

## Mobile Phones Usage and Employees' Performance: A Perspective from Pakistan

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**Abstract** *The mobile phone usage by the workers at work place may be considered by some people as a disruption from work which may negatively affect productivity. Some also may be of the view that it will improve communication and as such impact productivity positively. The purpose of this paper is to investigate the employee's mobile phone dependency and its impact on their performance among the employees of four major industries of Pakistan. A field survey carried out with the help of a structured questionnaire. Data was collected from 200 employees conveniently drawn from four major industries of Pakistan. The collected data then analyzed using SPSS 17. Appropriate percentages and frequencies were computed to assist in analyzing the data. The survey results show that most of the employees from services sector were agreed that the use of cell phone has improved their working efficiency and that the cell phone is necessary for better performance of work and that they do not think their colleagues use cell phone inappropriately in workplace its mean people are responsible enough to handle the use of cell phone. Whereas the employees belongs to manufacturing sector are in point in view that using mobile phones during work is harmful and put impact on their productivity negatively. This study has practical significance for service and manufacturing companies during making policies about mobile phone usage and for understanding the behavioral intentions of their employees and using them for better performance.*

**Key words** Performance, employees, Pakistan

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### 1. Introduction

In today's life cell phone usage has become an important necessity of our life and it has also created employment opportunities in the country and also accelerated economic growth. In today's world cell phone usage has become a source of communication among the people of different countries. People are not only fulfilling their social needs with cell phones but also using mobile technology as a way that has brought a positive change at both environmental and social level (Yihong, 2010). For the last three decades the world's economy has seen revolutionary changes and the progress in telecommunication sector has brought about a high level of social economic and environmental change.

The nature of the work at manufacturing and service concern companies is very different. The purpose of this study is to investigate the employee's mobile phone dependency and its impact on their performance among the employees in Pakistan. For the purpose of investigation either the mobile phone usage has a different impact upon on the employees' productivity in manufacturing sector companies and service sector companies we have carried out this research. This study is the descriptive research, which has used the survey research method and some statistical techniques in order to find the purpose of the study. The results show that most of the employees from services sector were agreed that the use of cell phone has improved their working efficiency and that the cell phone is necessary for better performance of work and that they do not think their colleagues use cell phone inappropriately in workplace its mean

people are responsible enough to handle the use of cell phone. Whereas the employees belongs to manufacturing sector are in point in view that using mobile phones during work is harmful and put impact on their productivity negatively.

## 2. Literature Review

Today is the era of technological change and advancement. Whenever new technology will come it will affect the life style of people. Although there is lack of research about cell phone technology but it has positive and negative aspects. In a very short time mobile phones have changed the way people communicate with each other. Mobile phones have made it possible for people to stay connected without the worry of time or place. Because it can be used to contact anybody any time anywhere. As people are always connected their relationships are stronger than before. Mobile phones have give access to local as well as international level .Social networking sites have brought people even more closely. While it has given access to all over world it has some negative aspect also. Youngsters stay busy with their cell phones in the presence of elders which show rude behavior. People have made themselves so much dependent on their cell phones. For teenagers it has a negative effect of unnecessary relationships (Andrew, 2014). In short cell phones have both positive and negative effects.

### 2.1. Mobile Phone Usage

In the past cell phones were considered as a status symbol but now a days they are considered as a fashion symbol and people heavily rely on them to be in social setup. Leung (2008) said that in America about 45% teenagers ranging from 12 to 17 years old have a personal cell phone and also have other devices to connect social networks in which cell phone is most popular . When cell phone was introduced in Asia its price was so high that only rich people could afford it. After that with the advancement of technology mobile phones become common (Chan *et al.*, 2006; Roland, 2011). The initial models of cell phones were heavy to carry and costly but with technology advancement new features were introduced like SMS, data sharing and connectivity which brought a drop in the prices of old cells and also new models were affordable for middle class also (Chan *et al.*, 2004; Prieger, 2006, Roland, 2011).

Leung (2008) described a term leisure boredom which mean when an individual is free he has nothing to do he will get bored .And those people have seen to have more dependent on their cell phones who feel leisure boredom. When teenagers or young adults feel leisure boredom they immediately engage themselves in SMS or making calls from their cell phones or connecting internet and social network sites on their mobile phones. Its mean that whenever they feel boredom their attention converts to their cell phones for connecting some body or even for playing a game on cell phone. The challenging nature also urges teenagers and young adults to take risk with relationship on cell phones and violating the rules and regulation of using the cell phone. The young generation simply refuses the idea of living without cell phones. Teenagers have make themselves so much dependent on cell phones that they cannot think of themselves without cell phones and if they face a situation in which they misplace their cell phone they feel like they are missing something (Roland, 2011).

It is a common thought that when people get bored they find some entertainment but everything has an appropriate and inappropriate timing to do. Same rule also applies on use of cell phones. People also develop a habit of using cell phones at inappropriate times also because they cannot control their need or urge to use it. This concept was supported by the people who were cell phone addicted and they use their cell phones more for entertainment and fun than for sense of security and stay in touch with family. The difference of using cell phone in the time of need and for entertainment is that when a person suffers a road accident and makes a call for help that is a need and when a person is bored and he sends a message of hi to someone to start a chitchat it is entertainment (Leung, 2008).

