World Review of Business Research
Vol. 7. No. 1. March 2017 Issue. Pp. 45 – 57

Strategic Impact of High-Tech Monitoring on Employee Performance: An HRM Perspective

Silvia Akter[a], Tamanna Parvin Eva[a] and Md. Sajjad Hossain[a]

Surveillance has become one of the basic requirements at the modern day workplace to safeguard the organization from possible security breaches. This paper investigates the effect of high-tech monitoring system on employee creativity, productivity, safety and individual security in light of the communication privacy management (CPM) theory, specifically in the context of the private telecom operator companies of Bangladesh, for the first time. The result shows that employees' sense of privacy is affected by high-tech monitoring while productivity, creativity, and security are not. The results signify that employees' perception towards continuous monitoring effort is not favorable from the privacy perspective which, in turn, might have a multi-faceted negative impact in the long run.

JEL Classifications: M1, M10, M15

Field of Research: Monitoring, Surveillance, Creativity, Productivity, Employee Security, HRM, Mobile Industry.

1. Introduction

In this global world, an issue like high-tech monitoring of employees has raised apprehensions about the possible impacts – positive or negative – on employee performance and job satisfaction. The relationship between employer and employee in an organizational setting has changed or been reshaped due to new technology such as wireless communication, e-mail, global positioning system, etc (Chang et al. 2014). Employee monitoring means keeping an eye on the employee of the organization or the employer to see what they are doing at their place of work. Though there are numerous reasons in favor of employee monitoring, Smith and Tabak (2009) stated that the most prominent three justifications are: protecting organizational assets, guarding the organization from liability risks, and ensuring employees' job performance. Sometimes, employee monitoring issues raise a big question mark when it goes beyond the organization (Taylor, 2013). There is a wide range of software and hardware solutions that the telecom industries are using to monitor the employees' activities in the workplace, such as computer monitoring, video surveillance, active badge biometric identifier, GPS system, incoming and outgoing chats, keystroke log, RFID Technologies, etc. The rudimentary question which pops up is whether the overall surveillance fosters employee performance or not. This study addresses this issue up front, by exploring the possible positive and negative consequences of high-tech monitoring.

[a]Department of Business Administration (DBA), East West University, Bangladesh
Correspondence: Silvia Akter, [a]Department of Business Administration (DBA), East West University, Aftabnagar, Dhaka-1212, Bangladesh. Email: silvia@ewubd.edu

In our research, we used the communication privacy management (CPM) theory, which shows the consequence of knowing the appropriate channels, times and people to reveal information.

The CPM theory is a methodical theory, intended to understand how individuals make choices for revealing and hiding private information. This theory advocates that people develop a privacy boundary to communicate with others based on the expected benefits and costs of exchanging information. In 1991, Sandra Petronio first developed this theory. Petronio (1991), described the CPM theory, stating that "an information boundary is created when individuals filter what information to disclose and with whom they share information". To accept this information boundary, the employee should be socialized with the monitoring system through conversations and everyday interactions. As Chang et al. (2014, p.89) mentioned in their journal, "employees develop their understanding and use of employee monitoring and responses to it using the advocacy of security policy, instructions given by managers, restrictions from work contracts, peer pressure among coworkers, and so on". However, Allen et al. (2007) stipulated that the CPM theory is a sensible theory that assesses boundaries of privacy and looks at employees' reactions to employee surveillance or monitoring.

The objective of this paper is to explore the employee reaction to workplace monitoring in the telecommunication sector of Bangladesh. Specifically, the paper investigates the impact of employee monitoring on employee productivity, privacy, security, and creativity. There are no prior studies done in the Bangladesh context to check whether there is a possible relationship between high-tech workplace monitoring and employee productivity, creativity, etc. This study bridges this literature gap up front, as an original contribution to this field of study.

This research also investigates the reaction of employees' attitudes to such monitoring system in the mobile industry from the perspectives of security, productivity, creativity, and privacy. However, Friedman & Reed (2007) believed, that employers need to deem the consequence, such monitoring has on their employees, since both employee and employer attitudes about monitoring often deviate. As a part of continuous events that occur in the organization, Employee Monitoring has got some positive and also some negative aspects. Employee Monitoring plays a vital role in the performance of the employee, which affects mostly the organization (Saeed et al., 2013). As we can see, employee monitoring differs from organization to organization or industry to industry.

