


Chapter 9

Employees' Attitudes and Perceptions Towards Electronic Monitoring Surveillance Affecting Employee Behavior: An Exploratory Evidence From the Airline Industry

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ABSTRACT

Electronic monitoring surveillance (EMS) has emerged as a mechanism to monitor the behavior of the employees. Fast-growing organizations are adopting this strategy in an expeditious way. EMS deals with the CCTV, internet surfing control, and check on emails. The chapter is an attempt to diagnose the employees' attitudes and perceptions towards EMS and its impact. For this research purpose, a sample was drawn from the population of the selected airports Chandigarh, Pune, Goa, and New Delhi. Sample data of 237 respondents was done by using Smart-PLS.

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The findings revealed that employees show that attitude and perception towards EMS were significant. It also influenced their work behavior positively. This chapter suggests managerial implications for organizations in understanding the appropriate implementation and use of EMS strategy as future scope of study. Moreover, this chapter also provides a platform for the researchers to study the different HR practices like commitment, loyalty, job satisfaction, and engagement.

INTRODUCTION

Electronic Monitoring, Surveillance (EMS) is contemplating a wider scope in the 21st century. This century is known as technology and automated century. Many researchers like (Aiello, 1993; Aiello and Svec, 1993; Vorvoreanu and Baton, 2000) propounded that for the last two decades the use of Electronic Monitoring Surveillance (EMS) at workplace gradually increased and its prevalence still rising in a good pace. Moreover, (Lane, 2003; Allen et al., 2007; Ball, 2010) postulated that the use of EMS in the organizations was enormous because it decline the cost involved in work activities and enhancing the organizations' complexity. It is a considerable concern as technological and automated era are either a boon or bane for the society. This technology has some pros and cons, like EMS makes employers capable for trace and monitors the undesired behavior of their employees in the working premises. EMS could be referring as the use of the computerized mechanism in collecting, retaining, analyzing, and assimilating the information on employees' behavior at the workplace.

Author (Wen et al. 2007) propounded that EMS is a controlling strategy which strengthen the organizations to monitor employees' movement and provide reports about their mobility from the workplace. Furthermore, its use also explained for harnessing of technology in capacity to take photos of an employee's screen at regular time intervals, provides the information to the employer regarding different websites employees were visiting, email content and confidential information they might probably disclose.

In this regard, American Management Association (2007) surveyed 304 organizations in the United States, which used EMS to check the behavior of their employees during their work hours. The survey results, revealed that 28 percent of the organizations terminated their employees for the inappropriate use of official email ids and other social media sites in official time, In addition to other reasons for employee's termination include wrong or offensive language, violation of confidentiality rules, and breach of any company policy. Furthermore, 30 percent of

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