

**THE IMPACT OF MOBILE COMMUNICATION  
ON EMPLOYEE PERFORMANCE**

**MASTER OF BUSINESS ADMINISTRATION  
IN**



**INFORMATION TECHNOLOGY**  
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# THE IMPACT OF MOBILE COMMUNICATION ON EMPLOYEE PERFORMANCE

By

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The Dissertation was submitted to the Department of Computer Science & Engineering of the University of Moratuwa in partial fulfillment of the requirement for the Degree of Master of Business Administration.



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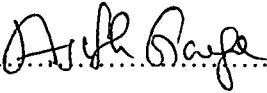
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## DECLARATION

"I certify that this thesis does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any university to the best of my knowledge and belief and it does not contain any material previously published, written or orally communicated by another person or myself except where due reference is made in the text. I also hereby give consent for my dissertation, if accepted, to be made available for photocopying and for interlibrary loans, and for the title and summary to be made available to outside organizations"

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## ABSTRACT

In the current competitive environment, the need for better management of all organizational resources, specifically human resource management has become a concern for most of the organizations. Improving employee performance is a prime factor to achieve competitive advantage. It is a common belief that the use of mobile communication improves organizational performance. However, there is little empirical evidence to support this argument in improving employee performance.

The main objective of the research is to determine the impact of mobile communication on employee performance. The research is focused on relationship between use of mobile communication and performance with respect to various aspects of employee performance. Hence literature provided, discusses the employee performance and mobile communication in Sri Lanka.

Information was gathered, using two questionnaires, from a sample of 127 users in thirteen different organizations covering main sectors of the Sri Lankan economy such as Banks, Tourist Industry, Communication, System Integration and Software development. The questionnaire was used to determine the impact of mobile communication on motivation, ability, role perception, situational factors and usage of mobile communication. Employee performance was captured and recorded using a separate questionnaire given to respective superiors. The impact of mobile communication on motivation, ability, role perception, situational factors and mobile usage were identified as the independent variables and employee performance as the dependent variable. The data was analyzed through correlation and regression analysis.

Data obtained from each of the research instruments was then statistically analyzed through linear regression analysis and simple correlation analysis. It was concluded that there is a significant relationship between employee performances and impact of mobile communication on role perception, skills/ability and situational factors. However, no significant linear relationship was found between employee performance and impact of mobile communication on motivation.

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## ABBREVIATIONS

3G	-	3rd Generation mobile communication system
ADC	-	American Digital Cellular
AMPS	-	Advanced Mobile Phone Service
AUC	-	Authentication Center
BSC	-	Base Station Controller
BSS	-	Base Station System
BTS	-	Base Transceiver Station
CDMA	-	Code Division Multiple Access
CGI	-	Cell Global Identity
CUG	-	Closed User Group
DCS	-	Digital Cellular System
DTMF	-	Dual-Tone Multi-Frequency
EIR	-	Equipment Identity Register
GIWU	-	GSM Interworking Unit
GMSC	-	Gateway Mobile Services Switching Center
GMSK	-	Gaussian Minimum Shift Keying
GSM	-	Global System for Mobile Communication
HLR	-	Home Location Register
ICT	-	Information and Communication Technology
ISDN	-	Integrated Services Digital Network
ITU	-	International Telecommunication Union
MSC	-	Mobile Services Switching Center
MSN	-	Mobile Service Node
MXE	-	Message Center
NMT	-	Nordic Mobile Telephone
OMC	-	Operations and Maintenance Center
OSS	-	Operation and Support System
PCS	-	Personal Communications Services
PDC	-	Personal Digital Cellular
PLMN	-	Public Land Mobile Network
PSTN	-	Public Switched Telecommunication Network
SLT	-	Sri Lanka Telecom Limited
SS	-	Switching System
TACS	-	Total Access Communication System
TDMA	-	Time Division Multiple Access
TRCSL	-	Telecommunication Regulatory Commission of Sri Lanka
UMTS	-	Unified Mobile Telecommunication System
VAS	-	Value Added Service
VLR	-	Visitor Location Register
WLL	-	Wireless Local Loop



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