SURVEILLANCE COMPLIANCE: EXAMINING EMPLOYEE COMMITMENT AND INTENTION TO COMPLY WITH ELECTRONIC MONITORING SYSTEM

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Abstract

Employees' commitment is very important for attaining the organizational goal. While studies of commitment has been the subject of much theoretical and empirical effort in the field of organizational behavior, human resource management and industrial or organizational psychology, it is imperative to examine how commitment of the employees will influence their intention to adhere to a surveillance system. In this study, we examine the three types of commitment; affective, normative and continuance on intention to comply, alter or avoid electronic monitoring system as a surveillance method. Using a correlational study, a survey was conducted among 185 employees in selected organizations. Data was analysed for descriptive and inferential statistics. The findings suggest relationships exist among the variables. Discussion of the results and contribution are provided.

Keywords: employee commitment, electronic monitoring system, surveillance, compliance

Introduction

Employee commitment is very important for attaining the organizational goal. O'Malley (2000) believes that employee commitment is a necessity in the development of an organization. In addition, the organization usually are appreciative since employees with high commitment tend to be associated with good work such as an increased in productivity, job satisfaction, lack of turnover, lack of absenteeism and others (Culverson, 2002). Studies have shown that organizational commitment are influenced by job-related factors (Randall, 1990), employment opportunities (Curry, 1996), personal characteristics (Meyer and Allen, 1997), work environment, positive relationships, organizational structure and management style (Manetje & Martins, 2009).

The topic of organizational commitment has been the subject of much theoretical and empirical effort in the field of organizational behavior, human resource management and industrial or organizational psychology (Allen & Meyer, 1996; Porter et al., 1974). Basically, there were multiple definitions of organizational commitment. Organizational commitment has been operationally defined as "multidimensional in nature, involving an employee's willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership". most scholars define commitment as being a bond between an individual (the employee) and the organization (the employer) (Buchanan, 1974). Furthermore Meyer et al. (1993), continued to state that generally the research shows that those employees with strong affective commitment will stay with an organization because they want to, those with a strong continuance commitment remain because they have to, and those with a normative commitment remain because they felt that they have to.

Electronic monitoring is no longer a new surveillance technology in organizations for employee monitoring. Recently, a number of studies have been conducted on Electronic Performance Monitoring (EPM) especially on the job satisfaction, turnover propensity, acceptance or satisfaction

with the monitoring system and employees beliefs about the monitoring system (Stanton, 2000). Although extensive research has been done to study employee compliance with organizational surveillance and monitoring, organizational commitment has been identified as a leading factor impacting the level of success of many organizations (Meyer &Allen, 1997). In article taken from Adalat (2007), the major problems by all companies in Malaysia is the lack of total commitment from their employees, in essence, difficult to retain their good employees in the organizations. Malaysia, there is a common complaint that employees are no more loyal as they used to be in the past (Lo, Ramayah & Min, 2009). Moreover, not much research has been conducted specifically on the linkage to explore whether employees simply accept the system (compliance) or enact strategies for thwarting them (resistance) in Malaysia. Therefore, in this study the researchers would clearly investigate to test the relationship between organizational commitment and intention to comply electronic monitoring system. Two main objectives were set which are to determine the relationship between organizational commitment and intention to comply with Electronic Monitoring System (EMS) and to predict the role of different type of EMS.

Review of Literature

Organizational Commitment

Organizational commitment on the part of employees is his identification and involvement with the organization (Yusof and Shamsuri, 2006). According to Ngodo (2008), organizational commitment includes three major concepts; (i) employee's feeling of belongingness, association and recognition with the organization, (ii) employee's level of involvement in organizational activities, and (iii) employee's acceptance of organizational authority over him. Employee commitment also is an important aspect, which assists in improving the organizational performance.

Accordingly, based on Meyer et al. (1993), there are three types of commitment "that either characterizes the employee's relationship with the organization or has the implications to affect whether the employee will continue with the organization". Employees with strong affective commitment will stay with an organization because they want to, those with a strong continuance commitment remain because they have to, and those with a normative commitment remain because they felt that they have to.

