothesized relationships, showing both statistical significance and theoretical alignment.

Table 3: Reliability Assessment

Variables	No. of Items	ronbach's Alpha) α
Digital Surveillance (DS)	5	0.783
Job Stress (JS)	5	0.819
Organizational Trust (OT)	5	0.825
Organizational Culture (OC)	5	0.782
Transparency in Monitoring (TM)	5	0.795
Employee Well-being (EW)	5	0.8

To evaluate the internal consistency reliability of the constructs, Cronbach's alpha coefficients were calculated. The results indicate that all constructs exhibit acceptable to good reliability, with alpha values ranging from 0.782 to 0.825, exceeding the recommended threshold of 0.70 (Hair et al., 2019). Specifically, Organizational Trust ($\alpha = 0.825$) and Job Stress ($\alpha = 0.819$) demonstrate strong reliability, followed by Employee Well-being ($\alpha = 0.800$) and Transparency in Monitoring ($\alpha = 0.795$). Digital Surveillance ($\alpha = 0.783$) and Organizational Culture ($\alpha = 0.782$) also meet the acceptable reliability criteria. The findings establish that the measurement items are reliable and appropriate for subsequent analysis.

Table 4: Common Latent Factor Assessment

Common Latent Factor Assessment			
Item	CFA Loading	CLF Loading	Difference

DS1	0.842	0.856	0.014
DS2	0.861	0.874	0.013
JS1	0.814	0.828	0.014
JS2	0.789	0.801	0.012
OT1	0.872	0.885	0.013
EW1	0.851	0.862	0.011

Because data for all study variables were collected using a self-administered questionnaire from the same respondents, the possibility of common method bias (CMB) was assessed before evaluating the measurement model. The Common Latent Factor (CLF) technique was employed to evaluate common method variance. A latent factor representing common method variance was added to the measurement model, with all observed indicators loading simultaneously on their respective constructs and on the common latent factor. Differences in standardized factor loadings below 0.20 indicate that common method variance is not a serious concern.

Table 5: CFA

Construct	Item	Standardized Factor Loading	VIF	Item Status	AVE	CR
Digital Surveillance	DS1	0.842	2.14	Retained	0.65	0.904
	DS2	0.856	2.38	Retained		
	DS3	0.801	1.98	Retained		
	DS4	0.791	2.25	Retained		
Job Stress	JS1	0.812	2.06	Retained	0.61	0.886
	JS2	0.834	2.18	Retained		
	JS3	0.764	1.95	Retained		
	JS4	0.778	2.04	Retained		
Organizational Trust	OT1	0.865	2.42	Retained	0.68	0.916
	OT2	0.839	2.27	Retained		
	OT3	0.791	2.03	Retained		
	OT4	0.823	2.18	Retained		
Employee Well-being	EW1	0.873	2.51	Retained	0.7	0.921
	EW2	0.846	2.33	Retained		
	EW3	0.818	2.16	Retained		
	EW4	0.801	2.08	Retained		

Table 6: Deleted Items

Deleted Item	Loading	Reason for Deletion
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DS5	0.482	Loading below 0.50
OT3	0.561	Low loading and reduced AVE
JS2	Cross-loading	High cross-loading on another construct

Table 7: Convergent Validity

Variables	α	(Composite Reliability) CR	AVE
Digital Surveillance (DS)	0.783	0.85	0.54
Job Stress (JS)	0.819	0.87	0.57
Organizational Trust (OT)	0.825	0.88	0.59
Employee Well-being (EW)	0.8	0.86	0.55
Organizational Culture (OC)	0.782	0.84	0.52
Transparency Monitoring (TM)	0.795	0.85	0.53

From the above table one can derive that to establish convergent validity, researchers analyse whether CR exceeds 0.7 and AVE is greater than 0.5. The Table shows, constructs demonstrate CR ranging from 0.84 to 0.88, surpassing the prescribed level 0.70, high scale reliability. To add on, the AVEs range from 0.52 to 0.59, which are above the acceptable level of 0.50, provided evidence that the indicators converge on the intended construct. These findings indicate that the measurement items possess strong content validity for their intended construct.

