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## Managerial Surveillance and Employee Compliance in Market Organizations: A Foucauldian Examination of Disciplinary Power

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### Abstract

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This study explores the relationship between managerial surveillance and employee compliance in market institutions by using Michel Foucault's theory of power as its theoretical framework. Based on the concept of disciplinary power, the study examines how surveillance works as a controlling mechanism that influences workplace behavior and encourages internal discipline. A quantitative research design was used, and data were collected through a structured questionnaire consisting of 20 items from 40 market managers in Karachi, Pakistan. The data were analyzed using IBM SPSS version 20, employing frequency analysis, descriptive statistics, and reliability testing. The questionnaire demonstrated strong internal consistency with a Cronbach's Alpha value of 0.87. The results show that most respondents believe that surveillance is a useful mechanism of disciplinary power that encourages self-regulation, normalization, and compliance of employees. Most respondents agreed that power is exercised through everyday organizational practices, rather than hierarchical authority alone. The study highlights the ongoing relevance of Foucauldian theory in explaining contemporary workplace surveillance and organizational control. The results provide useful information for managers who want to combine effective systems of monitoring with trust in the organization and autonomy for employees.

**Keywords:** Michel Foucault, managerial surveillance, employee compliance, disciplinary power, market managers, Karachi.

## 1. Introduction

Power is traditionally understood as something held by governments, rulers, or top authorities. However, modern social theory challenges this narrow view. Among contemporary thinkers, Michel Foucault reconceptualized power as relational, dynamic, and embedded in everyday practices. According to Foucault, power is not possessed but exercised through relationships. It exists in institutions, discourse, surveillance systems, and daily interactions. In modern organizations, particularly market institutions, managerial surveillance mechanisms such as monitoring systems, performance evaluations, and compliance checks function as tools of disciplinary power. Michel Foucault's idea of power helps us understand how surveillance works inside organizations. When employees are always being watched, they start to do what the organization expects even when no one is watching them. This is like Michel Foucault's idea of the Panopticon, where just the possibility of being watched is enough to change how people act at work (Foucault, M., 1977). The study demonstrates how monitoring influences workplace behavior in a high-pressure commercial environment. The findings offer a practical, localized reference that can guide future research, organizational policies, and managerial strategies in Pakistan as disciplinary accounting shapes and normalizes managerial conduct, challenging earlier assumptions about accounting as a purely technical practice. (Porrás Velásquez, 2025). Most of this work is theoretical or based on qualitative methods. A big limitation is that most of these studies were done in countries, which means there is a gap in evidence from developing countries like Pakistan. There is no quantitative research on how managerial surveillance affects employee compliance in Pakistani businesses. Research on surveillance in business environments is rare and needed. This study tries to fill that gap by looking at the relationship between surveillance and employee compliance among market managers in Karachi at Gulshan-e-Hadid, Pakistan.

## Research Questions

The research questions guiding this study are as follows:

1. How does managerial surveillance influence employee compliance in market institutions?
2. To what extent do surveillance practices contribute to employee self-regulation and normalization?
3. How do market managers perceive surveillance as a disciplinary mechanism?

### 1.1 Research Objectives

The research objectives of the study are following

1. To examine the role of managerial surveillance in shaping employee compliance within market organizations.
2. To investigate how surveillance practices contribute to employee self-regulation and normalization.
3. To assess managers' perceptions regarding disciplinary power and workplace control mechanisms.

### 1.1 Ethical Consideration

Ethical guidelines of research are being followed, and verbal consent has been taken from participants and the heads of the institutes, which is also acceptable in the process of research. Moreover, the anonymized data do not make the names of the participants compulsory while filling google form.

## 2. Literature Review

Beime & Lundh argue that discipline and exclusion function as technologies of managerial power that shape organizational behavior and subjectivities. This research provides insight into managerial governance by analyzing empirical cases of managerial responses to deviance, drawing on Foucault's concept of disciplinary power (Beime, 2025). Implementing performance monitoring changes how people trust each other at work in a competitive market. When employees think that electronic monitoring is too invasive or sneaky, they do not trust their workplace. Want to leave the organization (Ball, 2021, p. 45). This kind of pressure makes people feel anxious and

tense all the time. It makes them feel like they have to hurry all the time. This is really bad for employees' overall well-being and their ability to do their jobs freely. Different monitoring purposes communicate different organizational values. This, in turn, influences beliefs about purpose and responses to electronic monitoring. If used constructively, performance monitoring may increase motivation, task satisfaction, dedication, and perceptions of procedural justice; if used punitively, the opposite happens (Ball, 2021, p. 18).

