

*Full Length Research Paper*

# **The use of electronic monitoring and work performance of employees in the banking industry in Ibadan, Southwest Nigeria**

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Previous studies on electronic monitoring have not examined the relationship between electronic monitoring and work performance of employees. This study therefore examined the relationship between electronic monitoring and work performance using Bank XYZ branches in Ibadan, Oyo State as a reference point. Foucault's Panopticon and McGregor's X and Y theories provided the theoretical framework. The research design was both survey and exploratory. Comprehensive sampling technique was used to ascertain the number of respondents. The study covered both lower level employees and management staff of the bank. A semi-structured questionnaire was used to elicit information. Five Key Informant Interviews (KII) were conducted with the management. Non-participant observation was carried as well for the same purpose. Quantitative data were analysed using descriptive and chi-square test statistics at 5% level of significance while qualitative data were content analysed. Majority of the respondents (85.8%) were aware of the use of electronic monitoring in the organisation, while 81.1% had positive perception about the use of electronic monitoring. More so, 88.2 and 75.6% respectively viewed electronic monitoring as an objective performance tool and the use of electronic monitoring increased work performance. 46.5% agreed that e-monitoring creates suspicion in the work place. The use of electronic monitoring provides instant feedback on work performance ( $\chi^2=9.134$ ); the use of electronic monitoring increases work performance ( $\chi^2=9.455$ ) and electronic monitoring being used as an objective performance evaluation tool ( $\chi^2=12.175$ ) had positive relationship with perception and awareness about the use of electronic monitoring. The results showed the existence of relationship between the use of electronic monitoring and employees' performance. The study recommended that organisation should inform employees before implementation of electronic monitoring system to produce positive reactions from employees.

**Key words:** Electronic monitoring, work performance, monitoring tools, supervision.

## **INTRODUCTION**

Organisation is a central feature of all societies. Organisations are set up for different purposes and reasons-profit; non-profit; charity; security; environmental;

political etc. One unique feature of all these organisations is that they all have specific goals and objectives which are the basis of their existence. To achieve these goals

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and objectives, strategies, structures and systems are formed and put in place as well as rules and regulations to conduct and constrain the activities of members of the organisation toward achieving the goals and objectives for which the organisation is setup for (Adefolaju, 2012). To this end, organisational members are constantly monitored and placed under different forms of surveillance so as to ensure their adherence to the rules and regulations of the organisation. Every organisation needs some sort of monitoring system and supervision to guide and conduct the behaviour of their members and enhance their performance in their activities in the organisation.

Electronic monitoring is a constant and important feature in business organisations. Over the years, electronic monitoring has taken different forms, among which include direct supervision of work by superiors, keeping records and files about work lives of employees, use of timetables and work schedules, and recently in modern organisations the use of information/computer technologies to monitor work performance. The adaption of information and communication technologies (ICT) facilities to monitor employees has revolutionized the means by which electronic monitoring is carried out. These forms of monitoring collectively known as electronic monitoring or e-monitoring have been found to be more effective and cheaper than other forms of electronic monitoring (Lease and Gordon, 2005). The adaption is not far-fetched since, most organisations since the beginning of the 21<sup>st</sup> century make use of ICT facilities in the work place. The dynamic nature of work and newer trends of work activities has rendered traditional forms of electronic monitoring obsolete in many organisations (Ciocchetti, 2011). This can be found in industries such as telecommunications, banking etc. The number of people working from home has also increase the use of traditional forms of electronic monitoring difficult. These newer technologies have not only provided employers and management with more reasons to monitor employees' work activities and work behaviour, it has also contributes to the use of newer and effective techniques to monitor employees (Lease and Gordon, 2005). The need for electronic monitoring cannot be overemphasized in any organisations. It is the determinant factor that constrains employees' behaviour and conduct in the workplace; employees knowing that they are under intense surveillance and scrutiny will ensure conformity in the work place. Electronic monitoring is considered as a strategic tool for binding organisation. It has impacts on employees' motivation, work performance and subsequently on productivity (Giddens, 2010).

### **The problem**

Monitoring of employees' work activities by management

has raised a lot of issues, bordering from ethical issues. There is a blurred line between what constitutes electronic monitoring and intrusion into employees' privacy, legal issues; in many countries, there are laws guiding the usage of electronic monitoring-although there are no such laws in developing countries (Roth, 2004) to health issues; overzealous monitoring has been attributed to be the cause of many work related stress disorder (Kolb and Aiello, 1996). There are still several reasons for monitoring the work activities of employees. Overtime employee monitoring reports have been the yardstick of evaluating work performance and assessing employees' work output (Thompson Sebastianelli, and Murray, 2009), limiting employer or management liability for employee misconduct, ensuring that employees' work activities are in line with organisational procedures. Employee monitoring can be seen as a motivating factor for effective work performance, promotion and increasing pay check (Reaves, 2014). Many studies have shown that there are several factors affecting work performance. Zahargier and Balasundaran (2011) categorized these factors into three categories; Individuals related factors (IRF): factors that are based on individual employee personality and attributes, which include factors such as values, beliefs, critical thinking, work attitude etc; Job related factors (JRF): factors based on what the jobs entail and what is needed for the jobs. Such factors include needs, self-concept, personal impact skills, competence, feedback, incentives, rewards etc; organisational related factors (ORF): which include factors like organisational culture, norms and standards used at work place, communication, supervision, colleague support and motivational packages. While these factors have profound and evidenced based effects on work performance as shown consequently in the research stated above, the researchers seem to relegate the importance of electronic monitoring as well as surveillance to the background. The physical setting of the work place which is also an important feature as well as a form of electronic monitoring in many organisations was also ignored as well as many other forms of electronic monitoring. Work performance is defined as the timely, effective and efficient completion of mutually agreed tasks by the employee as set out by the management (Tinofirel, 2011). For employees to perform their duties effectively there is the need for a system to effectively monitor their work activities. Monitoring is one of the important features of Max Weber classical work 'bureaucracy' and also a vital part of Frederick Taylor's scientific management approach, therefore making it an important feature of modern day organisations. The review of this research stream shows that the effects of electronic monitoring as a potential determinant of work performance have been largely ignored by many researchers especially within the banking environment; in fact there is a dearth of literature and researches on the relationship between electronic

monitoring and work performance. This fact is more noticed in developing countries, Nigeria inclusive. In the few literatures that exist that discuss the relationship between these two variables seem to be more implied than demonstrated. This is negligible, despite the fact that employees' monitoring and supervision is one of the key features of classical management theories and electronic monitoring has been a major feature of banks since the evolution of modern-day business organisations. Thus, the study sought to bridge this gap by the examining the use of electronic monitoring within the banking environment and how it affects work performance of employees in Bank XYZ. In order to be able to probe empirically into the problems stated above, the following research questions were formulated to guide the direction of the study: What form of monitoring system is used in the organisation? How do employees perceive monitoring in the organisation? What is the relationship between electronic monitoring and their work performance? What are the benefits and challenges of electronic monitoring in the organisation?

