



UNIVERSITY OF KWAZULU-NATAL

**Adoption of smartphone etiquette in the workplace in service-based business.
The Case of National Botanical Gardens in Pietermaritzburg, South Africa**

By

Mbusowakhe Philington Zondi

220107926

**A dissertation submitted in partial fulfilment of the requirements for the degree of
Master of Commerce – Coursework in Management
School of Management, IT and Governance
College of Law and Management Studies**

Supervisor: Prof Maxwell Agabu Phiri

Co-supervisor: Dr. Nkombe Herman Bamata

2021

DECLARATION

I Mbusowakhe Philington Zondi declare that:

- (i) The research reported in this dissertation/thesis, except where otherwise indicated, is my original research.
- (ii) This dissertation/thesis has not been submitted for any degree or examination at any other university.
- (iii) This dissertation/thesis does not contain other persons' data, pictures, graphs, or other information, unless specifically acknowledged as being sourced from other persons.
- (iv) This dissertation/thesis does not contain other persons' writing, unless specifically acknowledged as being sourced from other researchers. Where other written sources have been quoted, then:
 - a) their words have been re-written, but the general information attributed to them has been referenced,
 - b) where their exact words have been used, their writing has been placed inside quotation marks, and referenced.
- (v) Where I have reproduced a publication, of which I am an author, co-author, or editor, I have indicated in detail which part of the publication was actually written by myself alone and have fully referenced such publications.
- (vi) This dissertation/thesis does not contain text, graphics or tables copied and pasted from the internet, unless specifically acknowledged, and the source being detailed in the dissertation/thesis and in the References sections.

Signature:

Date:

DEDICATION

This study is dedicated to my grandmother, who is in her nineties. I was able to grow and face life with an open mind thanks to her coaching. Her instruction, discipline, and fantastic stories provided me with my first education. It fills my heart that I have been able to enjoy her wonderful life from childhood to adulthood. I wish her many more years because I have yet to properly bless her. It fills my heart to see my kids enjoying the privilege of sharing life with their great grandma, a blessing not afforded to many.

ACKNOWLEDGEMENTS

I would like to thank uMvelinqangi and my ancestors for the gift of life and the protection throughout the COVID-19 pandemic. It is through their guidance and protection that I can complete my research.

I wish to extend my sincere gratitude to Professor Phiri and Dr Bamata for actively supervising and co-supervising my research and taking the time to give me direction and expert insight throughout my research journey. Without their unwavering support, guidance, and constructive criticism, I would not have had seen the project through.

Thank you to all the study's participants for gracefully taking their time to allow me to further my research endeavours. Without their role, the research would not be completed. I would like to thank my study group mates named (Best 4 or B4) for the greatest support we gave each other throughout the course, and their encouragement and their diverse skills contributed to my growth as a person, "*Umntu ngumuntu ngabantu*".

To my kids, would like to apologise for taking too much of the time that was supposed to be theirs to further my education, it is to them that I owe this research success.

To my employer, the South African National Biodiversity Institute, thank you for allowing me to develop myself further, without your support I would not have managed to juggle my work schedules and academic schedules.

Ngyabonga

ABSTRACT

In recent decades, smartphones have grown in popularity. Their growth has left the trail of indisputable proof of both improving and disrupting the workplace. Studies also suggest that users may develop addictions at work, which is caused by smartphone applications and the way they constantly increase user engagement. While good smartphone usage has beneficial impacts, bad usage has a negative impact on job efficiency in a business. The selected service-based business has implemented the usage of smartphones in the workplace to facilitate communication and access to current business platforms to improve service delivery. However, it is unclear how smartphones are managed at the workplace to ensure that they fulfil their primary function. It is a management responsibility to figure out how much time is wasted, owing to a lack of mechanisms to track smartphone usage. Smartphones have made corporate management much more complicated because managers have to manage, not only production but also the additional distractions that might stymie production if not properly controlled. It is unclear whether implementing smartphone etiquette in service-based businesses could serve as a guide for managing smartphones in the workplace. The smartphone conundrum in the workplace, warrants to be investigated to ascertain the extent of use, the impact on productivity and profitability. And finally, to address approaches to manage the smartphones in the workplace. As a result, this study aimed to investigate if the adoption of specific smartphone etiquette approaches that can be used to improve productivity and profitability in service-based business. The case of the National Botanical Garden in Pietermaritzburg, South Africa.