The young generation thinks that cell phones have brought a positive change in their lives because it has made it very easy to contact anyone anywhere easily. Besides providing assurance about family safety by staying in contact with them every time cell phones has brought a new concept of safety by making emergency call through cell phone (Andrew, 2014). According to a survey every year almost hundred lives are saved after accident by making emergency call to call an ambulance. In short mobile phone has become an important part of every man in today's life as it has help in their social relations by

making it possible to stay in contact with family and friends and relatives any time anywhere. Those people who travel a lot and those whose office is far from home and it took time for them to get to office they use cell phones to carry out job duties somehow (Akoi and Dowens, 2003).

A survey about those people showed that 71.8 percent people use cell phone for business and 28.2 percent people use it for personal activities. And this survey also showed that the basic reason for buying a cell phone was for business purpose. Also it has helped people to stay in touch with business contacts (Roland, 2011).

Nokia Company conducted a survey in 2001 from 3300 people in all over the world under the age of 45. About 80% of people said that they use SMS function most of all from their cell phone. Text messaging service has become so much popular in people. It helps them in making new relation and keeps in touch with the existing one (Reid & Reid, 2004). Cell phones were invented for business purpose firstly (Akoi and Dowens, 2003). The engineers in united state made it clear when they invented fixed telephones that these will be use for business and military purpose only and not for social contacts (Flinchy, 1997). Srivastava (2005) said that the mobile phone users are more than the fixed phone users in whole world. According to Fisher (2005) that only in Australia the cell phone users are 19.2billion. Schackner, (2002) said that almost 63 percent of adults in America have a personal mobile phone. The young generation also adopts mobile phones very fastly. According to Grimm, (2001) almost 34 percent of teenagers and 28 percent of children ranging from 10 to 17 years old has a personal cell phone.

From a report of Bhavani (2008) in all over world cellular penetration is up to 3.7 billion and according to estimate more than fifty percent of world's population has its personal cell phone and it puts about eighty percent of world's population in the range of telecommunication technology. It is estimated that about 1.2 billion new internet connections are installed a cell phones and daily about 7 billion sms are been sent around the world which is a prove that cell phones are becoming so much popular and also affordable to communicate (Bhavani, 2008).

Mobile phones were among the few technologies which spread so rapidly in the world. People use cell phones for different purposes. Firstly cell phones were considered a tool to help in business but now they are more helpful in social lives of people as well as in business field. According to a survey in 2001 by consumer electronic association 57 percent of people said they use mobile phone for social contacts basically. Same study reveled that almost 60 percent of people keep their mobile phones with them every time where ever they go (Flinchy, 1997; Forrester, 1999; Srivastava, 2005). While at office the management expects that employee will be self responsible and will not use cell phones for personal purposes. Because during work hours if employee use cell phone it will affect their concentration which will effect productivity and their safety and also it will be disturbance for co workers. So management usually ask employees to make personal phone use at lunch time or tea break and tell their family and friends not to disturb them during work hours unless it is emergency (Cohen, 2011).

## **2.2. Mobile Phone usage and Productivity**

The expansion of telecommunication industry played an important role in social and economic development of the world. After 1980 mobile phones took the place of fixed telephones in rich countries and played very important role for the development of those countries and it is now doing the same in less developed countries. Mobile phones are not only world popular because of its technology but they also affected social life of the people .Mobile phones are being used by people of every age group by male and female by youth specially for social business and political purpose in daily life and due to the popularity of mobile phones it is now regarded as fifth media. Cell phones are not only for pleasure and easy contact but they can be very important tools to enhance the productivity in poor countries like Bangladesh and Pakistan. Almost eighty percent of phone calls are made to get information about market prices market trends currency rates and contacting family members abroad (Cohen, 2011; Roland, 2011).

Some people think that if cell phones are used at work place then it will distract them from work which will affect their production capacity. While some people think that because cell phones improve communication with family and colleagues hence it will have a positive impact on productivity (Cohen, 2011). Cell phones had a very positive impact on the economy of United Kingdom and it helped increase its GDP up to 5 billion pounds. The social impact of cell phone is also very great as eighty percent of

people revealed that when they are sure about their family where about and are in contacts with them, it will give them peace of mind (Nickerson, 2008).

It is observed that for small business use of mobile phones can play an important role for their progress. The business owner could be in contact with clients and suppliers and employees where ever he is and does not need to be in office all the time. However most managers think that if employees use cell phones at work place it will distract them and their productivity will be reduced. So some companies think it's a best solution if they ban the use of cell phones during work hour so that employees can work with full concentration. But this does not solve the problem, because employees will then feel irritated by not being trusted by management to handle use of cell phones. This can also affect their concentration and productivity. So the best solution is that company should make a policy about cell phone use keeping in view the size and potential of business and employees nature (Ronald, 2006). If the nature of business is like that that employees have to travel much and drive themselves then obviously they should not be permitted to use cell phones during drive and during company work hours so that accidents should not happen. Similarly if employees are in marketing and sale department and they have direct access to customers then they should be advised not to use cell phones in customers' presence because then customers will fell ignored. Also cell phones should be turned off during meetings and conference so that no one gets disturbed. But if the employees are in supply department or a supervisor then they should be allowed to use cell phones so that they can contact subordinate when needed and also with suppliers and buyers. Also the desk job nature employees should allow using cell phones so that they can co ordinate workers and colleagues (Nickerson, 2008).

