

6. CONCLUSION

6.1. CONCLUSION

The broad objective of this research was to examine the relationship between employee performance and impact of mobile communication on each factor of performance.

In this research performance and mobile communication were discussed in terms of the research context. In an effort to investigate the broad objective of the research, six specific research hypotheses were generated. Employee performance was identified as the dependent variable, and role perception, motivation, skills/ability, situational factors and usage as the independent variables.

The main objectives of the research study were to:

1. To assess the impact of mobile communication for individual performance
2. To analyze relationship between usage (frequency and duration) of mobile communication and employee performance
3. To assess the impact of mobile communication on various job professions and careers

Two types of questionnaires were used to collect information on the study. Subordinates questionnaire was used to ascertain the impact of mobile communication on each factor of performance, motivation, role perception, skills and ability, situational factors. The variable, employee performance, was captured by the questionnaires given to superiors. The data collected from these two questionnaires was analyzed using linear regression analysis and simple correlation analysis.

Four concepts were identified as the performance indicators and fourteen variables were used to capture the impact of mobile communication on each

concept as shown in the table 6. The fourteen independent variables were analyzed using simple correlation analysis and regression analysis.

6.1.1. Assessing the impact of mobile communication for individual performance.

Regression analysis displayed that there is no linear relationship between employee performance and impact of mobile communication on, direction, intensity, aptitudes and learned capabilities. There is a statistically significant relationship between employee performance and impact of mobile communication on achievement of targets, interpersonal relationship, persistence, experience, guidance and autonomy. These variables were correlated again while excluding those variables that had a neutral relationship. The analysis resulted in illustrating a significant impact of mobile communication on role perception and situational factors thereby effecting the performance. The section 4.6 illustrates the data analysis.

6.1.2. Analysis of relationship between usage(frequency and duration) of mobile communication and employee performance

The result of the fifth hypothesis showed, through linear regression analysis, that there is a statistically significant positive relationship between employee performance and usage of mobile communication. Therefore in general the research concluded that there exist positive relationship between the level of use of mobile communication and employee performance. Higher the mobile usage by an individual higher was the performance. The data and the analysis related is discussed in section 4.6.5.

This interesting finding now needs to be analysed further in each of the professions studied in the research.

6.1.3. Assessing the impact of mobile communication on various careers.

For the purpose of this study we considered accountants, software engineers, customer support personnel, customer support engineers and sales and marketing staff. Customer support personnel in banks as well as other service organizations were included in the study.

The impact of mobile communication on software engineer's performance was not evident. This may be due to the fact that unlike other professional software engineers notably use a variety of communication tools ie Internet relay chat, blogs, wikis, bulletin boards, email to communicate with their superiors and peers.

The impact of mobile communication on accountants was positively correlated although the relation was only marginally more than that of the software engineers. This could be due to the fact the accountants are less likely to depend on other sources of communication. The relation is lesser than illustrated in other professions, such as customer service and sales and marketing and this may be due to the reason that accountants are fairly remote from the operation flow and as they perform a more monitoring and recording role than that of being actively engaged in the operational activities which require increased communication.

The impact of mobile communication on customer support personnel, customer support engineers and sales & marketing professions are quite positively significant. This follows the general trend in terms of discussed in section 4.6.6 as the associations were not correlated in terms of motivation and skills & ability. It was clear that the mobile communication has an impact on role perception and situational factors in these professions. These have been illustrated in section 4.6.7.

7. RECOMMENDATIONS

As companies tend to use mobile phones and tariff packages as incentives in order to motivate their employees, the company needs to be aware that it may only impact situational factors and role perceptions. Therefore identification of clear objectives in terms of motivation may enable the companies to use other monetary or non- monetary incentives where appropriate as opposed to depending on mobile phones and tariff packages to motivate staff.

In addition as the mobile communication does not impact certain professions [ie software engineers] one needs to consider the profession prior to considering sponsorship.

Due to mobile phone usage the employees do exhaust a considerable amount of time. The benefits gained by using this form of communication needs to be quantified against the time spent and a cost benefit analysis would provide a realistic estimation of the benefits derived by excluding the ill effects of time spent. However further study and a mechanism of measure needs to be established prior to implementation of such an initiative.



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8. FUTURE STUDY

A future study could be extended to consider the tariff packages used and the cost of communication and the benefits derived from it.

Due to the time constraints the author only concentrated on few professions. However the study can be extended to other important professions such as medical personnel, drivers.

As the younger generation tends to use mobile communication facilities more often than the older generation a study could also analyze the age and gender implications and performance in organizations.