Considering the CPM theory, this research formulated the two following research questions:

RQ1: Does high-tech monitoring impact employee productivity?
RQ2. Does high-tech monitoring impact work Environment (privacy, creativity and security)?

The paper is organized as follows: Literature review is provided in Section 2 and Methodology is provided in Section 3. While Section 4 contains anylysis of results , last section deals with conclusion.

2. Literature Review

2.1 Employee Security

Employee security refers to the security of the employee at the work place. In an earlier article, it was proposed (Worsnop, 1993) that employee monitoring is objective; it directly offers a divergent benefit to the employee. By using high-tech monitoring at the workplace, the physical security of the employee is ensured. As Haugen and Selin (1999), stipulated in their journal, it is not only the physical security, but also the security of property, idea, mental security, job security and performance, and much more. Moreover, both in the formal and informal organization, high-tech monitoring is concerned by means of efficiency, controlled employee behavior and feedback (Kidwell and Kidwell, 1996). As Lee and Kleiner (2003) mentioned, high-tech monitoring allows employees to boost productivity, increase safety, hold down cost and protect themselves from theft. Similarly, another study claims that the employees must protect themselves from death threats, messages indicative of illegal activity like drug use or sexual harassment, industrial espionage, etc. (Miller, 1996). It is indicated that the employee feels secure in an organization when the organization uses a high-tech monitoring at the workplace. However, it has been argued that high-tech monitoring is not better for either managers or workers (Laurence et al. 2013). In fact, when organizations use high- tech and use it in every place, to monitor every activity for ensuring the security of employee, employees feel disturbed at their private place. As a result, it will increase the stress level of an employee and they can't concentrate on their work.

On the other hand, according to a study done by the SHRM survey (Losey, 1994), "about 40% of respondents believe it is the employer's right to use video surveillance". This indicates that if organizations use high-tech monitoring, then it will ensure the security of an employee. The Security Industry Association presented a white paper, where they mentioned that biometrics are being used so employers can prevent fraudulent time, control who has access to what equipment, and protect their assets from theft by maintaining attendance entries. Different writers and surveys offer different views with regard to the issue of employee security. Thus, there is a positive and a negative impact of high-tech monitoring use in ensuring employee security.

Martin and Freeman (2003) stated in their article that information assets were becoming vulnerable with the increased dependence on computer systems. However, some employees feel secure about their ideas being safe in a high-tech monitored environment. Let's say an employee is assigned a complex task from a top level manager. To complete this task, the employee has to work on developing a creative idea. Therefore, he has created an idea by putting in his best efforts. However, another employee gets to know about this idea during his communication with that employee and he likes this idea by pretending to be the real idea creator. The important thing is that the second employee can't do it, because in such an event, the organization can identify the real idea creator by finding the evidence using high-tech monitoring. Martin and Freeman (2003), also argued that monitoring employees not only protects the security and safety of the organization but also of the nation.

Another advantage of high-tech monitoring is the obtaining of accurate and uniform information about an employee's past performance. As Mishra, et al. (1998) argued, high-tech monitoring provides an unbiased method of performance evaluation and an exact employee review. Moreover, female employees feel a sense of security in their

workplace if an organization establishes high-tech monitoring at the workplace. However, most of the employers found high-tech monitoring to be a means of combating hostile work environment lawsuits (for example, surfing porn sites, harassing e-mails, etc.) and sexual harassment of employees (Martin and Freeman, 2003).

The issue of employee privacy, along with employer security rights, has become more challenging to balance (Mathis & Jackson, 2000). If high-tech monitoring is used everywhere, such as the bathroom, locker room, common room, it will affect the morality of the employees. The employee will feel insecure in that place because it raises an issue of privacy. While some employers believe that employee monitoring is an economical approach to increase customer service and productivity, others argue that it is actually the modem process of wielding power and control over the employee (Mishra et al. 1998).