Theory Related to Organizational Commitment

Allen and Meyer (1990) had proposed a three component model of organizational commitment. The three-component model is also known as TCM that consists with of three elements; affective commitment, continuance commitment and also normative commitment. The three-component model can be referred with recognition towards the goals and values of the organization, a desire to belong with organization and a determination to display effort on behalf of the organization (Mowday, Porter & Steer, 1982). Shore and Wayne (1993) running a study which shows that affective and normative commitment have a strong relationship with each other while the continuance commitment is negatively connected with organizational outcomes.

Affective Commitment

Porter et al. (1974) further characterize affective commitment by three factors. The first is belief in and acceptance of the organization's goals and values. The second is a willingness to focus effort on helping the organization achieves its goals, and the third is a "desire to maintain organizational

membership". It is belived that the factor determined by Porter et al. (1974) might have the similar meaning to which identified by (Meyer & Allen et al., 1993; Mowday et al., 1997; O'Reily & Chatman, 1980). However, Meyer and Allen (1997) continued to say that employees retain membership out of choice and this is their commitment to the organization.

Affective commitment employees also are less intended to quit from his current position and may not have any problem with absenteeism issues (Iverson & Buttigieg, 1999). This kind of employee is much difference with those who are with continuance commitment. Plus, this type of employee always feel obliged to spend their most job career in one organization and will perform well in his job performance (Rego et al., 2002). Therefore, it shows that a tight bond between the employee and the organization itself and the individual will possibly tends to perform very well in improving the organizational culture (Balassiano & Sales, 2012).

Continuance commitment

Continuance commitment is the willingness to remain in an organization because of the investment that the employee has with "nontransferable" investments. Nontransferable investments include things such as retirement benefit, relationships with other employees, or things that are special to the organization (Reichers, 1985). Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization (Reichers, 1985). Meyer and Allen (1997) further explained that employees who share continuance commitment with their employer often make it very difficult for an employee to leave the organization.

This type of employees is the type of person who is afraid to lose the benefits from the organization such as pension plans, seniority or organizational specific skills. In order to ensure that these employees stay in the organization, the employer needs to give more attention to them. So that, they will feel a part of the organization

Normative commitment

Normative commitment is the commitment that a person believes that they have to the organization or their feeling of obligation to their workplace (Bolon, 1997). In 1982, Weiner discusses normative commitment as being a "generalized value of loyalty and duty". Meyer and Allen (1991), supported this type of commitment prior to Bolon's definition, with their definition of normative commitment being a feeling of obligation". Similar with Wiener and Verdi (1980) idea, the normative commitment can be measured by the sense of the individual should give his faithful to the organization and ready to sacrifice to develop and enhanced the company performance.

It is argued that normative commitment is only natural due to the way we are raised in society. Normative commitment can be explained by other commitment such as marriage, family, religion, etc. Therefore when it comes to one's commitment to their place of employment they often feel like they have a moral obligation to the organization (Wiener, 1982).

Electronic Monitoring System

Electronic Monitoring System (EMS) is a common operation technology to collect, store, analyze, and report individual or group actions or performance (Nebeker & Tatum, 1993). It is a tool to gather information about how effective and productive individuals, teams, or larger departments perform their work (Stanton & Weiss, 2000). Electronic monitoring is not a new surveillance system. Its application is vast especially in call centers and customer service arena. Electronic Performance Monitoring (EPM) has received some attentions especially on the job satisfaction, turnover propensity, acceptance or satisfaction with the monitoring system and employees beliefs about the monitoring system (Chalykoff & Ko Chan, 1989; Stanton & Weiss, 2000).

EMS can be used to monitor several employee actions such as the recording of customer interactions on video, the counting of keyboard entries, monitoring area access, location indicators and log-on/off times. In addition, it may be used to oversee the use of phone, Internet access, email, and so on. As a result, EMS characteristics and capabilities may have more pronounced effects on how performance is assessed and how employees interact and also support each other, since all work and social activities are framed by technology. Based on survey that has been done by Websense (2003), it was reported that most of the employees tend to spend one-third of their time surfing the Internet for non-work related topics and this will affect the productivity of the employees especially on their work performance (Wakefield, 2004).