## REVIEW OF LITERATURE

### Work performance

Work performance is a vital part of any organisation; it is the soul of the organisation. Work performance is very important for organisational efficiency and effectiveness. It gives credence to the type of work behaviour exhibited in the work place. It is the catalyst for the achievement of the goals and objectives of the organisation.

The construct of organisational and employee work performance has been extensively researched on over the past two decades. Some studies have demonstrated the relationship between performance and several variables including: leadership style (Morris and Sherman, 1981); absence and absenteeism (Larson and Fukami, 1984; Oyedeki, 2012); Job commitment (Steers, 1977; Awe, 2012); Turnover (Angle and Perry, 1981); communication (Salami, 2012); Network involvement (Eisenberg et al., 1983), to mention but a few cutting across both private and public sectors as well as non-governmental organisations. Some researchers have taken a holistic view to study several factors affecting work performance. Zahargier and Balasundaran (2011) in their study carried out in the Garment factories in Chittagong, Bangladesh categorize several factors affecting work performance into three: individual-related factors, job-related factors and organisational-structural related factors. While these factors were found to have effects on work performance, the state of the effects (negative or positive) was not explicitly discussed by the researchers. In addition to these factors, Nickols (2003) also discussed the effects of the work environment on work performance, which he regarded as the most important factor that can affect work performance.

### Prevalence of electronic monitoring in business organisations

With the computer revolution in the 50s and the emergence of the internet in the 70s, organisations have begun to turn to the use of information/ communication technology (ICT) to monitor employees' work activities. E-monitoring has gain more widespread use since the turn of the 21<sup>st</sup> century. These monitoring technologies have allowed organisations to monitor the everyday details of their employees' actions, communications and whereabouts both within the workplace and outside (Ciocchetti, 2011). Work flexibility is fast becoming a major trend in many organisations, as more employees are gradually working away from the workplace rendering any form of physical monitoring virtually impossible. The movement of the global society from the industrial age to the information age has given employees diverse opportunities unseen before to exhibit behaviour that is against organisational work behaviour and diversion of organisation facilities for personal usage. Management and organisations now face serious risks from employees' abuses of the usage of the internet and computer (Yerby, 2013). Employees have been found to waste valuable work time surfing the internet for personal reasons (social networks, favourite sports or fashion websites etc) thereby reducing employee work efficiency and productivity. Rogue employees now have easy access to vital information about the organisation which they can sell to rival organisations (Ciocchetti, 2011). Apart from the above negative reasons, the adoption of e-monitoring has been found to reduce human errors that may occur with the use of physical monitoring (Al-Rjoub, Zabian and Qawasmeh., 2008). Some work activities under monitor may go unseen or unnoticed using any form of physical monitoring but may be well capture using video or camera surveillance. Electronic monitoring has been found more effective in improving employee efficiency as well as being more effective in regulating employee work behaviour (McHardy et al., 2005).

### Forms of monitoring tools in organisations

Giddens (2010) and Foucault (1977) identified traditional forms of electronic monitoring. They include: direct supervision, employees tab keeping/ keeping records on employees work activities and behaviour, attendance and time/work schedule monitoring, physical settings/ architectural outlook of the workplace, physical searches among others. However, it should be noted that these traditional forms of monitoring can be carried out using electronic forms of monitoring as well Al-Rjoub et al. (2008), Ciocchetti (2011), McHardy et al. (2005) and Yerby (2013) identified several forms of electronic monitoring: Video/camera surveillance. Telephone, text messaging and voice messaging monitoring, Access panel, Desktop/system monitoring and key logging:

Application tracking; document tracking; event timeline; log monitoring; password logging; screen capture; electronic monitoring software; printed job execution; window activity monitoring, Email monitoring, Internet monitoring: Internet use audit; search engine and social network monitoring; website and clickstream monitoring; Gps tracking; smart cards and remote monitoring-radio identification frequency device (RIFD) etc.

### **Benefits and challenges of electronic monitoring**

While Al-Rjoub et-al. (2008), Ciocchetti (2011), Robin (2014) and Reaves (2014) have argued that electronic monitoring benefits the organisation, employers and employees respectively especially as a useful tool for performance and productivity appraisal and evaluation. Some other scholars, notable among them are Martin and Freeman (2003) follow a different path, which, while acknowledging that electronic monitoring have some benefits for organisation as well as the employers and employees nevertheless have spring up lots of challenges. Ciocchetti (2011), Court (2004), Gilman (1999) and Martin and Freeman (2003) have argued elsewhere that electronic monitoring decreases the amount of control employees have over their work by restricting access to information.

Reiman (2004) argued that Electronic surveillance destroys work autonomy as the “private space” of the employee is continually intruded upon through monitoring, employee autonomy in work will gradually be eroded. Employee would no longer be able to use his initiative to work. This is a situation which goes hand in hand with the introduction of the automaton system in the workplace which took away the autonomy of the workers as discussed elsewhere by Blauner (1964) and Braverman (1974). Martin and Freeman (2003) discussed another major challenge of electronic monitoring, which is the lack of trust that may ensure between employees and employers/management. They argued that electronic monitoring creates a “paternalistic” relationship between employees and employers.

### **Perceptions of employees about electronic monitoring**

The 2004 American Management Survey (AMA, 2007) on electronic monitoring revealed that majority of the employees view monitoring as abrogating on their rights especially their right to privacy. Lease and Gordon (2005) were also of the view that employees do not believe employers have an unfettered right to intrude upon their privacy, or, more specifically, “employees generally believe that it is *illegal and unethical* for employers to intrude into employees’ “zone of privacy” regardless of how they may define it”. Although Lease and Gordon (2005) seem to suggest that the degree to

which employees accept monitoring or view it as an intrusion upon their privacy depends upon a number of factors including what is being monitored (work performance or deviant activities?), the purpose/justification of monitoring, the usefulness of monitoring, whether the employees are aware or have knowledge of being monitored, and the “fairness” of monitoring. The situation has exacerbated further with the use of information and technologies and other technologies to monitor employees’ work activities.

