

Workplace Surveillance And Employee Performance Of Fast Food Firms In South-South, Nigeria.

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Abstracts: *This study examined the relationship between workplace surveillance and employee performance in fast-food firms in South-south, Nigeria. Against the backdrop of a highly competitive service sector increasingly adopting digital monitoring tools, the research specifically investigated the nexus between Electronic Performance Monitoring (EPM) and two dimensions of Employee performance: Task Performance and Adaptive Performance. The study adopted a descriptive survey design, and due to the small, well-defined population, a census of all 45 supervisors and managers from 15 selected fast-food firms in the South-South region was used. Data was collected via interview and distribution of structured questionnaires and analyzed using Pearson Product Moment Correlation Coefficient. The findings revealed a strong, positive relationship between EPM and Task Performance ($r = .693, p < .001$). More notably, a very strong, positive relationship was found between EPM and Adaptive Performance ($r = .811, p < .001$). These results indicate that increased use of Electronic Performance Monitoring is significantly associated with higher levels of both routine task efficiency and employee adaptability to novel situations. The study concludes that EPM can serve as a potent managerial tool for enhancing performance in the fast-food industry. However, it is recommended that management implements these systems transparently and ethically, framing them as tools for developmental feedback and empowerment rather than punitive control, to sustain positive performance outcomes and mitigate potential psychological strain.*

Keywords: Workplace Surveillance, Electronic Performance Monitoring (EPM), Employee Performance, Task Performance, Adaptive Performance.

1.0 Introduction

Fast-food firms in South-south operate within a distinctive set of economic, organisational and socio-cultural circumstances that together shape their strategic priorities and everyday management practices. Over the last decade the sector expanded in response to rapid urbanisation, changing consumer lifestyles, and the entry of both local quick-service restaurants and international franchise brands; this growth has been accompanied by heightened competitive pressures to deliver speed, consistency and low cost while maintaining service quality and brand standards (Chinedu, 2024). Fast-food outlets are typically characterized by high customer throughput, standardized operating procedures, tightly choreographed task sequences (from order taking to food preparation to delivery), and a workforce composed largely of frontline, semi-skilled employees.

Human resources as one of the resources in the organization play an important role in the successful achievement of organizational goals. In the development of human resources, the performance of an employee in a company is needed to achieve employee performance itself and also for the success of the company. Improving the performance of these employees is not only beneficial for the company, but also for the employees themselves. Because with good performance theoretically can achieve a better level of employee career development (Sihaan et al., 2016). Employee performance denotes the overall effectiveness, efficiency in accomplishment of an organisation's goals and objectives. Perceived performance refers to stakeholders' subjective evaluation of how well employees and the organisation as a whole are achieving these outcomes. Employee performance constitutes a vital element of organisational performance, directly influencing collective output, productivity and organisational success (Zhang et al., 2023). From an organisational viewpoint, employee performance is regarded as the collective contribution of all individuals in the workforce towards attaining the company's strategic objectives and goals. This involves evaluating how effectively employees utilise their skills, knowledge and abilities to carry out tasks, collaborate with colleagues, achieve targets and ultimately contribute to the organisation's success (Kim & Jung, 2022). By linking individual accomplishments to the organisation's overarching strategic goals, perceived performance offers a prism through which the alignment between individual contributions and organisational outcomes may be evaluated.

Workplace surveillance has undergone a significant transformation from the early forms of physical supervision to more technologically driven practices. This technological shift is also becoming evident within Nigeria, especially in its South-South region, where multinational companies, financial institutions, and public agencies are integrating surveillance systems into their operational models (Adewunmi & Salako, 2024; Binuyo & Salami, 2022). The South-South region of Nigeria, known for its economic significance due to the oil and gas deposit, is home to numerous organizations that operate within highstakes and security-sensitive environments. As such, these organizations have adopted workplace surveillance not only to prevent misconduct and safeguard assets but also to enhance productivity and reduce operational risks. However, the increasing use of advanced surveillance technologies has sparked debates regarding their implications for employee rights, workplace relationships, and organizational climate.

