

Examination and Monitoring of Staff Commitment as a Tool for Appraising Performance in the Nigerian Banking Industry

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Abstract

Management nowadays seems to lay more emphasis on monitoring activities in their workplaces. For banks, no doubt, these workplace monitoring efforts provide for adequate security, but its effective use by management as a strategy of performance appraisal, especially for staff promotional cases is still much desired. The paper therefore examined the relationship between constantly staff re-examination and monitoring and employees' promotional opportunity with a view to enhance performance at workplaces. Data were collected through questionnaires administered on 74 staff members of selected banks located in the popular cosmopolitan city of Ota near Lagos using both convenience and multi-stage sampling methods. Frequency counts, simple percentages and regression analysis were employed to analyse the data collected. Results showed that 70.3% of the respondents agreed that feedback from monitoring records may greatly influence promotion decisions. However, regression results ($R = 0.125$, $R^2 = 0.016$, p value 0.288) revealed that there is a very low positive insignificant correlation between staff monitoring and promotional opportunities for employees in the banks, with staff monitoring having only 1.6% predictive effect on promotion decisions. This implies that feedback got from monitoring activities in the workplace was not used to make important decisions that affect employee promotional opportunity. The study concluded that despite staff general awareness of its adoption, the potentials of workplace monitoring as a strategic tool of staff performance appraisal are not yet defined and fully realised. Management should therefore intensify

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efforts in this direction. Also, workplace monitoring should continue to take cognisance of employees' privacy while engaging more seamless procedures through the use of latest technological instruments.

Keywords: Employees, Workplace Monitoring, Staff Commitment,, Performance Appraisal, Banking Industry.

Introduction

The presence of global competition, reengineering, technology and total quality enhancement have made organisations to increasingly demand for higher performance in the workplace and its processes. In doing so, more emphasis are now placed on developing skills, abilities and knowledge of staff (Hasebur 2013) as well as implementing a clear policies on monitoring and evaluating their performance. Thus, apart from considering human capital development as critical to its success (Hasebur & Abdullah, 2013), management must also ensure its effective use in the accomplishment of various organisational tasks, activities, operations and processes by putting in place adequate monitoring system in the organisation. Additionally, the current pandemic situation which allows workers to work from home has taken the issue of monitoring the employees in the workplace to another dimension in the most recent times. In 2020, as businesses began to operate remotely, the concept of workplace monitoring, which may be interchangeably considered as employee monitoring, just like the pandemic, began to grow in popularity, and rapidly entered the mainstream of management practice. The phenomenon is fast spreading in Asia, Australia, America, UK, EU countries, African countries etc., where certain laws have either been passed or amended to expediently regulate its applications and adoption.

In this wise, while managers are concerned with filling positions of responsibilities in the organisation, they are equally obsessed with providing accurate assessment of the performance of the employees concerned by regularly conducting concise checks on their daily roles and activities (Armstrong & Baron, 2004; Kleiman, 2000). Therefore, an organisation that wants to maintain a formidable workforce amidst the rapid social changes must be able to put in place certain efforts in

continually monitoring activities and processes in the workplace. As a result of these, organisations worldwide seek for extensive ways of monitoring activities in the workplace through various means and devices, in order to ensure that employees adequately play their assigned roles and also meet future responsibilities. These are usually in form of routing inspections, scheduled supervisions, record-keeping, self-reports and modern devices such as closed-circuit television (CCTV) cameras, time tracking and file tracking devices, clocking, computer screenshots recordings, key-logging soft wares, among others.

Thus, workplace monitoring has recently been observed as a common strategy consciously introduced by management to keep employees alive to their daily roles and responsibilities and make them adequately productive. In support of this observation, Bezek & Britton (2001) and Aktar, Sachu & Ali (2012) asserted that monitoring techniques influence performance, productivity and efficiency of an organisation while looking at ways in which employees also improve and get commitment to their tasks and jobs. Oyediji & Okafor (2019) also confirmed that a relationship exists between electronic monitoring and employees' performance. It should be noted that apart from using monitoring to reward performance or punish non-performance, monitoring also served as a preventive measure and control of standard in the workplace. Al-Rjoub, Zabian & Qawasmeh (2008) mentioned that employee monitoring could refer to consistent measuring of employees' performance, and providing immediate feedback to both employees work groups and management in order to do adjustments and ensure that goals are effectively accomplished. Wright (2002) in Osunde (2015) considers the oversight functions of state-owned enterprises by its ministerial principal as monitoring efforts targeted at exposing gross misconduct or financial misappropriation rather than promoting achievement of performance. Also, in the same vein, according to Wright, private enterprises, on their part, due to existing better working conditions, training and development for their employees, are more effective in monitoring and setting performance targets in order to enhance employees' job satisfaction. Suffice to say that monitoring and