In addition this study was only limited to mobile phones, however as a further area of study in could be extended to ascertain the implications of fixed phone extensions and other mobile devices (mp3 players, iphoones and PDA..etc)

 University of Moratuwa, Sri Lanka.
As till recently the main communication was based on voice author only concentrated on voice communications. However a future study is necessitated to find the implications of text, data and video communications. As the mobile communication technology (ie 3G, UMTS) develops and the volume of non-voice traffic increases the effect of it on work performance would become a significant area of study.

In addition as the cultural contexts tends to play an important role in communicating information (direct and indirect manner) it would be rather interesting to study the implications of the culture and the useful communication time on mobile phones.

This study could further be extended to evaluate the effect of limiting the use of mobile phones in certain professions ie customer care personnel. This could act either as a hygienic factor or as a de-motivating factor.

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10. ANNEXURE

10.1. ANNEXURE I: SURVEY QUESTIONNAIRE SUBORDINATES

IMPACT OF MOBILE COMMUNICATION ON EMPLOYEE PERFORMANCE

Introduction

As a MBA student at the University of Moratuwa Sri Lanka, I am presently conducting a research project to assess the impact of mobile communication on the employee performance.

I would be observing at the use of mobile communication employees in work and what impact these technologies have on their performance. I would be very grateful to you if you are willing to participate in the study.

I have attached a questionnaire developed for this purpose. I would be grateful if you could fill in the attached survey and return to me.

Research project : MBA in IT, University of Moratuwa
Researcher : G.D.P.A. Kumara

Confidentiality

We assure you that the information you provide will be treated in strictest confidence.

Instructions

- Questions in this survey are answered either by putting ticks on check boxes or circling the answer.
- Please answer all questions

2. Usage Information

2.1 The importance of mobile communication in my work-related activities
(Importance -->)

1 2 3 4 5 6 7 8 9 10

2.2 The importance of mobile communication in my non work-related activities
(Importance -->)

1 2 3 4 5 6 7 8 9 10

2.3 I use my mobile phone for official matters while at work

Never Seldom Sometimes Often Always

2.4 I use my mobile phone for personal matters while at work

Never Seldom Sometimes Often Always

2.5 I use my mobile phone for official matters while at home

Never Seldom Sometimes Often Always

2.6 What is the approximate number of calls you receive and make per day on official matters while at work using mobile phone?

<10 10-20 20-30 40-50 >50

2.7 What is the approximate number of calls you receive to your mobile and make per day on official matters while you are at home?

<10 10-20 20-30 40-50 >50

2.8 What is the approximate number of calls you receive and make per day on personal matters while at office?

<10 10-20 20-30 40-50 >50

2.9 Average amount of time (minutes) I spend on making and receiving official calls per day while I am at work?

<15 15-30 30-45 45-60 >60

2.10 Average amount of time (minutes) I spend on making and receiving personal calls per day while I am at work?

<input type="checkbox"/>	<15	<input type="checkbox"/>	15-30	<input type="checkbox"/>	30-45	<input type="checkbox"/>	45-60	<input type="checkbox"/>	>60
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2.11 Average amount of time (minutes) I spend on making and receiving official calls per day while I am at home?

<input type="checkbox"/>	<15	<input type="checkbox"/>	15-30	<input type="checkbox"/>	30-45	<input type="checkbox"/>	45-60	<input type="checkbox"/>	>60
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2.12 Average amount of time (minutes) you spend on making calls per day?

<input type="checkbox"/>	<20	<input type="checkbox"/>	20-40	<input type="checkbox"/>	40-60	<input type="checkbox"/>	60-80	<input type="checkbox"/>	>80
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3. Role perception

3.1 The percentage of targets successfully achieved the week with the use of mobile communication.

<input type="checkbox"/>	<10 %	<input type="checkbox"/>	10-20 %	<input type="checkbox"/>	20-30 %	<input type="checkbox"/>	40-50 %	<input type="checkbox"/>	>50 %
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3.2 The percentage of targets failed to achieve the week due to mobile communication.

<input type="checkbox"/>	<10 %	<input type="checkbox"/>	10-20 %	<input type="checkbox"/>	20-30 %	<input type="checkbox"/>	40-50 %	<input type="checkbox"/>	>50 %
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3.3 How far you have achieved your goals by using mobile communication as a percentage?

<input type="checkbox"/>	<10 %	<input type="checkbox"/>	10-20 %	<input type="checkbox"/>	20-30 %	<input type="checkbox"/>	40-50 %	<input type="checkbox"/>	>50 %
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3.4 Mobile communication helps me to achieve my work related targets

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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3.5 What is the approximate number of calls you make per day on work related matters to subordinates?

