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Monitoring in the workplace

A study on how surveillance impacts the performance of UK employees

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Monitoring in the workplace

A study on how surveillance impacts the performance of UK employees

Chapter 1: Introduction

Monitoring in the workplace is an essential part of the human resource professional role because it provides information about employee performance, crucial to company strategy. However, the main problem is born when supervisors do not do a proper job and abuse monitoring. Surveillance produces untrust between employer and employee and putting company goals in danger. This study analyses the effects that surveillance produces on employees and how it impacts their performance. We will do focus on the employees and what are the government laws that regulate them. This study wants to be a manual in which we will show how HR professionals do not know how to apply the rules several times.

Different studies show us that surveillance positively or negatively impacts employee performance due to multiple factors such as the organisation's business, how companies explain the benefits of surveillance in the workplace, or if the organisations have a clear surveillance policy. The UK has legislation about surveillance in the workplace that we can identify in the middle of world tendency since we will see countries such as the USA or Russia where surveillance law is biased to organisations; instead, the EU is more respectful of privacy rights even in the workplace. Our country follows Human Rights Act in which privacy is a necessary right, but under specific situations, companies can appeal to general interest and implement even covert surveillance. In the UK, organisations are changing their policy about monitoring, trying to find a balance between negative impact on the employees and company surveillance.

1.1 Workplace Surveillance

According to McParland and Connolly (2020), the workplace surveillance theme has received little attention within the literature. Although it is an important topic, especially for the human resource profession, a few studies only answer the question: what are the benefits of using CCTV in the workplace. Our study will do focus on employees. Armstrong (2020) remarks that human resource professionals have an internal structure about their task, in which they have three fundamental activities: planning, executing and controlling. We will focus on control to analyse how human resource professionals can apply monitoring in the workplace but not make errors because they may play against their organisation. In this study, we see a workplace like panopticons where surveillance creates a sensation of constant surveillance. This control system used by HR professionals has similar characteristics with the building thought by Jeremy Bentham. A panopticon is a peripheral structure divided into cells that cross the entire building, in which there is a security guard on a central tower who can control any person in the cells (Rocha, 2015). We use the panopticism term as a metaphor because a workplace is not a panoptic prison, and even employees can limit the use of surveillance technologies by employers (Manokha, 2020). We will analyse this topic from a Foucauldian approach, in which Panopticon in the workplace means a set of technologies that employers use to help a better organisation develop and controlling employees. Thus, businesses use technology solutions to collect, watch and analyse how employees coordinate daily supply chain activities (Cantor, 2016).

According to Townley (1993), HR professionals look for goal-directed activity in organisations, in which workers are selected and appraised depending on their performance. The author's view is that human resource develops a role with a direct result, and they need tools that help achieve their aims. In this sense, CCTV is a crucial mechanism, especially in the workplace where physical presence is difficult due to size or healthy restrictions. Nowadays

is not necessary a physical presence of a visible supervisor (Sarpong and Rees, 2014), due to the omnipresence of the HR professionals is ensured by the digital tools and storage of all information concerning productivity, in which employees must assume that they are constantly observed (Manokha, 2020). Thus, there is a growing tendency to evaluate employees using technologies in the workplace, in which appraisal is precise because HR literature affirms that the resource most likely to yield a competitive advantage for the firm is its human capital (Weiskopf and Munro, 2012). These authors say that an organisation need human capital with satisfactory performance, and it is essential to measure it constantly.

Although CCTV may be helpful to approach safety proactively, such as incidents happen (Cocca, Marciano and Alberti, 2016), monitoring could produce a fracture between the organisation and employees. This divorce could have profound consequences for the company. Ball (2010) explains that monitoring is a strong message to workers about the kind of behaviours the employer expects or values. The idea of the organisation is not only surveillance; it is creating an atmosphere where the company shows them that it can see them. In this sense, Stanton and Lin (2003) explain that HR professionals have a legitimate interest in protecting the company's assets, and monitoring help reduce the possibility of harassment or hostile workplace problems. Employers can gather information about workers by watching what they do during working hours (Oliver, 2002). The companies' right is valid to protect employees and assets, but its right is limited based on government laws. Pistorius (2009) writes that technologies are an essential change and this affect employees performance. However, when an elevated level of control exists, this can naturally be linked to a lack of trust in organisations and may have adverse individual level outcomes and be potentially costly for the companies (Tabak and Smith, 2005). In these terms, are monitoring by CCTV a practical choice for organisations?

1.2 Problem statement

Surveillance produces pressure, untrust and impact on the employee performance. Organisations use it to control and show that they are present in the workplace even when they are not physically present. When employees feel that their privacy is violated, this impacts negatively on their performance. The problem is when supervisors do not know what the limits of monitoring are, and they abuse surveillance, such as *Copland v UK* in which Carmarthenshire College monitored telephone and internet use of its employee without having a clear surveillance policy and without informing her. Copland was unfairly dismissed, but finally, she won because the College did not respect her privacy right. In the same line, we have *Halford v UK* in which Alison Halford could prove that her calls at the office were illegally intercepted for her employer. In both cases that we are going to analyse, the Court considered that the employers did not respect the private life of employees.

Surveillance includes not only knowing that camera system to use, but organisations also need to know what their responsibilities may be and what the legal pitfalls may be (Shilling, 2021). Under this context: is surveillance an excellent mechanism to improve the performance of workers? Using CCTV in the workplace produce advantages, but are these greater than disadvantages? Companies can have better control of employee performance and identifying work risks, but could abuse the use of CCTV break trust in the work environment? What happens in an organisation in which environment is based on untrust? Companies want to reduce costs and increase efficiency by investing in technologies to monitoring employees in the workplace (McParland and Connolly, 2020), but CCTV presence could create an atmosphere of permanent control, in which employees feel pressure about their performance. Employees are in the same role as the prisoners of Bentham's Panopticon, knowing they are being watched all the time (Kelly, 2015). Monitoring could break the trust between organisations and workers due to bad management of this tool, affecting employee

productivity, and it can violate the right of employees, and that atmosphere is not healthy for any company. The role of HR professionals is essential to regulate the impact of surveillance in the workplace. Mishra and Crampton (1998) conclude that monitoring has positive motives and helps protect employees, but it could invade its rights. Although employees' privacy is crucial, the employer sometimes can dictate the levels, which can be expected in a workplace (Oliver, 2002). This power could create a conflict between employer and employee if it does not exist a clear limit. Abuse of monitoring is illegal and creates an environment of untrust. That situation could affect employee performance. O'Rourke, Teicher and Pyman (2011) argue that there is a power asymmetry because HRM uses sophisticated practices such as CCTV, and it can decline in union membership. Using CCTV in the workplace controls employees to increase organisational efficiency and productivity (Agustina and Coudert, 2013), but productivity control does not mean that productivity will increase.

Surveillance or no surveillance? The central dilemma for HR professionals is to supply a secure workplace without violating employees' privacy (Cooney, 1991). Organisations argue that CCTV is part of their right to protect their workers, which is not part of our discussion. However, Ball (2010) explains that the nature and intensity of surveillance say much about how an organisation views its workers. This author remarks that surveillance benefits the employee, but it increases the asymmetries power. Employers want efficiency and protect their assets in an environment in which the performance of the employees should be better, but are CCTV the best tool to improve performance?

Panorama behind a CCTV could contrast with the situation in a natural workplace setting. This study wants to be a practice framework based on a theoretical understanding guide about how HR professionals could apply monitoring in the workplace. Our analysis wants to show the impact of surveillance on the employees and how to use CCTV to follow government rules. Our theoretical analysis will be from a Foucauldian approach because it supplies an exciting

perspective on the surveillance problem. In this sense, Cooney (1991) argues that employees want no monitoring. How can companies combine surveillance and security? This tendency to surveillance could affect employee tasks in order to increase or decrease their performance.

1.3 Ethical of organisations

What is the limit of ethical conduct? How do organisations decide this limit? It is decided by the laws or the criteria of who watches? Using CCTV is a great mechanism to know what happens in the workplace, but inappropriate use could violate employee rights. Knowing the rules about the use of CCTV is vital for HR professionals not only because of legal issues but also to create a safe environment. Ethical issues are crucial to controlling the different activities of employees and their performances (Leclercq, Isaac and Kalika, 2014). When existing proper use of tools, and the organisation follows the rules, employees should feel safer and confident; unfortunately, sometimes employers abuse about use of CCTV.

Inappropriate use of CCTV could damage an organisation's reputation (Holland, Cooper and Hecker, 2015), and the consequences could be severe for the company. Thus, employee privacy is a complicated issue for HR professionals, especially when some CCTVs are not visible since employees do not know they are present (Mishra and Crampton, 1998). Employees must know that they are being watched (Agustina and Coudert, 2013). As we are going to see, government rules do not allow covert surveillance. In the same vein, Cocca, Marciano and Alberti (2016) explain that employees have to be aware that the CCTV aims to record videos showing machinery, workers, and the working environment, thus analysing the safety practice inside the company.

Walsh and Papworth (2007) argue that the decision to implement surveillance should involve weighing up the interests of the business and the individual's privacy interests. In the middle exist a limit that rules impose, and they are compulsories. Supervisors must provide a secure

workplace without violating employees' privacy, and they must bear the responsibility for supplying a safe and secure workplace for all employees (Cooney, 1991). Therefore, HR professionals have to implement clear policies and procedures following government rules, and each company must harmonise its policies to follow legal regulations. Fiona (2010) remarks that each employer is responsible for the CCTV system's policies, resources, and management. However, companies have covert CCTV, and this is not allowed. We will see that it is illegal and shows mistrust between the company and its workers. According to Whittaker (2015), covert surveillance implies that the mutual trust remarked in the employment contract is broken.

Currently, in the workplace, employees live in this environment in which control and supervision are part of the daily task of HR professionals. Workers are under a "new workplace", where most are disciplined for any or no reason not contrary to law (West and Bowman, 2016). Although CCTV help to keep an evaluation without a bias, employees could feel that their right is being violated. Oliver (2002) proposes a solution to this problem. His idea is to agree to privacy-invasive practices in the workplace that could include it as part of the employment contract. Unfortunately, this kind of agreement is necessary before signing an employment contract, in which employees cannot change them.

1.4 Purpose of the study and research question

Is surveillance in the workplace a valuable tool to improve the performance of the employees? Our first question to answer is to know what produces monitoring on employees. Do they feel motivated or demotivate when they are monitoring? We want to understand this topic from the employee side. We know that policies and procedures are designed for organisations following government rules and strategies, but we also think that HR professionals can predict the impact

of their mechanism on the workers. Our motivation is also that our topic does not have many studies, especially in the UK post-Brexit.

1.5 Research aims and objectives

Our aim is exploring what the impact of monitoring on the employees in the workplace is. We want to know if employees agree about CCTV in the workplace and how they think it can affect their performance. Our focus is on the employees. To achieve it, we have the following goals:

- We want to analyse articles in which our theme was studied from the companies and employees side by literature review.

- We want to analyse the different problems that can cause an inappropriate use of CCTV by case study. In this sense, we want to list what are the government rules and how to apply them.

This study can be a guideline for HR professionals, especially now that we are experiencing profound changes due to the pandemic and Brexit.

We want to analyse at least 5 Study Cases in our country to have a clear idea of how the courts apply the legislation.

We will survey to understand what employees think the impact of surveillance on their performance is.

- We want to design recommendations and a practice framework about our topic.

1.6 Outline of the dissertation

This study will be divided into six chapters:

Chapter 1: Introduction: This chapter is a brief study of the main problem of our topic. Also, we mention the subthemes that are born of our topic. We analyse the main points that we are going to study and what is our aim.

Chapter 2: Literature review: This chapter is recompilation and analysis of diverse surveys made about monitoring in the workplace. Also, we will analyse the ideas of authors who have a Foucauldian approach to our topic. Finally, we are going to study the legal aspects that involve surveillance in the workplace.

Chapter 3: Research methodology: This chapter explains the methodology is we are going to use to analyse our study. This part describes the methods and strategies used in this study.

Chapter 4: Data analysis: This chapter provides primary data through our survey in which we want to show what employees think about surveillance in the workplace. We are going to summarise and interpret the collected primary data.

Chapter 5: Recommendations and implementation plan: This chapter wants to guide HR professionals to implement these ideas.

Chapter 6: Conclusion: This chapter is a summary of all our studies. Our conclusion is also an open the door to future investigations.

References: This part will show us all the resources that we use to do our study.