Statement of Problem

Fast-food firms in South-south operate in a highly competitive service environment where speed, accuracy, and customer satisfaction depend heavily on frontline employee performance. In recent years, many of these firms have increasingly adopted workplace surveillance technologies such as CCTV systems, biometric attendance devices, digital point-of-sale monitoring, and GPS tracking of delivery personnel to improve operational efficiency and service quality. While these surveillance mechanisms are expected to enhance accountability, reduce shrinkage, and drive higher performance, emerging evidence across global and African contexts shows that excessive or poorly managed monitoring may also undermine employee motivation, increase job stress, and reduce discretionary effort. This duality creates an unresolved tension regarding whether surveillance ultimately enhances or impairs employee performance in service-based industries. Despite the growing relevance of surveillance in Nigerian organizations, empirical research on how workplace surveillance remains limited, fragmented, and inconclusive, especially in the fast-food sector. Most available studies in Nigeria examine related concepts such as technological adoption, employee monitoring in banks, leadership influences, or general performance management practices, but they rarely investigate surveillance as a multidimensional construct that includes behavioral monitoring, digital tracking, attendance control, and performance analytics. As a result, the mechanisms through which surveillance influences performance. Given these unresolved issues, it remains uncertain whether workplace surveillance in fast-food firms in South-south primarily serves as a performance-enhancing managerial tool or as a source of psychological strain that diminishes employee effectiveness. This study therefore seeks to fill these gaps by empirically examining the relationship between workplace surveillance and employee performance in fast-food firms in South-south, Nigeria.

Aim/Objectives of the study

The sole aim of this study is to examine the nexus that exist between workplace surveillance and employee performance of fast-food firms in South-south, Nigeria. **However, the objectives are;**

- i. Examine the relationship between Electronic Performance Monitoring and Task Performance of fast-food firms in South-south, Nigeria.
- ii. Ascertain the nexus between Electronic Performance Monitoring and Adaptive Performance of fast-food firms in South-south, Nigeria.

Research Questions

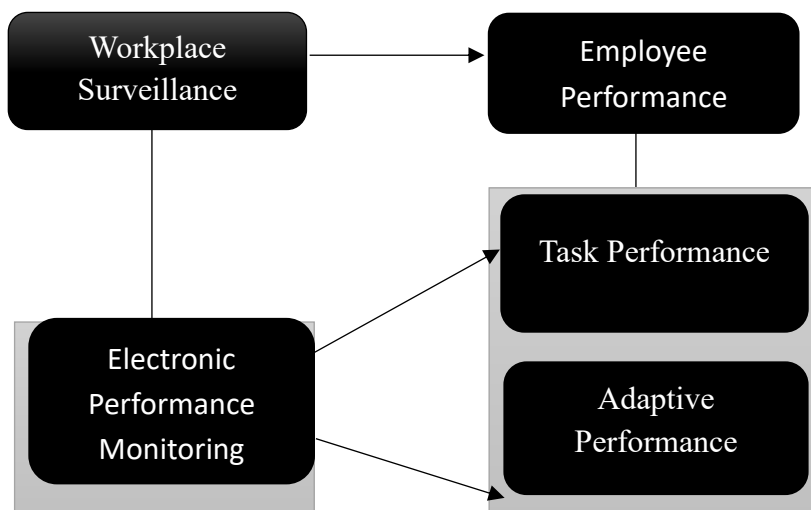
- i. What is the connection between Electronic Performance Monitoring and Task Performance of fast-food firms in South-south, Nigeria.
- ii. How is the relationship between Electronic Performance Monitoring and Task Performance of fast-food firms in South-south, Nigeria.

Research Hypotheses

- i. **H₀₁** There is no relationship between Electronic Performance Monitoring and Task Performance of fast-food firms in South-south, Nigeria.
- ii. **H₀₂** There is no relationship Electronic Performance Monitoring and Adaptive Performance of fast-food firms in South-south, Nigeria.