This study adopted the interpretivism paradigm as a philosophical guide to understand the views of the participants. The study employed the qualitative research approach to deeply understand the phenomenon of the smartphones in service-based businesses. A case study research design was used as the architectural backbone of the research to enhance the correctness of the findings. The target population of the study was the customer service employees of the selected service-based business. A sample of 267 was drawn from the 1,000 in the study population through purposive and convenience sampling techniques. Semi-structured interviews and focus groups were used to collect data from 199 customer services respondents. Thematic analysis was used to analyse

data. The findings of the study revealed that smartphones have a high negative impact towards productivity and profitability in service-based business. This signified the importance of adopting the 'smartphone etiquette approaches' to manage the smartphones in the workplace. The findings of this study are valuable to service-based business managers as a basis for improving employees and business performance. The company's main goal is to increase its profit margins. Management can improve its performance by focusing on some elements that have a beneficial impact on a company's profitability, such as productivity through proper management of smartphone use in the workplace and reducing time used on non-work-related activities. This research is a significant step forward in comprehending the difficulties surrounding the influence of smartphones on business productivity and profitability in South Africa.

TABLE OF CONTENTS

<u>DECLARATION</u>	ii
<u>DEDICATION</u>	iii
<u>ACKNOWLEDGMENTS</u>	iv
<u>ABSTRACT</u>	v
<u>TABLE OF CONTENTS</u>	vii
<u>LIST OF TABLES</u>	xi
<u>LIST OF FIGURES</u>	xi
<u>LIST OF GRAPHS</u>	xi
<u>LIST OF ACRONYMS</u>	xii
<u>LIST OF APPENDICES</u>	xiii
<u>CHAPTER ONE: INTRODUCTION AND BACKGROUND</u>	1
<u>1.1 Introduction</u>	1
<u>1.2 Background</u>	2
<u>1.3 Research Problem</u>	4
<u>1.4 Aim of the Study</u>	4
<u>1.4.1 Research objectives</u>	5
<u>1.4.2 Research questions</u>	5
<u>1.5 Significance of the Study</u>	5
<u>1.6 Justification for the Study</u>	5
<u>1.7 Preliminary Literature Review</u>	6
<u>1.7.1 Introduction</u>	6
<u>1.7.2 Journey of the smartphone</u>	7
<u>1.7.3 Smartphone Industry – Global Context</u>	8
<u>1.7.4 Smartphone Industry – South African Context</u>	9
<u>1.7.5 Smartphone features</u>	9
<u>1.7.6 The use of smartphones</u>	10
<u>1.7.7 Types of smartphone applications</u>	10
<u>1.7.8 Smartphones and Productivity</u>	10
<u>1.7.9 Smartphones and Profitability</u>	11
<u>1.7.10 Etiquette</u>	12

<u>1.7.11 Experts' Perspective on etiquette</u>	12
<u>1.8 Conceptual Framework</u>	12
<u>1.8.1 Technology experts' perspective of smartphones</u>	14
<u>1.9 Research Methodology</u>	15
<u>1.9.1 Research approach</u>	16
<u>1.9.2 Design of the Study</u>	17
<u>1.9.3 Study site</u>	17
<u>1.9.4 Target population</u>	18
<u>1.9.5 Sampling procedure</u>	18
<u>1.9.6 Sample size</u>	19
<u>1.9.7 Data Collection Instruments</u>	19
<u>1.9.8 Data Analysis</u>	20
<u>1.9.9 Data Presentation</u>	20
<u>1.9.10 Data Quality Control</u>	21
<u>1.9.11 Ethical Clearance</u>	21
<u>1.10 Summary</u>	22
<u>CHAPTER TWO: LITERATURE REVIEW</u>	23
<u>2.1 Introduction</u>	23
<u>2.2 The Extent of Smartphone Usage in the Workplace</u>	23
<u>2.3 The Impact of Smartphones in the Workplace</u>	25
<u>2.3.1 Positive impact of smartphones</u>	25
<u>2.3.1.1 Assistance at work</u>	26
<u>2.3.1.2 Availability</u>	26
<u>2.3.1.3 Knowledge sharing and Sociality</u>	27
<u>2.3.1.4 Communication and Collaboration</u>	27
<u>2.3.1.5 Increased productivity</u>	28
<u>2.3.1.6 Work completion</u>	28
<u>2.3.1.7 Employee Engagement</u>	28
<u>2.3.1.8 Employee performance</u>	29
<u>2.3.1.9 Reduced operational cost</u>	29