Although employees feel secure in an organization where high-tech monitoring is used, employees are bound to do their job more efficiently without getting into a relaxed mood. It indicates that mentally, they feel insecure. According to Levy (1994), high-tech monitoring has an effect on employees' quality of work life. Similarly, another study (Stress of Communication Workers of America) indicated that "the monitored employees reported higher workload, less workload variation, and greater workload dissatisfaction than the unmonitored employees" (Smith, 1992, p.21). These stressors may lead to employees' physical or psychological health complaints.

2.2 Employee Productivity

To become more productive and streamlined, organizations everywhere are tracking their employees' activities using all possible ways. Certainly, in some way, almost every phase of work is now assessable. For example, using fingerprint scanners and security badges, hours are tracked using GPS monitored locations, and certain employee activities are captured by video and digital camera (Anton, G & Ward, 1998). Every organization conducts high-tech monitoring system in the workplace so that its employees can put in their best effort for the organization and this is also related with the employee productivity. However, as it is clear that almost everything employees do in the organization can be measured by employers, the question for many is whether they should. It is important to mention that poor monitoring may cause a loss in employee engagement and trust rather than employee productivity.

The question, therefore, is whether employee monitoring is beneficial or not. Martin and Freeman (2003), also referred to monitoring as both, a cost containment and productivity tool. They argued that most of the organizations monitor their employees in an attempt to keep the employees' personal computer use to a minimum, so that productivity can be increased. However, there are counter arguments against such surveillance and its adverse impact on employee performance. Invasive monitoring may have a pessimistic impact on productivity. Several studies have found that there is a link between psychological and physical health problem and monitoring. Invasive surveillance may lead to hypertension, anger, severe fatigue, depression, and musculoskeletal problems (Guffey & West, 1996). Moreover, stressed employees call in sick or avail leave more often and heal more slowly, which leads to a decrease in overall productivity (Martin and Freeman, 2003). Opponents argue that invasion of privacy can literally make employees sick and may have a counter effect on the productivity that organizations seek.

2.3 Employee Creativity

Theoretically, creativity means something that is done by creative people and the ability that such creative people are born with. Besides that, there are people with normal capabilities who are able to create something after having the desired exposure to the domain, time and environment. According to Amabile (1997), the creativity of individuals and teams has three major components. They are expertise or domain skills, creative thinking skills, and intrinsic task motivation. Here, he tried to also say that these are the grounds of creative work. Expertise or task domain skill is the foundation for all creative work. Creative thinking skills provide something extra to the creative work. It means expertise at an extraordinarily high level. Task motivations determine what an employee will do.

Some other scientists also defined creativity as a process by which an individual or team can produce a novel or useful ideas. From an organizational perspective, Mitrou and Karyda (2006) said that creativity is something like newness, novelty and originality, in areas of working process, product, technology and management systems. Here, the two core aspects are novelty and utility. Novelty means the newness or originality in a work process and utility means an idea or another kind of response from the employee, which are directly related with the organization's objectives. Employees basically serve it to add more value to the organization and to a product beyond their tangible or specified duties. As the creativity of an employee is the most accepted for the employer in order to manage the speed of change in today's business environment, they should offer desired facilities to the creative employee (Frayer, 2002).

All scholars agree that creativity takes time and needs a desired environment, it's not like a frequently occurring phenomenon. Hence, when employers know the requirement of getting a creative employee, they must ensure that the required things are available to the employee, especially when the organization follows a high-tech monitoring policy to monitor their employees. Here, we must understand more about high-tech monitoring in an organization.

According to Belcourt, et al. (2008), employee monitoring acts involve monitoring the internet link review of e-mails, telephone use, video surveillance for security purposes, storage and review of computer files, employees' day to day outcomes, actual working hours, employees' habits, video recording of employee job performance, recording and review of telephone conversations, and storage and review of voicemail messages. Dessler (2011), noted that EPM (electronic performance monitoring) systems are intended to allow employers access to their employees' computers and telephones to monitor the amount of time spent working on the Internet, to enhance productivity. In the introduction, we stated what we actually understood about high-tech monitoring. When we know what types of environment are needed for an employee to be creative and also know the actual meanings of high-tech monitoring, we can understand that both these are conflicted in most of the cases. Although an employer uses high-tech monitoring to increase productivity, Martin and Freeman (2003) state that "New, radical, unconventional ideas may be filtered out of communication if the employee is constantly worried what the observer may think." In this phenomenon it is a matter of consideration to strike a balance between employee creativity and employee monitoring.

