ELECTRONIC SURVEILLANCE AND THE CURBING OF WASTEFUL ORGANIZATIONAL PRACTICES IN NIGERIAN ORGANIZATIONS:
A STUDY OF SELECTED HOTELS IN IMO STATE

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Abstract: this study examined Electronic Surveillance and The Curbing of Wasteful Organizational Practices in Nigerian Organizations: A Study of Selected Hotels in Imo State. The study adopted a descriptive survey design and its population covers 113 management staff from randomly selected twenty hotels across the three zones of Imo state. The study however used purposive sampling approach to select 82 management staff as its sample. A five point likert scale questionnaire that covered three critical areas of electronic surveillance and wasteful organizational practices was used to elicit response from the respondents. The statistical tools used for data analysis was the Non-Parametric chi-square test (X²) and Pearson correlation using the 20.0 version of the statistical package for social sciences (SPSS). The paper discovered that the use of electronic surveillance is limited to hotels within the Owerri metropolis which incidentally houses the highest number of hotels in Imo state. It was therefore recommended that since security of life and property is the prime responsibility of government, the state government should provide electronic surveillance gadget to hotels outside Owerri. Secondly, to ensure that electronic surveillance contributes maximally to the monitor of employees work behavior like loafing and pilferage, hotels should adopt models and facilities that covers the entire hotel premises and its environ instead of limiting such facilities to reception points and selected guest rooms which is the common practice among most of the hotels this study covered

Keywords: Bugging, Electronic, Loafing, Security, Surveillance, Videotaping, Wiretapping
INTRODUCTION

Over the years, organizations have sought to effectively curb the menace of wasteful organizational practices such as lateness to work, bureauopathology, truancy; online loafing etc which in most cases has impacted negatively on their performance. One of the current trends adopted to achieve this is the adoption of electronic surveillance in the workplace. As a result of modern surveillance technology, individual workers and their dealings are coming more to the open under the watchful eyes of their supervisors and colleagues. The movement of an employee carrying a Smart biometric identification card after daily routine arrival time authentication can be followed or monitored in real time once he or she is within the premises of the organization. Beyond workers behavior, recently, there is an increase in security threat across the Nigerian nation, and hotels providing leisure services especially for the wealthy in the society has become a soft target for kidnapping and other security risk. It is therefore expedient for hotels to adopt operational models that can help them guide against employees’ counterproductive behaviours while guaranteeing the safety of her customers.

Not only has novel technology expanded the arsenal of tools, it has altered the nature of surveillance and the modes of gathering and processing information. Of course, observation and control have always been a part of the hiring process and employment conditions. Assessments have played a key role in efforts to control systems of transportation, communication and manufacturing. But increasing availability of relatively inexpensive and easy to use surveillance devices is enabling employers to expand the range and scope of their control over their employees’ activities. It also allows constant and more detailed surveillance than has been possible with traditional methods (Fairweather, 1999) and the process of information gathering has become more surreptitious (Hansson and Palm, 2005). Even if employers have traditionally considered it within their right to monitor their employees and even though they have had various techniques at their disposal, the ways in which surveillance can be conducted have changed significantly in the past few decades. Traditional means of control such as human supervisors, cash registers, log books and punch clocks (Sewell,2005) enabled employers to identify the doings and productivity of a group of workers. Today however, employers can single out individual workers, continuously scrutinize their activities and obtain detailed reports on their work.

Statement of the Problem

In today’s work environment, it is not uncommon for employees to be found using the properties and equipment of the organization for their personal use (bureaupathology), thereby making secret gains and shortchanging the organization. This practice and other wasteful organizational practices if not detected and controlled will hamper the effectiveness of the organization. Furthermore, the need to guarantee the security of staff, guests and visitors to the organization in this era of world terror has made it imperative for organizations to deploy technology in monitoring movement in and around their establishment. However, in-house manipulation of data and poor compliance to the modus of ICT application can vitiate this purpose. The challenge of this paper therefore is to evaluate the extent hotels in Imo state adopt electronic surveillance in curbing wasteful organizational practices.
Objectives of the Study
The general purpose of this paper is to examine electronic surveillance contribution to the curbing of wasteful organizational practices, the specific objectives include to;

i. Examine the extent of electronic surveillance application by hotel operators in Imo state
ii. Examine the contributions of wiretapping and bugging on detecting and controlling employees loafing and pilferage
iii. Examine the contributions of videotaping on the safety and security management in hotels in Imo state