<u>2.3.1.10 Contemporary workplace</u>	30
<u>2.3.2 Negative impact of smartphones</u>	30
<u>2.3.2.1 Interference and interruptions</u>	31
<u>2.3.2.2 Smartphone addiction and Distraction</u>	31
<u>2.3.2.3 Wasted time</u>	32
<u>2.3.2.4 Accuracy</u>	32
<u>2.3.2.5 Loss of productivity</u>	32
<u>2.3.2.6 Respect</u>	33
<u>2.3.2.7 Security and Regulations</u>	33
<u>2.4 The Adoption of Specific Smartphone Etiquette</u>	33
<u>2.5 Conceptual Framework</u>	35
<u>2.6 Summary</u>	38
<u>CHAPTER THREE: RESEARCH METHODOLOGY</u>	40
<u>3.1 Introduction</u>	40
<u>3.2 Research Paradigm and Philosophies</u>	42
<u>3.2.1 Interpretivism paradigm</u>	44
<u>3.3 Research Approaches</u>	45
<u>3.4 Research Design</u>	47
<u>3.5 Population of the Study</u>	49
<u>3.6 Sampling Procedure</u>	49
<u>3.6.1 Sample size</u>	51
<u>3.7 Data Collection Techniques</u>	52
<u>3.8 Validity and Reliability of the Instrument</u>	53
<u>3.9 Data Collection Procedure</u>	55
<u>3.10 Data Analysis</u>	56
<u>3.11 Ethical Considerations</u>	56
<u>3.12 Summary</u>	57
<u>CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, AND INTERPRETATION</u> <u>OF THE RESULTS</u>	59
<u>4.1 Introduction</u>	59
<u>4.2 Response rate</u>	60

<u>4.3 Respondents Demographic Profiles</u>	60
<u>4.4 Research Question-Driven Analysis</u>	63
<u>4.4.1 Introduction of smartphones in the workplace</u>	64
<u>4.4.2 Impact of smartphones in the workplace</u>	67
<u>4.4.3 Policy</u>	72
<u>4.4.4 Adoption of smartphone etiquette</u>	75
<u>4.5 Summary of Findings</u>	79
<u>CHAPTER FIVE: DISCUSSION OF RESEARCH FINDINGS</u>	81
5.1 Introduction.....	81
<u>5.2 Research Objective 1: Theme 1</u>	81
<u>5.3 Research Objective 2: Theme 2</u>	84
<u>5.4 Research Objective 3 Theme 3</u>	89
<u>5.5 Summary</u>	92
<u>CHAPTER 6: CONCLUSION AND RECOMMENDATIONS</u>	94
6.1 Introduction.....	94
<u>6.2 Conclusions</u>	94
<u>6.2.1 Objective one</u>	94
<u>6.2.2 Objective two</u>	95
<u>6.2.3 Objective three</u>	96
<u>6.2.3 Objective four and five</u>	97
<u>6.3 Recommendations</u>	98
<u>6.4 Study Contribution to Knowledge</u>	99
<u>6.5 Limitations of the Study</u>	99
<u>6.6 Scope for the Future</u>	100
<u>6.7 Conclusion</u>	100
<u>References</u>	102

LIST OF TABLES

Table 3.1	Sample Size for the Study	51
Table 3.2	Data Sources and Data Analysis Strategies	56
Table 4.1	Theme one	64
Table 4.2	Sub-theme one	66
Table 4.3	Theme two	67
Table 4.4	Sub-theme 2a	70
Table 4.5	Sub-theme 2b	72
Table 4.6	Theme three	76

LIST OF FIGURES

Figure 1.1	The conceptual framework	13
Figure 2.1	The conceptual framework model	38
Figure 3.1	Research Onion	41

LIST OF GRAPHS

Graph 4.1	Age Range	61
Graph 4.2	Gender Distribution	62
Graph 4.3	Racial Origin	62
Graph 4.4	Work Title	63