<input type="checkbox"/>	<10	<input type="checkbox"/>	10-20	<input type="checkbox"/>	20-30	<input type="checkbox"/>	40-50	<input type="checkbox"/>	>50
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3.6 How many of them are Useful as a percentage?

<input type="checkbox"/>	<10 %	<input type="checkbox"/>	10-20 %	<input type="checkbox"/>	20-30 %	<input type="checkbox"/>	40-50 %	<input type="checkbox"/>	>50 %
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3.7 What is the approximate number of calls you receive per day on work related matters from subordinates?

<input type="checkbox"/>	<10	<input type="checkbox"/>	10-20	<input type="checkbox"/>	20-30	<input type="checkbox"/>	40-50	<input type="checkbox"/>	>50
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3.9 How many of them are Useful as a percentage?

<input type="checkbox"/>	<10 %	<input type="checkbox"/>	10-20 %	<input type="checkbox"/>	20-30 %	<input type="checkbox"/>	40-50 %	<input type="checkbox"/>	>50 %
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3.9 What is the approximate number of calls you receive per day on work related matters with peers?

<input type="checkbox"/>	<10	<input type="checkbox"/>	10-20	<input type="checkbox"/>	20-30	<input type="checkbox"/>	40-50	<input type="checkbox"/>	>50
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3.10 How many of them are Useful as a percentage?

<input type="checkbox"/>	<10 %	<input type="checkbox"/>	10-20 %	<input type="checkbox"/>	20-30 %	<input type="checkbox"/>	40-50 %	<input type="checkbox"/>	>50 %
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3.11 What is the approximate number of calls you make per day on work related matters with superior?

<input type="checkbox"/>	<10	<input type="checkbox"/>	10-20	<input type="checkbox"/>	20-30	<input type="checkbox"/>	40-50	<input type="checkbox"/>	>50
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3.12 How many of them are useful as a percentage?

<input type="checkbox"/>	<10 %	<input type="checkbox"/>	10-20 %	<input type="checkbox"/>	20-30 %	<input type="checkbox"/>	40-50 %	<input type="checkbox"/>	>50 %
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3.13 Average amount of time (minutes) I spend on making calls per day with superior?

<input type="checkbox"/>	<15	<input type="checkbox"/>	15-30	<input type="checkbox"/>	30-45	<input type="checkbox"/>	45-60	<input type="checkbox"/>	>60
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4. Motivation

4.1 Mobile phone helps you to be more effective in your work

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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4.2 Do you think that mobile communication disturbed you at home, by spilling over the office matters onto your free time?

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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4.3 Can you successfully achieve any goals with the use of mobile communication?

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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4.4 Have you ever failed to achieve any new goals due to the usage of mobile communication?

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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4.5 Do you think that the mobile phones are empowering you in managing your official and non-official time?

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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4.6 The number of minutes been wasted due to the usage of mobile communication per day, in performing a time sensitive task (goal)?

<input type="checkbox"/>	<15	<input type="checkbox"/>	15-30	<input type="checkbox"/>	30-45	<input type="checkbox"/>	45-60	<input type="checkbox"/>	>60
--------------------------	-----	--------------------------	-------	--------------------------	-------	--------------------------	-------	--------------------------	-----

4.7 Do you think that mobile phones are enslaving (take away freedom) you in managing your work and nonworking life?

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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4.8 How would you measure the cut down time(time saved) of your pre designed task due to the usage of a mobile phone?

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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4.9 The maximum number of minutes spent for an allocated task at a stretch per day, with the help of mobile communication

<input type="checkbox"/>	<15	<input type="checkbox"/>	15-30	<input type="checkbox"/>	30-45	<input type="checkbox"/>	45-60	<input type="checkbox"/>	>60
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4.10 Do you feel that you could ever increase or decrease time in any of your tasks when using a mobile?

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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5. Skills/Ability

5.1 Have you ever been facilitated by mobile communication (phone) in learning?

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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5.2 Have you ever been disturbed by mobile communication (phone) learning/Important event (Meting, Conference ...etc)?

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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5.3 Mobile communication improves knowledge management, knowledge sharing and knowledge use.

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
--------------------------	-------	--------------------------	--------	--------------------------	-----------	--------------------------	-------	--------------------------	--------

5.4 The average time (minutes) that you have used the mobile phone to acknowledge your colleagues (co-workers, subordinates) on subject matter per day?

<input type="checkbox"/>	<15	<input type="checkbox"/>	15-30	<input type="checkbox"/>	30-45	<input type="checkbox"/>	45-60	<input type="checkbox"/>	>60
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5.5 How many of them are unsuccessful investments/efforts?