### **Theoretical framework**

The study adopted Foucault’s theory of Panopticon developed further by Botan and McGregor X and Y theory. Michel Foucault adopted the Panopticon model originally developed by Bentham in the mid-19<sup>th</sup> century for prisons and later adopted by schools, hospitals and business organisations to explain how organisations are structured and organized in such a way that they exercise control over the activities of their members and employees, through the knowledge gained from monitoring them. With this knowledge in the hand of the observers-in this case the management or employers, members would be unable to resist such power the organisations exercise over them, thereby rendering subservient to the management. Instead of using violent methods such as torture, placing prisoners in dungeons as used in traditional societies, the Panopticon offered a more powerful form of internalized coercion which was achieved through the constant observation of prisoners, each separated from the others allowing minimal communication. This structure allows guards to observe each cell from their vantage position in a high central tower, unseen by the prisoners. Constant observation acts as a control mechanism and a consciousness of constant surveillance is internalized by the prisoners. The adoption of the Panopticon in formal organisations follows the same patterns except for the high security towers where the guards monitoring the prisoners are replaced with the use of video surveillance, cameras and public address systems, and other forms of electronic monitoring techniques are used where erring workers can quickly be seen and disciplined. According to Foucault (1977), the result of this surveillance is acceptance of regulations and docility- a normalization of sorts, stemming from the threat of discipline. Suitable behaviour and effective work performance is achieved not through total behaviour but rather through a “panoptic” discipline and inducing the employees to conform by internalizing the reality. This surveillance affects employees to initiate ideas and actions in the workplace and also kill creativity as employees feel constantly being monitored; they would be unable to use their initiatives to solve issues that may arise in the workplace due to fear; they go against organisation policy, while at the same make the observer (in this case the management) more powerful.

The actions of the observers/ the management toward the employees are based on constant monitoring and behaviour being exhibited. This power comes from the knowledge the observer has gained through constant monitoring of the employees, therefore such power over the employees may lead to suppression of ideas and oppression on the part of the management and the same time can lead to alienation and fear of being sacked by the management essentially turning the employees to 'Robots'. As the observed begins to think and act in terms of the observer, every action, thought, and word is analyzed before being acted upon for potential scrutiny by future or current observers due to the fear of being under surveillance; in other words, the observer does not even have to exist. The mere thought of being under surveillance can cause people's actions, thoughts and even minds to change. The observed would sooner begin to act the way the observer wants him to act. Baton (1996) observed further the effects noted in the physical panopticon can also be observed with the use of electronic surveillance, an effect he described as ELECTRONIC PANOPTICON. Like in the physical structure of Bentham's panopticon (Foucault, 1977), the inhabitants of the electronic panopticon are always visible and subject to the monitoring gaze of an authority, which in this case is always out of sight, though their equipment and means of monitoring can be seen. They are unable to know when they are being observed or not, whether these electronic forms are actually working or just there as deterrence. Other common characteristic between the electronic workplace and panopticon is the "communicative isolation of occupants", though in the case of electronically controlled workplace, the isolation may not be physical in nature. People sitting next to each other focusing on their own computer terminal, working on an individual task that is individually timed and monitored, are just as isolated as the prisoners of the panopticon. Even if they have the physical capability to communicate, they cannot risk engaging in a type of behaviour that is not part of their job. The contrast between the visible and the invisible creates a special type of power relationship (panoptic relation), in which employees are vulnerable and they have no choice but to act as if they were being observed all the time, even when it is not also. Botan (1996) mentioned two panoptic effects on employees; the first is internal effects, such as stress, uncertainty, a sense of vulnerability, or lack of privacy and the second is external, or behavioural (Botan and Vorvoreanu, 2000). Theory X and Y are models of the type of employees that management is faced with in the workplace. These models are used to prepare strategies and protocols on how to work with employees in order to ensure organisational efficiency and maximize production. For McGregor (1960), Theory X and Y are not opposite end of the same continuum, rather two different continua in themselves. To McGregor, an assumption that underlies Theory X is that employees dislike work,

therefore in order for efficiency, employees should be strictly monitored and supervised. On the other hand, in Theory Y, employees enjoy working and are highly responsible; employees need little or no supervision to be efficient. Supervision to these employees is not for control rather to increase their work performance. Theory X best describes employees who are found to be inherently lazy and not happy with their jobs. This theory assumed employees will show little ambition without an enticing incentives program or good remuneration. In such situation, management is usually rigidly strict on employees to ensure achievement of organisational goals and objectives. Workers under this category need close supervision, with a comprehensive system of control. Management under theory X would see the need for the use of electronic monitoring to control employees. Electronic monitoring would provide an objective and strict supervision to the extent the threat of its usage would bring about compliance in workplace. A major disadvantage of applying theory X would be the creation of a challenging and punitive atmosphere for employees. It would create mistrust and suspicion among employees. If electronic monitoring is applied in such work environment, employees would have negative perception about electronic monitoring and on a long run would eventually defeat the purpose for its application. Employees would see electronic monitoring as inimical to their work performance. Managers applying Theory Y, on other hand, assume that employees are ambitious, self-motivated and self-controlled. Employees enjoy their mental and physical work duties; for them work is natural as play. Employees' work performance and productivity is of high premium and organisational efficiency is enhanced. In organisations where the model is applied, managers believe that if given the right conditions, most employees would want to do well in their work activities. Employees would learn to seek out and accept responsibilities, exercise self-control and self-direction in achieving their objectives. If electronic monitoring is used in such organisations, employees would have positive perception about its usage in their workplace. Employees would see electronic monitoring as improving their work performance and productivity in the organisation.

## METHODS

This study was conducted in branches of Bank XYZ scattered across Ibadan Metropolis. Ibadan is the capital city of Oyo State and it is regarded as the largest indigenous city in West Africa. The banks were selected because they are a new generation and upwardly cascading banks with high usage of internet facilities in their work activities. The researcher observed that, almost all work related activities carried out in the bank were usually executed with information and communication technologies, which made it valid and germane to posit that electronic monitoring systems would be employed to monitor employees. The bank under study has the highest rate of automated teller machine (ATM) and internet banking users in Nigeria (theunion.org, 2015).