LIST OF ACRONYMS

APPS	Applications
BOYD	Bring Your Own Device
GDP	Gross Domestic Product
GPS	Global Positioning System
GSMCT	Global System for Mobile Communication Technology
GSMA	Global System for Mobile Communications Association
IBM	International Business Machines
IOS	iPhone Operating System
IT	Information Technology
ITU	International Telecommunications Union
MTN	Mobile Telephone Network
SIM	Subscriber Identification Module
SMS	Short Message Service
KZN	KwaZulu Natal
NBG	National Botanical Garden
OP	Operating Systems
PDA	Personal Digital Assistants
PMB	Pietermaritzburg
SONA	State of the Nation Address
SME	Small and Medium-Size Enterprise
SA	South Africa
SAG	South African Government
SANBI	South African National Biodiversity Institute
UKZN	University of KwaZulu-Natal

LIST OF APPENDICES

APPENDIX A	Informed Consent	119
APPENDIX B	Consent Letter	120
APPENDIX C	Interview Frame	121
APPENDIX D	Focus Groups Frame	123
APPENDIX E	Gate Keepers Letter	125
APPENDIX F	Study Request Letter	126
APPENDIX G	Expectation of Supervisor and Candidate	127
APPENDIX H	Editor's Report	128
APPENDIX I	Ethical Clearance	129

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Introduction

Smartphones have become more popular in recent decades. According to Montag, Baszkiewicz, Sariyska, Lachmann, Andone, Trendafilov, Eibes, and Markowetz (2015), there is undeniable evidence that smartphones both improve and disrupt people's work lives. The findings also point to the possibility of users becoming addicted at work. The applications on smartphones, and the way they boost user engagement at all times, cause addiction. According to Montag *et al.* (2015) and Wajcman (2017), technology and communication methods have improved in inconceivable ways all over the world. These advancements changed the way people communicate in the workplace and in general. As enablers, smartphones are at the heart of workplace communication strategies.

Workers utilise their smartphones to convey work-related information and access the internet (Kruger, Juhasz, Saunders, Misevich, Duan, and Heyblom, 2018). According to Mullan and Wajcman (2017), global pervasive connectivity blurs the lines that separate business and personal life. Employees can work from anywhere with the help of their smartphones. However, it is unknown how the use of smartphones in the workplace affects employee profitability and productivity. The way employees' work performance has altered, as technology has advanced, leaves a lot to be desired. Mullan and Wajcman (2017) go on to say that while smartphones have evolved from their original purpose, they are still used as computing devices by employees all over the world. Smartphones make it possible for people to stay connected and productive, both at work and at home. It improves convenience by providing simple access to information regardless of location. Smartphones were created for personal use, but organisations began to enable them in the workplace as a crucial platform for internal and external interactions (Nestian, Tită, and Turnea, 2020). Because of their computational capacity and connectivity, smartphones are favoured for advancing work activities. According to a 2011 Google study, one out of every three people around the world would rather sacrifice television than part with their smartphones, which have become similar to car keys in terms of importance. Employees struggle to leave their homes without their smartphones,

according to Nestian *et al.* (2020), because it helps them generate knowledge faster and maintain a competitive edge in the workplace. Smartphones, like any other technology, have advantages and disadvantages. They allow for immediate communication, and they keep people informed (Kalavar and Swinehart, 2018). The value of smartphones in the office is frequently harmed by information overload, which has a negative impact on productivity. This information overload affects both professional and personal information at the same time, posing issues in terms of etiquette, performance, and production (Kalavar and Swinehart, 2018).

Businesses in South Africa are not immune to the growing usage of modern technological tools. Smartphones have progressively gained in popularity as a means of professional communication for both strategic and operational purposes. They are utilised to bridge the gap between businesses and consumers, as well as to lessen reliance on older phone models. The distinction between work-related and non-work-related smartphone use, on the other hand, remains unknown. The rate of smartphone adoption in service-based businesses is understudied. The impact of smartphone etiquette on productivity and profitability in a service-based organisation is investigated in this study.

The research begins with the study's background, which sets the tone for the questions that the study will address. It is followed by a research problem statement, which provides the reader with thorough knowledge of the research inquiry. It is then followed by the purpose of the research. This chapter's structure comprises of study objectives and questions and connecting the two to guarantee the study doesn't stray from its main goals. This includes the study's importance and rationale in the academic and corporate communities. This is followed by a brief literature review, which unpacks significant literature from various authors pertinent to the subject. The study also comprises a research methodology, which serves as a map for how the investigation was carried out, and the study's limits.