The use of cell phones for business activities has a positive impact on economic growth .By using cell phones for business needs we can achieve several economic benefits like better access to information about market trend and reduction to transportation cost due to cell phones .But it has changed the culture somehow as face to face conversation is now limited (Baliamoune, 2002).

Jon Agar (2005) said that the cell phones are used to rebuild economy in Eastern Europe a tool to bring unification in Western Europe a status symbol in Finland and Japan an urgent way of communication in America and source of political change in Philippines.

Those people who travel a lot and those whose office is far from home and it took time for them to get to office they use cell phones to carry out job duties somehow. A survey about those people showed that 71.8 percent people use cell phone for business and 28.2 percent people use it for personal activities. And this survey also showed that the basic reason for buying a cell phone was for business purpose (Ronald, 2011).

The mobile phone usage also can create disturbance in the work of the employees and also effect their productivity negatively. When an employee receives a call and cell phone rings it will have a negative impact on his productivity whether he receives a call or not. Because the few seconds in which a person decides to pick up a phone call or ignore it are enough to break his concentration and it takes a time to get back to work again. If the employee is in production line then this brief pause of concentration can lead to very negative consequences (Yihong, 2010).

Due to the use of cell phones by employees at work place and other electronic equipments different American companies lost almost 588 billion dollars in a year. These types of interruptions during work make employees lose their focus and their productivity reduces and consequently they cannot meet their projects deadline (Ronald, 2011). Ronald (2011) used in his research workers from different departments and different categories and found that almost 47 percent of workers said that use of cell phones during work hour disturb them. And among those who said they are not disturbed by cell phones most of them admitted that they sometime turn off cell phone so that they are not disturbed during important work. This shows that although they do not admit it openly but subconsciously they feel that cell phone use can disturb them some times. All phone calls during work hours may not effect concentration of employees. For example if employees are working in some production line then an emergency call for a suggestion may improve productivity (Ronald, 2011).

### 3. Methodology of research

This study is purely based upon the primary and qualitative data collected from the employees of sample organizations. So for this study a structured questionnaire was used and it was filled by the respondents. Data was collected from 200 employees conveniently drawn from four major industries of Pakistan. The respondents were asked to fill the questionnaire on the basis of their organizations' practices and their personal experiences. The data was analyzed in the SPSS version 17. Appropriate percentages and frequencies were computed to assist in analyzing the data.

#### 3.1. Research model

This study is about the mobile phone usage by the workers at work place and its effect upon the employees' performance which ultimately affect the overall organizational performance. The overall study has followed the framework presented in (figure 3).

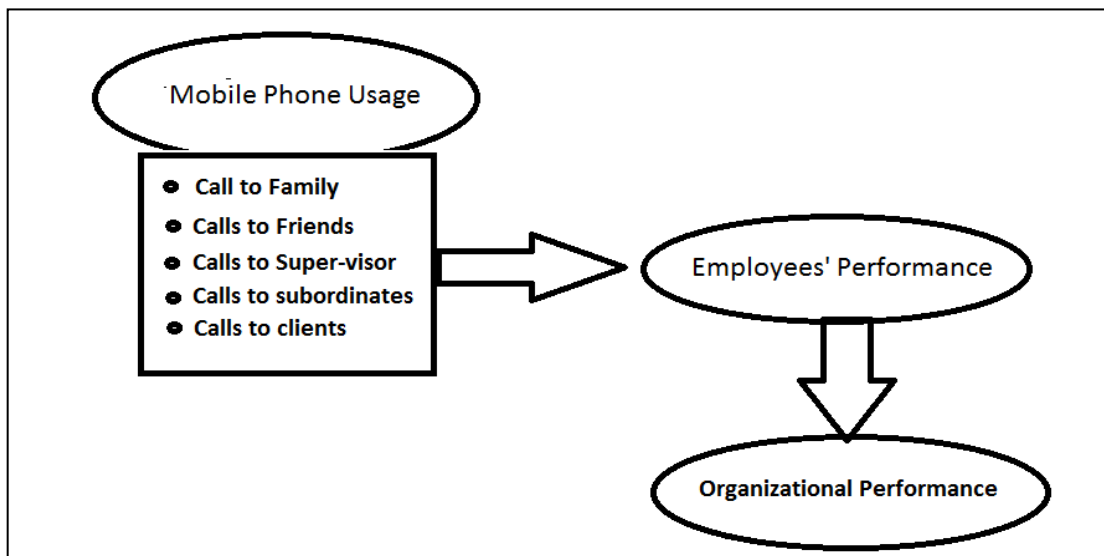


Figure 1. The framework of the study

#### 3.2. Sample and population

The target population of this study is the both services and manufacturing sectors of the Pakistan. In order to have a full extent of the whole population, we have selected four most important sub sectors from the Pakistan (Beverages, Telecommunication, Banking and textiles). Data was collected from 200 employees conveniently drawn from these sub sectors. Out of 200 respondents 51 percent were related to manufacturing and 49 percents were related to services sector (chart 1).