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employees' performance are also connected and linked to training, motivation, job satisfaction, which is very crucial to the growth and success of any organisation (Hong & Waheed, 2011; Aktar, Sachu & Ali 2012; Osunde, 2015).

In addition, monitoring is presented in certain quarters as helping management to fill vacant positions and deciding promotional cases, although the level to which this contribute effectively in a staff appraisal procedure needed to be established. Oprea (2012) while confirming the benefits of employee monitoring, asserted that information from employees through monitoring actually help in filling promotion vacancies. Libby (2014) also emphasized that the concept of employee monitoring is becoming of interest to researchers because monitoring employees in the workplace portends a great advantage in identifying and making promotion decisions in organisations. In the words of LaMarco (2019), some of these advantages aren't even advantages to management; rather they are advantages to the employees themselves.

It is however observed that little has been done in translating this employee monitoring activities and behaviours to promotional decisions. As such, attention has always been on treating the concept itself and seeing how it can be incorporated in an organization for effective performance. (Armstrong & Baron, 2004). The issue of concern is whether these monitoring activities really translate into performance appraisal and whether they are viewed as useful tools for promotional and appraisal procedures. Whether there is a connection between workplace monitoring and its use as a promotion strategy. It may as well serve as employees are just being monitored with little or no bearing on decisions taken on their eligibility for promotion. Apart from using it to enhance productivity, there is limited information on how employee monitoring can equally be used in deciding promotional activities for employees in an organisational setting. It is doubtful whether feedback from this process which is used mostly to ensure compliance and performance by management is part of the considerations for selecting accurate candidates for promotion. This is the more reason why, the study is concerned about

how employee monitoring can be related to promotional opportunities in an organisation, and whether information on employees gathered through monitoring can actually help in feeling promotion vacancies.

It is also observed that due to certain factors, this function of staff monitoring is more pronounced in the Nigerian banking sector. These include the sensitive and competitive nature of the industry coupled with high level professionalism and zero tolerance for non-performance. This makes it compulsory for banking halls to be equipped with functioning security maintenance devices, which equally serve as monitoring tools for management. Despite certain regulations, its appropriate use and adoption is not well documented and properly refined. The more reason the study used the industry as a focus and unit of investigation.

Arising from the above, the study therefore examined the management practice of monitoring employees' activities in the workplace and its relationship with the performance appraisal of employee during promotional opportunity. It specifically investigated the impact of workplace monitoring on promotion decisions of staff in the Nigerian banking industry. In furtherance of these objectives, questions were raised on the use of workplace monitoring by management, and whether it is considered as influencing promotion decisions of employers.

Literature Review

Workplace monitoring is a practice by employers to monitor progress of activities and projects. It involves adequate reporting of the progress of activities of interest and importance to management in order to achieve the desired performance. It can also be considered as a means of overseeing employees activities at the workplace with the goal of ensuring productivity. (Workplace Monitoring: Methods, Ethics & Laws, 2020). It involves keeping an eye on the employee of the organisation or the employer to see what they are doing at their place of work (Akter, Eva & Hossain, 2017). Its key aspect is to collect credible information on workers activities at workplace in other to

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enable managers make right decisions. According to Melo (2018), improving workplace operations requires analysing collected data to identify the underlying problems and to find resolutions and methods to deal with them. Monitoring can therefore be viewed as a process of collecting relevant information on particular areas within an organisation for decisions to be validated (OECD, 2012).

Every organisation is very interested in sustainability and growth of business. Continually monitoring and looking for ways to improve workplace operations can help an organisation to scale up in sizes, stay on financial track and keep delivering top quality products and services, Melo (2018). According to Melo, workplace monitoring helps develop strategies to improve procedures and protocols. This explains why every necessary action made to put an organisation on checks and track its processes requires management oversight, employee feedback and customer reviews. Thus monitoring becomes a supportive process for management. It gives insights into how employees spend their time at work, identify their performance and help in implementing productivity decisions as well as produce committed workforce.

