

“STUDY ON IMPACT OF ELECTRONIC MONITORING ON EMPLOYEES PERFORMANCE IN IT INDUSTRY.”

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By

SHETH CHANDNI HARESH

Enrollment No: 209999903048

Under supervision of

PROF. (DR.) FALDU RAJESH BAVANJIBHAI

Professor, The Charutar Vidhya Mandal University

MBA Program, Vallabh Vidyanagar



**GUJARAT TECHNOLOGICAL UNIVERSITY
AHMEDABAD
[Batch 2020]**

TABLE OF CONTENTS

Sr. No.	Title	Page No.
1	Title of the Thesis & Abstract	03
2	Brief Description	04
3	Definition of the Problem	05
4	Objective and Scope of the Research	06
5	Original Contribution	07
6	Research Methodology	07
7	Key Results of the Study	08
8	Recommendations	13
9	Conclusion	14
10	Managerial Implications	15
11	Future Scope of the Research	16
12	List of Paper Published	16
13	References	16

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1. Abstract:

In the contemporary workplace, the need for monitoring employees and their performance has become paramount, driven by the evolving nature of work and the integration of advanced technologies. Today, where remote work and digital collaboration are prevalent, effective monitoring practices are seen as instrumental in maintaining accountability, promoting teamwork, and aligning organizational goals with individual contributions. Employers have often recognized the importance of monitoring as a tool for enhancing productivity, ensuring task efficiency, optimizing resources, assuring security and compliance, and fostering a secure work environment, whereas employees often harbor concerns related to privacy and autonomy. Striking a delicate balance between monitoring practices and respecting individual privacy is crucial for fostering a positive work culture. This study therefore is an attempt to bridge the gap between the difference of opinion regarding employers ensuring productivity and maintaining employees' well-being, addressing concerns about privacy and autonomy that often accompany sophisticated monitoring technologies. With continuous advancements in these tools, the study also offers an opportunity to explore how they align with their individual performance and organizational commitment.

This study explores the impact of electronic monitoring practices on employee performance, with a specific focus on the IT sector. It examines how monitoring influences productivity, job satisfaction, and overall performance, while also analyzing employees' perceptions and attitudes toward these practices. The research further compares the types of monitoring methods preferred by employees with those implemented by organizations to identify potential gaps and areas for improvement. Additionally, the study investigates employees' understanding of the reasons behind monitoring—such as productivity enhancement, data security, or compliance—and how these perceptions affect their acceptance of monitoring systems.

The study surveyed 400 IT employees using a structured questionnaire that captured demographic details such as gender, age, marital status, education, experience, family type, and income. It included binary and Likert scale questions to assess employees' perceptions and measure the effect

of monitoring on performance. The research followed a Cross-Sectional Descriptive Design with Retrospective Self-Assessment, collecting data at a single point in time while allowing participants to reflect on past and present experiences. Snowball and Judgmental Sampling methods were used to gather responses from employees across Ahmedabad, Gandhinagar, Baroda, Rajkot, and Surat in Gujarat.

Statistical Analysis was done using multiple tests such as Factor Analysis Wilcoxon Signed Rank Test, Chi Square test, Canonical Correlation test, Mann-Whitney U test, and Kruskal-Wallis H test. The findings indicate that monitoring practices can negatively influence employee performance, reinforcing the need for organizations to implement them ethically and transparently. Clear communication, consistent policies, and defined purposes for data collection will help to build trust among employees. Employees, in turn, should view monitoring as a means for growth and communicate openly with management to improve processes. When monitoring becomes a collaborative effort rather than a control mechanism, it fosters workplace harmony and aligns organizational goals with employee satisfaction.

Overall, the results provide valuable insights for organizations to design ethical monitoring frameworks and serve as a reference for developing industry-wide best practices that promote trust, engagement, and productivity.

2. Brief Description

The Information Technology (IT) industry was selected for this research as it is one of the most dynamic and rapidly evolving sectors of the modern economy. Constant technological upgrades demand that employees adapt quickly, update their skills, and maintain high efficiency. To manage this pace, organizations increasingly rely on electronic monitoring to track performance, ensure accountability, and optimize productivity. This makes the IT sector an ideal context to examine how monitoring influences adaptability, learning, and overall performance in a digital work environment. The industry's high attrition rate further strengthens its relevance for this study. IT professionals often face stress, burnout, and tight performance expectations, making them particularly sensitive to how monitoring practices are implemented. Such practices can either

improve retention through transparency and accountability or harm morale through mistrust and over-surveillance. Given the IT sector's role as a major economic growth driver, understanding this balance provides valuable insights into how monitoring can enhance both productivity and employee well-being.