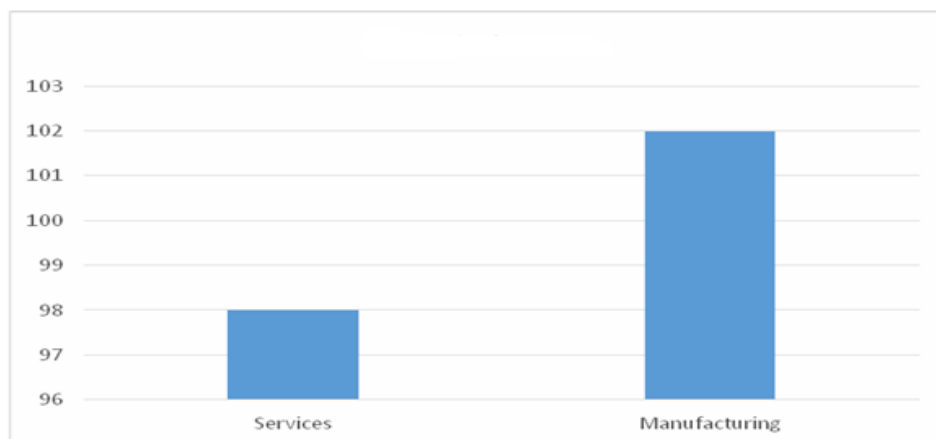


Chart 1. Sectors

For representation of services and manufacturing sectors we have selected four industries, two from each sector. There were 60 respondents from textile, 58 from telecommunication, 44 from banking and 38 from beverages industry (chart 2) in our sample.

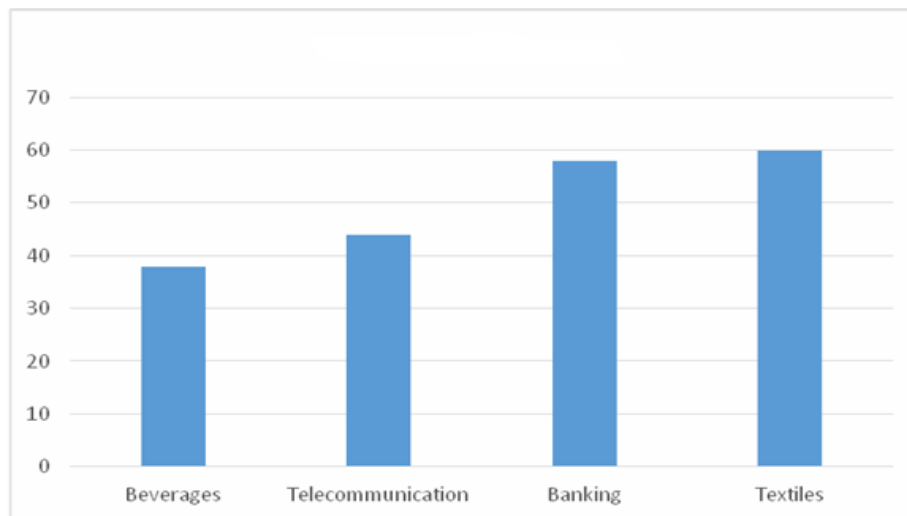


Chart 2. Industries

### 3.3. Data collection tools and techniques

This study is based upon the primary data. For this purpose a structured questionnaire is developed and filled by the employees of the selected companies from both services and manufacturing sectors of Pakistan. For the purpose of data analysis the statistical package SPSS 17 (statistical package for social science) and MS-Excel are used. Appropriate percentages and frequencies were computed to assist in analyzing the data.

## 4. Analysis and Discussion

### 4.1. Demographic data

The target population of this study is the manufacturing sector of the Pakistan. In order to have a full extent of the whole population, we have selected four most important sub sectors from the Pakistan economy (Beverages, Telecommunication, Banking and textiles). For this survey the demographic data collected showed that there are 73 percent males and 27 percent females included in respondents (chart 3).

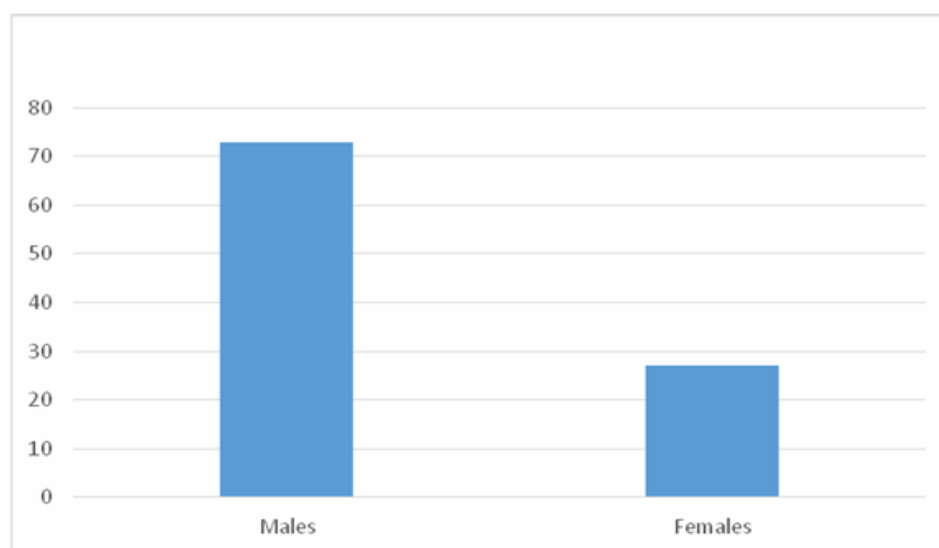


Chart 3. Gender

The respondents of the study were related to different age groups. The highest number of employees were related to “26-35 years” group (56 respondents) followed by “46 and above” (53 respondents), “36-45 years” (49 respondents) and “15-25 years” (42 respondents) as shown in the chart 4.