1.2 [Background](#)

The chosen service-based business has been in operation for over a century, and has a track record of providing excellent service. The study's chosen business falls under the tourism industry as the primary business. Despite having a long history of business, they

only became well-known around 1994. This was owing to the adoption of a democratic and inclusive country that allowed more people to participate in all aspects of the economy. This is reflected in the country's booming tourism industry (South African Government, 2020). Despite the fact that the business has a lengthy history in the service sector, it nevertheless faces challenges that are brought by the changes of technology to stay competitive. The business has adopted the use of smartphones in the workplace to facilitate communication and access to current business platforms to improve service delivery (Nestian *et al.*, 2020). This is a growing trend in South African businesses to respond to the changing technological macro-environment. According to GSMA (2020), Sub-Saharan Africa's smartphone adoption will continue to rise for individuals and businesses. In Sub-Saharan Africa, Vodacom and MTN launched their 5G networks before the end of 2020. This was to enhance the connectivity of businesses and homes. This has accelerated the speed of the adoption of smartphones in the workplace. The adoption of smartphones and other mobile technologies generated nearly 10% of GDP in Africa in 2019. The contribution is expected to rise beyond expectations since the adoption of smartphones has shown positive contributions towards business productivity. The world's migration to digital platforms, forced by the 4th industrial revolution, has been further accelerated by the impact of COVID-19. This makes it impossible for any business to operate against the digital wave of smartphones and mobile technology. Adopting any technology does not automatically translate to optimum outcomes.

However, using a smartphone necessitates multitasking, which reduces focus, speed, and accuracy to some extent, "Smartphones may affect performance cognitively" (Kalavar and Swinehart, 2018: 224). It is well acknowledged how smartphones assist employees in streamlining their job and increasing productivity. However, it is unclear how smartphones are managed in the workplace to ensure that they fulfil their primary function. It is still a management problem to figure out how much time is wasted owing to a lack of mechanisms to track smartphone usage. Smartphones have made corporate management much more complicated because managers now have to manage, not only production but also the additional distractions that might stymie production if not properly controlled. It is unclear whether implementing smartphone etiquette in the workplace can

serve as a guide for managing smartphones in the workplace. As a result, this study investigates the impact of smartphone etiquette on productivity and profitability among customer service employees' in the service-based business.

1.3 Research Problem

Employee contact relies heavily on workplace communication. It is a communication hub that allows companies to share information with their staff and clients. Communication became faster and easier because of technological improvements and the introduction of telephones, which subsequently evolved into smartphones (Kruger *et al.*, 2018). According to Kalavar and Swinehart (2018), 55.6 per cent of people admitted to using their smartphones during work hours in a 2010 survey of 439 people, and 49.2 per cent admitted to sending text messages, sending emails, browsing social networking sites, and internet surfing while working, and 7.3 per cent admitted that their smartphones have an unwanted influence on their work production. Poor smartphone etiquette, and excessive use, can result in decreased concentration, decision-making, performance, and profitability (Kalavar and Swinehart, 2018). Service-based companies are bound by the inseparable nature of the service-customer relationship, which necessitates complete focus. The extent to which smartphones are used and how they affect performance and profitability is uncertain. The management of smartphones in the workplace is a challenge for the selected company's management. There are no clear management policies in place to help with the administration of these devices. Although numerous studies have been conducted on the influence of smartphones in the workplace, none have been completed to assist managers in managing smartphone usage. Effective smartphone etiquette has never been considered a viable strategy for managing smartphone usage. Discussions with several senior managers from the selected service-based business validated the use of mobile technology and the challenges that managers encounter in managing the use of smartphones in this service-based business.

1.4 Aim of the Study

This research looks into the most effective smartphone etiquette strategies that can help a service-based business in Pietermaritzburg to improve its performance and profitability.

1.4.1 [Research Objectives](#)

- i. To establish the extent of smartphone usage by senior managers and customer service staff in a service-based business.
- ii. To examine the perceived impact of smartphone usage on productivity and profitability in the workplace by customer service unit.
- iii. To investigate whether the adoption of specific smartphone etiquette approaches can be used to improve production and profitability in the selected service-based business.
- iv. To examine literature on the extent of smartphone usage in the workplace.
- v. To examine literature on the positive and negative impacts of smartphone usage in the workplace.