Hypotheses
The following hypotheses are made for this study;

$H_{01}$: Hotel operators in Imo state does not use electronic surveillance extensively

$H_{02}$: Wiretapping and bugging does not detect and control employees loafing and pilferage

$H_{03}$: Videotaping does not impact on the safety and security management in hotels in Imo state

REVIEW OF RELATED LITERATURE
Meaning of Basic Concepts

Electronic Surveillance:
Electronic Frontier Foundation (2006) defines electronic surveillance as a simple, relatively non-or low-technology method such as human intelligence agents and postal interception. Wikipedia Encyclopedia (2006) sees electronic surveillance as the monitoring of the behaviour, activities or other changing information, usually of people by government organization. Observing or listening to persons, places, or activities, usually in a secretive or unobtrusive manner, with the aid of electronic devices such as cameras, microphones, tape recorders, or wire taps. Corporations use electronic surveillance to maintain the security of their buildings and grounds or to gather information about competitors. In the public sector, the president, Congress, judiciary, military, and law enforcement all use some form of this technology. In the private sector, business competitors, convenience stores, shopping centers, apartment buildings, parking facilities, hospitals, banks, employers, and spouses have employed various methods of electronic eavesdropping. Litigation has even arisen from covert surveillance of restrooms.

Three types of electronic surveillance are most prevalent: WIRE TAPPING, bugging, and videotaping. Wire tapping intercepts telephone calls and telegraph messages by physically penetrating the wire circuitry. Someone must actually "tap" into telephone or telegraph wires to accomplish this type of surveillance. Bugging is accomplished without the aid of telephone wires, usually by placing a small microphone or other listening device in one location to transmit conversations to a nearby receiver and recorder. Video surveillance is performed by conspicuous or hidden cameras that transmit and record visual images that may be watched simultaneously or reviewed later on tape. Electronic eavesdropping serves several purposes: (1) enhancement of security for persons and property; (2) detection and prevention of criminal, wrongful, or impermissible activity; and (3) interception, protection, or appropriation of valuable, useful, scandalous, embarrassing, and discrediting information. The law attempts to strike a balance between the need for electronic surveillance and the privacy interests of those affected.

Benefits of Electronic Surveillance in the Organization
Wood (2001) discussed the benefits of electronic surveillance into two namely; benefits to the employer and to the employee.
Benefits to the Employer

- **Legal Liability:** The first reason involves the management of legal liability attaching to the organization if the employee is found to be misusing company resources and thus potentially inviting legal action or enforced compliance. This is particularly relevant for highly regulated industries, such as finance, where the employer is legally required to record and monitor certain employee activities (Dorval, 2004).
- **Legal Compliance:** Weckert, (2005) notes that this includes the monitoring and recording of business transactions, compliance with self regulatory guidelines, and the meeting of set customer service and training standards. Conflict of interest can also be an issue within the organisation, especially if the employer discovers that the employee is undertaking personal activities such as setting up or running their own business, or misusing company resources for personal financial gain.
- **Performance Reviews:** The third reason is the ability to use the results gathered via the use of electronic technology to help employers in measuring the performance of both individual employees and workplace teams, where electronic monitoring aids in conducting performance reviews and improving quality. According to Vorvoreanu and Botan (2000), this often tends to be the focal point for monitoring staff.
- **Measure of Productivity and Task Improvement:** Measuring and monitoring productivity within a workplace is conducted to ensure that employees do not spend excessive amounts of time conducting activities outside of their designated job description.
- **Security Concerns:** The final main reason why employers monitor their employees is based on a perceived need to protect the employer from both external and internal threats that could negatively influence the organization. Security concerns may involve anything that the employer wishes to protect from unwelcome eyes, or the misuse, theft, dissemination or manipulation of confidential data. Further security concerns may arise when working within an industry or firm that is of a controversial or sensitive nature (such as abortion clinics or governmental security and defense).
  - **External Threats:** External threats can include the protection of both staff and classified company information from parties such as competitor firms or other unrelated parties.(Chen and Ross, 2007).
  - **Internal Threats:** A number of arguments have been offered to affirm that internal threats are no longer restricted to the old adage of ‘fingers-in-the-till’. Instead, internal threats include employee espionage that involves the disclosure for profit of sensitive company information, or selling of data from a confidential customer database to the competition or a marketing company (Vorvoreanu and Botan, 2000).