Appendices: In this part, we added other documents about our study.

Chapter 2: Literature review

2.1 Foucauldian approach

Our study looks to develop an analysis from a Foucauldian approach, which is crucial to analyse from employees' gaze. According to Carter, McKinlay and Rowlinson (2002), Foucault has displaced Marx and Braverman as the scion of labour process theory, which is now subsumed mainly in critical management studies. We have a Foucauldian approach because he studied the control strategies and how to apply them in different sectors of society. In our study, surveillance means to control, and it is part of the strategic company. Control and power are part of the same strategy. Surveillance is power, and this power builds subjectivity. The pressure that employees feel when they know that they are being watched in the workplace produces a redesign about how they see themselves. The benefit of Foucault studies is that now people understand that management and employees' subjectivities are the product of power/knowledge regimes (Townley, 2005).

This dissertation argues that surveillance under the workplace context is a control mechanism used by HR professionals to supervise employees and show them the presence of the company that is watching them permanently. Dear (1998) explains that Foucault inspired a study about the management of people in the workplace, and he remarks on two crucial topics: power/knowledge, discipline and surveillance, and power/knowledge and the constitution of subjectivity. This author states that surveillance is a mechanism of Power/Knowledge in which organisations express their presence in terms of their asymmetric power. Surveillance means create an atmosphere in which employees know that they must follow the organisation rules. Surveillance creates an idea about what organisations want. However, we think that control in the workplace is not an asymmetric power because companies understand that they need to balance control and trust.

Semple (1992) manifests that Foucault describes the Panopticon as an emblem of modern power. Our dissertation explains that, from Foucault gaze, the workplace is a new Panopticon in which a company is always watching, even when they are not watching. This idea is about how Panopticon works in the sense that employees feel permanent control. When we talk about the workplace, it is not only the physical space where workers traditionally do their tasks. We will see that the modern Panopticon extends its presence on different electronic devices that employees use to do their works. Maybe Foucault never thought about the electronic Panopticon, in which someone is watching to thousands of kilometres, but nowadays that situation occurs, and it builds subjectivities. Panopticon exists but with the crucial differences that we are going to study.

Thus, Galič, Timan and Koops (2017) formulate that panopticism has become the most widely used metaphor for surveillance, becoming its synonym. This idea about surveillance is part of a mechanism of control and power of organisations. Barratt (2002) articulates that from a Foucauldian point of view, a new panopticism era exists at work, where companies are applying sophisticated surveillance techniques, and advances in control technologies have led to an increase of the managerial gaze. Technological monitoring transformed workplaces, where modern electronic are used by a supervisor who is permanently "looking" (Manokha, 2020). Organisations need to remark their presence permanently. They must express their visibility in all the workspaces because they understand that its presence is power.

McKinlay et al. (2010) declare that Foucault conceptualised power as inscribed in the humdrum routines of everyday life. Organisations constantly invest in buying innovative technology to supervise. Control is part of the HRM routine in which monitoring plays a crucial role to know what is happening in the workplace. HRM programmes promote control that inherent dangers are associated with these circulations with selective investment (Weiskopf and Munro, 2012). Each control mechanism used by HR professionals shows what the discourse of the

organisation is. This discourse is elemental to build knowledge about what want the company. Power and knowledge are, thus for Foucault, two sides of the same social relationship, giving rise to the concept of power/knowledge (Cowton and Dopson, 2002). Control is power, and this mechanism adapted to sophisticated tools is evolving every day.

Studies about monitoring in the workplace are limited to theoretical parts without having practical experience. We want to bear in mind how employees receive information about surveillance. This kind of study needs to combine theoretical and practice parts to have a clear idea about our topic. Studies about Panopticon in the workplace do not go out of typical Foucault structure in which researchers try to identify how control builds subjectivities. However, what about employees? We believe that control has different impacts depending on the position or motivation of an employee. Our study wants to identify how this control can get different results, even when surveillance develops in the same space.

2.2 Using CCTV in the workplace

Monitoring in the workplace is a topic studied through other research around the world. Our study also wants to understand how surveillance in the workplace impacts different countries. It is not the same effect when a company use CCTV with administrative employees or when an organisation monitoring worker performances for security reasons. The most recent study about this topic was made in New York with a survey titled: Employees object to workplace monitoring. This study showed that workers did not feel comfortable protecting their privacy in the workplace, and they were opposed to being monitored through confidential sources (Summit, 2018). This survey was designed primarily to focus on the opinion of HR professionals, and their main conclusion was that 80% of companies are using employee records and data to measure performance. We can see that this tendency is growing, and

organisations are using technical information to analyse the employees' performance because of the need to control them. This study shows us that surveillance creates an insecure work atmosphere because employees feel that companies do not care about their privacy. However, this research is not enough because it does not show the real impact of surveillance on the employee since it was designed to analyse it without bearing worker opinions. From a supervisor perspective, we can have only a part of the total effect. We are going to see that most investigations about surveillance in the workplace are over organisation gaze.

Using CCTV produces a direct impact on the performance of employees since the environment influences worker activities. In the UK, a study about workplace surveillance showed that employees feel a potential interference with their privacy rights, especially with methods such as recording telephone calls, monitoring emails, or using CCTV (Vallely, 2001). This study revealed an increasing trend in the workplace for employers to keep regular surveillance over employee activity. We can see that both studies -in the UK and the US- have the same results: employees feel their privacy is violated, and companies are using more technologies to control them. Due to several organisations do not have a clear policy about surveillance in the workplace, employees are working under an insecure work atmosphere in which control creates a sensation of permanent pressure. This study is one of the few carried out in the United Kingdom, but it has limitations because it does not show the different mechanisms companies use to surveillance and how they impact worker performances. Instead, we want to analyse the impact under the current situations: Covid-19 context and the UK post-Brexit. Covid-19 increased how organisations surveillance workers because many employees were working from their homes during the pandemic.

Using CCTV could help employers control employees, but it produces a negative answer by workers in many situations. We can see that surveillance have a real influence on the employees

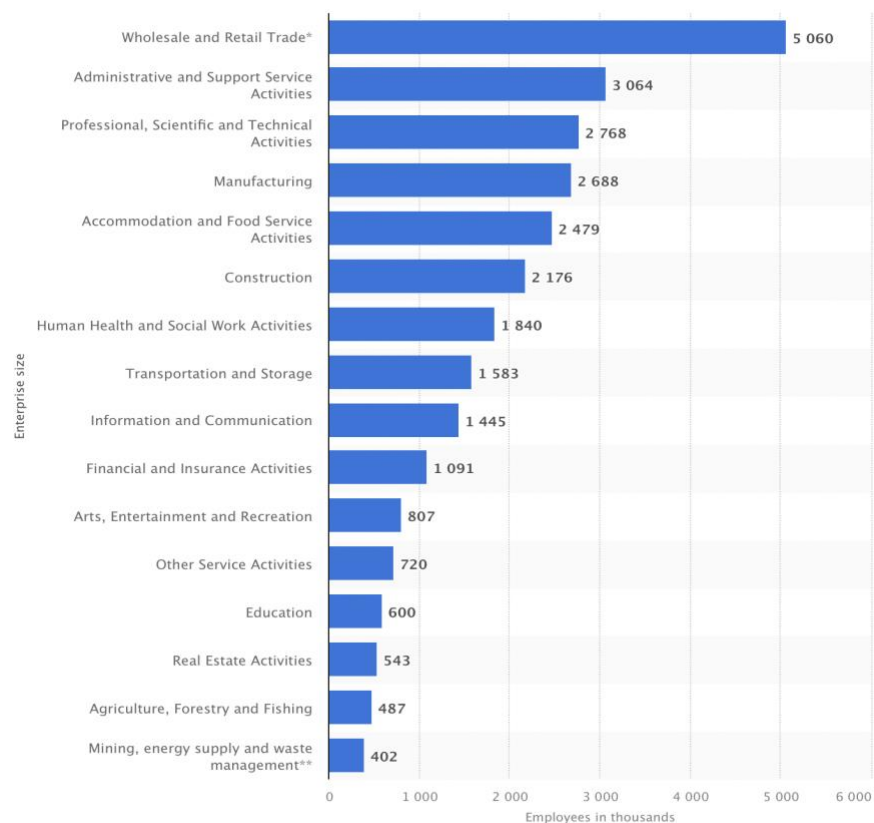
and affect their tasks. In Australia, a study showed that watched employees tend to form negative attitudes towards surveillance (Martin, Wellen and Grimmer, 2016). This study concluded that workers under surveillance perceived a negative effect. Control is part of company rights, but the problem is how they use these rights without having a clear internal policy to be careful about employee rights. A negative impact on the employee tasks produces an elevated risk of organisation goals, which is dangerous for any company. Studies in the UK, the US, and Australia show us that surveillance negatively impacts employees. However, we want to analyse the effect because our study also wants to measure the impact to understand if this has an essential effect on employee productivity. We will have primary data from the worker side to analyse how they feel surveillance impacts their tasks.

In Italy, it was a study with atypical features to above analysed in which researchers wanted to understand if CCTV produces a negative effect when employees know that this kind of control creates a secure work environment. The metal sector is a business where security is crucial to the protection of employees, and they have to follow the procedures strictly. Cocca, Marciano and Alberti (2016) studied the behaviour of the employees who work in this sector. This research concluded that surveillance could foster a more proactive approach to safety management because surveillance supports identifying the risks connected to unsafe behaviours of the workforce. This study showed that CCTV helps find unsafe practices, and this control is crucial to avoid accidents and promotes safe practices. In this case, CCTV plays a vital role in the security of employees, they know that, and they feel more comfortable working under surveillance.

We can see a different impact on how control affects employees because CCTV creates a safe environment. This impact can depend on how a company informs the control result or why it uses this kind of system. Information is vital because if employees do not have a clear idea about the benefit of control, they will answer with negative behaviour. However, CCTV's

impact can also depend on the company's sector since if employees feel that CCTV helps keep a safe environment, they will change their behaviour about control, and their performance could receive a positive impact.

Number of people employed in the private sector in the UK 2020, by sector



(UK private sector workforce2021 | Statista, 2021)

There are specific sectors in which CCTV is important and necessary due to the business and necessity to customer protection. Human Health and Social Work Activities are in position 7 of the number of people employed in the private sector in the UK. Human Health and Social Work Activities are areas in which CCTV plays a crucial role. In Wales, a study in Care Homes about what is the impact of surveillance in the workplace revealed that CCTV had an incredible impact due to it creates a secure work atmosphere since CCTV is not found in the powerful actors but rather exist a necessity to protect to risk groups who are monitored (Vuokko, 2008). We understand that CCTV is used to care for and protect people part of risk groups, and

employees are responsible for working correctly. Surveillance is vital since CCTV also supports proving that employees are doing their tasks properly. This study and the research in Italy show that CCTV plays a crucial role depending on the sector they are using. Employees feel secure because recording can prove that they are working following the company's policies, but this sector has a limited number of employees. We want to analyse how surveillance influences employees' productivity but under a context in which organisations use that information to control their performance.

We can see that CCTV does not always promote or encourage the satisfactory performance of employee tasks since an adverse impact can affect employee behaviours and directly impact workers' performance. Researchers such as Weiskopf and Munro (2012) remark that HR professionals have a contemporary discourse in which an idea behind human capital management is to encourage their controlled circulation. Control is a paradigm in the current times by HRM. Barratt (2002) studied the workplace, and he understands it as a space where HRM contributes to the ordering of employees by supplying much of the underpinning architecture for the inspection of the subject at work, but Knights (2002) argues that several organisation researchers focused on surveillance, through the gaze of institutional procedures in which employees are controlled in the workplace. The main problem is that studies about surveillance in the workplace are predominantly based on organisation gaze. Our paper is about what is the impact of surveillance but from the employee side. In this sense, Barratt (2003) could define our paper as a 'panopticon thesis' because it creates a view in which human resource practices are implicated under a gaze of discipline and control. In this constant struggle for control and discipline in the workplace, a control/resistance dualism exists between employer and employee.