The research designs were both survey and exploratory. Due to available number of employees in the study locations, the researcher employed comprehensive sampling technique in the selection of respondents. Sample size (135) for survey consisted of staff of the bank in Branches A (36), B (24), C (27), D (25) and E (23). Ad hoc staff like cleaners, messengers, drivers and security was excluded from the study. A semi-structured questionnaire was used to elicit information on employees' socio-demographic characteristics, forms of electronic monitoring used in the organisation, perception about the use of electronic monitoring, effects of electronic monitoring on their work performance and benefits and challenges of the use of electronic monitoring. Five key informant interviews were conducted with five key management staff to ascertain and collaborate the views of the management staff. Quantitative data were analysed using descriptive and Chi-square test statistics at 5% level of significance while qualitative data were content analysed with occasional verbatim quotations where appropriate. The following ethical principles were strictly adhered to: anonymity of respondents and the organisation used were kept; the respondents were informed abinitio of the main purpose of the study, methods used and benefits of the study; respondents' willingness to participate in study was sought through a consent form and letter of introductions were submitted at the various branches of the selected bank.

## RESULTS

### Socio-demographic characteristics of respondents

Table 1 reveals some of the socio demographic characteristics of the respondents for the study. This included their sex, age, religion, ethnic group, departments of the respondents. The data obtained on sex showed that 52.0% of the respondents were males while 48.0% were females. This indicated that there was a fair gender balance in the organisation. Data on age revealed that 30.7% of the respondents were within the age bracket of 20-24, 34.6% were within the age bracket of 25-29 and 34.6% were also aged 30 and above. This implied that the organisation comprised youths who are a strong workforce. Concerning the religion of the respondents, the data obtained in the table above showed that 71.7% of the respondents were Christians, 27.6% were Muslims and only 0.8% were traditionalists. This also implied that majority of the respondents were Christians. The table has data on the ethnic group of the respondents for the study. It showed that 9.4% of the respondents were Hausas, 20.5% were Igbos, 5.5% were Ijaw and 64.6% were Yorubas. This revealed that majority of the respondents were Yorubas and this can be likened to the fact that the study location for this research is predominantly a Yoruba community.

The data obtained on the various departments of the respondents revealed that 3.1% of the respondents were in accounting department, 6.3% in customer care, 10.2% in operations department, 43.35% of the respondents were in sales department and 37.0% in marketing. The respondents were spread across various departments in the organisation, but majority of the respondents were concentrated in sales and marketing departments

respectively. Based on their educational level completed, the data revealed that 22.8% of the respondents of the study were OND holders, 24.4% were HND holders, 39.4% were BSc holders, while 13.4 were postgraduate degree holders. This revealed that majority of the respondents have at least a degree in tertiary institution. With regards to the marital status of the respondents, data obtained in the table showed that 59.8% of the respondents were single, 37.05 are married and 3.1% were divorced. This implied that a greater percentage of the respondents were single. The table also showed that 53.5% of the respondents were permanent staff while 46.5% were contract staff. This revealed that a greater percentage of the workers were permanent staff of the organisation. The data on number of years of working experience of the respondents were also revealed in the table. It indicated that 48.8% of the respondents had 0-3 years working experience, 43.3% had 4-7 years working experience while 7.9% had 8 years and above working experience. Again, this implied that the respondents had varying years of working experience.

### Awareness and forms of electronic monitoring system used in the bank

Table 2 shows varying level of awareness of electronic monitoring in the organisation. The data obtained revealed that 85.8% of the respondents were aware of electronic monitoring while 14.2% were not aware of electronic monitoring. This implied that majority of the respondents were aware of electronic monitoring in the organisation. The key informant interviewees representing the management agreed to the usage of electronic monitoring in their organisation, except for one who happened to be the relationship manager for small and medium scale enterprises who in his words stated that:

*Eehhhn, well for me in this bank, I don't think we've started using electronic monitoring, though we have the cctv and the likes (KII/Male/Rel. Manager for SME/Bank A, Ibadan).*

On the other hand, one of the interviewee responded that;

*Ordinarily, they ought to know this, as you can see there are cctv cameras especially in the tellers' corner, the organisation's network facilities cannot be used for private activities, it would not even work (KII/MALE/cus/rel/manager Bank B, Ibadan).*

Table 2 also shows the forms of electronic monitoring the respondents had awareness off. The data obtained showed that 11.8% of the respondents were aware of

**Table 1.** Frequency distribution of respondent's socio-demographic characteristics.

<b>Variable</b>	<b>Frequency</b>	<b>F=127</b>	<b>Percentage</b>
<b>Sex</b>			
Male	66		52
Female	61		48
<b>Age</b>			
20-24	39		30.7
25-29	44		34.6
30 and above	44		34.6
<b>Religion</b>			
Christianity	91		71.7
Islam	35		27.6
Traditional	1		0.8
<b>Ethnic group</b>			
Hausa	12		9.4
Igbo	26		20.5
Ijaw	7		5.5
Yoruba	82		64.6
<b>Department</b>			
Accounting	4		3.1
Customer care	8		6.3
Operations	13		10.2
Teller	55		43.3
Marketing	47		37
<b>Educational level completed</b>			
OND	29		22.8
HND	31		24.4
BSC	50		39.4
Post graduate	17		13.4
<b>Marital status</b>			
Single	76		59.8
Married	47		37
Divorced	4		3.1
<b>Mode of employment</b>			
Full staff	68		53.5
Contract staff	59		46.5
<b>Number years of working experience</b>			
0-3 years			
4-7 years	62		48.8
8 years and above	55		43.4
	10		7.9

attendance monitoring, 12.6% were aware of direct supervision of work, 7.9% were aware of time/work schedule monitoring, 10.2% were aware of video/camera

surveillance, 22.8% were aware of phone/messaging monitoring, 7.9% were aware of monitoring software, 5.5% were aware of internet usage monitoring, 18.1%

**Table 2.** Respondents' responses on awareness of electronic monitoring and forms of electronic monitoring used in the bank.

