



Reducing Panoptic Effects: Managerial Applications

- Managers can opt for low-control instead of high-control surveillance
- Low-control and high-control surveillance differ on three main dimensions:
 - nature and purpose
 - employee involvement
 - role of information collected through surveillance



Social Power Theory

- Raven and colleagues
- Coercion and reward need continuing surveillance
- Feeds on itself
 - Success attributed to surveillance
 - Targets untrustworthy
 - Societal application?



Equity Theory

$$\frac{\text{Inputs of subject A}}{\text{Outcomes of subject A}} = \frac{\text{Inputs of subject B}}{\text{Outcomes of subject B}}$$

- Equity=a relationship in which participants view their proportions of outputs versus inputs to be equal to other participants.
- If one participant's outcomes lower, the relationship becomes inequitable.
- Employees lower inputs to re-establish equity



Panoptic effects lower outcomes

- Disempowerment.
- Reduced perceptions of privacy
- Lower levels of horizontal and vertical communication.
- Higher levels of job uncertainty



Employees lower inputs to rebalance equity

- Lowered work performance
- Higher levels of absenteeism
- more selfish performance
- Theft
- Lower levels of organizational commitment
- Increased turnover



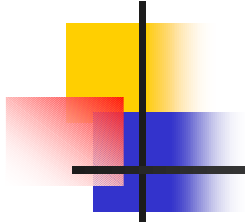
Surveillance Can Harm Organizations

Organizations
surveille employees



Surveillance Can Harm Organizations

Panoptic effects



Surveillance Can Harm Organizations

Lower employee
outcomes



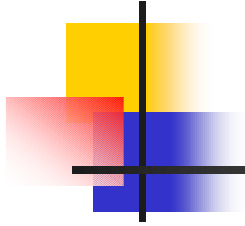
Surveillance Can Harm Organizations

Employees lower inputs
to rebalance equity



Low versus High Control Surveillance

Dimension of difference	Low Control Surveillance	High Control Surveillance
Nature and purpose	Mostly supportive in nature; aims to assist employees in reviewing and improving their performance	Predominantly coercive, threatening; aims to control employees by keeping records of their activities in order to detect errors and misdemeanors
Employee involvement	Employees have a voice in negotiating the functioning of the system	Employees may be informed about electronic surveillance in order to avoid legal problems
Role of information	Information is used as immediate, both positive and negative feedback for performance improvement	Information is used as evidence against employees



A Proposal of a Theoretical Link Between Workplace Surveillance and Equity Theory