2.3 Impact of CCTV

The impact of CCTV depends on different situations in which is not only involve the condition of the employee since it is crucial how an organisation encourages its employees to work under surveillance. In a study of 3200 Australian citizens, Martin, Wellen and Grimmer (2016) concluded that surveillance is critically dependent on employees' attitudes when they encounter it. Employees who feel significant levels of surveillance in the workplace tend to form negative attitudes. Employee reactions determine the impact since every work environment is different. CCTV can motivate or demotivate employees depending on the context. As we saw, it is not the exact impact of surveillance in a Care Home, where CCTV produces a security sensation in the workplace. The main difference is also about how organisations use the information and explain the benefits of surveillance. When organisations do not have a strategic plan to motivate employees about using CCTV, surveillance negatively affects the workers. HR professionals have a fundamental challenge about designing and coordinating a plan that encourages the idea that CCTV is beneficial to workers. In this sense, companies must have a clear idea about CCTV's aims.

Nowadays, organisations have technologies to surveillance through CCTV and monitoring is extended to other dimensions like telephones, GPS or how employees use company computers. Under this context, surveillance means discipline because when workers do not achieve an ideal performance, organisations can find a way to punish deficient performance. According to Manokha (2020), recent studies show us that companies are better equipped to detect any non-productive activity of the employees. In this sense, CCTV influences directly on employee performances. Surveillance is about how employees are doing their tasks, whether they will achieve the company goals, and their reward or punishment. In terms to control employees, surveillance has a predominant role but not only about procedures and proper development of

tasks of the employees. Surveillance influences the behaviour of workers, and this is a direct impact on their performance.

A significant problem is when organisations do not have a clear idea about their legal limits. Whittaker (2015) studied a conflict that originated due to the use of covert CCTV in Welsh. The council used covert CCTV in the workplace to monitor the activities of employees. In this case, the organisation had an employee who justified her absence because she felt anxious and stressed, but the council believed that the worker was not using this absence to attend meetings. This case shows us that employer decides how they use CCTV even without following government rules. If the organisation has sufficient reason to monitor an employee, they have to be respectful of the privacy of their employees. We are going to analyse this situation in our Case Studies. In this sense, when a company does not show a clear policy about the limits of surveillance, the work atmosphere can be unstable and create an unsafe sensation. This situation influences and can be crucial to the performance of employees.

On the other hand, as we said, the CCTV effect depends on how the company encourage their employees to work under surveillance. We could see that under specific sectors, CCTV produces a positive effect. Sarpong and Rees (2014) remark that a study about using surveillance in ambulances produced a favourable worker reaction. That reaction happened is due to existing an understanding of its relevance in the workplace, and workers acknowledged that it is for their safety and protection. We can see a contrast between the different effects that produce work under surveillance. CCTV always produces a positive or negative impact. This influence could depend on the business or how a company manages a program that explains the benefit of CCTV. Knowledge is vital to have successful surveillance because if employees have a clear idea about the company's limits and why CCTV can help them, they will feel motivated, which will improve their performance.

A study made by Ball (2010) wanted to measure the real impact of surveillance in the workplace, and he concluded that surveillance has consequences for workers, affecting employee well-being, productivity, creativity, and motivation. Does monitoring improve performance and motivation? That depends on different situations. We want to advance a little more and discover if exist a patron in which surveillance impact positive or negatively on performance employee under a context in which CCTV is not using to produce a security environment. Martin, Wellen and Grimmer (2016) explain that a good leadership practice could reduce some of the adverse effects of surveillance. We think this practice has to be part of organisation procedure and not only in charge of charismatic leadership. In a work environment, surveillance influences the employees, who could feel pressure and tension about their task, and it could be necessary a strong presence of a leader who shows that control is an excellent mechanism to help them, but they also are employees.

From the Foucauldian approach, we can see that control is discipline, which is the goal of an organisation. Discipline produces docile bodies, which are under constant surveillance. Employees naturalise the system and accept it with different effects. People internalise control, morals, and values; discipline is power (Galič, Timan and Koops, 2017). Employees who are monitored perceive an environment of distrust, leading to higher levels of stress and frustration (Tabak and Smith, 2005). We will analyse whether this superior level of control and stress increases worker productivity since an environment where stress and frustration exist could be the worst setting for a company. Organisations have to try to reduce stress, along with workers who worry about their health and well-being (Carneiro et al., 2019). However, other authors claim that surveillance in the workplace has several benefits, like Sarpong and Rees (2014), who explain that monitoring can increase productivity and reduce absenteeism. We will analyse if surveillance in the workplace has a positive or negative impact on the performance of the employees.

2.3.1 Monitoring improves performance?

Monitoring without clear limits could affect the performance of employees because excessive control creates an environment with permanent tension, and it could difficult regular tasks of the employees. Manokha (2019) affirms that physical workplace surveillance was the supervisor's gaze, but now it is omnipresent as electronic devices record employee performance in real-time. We think that technologies are a vital mechanism for organisations that want to grow because this kind of information is essential to focus on the company's strengths and weaknesses, but sometimes employees could see that it affects their privacy, performance, and trust. Companies' omnipresence through electronic devices is crucial in keeping control and stimulating employee performance while organisations understand that they have a boundary to respect privacy workers in line with Article 8 of the Human Rights Act.

On the other hand, Villadsen (2007) remarks that technologies used by HRM help support information about employees' achievements and curricula, and it supplies an unbiased method of performance evaluation to prevent manipulation of the managers (Mishra and Crampton, 1998). We believe that electronic monitoring is a valuable tool used by HR professionals, but it is also essential to have a human gaze of performance. Electronic monitoring shows us numbers without analysis. We think that HRM must understand that information based on electronic devices is a part of the evaluation, but it is not all the evaluation. Human Resource Management is to know how to combine different tools to analyse employee performance adequately.

We do not have doubts about technologies having an unbiased gaze, and they are necessary to stop supervisor subjectivities, but information without content could be dangerous in finding an impartial evaluation. An essential challenge to HR professionals is to adapt technological information with a human sense to reflect a more comprehensive analysis. Thus, Carneiro et al. (2019) explain that methods used by human resource professionals such as Electronic

Performance Monitoring (EPM) are an essential element because it provides a wide range of information about employees' performance. Technologies and control are using to have an objective panorama of performance in the workplace, but this analysis needs to have more elements in which HR professionals can apply their knowledge. Ring (2016) argues that some of the latest studies of surveillance and control show that invisibility of power does not mean its absence. We think that organisations need to be present or at least shows that they are watching. Companies do not want to be absent, and they try to constantly remark that they are controlling since monitoring works like control and like prevention to inform that an organisation is always watching.

2.3.2 Discrimination

Although monitoring by CCTV helps to keep an objective evaluation of the employees, HR professionals are human beings, and they can be subjective under some circumstances. Stanton and Lin (2003) argue that companies could monitoring with more emphasis some employees. We think that organisations could focus on specific groups (women, black people, younger workers, Etc.), which could create work discrimination. A clear policy would help limit this kind of control since ethical use of CCTV is not enough. If a company does not have a clear policy and procedure about monitoring, surveillance could be biased. Evans (2007) affirms that employers could use data of employees to discriminate against them, revealing personal attributes that the employer does not like. In some cases, we will see that organisations exceeded the legal limits and had to pay compensation to their employees due to the violation of their privacy.

2.4 Monitoring in Covid-19 times

Covid-19 pandemic changed the work environment, and HR professionals had to adapt their tools to the current times in which physical presence is restricted, but it is growing virtual control. Under that panorama, technologies play a crucial role in order to help the performance of HR professionals. However, these professionals need to understand not only how to use them but also what are the rules about monitoring. Covid-19 accelerated diverse electronic mechanisms of control, but this process has to be done with legal training. In this sense, organisations had to extend of goals when they used CCTV. For example, they were cameras that counted the number of employees in the workplace, and if the number was more than the designated seats, it alerted the company (Singh et al., 2021). CCTV helped prevent virus expansion in the workplace under that context, and employees feel secure. However, pandemic increased monitoring of employees at work, and post-COVID "back to work" planning has included monitoring the health of employees, which is some of the most personal data workers have (Darnton, Morganand Ghuliani, 2021). We think that monitoring is more invasive nowadays because Covid-19 changed some rules such as health. Even for employees who work from home, the pandemic prompted the creation of new forms of control such as screen capture, measuring keystrokes, webcam photos, and web monitoring.

Manokha (2020) remarks that due to the current pandemic, products such as ActivTrak, InterGuard, and Activity Monitor are used by employers to record and analyse employee activity. We think that these products existed before Covid-19, and companies were using them looking for a way to have better control. Covid 19 only showed massively something that already was happening: surveillance in the workplace is multiplying without an organisational policy that contains it within its legal limits. We will see how our country manages surveillance in the workplace under specific legal parameters in which there are also exceptions that we will analyse.

2.5 Legal frameworks for CCTV use in the UK

Although the UK is not part of the EU, our country keeps some of its laws, and it follows EU directives on the subject matter of employee monitoring and surveillance. Etsebeth (2007) explains that government rules encourage UK companies to have a clear policy about privacy in the workplace, and if an employee wants to base his/her claim on infringement of privacy, the Code of Practice will be the most effective regulation. We believe that this practice has sense because although the UK is living a post-Brexit process, European legislation has a strong link with British legislation about monitoring and surveillance since there is part of international legislation of privacy. The UK implemented the European Convention on Human Rights, which produced an essential change about general rights in our country (Vallely, 2001). We think that the UK is in the middle of categorising how countries are respectful of privacy in the workplace. The UK does not allow companies to surveillance employees without informing them priorly, although sometimes British Courts decided in base to covert surveillance but justified them under the community's general interest. However, those situations were under specific reasons that we are going to analyse them then.

2.5.1 The Human Rights Act (HRA) 1998

Regarding surveillance, article 8 of HRA remarks on the right to respect for privacy. Oliver (2002) concludes that this law has a direct impact on workplace practices. This article says: "Everyone has the right to respect for his private and family life, his home and correspondence". Is the workplace a public or private space? That is not important because this article refers to people's privacy no matter where they are, and we consider this right includes the workplace. This article explains that every person has the right to privacy, which does not differentiate between people's roles or spaces. Privacy is inviolate even when employees use company tools such as computers or the internet for personal activities. If CCTV is intrusive,

it could violate privacy workers because monitoring must have a purpose, and this has to be explained with a clear organisational policy. We understand that even in the workplace, employees have the right to their private life.

2.5.2 The UK GDPR

After Brexit, the UK was not regulated by the European General Data Protection Regulation (GDPR), and our country created UK GDPR (the United Kingdom General Data Protection Regulation). This regulation does not have significant differences with GDPR before Brexit and applies to the personal data process. This regulation consists of employees have the right to be informed about the collection of their data. Workers have the right to know the purposes of processing their data and how it will be shared. CCTV in the workplace is part of this regulation. Companies must inform their employees how they will use their information, and workers have the right to know what information they have about them. For example, employees have the right to ask their companies for all the recordings of CCTV in the workplace where they are present, but they have to justify it.

2.5.3 The Data Protection Act (DPA) 2018

In order to respect the privacy of employees, this legislation remarks that the collection of personal data needs to have a purpose, and this has to be in line with legal parameters. Companies have the right to surveillance, and they can record information and even manage confidential information of employees, but this collection needs to be justified. In this sense, a clear policy of companies is vital because supervisors who manage information of monitoring have to know what the limits are and what are their responsibilities. The second principle of the Data Protection Act says: "The law enforcement purpose for which personal data is collected on any occasion must be legitimate (...), and personal data collected must not be processed in a manner that is incompatible with the purpose for which it was collected". This

principle is similar to UK GDPR in that it is vital to have a legal purpose when a company is watching and recording. CCTV data in the workplace has to be legitimate to follow government rules without having a personal aim. The organisation cannot decide when it is necessary to use CCTV. They have to justify their surveillance.

2.5.4 Surveillance Camera Code of Practice (2013)

In the same line with the laws mentioned above, this Code of Practice remarks that CCTV has to be oriented with a legal purpose. Using CCTV is not subjective since it has to be in line with a legal justification. This code also explains that information of CCTV has restricted access because it is not public information, and even people who access them have to have justification. This code regulates the use of CCTV in public spaces, but it is essential because this is a reference to using CCTV in the workplace. This code clarifies that CCTV is a valuable tool to manage safety and security in the protection of people and property, but it must have a legitimate aim, and this has to be in the same line with other regulations. This code remarks that data information must be used for a legitimate purpose and that record information implied legal responsibility.

2.6 Surveillance law in other countries

Knowing how other countries manage privacy in the workplace will help us understand the position of the UK on the topic. We saw that our country follows the Human Rights Act, especially article 8, in which the privacy of employees cannot be violated, even when workers are in the workplace and they are using company tools such as computers. In the same line, our legislation does not allow organisations to do covert surveillance, although companies can use it in specific cases. As we saw, the UK has different laws to protect employees' privacy, and

our country requires organisations to implement a clear policy on the use of CCTV in the workplace. We are going to see what happens around the world.