Ernst & Koll argue that managerial pedagogy involves everyday managerial practices that shape organizational routines, identities, and power relations. By examining power relations between middle managers and subordinates, this study highlights how differing interpretations of organizational history, current practices, and future directions influence the definition of operational reality. (Ernst & Koll, 2024).

Vieira and Hoskin (2024) argue that disciplinary accounting knowledge translates into managerial strategies that normalize behavior and maintain organizational order, describing this process as a form of double disciplinarity combining the exercising of power through specific practices for shaping activity and behavior with the construction of knowledge. (Vieira, 2024, p. 2). Drawing on a case study of Activity Based Costing implementation in a Portuguese bank, the authors show that disciplinary technologies operate from the bottom up, moving from within a single expert mind to being distributed across a few and only then going out to replicate itself and multiply across the organization. (Vieira, 2024, p. 14).

The central argument is that Foucault's concepts of disciplinary power, governmentality, and subjectification are central to understanding power in organizations. (Seeck, 2015). Välikangas & Seeck argue that power in organizations is a central relational force embedded in everyday practices and discourse. This article, therefore, critically engages with the Foucauldian concepts of power, subjectivity, discourse, and dispositifs (apparatuses) to examine their role in shaping

International "Journal of Academic Research for Humanities (JARH) 6(3)" human management practices in contemporary organizations. (Porrás Velásquez, 2025, p. 23). Brivot and Gendron argue that the classic panopticon metaphor in which power flows top-down from a hidden, central watcher is increasingly inadequate for explaining surveillance in digitalized organizations. They state their central thesis directly. The panopticon metaphor, which conceives of the organization as a bounded enclosure made up of divisible, observable, and calculable spaces, is becoming less and less relevant in the age of contemporary surveillance technologies. (Brivot, 2011, p. 135).

The central argument of this research is that power in contemporary organizational contexts operates as diffuse, relational, and embedded in organizational discourse and surveillance rather than through classic hierarchical control. (Porrás Velásquez, 2025). Porrás Velásquez argues that psychological and disciplinary mechanisms shape employee behavior and professional identity, extending Foucault's ideas into managerial contexts. Surveillance in organizations is not just a managerial issue, but also a characteristic of the wider digital economy. Zuboff says modern surveillance began with companies collecting massive amounts of data about people's behavior without their knowledge. (Zuboff, 2022, p. 1). That information is then used to predict and influence future human behavior.

Although previous studies have explored Foucauldian ideas of power, discipline, and surveillance in organizations, most of the research has been theoretical or based on limited qualitative cases. There is a lack of quantitative evidence examining how managerial surveillance practices affect employee compliance in competitive market institutions. This study addresses this gap by empirically testing, using validated quantitative measures and reliability checks like Cronbach's alpha to ensure accurate and consistent results.

### 3. Theoretical Framework

This study is grounded in Michel Foucault's conception of power, which is a central theme

in his philosophical and social thought. Foucault reconceptualizes power not as a product held by a dominant group, ruler, or institution, but as a dynamic and relational phenomenon that moves throughout society. In contrast to traditional political theories that locate power within centralized authorities like the state or law, Foucault defines power as a network of relationships that pervade all levels of social life.

In Foucault's view, the enabling environment of power that tells us what is true and what should not be said is called discourse. According to Madinah (2025), Foucault regards discourse as the system of knowledge and language that determines the understanding of reality in society. Discourse not only determines what is said but also the rules that govern how knowledge is produced, organized, and interpreted. (Nwadinihu, 2025, p. 76). As people with power get to decide what is true and what is not (Sarrazin, 2023). For Foucault, power is a flowing force rather than being confined, and power is present wherever social relationships exist. For example, a person may clearly notice the dominance of an abusive partner, but fail to detect the slow, subtle pressure that wealthy and well-connected individuals can apply to shape government policies and decisions. (Zimmer, 2025).

According to Foucault, the relations of power are multiple, fluid, and constantly evolving, shaping not only social structures but also individual subjectivities. Knowledge is not separated from power but is both a product and an instrument of it. This relationship means that every field of medicine, law, education, psychology, and criminology functions as a source of power by defining morals, classifying individuals, and regulating behavior. (Hussain, 2024).