2.0 Literature Review

Figure 1.1 Conceptual framework for workplace surveillance and employee performance of fast-food firms in South-south, Nigeria



Sources: The dimension of the independent variable (Workplace Surveillance) was adopted from Jeske & Santuzzi (2015), and the measures of the dependent variable (Employee Performance) was adopted from Rabindra & Lalatendu (2017).

2.1.1 Workplace Surveillance

Workplace surveillance refers to the systematic monitoring of employees' actions, behaviors, and performance within an organization. From a sociological perspective, surveillance is often seen as a mechanism of power that influences behavior by creating a sense of visibility among employees, which in turn leads to selfregulation (Salako, 2023). This form of monitoring extends beyond simple observation and includes a variety of technological tools, such as CCTV cameras, biometric systems, GPS tracking, and digital monitoring of computer activities, all designed to gather data on employees' actions. Managerially, Okolie and Emefiele (2021) posits workplace surveillance is regarded as a critical tool for improving operational efficiency, ensuring compliance with company policies, and mitigating risks related to employee conduct. These technologies, embedded in organizational operations, help enhance productivity while minimizing the risk of misconduct and ensuring a controlled work environment

2.1.1.2 Electronic Performance Monitoring

Electronic Performance Monitoring (EPM) refers to the use of digital technologies to systematically collect, analyze, and evaluate employees' work activities, behaviors, and outputs. Conceptually, EPM has evolved from traditional manual supervision to sophisticated digital tracking systems that record keystrokes, screen activities, task completion time, and workflow patterns. Contemporary scholarship positions EPM as a core mechanism of managerial control enabled by technological advancement, particularly in service-oriented and fast-paced industries (Ravid et al., 2020). It is often justified as a tool for improving productivity, ensuring compliance with organizational standards, and enhancing service delivery. However, its rising prominence has also intensified debates regarding privacy, autonomy, and employee well-being. Researchers argue that EPM influences employee behavior by shaping perceptions of fairness, trust, and psychological safety. Jeske & Santuzzi (2015) note that employees who perceive monitoring as supportive rather than punitive are more likely to demonstrate positive work attitudes and higher performance. Conversely, intrusive or opaque monitoring systems can trigger stress, resistance, and withdrawal behaviors (Ball, 2010). Modern EPM frameworks emphasize transparency, ethical data use, and participatory implementation to balance organizational control with employee dignity. In workplaces increasingly governed by digital systems, EPM represents a critical component of organizational performance management. Its conceptual relevance lies in its dual capacity to optimize operational efficiency while simultaneously posing risks to employee motivation and engagement if implemented without adequate safeguards (Ravid et al., 2022). Thus, EPM remains a multidimensional construct shaped by technological capability, managerial intent, and employee perceptions.

2.1.2.1 Employee Performance

According to (Al Mehrzi and Singh, 2016) Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or predetermined criteria Employee performance can be defined as the comprehensive assessment of an individual's capabilities, skills and achievements within the workplace. This involves evaluating how well an employee fulfils job responsibility, meets or surpasses expectations and contributes to the organisation's overall success (Sugianingrat et al., 2019; Widarko & Anwarodin, 2022). This assessment often incorporates quantitative metrics, such as sales figures, output volume, project completion rates and qualitative aspects, including teamwork, problem-solving abilities and leadership qualities. This holistic approach thoroughly explains an employee's contributions and effectiveness within their role Employee performance According to Kasmir (2016), it is stated that performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period. Employee performance is often defined as the achievement of tasks, where employees at work must be in accordance with the organization's work program to show the level of organizational performance in achieving the vision, mission, and goals of the organization. Sidiанти (2015), states that employee performance is the desired outcome of the perpetrator. Factors that affect employee performance are the ability of employees to work. The success of an organization in achieving its goals depends on the ability and reliability of human resources that operate work units within the organization concerned. For this reason, high performance from the actors of these activities is required. Ratnasari (2019) Employee performance is the result of employee work in the form of quantity and quality per certain period of time.