Cohen (2003) reported a significant positive relationship between the enforcement of corporate ethical values and organizational commitment where the organizational thinks that if the electronic monitoring system is being implemented in their organization, the management are able to control the activity of their employees where the employees will have the limitation on using the electronic system. The general purpose of Electronic Monitoring System is therefore similar to the original purpose of traditional monitoring: ensuring and, where necessary, enforcing a specific level of performance, including work pace, and accuracy. These data reflect work effectiveness and productivity of the individual employees and/or their work groups, and even larger organizational units (Stanton & Julian, 2002).

However, many employee monitoring system are implemented with employees unable to choose whether they would like to be monitored or not. Hence, acceptance and compliance of organizational that imposed with Electronic Monitoring System may incur employee resistance. It is because, some employees have intentions to alter or manipulate the electronic monitoring system, intention to avoid or escape monitored areas, intentions to passively accept or comply with the systems, and intentions to actively complain the systems by reporting to supervisor (Spitzmuller & Stanton, 2006).

Alter or Manipulate

Electronic monitoring system is a necessity in many industries for many firms due to different reasons and variables if they are to remain competitive in today's competitive global world of business. The future of employee monitoring is still a bit unclear due to pending emerging issues and ethical considerations. However, current surveys show a need for some form of monitoring to ensure proper employee behavior so the firm's are not jeopardizing themselves (Mujtaba, 2003).

If the company is publicly traded, employers must ensure employees are abiding by the rules set forth by the Securities and Exchange Commission, in order to protect trade secrets and proprietary information. Yet, employees feel differently about this issue. They feel that if e-mail is addressed to their name, no one else has the right to read it and from that, this employee will try to alter or manipulate the system that company create. Ethical issues arise regarding the right to privacy. Many companies still intercept e-mail and voice mail, based on legislation that states that if an organization gives prior consent, they protect themselves against the risk of liability, by notifying employees their e-mails may be read (Hartman, 1998).

Accept or Comply

Recently, Spitzmuller and Stanton (2006) argued that intention to mitigate security technologies such as video and computer monitoring are intentional and thus best predicted by intentions toward the attitudes, commitments and beliefs of the individual. Intentions are assumed to capture the motivational factors that influence the behavior and are indicators of how hard people are willing to try in order to perform the behavior (Ajzen, 1991). In other words, intentions are immediate antecedents of actual behavior. Even, many employees that try to avoid or escape, complain, alter or manipulate the electronic monitoring system, but also have employees that will accept or comply

with this system because they believe loyalty is important and therefore, they feel a sense of moral obligation to remain with the organization.

Avoid or Escape

One issue, in regards to technology, is the loss of privacy at work. Most employers feel it is their right to read and intercept private Electronic and Voice Mail of their employees. It is understandable that workers often feel as if their rights were violated if personal e-mail was intercepted or read without their permission. However, many employers feel that by reading e-mail, they may be able to prevent personal use or abuse of company resources, employee theft, and many more but at the same time by doing that employers do not care the feeling of their employees. "Emotions are programs that have arisen through the course of human behavior" (Weiss, 2002). If employees do not feel comfortable in an organization, they tend to stop using company system, try to avoid the rooms and spaces that are monitored by the system, use their own computer and might be encourage others to avoid from being monitored by the system.

The following hypotheses were created for research:

H_1: There is a significant relationship between affective commitment and alter or manipulate.

H_2: There is a significant relationship between affective commitment and accept or comply.

H_3: There is a significant relationship between affective commitment and avoid or escape.

H_4: There is a significant relationship between normative commitment and alter or manipulate.

H_5: There is a significant relationship between normative commitment and accept or comply.

H_6: There is a significant relationship between normative commitment and avoid or escape.

H_7: There is a significant relationship between continuance commitment and alter or manipulate.

H_8: There is a significant relationship between continuance commitment and accept or comply.

H_9: There is a significant relationship between continuance commitment and avoid or escape.