Question	Frequency F=127	Percentage
<b>Are you aware of being monitored?</b>		
Yes	109	85.8
No	18	14.2
<b>What forms of electronic monitoring are you aware off?</b>		
Attendance monitoring	15	11.8
Direct supervision of work	16	12.6
Time/work schedule	10	7.9
Physical searches	-	-
Video/camera surveillance	13	10.2
Phone/message monitoring	29	22.8
Monitoring software	10	7.9
Internet usage monitoring	7	5.5
Store files and records about employee work activities	23	18.1
GPS tracking for employee id card	4	3.1
<b>What forms of monitoring does your organisation used?</b>		
Attendance monitoring	11	8.7
Direct supervision of work	16	12.6
Time/work schedule	11	8.7
Physical searches	-	-
Video/camera surveillance	22	17.3
Phone/message monitoring	10	7.9
Monitoring software	12	9.4
Internet usage monitoring	29	22.8
Store files and records about employee work activities	8	6.3
GPS tracking for employee id card	8	6.3
<b>Does the organisation monitor your computer usage?</b>		
Yes	112	88.9
No	15	11.8
<b>If monitoring of time spent, matter/content, or keystrokes is practiced, how would you categorize the monitoring?</b>		
Routine	53	41.7
Occasional	52	40.9
Ongoing	16	12.6
Specified	6	4.7
<b>Does the organisation monitor email Messages?</b>		
Yes	89	70.1
No	38	29.9

were aware of monitoring of workers by storing files and records about employee work activities, and 3.1% were aware of GPS tracking for employee id cards. Also, many of the employees were aware of more than one options listed above. This awareness was in accordance with the forms of electronic monitoring identified by Ciocchetti

(2011), McHardy et al. (2005) and Yerby (2013). Other forms identified by Court (2004) include; access panel, GPS car tracking among others. On the hand the 2007 American management survey identified emerging forms of electronic monitoring which are now being used in various business organisations in western countries



among which include; finger and eye scanning as well as facial recognition.

In addition to these forms of electronic monitoring used in the bank, some of the interviewees identified other forms used. One of the interviewee responded thus:

*Another new form of electronic monitoring which even though is not in the different branches except in the headquarters in Lagos. It can be used to monitor staff movement and access into restricted areas, for example the vaults and strong rooms where it is not expected that for most staff to be found there except for official activities. The access card blocks your movement to these restricted areas in the office, so that is it (KII/MALE/Asst, head of cash management/Bank A/Ibadan)*

Table 3 shows the forms of electronic monitoring that respondents were aware of its usage in the bank. The data obtained showed that 8.7% of the respondents were well informed of the usage of attendance monitoring, 12.6% were knowledgeable of the use of direct supervision of work, 8.7% were aware of the use of time/work schedule monitoring, 17.3% were aware of the use of video/camera surveillance, 7.9% were aware of their phone/text messages being monitored, 9.4% were knowledgeable of the use of monitoring software in monitoring their usage of the computer, 22.8% had the knowledge of their internet usage being monitored, 6.3% were well informed of the fact that files and records about their work activities were being kept by their management, and 6.3% had the awareness of the use of GPS tracking for employee id cards. However, options from the table showed that many of the employees were aware of multiple options listed above. This showed that the organisation utilized several forms of electronic monitoring in monitoring employees. The interviewees also responded positively to the usage of these forms of electronic monitoring as well. Though, the manner in which the forms of monitoring shown in the table used in the bank were different howbeit according to the choice of the interviewees, two forms were prominent in their responses; computer usage monitoring and internet usage monitoring. As observed by the researcher, data obtained from the different forms showed that the video surveillance, internet/ bank monitoring usage, computer monitoring software were more commonly used to monitor the employees. The systems cannot be used for personal usage, before the computers were switched on for use in the bank, password created by the ICT units was needed before access is granted. An easy way of employees having the knowledge of being sacked is when password given to them for access to the computer was denied by the computer.

The table also showed whether the organisation monitored employees' computer usage. The data obtained revealed that 88.9% of the respondents revealed that

the organisation monitored their computer usage while 11.8% said that the organisation did not monitor the employees' computer usage. Based on the data obtained, it became evident that the organisation monitored the computer usage of their employees.

The table also revealed data on the frequency of monitoring of employees by the organisation. The data showed that 41.7% of the respondents were of the view that computer usage monitoring was routine, 40.9% perceived it as occasional, 12.65% were also of the view that it is ongoing, while 4.7% of the respondents classified computer monitoring has been specified. This buttressed the fact that the content on the computer and time spent as well as keystroke loggings were monitored, though routinely and occasionally. When asked if the organisation monitored their e-mail messages, 70.1% of the respondent said yes, while 29.9% answered no. These responses showed that the organisation actually monitored the e-mail messages of employees.

### **Perception of employees about electronic monitoring**

Table 3 shows respondents' perception about electronic monitoring. The data obtained revealed that 81.1% of the respondents were of the view that electronic monitoring was positive, 7.9% viewed electronic monitoring in a negative way, while 11.0% had no perception of electronic monitoring. This implied that majority of the respondents for the study actually viewed electronic monitoring as a positive phenomenon. The table also revealed whether electronic monitoring intrudes on their privacy. The data obtained showed that 55.9% of the respondents said that electronic monitoring intrudes on their privacy while 44.1% said that electronic monitoring did not intrude on their privacy. This implied that a greater percentage of the respondents were of the opinion that electronic monitoring intruded on their privacy. Some of the interviewees did not agree with this fact, as one of them puts it;

*Privacy ke, what is privacy in the bank, the moment you start work during work hours, everything you do at that moment is official, so for you to say it intrudes on privacy is false. The moment you are in the office you are supposed to do your core jobs functions and not private activities (KII/MALE/Asst. head of cash management, Bank A, Ibadan).*

Employees were asked about their view on whether they should be consulted before electronic monitoring is used. The data obtained indicated that 55.1% of the respondents said that employees should be consulted before electronic monitoring device is used, while 44.9% said that employees should not be sought before electronic monitoring is used. This showed that

**Table 3.** Perception of employee towards electronic monitoring.

Question/statement	Frequency F=127	Percentage
<b>What is your perception about electronic electronic monitoring?</b>		
Positive	103	81.1
Negative	10	7.9
Don't know	14	11
<b>Electronic electronic monitoring intrude on privacy</b>		
Yes		
No	71	55.9
	56	44.1
<b>Permission of employee should be sought before electronic monitoring device is used</b>		
Yes	70	55.1
No	57	44.9
<b>Electronic electronic monitoring is necessary for the organisation because it improves organisational efficiency</b>		
Yes	101	79.5
No	26	20.5
<b>The electronic monitoring policy in my organisation is well planned and implemented</b>		
Yes	102	80.3
No	25	19.7
<b>How effective is electronic monitoring in your organisation?</b>		
Poor	29	22.8
Good	89	70.1
Don't know	9	7.1

employees have diverse opinion as regards to this issue; however, a greater percentage thought that employees' opinion should be sought before electronic monitoring device is used. Table 3 also showed the responses of employees on whether electronic monitoring policy in their organisation was well planned and implemented. The data revealed that 80.3% of the respondents said that electronic monitoring policy was well planned and implemented in their organisation while 19.7% said that it was not well planned and implemented. This implied that majority of the respondents viewed electronic monitoring policy to be well planned and implemented in their organisations. Table 3 revealed as well the respondents' response on how effective electronic monitoring is in their organisation. The data obtained showed that 22.8% of the respondents said that electronic monitoring in the organisation was poor, 70.1% said that electronic monitoring in the organisation was good, while 7.1% did not have opinion about effective electronic monitoring in the organisation. This implied that majority of the respondents were of the view that electronic monitoring in their organisation was good. The interviewees also gave positive responses as well. In the words of one of the respondents;