2.1.2.2 Task Performance

Task performance is an understanding under contractual terms between an employer and an employee or a manager and a subordinate to perform an assigned task (Pradhan & Jena, 2016). Task performance can be defined as an employee's fulfillment of the duties and responsibilities of the relevant role in the job description (Van Dyne et al., 1995) and depends on the employee's efficiency to fulfill the duties and responsibilities. In other words, it is about how effectively and efficiently the employees fulfill their responsibilities. Hence, employees' task performance contributes directly or indirectly to all company activities, including production and the efficiency and productivity of the company (Van Scotter, 1994). From the employee's perspective, task performance refers to actions that are "expected, evaluated and rewarded" (Leung, 2007). While professional competence, clear job descriptions, a suitable working environment, and moral qualities are important for high task performance, a precise and reliable job description will increase (Gül, 2013), and an unclear job description will decrease the quality of the performance assessment (Kılıç, 2006). Employees always have a perception of their performance. However, they not only fulfill the tasks specified in their Key Performance Indicators (KPIs) but also many different tasks within the organization during the day, and most of them are not specified in the KPIs. Therefore,

employees perceive two different task performances: general and specific task performance (Aslan et al., 2021). Perceived general task performance includes the perception of how the person performs all the activities in the company, whether directly related to KPIs or not, such as coming to work on time, helping teammates, the general quality of the service produced, and the contribution to company activities other than the tasks defined in the job description and KPIs. Perceived specific task performance is the perception of the employees towards their performance related to main activities in their job description, which are often listed in KPIs. Moreover, all employees know what is in their KPIs what is evaluated formally or informally (Aslan et al., 2021)

2.1.2.3 Adaptive Performance

Adaptive Performance (AP) is vital for career success, enhancing employee productivity through the promotion of problem-solving, creativity, skill development, crisis management, and flexible social interactions (Park & Park, 2019). Cultivating Adaptive Performance (AP) adds value to employees and contributes to the benefits of their organization (Kaltiainen & Hakanen, 2022). In the contemporary dynamic business environment characterized by technological advances, organizational success relies on strategically harnessing the adaptability of knowledge workers as a competitive advantage, enabling effective competition and responsiveness to changing circumstances (Gorostiaga et al., 2022). Promoting lifelong learning assists employees in addressing unforeseen challenges and adapting to changing circumstances (Choi et al., 2022). Employers appreciate adaptable workers for their positive impact on productivity and morale, highlighting the significance of integrating technical expertise with flexibility. This underscores the encouragement for organizations to establish systems that incentivize enhanced adaptive performance (Irawan & Prajetno Sugiono, 2022). Adaptive Performance (AP) in the workplace empowers employees to excel in dynamic environments, sustain productivity, facilitate skill development, drive organizational success, cultivate a culture of lifelong learning, and incentivize outstanding professional performance (Jundt et al., 2015; Park & Park, 2019; Pulakos et al., 2000; Tao, 2006). Numerous studies have delved into the significance of Adaptive Performance (AP) in organizations. At the individual level (IL), research has identified gaps, particularly concerned learning and training strategies, indicating a need for future investigation (Nandini et al., 2022).

2.2 Theoretical Review

Panopticon Theory, by Michel Foucault in 1977

The underpinning theory for this study is the Panopticon Theory, originally conceptualized by Jeremy Bentham in 1791 and later expanded into a modern sociological framework by Michel Foucault in 1977. The theory explains how constant or perceived surveillance creates a state of conscious visibility that shapes behavior through internalized discipline rather than physical enforcement. In the context of workplace settings, Foucault's interpretation argues that when individuals know they may be monitored at any time, they regulate their own actions to conform to expected standards, thereby enhancing control and productivity. This theory is highly relevant to the present study on workplace surveillance and employee performance in fast food firms in South-south because modern surveillance systems such as CCTV, electronic performance monitoring, and biometric tracking operate similarly to a digital Panopticon. They create an environment in which employees adjust their work behavior, effort, and compliance in anticipation of being observed. The theory provides a conceptual basis for understanding how surveillance influences performance outcomes, explaining why employees in highly monitored environments may increase task focus, reduce counterproductive behaviors, and adhere to organizational procedures. However, Panopticon Theory also highlights the psychological implications of surveillance, including stress, reduced autonomy, and perceptions of mistrust, which are critical for interpreting mixed performance results. Thus, the theory offers a strong analytical lens for linking workplace surveillance mechanisms to employee behavioral and performance response