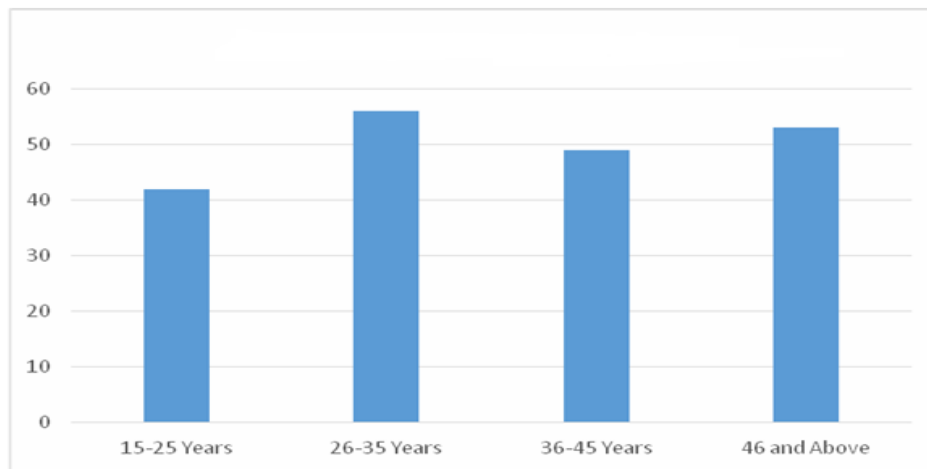


Chart 4. Age of respondents

#### 4.2. Descriptive Statistics

In order to conduct our analysis to check whether the mobile phone usage during work put positive or negative impact over employees performance, so for this purpose we have asked various straight forward questions about mobile phone usage and its impact over employees performance. In our research instrument there were five options available in front of each step. The option include 1= strongly disagree, 2=agree, 3=neutral, 4=disagree, 5= strongly disagree. We have calculated the average response of each question for overall data firstly and then for manufacturing and services industries. The descriptive statistics of the responses of the combined data is given in table 1.

Table 1. The descriptive statistic of the responses

No.	Questions	Mean	S.D.
1	Employer should apply restriction on use of cell phone in office timing	3.25	1.536
2	Employer has a legal right to restrict use of cell phone in office	3.00	0.918
3	Supervisor has a responsibility to monitor the appropriateness of cell phone usage	1.88	1.213
4	It will be difficult to work without cell phone	2.51	1.549
5	Using cell phone improve your efficiency	2.07	1.508
6	Cell phone is necessary for the performance of work	2.15	1.604
7	You should switch off your cell phone during work hours	2.86	1.591
8	Cell phone disturb you while working	2.89	1.590
9	Cell phone usage do not cause distraction in workplace	2.78	1.632
10	Do you think your colleagues inappropriately use cell phone at work place?	3.56	1.180
11	Do you think if employer strictly bans use of cell phone it will have negative impact on your morale?	1.85	1.391
12	Work related calls help you improve your performance?	1.71	1.278
13	Cell phone is best option to keep in touch with clients and supervisor	2.42	1.748
14	Text messaging during work effect your speed of work and concentration	3.53	1.625
15	Productive use of cell phone by you is in the benefit of organization	1.87	1.241
16	Unproductive use of cell phone like calls to friends and family by you will be harmful for organization performance	2.37	1.296
17	Personal mobile phone usage in staff and team meetings should be allowed in some circumstances	1.69	0.958
18	Personal phone calls should be during breaks and lunch time	1.90	1.231
19	Sudden ringing of the mobile phone is the source of taking your concentration from work.	3.02	1.254