2.4 Employee Privacy

Employee monitoring has become the talk of the entire world, whether this issue is ethical or unethical. Employee monitoring is not new to the business world, rather it is the change in appearance of the high-tech monitoring system. The major change that has taken place in the recent years is in the method of supervision and the degree of information gathering abilities (Mishra et al., 1998). Another study claims that employee privacy has become a controversial issue in the field of Human Resource management, as employers have more technologies available to monitor telephones, computer terminals, and voice mail (Mishra et al., 1998). However, high-tech monitoring presents both practical and legal dilemmas. Reasonable business judgment dictates that it is legally and ethically prudent for the employer to create a written workplace privacy policy which includes the monitoring of computer use, while at the same time provides adequate protection for employee privacy rights in order to survive legal scrutiny (Losey, 1994). Martin and Freeman (2003), stipulated in their article about the key arguments designed for and against employee monitoring, which includes privacy, productivity, security, creativity, and paternalism. Although none of the arguments are conclusive, each delineates specific managerial and moral consideration regarding the workplace privacy/email monitoring issue. Additionally, Moussa (2015) has also identified some significant privacy issues such as computer monitoring, computer matching, unauthorized personnel files and violation of privacy which are being debated in business and government. A question has been raised as to whether employee monitoring is beneficial. There are a few arguments about the impact of high-tech monitoring on employee privacy.

On the other hand, Everett, Wong, and Paynter (2006) in their further studies, found a significant number of questions related to employee and employer rights, specifically whether the use of high-technology in workplace should be taken into consideration. Matters such as: Trust should be built between employer and employee; the usage of all small electronic devices should be controlled; which, if not monitored properly can lead to leaking information and secrets to an external beneficiary and concern about the standards propagated by the international organization for standardization in case of high usage of technology in the workplace. Outlining proper usage provides a tremendous advantage to employers as well, should litigation over privacy issues become necessary; in that it lays the foundation for a business to employ surveillance technology to protect employee interests. Chang et al. (2014), also claimed that the relationship between employees and employers can be reflected through trust. Furthermore, Cioechetti (2011) in his study, argued about the types of monitoring practice used in the work place: (a) best practice (e.g. maximum employee privacy and greater protection will be ensured), (b) risky practices (e.g. modesty attacks and low protection of employee privacy, (c) borderline practices (e.g. though monitoring offers high protection, it is greatly insidious), (d) poor practices (e.g. low protection will be ensured through monitoring and being persistent). To legalize the use of technology in the workplace, this classification scheme may assist the policymakers to balance both employer and employee interests.

2.5 CPM Theory

Petronio's communication privacy management (CPM) theory identifies the significance of detecting proper networks, persons, and the timeframe to reveal information through a privacy border. The assumption of the CPM theory is managing the boundaries for communicating information that people want to keep private. This theory is beneficial to

explore employee responses under high-tech monitoring. The CPM theory has been used by many researchers in the workplace. Employees may agree to disclose information in return for the organizational reward or support (Stanton and Stam, 2003), private information ownership boundary, and turbulence sustained in an extensive range within an organization if they use monitoring technologies (Allen et al., 2007). It is on the basis of disclosing information and borderline turbulence created within the organization that the effect of employee monitoring has been studied (Snyder, 2010).