Electronic monitoring, at its core, refers to the use of digital tools and systems by employers to track, record, and evaluate employee activities. It serves as both a safeguard and a performance enhancer—helping companies maintain security, prevent misuse of resources, and evaluate efficiency. However, this tool comes with dual perceptions. From the employer's standpoint, it ensures adherence to policies and boosts productivity. From the employee's perspective, it can feel intrusive or restrictive, raising concerns about privacy and trust. This duality makes electronic monitoring a compelling area of study, as its effectiveness depends entirely on how it is implemented and perceived.

The significance of this topic grew further during and after the COVID-19 pandemic, when remote work became the norm. Employers, suddenly distanced from their teams, turned to electronic monitoring to maintain accountability and ensure progress. Yet, as employees settled into the comfort of home-based work, questions arose about discipline, motivation, and productivity. When offices reopened, the transition back to structured routines added another layer of complexity. Electronic monitoring thus emerged as a key variable in understanding these shifts—allowing researchers to measure its real impact on performance, satisfaction, and work culture across different phases of workplace transformation.

3. Definition of the Problem

Despite the widespread use of electronic monitoring in modern workplaces, its direct relationship with employee performance remains underexplored. While prior research has examined its influence on behavior, few studies have analysed how different monitoring approaches affect overall performance outcomes. A key gap lies in understanding the mismatch between the types of monitoring employees consider acceptable and those typically implemented by employers. This lack of attention to the employee perspective limits efforts to create balanced and trust-based

workplace environments.

Most existing studies focus on helping organizations design monitoring systems to ensure compliance or boost efficiency, often overlooking how employees adapt to these systems or how monitoring impacts their work experience. There is also limited empirical evidence comparing performance before and after the introduction of monitoring tools. Without such analysis, the real effect of monitoring on productivity and job satisfaction remains uncertain.

This study aims to fill these gaps by examining the impact of electronic monitoring on employee performance through a comprehensive lens. It explores how both employers and employees perceive monitoring, how it shapes performance over time, and what strategies can align organizational needs with employee well-being. By integrating both perspectives, the research seeks to provide a more balanced understanding of how monitoring can be implemented ethically and effectively in the workplace.

4. Objectives & Scope of the Study

Research Objectives of the thesis:

- 1) To evaluate the impact of electronic monitoring practices on the performance of employees.
- 2) To identify the relationship between perception of employees of the IT sector towards Electronic Monitoring and its impact on performance.
- 3) To differentiate different modes of monitoring preferred by employees and implemented by the company.
- 4) To highlight major reasons that employees believe in implementing monitoring practices
- 5) To provide recommendations to management and employees to have a balanced approach toward electronic monitoring.

Scope of the Research:

The study is conducted using a primary method where the data is collected from employees who are working in the IT sector in selected cities of Gujarat. The study is about the perception and preferences of electronic monitoring among employees and the demographic factors like age, gender, education, marital status, occupation, Experience, etc. which are affected by their

performance. This study compares different modes of monitoring practices and tries to identify the preferred technique that employees feel comfortable with and also determines the reasons for monitoring. The study highlights the problems faced while practicing surveillance at the workplace and provides suggestions to employers & employees.

5. Original Contribution

The study makes a significant contribution to understanding how electronic monitoring shapes employee performance within the IT sector. It systematically evaluates the effect of monitoring practices on productivity, job satisfaction, and overall performance, providing a data-driven view of their real-world implications. The study also examines employees' perceptions of monitoring, offering insights into how attitudes and comfort levels influence performance outcomes.

By comparing the monitoring methods preferred by employees with those adopted by organizations, the research highlights the gap between expectation and implementation, pointing to areas where workplace harmony can be improved. It further explores the underlying reasons employees believe monitoring is implemented—whether for productivity, compliance, or security—and how these beliefs shape acceptance and cooperation.

Ultimately, the thesis offers practical recommendations for both management and employees to create a balanced and transparent approach to electronic monitoring—one that enhances efficiency without compromising trust, privacy, or well-being.

6. Research Methodology

For the present study, following approach were used to conduct the research.