2.6.1 US

In the US, privacy is understood as a faculty that organisations can decide what the limits are. American courts affirm that tools used in the workplace are property of organisations, and they have the right to monitoring how these are used. These laws are not in line with European legislation in which employees have the right to privacy, and monitoring must be justified. Etsebeth (2007) criticises US legislation because exist a tendency that workers do not have a right to privacy in the workplace.

2.6.2 Canada

In Canada exist two schools about how to manage surveillance in the workplace. These tendencies express two opposite positions. One argues that organisations are the owners of the tools in the workplace, and they have a right to monitor how their property is being used. This school receives the influence of the US ideas. However, a school argues that employees' rights to privacy should weigh more than that of any employer (Etsebeth, 2007). This last is close to the EU idea about surveillance in the workplace. In this context, Canadian law keeps a balance between both. Personal Information Protection and Electronic Documents Act (PIPEDA) protects the privacy of employees in the workplace but remarks that organisations can monitoring computers and email because they are company tools.

2.6.3 Australia

There is no clear boundary in Australia to restrain employer surveillance of employees, although Australian employees have a reasonable expectation that their employers do not monitor their privacy in the workplace. This expectation reflects the lived reality of most

Australian workers (O'Rourke, Teicher and Pyman, 2011). Companies can use surveillance even the privacy of employees in the workplace under specific situations like national security.

2.6.4 Russia

In Russia, the situation is different because employers can use surveillance even without obtaining consent from the employees to process their data (Ofman and Sagandykov, 2020). In general terms, the situation in Russia is quite like the US because for video surveillance to be legal, organisations must inform workers, but it does not require their consent. It is compulsory to inform that the organisation records or processes employees' data, but they do not need prior consent.

2.6.5 Spain

In Spain, there is growing a tendency to legitimise covert monitoring in the workplace, but organisations have to justify a legitimate interest (Agustina and Coudert, 2013). Covert surveillance is an important topic because the use of covert CCTV implied play on the limit of legality. Depending on the level of justification, an organisation could use CCTV illegally since justification needs to be reasonable.

2.6.6 Hong Kong

In Hong Kong, employers must notify their workers that monitoring is taking place, by what means, and the purposes for which it will be used (Walsh and Papworth, 2007). Privacy Ordinance allows that organisations can collect data by means which are fair in the circumstances. Employees have to be informed about the monitoring process, although they do not need to consent.

2.7 Human resource policies

Surveillance in the workplace implies legal issues, and organisations have to design a plan to implement a precise use of CCTV. This policy is not only about government rules but also is think about how surveillance will affect the employees. We could see that surveillance can often be helpful depending on how HR professionals encourage employees and avoid a stressful work environment. McParland and Connolly (2020) explain that companies are leaning towards implementing workplace policies in which there is a balance to the conflict of interest between organisations and workers. A balance means a good symptom because organisations understand that control without employee engagement will create an atmosphere where demotivation could negatively affect employee performance. These authors also remark that management must consider the ethical and social impacts of techniques to minimise the negative implications. We think that companies should not seek a balance because they try to find a way to have two opposite positions. Organisations must rebuild surveillance sense to create a secure work atmosphere where they remark that employees have the right to privacy. In the same vein, O'Rourke, Teicher and Pyman (2011) explain that surveillance in the workplace is essential because studies show us that sometimes workers misuse of technology would otherwise cause wastage and loss, but organisations need to follow anti-discrimination laws. We understand that companies need to have a procedure policy that details surveillance's ethical and social aspects. Nowadays, we live in a work context where organisations feel the necessity to produce employee engagement, but monitoring could avoid it, so HRM must create a plan in which monitoring generates a positive impact on the performance. Companies have to invest in supervisors training since using CCTV implies understanding the legal consequences of harmful use.

2.8 Conceptual Framework

This study wants to analyse what is the real effect of surveillance on performance employees. In this sense, we need to define some concepts about our investigation to demark the field in which we will do our research. Surveillance is a concept that involves different parts of control since an organisation can implement different methods such as electronic devices, CCTV, or physical presence. Also, we are studying the control concept like an idea in which employees think they are being watched. Control is the result of company surveillance and this idea that employees bear in mind while working. Control is a mechanism that needs both sides to exist. When we analyse how surveillance affects employee tasks, we study the effects of control on employee performance, but what is the meaning of performance? Leatherbarrow and Fletcher (2019) explain how people are fulfilling their aims as an organisation or individual. Performance is an activity in which a person needs to achieve aims. It is crucial to know what an organisation wants to achieve and how to do it in the work context. Each employee has a role as a worker and as a part of a team. Performance includes different activities depending on what are the targets, such as speed or accuracy. However, performance has a strong relationship with behaviour because it is to do something.

Torrington et al. (2020) affirm that performance can be measured with a link between input/output data of employees. Input because workers need to understand the target, and output is how workers do the assigned tasks. In the same vein, Baker (2019) remarks that performance is a combination of factors within and beyond the jobholder. Performance synthesises a symbiosis between understanding and activity. Performance is a physical activity but also a mental one because it shows how the worker sees himself. Armstrong (2010) analyses performance only of output because he affirms that it is the outcomes achieved. In order to keep the information updated and analyse workers activities, companies evaluate the results of employee tasks. These results are the performance of the employee. The performance

combines two crucial aspects of employee activities: receive information and do tasks. It means that performance is when workers know their role, what the organisation aims for, and how they do their tasks.

On the other hand, monitoring refers to control telephone calls, electronic correspondence, workers activities at the computer at work, video surveillance and GPS monitoring (Ofman and Sagandykov, 2020). Our study uses the meaning of monitoring and surveillance interchangeably to reflect the control of employees in the workplace. Nowadays, monitoring extends his presence to different spaces of the work atmosphere, including electronic tools. Monitoring reflects how each organisation supervise and analyse employee performances. In this sense, an organisation is a group of people in which they are working for the same goal. Leatherbarrow and Fletcher (2019) explain that organisations are persons. An organisation is a team in which there are diverse levels of responsibilities. Allen (1984) remarks that organisation is the process of identifying and grouping work to be analysed, and there are distinct roles, but they have the same goal.

Organisations need a workplace where employees need to work. We understand the workplace in the modern sense: a space in which employees do their tasks. A workplace is not only a building where a company works, but workers can also work from their homes. Heathfield (2011) concludes that a workplace is where a worker provides work for an employer. This space can include offices, factories, stores, out-of-doors or employee homes. The workplace can be different depending on what is the kind of organisation. Nowadays, due to Covid-19, many employees started to work remotely from their homes. Workplaces are an essential part of organisations' goals because each person needs a space to work.

2.9 Conclusion

We could see that there are different positions about surveillance in the workplace. Studies of diverse parts of the world show that employees feel afraid of their privacy, affecting their performance. However, depending on the context and how to use CCTV, monitoring can be a magnificent tool. Some authors remark that organisations must explain the benefits of CCTV in the workplace. Cantor (2016) argues that if companies use surveillance, they must have transparency with monitoring since workers will become wary of how HR professionals use the worker-monitored data. We think that monitoring means building a vision about what the company wants. Organisation uses CCTV because it is vital to have a presence in the workplace and design its discourse. Subjectivities of employees and their identities are elaborated through discourses operating within the workplace (Carter, McKinlay and Rowlinson, 2002). Our approach analyses this discourse and what is the real impact on the employees.

Surveillance is surveillance, but it also means the idea about what an organisation wants about their employees. Analysis of Foucault is crucial in our topic because he describes the power and its levels, in which knowledge/truth and subjectivity/ethics are shown to map the main concerns of HRM regarding control, productivity, and motivation (Knights, 2002). Identifying company discourse will help us understand the impact of monitoring on the workers and whether surveillance produces motivation. HRM measure physical and subjective aspects of labour, HR professionals build a link between promise and performance, and they organise labour into a productive force (Townley, 1993). However, our main question under this context is: do HRM use monitoring only for surveillance?

Regarding government rules about surveillance, our country is in a position where it tries to balance control and privacy. English privacy rules are more comprehensive than in the American system (Evans, 2007). As we saw, British law is influenced by the EU. in the UK. Monitoring must be reasonably based, proportional, transparent and non-discriminatory

(Etsebeth, 2007). Instead, we could see that the Russian model is like the USA model, in which organisations can surveillance and manage data information without any restrictions, but EU countries have a different position since they respect the privacy of employees even in the workplace. In our case, the UK is in the middle of the board. It is crucial that CCTV can be used without the authorisation of employees, but they must know about that and have the right to require their data information. Organisations have to use CCTV proportionately and have a clear goal following UK legislation about privacy.

In our country, companies can manage employees' data, but it is necessary to do it following the data transfer law. All employees have the right to know why, how and who manage their data. In the same sense, there is restricted access to employees' personal data, and each organisation must have a clear policy about why they are using CCTV in the workplace and detail the procedures. Data Protection Act regulates CCTV recording, and organisations that do not use CCTV appropriately can be fined up to £500,000. We think that organisations have to bear in mind that misuse of CCTV implies a fine and jeopardises the integrity of a company and the level of trust of its employees. CCTV could work as a mechanism of persuasion to avoid dishonesty activities or to increase performance, but companies have to build a proper way to stimulate and control.

Chapter 3: Research methodology

3.1. Introduction

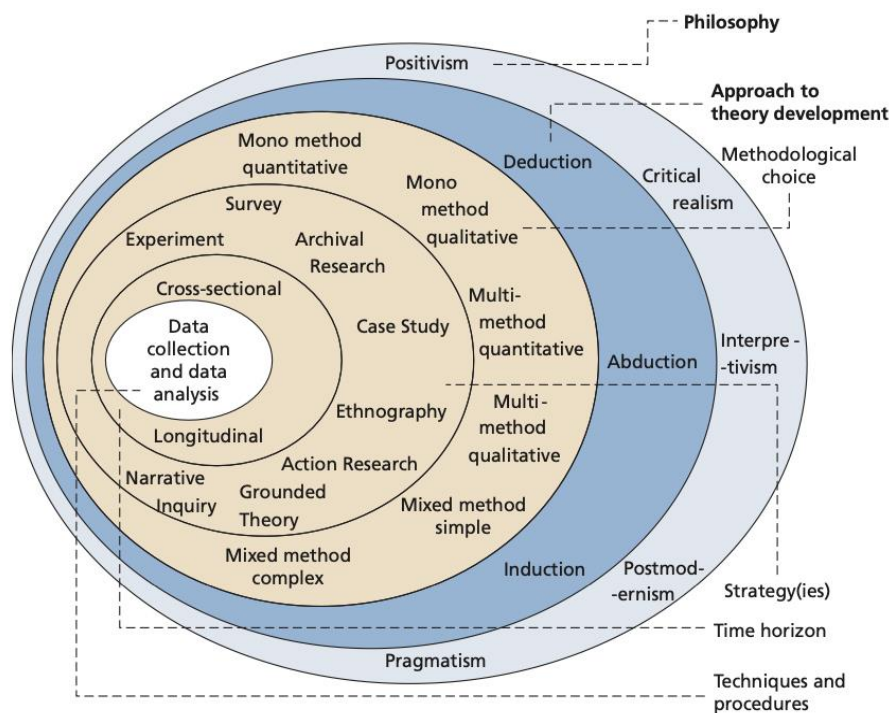
Our study will be analysed from the theoretical/philosophical method. This method involves abstract theoretical, philosophical, and epistemological opinions. Theory and philosophy are a crucial part of our investigation because our analyses are based on a philosophical approach. However, our paper is also based on a pragmatism epistemology since we will analyse different case studies and current situations in which our topic is being analysed. Data primary is also elemental to conclude our study. For this reason, we are going to survey since we need to have actualised information about our topic.

A mixed-methods approach is used in this study. The quantitative survey will achieve the data collection for research aims and understand what employees think the impact of surveillance on their performance is. We will use a Quantitative method because we will do a survey in which we will interpret numbers. Our study is crucial to have current data about our topic because we want to know the impact of surveillance in the workplace on the UK post-Brexit. Our target group will be male and female employees who are living in the UK. With our survey, we are going to collect primary data that is elemental to achieve a conclusion. Also, we will use a qualitative method to analyse Case Studies and understand how the British Courts are applying surveillance legislation in the workplace. The Case Study is vital to analyse what is the empirical practice of our topic.