Foucault's conception of correctional power further expounds this idea by illustrating how ultramodern institutions operate as mechanisms of social control. It produces docile bodies, individualities who conform to expectations not because they are constrained, but because they have internalized authority. This process is

International "Journal of Academic Research for Humanities (JARH) 6(3)" epitomized in Foucault's analysis of Jeremy Bentham's Panopticon, a model of captivity in which the possibility of constant observation compels convicts to discipline themselves. In the Panoptic model, the many watch the numerous, yet actual surveillance becomes secondary to the perception of being watched. (Sarrazin, 2023, pp. 26-27).

Foucault expands his power analysis to the position of populations through his conception of bio-power. It functions not by repressing individualities but by guiding them to regulate themselves in agreement with societal prospects. In this way, bio-power turns life into an object of political strategy, seeking to maximize efficiency, productivity, and well-being. Biopower also becomes visible in pandemic governance and global health systems. (M.Bhowmick, 2023).

#### 4. Conceptual Framework

Building on the theoretical discussion above, this study proposes a conceptual framework in which managerial surveillance operates as the independent variable and employee compliance as the dependent variable, connected through two Foucauldian mechanisms: the disciplinary, panoptic effect of perceived observation, and the internalized self-regulation (normalization) that this perception produces. Figure 1 illustrates this framework. The hypothesized relationship is that higher levels of managerial surveillance increase employees' sense of being observed, which in turn strengthens internalized self-regulation and produces higher compliance; at the same time, because power and resistance are co-present in Foucault's (1977) account, the same surveillance mechanisms may also generate resistance rather than compliance in some employees.

Digital and algorithmic monitoring tools, along with employees' trust in how surveillance is administered, are treated as factors that can strengthen or weaken this relationship (Ball 2021).

#### Annexure (A)

Source: Author's own construction.

#### 5. Research Methodology

This research uses a quantitative method with a random sampling technique. Data were collected via a structured questionnaire from market managers of Karachi and analyzed with IBM SPSS using frequency analysis and descriptive statistics. IBM SPSS software was used for data analysis. The primary statistical techniques applied include frequency analysis, descriptive statistics, and Cronbach's Alpha to assess the internal reliability of the questionnaire.

The study took a duration of 5 months from September 2025 to January 2026, and during these months, different procedures were performed, including the inception of the idea, literature review, development of the questionnaire, dissemination of the Google Form, and analysis on SPSS. The very 1st draft of the research and its assessment from the teacher and experts, and the incorporation of revised points, were done after 5 months: the write-up stage of the actual research. The internal reliability of the questionnaire was tested using Cronbach's Alpha in SPSS. This means the questionnaire items are consistent and reliable for measuring the concept of power and surveillance. The internal reliability of the questionnaire is 0.87, that is given in the following table.

#### Reliability Statistics

Cronbach's Alpha	N of Items
0.87	20

#### 6. Analysis

The analysis interprets the survey results to understand whether students agree with Foucault's ideas about power. Specifically, it explores the view that power exists everywhere, works through discourse, is not owned by individuals, and operates within all relationships, especially in everyday educational environments. The first objective, which focuses on how managers use surveillance as a form of power and control, is addressed in questions 1–8, 11, 12, 15, 19, and 20. These questions explain how power exists in daily interactions, institutional practices, and managerial roles.

The second objective, which explores managers' and employees' perceptions of power and surveillance, is mainly covered in questions

International "Journal of Academic Research for Humanities (JARH) 6(3)" 10 and 13. These questions show how institutional rules, knowledge, and practices influence understanding and behavior in the workplace. The third objective, which examines how employees respond to and internalize surveillance, is addressed in questions 9, 14, 16, 17, and 18. These findings highlight that employees not only follow rules but may also adapt, self-regulate, or sometimes resist power. **Table No. 6.1.** Power is not limited to governments or rulers but exists in everyday life.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	13.00	32.50	32.50	32.50
2	21.00	52.50	52.50	85.00
3	6.00	15.00	15.00	100.00
Total	40.00	100.00	100.00	-

This table shows respondents' opinions about the idea that power is not limited to governments or rulers but exists in everyday life. Most respondents selected option 2 (52.5%), while 32.5% of respondents selected option 1. Only 15% of respondents selected option 3. This shows that most respondents agreed or strongly agreed that power exists in daily interactions, relationships, and social practices. The findings show that nearly 85% of respondents agreed that power is not confined to governments alone. This indicates strong awareness that power exists in daily social interactions. Only a small number of respondents chose neutral responses.