*It makes work more efficient and make the employees*

*put in their best. I don't see it as a threat to them anyway. (KII/MALE/Cus.Rel.manager/Bank)*

#### **Relationship between electronic monitoring and work performance**

Table 4 showed respondents' view about the relationship between electronic monitoring and work performance. The data obtained revealed that 88.2% of the respondents viewed electronic monitoring as an objective performance evaluation tool, while 11.8% never saw it as an objective performance evaluation tool. This goes to say that majority of the respondent believed that e-monitoring is an objective performance evaluation tool. Majority of the interviewees were also of the opinion as well. One of interviewee stated that:

*It is a very useful tool for performance evaluation, yah yah very useful. It gives us evaluation analysis so that we can know whether they are really committed to their work or spend time on unnecessary thing (KII/MALE/Cus. Rel. manager/Bank C, Ibadan)*

The table showed as well the responses of respondents on whether e-monitoring was capable of providing instant

**Table 4.** Relationship between electronic monitoring and work performance.

Statement	Frequency F=127	Percentage
<b>Electronic monitoring can serves as an objective performance evaluation tool</b>		
Yes	112	88.2
No	15	11.8
<b>Electronic electronic monitoring is capable of providing instant feedback on work performance</b>		
Yes	106	83.5
No	21	16.5
<b>E-monitoring can be used to investigate misconducts in the organisation</b>		
Yes	105	82.7
No	22	17.3
<b>Electronic monitoring can lead to good work performance</b>		
Yes	96	75.6
No	31	24.4
<b>E-monitoring can create unnecessary work pressure</b>		
Yes	80	63
No	47	37

feedback on work performance. The data in the table revealed that 83.5% of the respondents said that electronic monitoring was capable of providing instant feedback on work performance, while others said otherwise. This implied that majority of the respondent saw e-monitoring as an instrument that is capable of providing instant feedback on work performance. Majority of the interviewees also agreed that the analysis from electronic emonitoring can provide instant feedback. In the view of one of the interviewee, he noted that:

*Yes, it is possible, it has more advantage than traditional forms of monitoring let say physical supervision, you can easily access the performance of that worker, you can note whether that particular worker is working effectively or not. Take for example, using cctv in the office, as they are working, the operator at the end of where the recordings are shown can easily see which of them is not at work or absent. Another one is keeping records about the employee work activities which nowadays are done with computer; you can easily access the employee staff and note the performance of the employee (KII/male/Asst. Head of Cash Mgt, Bank A, Ibadan).*

Table 4 also showed respondents' views on whether e-monitoring could be used to investigate misconducts in the organisation. The data obtained state that 82.7% of the respondents said that electronic monitoring can be used to investigate misconducts in the organisation, while 17.3% said that electronic monitoring could not be used

to investigate misconducts in the organisation. Table 4 also revealed the responses of respondents on whether e-monitoring could lead to good work performance. It is evident from the table that majority of the respondents believed that excessive electronic monitoring could lead to good work performance. This is shown as 75.6% of the respondents said yes, while 24.4% said no when asked the question. Majority of the interviewee also agreed with this fact as well. In the words of one of the interviewee;

*Everybody has been given key performance indicators, key job functions, you know, which have been made clear to each and everyone, therefore your performance in that line is monitored as that is where appraisal comes in (KII/Male/Rel Manager for SME/Bank A, Ibadan).*

The table also revealed respondents' response on whether e-monitoring can create unnecessary work pressure. The data obtained showed that 63.0% of the respondents believed that e-monitoring can create unnecessary pressure, while 37.0 said otherwise. This implied that majority of the respondents said that e-monitoring could create unnecessary pressure in the work for workers in the workplace.

### **Benefits and challenges of electronic monitoring**

The table showed respondents' views on whether e-monitoring can reduce wastage and cut organisational

**Table 5.** Benefits and challenges of electronic monitoring.

<b>Can reduce wastage and cut organisational costs</b>	<b>Frequency F=127</b>	<b>Percentage</b>
Agreed	83	65.4
Disagreed	28	22
Undecided	16	12.6
<b>Is a good means of controlling work activities</b>		
Agreed	99	78
Disagreed	22	17.3
Undecided	6	4.7
<b>Can reduce wastage and cut organisational costs</b>		
Agreed	83	65.4
Disagreed	28	22
Undecided	16	12.6
<b>Can create a Poor work environment</b>		
Agreed	21	16.5
Disagreed	101	79.5
Undecided	5	4
<b>Can lead to conflicts between management and employees</b>		
Agreed	54	42.5
Disagreed	61	48
Undecided	12	9.4
<b>Can lead to low work motivation</b>		
Agreed	48	37.8
Disagreed	58	45.7
Undecided	21	16.5

costs. The data obtained revealed that 65.4% of the respondents agreed that e-monitoring reduced wastage and cut organisational costs, 22.0% disagreed, and 12.6% were undecided. This implied that majority of the respondents agreed that e-monitoring can reduce wastage and cut organisational cost. The table also revealed the responses of employees on whether electronic monitoring is a good means of controlling work activities. The data obtained showed that 67.7% of the employees agreed that e-monitoring was a good means of controlling work activities, 24.4% disagreed and 7.9% were undecided. This goes to say that majority of the respondents viewed e-monitoring as a good means of controlling work activities and therefore they find the devices essential to the organisation. Table 5 showed the response of the respondents on whether electronic monitoring can create a poor work environment. The data obtained revealed that 42.5% of the respondents agreed that electronic monitoring could create a poor working environment, 48.0% disagreed and 9.4% were undecided. This indicated that a greater percentage

of the respondents were not of the view that electronic monitoring creates a poor working environment. This goes to say that employees have a good working environment irrespective of electronic monitoring devices in place. The table also showed whether electronic monitoring brought about conflict between management and employees in the organisation. The data obtained showed that 34.6% of the respondents agreed that electronic monitoring could lead to conflict between management and employees, 51.2% disagreed, 14.2% remained undecided. Electronic monitoring would not cause conflict between management and employees in the organisation. Table 5 also showed the respondents response on whether electronic monitoring of workers can lead to low motivation. The data obtained in the table revealed that 46.5% of the respondents agreed that electronic monitoring could lead to low motivation, 47.2% disagreed and 6.3% were undecided. This implied also that some workers believed that electronic monitoring can lead to low motivation while others did not. This showed that the perception of the effects or benefits of electronic