- Research Approach: Quantitative Research using SPSS
- Research Design: Cross-Sectional Descriptive Design with Retrospective Self-Assessment.
- Research Instrument: Structured Questionnaire
- Sampling technique: Snowball Sampling and Judgemental sampling

- Sampling size: 400
- Sampling Area: Ahmedabad, Gandhinagar, Rajkot, Surat and Baroda.
- Sampling unit: IT employees.
- Sources of Data Collection: Primary Data and Secondary Data
- Tools for Primary Data Collection: Primary data collected through questionnaire
- Tools for Secondary Data Collection: Report of the Ministry of Electronics and Information Technology, Published articles, national and International Journals.
- Data Analysis Tools: SPSS
- Statistical Test: Factor Analysis, Wilcoxon Signed Rank Test, Chi Square test, Canonical Correlation test, Mann-Whitney U test, and Kruskal-Wallis H test.

7. Major Findings of the Study

Demographic Information of IT Employees

- Male employees represent the majority (57%), while female employees account for 43%.
- The age group of 31-40 years has the highest representation (37%), whereas there is no representation for employees above 60 years (0%).
- Married employees form the largest group (66%), while unmarried employees make up 34%.
- Most employees are postgraduates (72%), while no employees fall into the non-graduate or professional degree categories (0%).
- Employees from nuclear families constitute the majority (65%), whereas joint family members represent 35%.
- Among IT employees, 80% are permanent employees, which is the largest group, while only 7% are in the probation period, representing the smallest group.
- The majority of employees work in the software products and engineering services sector (61%), whereas none are employed in the hardware sector (0%).
- The highest proportion of job roles is held by database administrators (18.5%) and software developers/designers (20.5%), while network administrators have no representation (0%).

- Employees with 1 to 5 years of experience constitute the largest group (49.5%), whereas those with less than 1 year of experience represent the smallest group (7%).
- A significant percentage of employees earn more than 3 lakhs annually (33%), while only 9.25% earn less than 50,000 annually, representing the smallest income group.
- The Mann-Whitney U test suggest that the effect of electronic monitoring on performance scores does not differ significantly between male and female employees,
- Mann-Whitney U test result indicates that there is no statistically significant difference in the change in performance scores between married and unmarried employees.
- The Kruskal-Wallis H test result shows that the impact of electronic monitoring on employee performance did not vary significantly based on age group.
- The Kruskal-Wallis H test result indicates that Null hypothesis is accepted and there is no statistically significant difference in the change in performance scores across the different employment statuses.
- The Kruskal-Wallis H test highlight that the impact of electronic monitoring on employee performance does not vary significantly based on the employees' years of experience.
- The Kruskal-Wallis H test result indicates no statistically significant difference in performance scores across the different education levels.

Perception of IT Employees Towards Electronic Monitoring

- Among preferred monitoring methods apart from CCTV, the ERP system is the most preferred (120 responses), while GPS tracking has no preference (0 responses).
- Biometric security systems (96 responses) and phone tapping (80 responses) also have significant preference, while email tracking is less preferred (56 responses).
- For monitoring methods implemented by organizations, installing monitoring software is the most used method (144 responses), while GPS tracking is not used at all (0 responses).
- The ERP system (84 responses) and phone tapping (80 responses) are also common, whereas email tracking is implemented less frequently (40 responses).
- A majority of respondents (283) believe that monitoring is required for the job, while 117 respondents do not think it is necessary.
- Most employees (272) reported being monitored through CCTV cameras, while 128 respondents indicated they are not monitored through CCTV.

- Measuring performance and productivity is the most strongly supported reason for monitoring, with 284 strongly agreeing and 116 agreeing, followed by monitoring content shared/communicated (172 strongly agree, 200 agree). Reviewing internet usage and checking work accuracy also received high support, while physical accessibility was the least supported reason, with 180 disagreeing and 172 strongly disagreeing. Overall, the results emphasize the importance of monitoring for productivity and accuracy while minimizing its use for less critical purposes like physical accessibility.
- Monitoring practices for work effectiveness received 59% positive feedback, while 33% expressed negative opinions.
- Evidence-based outcomes of monitoring were viewed positively by 61% of respondents, with 28% expressing negative perceptions.
- Comfort in the workplace due to monitoring practices was supported by 50% of respondents, while 33% expressed dissatisfaction.
- Monitoring practices reducing confidentiality breaches had 66% positive feedback, while 22% had negative views.
- Privacy concerns due to monitoring were positively acknowledged by 72% of respondents, while 25% expressed negative opinions.
- Trust issues between management and employees were viewed positively by 82%, with only 16% negative feedback.
- Communication and transparency regarding monitoring practices received 40% positive feedback, while 58% reported negative views.
- Fairness and equitable policy in monitoring were supported by 43% of respondents, while 55% disagreed negatively.
- Concerns about job security related to monitoring had 70% positive feedback, while 19% expressed dissatisfaction.
- Fear of unfair evaluation from electronically collected data was viewed positively by 74% of respondents, while 18% had negative views.
- The Chi Square test analysis reveals a significant association between gender and specific perception factors related to electronic monitoring, such as evidence-based monitoring, comfort zone, privacy, trust issues, communication, and equitable policies, Conversely, no

significant association was found for effectiveness, confidentiality, job security, and unfair evaluation