The results related to the questions that employers should apply restriction on use of cell phone in office timings and that the employer has a legal right to restrict use of cell phone in office show that the most of the respondents were neutral about this questions (mean=3.25, mean=3.00 respectively). The third question is related to “Supervisor has a responsibility to monitor the appropriateness of cell phone usage”. The results related to this question show that the most of the respondents are agree that supervisor has a responsibility to monitor the appropriateness of cell phone usage. Our fourth question was about the behaviour of the employees that whether it is difficult to work without mobile phone. Most of the employees were agree (Mean=1.99) that there should be restriction on using mobile phone during work. The question 5 of this study was “Using cell phone improve your efficiency” and the question 6 was “Cell phone is necessary for the performance of work”. The most of the respondents were agree about these questions (Mean=2.07, Mean=2.15 respectively), which means that the mobile phones are necessary for work and they have improved their work performance. The next question was related to work ethics. In this question we have asked that you should switch off your cell phone during work hours. Most of the respondents were neutral about this question (Mean= 2.86). The next question was that whether the cell phones disturb you while working, we have received the same response as previous (Mean=2.89). The ninth question which we have asked from our respondents was “Cell phone usage does not cause distraction in workplace”. Most of the respondents were neutral about this (Mean=2.78). Further we have asked that do you think your colleagues inappropriately use cell phone at work place. Most of the respondents were disagree about this question (Mean=3.56). The eleventh question of this study was do you think if employer strictly bans use of cell phone it will have negative impact on your morale? And twelfth question was work related calls help you improve your performance? Most of the respondents were agree about both questions (Mean=1.85, Mean=1.71 respectively). Which means that when employer strictly bans use of mobile phone it will create negative impact on morale of the employees, and that having contact with supervisors and clients improve the employees’ performance? The next question of the study was Cell phone is best option to keep in touch with clients and supervisor. Mostly respondents agreed this statement that cell phone is the best option to keep in touch with clients and supervisor and there is no match in this respect (Mean=2.42). Other questions of the study were “Text messaging during work effect your speed of work and concentration” (Mean=3.53), Productive use of cell phone by you is in the benefit of organization (Mean=1.87)Unproductive use of cell phone like calls to friends and family by you will be harmful for organization performance (Mean=2.37), Personal mobile phone usage in staff and team meetings should be allowed in some circumstances (Mean=1.69), Personal phone calls should be during breaks and lunch time (Mean=1.90) and Sudden ringing of the mobile phone is the source of taking your concentration from work (Mean=3.02).

Table 2. The descriptive statistic of the responses (Services Sector)

No.	Questions	Means	S.D.
1	Employer should apply restriction on use of cell phone in office timing	4.33	0.882
2	Employer has a legal right to restrict use of cell phone in office	3.01	0.644
3	Supervisor has a responsibility to monitor the appropriateness of cell phone usage	1.98	1.281
4	It will be difficult to work without cell phone	1.88	1.636
5	Using cell phone improve your efficiency	1.48	1.218
6	Cell phone is necessary for the performance of work	2.01	1.327
7	You should switch off your cell phone during work hours	3.92	1.302
8	Cell phone disturb you while working	3.88	1.154
9	Cell phone usage do not cause distraction in workplace	1.58	0.937
10	Do you think your colleagues inappropriately use cell phone at work place?	3.43	1.246
11	Do you think if employer strictly bans use of cell phone it will have negative impact on your morale?	1.94	1.520
12	Work related calls help you improve your performance?	1.82	1.471
13	Cell phone is best option to keep in touch with clients and supervisor	2.47	1.827
14	Text messaging during work effect your speed of work and concentration	4.52	1.021
15	Productive use of cell phone by you is in the benefit of organization	1.88	1.204
16	Unproductive use of cell phone like calls to friends and family by you will be harmful	2.31	1.151



No.	Questions	Means	S.D.
17	for organization performance Personal mobile phone usage in staff and team meetings should be allowed in some circumstances	1.49	0.700
18	Personal phone calls should be during breaks and lunch time	1.98	1.371
19	Sudden ringing of the mobile phone is the source of taking your concentration from work.	3.98	1.342

In our study we have collected data from two important industries of services sector (Telecommunication and Banking industry). On the basis of responses provided by the services sector we analyse the data. The results of descriptive statistic of the services sector are given in table 2. The results related to the questions that employers should apply restriction on use of cell phone in office timings and that the employer has a legal right to restrict use of cell phone in office show that the most of the respondents were neutral about the second question (mean=3.01) but mostly disagreed with our first question that the employer should restrict the use of cell phones in office (mean=4.33). The third question was related to “Supervisor has a responsibility to monitor the appropriateness of cell phone usage”. The results related to this question show that the most of the respondents are agree that supervisor has a responsibility to monitor the appropriateness of cell phone usage (Mean=1.98). The fourth question was about the behaviour of the employees that whether it is difficult to work without mobile phones. We have seen that the most of the respondents were agree that it is difficult to work without mobile phones (Mean=1.88). The question 5 of this study was “Using cell phone improve your efficiency” and the question 6 was “Cell phone is necessary for the performance of work”. The most of the respondents were agree about these questions (Mean=1.48, Mean=2.01 respectively). The next question was related to work ethics. In this question we have asked that you should switch off your cell phone during work hours. Most of the respondents were disagree about this question (Mean= 3.92) due to the reason that employees in the services sector have to contact their clients. The next question was that whether the cell phones disturb you while working, we have received the same response as previous (Mean=3.88). The ninth question which we have asked from our respondents was “Cell phone usage does not cause distraction in workplace”. Most of the respondents were agree about this (Mean=1.58). Further we have asked that do you think your colleagues inappropriately use cell phone at work place. Most of the respondents were disagree about this question (Mean=3.43). The eleventh question of this study was do you think if employer strictly bans use of cell phone it will have negative impact on your morale? And twelfth question was work related calls help you improve your performance? Most of the respondents were agree about both questions (Mean=1.94, Mean=1.82 respectively). Which means that when employer strictly bans use of mobile phone it will create negative impact on morale of the employees, and that having contact with supervisors and clients improve the employee’s performance? The next question of the study was Cell phone is best option to keep in touch with clients and supervisor. Mostly respondents agreed this statement that cell phone is the best option to keep in touch with clients and supervisor and there is no match in this respect (Mean=2.47). Other questions of the study were “Text messaging during work effect your speed of work and concentration” (Mean=4.52), Productive use of cell phone by you is in the benefit of organization (Mean=1.88) Unproductive use of cell phone like calls to friends and family by you will be harmful for organization performance (Mean=2.31), Personal mobile phone usage in staff and team meetings should be allowed in some circumstances (Mean=1.49), Personal phone calls should be during breaks and lunch time (Mean=1.98) and Sudden ringing of the mobile phone is the source of taking your concentration from work (Mean=3.98).