2.3 Empirical Review

Table 2.1: A Webometric of Empirical Review and Gaps in Literature

Author(s) / Year	Country	Topic Objectives /	Methodology	Findings	Conclusion	Gaps
Zhang, N., Sun, X., & Jin, C. (2025)	China	Effect of Electronic Performance Monitoring on Employees' Job Performance: a Social Information Processing perspective. Objective: examine how different types of EPM (developmental vs. preventive) affect job performance and the mediating role of self-efficacy.	Two-wave survey of 223 employees in Chinese firms; mediation analysis (SEM/PLS).	Both developmental and preventive EPM positively related to job performance; self-efficacy partially mediates the relationships. Employees who view EPM as supportive reported higher efficacy and performance.	EPM can improve measurable performance when implemented as developmental and when it enhances employees' self-beliefs.	Sample limited to China and particular industries; long-term effects and boundary conditions (e.g., fairness perceptions, sector differences) need study.
Li, F., Zhan, X., & Liu, Y. (2025)	China	Double-edged sword effect of algorithmic management on work engagement of platform workers. Objective: test whether algorithmic management increases or decreases engagement via threat/challenge appraisals and moderators.	Survey of 292 food-delivery workers on two major Chinese platforms; SEM and moderation/mediation analysis.	Algorithmic management has both positive (challenge appraisal → engagement) and negative (threat appraisal → lower engagement) effects. Emotional stability and perceived organizational support moderate the pathways.	Algorithmic management produces ambivalent outcomes; psychological appraisal and support resources determine whether effects are beneficial or harmful.	Focused on gig food-delivery platforms; less is known about traditional, non-platform service workplaces (e.g., fast-food outlets) and performance metrics beyond engagement.
Siegel, R. (2022)	Multinational (meta-analysis)	The impact of electronic monitoring on employees' job	Meta-analysis of multiple empirical studies (effect sizes aggregated).	EPM yields small negative effects on job satisfaction ($r \approx -.10$) and small	Overall impact of monitoring is mixed and modest;	Heterogeneity across studies (industries,

		outcomes. Objective: synthesize empirical effects of electronic monitoring on employee outcomes (stress, satisfaction, etc.).		positive effects on stress ($r \approx .11$). Effects vary by monitoring type and context.	context and implementation (transparent vs. covert, developmental vs. punitive) shape outcomes.	measures); needs sector-specific analyses and more studies from Global South contexts.
Kalischko, T., et al. (2021) — (empirical components)	Germany / Europe	Electronic Performance Monitoring in the digital workplace. Objective: map adoption and employee reactions to EPM in modern workplaces.	Mixed methods: review + empirical survey components across sectors (multi-country European samples).	EPM adoption rose sharply post-COVID; effects include productivity gains but increased stress and ambivalent attitudes acceptance depends on perceived purpose and control.	EPM is a double-edged tool: operational benefits coexist with psychosocial risks; transparency and employee involvement improve acceptance.	Limited longitudinal evidence on sustained performance gains and on how managerial framing alters long-term employee behaviour.
Dong, J., et al. (2025)	China	Life against algorithmic management: burnout among food delivery workers. Objective: assess burnout levels under algorithmic control and identify predictors.	Field study / survey of platform workers; validated burnout scales, regression analysis.	High levels of burnout linked to algorithmic workload, low autonomy, and continuous location/performance tracking; negative effects on wellbeing and sustained performance.	Algorithmic surveillance contributes to worker burnout which undermines long-term productivity and safety.	Focus on gig economy platform workers; transfers to regulated, employer-employee contexts (e.g., fast-food chains) need empirical testing.
Hussain, F., Naeem, H., & Hafeez, S. (2021)	Pakistan	Mediating role of EPM between personality traits and work passion. Objective: examine how EPM mediates personality → work passion relationships in call centre employees.	Survey of 105 call centre employees; PLS-SEM analysis.	Conscientiousness and extraversion associated with positive reactions to EPM and higher work passion; EPM acted as significant mediator.	Individual differences shape how monitoring is experienced; tailored implementation could mitigate negative effects.	Small sample, single sector (call centres) and country; needs replication in service sectors like fast food and with larger samples.