Benefits to the Employee

Electronic monitoring is often portrayed by the media as an invader of privacy, a breach of ethical standards and human rights, and the source of a variety of ailments amongst employees (Vorvoreanu and Botan, 2000).

- **Personal Safety:** As has been already mentioned, employees working within high risk and ethically sensitive industries can greatly benefit from the use of electronic monitoring technology within the workplace. Security staff at major events can be protected by devices that inform headquarters of the staff member’s location, as well as providing a means of instant communication with both the main site and other staff members located elsewhere on the premises.
- **Individual and Team Recognition:** Holman, Chissick and Totterdell (2002) add that employees can now receive more effective feedback in regards to their performance, the review is of a higher accuracy, and is often provided in a more timely fashion. These authors claim that this leads to further improvements in an individual’s work performance, allowing them to train for and develop new skills.
Costs of Electronic Surveillance in the Organization

In the view of Chen and Ross (2007), as with any change initiative, no matter how negligible or nondescript it appears to management, it is pertinent to establish its effects upon both the organization and its staff. Literature suggests that certain costs or disadvantages may only surface, and be discovered by the employer, after the implementation of electronic monitoring technology. Here, it is important to note that the initial perceived costs or disadvantages are not necessarily the same as, or even bear a resemblance to, the actual costs that eventually emerge. Furthermore, Vorvoreanu and Botan (2000) insist that the negative effects on employees due to the use of electronic monitoring technology within the workplace have a substantial correlation with productivity.

- **Psychological and Health Risks:** It has been established that the negative effects of electronic workplace monitoring can affect the employee in terms of various behavioural reaction. These reactions include mental health issues affecting employee relations, low morale and motivation, stress, increased anxiety, boredom, higher tension, repetitive strain injury, depression, anger, fatigue, musculoskeletal problems and other ailments. Weckert (2005) considers that, due to the lack of personal freedom and limitations on the exercise of creativity, as well as the loss of morale, motivation and empowerment, it is not uncommon for staff to face a loss of self esteem.

- **Relationships between Staff and the Employer:** The undermining of employee morale produces a significant division between employer and staff, creating a perception of ‘us’ and ‘them’ (Johnston and Cheng, 2002). Weckert (2005) believes that electronic technology used for the purpose of monitoring has the potential to undermine the workplace, creating an environment of distrust and resentment amongst employees towards the employer, and even between each other.

- **The Intensification of Workload Demands:** Holman, Chissick and Totterdell (2002) believe that the implementation of electronic monitoring technology often increases the workload for staff. The intensification of work demands lead to the above stipulated health risks, though the authors admit that few studies have been conducted to test the supposed relationship between monitoring staff performance and lowered health. However, they do add that the use of results gathered via electronic technology may affect the remuneration of staff, if the employer believes that staffs are not working to their full capabilities.

- **Demographic and Personality Issues:** Though it is not uncommon for all staff to suffer some negative effects from the implementation of electronic monitoring technologies, Chen and Ross (2007) stipulate that certain staff members are more susceptible than others. They affirm that job dissatisfaction, stress, and subsequent withdrawal are dependent on varying personality characteristics and traits. Panina (2002) concludes that the lower threshold for privacy breaches found amongst women makes them more susceptible to stress, making them a higher target for the negative effects of electronic monitoring. On the other hand, Schleifer, Galinsky and Pan (1996) discovered that the performance and capabilities of a staff member has a positive relationship with the levels of stress. In other words, employees are found to be more stressed under the watchful eye of a monitoring tool if they are falling below the required performance levels or are not meeting the work standards required of them.