Today's organisation now lay emphasis on monitoring employees' activities at work, and during working hours, because it contributes to organisational performance and her need for gaining competitive advantage over rivals (OECD, 2012). Oyedeki & Okafor (2019) also affirmed that the use of electronic monitoring increases work performance. Monitoring also aids managers to identify deficiencies and lapses within work functions, groups and processes and enable them to improve these areas through adopting the necessary development tools and techniques. Monitoring is therefore meant to contribute to organisational decisions. Through monitoring, management and even key stakeholders are made to understand happenings in an organisation, why some processes are done, outcomes and results reached and how progress has been made throughout work functions, not leaving out how objectives have been achieved using available resources.

It is no more news that employers are now more desirous of the efficient use of their resources in line with the objectives and goals of their organisations. More emphasis is now laid on the accurate use of resources to achieve a desired level of productivity. Managements now frowned at employees diverting the use of resources or using the organisation's space, resources and time for unproductive and personal ventures. As such, employee monitoring technology becomes more common in the workplace (Freedman, 2020) to monitor and evaluate employees' actions, attitudes, behaviors and operations can be monitored and evaluated (OECD, 2012). According to Akter, Eva & Hossain (2017) monitoring techniques, when used to safeguard the organisation from possible security breaches, through the use of both hardware and software technologies may also be considered as surveillance. These include computer monitoring, video surveillance, active badge biometric identifier, GPS system, incoming and outgoing chats, keystroke log, etc. Monitoring and evaluation tools are also very vital for both learning and improving effectiveness and efficiency in an organisation.

Workplace monitoring has also increased the value of promotion practices. It's not new that promotion is an upward movement of an employee in an organisation from current position to another, characterized by increasing demands and workloads. Before such decisions are made as regards those qualified to fill in the vacancy, managers must be rest assured that the intended employee has the organisation at heart, is fully committed and can completely work effectively in reaching organisational goals and expectations. This assurance is supported by a background information about the employee concerned and these information must have emanated from the combination of monitoring, evaluation and feedback mechanisms.

Workplace monitoring becomes more necessary with the increasing demands made by employees for promotion, coupled with the ability for management to put the right individual. This is because individuals and groups must be equipped and nurtured to take on new and wide range of responsibilities that promotion offers. Skills, knowledge,

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abilities and competencies must be tracked in order to cope with new demands of the position concerned and produce required results or outcomes. There are a lot of changes associated with promotion which may include work processes, workload, co-workers, teammates, ethics and requirements of that given position. Such changes will require a proper fit for the position. Thus, an individual attempting such a position must be properly moulded to adapt to new changes, while taking into consideration previous monitoring records new social interactions.

Edward Lowe (2017) establishes that a productive work environment is a combination of effective team work and leadership. Also, identifying promotional opportunities and filling in the vacancies becomes more effective, when there is a presence of solid succession planning. A great succession planning, effective communication and proper monitoring procedures and feedback, can help in enhancing promotion, and at the same time minimizing resentment, and negative attitudes from employees who were not promoted, in order not to ruin the workplace. Promotion processes in an organisation must be taken with so much value and care, because rejected employees could be very dangerous in pushing negative attitudes, poor relationships and these could threaten the performance of an organisation.

Edward Lowe Foundation (2017) identified the following promotion steps which explained the interactions between monitoring an employee and filling a position through promotion:

- a. Proper planning for succession: This plan which is expected to be adopted by all organisations involves a list of how staff transitions are intended to be handled. It comprises of requirements of each job and how it is to be filled. It also specifies the quality of personnel for the positions.
- b. Appraisals: This is the area in which monitoring should come in. Appraisal is a function of monitoring undertaken in an organisation. Appraisals are to be done frequently on employee performance, to make sure such an employee is qualified for promotion. This aspect of performance covers all other areas of

an employees' work function, including behaviours, relationships at work, attitudes and other activities relating to employee performance. Monitoring tools are put in place to track employees' career development, work patterns, attributes and flaws. These tools could include tracking mails, phone calls, utilisation of organisational resources and activities undertaken within working hours.

- c. Call in the experts: Here, various suitable candidates are called upon for in-depth screening and evaluation by an independent panel of experts. This is done in order to choose the best fit for the promotion. It leads to identifying better skills and qualities in the employees concerned.