3.0 Methodology

The study adopted a descriptive survey research design to examine the relationship between workplace surveillance and employee performance of fast-food firms in South-South Nigeria, focusing specifically on supervisors and managers who oversee frontline staff. The population comprised all 45 supervisors and managers from the selected 15 fast-food firms across the region, and because the population was small and well-defined, a census approach was employed, ensuring that every member of the population participated in the study. This approach eliminated sampling error and provided comprehensive coverage of the target group, whose roles are critical for implementing and monitoring workplace surveillance practices. Data were collected through face-to-face interviews and structured questionnaire adapted from validated scales which included sections on demographic characteristics, workplace surveillance practices covering electronic performance monitoring, CCTV, biometric tracking, and algorithmic oversight perceptions of employee performance, and open-ended items for qualitative insights. Responses were captured using a 5-point Likert scale ranging from strongly disagree to strongly agree. The data were analyzed and coded using Pearson Product Moment Correlation Coefficient with the aid of Statistical Package for Social Sciences (SPSS) version 24.

Data Presentation/Analyses

Table 4.1 Fast food firms used for the study

S/N	Fast-food Outlet	State	Supervisors/Managers
1	Kilimanjaro Restaurants (Port Harcourt)	South-south	5
2	Chicken Republic (Port Harcourt)	South-south	4
3	Tantalizers (Warri)	Delta State	3
4	Mega Grill Fast Food & Restaurant	South-south	2
5	Skippers Fast Food	South-south	3
6	Pepperoni Foods	South-south	4
7	Genesis Restaurant	South-south	5
8	Kilimanjaro (Uyo)	Akwa/Ibom State	3
9	Crunchies Fried Chicken (Asaba)	Delta State	3
10	Mr Biggs (Benin City)	Edo State	3
11	Favourites Fast Food (Yenagoa)	Bayelsa State	2
12	Ultimate Taste (Calabar)	Cross River State	2
13	Otres Fast Food (Calabar)	Cross River State	3
14	Sizzlers Fast Food (Warri)	Delta State	2
15	Flames Fast Food (Yenagoa)	Bayelsa State	2
	Total		45

Univariate Analyses

Table 4.2: Descriptive Statistics on Electronic performance monitoring, Task performance, and Adaptive Performance.

Item	N	Minimum	Maximum	Mean	Std. Deviation
Openness to Experience					

My team leader/management seeks feedback from us to improve their leadership.	45	1	5	3.41	.892
My team leader/management is open to trying new strategies to enhance team performance.	45	1	5	3.35	1.101
My team leader/management welcomes our ideas, even when they challenge their views.	45	1	5	3.58	.874
My team leader/management adapts their approach to meet the needs of the team.	45	1	5	3.12	1.043
My team leader/management views changes as opportunities for growth within the team.	45	1	5	3.04	.967
Team Adaptability					
Our team adjusts quickly to unexpected challenges during games or training.	45	1	5	3.52	1.124
We effectively reorganize our strategies when circumstances change.	45	1	5	3.81	.855
Team members are flexible in taking on new roles when needed.	45	1	5	3.95	.887
We perform well in situations that require quick decision-making.	45	1	5	3.70	.945
Our team adapts our ideas based on feedback from our leader or coach.	45	1	5	3.60	1.021
Team Collaboration					
We work well together to achieve our shared objectives.	45	1	5	3.74	.967
Our team communicate effectively to coordinate our efforts.	45	1	5	3.62	.991
We share knowledge and resources with each other readily.	45	1	5	3.61	.872
We handle conflicts constructively and cooperatively.	45	1	5	3.38	.904
Our team fosters mutual respect and support among members.	45	1	5	3.25	.891
Valid N (listwise)	45	1	5		