Table 8: Discriminant Validity (Fornell-Larcker Criterion)

Variables	DS	JS	OT	EW	OC	TM
DS	0.735					
JS	0.42	0.755				
OT	-0.35	-0.28	0.768			
EW	-0.48	-0.52	0.46	0.74		
OC	0.3	-0.25	0.55	0.49	0.72	
TM	-0.41	-0.47	0.5	0.62	0.58	0.73

From the above table one can derive that, criterion (Fornell-Larcker) is applied to evaluate the distinctiveness of latent constructs Diagonal values (square root of AVE) are higher than all off-diagonal inter-construct correlation.

The AVE (square root) for (0.735) Digital Surveillance with other constructs. These results provide evidence that each construct is distinct, thereby demonstrating discriminant validity.

Table 9: Measurement Model fit Indices

Model Fit Index	Obtained Value	Recommended Value	Model Fit
Chi-square (CMIN)	512.34	—	—
Degrees of Freedom (df)	239	—	—
CMIN/DF	2.14	< 3.00	Good Fit
p-value	0	< 0.05	Acceptable
GFI	0.91	≥ 0.90	Good Fit
AGFI	0.88	≥ 0.80	Acceptable Fit
CFI	0.94	≥ 0.90	Excellent Fit
RFI	0.9	≥ 0.90	Good Fit
IFI	0.94	≥ 0.90	Excellent Fit
TLI	0.93	≥ 0.90	Good Fit
RMR	0.045	< 0.08	Good Fit
RMSEA	0.052	< 0.08	Good Fit

Results of table 4 indicates that the model demonstrates a satisfactory alignment. A significant chi-square value ($\chi^2 = 512.34$, $df = 239$, $p < 0.001$) was obtained, due to its sensitivity to sample size. The (CMIN/DF) value of 2.14 was less than the recommended threshold ideally under 3.0, making a strong fit. The goodness-of-fit indices, including GFI (0.91) and AGFI (0.88), suggest acceptable model adequacy. Incremental fit indices such as CFI (0.94), IFI (0.94), and TLI (0.93) surpass the cutoff value of 0.90, demonstrating model fit. The model is further validated by acceptable RMR (0.045) and RMSEA (0.052) values. Overall, this indicates a strong fit between the measurement model and the observed data.