3.2. Research approach

Our research approach is based on the Research Onion of Saunders et al. (2019). The Research Onion helps us to understand what the stages of our investigation are. Our strategy chosen is based on our aim. Our deductive approach will go with a mixed method. Our study will follow

its way with a survey that will be analysed with our Case Study and Literature Review. Our analysis will use a deductive approach to prove the most common view of the relationship between theory and research (Saunders et al., 2019). Our online questionnaire will help us to collect data quickly.



Research Onion (Saunders et al., 2019).

3.3. Methodological choice

Methodological choice can be qualitative, quantitative or both. We will analyse our study with quantitative data (survey) to conclude our theory about our topic and qualitative (case study) because we need to analyse our theme with real examples. Saunders et al. (2019) remark that a paper also needs research strategies like Case Studies. Those authors affirm that these strategies will influence the choice of an adequate Time Horizon. Our Case Study will be Longitudinal because we want to analyse how surveillance law was applied in different

moments, but our survey will be Cross-sectional because we will collect data at a specific point in time.

3.4. Data source and collection

Our data source and collection include our survey in which we are going to quantify data. Saunders et al. (2019) determine that one way of differentiating quantitative investigation from qualitative is to differentiate between numeric data (numbers) and non-numeric data (words, images, audio recordings or similar material). Our quantitative data (survey) will be studied with a data analysis procedure (graphs). The people surveyed must felt at least one kind of monitoring in the workplace. In case this does not happen, that information will not be considered for our final analysis. We have a defined target (people who are working in the UK). Our online survey is a method is that is a fast and cheap way of data collection (Acharyya and Bhattacharya, 2020). The structure of our survey will be crucial to have a study without bias. Our survey will be with volunteer participants who will answer with multiple choice answers.

3.4.1. Online questionnaire survey data collection

Our survey has a target to employees working in the UK. It will be divided between males and females because even we can find that CCTV impact differs between genders. Our result will not be limited to the final number. It is crucial to understand them in order to design a theory about our topic. Wolf et al. (2016) describe that quantitative data is not only the numbers since it is necessary to interpret them. Our link to participate will be sent using emails, WhatsApp, and other social media and open for two weeks.

3.5. Data analysis

Acharyya and Bhattacharya (2020) explain that after the data collection, a study needs to tabulate them using some software. The next part is to work with data cleaning because we need to reduce the errors. In the case of people who did not feel surveillance in the workplace, our result will exclude their answers. Data analysis is crucial for us because it is our primary data about our topic. Saunders et al. (2019) remark that a theory results from the data analysis. In this sense, the data analysis procedure is how we categorised data in which we create non-numerical data with numbers.

3.6. Case study

The case study will help us understand how the Courts are applying the laws in the UK. Lines above, we could see different theories and government rules regulating monitoring; However, we need to bear in mind that practice cases will show us the situation in which each law can be used. We wrote the UK follow the EU directives about privacy, but employees cannot use the article 8 of Human Right Act under some situations. Cases of protection of privacy in the workplace is a topic that is growing because organisations do not have a clear boundary about monitoring. British courts uphold the notion of reasonable expectation of privacy in which companies are responsible if they cannot justify employee surveillance. Human Rights Act is the primary law that employees use when they see their rights are violated. We are going to analyse five cases about this theme.

3.7 Conclusion

We use a theoretical/philosophical method in our investigation because our analysis is based on a Foucauldian approach. Theory and philosophy were relevant aspects of our study in which real practice was structured with theoretical aspects of our topic. Our study used a mixed-

methods approach since we had a survey in which we used the quantitative method to collect data; however, we also used the qualitative method because we studied different case studies. Our research approach was based on the Research Onion of Saunders et al. (2019). We used two kinds of Time Horizon since our Case Study was Longitudinal and our survey was Cross-sectional. Regarding our Case Study, we want to study how British courts apply the law on cases in which surveillance in the workplace creates a conflict.

Chapter 4: Data analysis and discussion

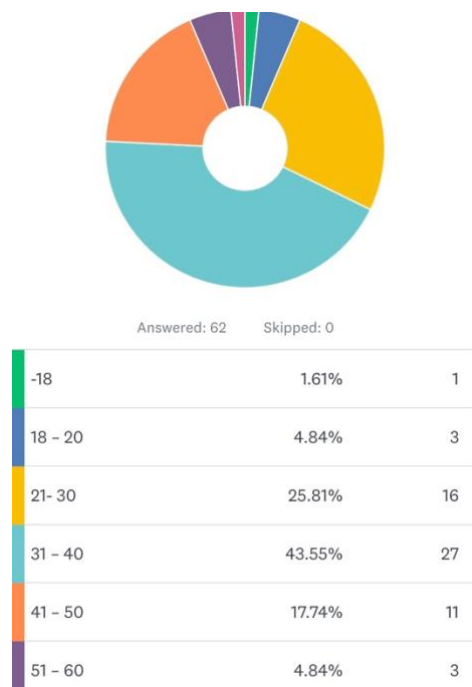
4.1 Introduction

This chapter aims to organise and analyse the primary data collected from the online questionnaire survey. We surveyed 62 people who work in the UK. We wanted to analyse if surveillance in the workplace positively or negatively impacts performance employees and what they think about CCTV in the work environment. This study was made during the second week of October 2021. Answers had multiple choices. Our survey was online through Survey Monkey. We shared the link through different social media such as Facebook, Instagram and WhatsApp.

4.2 Sample structure

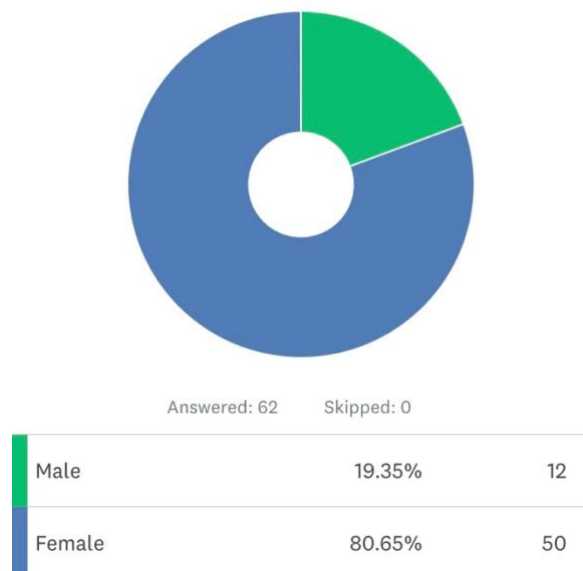
Our survey had ten basic questions. In the first part, we wanted to identify different social characteristics of surveys such as age, gender or how long they work in the UK. In the second part, we made questions about what they think of surveillance in the workplace. We tried to repeat questions with other words to analyse the consistency of answers. All questions had as aim to analyse if employees think that monitoring in the workplace affects their performance.

4.3 Demographics questions



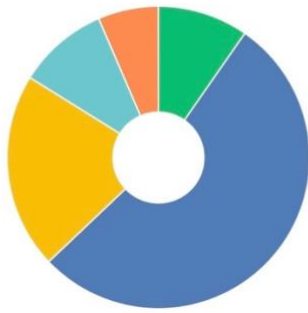
Our surveyed are predominant more than 20 and less than 50 years old. In this group, we have 87% of our survey.

2. Gender



We have a predominant number of females surveyed.

3. How many years are you working in the UK?



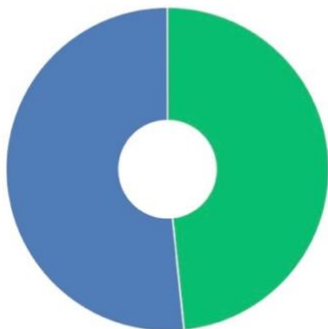
Answered: 62 Skipped: 0

-1 year	9.68%	6
1 – 5 years	53.23%	33
6 – 10 years	20.97%	13
10 – 20 years	9.68%	6
+20 years	6.45%	4

Regarding how many years our surveyed are working in the UK, we have the most between 1 and 10 years working in our country. All surveyed need to be working in the UK.

4.4 Impact of surveillance

4. Do you think control by companies at work, for example with CCTV or electronic surveillance, motivate or demotivate employees?

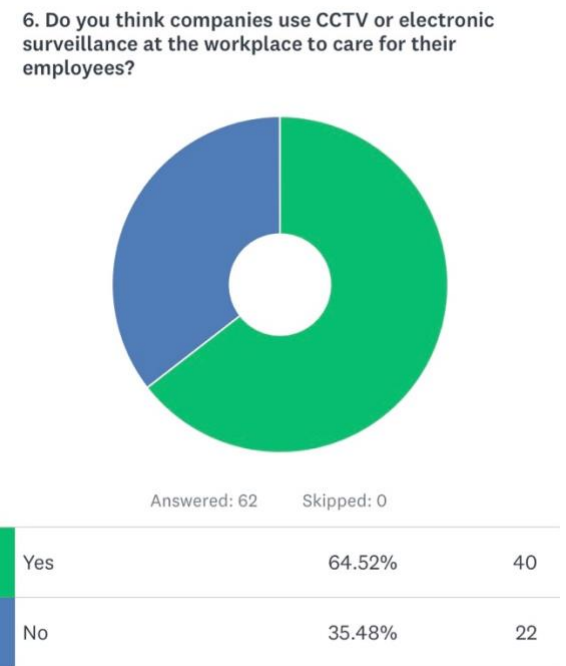
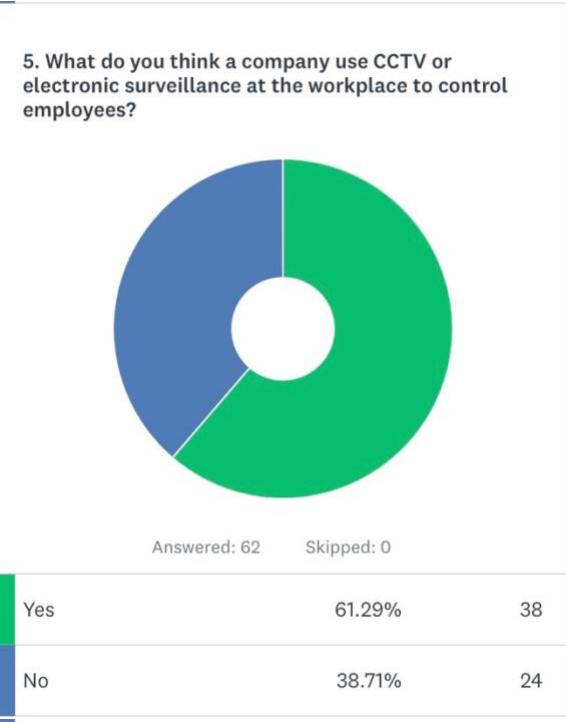


Answered: 62 Skipped: 0

Motivate	48.39%	30
Demotivate	51.61%	32

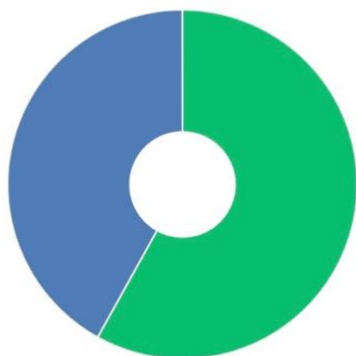
We need to remark that we have an equitation average between those who think that CCTV in the workplace motivates and demotivates. There is a balance between the idea of monitoring

in the workplace. People who think that the use of CCTV in the workplace creates demotivation are a little most, but they are not a critical majority.



Although most think that companies use CCTV in the workplace to control employees, they also think organisations use it to care for them. We can interpret that employees feel control due to CCTV's use, but they also feel secure when companies use CCTV.

7. Do you think use CCTV or electronic surveillance at work could violate your privacy right?

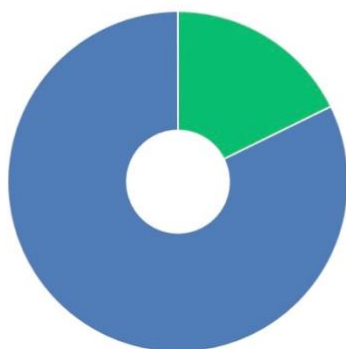


Answered: 62 Skipped: 0

Yes	58.06%	36
No	41.94%	26

The most of surveyed think that the use of CCTV or electronic surveillance could violate their privacy right. They are not sure that organisations follow government rules about surveillance.