Another variable supplied by Zweig and Webster (2002) is that individuals found to be of an introverted nature, or perhaps emotionally unstable (e.g. due to bereavement or other traumatic events) are found to be less welcoming or accepting of electronic monitoring technology. The authors ascertain that, even if the employer is found to have been fair and equitable in respecting privacy rights, only employees with strong emotional stability benefit, whereas others are negatively affected or harmed by the employers’ attempts. Staff found to have intrinsically low levels of trust towards the employer and the organization are also affected in a different manner as opposed to...
individuals with high levels of trust when it came to the implementation of electronic monitoring technology that was capable of monitoring. Self esteem also plays a large part in how staffs deal with constructive criticism. Individuals with a high self esteem will strive harder to succeed next time, whereas those with low self esteem will tend to mentally ‘give up’ and thus produce an even lower performance result. Therefore, the implementation of electronic monitoring technology that may be intended, amongst other reasons, to increase employee performance and productivity, may ultimately accomplish the exact opposite for individuals with low self esteem.

Types of Surveillance System in the Organization

The vast majority of Computer surveillance involves the monitoring of data and traffic on the internet e.g e-mails, web traffic, instant messaging (IM) etc. 

Telephone and Mobile Surveillance: This involves the official and unofficial tapping of telephone line.

Surveillance Cameras: Surveillance Cameras are video Cameras used for the purpose of observing an area. They are often connected to a recording device, IP networks and/or watched by a security guard/land enforcement officer,

Social Network Surveillance: One common form of Surveillance is to create maps of social networks based on data from social networking sites such as face book, My Space, Twitter as well as from traffic analysis information from phone call records. These social networks "Map" is then data mined to extract useful information such as personal interest, friendship and affiliations, wants, beliefs, thoughts and activities.

Biometric Surveillance: Biometric Surveillance refers to technologies that measure and analyze human physical and for behavior characteristics for authentication, identification, or screening purposes. Examples of physical characteristics includes: Fingerprints, DNA, and facial pattern.

Aerial Surveillance: Aerial Surveillance is the gathering of Surveillance, usually visual imagery or video, from an air home vehicle - such as an unmanned aerial vehicle, helicopter, or spy plane.

Wasteful Organizational Practices

Hick and Gullet (1988), opine that an organizational practice is wasteful if it fails to help accomplish organizational objectives. Wasteful practices may occur slowly, silently, without warning and are often extremely difficult to recognize, hence they may be difficult to control. However, Agbo et al (2003), stress that a basic cause of wasteful practices in an organization is that individuals may pursue their own personal objectives without, at the same time contributing to objectives of the organization. This tendency to work toward individual objectives without adequate reference to organizational objectives is a cankerworm that erodes organizational progress, and this disease becomes potentially serious when organizations are large, complex and impersonal. They discussed the followings as common dysfunctional workplace practices that lead to wasteful organizational practices.

- Delay of Decisions: Stoner et al (2005), opine that decision making is the process of identifying and selecting a course of action to solve a specific problem. However, Poole and Warner (2001), state that decision making takes place within an organizational context, setting a timeframe for the definition of problems, solutions and participants. Within this timeframe preceding decisions have already set constraints for choices made in the present which will, in turn, affect succeeding decisions. Concurrent decisions also compete for the attention of decision makers. Nevertheless, modern organizations are highly interdependent; a delay in one place will have a cumulative effect elsewhere. Thus, large-scale organizations, particularly large-scale industrial organizations, place a high premium on timely decisions. In fact, a bad decision made on time may be better than a good decision made too late. For while the bad decision can often be reversed at low cost, the time lost waiting for a good decision in these areas can never be regained. Thus, a problem of bureaucracies is
that the complexity of the decision-making process makes it virtually impossible to get quick decisions.