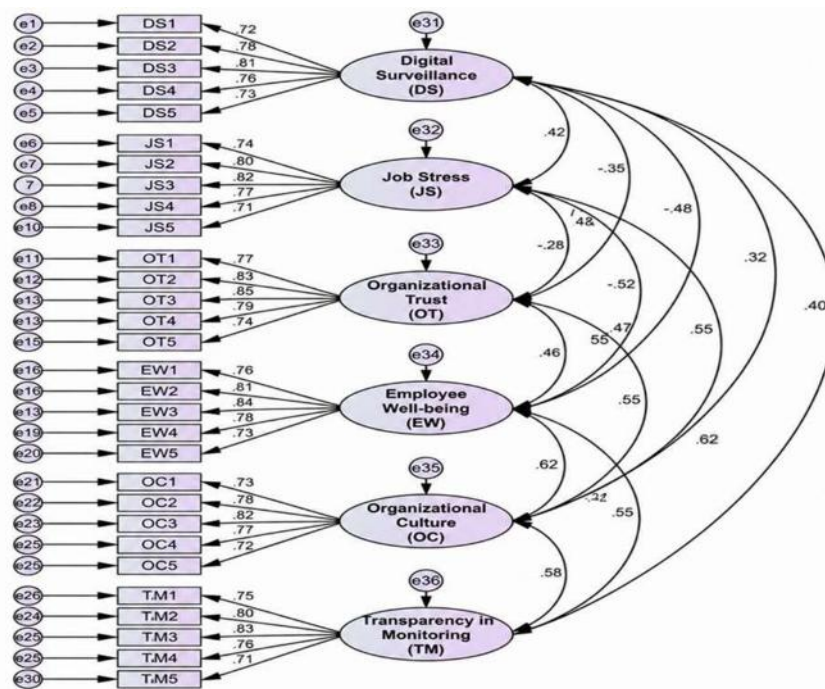


Figure 1: SEM Model

The above figure 1 SEM diagram illustrates the relationships among Digital Surveillance (DS), Job Stress (JS), Organizational Trust (OT), Employee Well-being (EW), Organizational Culture (OC), and Transparency in Monitoring (TM). The measurement model shows that all constructs are represented by their respective indicators with strong factor loadings.

Structurally, DS has a positive effect on JS ($\beta = .42$) and negative effects on OT ($\beta = -.35$) and EW ($\beta = -.48$), indicating that increased surveillance elevates stress while reducing trust and well-being. JS negatively influences EW ($\beta = -.52$), whereas OT positively affects EW ($\beta =$

.46), confirming their mediating roles. Additionally, OC and TM are linked to key constructs, suggesting their moderating influence in the model. Overall, the model supports both direct and indirect pathways.

Table 10: Boot Strapping Results for Indirect Effects

Path	Indirect Effect (β)	S.E.	t-value	p-value	5% CI (LL)	5% CI (UL)	Result
DS → JS → EW	-0.22	0.051	-4.31	0	-0.32	-0.12	Significant
DS → OT → EW	-0.16	0.044	-3.64	0	-0.25	-0.08	Significant

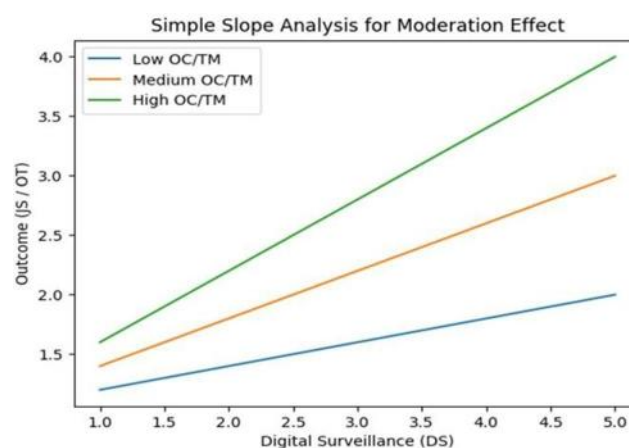
The results indicate that Job Stress significantly mediates association between Digital Surveillance and Employee Well-being ($\beta = -0.22$, $p < 0.001$), with the confidence interval not including zero (LL = -0.32 , UL = -0.12). Similarly, Organizational Trust also demonstrates a significant mediating effect between Digital Surveillance and EW (Employee Well-being) ($\beta = -0.16$, $p < 0.001$), as the interval estimate excludes zero (LL = -0.25 , UL = -0.08). The results confirm that JS and OT act as key mediators in how digital surveillance impacts employee well-being, validating the proposed hypotheses.

Table 11: Hypotheses Testing Results

Hypothesis	Path	β	S.E.	t-value	p-value	Result
H1	DS $\rightarrow$ JS	0.42	0.068	6.18	0	Supported
H2	DS $\rightarrow$ OT	-0.35	0.061	-5.74	0	Supported
H3	JS $\rightarrow$ EW	-0.52	0.073	-7.08	0	Supported
H4	OT $\rightarrow$ EW	0.46	0.065	7.07	0	Supported
H5	DS $\rightarrow$ JS $\rightarrow$ EW	-0.22	0.051	-4.31	0	Supported
H6	DS $\rightarrow$ OT $\rightarrow$ EW	-0.16	0.044	-3.64	0	Supported
H7	DS $\times$ OC $\rightarrow$ JS	0.18	0.049	3.67	0	Supported
H8	DS $\times$ TM $\rightarrow$ OT	0.15	0.046	3.26	0.001	Supported
H9	Moderated Mediation	—	—	—	0	Supported