1.4.2 [Research Questions](#)

- i. What is the extent of the use of smartphones by senior managers and customer service staff in a service-based business?
- ii. What is the perceived impact of smartphone usage on productivity and profitability in the workplace by customer service unit?
- iii. Can the adoption of specific smartphone etiquette approaches be used to improve production and profitability in service-based business?

1.5 [Significance of the Study](#)

Smartphones have become a vital component of human life in the twenty-first century. It is critical that service-based organisations employ smartphone etiquette as a guideline to prevent smartphone abuse in their operations. This study is the first of its type, to the best of the researcher's knowledge, to focus on the influence of smartphones on productivity in a service-based enterprise. This sheds light on the extent to which smartphones have impacted the workplace. It might help managers create practical guidelines for managing the successful use of smartphones in service-based businesses.

1.6 [Justification for the Study](#)

To maintain perfection, the inseparable service-customer relationship necessitates a sensitive approach. This necessitates a high level of concentration and minimal

distraction. Because there is minimal existing information on the subject under examination, doing in-depth research is the best way to determine the level of smartphone distractions in a service-based organisation. If this research is not conducted, the impact of smartphones on service-based businesses would be unclear, and the potential to bridge the knowledge gap will be lost.

1.7 PRELIMINARY LITERATURE REVIEW

1.7.1 Introduction

This study looks into the adoption of workplace smartphone etiquette as well as the growth of mobile technology in the workplace. According to GSMA (2020), by the end of 2019, half of the world's population was using smartphones and the internet. This was caused by the lower prices of smartphones as compared to personal computers, among other factors. Mongardini and Radzikowski (2020), state that smartphone sales still outperform personal computers. Although the smartphone market is declining in comparison to its previous statistics, it is still above personal computers. This is because connectivity through smartphones has become much more than a choice for businesses to keep productivity levels high in the workplace. Workplaces have transformed in the past 10 years. This has been caused by the changes in customer trends across the globe. One of the recent customer trends has been the growth of digital communication, which helps businesses interact with customers.

This has increased the speed at which businesses get insights into customer preferences. The second trend has been the growth of the adoption of smartphone usage as a business communication tool. This has enabled businesses to reduce their reliance on static personal computers for customer engagement activities and to advance the use of smartphones due to their portability (Melumad and Meyer, 2020). Adopting new technology in the workplace has its challenges. Smartphone usage in service-based businesses can be a management challenge. Smartphones have a lot of applications that can be used for both business and personal amusement. These applications are what could enhance or decrease the level of production in the business. As a result, the goal

of this study was to figure out how smartphones affect the production and profitability of the service-based business. The study's research questions will serve as a prism through which the literature will be sorted, investigated, analysed, summarised, and presented.

The literature begins by sketching a timeline of smartphone development and how they vary from cell phones. The next step is to explore the South African smartphone sector as well as the global setting. Following that is an explanation of the study's core concepts. Experts' perspectives on smartphone etiquette are explored. This literature review examines the impact of smartphones on performance and profitability in a service-based business. The importance of smartphone etiquette in the workplace is discussed towards the end of this section.

1.7.2 [Journey of the Smartphone](#)

The smartphone, according to Tehseena Essack (2015), evolved from the mobile phone. Martin Cooper created the first mobile phone in 1973, which weighed one kilogram. It was commercialised in 1983, and voicemail and text messaging were added in 1986 and 1992, respectively. The smartphone was created when cellular phones and mobile computing were combined. The first smartphone (IBM Simon) was released in 1993, and it included basic computing functions such as calendars, emails, and address books in addition to the standard functionality of any cell phone. Smartphones gained internet connectivity in 1996, and the first picture was sent by smartphones in 1997. (Essack, 2015). Smartphones surpassed personal digital assistants as a competitor in 2004. (Essack, 2015) In 2007, after the advancement of additional smartphone functions, smartphones were used by more than half of the world's population (Essack, 2015). According to Essack (2015), smartphone innovation was increased in 2008 with the advent of touchscreens and other computer capabilities never seen before.