In our study, we discuss the Communication Privacy Management (CPM) theory to clarify the drawing of a borderline, or limitation between individuals, when revealing information. People often sense dialectic tensions regarding the release of information or retaining privacy while they are communicating with each other (Baxter and Montgomery, 1996). The difficulty between disclosing and hiding secretive information is interpreted as dialectic tension as per the CPM theory. The CPM theory is described by Petronio (2004) as directing the controversial tension between managing public and privately shared information. Petronio (2002), detects three types of boundaries that create turbulence. Firstly, ambiguous and unclear information flow can create vague boundaries which ultimately cause conflict between information owners. The factual scenario is that employee monitoring may create anxiety about the organizational violation of employees' privacy. Secondly, turbulence can also occur when private information is revealed to an undesirable third party. As a result of monitoring, when employees feel threatened of inability to preserve privacy, they become dissatisfied. Lastly, deliberate openings of boundary also create turbulence. Extreme monitoring develops a feeling of suspicion and loss of control (Cooper and Hecker, 2012).

The following hypotheses have been developed on the basis of the related literature review:

H01: Use of high-tech monitoring has an influence (negative and positive) on employee security.
H02: Use of high-tech monitoring at work place negatively influences the employee creativity.
H03: Use of high-tech monitoring at workplace negatively influences the employee privacy.
H04: Use of high-tech monitoring at workplace positively influences on the employee productivity.

3. Research Methodology

3.1 Sample Selection and Data Analysis

This study was carried out on the employees of four mobile operators (i.e., Grameenphone, Banglalink, Robi & Teletalk) who cumulatively own over 90% of the market share and strongly represent the telecommunication sector of Bangladesh. There were two more mobile phone operators – Citycell and Airtel – which were not considered in this study because Citycell operation is suspended due to government order, and Airtell merged with Robi.

The sample size was 100. Data was collected through a structured questionnaire following the purpose sampling procedure. Statistical analysis was carried out using SPSS (ANOVA, coefficients and regressions). The questionnaire contained

several constructs and each questionnaire item was measured on a five-point Likert scale where each scale item is rated by asking respondents to indicate their level of agreement, ranging from strongly disagree to strongly agree. Questionnaires were used to collect data which was validated through a pilot test while reliability was measured using the Cronbach's Alpha. An extensive literature review was carried out to see the past work in this field and to develop the research hypotheses.

3.2 Sample Characteristics

A total of 122 responses were collected; among these, 100 were legitimate with no missing answers. The questionnaire is two-fold, where the first part contained variables like: productivity, creativity, privacy, security and employee attitudes towards monitoring; while the second part of the questionnaire comprised the information of respondents like: age, gender, education, marital status, position in the organization. The first portion of the questionnaire captures the respondents' self-reported opinions about the impact of surveillance on the said factors while the second portion captures their demographic information. The number of female respondents was 20% and that of male respondents was 80%. The majority (74.5%) of the respondents was below 40 years, while only (25.5%) was above 40 years, which could mean that most of the employees surveyed in these telecom industry were young and enthusiastic, which could be attributed to their attitude towards CCTV monitoring regarding privacy, creativity, productivity and security. With regard to their level of education, a majority (79.4%) of the respondents had completed their post graduation while 20.6% is comprised of graduates. Among the graduates, some people were pursuing MBA besides being professionally employed. Majority question was surveyed by mid-level management (64.7%) employees; Upper level management was 16.7% while only 18.6% were lower management employees.

4. Findings and Analysis

We have tested the reliability of the data set through Cronbach's Alpha which shows the following:

Table 1: Reliability of the constants

Constants	Cronbach's Alpha	No of Item
Productivity	.892	4
Privacy	.860	4
Security	.675	3
Creativity	.752	4

Thus, the questionnaire regarding productivity, privacy, security and creativity implies that all values are standard recommended value of 0.50 (Nunally & Bernstein, 1994). This depicts that the items/questionnaires of each variable are reliable to monitor employee attitudes towards monitoring by employers.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.713[a]	0.508	0.488	0.63141

a. Predictors: (Constants): productivity, security, creativity, privacy

R-Square (also known as the coefficient of determination) is the proportion of variance in the dependent variable (attitudes towards CCTV monitoring) which can be predicted from the independent variables (Creativity, Privacy, Security and Productivity). This value indicates that 50.80% of the variance in Attitudes scores can be predicted from the variables Creativity, Privacy, Security and Productivity. This is an overall measure of the strength of association and does not reflect the extent to which any particular independent variable is associated with the dependent variable.