**Table 6.** Chi-square test of association between variables.

What is your perception about electronic monitoring?	Electronic monitoring is capable of providing instant feedback on workers performance		
	Yes	No	Total
(i) Positive	86(68.8%)	15(12.0%)	101(80.8%)
(ii) Negative	5(4.0%)	5(4.0%)	10(8.0%)
(iii) Don't know	13(10.1%)	1(0.8%)	14(11.2%)
<b>Total</b>	<b>104</b>	<b>21</b>	<b>125(100%)</b>
$\chi^2$ Result	$X^2_C = 9.134; X^2_E = 7.396; DF = 3; LS = 0.05; AS = 0.028$		

  

What is your perception about electronic monitoring?	Electronic monitoring can serve as an objective performance evaluation tool		
	Positive	Negative	Total
(i) Positive	92 (73.6%)	9(7.2%)	101(80.8%)
(ii) Negative	7(5%)	3(2.4%)	10(7.4%)
(iii) Don't know	12(9.6%)	2(1.6%)	14(10.4%)
<b>Total</b>	<b>111</b>	<b>14</b>	<b>125(100%)</b>
$\chi^2$ Result	$X^2_C = 12.175; X^2_E = 7.706; DF = 3; LS = 0.05; AS = 0.007$		

  

Awareness of electronic monitoring	The effect of the forms of e-monitoring used in my organisation			
	Positive	Negative	I don't know	Total
(i) Yes	82(64.6%)	17(13.4%)	10(7.9%)	109(85.5%)
(ii) No	9(7.1%)	2(1.6%)	7(5.5%)	18(14.2%)
<b>Total</b>	<b>91</b>	<b>19</b>	<b>17</b>	<b>127(100%)</b>
$\chi^2$ Result	$X^2_C = 11.770; X^2_E = 9.110; DF = 2; LS = 0.05; AS = 0.01$			

monitoring was specific to each individual worker. Apart from these challenges identified above, the interviewees also identified other challenges which even though might not have adverse effects on the work performance of the employee; they are mainly structural in nature. These include power supply, network downturn and other structural issue.

### Bivariate analysis

Table 6 presents a bivariate analysis of the respondents' perceptions and awareness of the use of electronic monitoring and a number of effects relating to work performance using Chi-square test at 0.05% level of significance. First, the table showed that the calculated value (9.134) was more than the table value (7.396). Therefore, this showed the existence of a significant association between perception about the use of electronic monitoring in the bank and electronic monitoring capable of providing instant feedback on the work performance of employees, as the significant value is 0.028, which is less than 0.05. This signified that perception about the usage of electronic monitoring in the organisation determined how the employees would view its effects on their work performance. Again, this implied that employees with positive perception about electronic monitoring usage in the bank were of the view that

electronic monitoring is capable of providing instant feedback on the work performance of the employees. Monitoring employees' internet browsing and web surfing especially social media sites, entertainment blogs, sport websites and other leisure sites during work hours could show how effective the employees are during work hours and what they do during this period. This can be used to juxtapose the work activities in a period of time and would prove how effective the employees are. Second, the table showed the existence of a significant association between perception about the use of electronic monitoring in the bank and electronic monitoring capable of serving as an objective evaluation tool, as the significance value is 0.007, which is less than 0.05. This signified that perception about the usage of electronic monitoring in the organisation determined employees view about electronic monitoring serving as a performance evaluation tool. This also implied that employees with positive perception about electronic monitoring usage in the bank viewed electronic monitoring as capable of being used to evaluate performance of the employees over a period of time. It can also be inferred from this information that electronic monitoring can be used as a means to reward compliance and sanction deviance. Data and feeds got from electronic monitoring can be used to view the work activities of employees. The banking industry is one industry where fraudulent practices among employees

are prevalent. There are stories of several clients where illegal and unaccounted deductions have been made from customers' accounts without their permission given by some of the interviewees and reported in newspapers as well. Hence, the researcher posits that strict monitoring of internet and computer usage, alongside video surveillance can prevent these fraudulent acts and culprits sanctioned. This was further buttressed by an example given by one of the interviewees.

*Just of recent, staff were handed to EFCC; after a client reported that a large sum of money was deducted from his account without her giving any approval for such deductions, the bank took the case up and investigated the matter and the culprit who unfortunately happened to be her account officer was sacked and arrested by EFCC. The bank found out how she deducted the money from her accounts by going through his work activities on the computer in the office, that was the mistake she made. Her work activities on the system started from the day when the client observed the deductions which fortunately for us were always automatically saved and the end of the working hours every day. You know even if you try to delete it, it is not possible, that was where the missing money was deducted from (KII/FEMALE/Opr. Mgt./Mokola/Ibadan/)*

Another example was given by another interviewee;

*I know a former colleague who happened to be a manager in one of the banks near us (name withheld); he was arrested for giving loans illegally to some customers when upon expiration, the loans were not returned back and the supposed customers vanished. It actually turned to be a fraud by the man and according to what I heard, the bank carried out their investigation and he was arrested. He did not permanently delete all the information linking him to the case. It was actually on his office desktop without him knowing. It is not everything you put on the system, because everything done there can be seen in the headquarters, if cases like this occur so that investigations can quickly be done. You know, staff that their hands are not clean like his case can easily be detected and punished adequately. That is why here, we take great care in handling clients' accounts and we don't just handover accounts with large sums or high profile customers to any-how staff (KII/MALE/Asst. Head. Cash Mgt/Bodija/Ibadan/).*