**Table No. 6.2.** According to Foucault, power is not something that people 'possess' but something that operates in relationships.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	12.00	30.00	30.00	30.00
2	20.00	50.00	50.00	80.00
3	6.00	15.00	15.00	95.00
4	2.00	5.00	5.00	100.00
Total	40.00	100.00	100.00	-

This table presents views on Foucault's idea that power is not possessed but operates through relationships. Half of the respondents 50% selected option 2, while 30% selected option 1. Very few respondents, 15%, selected

neutral. Only 5% of respondents selected the option disagree. This shows that most respondents agree with Foucault's idea that power is exercised within social relationships rather than owned by individuals or institutions. The data reveals that 80% of respondents agreed that power works through relationships rather than being owned by individuals. Very few participants disagreed with this statement. This reflects a clear understanding of power as relational in nature. Respondents see power as active and interactive.

**Table No. 6.3** Power is everywhere because it arises from all social interactions.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	13.00	32.50	32.50	32.50
2	17.00	42.50	42.50	75.00
3	7.00	17.50	17.50	92.50
4	2.00	5.00	5.00	97.50
5	1.00	2.50	2.50	100.00
Total	40.00	100.00	100.00	-

Now I analyze my 3rd question, which shows that 42.5% of respondents who selected option 2 agree, 32.5% respondent are strongly agree, 17.5% of respondents selected option 3 neutral, 5% respondents are disagree, and only a small number of respondents 2.5% are strongly disagree. This shows that most respondents agree with the statement and believe power is present in all social interactions. Most respondents (75%) agreed that power emerges from all social interactions. Neutral and disagreeing responses were relatively low. This shows that respondents recognize power as part of daily social behavior. The results align with Foucault's view that power is present everywhere. Power is understood as widespread and unavoidable.

**Table No. 6.4** Institutions like schools, hospitals, and prisons are key sites where power operates.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	15.00	37.50	37.50	37.50
2	13.00	32.50	32.50	70.00
3	6.00	15.00	15.00	85.00
4	5.00	12.50	12.50	97.50
5	1.00	2.50	2.50	100.00
Total	40.00	100.00	100.00	-

Now I analyze my 4th question, which shows

International "Journal of Academic Research for Humanities (JARH) 6(3)" that 37.5% of respondents who selected option 1 strongly agree, 32.5% respondent are agree, 15% of respondents selected option 3 neutral, 12.5% of respondents disagree, and only a small number of respondents 2.5%) strongly disagree.

This shows that respondents mostly agree that institutions play an important role in exercising power. The results indicate that 70% of respondents agreed that institutions exercise power. Places such as schools, hospitals, and prisons were commonly seen as power centers. Very few respondents disagreed, showing general agreement. These findings support Foucault's ideas about disciplinary institutions. Institutions are seen as shaping social behavior and norms.

**Table No. 6.5** Power is not only repressive but also productive, shaping knowledge and truth.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	14.00	35.00	35.00	35.00
2	21.00	52.50	52.50	87.50
3	4.00	10.00	10.00	97.50
4	1.00	2.50	2.50	100.00
Total	40.00	100.00	100.00	-

Now I analyze my 5th question, which shows that 35.0% of respondents who selected option 1 strongly agree, 52.50% respondent are agree, 10% of respondents selected option 3 neutral, 2.5% respondents are disagree. This indicates that respondents mostly agree that power is not only repressive but also productive. This directly supports Foucault's argument that power produces knowledge and truth rather than only restricting individuals. A large majority (87.5%) of respondents agreed that power is productive as well as controlling. This shows awareness that power creates knowledge and social order. Only a few respondents disagreed. The results strongly reflect Foucault's concept of productive power. Power is viewed as both shaping and regulating society.

**Table No. 6.6** Knowledge and power are inseparable; knowledge helps sustain power.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	14.00	35.00	35.00	35.00

2	17.00	42.50	42.50	77.50
3	6.00	15.00	15.00	92.50
4	2.00	5.00	5.00	97.50
5	1.00	2.50	2.50	100.00
Total	40.00	100.00	100.00	-

Now I analyze my 6th question, which shows that 35.0% of respondents selected option 1 strongly agree, 42.50% respondent are agree, 15% of respondents selected option 3 neutral, 5% of respondents disagreed, and 2.5% of respondents strongly disagreed. The findings show that 77.5% of respondents believe that knowledge helps sustain power. This supports Foucault's concept of power/knowledge, where knowledge systems reinforce power structures. Respondents generally agree that knowledge and power are closely connected.