8. Did you experience or did you know some situation at work in which you felt company surveillance violate your right?

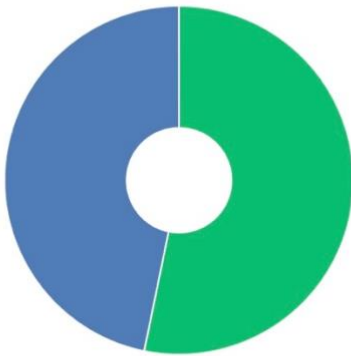


Answered: 62 Skipped: 0

Yes	17.74%	11
No	82.26%	51

However, most surveyed did not have a personal experience with companies that violated their privacy right. Even most do not know a case in which organisations violated the privacy rights of other people in the UK.

9. Do you think surveillance could improve your performance at work?

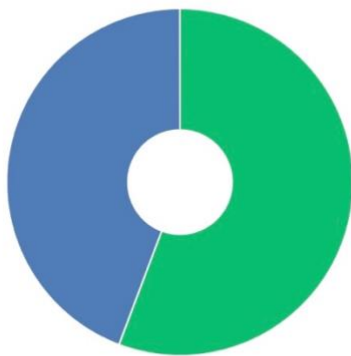


Answered: 62 Skipped: 0

Yes	53.23%	33
No	46.77%	29

Most of the surveyed think that surveillance could improve their performance at work, which goes in line with the following question in which we try to find consistency.

10. How can company surveillance affect your performance at work?



Answered: 61 Skipped: 1

Positively	55.74%	34
Negatively	44.26%	27

Although our first hypothesis was that surveillance in the workplace could negatively affect employee performance, most of our surveyed answered that surveillance could affect them positively.

4.5 Discussion

Generally, our primary data show us that surveillance seems not to be a problem in the work environment context, even though there is a tendency to feel monitoring creates a positive impact. Most of our surveyed affirmed that companies use CCTV to control employees and care for them, which creates an environment where surveillance is not stressful. Most people surveyed think that surveillance could improve their performance, but this most is not absolutely, and both opinions are close. We can see that most people think that organisations could violate their privacy, but it is only a sensation because most people do not know some personal or external case in which privacy rights were violated due to surveillance in the workplace. Although most think that surveillance positively impacts their performance, this percentage is not absolute if we compare it with opinion people who think it negatively impacts them.

Regarding motivation, averages are close. We can interpret that most employees think that surveillance could negatively affect their tasks because they can feel demotivation. However, our survey shows us that employees do not feel CCTV is a threat because they think CCTV can control them and work as a tool to protect their security. In this sense, impact affects all employees in the same terms without gender or age. This sensation about organisations could violate their privacy rights because companies do not adequately inform their employees what the role of control in the workplace is. Privacy is not a minor theme because most employees feel that poor communication could affect their performance. We can see that although there is an important number of people who think that surveillance could affect their tasks positively in the workplace, that it is not the absolute majority.

4.6 Case Study

4.6.1. Halford v UK

Alison Halford was appointed as Assistant Chief Constable with the Merseyside Police. When she was working, she applied on eight occasions for promotion, but they were unsuccessful. She claimed that she had been sex-discriminated because she was never promoted despite many of her workmate males achieved job promotions. She threatened her employer with legal actions because she understood that her gender was why she could not promote. After that, she accused her employer of intercepting her calls at the office to gather evidence if she decided to start legal actions. She could prove the interception of her calls in the workplace.

The Court considered that the employer did not respect her private life and infringed her rights-violating her privacy since private conversation is part of her rights. Even if she used her organisation's phone in the workplace, that is still considered part of her private life. In this sense, the Court decision was based on Article 8 of the Human Rights Act about privacy. Halford also did not receive a warning about monitoring her calls in the workplace, and she had a reasonable expectation of privacy for such calls. The employer had to pay her in respect of pecuniary and non-pecuniary damage. This case has a strong link with the electronic surveillance of workers in the workplace because, many times, organisations do not differentiate between work activities and private life.

Companies can record calls to control employees' performance, but it is necessary to inform them about controlling. Organisations have to justify if the recording is necessary. When employees are aware of the recording, they cannot argue that the company is violating their rights or reasonable expectations of privacy. The main problem is created when an organisation does not have a policy clear about surveillance since supervisors do not have a clear limit on their roles and cannot justify why the organisation exceeded its duty of control.

4.6.2. Copland v the UK

Copland was a worker at Carmarthenshire College. She had problems with her employer because Carmarthenshire College saw how Copland wasted time using her phone and company internet for personal activities like social media or personal communications when she had to work. However, her employer did not have tangible evidence about that and decided to monitor its employee activity. Because Carmarthenshire College suspected the misuse of work time by Copland, it decided to surveillance her phone and communications. Her phone was monitored to know if she was having excessive personal use since Carmarthenshire College needed evidence to dismiss her.

Copland accused her employer of intercepting her communications. Disputed was about the nature and duration of employee monitoring. The Court decided that the College monitoring infringed Copland privacy base of Article 8 of the Human Rights Act. Even when an employee uses company tools such as the internet or computer, personal activities are protected by the Human Rights Act. The State had to pay Copland regarding non-pecuniary damage such as anxiety, low mood, inability to sleep, stress and costs and expenses.

Like in *Halford v UK*, telephone calls in the workplace can be part of the private life of workers and monitor them are intrusive since employees have legitimate expectations about their privacy. Monitoring employees are part of organisations' rights to protect and stimulate better performance, but companies must have a straightforward procedure in which employees know about the nature and reasons of monitoring. In our case, the College did not have a clear policy to notify its employees that monitoring can give rise to a breach of Article 8, and the Court decided to protect employee privacy.

4.6.3. McGowan v Scottish Water

McGowan v Scottish Water case shows us how Courts analyse each case under its specific circumstances. Organisation surveillance cannot be studied in the same terms because government rules have exceptions. Mr McGowan worked in Scottish Water. He worked at a water treatment plant and lived nearby there. While he was working from his home, there were some indications in its employee's performance, and the organisation thought that McGowan was absent when he had to be working. The company did not trust the work he claimed to be doing and concluded that McGowan was falsifying his timesheets, but it needed proof to dismiss him.

Scottish Water decided to use covert surveillance of his home. The idea of the company was to discover if McGowan was into his home while he was working. McGowan was dismissed because Scottish Water could prove that its employee was outside his home in worktime. McGowan did personal activities outside while he claimed that he was working. Although Scottish Water had proof about McGowan activities, these were obtained under covert surveillance, which is illegal and not allowed. Mr McGowan accused the company of violating his privacy under Article 8. However, the Court rejected his claim due to Scottish Water justification that converts surveillance was used under the interests of public safety.

There is an interest that is superior and is the general interest, and this means that even if organisations use ways that can be illegal for other companies, it all depends on what justification is. In our case, public safety allows the use of covert surveillance because Courts understand that employees are not going to have expectations of their privacy with activities that jeopardise public health. This case shows us an exception in government rules about surveillance.

4.6.4. City and County of Swansea v. Gayle

This case shows us that covert surveillance can be used even when there is not a public interest. Mr Gayle was a council employee who played squash when he had to work. He preferred to play sports in part of his work time. The council engaged a private investigator to prove that Gayle was not in his workplace during working hours. Investigator filmed Mr Gayle outside the sports centre when he had to work, and the council dismissed him because it had evidence on.

Employment Tribunal upheld that the dismissal was unfair because covert surveillance was illegal and infringed Article 8 about the private life of Gayle. In this case, we do not have a general interest or public safety involved. However, Employment Appeal Tribunal overturned the first decision because covert surveillance was on a public road, and there was no reasonable expectation of privacy. Finally, Mr Gayle was dismissed. The Court understood that Mr Gayle was a fraudster because he knew his activities were not allowed. The final decision included that in public places, such as road public, recording or take photographs do not form a breach of Article 8.

4.6.5. Vaughan v. Lewisham LBC

In this case, we have a different panorama because the employee who had evidence-based in a covert recording understood that cover recording is part of his rights in a work context. Ms Vaughan accused her employer because she was unfairly fired due to her disability and depression that she suffered from. Ms Vaughan was suffering psychological problems that affected her performance and how she behaved with her co-workers. That was the main reason she was dismissed.

However, she said to have evidence about the discrimination she suffered bases on covert recordings with colleagues and her manager. She said that her covert recordings were evidence

of the mistreatment he received at his job. The Employment Tribunal refused her application because she did not supply copies of the tapes, and she could not show evidence about that. Employment Appeal Tribunal upheld the tribunal decision because this was correct. However, this case is essential because EAT remarked that even covert recordings could be admitted as evidence at work context if the Court understood necessary and justified.

4.7. Conclusion

Our survey was done on 62 people who work in the UK. This study showed us that surveillance in the workplace in the UK is an essential theme because only almost half of our surveyed think that monitoring could help improve their performance. We used Survey Monkey to do this study, in which we shared the survey link through different social media such as Facebook, Instagram, and WhatsApp during the second week of October 2021. Our survey had multiple choices with ten questions about demography and how employees think that surveillance impacts their performance. We could see that most of our surveyed work in the UK between 1 and 10 years. Regarding motivation, surveyed who think that the use of CCTV in the workplace creates demotivation is a little most, but they are not a critical majority.

61% of employees think that companies use CCTV in the workplace to control them, but 65% think organisations use CCTV to care for them. In this sense, most of the surveyed think that surveillance control and care them, which could reduce employees' negative feelings towards control through surveillance. Also, this survey showed us that although workers in the UK think that organisations could violate their privacy rights with surveillance, only 18% experienced or knew a situation at work in which they felt company surveillance violated their privacy rights. This shows us that it is a big challenge for HR professionals to implement policies and procedures in which employees have active participation with knowledge and opinions about what is monitoring and how this can affect their performance. On the other

hand, in our Case Study, we could see that Courts understand that a reasonable expectation of privacy is necessary for companies to surveillance following government rules.

Chapter 5 Recommendations and Implementation Plan

We could see that monitoring in the workplace generates different feelings for the employees, especially when there is a stressful work environment. Although our surveyed feel that surveillance could violate their privacy rights, they do not have an experience, or they do not know some cases in which surveillance in the workplace violated privacy rights. This sensation is created due to natural mistrust of human beings, especially when they do not know who is watching them. When surveillance has a name and surname, employees could naturalise it and even understand that control could be part of professional growth. When we talk about the name and surname of surveillance, employees need to know who is behind CCTV or the reason to watch them. Our recommendations are:

- 1.- Bimonthly virtual meetings: It is crucial to have online meetings where HR professionals use the time to detail the proper procedure of CCTV uses and how employees can defend their rights. Government rules say that employees have the right to know how companies manage their personal data, including video recording.
- 2.- Email communications: Although most employment contracts have these clauses about surveillance, most employees do not take them into account and think that the company may exceed in the monitoring violating their right to privacy. At this point, HR professionals must work and pay special attention to ensuring that employees know that their rights are respected with constant emails.
- 3.- Annual meeting: A plan has to include at least an annual meeting about this topic with summaries via emails in which the company explains the procedure in case employees feel that their privacy rights are violated.
- 4.- Posters: Having posters at the main points of the workplace in which companies remark that CCTV follows the government rules are essential to remember to employees about surveillance in the workplace.

Human Resource professionals have the critical task of keeping workers updated about the benefits of monitoring in the workplace. In this sense, the strategy of HR professionals must involve employees about the reasons for surveillance. The explanation does not mean submission; it means creating a communication bridge in which all wins. The main challenge of HR professionals is to build a link with employees to inform them that surveillance is a right of the organisation and that they are respectful of their privacy rights.

Chapter 6 Conclusion

6.1. Summary of key findings

Our study showed us that employees in the UK feel that companies violate their privacy, although most of them did not experience that situation. From a Foucauldian approach, this sensation is part of a mechanism implement in different spaces where a human being is doing activities. Our main goal was to explore how surveillance impact employees performance in the workplace. Our study was based on employee opinions since we found some papers in which researchers were based only on organisations views. We could see that surveillance in the workplace is an essential aspect of employee performance, mainly because it influences their tasks. Throughout employees' opinions, we could see that CCTV and electronic devices used to surveillance them negatively influence employees motivation. However, there is 48% of surveyed think that surveillance could motivate them.

Why do have surveillance in the workplace a majority negative number? Although 82% of employees did not experience a situation in which privacy rights were violated, there is a negative feeling. A Foucauldian approach explains that human beings constantly feel surveillance as part of a mechanism in which organisations need to show that they control them. Even when companies are not watching them, workers still feel that organisations control them through monitoring sometimes because they do not know who is watching them or because they do not know the surveillance reason.