Hence, this signified the result as calculated through the use of chi-square perception about the use of electronic monitoring in the organisation and electronic monitoring serving as objective performance evaluation tool; it showed employees' perception about the use of electronic monitoring in their organisation and determined their choice of electronic monitoring serving as an objective performance evaluation tool. Third, the table

revealed that there is a significant relationship between awareness of electronic monitoring and effects of the use of electronic monitoring in the bank. This was based on the premise that the level of significance was lesser than the expected significant value, that is,  $0.01 \leq 0.05$ . This was further buttressed by the fact that the P value (11.770) was higher than the table value (9.110). The employees who were aware of the use of electronic monitoring in the bank (64.6%) were of the view that electronic monitoring had positive effects on their work performance. Employees who were aware of the usage of electronic monitoring are more likely to have positive views about effects of electronic monitoring on their work performance

## DISCUSSION

While most organisations monitor the work activities of their employees for various reasons, few organisations in Nigeria have adopted the use of electronic/computer equipment and facilities to monitor employees. The few organisations that monitor their employee using electronic monitoring techniques are organisations that place high premium on the use of information and communication technology (ICT) in their work activities; these organisations include banks and telecommunication companies. The adoption of the use of ICT in the organisation reduced face to face interaction between employees especially during work hours at the same time; made work faster and efficient, eliminating human errors that may occur.

The research findings showed that an organisation uses various forms of electronic monitoring to monitor their employees, among which include some of the forms of electronic monitoring described by Botan (1995), Mc-Hardy et al. (2005), Ciocchetti (2011) and Yerby (2013). Though monitoring software packages on the computer (9.4%), internet monitoring (22.8%) and video surveillance (17.3%) were the most used forms of monitoring employee. Majority (88.9%) of the respondents also agree that their computer usage is being monitored. In the same vein, the respondents also agreed that traditional forms of electronic monitoring (direct supervision of work and employee files/records keeping) are being used in monitoring them as well. Majority of the respondents were aware that their emails received on the organisation's computers are being monitored, their phone conversation on the organisation's phone facilities are being monitored. These research findings asserted the findings of the 2007 American Management Association Survey, where 98% of the companies monitored the email messages of their employees for various reasons ranging from sabotage, sending messages that might mar the reputation of the organisation as well as sexual harassment /explicit messages which might lead to law suits and court cases

against the organisation. The study also observed that employees were informed of being monitored and they would choose to be informed before employment. The study also observed that the respondents had positive perceptions towards the use of electronic monitoring and they see electronic monitoring as being necessary for the performance of their key jobs functions. This assertion is in line with the theory posited by McGregor (1960). The theory posits that employees in theory are workers with high sense of responsibility and self-control in the pursuance of performing their duties in the organisation. These employees would readily accept the use of electronic monitoring as part of the policies of the organisation. One thing though is the fact that panoptic effects of electronic monitoring cannot be disproved, as it bound to happen, sooner or later. Control may become too strict and tough on work activities in no time. Another reason for the study not proving any form of panoptic effects is the prediction by Foucault (1977) that panoptic effects would result in an acceptance of regulations and docility. A normalization of sorts, stemming from the threat of discipline and a consciousness of constant surveillance becomes internalized. This situation was brought by constant use of electronic monitoring with offenders being strictly disciplined. The employees in no time would see the situation as normal. This was seen in the study as the respondents (81.1%) had positive perception about the use of electronic monitoring, and this could imply a normalization and internalization of being constantly monitored. This was further buttressed in the view of one of the interviewees:

*“this is an organisation that takes discipline very seriously, so monitoring is part of the discipline of the bank”.*

The study showed that electronic monitoring benefits the employees by improving their efficiency in performing their duties in the organisation. Electronic monitoring also benefits the organisation by reducing organisational costs. Electronic monitoring also benefits the organisation by providing security and protection against misuse and theft of organisation's assets by employees, as well as sabotage and selling of vital information concerning the organisation to rival organisations. On other hand some challenges may occur with the use of electronic monitoring in the organisation. Conclusively, network issues and incessant power supply caused challenges in the course of using electronic monitoring in the organisation. During network downturn, access to the use of the computer may not be restricted and an employee can use that moment to remove or access files that are out of bounds to him. In the same vein, incessant power supply in the country can make successful implementation of electronic monitoring expensive as alternatives would have to be sought for. Incessant power supply can create lockdown effects, where the electronic monitoring is not

working due to shut down in power supply and at that moment work activities could be abandoned by the employees. It is not uncommon to see employees gossiping during work hours when such shutdown occurs. Another challenge is maintenance issue. If equipment is not well maintained (e.g. susceptibility of the forms of monitoring being hacked by both outsiders and employees), it can affect the effectiveness of the use of electronic monitoring.

## Conclusion

The study shows the use of electronic monitoring having a place of importance in the working strategies put in place to make the organisation efficient. The employees have good knowledge of the different forms of electronic monitoring and their usage in the bank. This knowledge has enabled the employees to be efficient in performance of their key job functions and reducing possibility of employees running afoul of organisation rules and regulation. The forms of electronic monitoring used in the organisation have been found to be effective, well planned and implemented by both the management and the employees. The employees on the other hand, with the use of electronic monitoring, have noticed increase in their work performance and the same time not leading to unnecessary work pressure. This fact is not far-fetched, judging from the increasing profile of the bank over the last decade and the position of the bank as one of the top ten banks in Africa. Given the inexpensive nature and capability of electronic monitoring to produce instant feedback and give objective analysis of employee's work performance, it becomes essential for organisations; particularly in organisations where high premium is placed on the use of ICT in their work activities. Computer technologies can be adapted for the use of electronic monitoring while in use by employees and at the same time electronic monitoring reduces costs incurred with the recruitment of more supervisors and human resources personnel. Before installation and usage of electronic monitoring in any organisation, employees should be made aware of its usage in the organisation. Awareness of its usage would eliminate any form of unnecessary or negative effects it would have on the work performance of the employees. Informing employees of its usage would enable a positive perception of electronic monitoring and produce positive reactions of its usage from the employees; it would at the same time make implementation more successful. Furthermore, it becomes imperative for organisation where electronic monitoring is used, to combine both traditional forms and electronic forms of monitoring in monitoring employees. While electronic monitoring has been found to be effective far more than traditional forms of monitoring, it has not been without its challenges and lapses; ranging from human factors to structural forms.

After all the technologies are human developed and controlled through human activities; at the other side of the spectrum where feedbacks are directed to and analysis on work performance are carried out, errors could occur. Combining traditional and electronic forms of monitoring would create an effective and well implemented electronic monitoring. This would eliminate errors that may occur with the use of one or the other forms of monitoring on its own.

## CONFLICT OF INTERESTS

The authors have not declared any conflict of interests.

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