- The Chi Square test analysis reveals a significant association between age groups and specific perception factors related to electronic monitoring, such as effectiveness, evidence-based monitoring, comfort zone, confidentiality, trust issues, communication, and equitable policies. Conversely, no significant association was found for privacy, job security, and unfair evaluation
- The Chi Square test analysis reveals a significant association between marital status and specific perception factors related to electronic monitoring, such as confidentiality, trust issues, equitable policy, job security, and unfair evaluation. Conversely, no significant association was found for effectiveness, evidence-based monitoring, comfort zone, privacy, and communication
- The Chi Square test analysis reveals a significant association between education level and specific perception factors related to electronic monitoring, such as effectiveness, evidence-based monitoring, confidentiality, privacy, communication, equitable policy, job security, and unfair evaluation. Conversely, no significant association was found for comfort zone and trust issues
- The Chi Square test analysis reveals a significant association between employee experience and specific perception factors related to electronic monitoring, such as effectiveness, comfort zone, confidentiality, privacy, trust issues, communication, equitable policy, job security, and unfair evaluation. Conversely, no significant association was found for evidence-based monitoring
- The Chi Square test analysis reveals a significant association between employment level and specific perception factors related to electronic monitoring, such as effectiveness, evidence-based monitoring, confidentiality, privacy, communication, equitable policy, and job security. Conversely, no significant association was found for comfort zone, trust issues, and unfair evaluation

Performance of IT Employees Before and After Electronic Monitoring.

- Before monitoring, employee performance in work productivity was rated positively by 94%, while only 5% rated it negatively. After monitoring, positive ratings declined to 70%, with 27% expressing negative feedback.’
- Before monitoring, job satisfaction in employee performance was positively rated by 94%, with just 4% rating it negatively. After monitoring it received 63% positive ratings, while 30% rated it negatively.
- Before monitoring, responsibility and accountability in employee performance were rated positively by 62%, while 37% rated them negatively. After monitoring, positive ratings increased to 76%, with 23% reporting negative feedback.
- Before monitoring, stress levels in employee performance showed mixed results, with 53% positive ratings and 28% negative ratings. After monitoring, 70% of employees rated stress levels positively, while 9% rated them negatively and 21% remained neutral.
- Before monitoring, job burnout in employee performance was rated positively by 46%, with 25% negative and 29% neutral responses. After monitoring, 69% rated it positively, while 12% rated it negatively and 19% remained neutral.
- Before monitoring, job engagement in employee performance was rated positively by 67%, with only 5% negative ratings. After monitoring, positive ratings dropped to 52%, while 35% reported negative feedback.
- Before monitoring, task completion time in employee performance received 78% positive ratings, with just 5% negative responses. After monitoring, 64% rated it positively, while 24% expressed dissatisfaction.
- Before monitoring, autonomy in employee performance was highly rated, with 94% positive ratings and only 4% negative ratings. After monitoring, positive ratings fell sharply to 40%, while 50% expressed negative views.
- Before monitoring, collaboration in employee performance was rated positively by 69%, while 21% gave negative ratings. After monitoring, positive ratings decreased to 48%, with 51% expressing dissatisfaction.

- Before monitoring, work-life balance in employee performance received 73% positive ratings, while 23% rated it negatively. After monitoring, positive ratings declined to 52%, with 40% negative feedback.
- The canonical correlation analysis revealed a strong and significant relationship between employees' perceptions of electronic monitoring and their overall performance.

Modes of Monitoring

- The Chi-Square test and crosstab analysis reveal a significant association between employees' preferred monitoring methods and those implemented by companies, highlighting areas of alignment and mismatch.
- The **ERP system** shows the highest alignment, being both the most implemented (60) and most preferred (120). **Biometric systems** (preferred by 96, implemented 28) and **email tracking** (preferred 56, implemented 40) reflect under-implementation, while **monitoring software** (implemented 144, preferred 48) indicates overuse by employers. **Phone tapping** shows near alignment, with equal counts (80) for both preference and implementation.