- **Hoarding Authority:** According to Hick and Gullet (1988), the bureaucrat who hoards authority attempts to gather as much authority as possible. Typically, this type of bureaucrat sees himself or herself as an infallible decision maker who is always eager to prove competence and ability. As a result, the person is often contemptuous of the decision making ability of others including subordinates. Hoarding authority as a wasteful organizational practice occurs in two ways viz:

  (a) **Filling the Gap:** Filling the gap occurs when some other executives is avoiding responsibility perhaps even avoiding key organizational decisions. This avoidance of responsibility leaves an organizational void or vacuum, yet decisions must be made. When a void occurs, filling the gap is possible. The gap-filler may clearly recognize the void and feel fully capable of filling it. Without official organizational authority, he or she steps in and fills the void. The important thing is that to fill the gap one must go beyond the boundaries of legitimately assigned authority.

  (b) **Empire Building:** This occurs when a manager clearly recognizes the importance of a position. The empire builder values the status, power, and pay of a substantial position. The amount of status, power and pay may be measured by the number of subordinates. Thus, one way of increasing status, power and pay is to enlarge one’s position. Being promoted is another way of achieving the same things.

- **Spreading Accountability:** Hick and Gullet (1988), state that if an organization is faced with a general problem requiring expert opinion, the expert opinion could be obtained from several sources. This need for expert opinion from many sources has led to what has been called the bureaucratic process of conference, consultation and compromise. Instead of a single office being charged with the accountability for a complete task, the task is assigned to a committee. When accountability for a task is assigned to a particular office, the incumbent officer takes that assignment as personal. Accountability assigned to a committee is impersonal as each member of the committee can hide behind this impersonal body, for after all, decisions were reached by compromise. Therefore, a manager interested in avoiding accountability soon learns that in numbers there is anonymity.

- **Avoidance of Responsibility:** When duties, regulations, procedures and authority of jobs and offices are carefully described, then it would appear that accountability and responsibility could be determined easily. However, in bureaucratic organizations, responsibility often can be avoided very easily by using bureaucratic techniques originally designed to produce efficiency. Agbo et al (2003), emphasize that bureaucratic red tape and “the run around” may prevail especially in big organizations of which government owned firm like ministries are inclusive. According to Agbo et al, Minor officials might deny the right of appeal by hiding behind rules and regulations. Statements like “but the rules say this, and I can’t do anything about it” may become common place. Moreover, the slogan “don’t stick your neck out” may become the operating philosophy of the managerial hierarchy. Avoiding responsibility as a wasteful organizational practice occurs in three ways: the buck-passer, the ostrich and the climber

### Reasons for Wasteful Organizational Practices

According to Hick and Gullet (1988), Wasteful organizational practices do not just happen. There are a number of reasons that motivate these practices. These reasons include the following:

(a) **Personal Limitations and Satisfying Behaviour:** Persons do not, as a rule, do things perfectly or at the maximum. Rather, persons tend to make satisfactory decisions, considering all the factors often conflicting which bear upon them. Certainly, persons are limited in their ability and desire to perform at the maximum or to make perfect organizational decisions. These considerations almost inevitably lead to a condition where resources are used at less than peak efficiency.
(b) **Lumpiness of Resources**: Many resources needed by an organization cannot be obtained in exactly the quantity required. Because resources are not infinitely divisible, they are referred to as “lumpy”. Employment of part-time personnel or other resources helps to reduce the effects of lumpiness of resources, but is not totally effective. The more rigid the organization the more it is likely to suffer the effects of lumpiness of resources.

(c) **Uneven Demand**: A constant problem for a manager is to decide the capacity of the organization. At times more products or services are demanded from organizations than other times. Moreover, it takes time, often several years to “tool up” to produce products or services. In addition, it is quite impossible to predict exactly the level of future demand. For these reasons, organizations are typically in the position of having too few or too many resources for the present demand. Inefficiencies are thus present; demand is unfulfilled, the organization is overworked, or the organization may have idle resources on hand. Perhaps a manager will lean towards providing more than the optimum level of resources. It is no doubt, more comfortable for the manager to have available extra resources to take care of peak demand. When a peak load of work comes, relatively little efforts is then required to take care of it. It is perfectly legitimate to tool-up for some degree of uneven work. But if more than the optimum levels of resources are used, wasteful organizational practice occur.