In addition, Baker, Jensen & Murphy (1988) gives two major reasons for any promotional system adopted in an organisation. First is to put qualified individuals for positions of greater responsibility and second is to act as a motivational tool to employees of lower levels to strive for next levels. These have given rise to four major promotional systems widely used in organisations today:

- a. Merit-based system: A merit-based system is one of the most common promotion system. It is subdivided into the relative and the absolute system. An absolute merit-based system requires that the candidate for promotion must have been able to perform above standards in the past. Apart from this, the candidate's level of projected performance should presently be seen to be above expectations. While for the relative merit-based system, a candidate is selected based on the highest rank received for his/her performance (Landers, Rebitzer & Taylor, 1996; Lazear & Rosen, 1981).
- b. Senior-based system: Candidates are eligible for promotion based on three premises. First, if a candidate is more experienced in the job. Second, if the candidate is the most experienced in the organisation. Third, if the candidate is the most experienced in the industry. But concentrating on the second option, it is realised that this method of promotion offers a clear career path and succession planning, it reduces turnover and is more objective (Dobson, 1988).

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- c. Random promotion system: This system does not consider any procedure as the previously mentioned ones. Here, a lower level members could also be selected randomly, rather than being specific on performance or seniority to fill a vacancy.
- d. Up-or-out system: This is mostly practised in universities, military and professional service firms. Here, candidates are evaluated during set periods and those whose performances meet the expected criteria are moved up while those who failed are dropped out (Morris & Pinnington, 1998; O'Flaherty & Siow, 1995). Most organisations use this method to remove poor performers on the job, especially among junior employees.

Moreover, the frequency in monitoring in these various promotional systems is such that, organisations put several tools in place to monitor the activities, performance and efficiency of their employees, before making promotion decisions (Siow, 1995). This according to Siow, begins from the time a candidate is hired into an organisation, till when they are due for promotion or when a vacancy needs to be filled internally. In addition, the longer the monitoring method, the more accurate information gathered and the more accurate an evaluation process will be, leading to better organisational performance and efficiency. This may however not affect the seniority-based system of promotion, since it deals with reliance on experience rather than the individual performance, attitudes and behaviour of an employee. A look at the promotional system reflects that monitoring is embedded in the performance criteria set for employees. Every employee must have been monitored to know who is qualified for promotion or not. Thus at the point of decision making, an employee is either promoted or forced to leave the organisation based on some performance criteria. Most organisations that encourage and promote high performance are those who have tied their rewards to performance of employees, and as such every employee tries to adopt attitudes and behaviours that will positively affect their performance, thereby leading to high organisational performance too.

Monitoring employees in an organisation is therefore a continuous process used to keep track of employees' performance and conduct. From such monitoring exercise, decisions about promoting, firing or disciplining employees are made (Dobson, 1988).

Organisations usually face challenges in the monitoring process which make it difficult for them to effectively implement monitoring tactics. According to the Edward Lowe Foundation, this comes due to the complex nature of individuals. Their complexity makes it difficult for organisations to properly go in depth, as some individuals even tend to be smarter than the monitoring techniques in place, while others dislike the process for intruding on their privacy. Employees' behaviour and sense of privacy being affected by high-tech monitoring was highly emphasized by Frayer (2002) and Akter, Eva & Hossain (2017). With all these challenges and many more, it becomes difficult to effectively implement monitoring tactics in an organisation.

The challenges notwithstanding, the practice of workplace monitoring is on the rise by the day, and yet, according to LaMarco (2019), management cannot monitor their employees everywhere all the time. This brings about the ethical and legal implications of workplace monitoring which cannot be overlooked. LaMarco (2019) asserted that owners are not allowed to keep watch on their employees in every part of the workplace. Thus, various legislations defining the use and legal right of parties concerning workplace monitoring exist from countries to countries. In most places, similar standards are used in formulating them, although according to the Employee Monitoring Guide (2021), employees legislation varies greatly in scope depending on the software and the industry. These include transparency, communication, clarity and clear formulation of the monitoring policy according to existing laws and regulations without infringing on the rights of employees to privacy. Recently, workplace employee privacy has been better expressed through the instrumentality of various data protection laws and regulations (lexavierpartners.com). According to Perchstone & Graeys (2018), the position of the law is settled; the right to privacy of an employee in the workplace is guaranteed, albeit with limits. However, in some cases, federal and state laws in the US

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gives a considerable amount of rights to employers to monitor employees' activities on workplace devices without disclosing that their workers are being monitored (Freedman, 2020). In other circumstances involving Nigerian banking services, Oyediji & Okafor (2019) observed that employees were informed of being monitored and they would choose to be informed before employment. This communication however needs not be intrusive, elaborate and explicitly disclosed. It must be done in honour and with dignity to all the parties concerned.