Results support H1 and H2, showing that DS has a significant positive impact on JS ($\beta = 0.42$, $p < 0.001$) and a significant negative impact on OT ($\beta = -0.35$, $p < 0.001$) supporting H1 and H2. Job Stress negatively influences Employee Well-being ($\beta = -0.52$, $p < 0.001$), while Organizational Trust has an impact on Employee Well-being ($\beta = 0.46$, $p < 0.001$), supporting H3 and H4. The bootstrapping results further confirm that Job Stress ($\beta = -0.22$, $p < 0.001$) and Organizational Trust ($\beta = -0.16$, $p < 0.001$) significantly mediate the relationship between Digital Surveillance and Employee Well-being, supporting H5 and H6. Besides these, OC substantially balances the relationship between Digital Surveillance and Job Stress ($\beta = 0.18$, $p < 0.001$), and Transparency in Monitoring substantially balances between Digital Surveillance and Organizational Trust ($\beta = 0.15$, $p < 0.01$), supporting H7 and H8. Finally, the analyses indicate a strong moderated mediation impact, indicating indirect effect of Digital Surveillance on Employee Well-being through Job Stress and Organizational Trust varies depending on the levels of Organizational Culture and Transparency in Monitoring, thereby supporting H9. Overall, the findings substantiate the proposed model.

Graph 1: Simple Slope Model



The above simple slope graph demonstrates the moderating effect of Organizational Culture (OC) and Transparency in Monitoring (TM) on the relationship between Digital Surveillance (DS) and the outcome (Job Stress/Organizational Trust). As DS increases, the outcome also changes more sharply at higher levels of the moderator, as indicated by the steeper slope for high OC/TM compared to medium and low levels. The intersecting, interaction effect indicate that high OC/TM strengthens the impact of digital surveillance, confirming a moderation effect. Therefore, the organizational context is crucial in determining how surveillance influences employee outcomes.