<input type="checkbox"/>	<10	<input type="checkbox"/>	10-20	<input type="checkbox"/>	20-30	<input type="checkbox"/>	40-50	<input type="checkbox"/>	>50
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5.6 How often do you use mobile phone in seeking expert opinion on work related matters?

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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5.7 How many of them are essential for you to carry out day-to-day activities?

<input type="checkbox"/>	<10	<input type="checkbox"/>	10-20	<input type="checkbox"/>	20-30	<input type="checkbox"/>	40-50	<input type="checkbox"/>	>50
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6. Situational Factors

6.1 How many occasions you have successfully escaped/sheltered with the help of mobile per week?

<input type="checkbox"/>	<10	<input type="checkbox"/>	10-20	<input type="checkbox"/>	20-30	<input type="checkbox"/>	40-50	<input type="checkbox"/>	>50
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6.2 How many occasions you have trapped/embarrassed due to use of mobile?

<input type="checkbox"/>	<10	<input type="checkbox"/>	10-20	<input type="checkbox"/>	20-30	<input type="checkbox"/>	40-50	<input type="checkbox"/>	>50
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6.3 Mobile communication improves your effective feedback capabilities (Superior, Co-workers, Subordinate, Customer ...)

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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6.4 How often do you receive feedback on your mobile phone?

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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6.5 Average number of calls you receive /make to your subordinates on work related matters per day.

<input type="checkbox"/>	<10	<input type="checkbox"/>	10-20	<input type="checkbox"/>	20-30	<input type="checkbox"/>	40-50	<input type="checkbox"/>	>50
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6.6 Do subordinates call you and ask for extra guidance?

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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6.7 Do you call your superior to ask for any guidance?

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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6.8 Do your superior call you and guide you over the phone?

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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6.9 Do you think that mobile phone help you to handle official work even your stay at home

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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6.10 Does mobile phone improve your Job Satisfaction?

<input type="checkbox"/>	Never	<input type="checkbox"/>	Seldom	<input type="checkbox"/>	Sometimes	<input type="checkbox"/>	Often	<input type="checkbox"/>	Always
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10.2. ANNEXURE I: SURVEY QUESTIONNAIRE SUPERIOR

IMPACT OF MOBILE COMMUNICATION ON EMPLOYEE PERFORMANCE

Introduction

As a MBA student at the University of Moratuwa Sri Lanka, I am presently conducting a research project to assess the impact of mobile communication on the employee performance

I would be looking at the use of mobile communication employees in work and what impact these technologies have on their performance. I would be very grateful to you if you are willing to participate in the study.

I have attached a questionnaire developed for this purpose. I would be grateful if you could fill in the attached survey and return to me.

Research project
Researcher



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G.D.P.A. Kumara

Confidentiality

We assure you that the information you provide will be treated in strictest confidence. There is nothing on the form that will allow us to identify you and there is no requirement to identify your self by name or address. Any quotations made will not be attributed in any way that is identifiable.

Instructions

- Questions in this survey are answered either by putting ticks on check boxes or circling the answer.
- Please answer all questions

Please answer following questionnaire regarding your subordinate's performance with relation to mobile communication

7. The importance of mobile communication to your subordinated to official activities (Importance -->)

1 2 3 4 5 6 7 8 9 10

8. Do they use mobile phones for official matters while at work?

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Do they use mobile phone for official matters while at work?

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Do they use my mobile phone for official matters while at home?

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. They get a disturbing amount of non work-related calls while they are at work

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Mobile communications is helpful for my subordinates to achieve their targets

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Mobile communications detract my subordinates from achieving their targets

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. Mobile communications is important for superior-subordinate communication

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



15. Mobile communications improve their interpersonal relationship

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. Subordinates waste time with mobile communication unnecessarily

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. Mobile communications improve employee motivation

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. Mobile communication is a burden for my subordinates

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. Mobile phones make office work to spillover to their non work life in a disturbing manner

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. Mobile communication facilitate superior subordinate feedback

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. Mobile communication enhances employee's natural talents

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

22. Mobile communication enhances employee capabilities

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

23. Mobile communication enhance employee competency

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. Mobile communication enhances employee experience

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. Mobile communications helpful for employees to overcome ambiguous situations

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

26. Mobile communications is improves for employee guidance

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

27. Mobile communications helps them to work alone

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

28. My subordinates are enslaved by the mobile phones?

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

29. I expect my subordinated to be contactable at any time of the day

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

30. Mobile communication disturbs my subordinates when they are at a special occasions (Meeting, Discussions, Training ..etc)

Never	Rarely	Seldom	Sometimes	Frequently	Often	Always
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