(d) **Empire Building** Higher pay, status and power tend to go to Managers of large organizations. Consequently, managers often try to build up the size of their organization. This tendency is called empire building. Empire building is entirely justified if the larger organization provides additional desired products or services. However, managers also may be motivated by the increased pay, status, and power that tend to follow increases in the size of the organization. If managers follow these motivations, wasteful organization practices result. Empire building has been recognized for many years as a serious wasteful organizational practice.

(e) **Insurance** Managers may be concerned that their organization’s budget may be cut. Often these cuts are effective “across the board” for the entire organization. For example the budget of every department may be cut by five percent. The only way managers can protect themselves and their organization from such arbitrary cuts is to build some insurance into their organizations. That is during “fat” times they add extra personnel, so that when the cut comes they are prepared. They simply slice off the required five percent of personnel or other resources that were not needed in the first place. Large complex organizations are best able to hide this type of behaviour.

(f) **Time Lag**: There is often a significant lag between the time a decision is made and the time it is implemented. Some of the necessary resources are likely to be ready before others. Hence, the resources which are ready first will have to wait. Often they are idle during the wait. The idle resources represent another wasteful organizational practice.

(g) **Communication**: When communication falls short of perfection, there will be resulting inefficiencies in the organization. Waste is then found in the utilization of resources because of the imperfectness of communication. Onwuchekwa (1995), opines that one of the reasons why there is ineffective communication system in organization is that the organizational climate is authoritarian. Where this situation exists, managers, supervisors and subordinates are not open and exposed to operatives and lower organizational participants. Because feedback is poor, management may not know what subordinates or employees think about them and the organization and they don’t make positive supportive adjustments. Therefore, defective and ineffective communication contributes to wasteful organizational practices.

(h) **Conflicts in Objectives**: Much of the problem of wasteful organizational practices is caused by residual conflicts in objectives. Individuals (organizational workers) rarely have exactly the same objectives as the organization or other members. Therefore, efficiency will likely suffer because of conflicts in objectives and this leads to wasteful organizational practices. As workers of the
organization use fraudulent means to enrich themselves while hiding in the organization and the organization continues to fail in its aim and policy achievement.

(i) Nationalism: According to Agbo et al (2003), organizations like nations like to be autonomous or independent especially government owned firms. Such tendency is called “nationalism”. The problem of nationalism is that it requires that the organization have a relatively large number of specialized staff and service activities. For instance, in recent years many business organizations have felt compelled to purchase or lease expensive electronic data processing equipment even when the work, in many cases, could be performed less expensively through other means. In many cases it would be cheaper to rent time on some other organization’s computer or even do the work with older methods. But it has been in part, a prestige factor for the organization to have its own computer. When nationalism results in ineffective use of resources, wasteful organizational practices are present.

MATERIALS AND METHODS
This study adopted a descriptive survey design and its population covers 113 management staff from randomly selected twenty hotels across the three zones of Imo state. The study however used purposive sampling approach to select 82 management staff as its sample. A five point likert scale questionnaire that covered three critical areas of electronic surveillance and wasteful organizational practices was used to elicit response from the respondents. The statistical tools used for data analysis was the Non-Parametric chi-square test ($X^2$) and Pearson correlation using the 20.0 version of the statistical package for social sciences (SPSS).

RESULTS
In this section, we used the chi-square test to hypotheses one and two while we use Pearson correlation to test hypotheses three stated in this study with the aid of statistical software known as the SPSS Software version 20.00.