**Table No. 6.7** Disciplines such as medicine, psychology, and law exercise power by defining 'truth.'

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	14.00	35.00	35.00	35.00
2	15.00	37.50	37.50	72.50
3	5.00	12.50	12.50	85.00
4	4.00	10.00	10.00	95.00
5	2.00	5.00	5.00	100.00
Total	40.00	100.00	100.00	-

Now I analyze my 7th question, which shows that 35.0% of respondents selected option 1 (strongly agree, 37.50% respondent are agree, 12.5% of respondents selected option 3 neutral, 10% of respondents disagreed, and 5% of respondents strongly disagreed. Approximately 72.5% of respondents agreed that professional fields like medicine and law define what is accepted as truth. This highlights awareness of expert authority as a form of power. Some neutral and negative responses suggest critical thinking. The findings align with Foucault's views on institutional knowledge. Disciplines are seen as influential in shaping reality.

**Table No. 6.8** What society accepts as 'truth' is influenced by those who hold power.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	19.00	47.50	47.50	47.50
2	12.00	30.00	30.00	77.50
3	8.00	20.00	20.00	97.50

4	1.00	2.50	2.50	100.00
Total	40.00	100.00	100.00	-

Now I analyze my 8th question, which shows that 47.50% of respondents selected option 1 (strongly agree, 30% respondent are agree, 20% of respondents selected option 3 neutral, 2.50% respondents are disagree. The results indicate that 77.5% of respondents believe that what society accepts as truth is shaped by those in power. This reflects acceptance of the idea that truth is socially constructed. The findings support Foucault's concept of "regimes of truth." Respondents recognize the role of power behind accepted knowledge. This finding strongly reflects Foucault's idea that truth is socially constructed through power relations.

**Table No. 6.9** Surveillance (e.g., CCTV, monitoring in schools/workplaces) is a form of power that produces discipline.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	11.00	27.50	27.50	27.50
2	19.00	47.50	47.50	75.00
3	8.00	20.00	20.00	95.00
4	2.00	5.00	5.00	100.00
Total	40.00	100.00	100.00	-

Now I analyze my 9th question, which shows that 27.50% of respondents selected option 1 (strongly agree, and 47.50% respondent are agree, 20% of respondents selected option 3 neutral, 5% respondents are disagree. About 75% of respondents agreed that surveillance creates discipline. Some respondents selected neutral responses, showing slight uncertainty. Disagreement was minimal. These results support Foucault's idea of panopticons. This directly aligns with Foucault's concept of disciplinary control through monitoring and observation.

**Table No. 6.10** Foucault's concept of power/knowledge helps explain how academic systems control students.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	13.00	32.50	32.50	32.50
2	15.00	37.50	37.50	70.00
3	12.00	30.00	30.00	100.00
Total	40.00	100.00	100.00	-

Now I analyze my 10th question, that show

32.50% of respondents selected option 1 (strongly agree, and 37.50% respondent are agree, 30% of respondents selected option 3 neutral. The findings reveal that 70% of respondents agreed that education systems use power and knowledge to control students. A noticeable number remained neutral. This suggests partial awareness of educational authority. The results support Foucault's view of education as a disciplinary system. Schools are perceived as institutions of normalization.

**Table No. 6.11** Power operates at the micro-level of daily life, not just at the state or government level.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	11.00	27.50	27.50	27.50
2	18.00	45.00	45.00	72.50
3	6.00	15.00	15.00	87.50
4	4.00	10.00	10.00	97.50
5	1.00	2.50	2.50	100.00
Total	40.00	100.00	100.00	-

Now I analyze my 11th question, which shows that 27.50% of respondents selected option 1 strongly agree, 45.0% respondent are agree, 15% of respondents selected option 3 neutral, 10% of respondents disagreed, and only 2% of respondents strongly disagreed. The idea that power operates at the micro-level of daily life was strongly supported, with 72.5% of respondents agreeing with this statement. This further confirms Foucault's emphasis on everyday power rather than centralized authority. The results show that respondents believe power operates at the micro-level of everyday life. Very few respondents disagreed. This supports Foucault's rejection of centralized power. Power is seen as present in daily routines and interactions.

**Table No. 6.12** Teachers, parents, and supervisors exercise forms of power like institutions.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	10.00	25.00	25.00	25.00
2	21.00	52.50	52.50	77.50
3	6.00	15.00	15.00	92.50
4	3.00	7.50	7.50	100.00
Total	40.00	100.00	100.00	-

Now I analyze my 12th question, which shows that 25.0% of respondents selected option 1

International "Journal of Academic Research for Humanities (JARH) 6(3)" (strongly agree, 52.50% respondent are agree, 15% of respondents selected option 3 neutral, 7.5% respondents are disagree. Most respondents 77.5% agreed that authority figures such as teachers, parents, and supervisors exercise power. This shows recognition of informal power relationships. Neutral and negative responses were limited. The findings align with Foucault's view of everyday power. Power is recognized beyond formal institutions.