The results related to the questions that employers should apply restriction on use of cell phone in office timings and that the employer has a legal right to restrict use of cell phone in office show that the most of the respondents were neutral about the second question (mean=2.97) but mostly disagreed with our first question that the employer should restrict the use of cell phones in office (mean=2.12). The third question was related to “Supervisor has a responsibility to monitor the appropriateness of cell phone usage”. The results related to this question show that the most of the respondents are agree that supervisor has a responsibility to monitor the appropriateness of cell phone usage (Mean=1.77). The fourth question was about the behaviour of the employees that whether it is difficult to work without

mobile phones. We have seen that the most of the respondents were agree that it is difficult to work without mobile phones (Mean=2.12). The question 5 of this study was “Using cell phone improve your efficiency” and the question 6 was “Cell phone is necessary for the performance of work”. The most of the respondents were agree about these questions (Mean=1.48, Mean=2.01 respectively). The next question was related to work ethics. In this question we have asked that you should switch off your cell phone during work hours. Most of the respondents were disagree about this question (Mean= 3.92) due to the reason that employees in the services sector have to contact their clients. The next question was that whether the cell phones disturb you while working, we have received the same response as previous (Mean=3.88). The ninth question which we have asked from our respondents was “Cell phone usage does not cause distraction in workplace”. Most of the respondents were agree about this (Mean=1.58). Further we have asked that do you think your colleagues inappropriately use cell phone at work place. Most of the respondents were disagree about this question (Mean=3.43). The eleventh question of this study was do you think if employer strictly bans use of cell phone it will have negative impact on your morale? And twelfth question was work related calls help you improve your performance? Most of the respondents were agree about both questions (Mean=1.94, Mean=1.82 respectively). Which means that when employer strictly bans use of mobile phone it will create negative impact on morale of the employees, and that having contact with supervisors and clients improve the employee’s performance? The next question of the study was Cell phone is best option to keep in touch with clients and supervisor. Mostly respondents agreed this statement that cell phone is the best option to keep in touch with clients and supervisor and there is no match in this respect (Mean=2.47). Other questions of the study were “Text messaging during work effect your speed of work and concentration” (Mean=4.52), Productive use of cell phone by you is in the benefit of organization (Mean=1.88) Unproductive use of cell phone like calls to friends and family by you will be harmful for organization performance (Mean=2.31), Personal mobile phone usage in staff and team meetings should be allowed in some circumstances (Mean=1.49), Personal phone calls should be during breaks and lunch time (Mean=1.98) and Sudden ringing of the mobile phone is the source of taking your concentration from work (Mean=3.98).

The respondents from service sector were in point of view that nature of the work at service oriented organizations are different than manufacturing organizations. The employer should allow the workers to use their cell phones during work because it is necessary to keep in touch with supervisor, clients, and subordinates also, but the employees should not take personal calls at work. They all were aware of the negative effects of the use of mobile phones at work if they are being used for personal interests.

Table 3. The descriptive statistic of the responses (Manufacturing Sector)

No.	Questions	Mean	S.D
1	Employer should apply restriction on use of cell phone in office timing	2.12	1.229
2	Employer has a legal right to restrict use of cell phone in office	2.97	1.139
3	Supervisor has a responsibility to monitor the appropriateness of cell phone usage	1.77	1.135
4	It will be difficult to work without cell phone	2.12	1.356
5	Using cell phone improve your efficiency	3.77	1.497
6	Cell phone is necessary for the performance of work	3.80	1.377
7	You should switch off your cell phone during work hours	1.75	1.005
8	Cell phone disturb you while working	1.85	1.300
9	Cell phone usage do not cause distraction in workplace	4.02	1.226
10	Do you think your colleagues inappropriately use cell phone at work place?	3.69	1.097
11	Do you think if employer strictly bans use of cell phone it will have negative impact on your morale?	1.75	1.244
12	Work related calls help you improve your performance?	1.59	1.033
13	Cell phone is best option to keep in touch with clients and supervisor	2.36	1.670
14	Text messaging during work effect your speed of work and concentration	2.48	1.480
15	Productive use of cell phone by you is in the benefit of organization	1.85	1.284
16	Unproductive use of cell phone like calls to friends and family by you will be harmful for organization performance	2.42	1.435
17	Personal mobile phone usage in staff and team meetings should be allowed in some	1.89	1.135