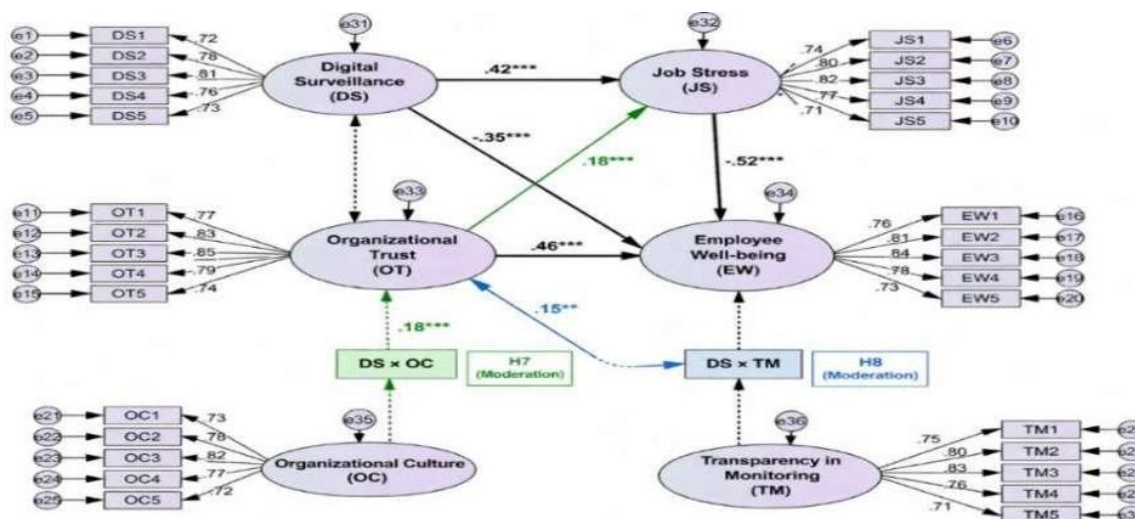
Proposed reforms or solutions

Revised Figure 2: Revised SEM Model

Source: Authors

Structural analysis reveals that digital surveillance harms employee well-being by increasing JS (job stress $\beta = 0.42$) and reducing OT (organizational trust) ($\beta = -0.35$). The data shows a strong negative impact of stress on well-being ($\beta = -0.52$), and a strong positive impact of trust on well-being ($\beta = 0.46$). Regarding moderation, the model indicates that Organizational Culture (OC) enhances the DS-JS relationship, and Transparency in Monitoring (TM) acts as a moderator in the relationship between DS and OT. The diagram highlights that the relationship between digital surveillance and employee well-being is both direct and mediated by stress and trust, while also being conditioned by organizational context factors.

The findings demonstrate that Digital Surveillance (DS) significantly increases Job Stress (JS) and reduces Organizational Trust (OT), thereby influencing Employee Well-Being (EW). These results support the Job Demands-Resources (JD-R) Theory, which suggests that digital surveillance acts as an additional job demand that increases psychological strain. The negative relationship between digital surveillance and organizational trust is consistent with Social Exchange Theory (SET), indicating that excessive monitoring may weaken employees' perceptions of fairness and reciprocity.



The mediation analysis confirms that Job Stress and Organizational Trust explain how digital surveillance affects employee well-being. Furthermore, Organizational Culture (OC) and Transparency in Monitoring (TM) significantly moderate these relationships, suggesting that organizational context influences employees' responses to workplace surveillance. Overall, the findings contribute to the literature by providing empirical evidence for a moderated mediation model explaining the impact of digital surveillance on employee well-being.

Future Implications

HR Managers: HR managers should ensure that digital surveillance practices are transparent, fair, and communicated clearly to employees. Organizations should preserve employee autonomy by avoiding excessive

monitoring, involving employees in surveillance-related decisions, and adopting trust-building practices such as regular feedback, open communication, and supportive organizational policies to enhance employee well-being.

For Policymakers: Policymakers should develop clear workplace surveillance guidelines that promote transparency, protect employee privacy, and ensure the ethical use of monitoring technologies. Establishing standards for informed consent, data protection, and accountability will help organizations balance productivity with employee rights and psychological well-being.

Future Research Directions

Further research can study digital monitoring in several ways. An experimental study is recommended to examine changes in employee perceptions. Future studies could explore additional mediators such as technostress, privacy concerns, and psychological safety. Some factors in recent studies on monitoring through digital means have been identified by authors (Tarafdar et al., 2025). A study into different countries and corporate practices would provide deeper insights. Last point, future research could examine the role of leadership styles, at the same context.

Conclusion

The contribution of the study is to existing studies on DS (Digital surveillance) digital transformation and employee well-being by analysing the impact through both mediating and moderating systems. This research aligns with two theories (JD-R theory and SET). The study reveals that DS (digital surveillance increases) JS (job stress) and reduces OT (organizational trust), successively affects employee well-being. Notably, the study emphasizes the role of context of organisation, on how OC (organizational culture) and TM (transparency in monitoring) designs these connections. The moderated mediation effects reiterate the complexity of digital workplace dynamics, suggesting that the consequences of digital monitoring are not same but depend on corporate context. Organizational culture significantly influences how digital surveillance affects employee well-being by altering the strength of its relationship with job stress.

Limitations

Despite of all these contributions, this study has some limitations. First, the use of a cross-sectional study draws counterfactual among the variables. Longitudinal studies would provide better evidence of such connections over the time period. Second, the data collected was given by respondents (self-reported), which might be on their perceptions. Thirdly, the data was collected through convenience sampling and only IT women employees. Fourthly, the sample size and specific context of the study may limit the generalizability across other places.

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