Research Methodology

Population and Sample

Taking correlational study as the research method, a survey was conducted and data from employees working in three different organizations in Klang Valley. As for this study, the selection of sample was based on proportionate stratified random sampling. According to Salkind (2005) stratified random sampling is used when the population is homogeneous and contains several different group or some of which are related to the topic of study. This type of sampling technique allows the researcher to minimize the sampling error by having a homogeneous sampling size of employees. The members in the population have an equal independence chance or being selected as part of the sample and it will be from bias (Salkind, 2005).

The population for this study was estimated to be 700 employees. Following Roscoe (1975) as a rule of thumb, the sample size larger than 30 and less than 500 are appropriate for most research. Thus, the researcher decided to target a total of 200 employees as the sample. The reason was to ensure that the return rate would be more than 100 (Salkind, 2006).

Survey Instrument, Validity and Reliability

The instrument used for the data collection is a survey questionnaire. The questionnaire was adapted from past researchers in order to meet the research objectives and to answer the research question; organizational commitment (Meyer and Allen, 1991) and EMS dimensions that consist of alter or manipulate, accept or comply, avoid or escape, and complain about EMS (Spitzmuller and Stanton , 2006).

Two experts who reviewed for errors, ambiguity and concept tested the face and content validity of the questionnaire. The purpose of using face validity was to validate the instruments used to measure what it is supposed to measure. Besides, content validity was to check for errors or unneeded questions in the questionnaire. The feedback obtained from these experts assisted in improving the questionnaire. The necessary amendments and changes were made according to the comments and suggestions.

According to Gay, Mills and Airasian (2006), reliability is the degree to which a test systematically measures whatever it is measuring. Thus, reliability test was used by the researchers as an indication of the constancy and consistency. In determining the reliability of the instrument, a pilot test was conducted to 30 respondents. The results are displayed in Table 1.

Table 1: Internal Consistency Scores

Variable	No of Items	Cronbach's Alpha
Organizational Commitment		
Affective	7	.610
Normative	7	.687
Continuance	6	.795
Intention to Comply EMS		
Alter or Manipulate	5	.923
Accept or Comply	4	.822
Avoid or Escape	6	.922

Based on Kerlinger and Lee (2000) the reliability of .5 and .6 is acceptable for social and science research. Therefore, the researchers concluded that the instrument was reliable and shall be used for the actual data collection.

Results and Findings

Survey Return Rates

In order to obtain the results, questionnaires were distributed to 200 employees of three companies that applied electronic monitoring system. They were given ample time by the researchers to complete the questionnaire as they had two weeks to complete it. The reason of doing this is to avoid from disturbing the employees in completing and handling their daily routine. After two weeks of distribution, there were 185 questionnaires collected while 15 questionnaires were unreturned. As a result, the response rate for this study was 92.5%. All the questionnaires collected were valid, scored, and input into a database for statistical analysis. Table 2 offers the descriptive analysis of the respondents' profiles.

Table 2: Respondent' Profiles

Characteristics	Frequency	Percentage
Gender		
Male	41	22.2
Female	144	77.8
Age group		
Less than 21 years old	33	17.8
21 – 30 years old	126	68.1
31 – 40 years old	20	10.9
More than 40 years old	6	3.2
Working Experience		
Less than 1 year	83	44.9
1 – 5 years	69	37.3
6 – 10 years	16	8.6
More than 10 years	17	9.2
Highest level of education		
Secondary	7	3.8
Certificate	15	8.1
Diploma	55	29.7
Bachelor	101	54.6
Master	7	3.8

Univariate Analysis

In order to analyze the data, it should begin with describing it. According to Salkind (2009), univariate analysis can be defined as describing data as computing a set of descriptive statistics. It should describe the general characteristics of a set of distribution scores (Salkind, 2009). Furthermore, Sekaran (2010) stated that the analysis involved usage of descriptive statistics comprising the mean and the standard deviation scores that can be obtained from the interval-scale independent and dependent variables. Table 3 provides the results of the univariate analysis and the normality test for the variables. According to Hair, Babib, Anderson, Tatham and Black (2010), the normality distribution was only acceptable when the Skewness and Kurtosis values in the range of ±3 or ±2 for Skewness and ±3 for Kurtosis (Kline, 2005). Thus, the result of normality analysis for each variable indicated the data normal distribution for all variables.