Table 3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.995	4	9.999	25.080	0.000[a]
	Residual	38.671	97	.399		
	Total	78.667	101			

a. Predictors: (Constants): productivity, security, creativity, privacy

b. Dependent Variable: Attitudes

The *p*-value associated with this F value is small (0.000). These values are used to answer the question: Do the independent variables (Creativity, Privacy, Security and Productivity) reliably predict the dependent variable (Attitudes)? Since the *p*-value is smaller as compared to the alpha level (0.05), it can be concluded that the independent variables reliably predict the dependent variable. We could say that the group of variables Creativity, Privacy, Security and Productivity can be used to reliably predict Attitudes towards CCTV Monitoring (the dependent variable). However, this is an overall significance test assessing whether the group of independent variables (Creativity, Privacy, Security and Productivity), when used together, reliably predicts the dependent variable (Attitudes towards CCTV Monitoring), and does not address the ability of any of the particular independent variables to predict the dependent variable. The ability of each independent variable to predict the dependent variable can be addressed by using co-efficient and significance level of each of the individual variables.

Table 4: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.364	0.363		3.760	0.000
	creativity	0.154	0.109	0.155	1.420	0.159
	privacy	0.359	0.102	0.427	3.532	0.001
	security	0.073	0.130	0.048	0.563	0.575
	productivity	0.145	0.111	0.164	1.302	0.196

a. Dependent Variable: Attitudes

The coefficient for Creativity (0.154) is not statistically significantly different from 0 using the alpha of 0.05 because its *p*-value is 0.159, which is greater than 0.05.The coefficient for Privacy (3.59) is statistically significantly different from 0 using the alpha of 0.05 because its *p*-value is 0.001, which is smaller than 0.05. The coefficient for Security (0.073) is not statistically significantly different from 0 because its *p*-value is 0.575,

which is larger than 0.05. The coefficient for Productivity (0.145) is not statistically significantly different from 0 because its *p*-value is 0.196, which is larger than 0.05.

Thus, it can be concluded that based on above findings, attitudes towards CCTV monitoring only hampers the privacy issue. Creativity, productivity and security are not hampered by the monitoring issue. Employees feel their privacy is in danger if continuously monitored by CCTV. We can conclude that there is no relationship with creativity, productivity and security on attitude towards CCTV monitoring, and that it can be accepted. However, the 'privacy' variable has a significant relationship with CCTV monitoring.

Results of Hypotheses Testing

Based on the regression analysis; three of the hypotheses were rejected while one was accepted, as shown below:

H1	Use of high-tech monitoring has an influence (negative and positive) on employee security.	Rejected
H2	Use of high-tech monitoring at work place negatively influences the employee creativity.	Rejected
H3	Use of high-tech monitoring at workplace negatively influences the employee privacy.	Accepted
H4	Use of high-tech monitoring at workplace positively influences the employee productivity.	Rejected

5. Conclusion

The telecommunication sector of Bangladesh is one the of the fastest growing sectors in Asia and an absence of high-tech monitoring may cause security threats to clients, companies and also to the society and the state. Hence, high-tech monitoring is a necessity. However, the possible impact of the sense of privacy breach due to such monitoring can be fatal as well. The sentiment of this part of the world, where the society is still much conservative and not much comfortable opening the private issues in the public, is well reflected in the current paper, as the paper confirms that the employees are more concerned about their breach of privacy than other performance and safety issues, e.g., creativity, productivity, and security. Hence, well thought out plans and procedures are required to derive the best from strategic synchronization.

The telecommunication sector in Bangladesh is one of the fast emerging sectors contributing towards employment and also a huge amount for the government exchequer each year. Employees working in the telecommunication sector are human capital, on whom the sector depends a lot. This paper serves some food for thought for the policy makers of the different organizations, while adopting high-tech monitoring mechanisms in the workplace. This study finds out the link between high-tech monitoring and its subsequent impact on the employees' sense of security, their performance or productivity, creativity, etc. Results of the hypotheses are expected to enable the policy makers to take the appropriate initiatives for creating awareness about high-tech monitoring towards ensuring the optimum benefits out of it.