Hypothesis One
Table 1: Responses on Research Question 1

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Source: field survey, 2016
From the output of the SPSS software analysis, we have the following output;

### Model Summary

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<th>Adjusted R Square</th>
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<th>Change Statistics</th>
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<td>24.859</td>
<td>1</td>
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a. Predictors: (Constant), extent of ES usage

### ANOVA

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A. Dependent Variable: ES usage
b. Predictors: (Constant),

d. Predictors: (Constant),

### Coefficients

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a. Dependent Variable: ES Usage
Since the p-value or sig. (0.014) < the alpha level (0.05), we reject the null hypothesis and conclude that ES extensively used in hotels in Imo state

### Hypothesis Two

**Table 2: Responses on Research Question 2**

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Source: field survey, 2016
From the output of the SPSS software analysis, we have the following output:

**Model Summary**

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a. Predictors: (Constant), wiretapping and Bugging

**ANOVA**

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<thead>
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<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>2525.996</td>
<td>1</td>
<td>2525.996</td>
<td>11.705</td>
<td>.009 ^b</td>
</tr>
<tr>
<td>Residual</td>
<td>1726.504</td>
<td>8</td>
<td>215.813</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>4252.500</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Loafing and Pilferage
b. Predictors: (Constant), wiretapping and Bugging

**Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>11.327</td>
<td>.594</td>
<td>.864</td>
<td>.253</td>
</tr>
<tr>
<td>Wiretapping and bugging</td>
<td>1.820</td>
<td>.106</td>
<td>3.421</td>
<td>.009</td>
</tr>
</tbody>
</table>

a. Dependent Variable: loafing and pilferage

Since the p-value or sig. (0.009) < the alpha level (0.05), we reject the null hypothesis and conclude that hotels in Imo state significantly use electronic surveillance to track employees attitude at work especially as it affect loafing and pilferage

**Hypothesis Three**

**Table 3: Responses on Research Question 3**

<table>
<thead>
<tr>
<th>S/NO</th>
<th>SA</th>
<th>A</th>
<th>U</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>40</td>
<td>18</td>
<td>10</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>10</td>
<td>20</td>
<td>40</td>
<td>10</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>11</td>
<td>57</td>
<td>20</td>
<td>0</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>12</td>
<td>42</td>
<td>30</td>
<td>1</td>
<td>9</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: field survey, 2016
From the output of the SPSS software analysis, we have the following output;

### Descriptive Statistics

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety and security</td>
<td>15.4000</td>
<td>19.25386</td>
<td>10</td>
</tr>
<tr>
<td>Videotaping</td>
<td>16.2000</td>
<td>16.06099</td>
<td>10</td>
</tr>
</tbody>
</table>

### Correlations

<table>
<thead>
<tr>
<th></th>
<th>Safety and Security</th>
<th>Videotaping</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety and security</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.788**</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>10</td>
</tr>
<tr>
<td>Videotaping</td>
<td>Pearson Correlation</td>
<td>.788**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.007</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>10</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Since the p-value or sig. (0.007) < the alpha level (0.05), we reject the null hypothesis and conclude that there is a positive relationship that exist between videotaping and organizational innovation.

### CONCLUSION AND RECOMMENDATIONS

As organizations desires and pursues profit maximization, the need to curb wasteful practices within the organization becomes more expedient. However, due to employees to meet their own personal needs; they may indulge in practices that contradict the profit motive of the organization. Electronic surveillance therefore is a viable tool that provides impersonal supervision of employees’ activities with the intent of keeping them within the allowable organizational limit. Furthermore, safety and security is a sine-quanon for hotels effectiveness, electronic surveillance provides the most effective and efficient security intelligence gathering within the hotel premises. This paper discovered that the use of electronic surveillance is limited to hotels within the Owerri metropolis which incidentally houses the highest number of hotels in Imo state. It is therefore recommended in this paper that since security of life and property is the priority responsibility of government, the state government can provide electronic surveillance gadget to hotels outside Owerri. Secondly, to ensure that electronic surveillance contributes maximally to the monitor of employees work behavior like loafing and pilferage, hotels should adopt models and facilities that covers the entire hotel premises and its environ instead of limiting such facilities to reception points and selected guest rooms which is the common practice among most of the hotels this study covered.
REFERENCES


Dorval D. (2004). Should Employers Have The Ability To Monitor Their Employees Electronically? A paper presented at University of Rhode Island


