

Peer Review

Review of: "The Moderating Effect of Leadership Style on the Relationship between Employee Monitoring and Employee Outcomes"

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Thank you to the authors for your work on this topic. Thank you to Qeios for giving me the opportunity to review this manuscript.

I believe that the topic holds value, and it will be useful to conduct studies about performance monitoring. I also believe that HR professionals are a great source of information about this topic. Lastly, I would like to congratulate the authors for the smoothly flowing writing, which made reading the paper enjoyable.

Having said that, here is my feedback. I hope it helps the authors.

1. Theory X and Y are important, but these are older concepts. Their resurgence can be beneficial for management studies, provided it can be bundled with the popular concepts such as cultural significance. Only using Theory X and Y is too narrow for a study and perhaps too outdated. (Perhaps explore Theory Z, which is a more recent concept?).
2. The conceptual framework that the authors provided does not depict a moderation effect. Later in the manuscript, it becomes clear that this is not a quantitative study and that the data is not collected from actual employees. So, there is no interaction effect being tested or statistical tool used. I request that the authors clearly state that the study is based on the accounts of HR managers and qualitative data.
3. Employee monitoring is inherently connected with supervision, and so, it is not clear why leadership cannot be a mediator and has to be a moderator. The hypothesis development for H1 does not make this clear either.

4. Collecting data using open-ended questions brings a lot of bias into the responses, especially when the data is collected from HR professionals. This needs to be mentioned in the limitations.
5. Lastly, the measurements used in this study were not previously established scales, and no statistical analysis was used. So, I recommend that the authors be very clear about this in the abstract and the subsequent sections of the paper.

Thank you again, and best of luck to the authors.

Declarations

Potential competing interests: No potential competing interests to declare.