Methodology

Research Design and Research Instrument

This study examines the relationship between staff monitoring and performance appraisal of employee during promotional opportunity in the workplace with special focus on the banking industry. The banking sector was considered as the unit of analysis for this study because of its uniqueness and commitment to service and professionalism, ever-increasing technological advancement, changes and competitive environment. The study was conducted through a survey research design by gathering information, usually through self-report using questionnaires or interviews. The descriptive tools used were frequency counts and simple percentages while inferential statistics such as the correlation coefficient, the regression analysis and analysis of variance (ANOVA) were employed to test the hypothesis which was formulated in line with the research objective. The approach enabled the study to determine whether or not the expected relationships existed and to what extent.

Sources of Data

Primary data was used. It was obtained through a well-structured questionnaire which consists of close ended questions posed to staff of banks operating in the study area. The study area is Ota and its environs in Ado-Odo Local Government Area in Ota, Ogun State, Nigeria.

Study Population

The target population of the study is the licensed Nigerian banks located in Ota, near Lagos. A census survey conducted revealed a total of 27 branches of these banks operating in the area and its environs. It was made up of both the junior and senior categories of employees of the banks. The convenient choice of Ota is informed by its closeness to Lagos, Africa's leading mega city. Ota, a cosmopolitan town usually referred to as a miniature Lagos, which although is not a state capital, represents a single location where branches of majority of banks operating in Nigeria can be abundantly and conveniently found. Its choice is therefore also necessitated by the large concentration of the branches of Nigerian commercial banks in the area.

Sampling Technique and Sample Size Determination

A multi-stage sampling technique was used in selecting the respondents. First stage involves the purposive selection of 10 banks operating in the study area considered to be rigidly sharing the same operating procedures with their head office. Then, the random selection of 10 respondent staff comprising of equal numbers of both categories from each of the 10 selected banks. This figure is considered adequate since the study found out an average of 20 members of staff of both categories for the banks. Hence, a total of 100 respondents were finally drawn as sample for the study.

Response Rate

A total of 100 survey questionnaires were distributed to the two categories of respondents in the study area, out of which 74 was retrieved and considered qualified for analysis. This represents a total 74% response rate. As shown in Table 1, the rate of response which was relatively low among the senior category can be attributed to the sensitive nature of the banking job.

Table 1: Response Rates

Item	Frequency		Percentage (%)	
	Senior Total	Junior	Senior Total	Junior
Distributed	50	50	100	100
questionnaires	100		100	

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Returned	26	48	52	96	74
	74				

Source: Survey Report, 2020

Data Presentation, Analysis and Interpretation of Results Socio-Demographic Characteristics

A good insight into the socio-characteristics of the respondents such as gender, age, educational qualifications and years of service was conducted using the descriptive tools of frequency counts and simple percentages.

Table 2: Socio-Demographic Characteristics of the Respondents

Characteristics	Categories	Frequency	Percentage
Gender	Male	52	70.3
	Female	22	29.7
	Total	74	100.0
Age (Years)	20-25	15	20.3
	26-30	16	21.6
	31-35	33	44.6
	36-40	8	10.8
	41-45	1	1.4
	46-50	1	1.4
	Total	74	100.0
Educational Qualifications	GCE/WAEC	5	6.8
	ND	7	9.5
	First Degree	49	66.2
	Masters	9	12.2
	Others	4	5.4
	Total	74	100.0
	Length of Service	Less than 2 years	3
2-5 years		25	33.8
6-10 years		30	40.5
Over 10 years		16	21.6
Total		74	100.0

Source: Author's Survey, 2020

As it is shown in Table 2 gender distribution of the respondents shows male respondents as majority representing 70.3% of the total sample used in the study. The table also shows that majority of the respondents fall into the age group between 31 - 35 years (33) representing 44.6% of the total sample size, followed by those in the age groups 26 - 30 years (16) and 20 - 25 (15) representing 21.6% and 20.3% respectively. The findings revealed that majority of the members of staff of the banks are young adults who are still very active in service.