**Table No. 6.13** Everyday rules (such as dress codes, attendance, punctuality) are examples of disciplinary power.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	10.00	25.00	25.00	25.00
2	20.00	50.00	50.00	75.00
3	6.00	15.00	15.00	90.00
4	3.00	7.50	7.50	97.50
5	1.00	2.50	2.50	100.00
Total	40.00	100.00	100.00	-

Now I analyze my 13th question, which shows that 25.0% of respondents selected option 1 strongly agree, 50.0% respondent are agree, 15% of respondents selected option 3 neutral, 7.50% of respondents disagreed, and only 2.50% of respondents strongly disagreed. This data shows 75% of respondents see everyday rules as examples of disciplinary power. This finding reflects Foucault's argument that discipline operates through normalization and routine practices.

**Table No. 6.14** Resistance to authority is also a part of power relations.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	12.00	30.00	30.00	30.00
2	18.00	45.00	45.00	75.00
3	7.00	17.50	17.50	92.50
4	3.00	7.50	7.50	100.00
Total	40.00	100.00	100.00	-

Now I analyze my 14th question, which shows that 30.0% of respondents selected option 1 (strongly agree, 45.0% respondent are agree, 17.50% of respondents selected option 3 neutral, 7.5% respondents are disagree. The results show that 75% of respondents believe resistance exists within power relations. This

indicates an understanding that power is not one-sided. Neutral responses suggest thoughtful consideration. The findings support Foucault's claim that resistance always accompanies power. Power relations are viewed as flexible.

**Table No. 6.15** Power is dynamic and can shift depending on social interactions.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	10.00	25.00	25.00	25.00
2	21.00	52.50	52.50	77.50
3	6.00	15.00	15.00	92.50
4	2.00	5.00	5.00	97.50
5	1.00	2.50	2.50	100.00
Total	40.00	100.00	100.00	-

Now I analyze my 15th question, which shows that 25.0% of respondents selected option 1 and strongly agree, 52.50% respondent are agree, 15% of respondents selected option 3 neutral, 5% of respondents disagree, and only 2.50% of respondents strongly disagree. The dynamic nature of power is reflected in the responses as well. A majority 77.5% of respondents agreed that power changes through social interactions. Disagreement was minimal. This shows that respondents see power as dynamic rather than fixed. Power is understood as shifting over time. The findings closely match Foucauldian theory.

**Table No. 6.16** Where there is power, there is always a possibility of resistance.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	15.00	37.50	37.50	37.50
2	19.00	47.50	47.50	85.00
3	5.00	12.50	12.50	97.50
4	1.00	2.50	2.50	100.00
Total	40.00	100.00	100.00	-

Now I analyze my 16th question, which shows that 37.50% of respondents selected option 1 (strongly agree, 47.50% respondent are agree, 12.50% of respondents selected option 3 neutral, 2.50% respondents are disagree. Additionally, 85% of respondents agreed that where there is power, there is always the possibility of resistance. These results strongly support Foucault's claim that power is never absolute. This was one of the strongest agreements in the study. It shows awareness that power is never absolute. The findings strongly support Foucault's

International "Journal of Academic Research for Humanities (JARH) 6(3)" ideas. Resistance is seen as unavoidable.

**Table No. 6.17** Resistance is not outside power but exists within it.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	10.00	25.00	25.00	25.00
2	18.00	45.00	45.00	70.00
3	8.00	20.00	20.00	90.00
4	4.00	10.00	10.00	100.00
Total	40.00	100.00	100.00	-

Now I analyze my 17th question, which shows that 25.0% of respondents selected option 1 (strongly agree, 45.0% respondent are agree, 20% of respondents selected option 3 neutral, 10% respondents are disagree. Most respondents believe resistance exists within power, not outside it. About 70% of respondents believe resistance exists within power structures. Neutral responses indicate reflective thinking. The findings align with Foucauldian perspectives. Power and resistance are viewed as connected. This reinforces the study's theoretical consistency.