Table 3: Mean and Standard Deviation for Variables

Variables	Mean	Standard Deviation	Skewness	Kurtosis
Organizational Commitment				
Affective	3.499	.617	-.438	.1523
Normative	3.067	.916	-.062	.008
Continuance	3.532	.675	.071	.131
Intention to Comply EMS				
Alter or Manipulate	3.234	.910	-.145	.410
Accept or Comply	3.395	.753	-.184	.529
Avoid or Escape	3.054	.835	-.495	.084

The mean scores for organizational commitment were ranged between 3.067 and 3.532 and the standard deviation scores were from 0.617 to 0.916. Continuance commitment produces the highest mean score or 3.532. Similarly, the mean scores for intention to comply Electronic Monitoring System were ranged between 3.054 and 3.395 and the standard deviations scores were between 0.753 and .910. Accepting or complying the EMS has the highest average score of 3.395.

Factor Analysis

Factor analyses were used to identify whether there is only single factor or there are many factors that represent in the responses to the items (Hair, Black, Babin, Anderson & Tatham, 2006). By conducting the factor analysis test, several statistical values are observed to establish whether the items are suitable to be factor analyzed. The test can be accomplished by examining the values of Measure of Sampling Adequacy (MSA), Kaiser- Mayer- Olkin (KMO) and the Barlett's test of Sphericity. According to Hair et al., (2006) MSA value for the individual items was set to be above .50 and the KMO for all items value to be above .60. Besides that, Bartlett's test of Sphericity is observed to detect the existence of significant correlations among variables. It is appropriate to proceed with the factor analysis if the value of the test is large and significant (p < .05). Table 4 shows the results of the factor analysis on all variables. The results of the factor analysis adhered to the MSA, KMO and Bartlett's test of Sphericity.

Table 4: Results of the Factor Analysis

Items	Component					
	1	2	3	4	5	6
Happy to spend the rest of my career here		0.709				
I enjoy discussing about this organization		0.806				
Feel as if this organization's problems are my own		0.702				
A person must always be loyal to his organization			0.816			
Jumping organization is considered unethical to me			0.835			
Right now, staying is a matter of necessity as much as desire.	0.645					
Hard for me to leave my organization right now	0.742					
Too much of my life would be disrupted if I leave	0.75					
I have few options to consider leaving	0.771					
I am dedicated to this organization	0.76					
try to find a way to keep my mail private				0.83		
willing to alter the system's settings				0.829		
will change my computer settings				0.828		
If I know how to circumvent it, would show my co-workers how to do that.				0.656		
Will encourage my co-workers to alter the system				0.648		
Will accept this policy and not try to circumvent it					0.822	
Will not try to circumvent being monitored.					0.767	
Will make no efforts to prevent my company from keeping track of my computer activities.					0.863	
Will encourage my colleagues to accept this policy					0.804	
Will stop using the company system if there are alternatives						0.732
Will try to avoid the rooms and spaces that are monitored by the system.						0.686
Will try to use my own computer						0.754
Will encourage my co-workers to stop using the company system						0.855
Will encourage others to avoid the rooms and spaces that are monitored						0.833
Will encourage my colleagues to use their own computers						0.836

Hypotheses Testing

Before the data was tested for regression, a correlational test was performed to examine the associations among variables. The results are displayed in Table 5.

Based on the results, affective commitment is related to intention to alter or manipulate the EMS, but on a negative direction (r = -0.145, p < 0.05). Normative commitment is related to intention to accept or comply with the EMS (r = .292, p = 0.00) and continuance commitment is related to intention to avoid or escape the EMS (r = 0.485, p = 0.00). Examining the associations among the intention to comply to EMS, the results reveal for a positive association between intention to alter and avoid (r = 0.485, pp = 0.00) and a negative association between accept and avoid (r = -0.155, p < 0.05). Sets of regression tests were then performed to test on the hypotheses. The results are displayed in Table 6.