6.1.1 Foucauldian approach

In our study, surveillance means control used as a company mechanism in which this is part of its strategy to have a presence over all aspects of the organisation. Control is power, and power build subjectivities, this last means what a company wants of its employees. Organisations need

to show that they are watching because workers will do their tasks properly due to constant surveillance even when companies are not watching. Power generates discipline, and this last one is essential if the organisation wants employees who follow the rules and do their tasks properly. This is an asymmetric power in which organisations want to create an idea about control with its corresponding rewards and punishments.

From Foucault gaze, the workplace is a new panopticon in which organisations are always watching, even when they are not watching. In this sense, we talk about the workplace. It is not only the physical space where workers traditionally do their tasks because employees work from their homes. Panopticon is nowadays used with electronic devices, and the physical presence of a supervisor is not necessary. We believe that the modern Panopticon works better without physical presence because, through electronic devices, supervisors can be present around the world. However, organisations need to remind their employees that they are present to create the permanent idea of surveillance.

6.1.2 Reasonable expectation of privacy

Our study could show that courts analyse surveillance cases from a reasonable expectation of privacy in which organisations must understand that employees have privacy rights. We could see that when companies do not monitor in order to follow the government rules, they violate fundamental human rights. In this case, the companies' main problem is not paying a fine, but they must keep a good image when a company loses trust, and when employees feel untrusted, the aim of organisations is in danger. With our Case Study, we saw that organisations need to have a clear surveillance policy because when supervisors do not know about that, this can imply big problems for the company.

However, our legislation allows companies to exceed privacy rights to defend general well-being in some specific cases. There are organisations such as water or electric companies that can jump employee privacy rights in some cases. This is a reasonable expectation of privacy, in which when exist a justifiable reason, companies or employees can jump privacy rights to prove an unfair situation. Courts have to evaluate each case under their contexts and as an exception. Nowadays, Brexit did not change the rules about surveillance in the workplace.

6.2. Contribution of the paper

The contribution of this research is to show that surveillance in the workplace produces a work atmosphere of mistrust, although employees admit that it could help improve their performance. The workers emphasise that surveillance in the workplace is to control them and take care of them. With this study, we can understand that HR professionals can develop a great tool with CCTV, but it is crucial to know government laws because a company could suffer damage economically and its image. Whittaker (2015) remarks that there are contracts of employment in which implied conditions of mutual trust and confidence need to be upheld. Thus, the decision to implement workplace surveillance could damage the interests of the business and the individual's privacy interests (Walsh and Papworth, 2007). An innovative idea maybe that employees could take part in CCTV implementation. In that case, workers could be wary of how management uses the worker-watched data (Cantor, 2016).

Our paper wants to help us understand the importance of CCTV in the workplace and analyse the consequences. West and Bowman (2016) explain that the employer-employee relationship could be harmful if surveillance does not respect privacy. However, Agustina and Coudert (2013) affirm that trust is built because only time can ground relationships on trust and work relationships are too sporadic to rely 100% on trust. In this sense, we hope that our paper helped us to clarify this panorama. Our study wants to guide HR professionals to understand their role

holistically, which are necessary knowledge of the laws, sociology, and managing people. HRM is much more than managing people. HRM means understand people and apply policies in concordance with government rules. This paper wanted to show us if surveillance produces a negative or positive effect on employee performance and how HR professionals have to deal with this topic.

6.3. Further research areas

From our survey arose questions such as have the same impact surveillance in the workplace on older and new employees? Surveillance in the workplace is the same in all areas of a company? Future research on the subject should include more detailed surveys differentiated by sector and role levels. We believe that this study opens the way for a more detailed analysis in which in-depth interviews can be included to understand answers such as why employees think that surveillance helps them improve their performance or why not?

Monitoring in the workplace is an important topic that could be studied from the organisations and employee side at the same time and analyse what the links and the problems are. It is possible that in the coming years, some government rules on workplace surveillance will change because Brexit has not yet affected this issue, so Human Resources professionals must keep up to date in order to implement the appropriate policies at the precise moment.

6.4 Research limitations

Our paper was oriented to the impact of surveillance on employees such as members team or workers with a low range. Currently, we do not know what managers think about surveillance in the workplace. Our study focused on employees' gaze without bearing in mind if the supervisor thinks the same because we wanted to analyse who receives the impact. Managers or supervisors typically are behind CCTV, and they could identify some characteristics of

impact, but we wanted to study it from protagonists. On the other hand, we conducted a general survey without separating it into job sectors. Our sample includes workers from all sectors, excluding managers.

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Appendix

1. Survey Questions

Demographic questions:

Age range

- 18
- 18 – 30
- 31 – 40
- 41 – 50
- 51 – 60
- +60

Gender:

- Male
- Female

How many years are you working in the UK?

- 1 year
- 1 – 5 years
- 6 – 10 years
- 10 – 20 years
- +20 years

General questions:

Do you think control by companies at work, for example with CCTV or electronic surveillance, motivate or demotivate employees?

- Motivate
- Demotivate

What do you think a company use CCTV or electronic surveillance at the workplace to control employees?

- Yes
- No

Do you think companies use CCTV or electronic surveillance at the workplace to care for their employees?

- Yes
- No

Personal questions:

Do you think use CCTV or electronic surveillance at work could violate your privacy right?

- Yes
- No

Did you live or did you know some situation at work in which you felt company surveillance violated your right?

-Yes

-No

Do you think surveillance could improve your performance at work?

-Yes

-No

How can company surveillance affect your performance at work?

-Positively

-Negatively

2. E2 form



E2 FORM

APPLICATION FOR ETHICAL APPROVAL – MA level		
CAIS AM GYMERADWYAETH MOESGOL – Lefel MA		
CEFNOGWYD / APPROVED	A GYFEIRIWD / REFERRED	NIS CEFNOGWYD / NOT SUPPORTED
Mae'r ffurflen hon i'w llenwi gan bob myfyriwr MA cynnal ymchwil, prosiectau neu gynyrchiadau. Dylai'r ffurflen hon gael ei chwblhau gan y myfyriwr mewn ymgynghoriad â thiwtor y modiwl. Rhaid i bob ffurflen gael ei ystyried gan y Pennaeth Ysgol/Cyfadrn / Gyfadrn. Rhaid i bob ffurflen gael ei gyflwyno i Fwrdd y Gyfadrn Moeseg. Bydd y ffurflen yn cael ei adrodd i'r Pwyllgor Moeseg y BrifYsgol/Cyfadrn os anarferol a / neu y tu allan arferol. This form is to be completed by all MA students conducting research, projects or productions. This form should be completed by the student in consultation with the module tutor. All forms must be considered by the Head of School/Faculty. All forms must be presented to the Faculty Ethics Board. The form is only to be reported to the University Ethics Committee if it is unusual and/or falls outside of normal practice.		

ADRAN 1 – MANYLION MYFYRIWR

SECTION 1 - STUDENT DETAILS

Enw Llawn Full Name	Manuel Moises Macchiavello		
Ysgol/Cyfadrn/ Cyfadrn School/Faculty	School of Business	Rhif Myfyriwr Student Number	2008315
Tiwtor y Modiwl/ Cydlynnydd Rhaglen Module Tutor/ Programme Co-ordinator	Dissertation	Enw'r Gradd Name of Degree	MBA in Human Resource Management
Teitl dangosol yr Traethawd Hir:		Indicative Title of Dissertation:	
Monitoring in the workplace			

Ydy'r prosiect yn cynnwys:	Does the project include:	Ydy / Yes	Nac ydy / No
Defnyddio holiadur neu offeryn ymchwil tebyg (atodwch gopi drafft)	Use of questionnaire or similar research instrument (attach draft copy)	x	
Defnyddio prawf ysgrifenedig neu gyfrifiadurol	Use of written or computerised test		x
Cyfweliad (cysylltwch gwestiynau posibl)	Interview (attach provisional questions)		x
Dyddiaduron	Diaries		x
Arsylwi ar gyfranogwyr a hwythau'n ymwybodol o hynny	Participant observation with their knowledge		x
Arsylwi ar gyfranogwyr a hwythau ddim yn ymwybodol o hynny	Participant observation without their knowledge		x
Recordio fideo neu sain	Video or audio-taping		x
Mynediad i wybodaeth bersonol neu gyfrinachol heb gydsyniad penodol y cyfranogwyr	Access to personal or confidential information without the participants specific consent		x
Defnyddio unrhyw gwestiynau, ysgogiadau prawf, cyflwyniad y gallai rhai cyfranogwyr eu profi fel rhywbeth sy'n achosi niwed / tramgwydd corfforol, meddyliol neu emosiynol	Administration of any questions, test stimuli, presentation that may be		x

	experienced as physically, mentally or emotionally harmful / offensive		
Cyflawni unrhyw weithredoedd allai achosi embaras neu effeithio ar hunan-barch	Performance of any acts which may cause embarrassment or affect self-esteem		x
Ymchwilio i gyfranogwyr sy'n ymwneud â gweithgareddau anghyfreithlon	Investigation of participants involved in illegal activities		x
Gweithdrefnau lle defnyddir twyll	Procedures that involve deception		x
Gweini unrhyw sylwedd, cyfrwng neu blasebo	Administration of any substance, agent or placebo		x
Dull arall o gasglu data neu fformat cyflwyno (esboniwch)	Other method of data collection or presentation format (please explain)		x

Os 'Na' wedi cael ei dicio ym mhob blwch, dylai'r ffurflen gael ei llofnodi gan Bennaeth yr Ysgol/Cyfadrn / Gyfadrn a'r canlyniad a adroddwyd i'r Pwyllgor Moeseg ar ddiwedd y semester. Os 'Ydw' wedi cael ei dicio mewn un neu fwy o'r blychau, rhaid i'r myfyriwr gwblhau'r ffurflen hon a'i chyflwyno i diwtor y modiwl. Rhaid i'r ffurflen wedyn yn cael ei ystyried yn y Bwrdd Moeseg Gyfadrn cyn dechrau ar unrhyw waith ymchwil.	If 'No' has been ticked in each box, the form should be signed by the Head of School/Faculty/Faculty and the outcome reported to the Ethics Committee at the end of the semester. If Yes has been ticked in one or more boxes, the student must complete this form and submit it to the module tutor. The form must then be considered at the Faculty Ethics Board prior to the start of any research.
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Llofnodau

Os nad oes unrhyw faterion moesegol sylweddol, dylid ffurflen hon gael ei chwblhau a'i llofnodi gan y myfyriwr a'r goruchwyliwr ac yna llofnodi gan Bennaeth yr Ysgol/Cyfadrn.

Signatures

If there are no significant ethical issues, this form should be completed and signed by both the student and the supervisor and then signed by the Head of School/Faculty.

Myfyriwr / Student. Manuel Moises Macchiavello	Dyddiad: / Date: 05/10/2021
Cydlynnydd y prosiect / Tiwtor Project co-ordinator / Tutor Arolygwr / Supervisor Dr Nandish V Patel	Dyddiad: / Date: 08/10/2021
Pennaeth Ysgol/Cyfadrn / Head of School/Faculty	Dyddiad: / Date

ADRAN 3 – MANYLION Y PROSIECT / YMCHWIL / CYNHYRCHIAD		SECTION 3 – PROJECT / RESEARCH / PRODUCTI ON DETAILS
1.	Braslun o'r prosiect	Project outline
I want to analyse what is the impact of surveillance in the workplace on the employee performance.		

2.	Disgrifiad Rhowch fraslun cryno o'r prosiect, heb unrhyw jargon, ac yn cynnwys beth bydd angen i'r cyfranogwyr ei wneud. Esboniwch unrhyw dermau technegol neu derminoleg sy'n benodol i'r ddisgyblaeth (Uchafswm 300 o eiriau.)	Description Provide a brief outline, free from jargon, of the project including what participants will be required to do. Explain any technical terms or discipline specific terminology (Max 300 words.)
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Monitoring in the workplace is an elemental part of the human resource professional role because it provides information about employee performance, and this is crucial to company strategy. However, the main problem is born when supervisors do not do a proper job and abuse surveillance. This produces untrust between employer and employee and putting company goals in danger. This study analyses the effects that surveillance produces on employees in the workplace, and how it impacts their performance. We will do focus on the employees and what are the government laws that regulate them. This study wants to be a manual in which we are going to show how several times HR professionals do not know how to apply the rules. I will do a survey and will analyse study cases.