**Table No. 6.18** Social movements (e.g., feminism, environmentalism, human rights) can be understood as forms of resistance to power.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	13.00	32.50	32.50	32.50
2	20.00	50.00	50.00	82.50
3	3.00	7.50	7.50	90.00
4	3.00	7.50	7.50	97.50
5	1.00	2.50	2.50	100.00
Total	40.00	100.00	100.00	-

Now I analyze my 18th question, which shows that 32.50% of respondents selected option 1 (strongly agree, and 50.00% respondent are agree, 7.50% of respondents selected option 3 neutral, 7.50% of respondents disagreed, and only 2.50% of respondents strongly disagreed. This shows that respondents agree that social movements can be seen as forms of resistance to power. The results show that 82.5% of respondents agreed that social movements act as resistance to power. Very few respondents disagreed. This indicates awareness of collective resistance. The findings support Foucault's views on social struggle. Power is understood as contested within

society.

**Table No. 6.19** Understanding Foucault's concept of power can help students critically analyze social structures.

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	9.00	22.50	22.50	22.50
2	16.00	40.00	40.00	62.50
3	11.00	27.50	27.50	90.00
4	3.00	7.50	7.50	97.50
5	1.00	2.50	2.50	100.00
Total	40.00	100.00	100.00	-

Now I analyze my 19th question, which shows that 22.50% of respondents selected option 1 (strongly agree, and 40.0% respondent are agree, 27.50% of respondents selected option 3 neutral, 7.50% of respondents disagreed, and only 2.50% of respondents strongly disagreed. Overall, the data show that most respondents 62.5% show agreement with the statement. This indicates that respondents believe that understanding Foucault's concept of power helps in critically analyzing social structures.

**Table No. 6.20** Foucault's theory of power is relevant for understanding contemporary issues (e.g., media influence, surveillance, politics).

Sr. No.	Frequency	Percent	Valid Percent	Cumulative Percent
1	8.00	20.00	20.00	20.00
2	21.00	52.50	52.50	72.50
3	7.00	17.50	17.50	90.00
4	2.00	5.00	5.00	95.00
5	2.00	5.00	5.00	100.00
Total	40.00	100.00	100.00	-

Now I analyze my last 20th question that shows 20.00% of respondents selected option 1 (strongly agree, 52.50% respondent are agree, 17.50% of respondents selected option 3 neutral, 5% of respondents disagreed, and only 5% of respondents strongly disagreed. The results show that 72.5% of respondents agree that Foucault's theory is useful for understanding modern issues such as surveillance, media influence, and politics. This confirms the continued importance of Foucault's theory in analyzing present-day social realities. This shows that respondents find Foucault's theory of power relevant for understanding contemporary issues.

## 7. Discussion

The things we found out in this study are much in line with what Michel Foucault said about power. One thing that really stood out was how surveillance affects what employees do. A lot of the people we talked to said that being watched makes them behave and follow the rules. At work, this means that surveillance works not just because people are being watched. They think they might be watched (Foucault M., 1980). Our findings do not invalidate, as such, the metaphor of the panopticon as a sense-making device. Yet we argue that the metaphor is significantly limited in dealing with the intricacies of today's surveillance, especially in the context of digitalized control systems. (Brivot, 2011).

The results also show that power is not about stopping people from doing things, but it is also about making things happen. Also, the people we talked to said that they know there are ways to resist the power at work. This is what Michel Foucault said: power is not one way; it is back and forth. Overall, the things we found out show that when managers watch their employees, it helps make them behave, follow the rules, and be normal. While our results agree with what Michel Foucault said about power at work, we need to do research with more people and better statistics to really know what is going on.

## 8. Conclusion

This study shows that power in market institutions works in a relational, disciplinary, and practical way, as explained by Michel Foucault. Managerial surveillance plays an important role in shaping employee behavior and ensuring compliance through everyday practices. Overall, the results confirm that power is not fixed or centralized but operates through everyday workplace practices. Surveillance not only controls employees but also shapes their behavior and thinking. At the same time, resistance remains an important part of power relations. This study successfully achieves all research objectives and shows the relevance of Foucauldian theory in understanding modern organizational life.

Future researchers should use a bigger sample size so the results become stronger and more reliable. Researchers should collect data from different cities and different types of organizations to compare results. Future studies can use both quantitative and qualitative methods (questionnaires and interviews) to get a deeper understanding. Organizations should make clear policies about surveillance so employees understand why monitoring is used. Managers should balance monitoring with trust, so employees do not feel stressed or controlled too much.