A large number of respondents (49) are first degree holders representing 66.2% of the total sample size, followed by master degree holders with frequency of 9, representing 12.2% of the total sample size. Also, National Diploma (ND) holders were 7 of the respondents, representing 9.5% of the total sample size, while 5 respondents are GCE/WAEC holders, representing 6.8% of the total sample size. Lastly, only 4 respondents who are holders of other qualification types, represent just 5.4% of the total sample size.

With regards to length of service, 46 out of the 74 respondents have spent 6 years and above representing 62.1% of the total sample used in this study. The implication is that majority of the respondents possess enough experience on the job to make them qualified for this study since they must have passed through many promotion experiences within these periods.

Research Questions

In line with the objective of the study, the following questions were raised with the outcome indicated below:

Table 3: Respondents concerns to Monitoring Issues

Issues	Response	Frequency	Percentage
Do you agree that there are devices or tools used to monitor activities in your bank?	Yes	66	89.2
	No	8	10.8
	Total	74	100.0
Does it intrude into employee privacy?	Yes	16	24.2
	No	50	75.8
	Total	66	100.0

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Are employees monitored only when there is a promotional opportunity?	Yes	11	14.9
	No	63	85.1
	Total	74	100.0
Do you agree that feedback from monitoring may greatly affect promotion decisions?	Yes	52	70.3
	No	18	24.3
	Undecided	4	5.4
	Total	74	100.0

Source: Author's Survey, 2020

As presented in Table 3, a great number of respondents (66) representing 89.2% were aware of the use of monitoring devices, out of which 50 representing 75.8% disagreed that it intrudes on their privacy. This is in line with Frayer (2002) who also studied how employees behave when they are informed that they are being monitored. Responses also showed that 63 of the respondents representing 85.1% disagreed that monitoring activities are intensified during promotional exercises. Finally the results also showed that a great majority of respondents (52) representing 70.3% of the total respondents agreed that feedback from monitoring records may greatly influence promotion decisions. These results implied that although employees supported the use of monitoring devices, however there were great concerns in respect of its adoption as a tool of performance appraisal among staff in the banking industry.

Test of Hypotheses

H₀: Workplace monitoring has no significant effect on performance appraisal of employee during promotional opportunity.

Regression analysis was carried out with the outcome indicated in the Tables 4-6 below:

Table 4: Model Summary

Model		R Square	Adjusted Square	R	Std. Error of the Estimate
1	125 ^a	.016	.002		.371

a. Predictors: (Constant), Workplace monitoring

Source: Author's Computation, 2020

The results of the analysis as shown in Table 4 revealed that both the correlation coefficient (R) which is 0.125 and the coefficient of determination R^2 which is 0.016 are very low. The correlation coefficient (R) which is closer to zero (0) indicates an insignificant positive relationship between workplace monitoring and promotional opportunities for employees in the banks under investigation. Also, the coefficient of determination R^2 tells us how well the regression line fits the data. It is also an important indicator of the predictive accuracy of the regression equation. The R^2 value of 0.016 revealed that only 1.6% of the variation in the performance appraisal of employees during promotional opportunity is explained by workplace monitoring. This therefore means 98.4% of variation in the performance appraisal is explained by other factors not involving workplace monitoring. Workplace monitoring is therefore at the moment not considered as a good predictor of promotional performance in the Nigerian banks.

Table 5: ANOVA

Model	Sum of Squares	f	Mean Square	F	Sign.
1 Regression	.158		.158	.146	1
Residual	9.897	2	.137		288 ^b
Total	10.054	3			

a. Dependent Variable: Performance appraisal of employee during promotional opportunity

b. Predictors: (Constant), Workplace monitoring

Source: Author's Computation, 2020

Analysis of variance (ANOVA) was carried out to test the significance of workplace monitoring on the performance appraisal of employees during promotional opportunity in the study area. The results as presented in Table 5 showed that p-value (0.288) is greater than the 5% risk (0.05) implying that the model is not significant. Thus, the null

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hypothesis which states that workplace monitoring has no significant effect on performance appraisal of employee during promotional opportunity is accepted.