No.	Questions	Mean	S.D
	circumstances		
18	Personal phone calls should be during breaks and lunch time	1.81	1.068
19	Sudden ringing of the mobile phone is the source of taking your concentration from work.	2.02	1.323

For the purpose of representation of the manufacturing sector in our study we have selected the beverages and textile industries. The results of the descriptive statistics are shown in table 3. The results related to the first question show that most of the employees were neutral that the employer should restrict the use of cell phones in office (mean=2.97) but mostly employees from manufacturing sector were agree that employer has a legal right to restrict use of cell phone in office (mean=2.12). The third question was related to “Supervisor has a responsibility to monitor the appropriateness of cell phone usage”. The results related to this question show that the most of the respondents are agree that supervisor has a responsibility to monitor the appropriateness of cell phone usage(Mean=1.77). The fourth question was that whether it is difficult to work without mobile phones. We have seen that the most of the respondents were agree that it is difficult to work without mobile phones (Mean=2.12). The question 5 of this study was “Using cell phone improve your efficiency” and the question 6 was “Cell phone is necessary for the performance of work”. The most of the respondents were disagree about these questions (Mean=3.77, Mean=3.80 respectively). The seventh question was that you should switch off your cell phone during work hours. Most of the respondents were agree about this question (Mean=1.75) due to the reason that employees in the manufacturing sector don’t have need to contact their clients or supervisor. The next question was that whether the cell phones disturb you while working, most of the respondents were agree that yes cell phone create disturbance while working(Mean=1.85). The ninth question which we have asked from our respondents was “Cell phone usage does not cause distraction in workplace”. Most of the respondents disagreed about this question (Mean=4.02). The responses of eighth and ninth questions comply with each other. Which means that using mobile phone in manufacturing sector effects the employees’ performance negatively? Further we have asked that do you think your colleagues inappropriately use cell phone at work place. Most of the respondents were disagree about this question (Mean=3.69). The eleventh question of this study was do you think if employer strictly bans use of cell phone it will have negative impact on your morale? And twelfth question was work related calls help you improve your performance? Most of the respondents were agree about both questions (Mean=1.75, Mean=1.59 respectively). Which means that when employer strictly bans use of mobile phone it will create negative impact on morale of the employees, and that having contact with supervisors and clients improve the employee’s performance? The next question of the study was Cell phone is best option to keep in touch with clients and supervisor. Mostly respondents agreed this statement that cell phone is the best option to keep in touch with clients and supervisor and there is no match in this respect (Mean=2.36). Other questions of the study were “Text messaging during work effect your speed of work and concentration” (Mean=2.48), Productive use of cell phone by you is in the benefit of organization (Mean=1.85) Unproductive use of cell phone like calls to friends and family by you will be harmful for organization performance (Mean=2.42), Personal mobile phone usage in staff and team meetings should be allowed in some circumstances (Mean=1.89), Personal phone calls should be during breaks and lunch time (Mean=1.81) and Sudden ringing of the mobile phone is the source of taking your concentration from work (Mean=2.02).

## 5. Conclusions

With the increasing effect of technology cell phone use has become the part of people’s daily life. For an employer’s point of view the over use of cell phone by employees at work place is a matter of concern. Especially text messaging has become employees favorite as they find it easy to hide from their supervisor when they are at office. This has become a real problem for the employers.

This study is conducted in Pakistan to check the impact of mobile phone usage upon the productivity of the employees. The respondent included were managers, staff and labor. Results shows that most of the employees spend their working time in making calls .The number of calls to family is

more than the work related calls. The cell phones are used for other activities like listening to music and sending text message. Most of the respondents claim that they are not disturbed by calls but some of them also admit that they would like to turn off cell phone in busy hours. A high number of people said they make more than 10 calls and receive around 10 calls which is a high number. The results from the survey reveals the fact that over 60 percent of these calls were social calls that are made to friends and families and these calls do not help in improving business communication and the sharing of job related information to improve efficiency. It became obvious that the cell phones in the hands of a greater number of workers, the majority of them were not using their cell phone for business purposes. The percentage of people who think it is not possible to work without cell phones is also high mean they depend on their cell phones for work and their productivity is positively influenced by use of cell phones.

It is obvious from the survey conducted on the workers, that the extent of use of mobile phones at the work place was wide spread. The usage of the mobile phone ran through the whole organization. The majority of calls made or received with cell phones were social calls that were made to family and friends and only 30.9 percent of calls were job related. Some respondents found it impossible to work without their cell phones which implied that only this group of workers actually used their phones productively. It can therefore be concluded that since the unproductive use of cell phones outweigh productive use, the use of mobile phones at manufacturing sector may not contribute positively to productivity gains

However at the management level use of cell phone do count in positive use for organization as it is important to have knowledge of market and share information and keep in touch in with clients and superiors. A considerable number of people said the cell phones are best way to keep in touch with clients and supervisor. It means these people actually use cell phone for business relations. For some of the participants in this study, the mobile phone has impacted positively on the experience of work. Some workers indicated a heightened sense of worker identity by being able to effectively solve problems 'on the spot' through use of the work mobile phone. It is also seen by the survey that employees do not want that management put a ban on use of cell phone at work place however certain number of people thinks that management can put some restrictions like turnoff cell phone in meeting and during driving company vehicle.

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