The statements concerning leadership's Openness to Experience reveal a team with moderately positive, but cautious, perceptions of their leaders. The highest mean score of 3.47 for "My team leader/management welcomes our ideas, even when they challenge their views" suggests that, on average, team members feel somewhat confident that their input is heard. However, with a standard deviation of 0.961, there is a notable spread of opinions, indicating that this experience is not universal across the team. The most critical findings are for the items "My team leader/management adapts their approach to meet the needs of the team" (Mean = 2.96) and "My team leader/management views changes as opportunities for growth" (Mean = 2.87), which are the lowest scores in this section. These means fall below the neutral point, signaling a collective sentiment that leadership is inflexible and resistant to change. The high standard deviations for these items (1.106 and 1.059, respectively) further underscore a significant lack of consensus, meaning the team is deeply divided with some members perhaps seeing a leader who adapts, while many others experience rigidity.

In contrast, the team's self-assessment of its own Team Adaptability is notably more positive and consistent. The very high mean of 3.89 for "Team members are flexible in taking on new roles when needed" indicates a strong collective agreement that the team is versatile. This is reinforced by a relatively low standard deviation of 0.950, showing that most members share this positive view with little disagreement. Similarly, the statement "We effectively reorganize our strategies when circumstances change" has a high mean of 3.76 and the lowest standard deviation in this section (0.910), confirming that the team is not only confident in its strategic flexibility but is also in strong agreement about this capability. While the lowest mean in this category is for adjusting to "unexpected challenges" (3.41), it is still a positive score, and its higher standard deviation of 1.083 simply suggests that some team members feel more confident in the team's reactive abilities than others.

The data on Team Collaboration presents a team that functions well on a practical level but may struggle with deeper interpersonal dynamics. The highest mean of 3.61 for "We work well together to achieve our shared objectives" indicates a solid, task-oriented cohesion. However, the more relational aspects of collaboration receive lower scores. The item "We handle conflicts constructively and cooperatively" has a mean of 3.29, suggesting that conflict resolution is an area of mild concern. More telling is the lowest score in the entire table, "Our team fosters mutual respect and support among members," with a mean of 3.12. This signals that the fundamental emotional foundation of the team may be weaker than its operational collaboration. The standard deviations for these collaboration items are consistently lower (around 0.9-0.95) compared to the leadership section, indicating that while the scores are moderate, there is a stronger consensus among team members about these social dynamics, making the lower scores for respect and conflict handling particularly significant.

Bivariate Analyses

Table 4.3 Test of relationship between Electronic Performance Monitoring and Task Performance of fast food firms in South-south, Nigeria

Correlations			
		Electronic Performance Monitoring	Task Performance
Electronic Performance Monitoring	consistency		.693**
	Sig. (2-tailed)		.000
	N	45	45
Task Performance	Pearson Correlation	.693**	
	Sig. (2-tailed)	.000	
	N	45	45
**. Correlation is significant at the 0.05 level (2-tailed).			
Source: Survey Data, 2026			

This table presents the results of a correlation analysis examining the relationship between the use of Electronic Performance Monitoring and employees' Task Performance. The analysis is based on data collected from a sample of 45 respondents. The key finding is a Pearson Correlation coefficient of .693, which is statistically significant at the 0.05 level (as indicated by the double asterisk and a significance value of .000). This result indicates a strong, positive relationship between the two variables. In practical terms, this means that as the level of Electronic Performance Monitoring increases, employees' Task Performance also tends to increase. The significance value (p-value) of .000 confirms that this observed relationship is highly unlikely to be due to random chance, providing strong evidence that the association is genuine within the population from which this sample was drawn.