Reason for Electronic Monitoring

- The Friedman Test results are statistically significant, leading to the acceptance of the alternative hypothesis, confirming that there is a significant difference in the reasons employees believe in implementing monitoring practices.
- Measuring performance and productivity emerged as the most preferred reason, while having physical accessibility was the least favored. This highlights that employees prioritize certain reasons over others.

8. Recommendations

Based on the findings, organizations should aim to balance accountability with autonomy, ensuring monitoring supports rather than restricts performance. Monitoring outcomes should encourage collaboration through team-based approaches and be tailored to role-specific needs. Companies must guard against over-monitoring that leads to stress, prioritize

employee well-being, and review their monitoring policies periodically. Implementing evidence-based and objective evaluation methods will further enhance fairness and transparency.

For employees, maintaining a healthy work-life balance and managing stress proactively are essential in monitored environments. They should use monitoring tools as opportunities for collaboration and skill development while reporting any misuse or unfair practices. Actively seeking clarity on unclear or intrusive monitoring can help foster trust and mutual understanding. Together, these efforts can create a balanced workplace where monitoring strengthens both performance and employee satisfaction.

9. Conclusion

This study highlights the intricate link between electronic monitoring and employee performance, showing that perceptions largely determine outcomes. Monitoring can enhance productivity, accountability, and efficiency, but only when employees view it as fair, transparent, and respectful of privacy. Positive perceptions build engagement and job satisfaction, while negative ones—driven by distrust or privacy concerns—lead to stress, burnout, and lower morale.

The findings stress the importance of implementing monitoring ethically and with clarity of purpose. Transparent communication, fair policy application, and employee involvement in decision-making help build trust. Data from monitoring should be used constructively—for training and development—rather than as a disciplinary tool. Such a balanced approach strengthens both organizational effectiveness and employee well-being.

Employees, too, play a role by engaging with monitoring systems proactively and voicing concerns constructively. When monitoring becomes a collaborative process instead of an imposed control, it fosters mutual trust, stronger alignment with organizational goals, and a healthier workplace culture.

10. Managerial Implications

- **Introduce Hybrid Monitoring Models**

Managers should adopt a blend of system-based monitoring (like task or project tracking tools) and self-reporting mechanisms. This approach maintains accountability while giving employees a sense of autonomy and trust, reducing resistance to monitoring.

- **Ensure Transparent Communication**

Clearly communicate the *purpose, scope, and intended use* of monitoring data to all employees. Transparency not only minimizes misconceptions and anxiety but also builds credibility and acceptance toward monitoring systems.

- **Implement Training on Digital Ethics**

Conduct structured programs on digital ethics for both employees and management. Such training should focus on handling personal and sensitive data responsibly, ensuring compliance with legal standards, avoiding discrimination, explaining algorithmic processes, and preventing misuse or digital exploitation.

- **Adopt Role-Specific Monitoring**

Monitoring intensity should vary depending on job function rather than applying uniform standards. For instance, system administrators, software developers, IT support staff, cybersecurity analysts, and project leads each require different levels and types of monitoring aligned with their responsibilities and access to information.

- **Leverage Monitoring Insights for Training & Development**

Data obtained from monitoring should be used constructively to identify performance gaps and design tailored training or upskilling programs. This transforms monitoring from a control mechanism into a developmental tool.

- **Conduct Continuous Review of Monitoring Practices**

Regularly assess monitoring systems to ensure they remain ethical, relevant, and aligned with organizational goals. Periodic reviews help detect over-monitoring, prevent employee stress, and adapt policies to evolving technologies and workforce needs.

11. Future Scope of the Research

- **Monitoring as a Workplace Safety Tool**

Future research can explore how monitoring extends beyond productivity tracking to enhance workplace safety—preventing theft, harassment, or misconduct—and how such practices can build safer, more secure environments.

- **Impact on Creativity and Innovation**

Studies should examine whether electronic monitoring limits creativity and autonomy or, when applied thoughtfully, supports innovation by minimizing errors and distractions.

- **AI and Machine Learning in Monitoring**

The rise of AI and ML offers potential for smarter, less intrusive monitoring. Future work can assess how AI-driven tools analyse tone, sentiment, and behavioural patterns to predict burnout, attrition risk, or collaboration gaps, turning monitoring into a predictive and supportive function.

- **Legal and Ethical Frameworks**

Research should focus on developing clear legal and ethical guidelines to balance organizational goals with employee rights, ensuring monitoring remains transparent, compliant, and respectful of privacy.

12. List of Papers Published

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