The study tries to ascertain the attitude of the employees of leading telecommunication companies towards monitoring tools; specifically, whether the monitoring tools have an influence on their privacy, security, productivity and creativity. After data analysis and

careful study based on the ANOVA test, the study found that out of the four variables, only one has a positive influence, namely, employers monitoring, which curtails privacy. The statistical result finds no influence on security, productivity and creativity on employers monitoring tools like CCTV, camera, email monitoring, voice call monitoring, etc. Employees felt that their privacy was being hampered and that they cannot relax in their free time, cannot easily take lunch, and feel uncomfortable due to the continuous monitoring. This has been a controversial issue for decades, that employee privacy is hampered due to modern monitoring methods that employers apply in organizations and concerns disregarding employee privacy rights (Mishra et al 1998).

Policy makers, depending on the context, can come up with the necessary changes to tackle such issues, yet not let go of the benefits of high-tech monitoring. Privacy issue is directly linked with the CPM theory. People have boundaries to reveal and share information, and turbulence occurs when a co-owner enters into the boundaries with or without notice. This may lead to employee dissatisfaction. According to Miller et al. (2000), employees believe that they should not be tracked during their personal internet usage, even if they are at their workplace. At the workplace, there should be definite guidelines about how much of employee privacy can be compromised and in what manner. This study was carried out on the telecommunication sector of Bangladesh only. Therefore, the findings may not be generalized in the Bangladesh context. There is scope for similar future researches on other service and manufacturing sectors of Bangladesh for better generazilability.

References

Allen, MW, Walker, KL, Coopman, SJ & Hart, JL 2007, 'Workplace surveillance and managing privacy boundaries', *Management Communication Quarterly,* vol. 21, no. 2, pp. 172-200.

Amabile, MT 1997, 'Motivating creativity in organizations: on doing what you love and loving what you do', *California Management Review*, vol. 40, no. 1, pp. 39-58.

Anton, G & Ward, JJ 1998, 'Every breath you take: Employee privacy rights in the workplace—an orwellian prophecy come true?', *Labor Law Journal*, vol. 49, pp. 897-911.

Baxter, LA & Montgomery, BM 1996, *Relating: Dialogues and Dialectics*, Guilford Press, New York, NY.

Belcourt, M, Bohlander, G & Snell, S 2008, *Managing Human Resources*, 5th edn. Nelson, Toronto, Ontario, Canada.

Chang, ES, Liu, YA & Lin S 2014, 'Exploring privacy and trust for employee monitoring', *Industrial Management and Data System*, vol. 115, no. 1, pp. 88-106.

Ciocchetti, CA 2011, 'The eavesdropping employer: a twenty first century framework for employee monitoring', *American Business Law Journal,* vol. 48, pp. 285-369.

Cooper, B & Hecker, R 2012, *The Electronic Workplace Survey: Analysis of the First National Survey on Employee Attitudes to Electronic Monitoring and Surveillance in the Australian Workplace*, Monash University, Melbourne, viewed 2 Apirl 2014, <http://www.buseco.monash.edu.au/mgt/news/ documents/ electronic- report. Pdf>.

Cooper, D & Schindler, P 2001, *Business Research Methods*, McGraw-Hill, Sydney.

Creswell, JW 1994, *Research Design: Qualitative & Quantitative Approaches*, Sage Publications, London.

Cronbach, L 1951, 'Coefficient alpha and the internal structure of tests', *Psychometrika, vol.* 16, no. 3, pp. 297-334.

Dessler, G 2011, *Human Resource Management*, 12th edn. Pearson Education, Harlow, UK

Everett, AM, Wong, YY. & Paynter J 2006, 'Balancing employee and employer rights: an international comparison of e-mail privacy in the workplace', *Individual Employment Rights,* vol.11, pp. 291-310.

Frayer, C 2002, 'Employee privacy and internet monitoring: balancing workers' rights and dignity with legitimate management interests', *Business Lawyer,* vol. 57, no. 2, pp. 857 - 878.