### 9. Limitation

I have limited my study to three levels:

1. The study is delimited at the level of data collection. The data was collected only from the Market Managers of Karachi.
2. The study is delimited at the theoretical level. Some aspects of Foucault's concept of power were taken for the study and do not include other theories of organizational control.
3. The study is delimited at the methodological level as the data were analyzed using SPSS Statistics software (Version 20), and only descriptive frequencies were analyzed.
4. Moreover, the questionnaire contains no items directly addressing discourse, language, or communicative practices in the organization, as power is largely discursive in the form of managerial authority, praise, and criticism.
5. The study was conducted with a relatively small sample size (n = 40), which limits the generalizability of the findings. Although the sample was adequate for this exploratory study, future research should include a larger and more diverse sample from different cities and organizational settings to improve the reliability and external validity of the results.

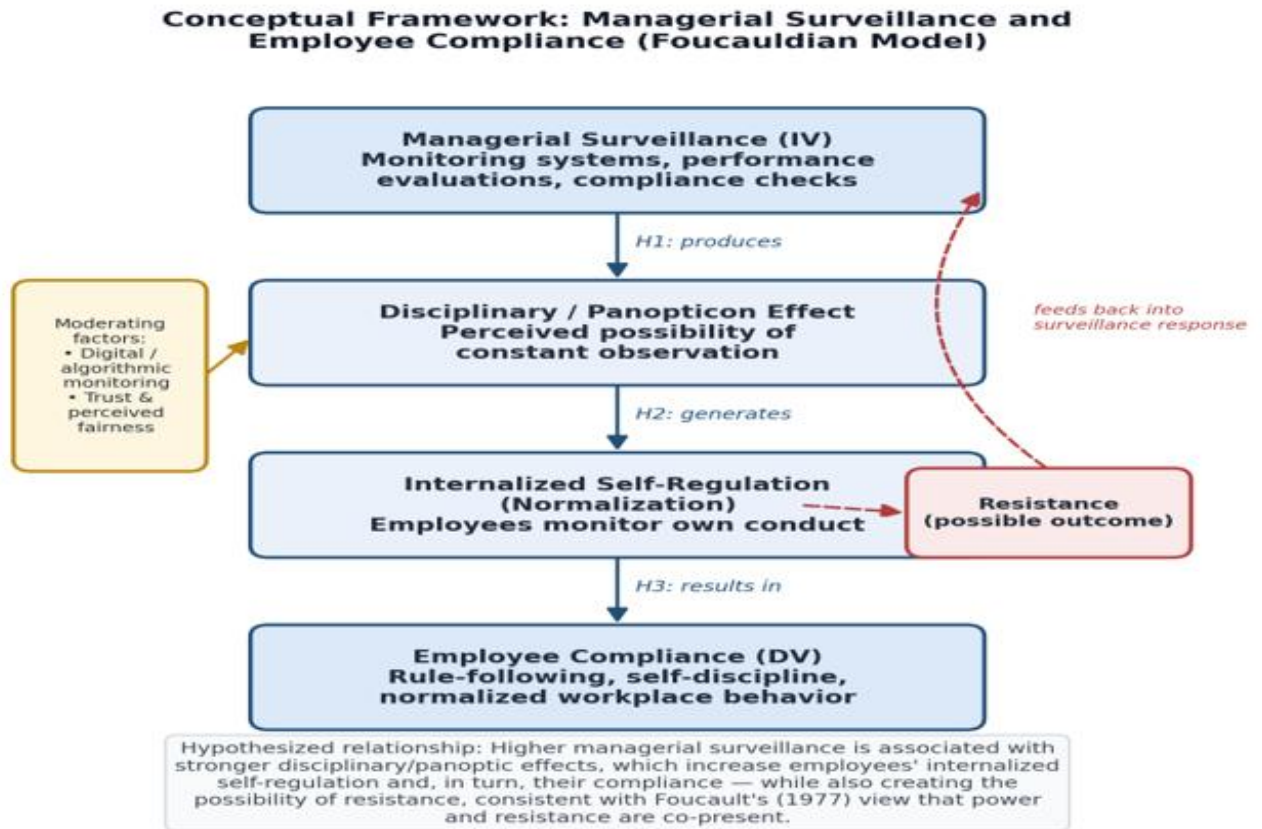
### 10. Future Research Direction

1. Future studies should employ larger samples, multiple organizational sectors, and inferential statistical techniques such as correlation and regression analysis.
2. Mixed-method approaches may provide deeper insights into surveillance experiences.

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## Annexure (A)



**Figure 4.1.** Author-developed conceptual framework illustrating the proposed relationship between managerial surveillance and employee compliance, grounded in the theoretical synthesis presented in this study.