Table 4.4 Test of relationship between Electronic Performance Monitoring and Adaptive Performance of fast-food firms in South-south, Nigeria

Correlations			
		Electronic Performance Monitoring	Adaptive Performance
Electronic Performance Monitoring	consistency		.811**
	Sig. (2-tailed)		.000
	N	45	45
Adaptive Performance	Pearson Correlation	.811**	
	Sig. (2-tailed)	.000	
	N	45	45
**. Correlation is significant at the 0.05 level (2-tailed).			
Source: Survey Data, 2026			

This table presents a correlation analysis examining the relationship between Electronic Performance Monitoring and Adaptive Performance, based on survey data from 45 respondents. The analysis reveals a Pearson Correlation coefficient of .811, which is statistically significant at the 0.05 level (as indicated by the double asterisk and a significance value of .000). This result indicates an exceptionally strong, positive relationship between the two variables. In practical terms, this means that increased use of Electronic Performance Monitoring is closely associated with higher levels of Adaptive Performance among employees. The significance value of .000 confirms that the probability this relationship occurred by mere chance is virtually zero, providing robust statistical evidence that the link is genuine.

Result and Discussions

HO1 Relationship between Electronic Performance Monitoring and Task Performance of fast-food firms in South-south, Nigeria

This strong, positive correlation supports the theoretical perspective that EPM can function as a mechanism for behavioral reinforcement and clarity. The finding aligns with the concept that clear performance standards and consistent feedback, facilitated by monitoring, can enhance focus and efficiency in routine tasks (Komaki, 1986). In the context of fast-food operations, where procedures are highly standardized, EPM likely reduces role ambiguity and provides the data necessary for targeted feedback, thereby driving task proficiency. However, this result must be interpreted with caution. The positive outcome may be contingent on employees' perception of the monitoring system. As research by Beehr, & Liu (2020) suggests, the effectiveness of EPM is often mediated by its perceived justice and purpose; if employees view it as fair and developmental, it may boost performance, whereas if perceived as oppressive and solely punitive, it could lead to negative outcomes like stress or resistance. Therefore, while a strong association is evident, the causal pathway likely involves these critical perceptual variables.

HO2 Relationship between Electronic Performance Monitoring and Adaptive Performance

The exceptional strength of this correlation is provocative, as it appears to counter the common narrative that surveillance and control systems inherently suppress employee creativity and adaptability. This finding can be interpreted through the lens of what Grote (2020) terms "ambidextrous control," where monitoring systems are designed not only to ensure compliance but also to provide real-time data that enables learning and innovation. In the volatile environment of a fast-food service, EPM data on customer flow or inventory could be used to empower teams to make swift, data-informed adaptive decisions. This perspective is supported by research from Klonek et al, (2022), who argue that when performance data is used for team reflexivity and learning, it can foster, rather than hinder, proactive behaviors. However, this positive relationship likely exists within a specific context where monitoring is coupled with a degree of autonomy and support for problem-solving. The finding challenges a purely negative view of EPM but also underscores the critical role of managerial philosophy in determining whether EPM becomes a tool for enabling adaptability or for enforcing rigid conformity.

Conclusions

Based on the result from the analyses conducted, the study therefore concludes that there is a nexus between workplace surveillance and employee performance of fast-food firms in South-South, Nigeria. Consequent to this conclusion the study therefore recommends that;

- i. Management of fast-food firms should ensure electronic performance monitoring systems are put in place in order to attain timely and realistic task of its employees, for optimal productivity and efficiency.
- ii. Management must always understand that (EPM) mechanism will help them to streamline employees for adjustment and for adequate feedback and not should be used as a weapon to victimize the employees if their performance is not adequate. This kind of employee should be instead encouraged by boosting his morale by encouragement or praises for best performances.

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