Table 6: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta		
(Constant)	1.974	.134		4.686	.000
Staff monitoring	-.112	.105	-.125	1.070	.288

a. Dependent Variable: Performance appraisal of employee during promotional opportunity

Source: Author's Computation, 2020

In addition, the coefficients revealed in Table 6 can be used to present a regression formula to predict the insignificant effect of workplace monitoring on performance appraisal of employee during promotional opportunity thus:

$$Y = 1.974 - 0.112X$$

where Y = performance appraisal of employee during promotional opportunity, and

X = workplace monitoring.

The Coefficients table also confirmed the same p-value of 0.288 is greater than 0.05.

Summary of Findings.

In summary, the analysis conducted in the study revealed certain findings. The results of the socio-demographic variables with respect to age, gender, educational background and length of service indicated that majority of staff possessed enough experience on the job to adequately understand and relate the issue of concern to the study. In this regard, a large proportion (70.3%) of the respondents agreed that feedback from monitoring records may greatly influence promotion decisions. Also, in contrary to Akter, Eva & Hossain (2017),

75.8% of the staff disagreed that it intrudes on their privacy. Further, the results of the regression analysis conducted to test the hypothesis formulated for the study showed that the correlation coefficient (R) of 0.125, although positive, is very low indicating an insignificant relationship between workplace monitoring and promotional opportunities for employees. Similarly, the coefficient of determination (R^2) of 0.016 was also very low, and could not be considered as a predictor in this situation. Thus, workplace monitoring cannot be accurately used to explain the performance appraisal of employees during promotional exercises. Further, the results of the analysis of variance (ANOVA) showed that p-value (0.288) is greater than (0.05) implying that the model is not significant. From the findings, there is therefore enough reason to accept the null hypothesis which states that workplace monitoring has no significant effect on performance appraisal of employee during promotional opportunity is accepted.

These findings agree with OECD (2012), establishing the fact that although employers monitor their employees, the information got is not necessarily used for promotion decisions. It also confirmed that the monitoring tools in the banking setting tend to be more focused on customers and organisational assets rather than to reward employees whose performance are expected to remain standard and high. It has also been observed in certain quarters that as a result of the adoption of workplace monitoring, employees seem to be regular and dutiful at work, using organisational resources, without achieving the expected outcomes in terms of the overall objectives of the organisation. In both instances, latest seamless technology should come to the rescue, and serve the dual purpose of monitoring and evaluation.

Conclusion

The study set out to examine the management practice of monitoring employees' activities in the workplace and its relationship with the performance appraisal of employee during promotional opportunity with a view to encourage performance. It sought to establish if the monitoring activities actually influenced performance appraisal ratings

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of employees during promotion exercises. In furtherance of these objectives, issues were raised to seek opinions of workers on the use of workplace monitoring by management, and whether they consider it as influencing promotion decisions of employers.

The results of the study showed that although employees agreed to its adoption as part of strategies for performance appraisal, there is presently an insignificant relationship between workplace monitoring and employees' promotion decisions in the Nigerian banks. It revealed that its practice generally in Nigeria is still limited and immature and needed to be invigorated and updated with modern tools of technology and proper regulations. Despite certain regulations, its appropriate use and adoption is not well documented and properly refined. In support of Oyedeji & Okafor (2019) who observed that majority of bank workers are aware of the use of electronic monitoring in their organisations, the results of this study also revealed that workers awareness of monitoring in the workplace is very high, but the information got from monitoring is not necessarily used to decide their promotional cases. Hence, they viewed monitoring devices as a one-sided approach to drive performance without its attendant motivation and reward.

Although, the study currently focuses on information collected from the workers who are observed to be at the receiving end of this rising global phenomenon, the research nevertheless has brought to the fore the issue of employee monitoring from the perspective of workers which had previously been neglected in literature and past studies. The study which is restricted to the Nigerian banking industry due to its peculiar nature and high desire for performance has however brought a good signal for its effective use in all organisations. Against this backdrop, the paper concludes that management and staff alike need to agree and consider its increased and proper adoption in the workplace as beneficial to all stakeholders.

Recommendations

Feedback from monitoring should be implemented when making promotion decisions. This makes employees more committed to the

achievement of organisational goals. It will be unfair to take records of performance of employees' activities only to dump those records when they are required to reward performance. Management should therefore redirect their efforts in this direction. Also, workplace monitoring should continue to take cognisance of employees' privacy while engaging more seamless procedures through the use of latest technological instruments.

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