Table 5: Results of the Correlation Test

	Affective	Normative	Continuance	Alter/ manipulate	Accept/ comply	Avoid/ escape
Affective	1.000					
Normative	.343**	1.000				
Continuance	-.145*	.057	1.000			
Alter/manipulate	-.145*	.057	1.000**	1.000		
Accept/comply	.127	.292**	-.139	-.139	1.000	
Avoid/escape	-.100	-.094	.485**	.485**	-.155*	1.000

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

*. Correlation is significant at the 0.05 level (2-tailed).

Table 6: Results of Hypotheses Testing

Hypotheses	R^2	Standardized Coefficient (Beta)	Significant (p)	Tolerance	VIF	Results
H_1: affective commitment and alter or manipulate.	.124	-.187	.017	.882	1.133	Supported
H_4: normative commitment and alter or manipulate.		.121	.121	.882	1.133	Not Supported
H_7: continuance commitment and alter or manipulate.		.162	.040	.879	1.137	Supported
H_2: affective commitment and accept or comply.	0.110	.001	.992	.855	1.170	Not Supported
H_5 normative commitment and accept or comply.		.301	.000	.871	1.148	Supported
H_8: continuance commitment and accept or comply.		-.156	.030	.966	1.035	Supported
H_3: affective commitment	0.250	.016	.817	.855	1.170	Not

and avoid or escape.						Supported
H_6: normative commitment and avoid or escape.		-.127	.066	.871	1.148	Not Supported
H_9: continuance commitment and avoid or escape.		.495	.000	.966	1.035	Supported

Based on the results, five hypotheses were supported. The most significant and with the highest strength is on the relationship between continuance commitment and intention to avoid or escape the EMS ($\beta = 0.495$, $p = 0.00$). The analysis also yields a result, in which there is a significant relationship between continuance commitment and intention to accept the EMS, but in a negative direction ($\beta = -0.156$, $p < 0.05$). Thus, the two findings are consistent; intention to avoid is similar to intention of not to accept the EMS. The results further reveal there is a significant relationship between normative commitment and intention to accept or comply ($\beta = 0.301$, $p = 0.00$), a significant relationship between affective commitment and alter or manipulate ($\beta = -0.187$, $p < 0.05$). Finally, continuance commitment is also found to be significantly related to alter or manipulate the EMS ($\beta = 0.162$, $p < 0.05$).

Discussion and Conclusion

In this study, three different types of organizational commitment adopted from Meyer & Allen, (1997) were tested on the intention to comply to EMS, measured as accept or comply, alter or manipulate and avoid or escape. The result of the study shows interesting findings. While affective commitment and normative commitment predicted for only a type of intention to comply to EMS, continuance commitment seem to play a role in determining all different levels of EMS compliance. However, the directions vary.

One explanation is perhaps employees who are in the group of continuance commitment do not possess a sense of emotional belonging to the organization. The only reason they stay committed is just a matter of necessity. Employees develop commitment are more concerned about rewards instead of identifying the organization's goals and values. Should a better job and a better salary await them, they will not hesitate to leave. Hence, it relates to their desire of altering, avoiding and not complying to the surveillance system.

On the other hand, employees who are affective to the organization do not seem to alter or manipulate the EMS. Affective commitment can be defined as a psychological attachment to the organization. This is because employees have the motivation and they desire to contribute something to the organizations. The affective commitment person will accept or comply the system because their mindset is to remain in the organization with the employer even they had been offered a higher salary at another organization (Meyer and Allen, 1997).

Based on the findings, while there are some explanations on the role of commitments to the intention to comply to a surveillance system, it is believed teamwork, cooperation, well-balanced culture and clear communications are also the attribute for positive employee commitment. Organizations are also advised to provide appropriate reward and recognition systems as a method to gain comprehensive commitment from the employees. The main purpose is to motivate the employees to invest more in their job.

The findings of the study would be useful to organizations that are concerned about the implementation of electronic monitoring system. If the negative intentions to comply the system of electronic monitoring could be predict, it would help the organizations to improve not only their employees intentions and behaviors but the system as well. Besides, this study also provides benefit to employers in understanding better about employees commitment as determinants to improve commitment could be strategized. In addition, the findings will add to the existing body of knowledge in the areas of organizational commitment and electronic monitoring system to improve

day-to-day activities. As a result, they can maintain with the organization if employees have stimulate effort or intention to comply.

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