Friedman, B & Reed, JL 2007, 'Workplace Privacy: employee relations and legal implications of monitoring employee use', *Employee Responsibilities and Right,* vol. 19, no. 2, pp. 32-50.

Guffey, CJ & West, JF 1996, 'Employee privacy: legal implications for managers', *Labor Law Journal,* vol. 47, pp. 735-745.

Haugen, S & Selin, RJ 1999, 'Identifying and controlling computer crime and employee fraud', *Industrial Management & Data Systems,* vol. 99, no. 8, pp. 340 – 344.

Kidwell, ER & Kidwell, AL 1996, 'Evaluating research on electronic surveillance: a guide for managers of information technology', *Industrial Management & Data System, vol.* 96, no. 1, pp. 8-14.

Levy, M 1994, 'The electronic monitoring of workers: Privacy in the age of the electronic sweatshop', *Legal Reference Service Quarterly,* vol. 14, no. 3, pp. 5-56.

Losey, MR 1994, 'Workplace privacy: Issues and implications', USA Today, viewed 9 May 2016, pp.76-78.

Laurence, GA, Fried, Y & Slowik, LH 2013, 'My space: a moderated mediation model of the effect of architectural and experienced privacy and workspace personalization on emotional exhaustion at work', *Journal of Environmental Psychology, vol.* 36, pp. 144-152.

Lee, S & Kleiner, BH 2003, 'Electronic surveillance in the workplace', *Management Research News,* vol. 26, no. 2, pp. 72-81.

Martin, K & Freeman, ER 2003, 'Some problem with employee monitoring', *Journal of Business Ethics,* vol. 43 no. 4, pp. 353-361.

Mathis, RL & Jackson, JH 2000, *Human Resource Management*, 9th edn. *South-Western*, Mason OH.

Mishra, JM & Crampton, SM 1977, 'Employee monitoring: Privacy in the workplace? *Advanced Management Journal',* vol. 63, no. 3, pp. 4-11.

Mitrou, L & Karyda, M 2006, 'Employees privacy vs employers security: can they be balanced?', *Telematics and Informatics,* vol. 23 no. 3, pp. 164-178.

Moussa, M 2015, 'Monitoring employee behavior through the use of technology and issues of employee privacy in america', SAGE Open, vol. 5, no. 2, <http://sgo.sagepub.com>.

Nunnally, JC & Bernstein, IH 1994, *Psychometric theory*, 3rd ed.. New York, NY: McGraw-Hill, Inc.

Petronio, S 1991, 'Communication boundary management: a theoretical model of managing disclosure of private information between marital couples', *Communication Theory,* vol. 1 no. 4, pp. 311-335.

Petronio, S 2002, *Bondary of Privacy: Dialectics of Disclosure*, *SUNY Press*, New York, NY.

Petronio, S 2004, 'The road to developing communication privacy management: narrative in progress, please stand by', *Journal of Family Communication,* vol. 4, pp. 193-208.

Saeed, S,Yousafzai, S & Engelen, A 2014, 'On cultural and macroeconomic contingencies of the entrepreneurial orientation-performance relationship', *Entrepreneurship Theory and Practice*, vol. 38, no. 2, pp. 255-290.

Smith, M, Carayon, P, Sanders, K, Lim, SY & LeGrande, D 1992, 'Employee stress and health complaints in jobs with and without electronic performance monitoring' , *Applied Ergonomics*, vol. 23, pp. 17-27.

Smith, WP & Tabak, F 2009, 'Monitoring employee e-mails: is there any room for privacy?', *Academy of Management Perspectives,* vol. 23, no. 4, pp. 33-48.

Snyder, JL 2010, 'E-mail privacy in the workplace: a boundary regulation perspective', *Journal of Business Communication,* vol. 47, no. 3, pp. 266-294.

Stanton, J & Stam, K 2003, 'Information technology, privacy, and power within organizations: a view from boundary theory and social exchange perspectives', *Surveillance and Society*, vol. 1, no. 2, pp. 152-190.

Worsnop, RL 1993, 'Privacy in the workplace', *CQ Researcher,* vol. 3, pp. 1009-1032.