3.	Dulliau Arfaethedig: Rhowch fraslun o'r dulliau casglu data neu o natur yr amser mewn ymarferiadau (hyd at 500 o eiriau).	Proposed Methods: Outline how the data will be collected or the nature of rehearsal time (up to 500 words).
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A mixed methods approach is used in this study. The quantitative survey will achieve the data collection for research objectives and understand what employees think the impact of surveillance on their performance is. We are going to use a Quantitative method because we are going to survey, in which we are going to interpreted numbers. Our target group will be male and female employees who are living in the UK. Also, we are going to include people who are unemployed but who were working for at least the last three years. We are going to analyse our data with the SPSS programme. With our survey, we are going to collect primary data that is elemental to achieve a conclusion. Also, we are going to use a qualitative method to analyse case studies and understand how the British Courts are applying surveillance legislation in the workplace.

5.	Lledaenu Gwybodaeth / Cynulleidfa: Rhestrwch i bwy y rhoddir neu y dangosir copi o'r canlyniadau neu adroddiad / cyflwyniad terfynol.	Dissemination of Information / Audience: List to whom a copy of the results or final report / presentation will be given or shown.
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UWTSD

6.	Lleoliad y Prosiect: Nodwch bob lleoliad lle y cesglir data neu y cynhelir ymarferiadau / cynhyrchiad.	Location of Project: Identify all locations where data will be collected or rehearsals/ production will take place.
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Data will be collected online.

7.	Cymeradwyaeth Arall: Oes angen cael cymeradwyaeth unrhyw sefydliad arall cyn cychwyn neu gwblhau'r prosiect? Os felly, gan bwy ac a ydy wedi'i sicrhau eisoes?	Other Approvals: Is there a requirement for approval from any other organisation / institution prior to starting or completing the project? If so, by whom and has it been obtained?
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No

ADDRAN 4 – MANYLION CYFRANOGWYR / CYNULLEIDFA		SECTION 4 - PARTICIPANT / AUDIENCE DETAILS	
Pwy yw'r cyfranogwyr arfaethedig?	Who are the intended participants?	Ydw / Yes	Na / No
Myfyrwyr / staff Y Drindod Dewi Sant	Students / staff of Trinity Saint David	x	
Oedolion (dros oed 16 ac yn gymwys i gydsynio)	Adults (over the age of 16 and competent to give consent)	x	
Plant a phobl ifanc dan oed	Children / legal minors		x
Cleifion neu gleientiaid gweithwyr proffesiynol	Patients or clients of professionals		x
Rhywun sy'n cael ei gadw yn y ddalfa neu y mae'r llys wedi cymryd cyfrifoldeb amdano	Anyone in custodial care or for whom the court has assumed responsibility		x

Aelod o unrhyw sefydliad lle mae'n bosibl bod angen i unigolyn arall hefyd gydsynio.	A member of any organisation where another individual may also need to give consent.		x
Eraill: Nodwch: / Others: please identify:			

Nifer, Oed a Ffynhonnell y Cyfranogwyr Rhowch fanylion yr demograffeg y cyfranogwyr / gynulleidfa.		Participant / Audience Number and Age Provide details of the demographics of the participants / audience.	
Nifer o Gyfranogwyr / yn y Gynulleidfa	Participant/ number	Audience	62
Grŵp oedran y Cyfranogwyr/y Gynulleidfa	Participant/ age group	Audience	18 - 65

ADRAN 5 – RISGIAU YN PROSIECT

SECTION 5 – RISKS IN PROJECT

Bydd y diffyg ateb cadarnhaol i bob un o'r cwestiynau hyn yn arwain at y gofyniad eglurhad a gallai arwain at oedi yn eich ymchwil. Dim neu Dim NID yn dderbyniol.	A lack of a positive answer to all of these questions may result in the requirement of further explanation and a delay in
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	your research. None or Nil is not acceptable.
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Risg Posibl: (corfforol, seicolegol, cyfreithiol, cymdeithasol neu economaidd)		Potential Risk: (physical, psychological, legal, social or economic)		
A oes unrhyw risg bosibl i:		Is there any potential risk to:	Yd w / a / Ye N s o	N a / N o
A	Cyfranogwyr?	Participants?		x
B	Ymchwilydd?	Researcher?		x
C	BrifYsgoll/Cyfadrn?	University?		x

2	Rheoli Risg: Os oes, beth yw'r risg a sut y bydd yn cael ei reoli?	Management of Risk: If yes, what is the risk and how will it be managed?

3	Os ydych chi yn deilio â phlant ac oedolion sy'n agored i niwed a ydych chi wedi gwneud cais am dystysgrif DRS?	If you are dealing with children and vulnerable adults have you applied for a DRS certificate?

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ADRAN 6 – MONITRO, ADBORTH A CHYFRINACHEDD		SECTION 6 - MONITORING, FEEDBACK AND CONFIDENTIALITY	
1.	Monitro: Os ydych yn sylwi ar unrhyw ymddygiad sy'n groes Cod y BrifYsgol/Cyfadrn Ymarfer, unrhyw ganllawiau a gyhoeddir gan y gymdeithas broffesiynol priodol neu weithred anghyfreithlon. Amlinellwch eich strategaeth adrodd.	Monitoring: Should you observe any behaviour that contravenes the University's Code of Practice, any guidelines published by the appropriate professional association or is illegal outline the strategy of your reporting action.	
			Yd / Yes
			Na / No
A wnewch chi roi gwybod am unrhyw ymddygiad sydd yn erbyn Cod Ymarfer y BrifYsgol/Cyfadrn neu sy'n anghyfreithlon?		Will you report any behaviour that is against the University's Code of Practice or is illegal?	x
A ydych yn darparu adborth i'r cyfranogwyr?		Will feedback be provided to	x

	participants?		
A fyddwch yn dogfennu'r 'caniatâd i gymryd rhan yn y prosiect'	Will you be documenting the 'consent to participate in the project'		x

ADRAN 7 – STORIO, DIOGELWCH A MYNEDIAD I DDATA

SECTION 7 - DATA ACCESS, STORAGE AND SECURITY

			Yd / Yes	Na / No
1.	Ydych chi'n gyfrifol am storio a diogelwch y data eu casglu?	Are you responsible for the storage and security of the data collected?		
2.	Sut y bydd y data yn cael ei storio?	How will the data be stored?		
It will be an online survey				
3.	Mynediad i Ddata: Pwy fydd yn cael mynediad at y data? A oes unrhyw amodau i gael mynediad?	Data Access: Who will have access to the data? Are there any conditions to access?		
Only my supervisor and me.				
4.	Cyfrinachedd / Anhysbysrwydd: Rhestrwch y dulliau a fydd yn cael eu defnyddio i sicrhau cyfrinachedd ac anhysbysrwydd y cyfranogwyr.	Confidentiality / Anonymity: List the methods that		

		will be used to ensure the confidentiality and anonymity of participants.
I made an anonymous survey.		

ADRAN 7 – DATGANIAD

SECTION 7 - DECLARATION

Rhaid i'r adran hon gael ei chwblhau gan bob parti perthnasol cyn y gellir cyflwyno' r cais i'r Bwrdd Moeseg Gyfadran.	This section must be completed by all concerned parties before it can be submitted to the Faculty Ethics Board.
Datganiad Mae'r wybodaeth a gynhwysir yma yn gywir, hyd eithaf fy ngwybodaeth a'm cred. Rwyf wedi ceisio dynodi unrhyw risgiau a phroblemau sy'n gysylltiedig â'r prosiect / ymchwil neu gynhyrchiad ac rwyf yn cydnabod f'ymrwymadau innau a hawliau'r cyfranogwyr.	Declaration The information contained herein is, to the best of my knowledge and belief, accurate. I have attempted to identify any risks and issues related to the project/research or production and acknowledge my obligations and the rights of the participants.

Llofnodau

Dylai'r ffurflen hon gael ei chwblhau a'i llofnodi gan y myfyrwr a'r goruchwyliwr lofnodi ac yna gan Bennaeth yr Ysgol/Cyfadrn/

Signatures

This form should be completed and signed by both the student and the supervisor and then signed by the Head of School/Faculty

Myfyriwr / Student Manuel Moises Macchiavello	Dyddiad: / Date: 05/10/2021
Cydlynnydd y prosiect / Tiwtor Project co-ordinator / Tutor Arolygwr / Supervisor Dr Nandish V Patel	Dyddiad: / Date: 08/10/2021
Pennaeth Ysgol/Cyfadrn / Head of School/Faculty Dyddiad: / Date	

Rhaid i bob cais am ymchwil ar sail cyfweiliadau gynnwys y dogfennau canlynol:	All interview based research applications must provide the following pro-forma documents:
1. Ffurflen gydsynio ddrafft 2. Sampl o'r cwestiynau a ofynnir 3. Taflen wybodaeth am yr ymchwil sy'n esbonio'n glir ddiben y prosiect, y deilliannau disgwyledig a'r rheini y dangosir y canlyniadau iddynt.	1. A draft consent form 2. A sample of the questions that will be asked 3. An information sheet on the research that clearly explains what the project is, what the expected outcomes are and who the results will be shown to.

DYCHWELWCH I'R GYFADRAN MOESEG CYDLYNYDD

PLEASE RETURN TO THE FACULTY ETHICS CO-ORDINATOR

Cadeirydd y Pwyllgor Moeseg Gyfadran /Chair of the Faculty Ethics Committee
 Dyddiad: / Date:

3. E-Thesis Deposit Agreement

University of Wales: Trinity Saint David E-Thesis Deposit Agreement

Details of the Work

I would like to deposit the following item in the digital repository maintained by the University, and/or in any other repository authorized for use by the University:

Title

Monitoring in the workplace

A study on how surveillance impacts performance of UK employees

This item is a product of my own research endeavours and is covered by the agreement below in which the item is referred to as “the Work”. It is identical in content to that deposited in the Learning Resources Centre, subject to point 4 below.

I agree that the University of Wales: Trinity Saint David may electronically store, copy or translate the Work to any approved medium or format for the purpose of future preservation and accessibility. The University is not under any obligation to reproduce or display the Work in the same formats or resolutions in which it was originally deposited.

UW: TSD Digital Repository

I understand that work deposited in the digital repository will be accessible to a wide variety of people and institutions, including automated agents and search engines via the World Wide Web.

I understand that once the Work is deposited, the item and its metadata may be incorporated into public access catalogues or services, such as national databases of electronic theses.

I agree as follows:

1. That I am the author or have the authority of the author/s to make this agreement and do hereby give the University of Wales: Trinity Saint David the right to make available the Work in the way described above.
2. That the electronic copy of the Work deposited in the digital repository and covered by this agreement, is identical in content to the paper copy of the Work.
3. That I have exercised reasonable care to ensure that the Work is original, and to the best of my knowledge, does not breach any laws including those relating to defamation, libel and copyright.
4. That I have, in instances where the intellectual property of other authors or copyright holders is included in the Work, gained explicit permission for the inclusion of that material in the Work, and in the electronic form of the Work as accessed through the open access digital repository, or that I have identified and removed that material for which adequate permission has not been obtained and which will be inaccessible via the digital repository
5. That University of Wales: Trinity Saint David does not hold any obligation to take legal action on behalf of the Depositor, or other rights holders, in the event of a breach of intellectual property rights, or any other right, in the material deposited.

6. That I undertake to indemnify the University of Wales: Trinity Saint David against all actions, suits, proceedings, claims, demands and costs occasioned by the University in consequence of any breach of this agreement

Signature: Manuel Moises Macchiavello

Date: 11/10/2021

4. Declaration Form

/ Master's Degrees by Examination and Dissertation Declaration Form. 1. This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree. Signed Manuel Moises Macchiavello Date 12/10/2021 2. This dissertation is being submitted in partial fulfilment of the requirements for the degree of Master in Business Administration. Signed Manuel Moises Macchiavello Date 12/10/21 3. This dissertation is the result of my own independent work/investigation, except where otherwise stated. Other sources are acknowledged by footnotes giving explicit references. A bibliography is appended. Signed candidate: Manuel Moises Macchiavello Date: 12/10/2021 4. I hereby give consent for my dissertation, if accepted, to be available for photocopying, inter- library loan, and for deposit in the University's digital repository Signed (candidate) Manuel Moises Macchiavello Date 12/10/2021 Supervisor's Declaration. I am satisfied that this work is the result of the student's own efforts. Signed: Dr Nandish V Patel Date: 12.10.2021.....