It is critical to clarify the difference between a cell phone and a smartphone to direct subsequent discussions and establish connections about how they function in the workplace. A cell phone is a wireless mobile device that has two frequencies: one for talking and one for listening. Towers transmit signals to cell phones. Modern cell phones (smartphones) allow users to explore a wide range of features like applications, multimedia, emails, electronic cameras, voice recorders, computer games, health

sensors, GPS navigation, and a variety of other work-related and social-based software. All cell phones with such processing capabilities are referred to be smartphones, whereas those that do not are referred to as feature phones. Smartphones' impact on the workplace, like that of many other technological advancements, has yet to be fully appreciated to the point where they are employed as a traditional work-based communication media (Chmielarz, 2020).

1.7.3 [Smartphone Industry- Global Context](#)

According to GSMA (2020), smartphones continue to be the fastest-growing technology in the world. There are over 5.2 billion mobile subscribers across the world, with a penetration rate of 67 per cent. Smartphones had an adoption rate of 75 per cent in 2019 and are expected to reach 80 per cent by 2025. There are more than 7.1 billion smartphone connections in the world. This is due to more than two-thirds of the world population being subscribed to smartphone services. This is further attributed to the infrastructure development that allows access to mobile internet services in developing countries. North America has the highest adoption rate of smartphones in the world with 83 per cent, while other continents are averaging between 67 per cent and 76 per cent. However, Sub-Saharan Africa has an adoption rate of 45 per cent and is expected to grow to 67 per cent in 2025 due to government investments in technological infrastructure developments. MTN and Vodacom have already advanced their 5G services across the continent. According to Ijumba (2016), mobile phones have reached market maturity, and a fall was projected in both first world and third world countries as per Telecommunications Union predictions. This was verified by the GSMA Intelligence as the drop in 2017 was recorded. However, according to GSMA Intelligence, penetration growth was still at 99 per cent in 2015 and was expected to surpass 100 per cent in 2020. Mongardini and Radzikowski (2020:8) state that the smartphone market has declined since 2016, and that the global market is saturated. This resulted in a negative “global merchandise trade” in 2019. As people take longer to replace their smartphones, with a minimum of a two-year cycle, the sales of smartphones will continue to decline in comparison to their past performance. However, this does not mean adoption is not growing. Smartphones are still growing faster than other technologies in the world.

1.7.4 [Smartphone Industry- South African Context](#)

South Africa opened its doors to business and trade in 1994 following its independence from the previous administration, and part of it was the introduction of wireless technology. The Global System for Mobile Communication Technology was adopted by South Africa. This acceptance ushered in a revolution and widened the telecoms sector. MTN and Vodacom were granted licenses by the South African government in 2001, followed by Cell C as a mobile network provider for the country (Ijumba, 2016). The South African mobile phone business has undergone considerable transformation and expansion in the nearly three decades since mobile networks were introduced. According to Ijumba (2016), the rate of mobile phone penetration in the market topped 100 per cent. Furthermore, this can be linked to the low-cost sim cards and prepaid mobile phone plans available to South Africans. South Africa leads the African continent in the number of homes with multiple mobile phones. According to Essack (2015), 78 per cent of South Africans would be unable to leave their houses without their smartphones. 51 per cent of South Africans use mobile applications and are dependent on their smartphones. The smartphone's reliance on users was supposed to increase uptake. This led to the increased use of smartphones at work (Essack, 2015).

In the year 2017, the South African mobile communication sector hit a tipping point. Smartphones have become the most widely used business and personal communication devices. As a result, feature phones have fallen further down the food chain. South Africans are among the world's most frequent smartphone users. Businesses and customers in South Africa have fully converted to a world driven by data, high levels of connectivity with social networks, and other apps that keep people engaged. South Africans have reached a point where they are thought to be overly reliant on their smartphones (Arun Abraham, 2017).

1.7.5 [Smartphone Features](#)

The properties of smartphones that enable them to be one of the instruments used in workplaces are discussed in the following section. Smartphones, like other gadgets, have hardware and software. Smartphones have applications (apps) and operating systems (Android, IOS, and Windows). The smartphone's operation is controlled by the operating

system (Essack, 2015). Everything you can touch on a smartphone is included in the hardware features. The hardware of a smartphone is important, but the software is what allows it to function. For the unified function of the smartphone, applications, on the other hand, function through software and software through hardware (Rahima *et al.*, 2016).

1.7.6 [The Use of Smartphones](#)

Smartphones are used at home, in public transportation, and at work. The use is mostly for personal and professional objectives. According to Essack (2015), 44 per cent of smartphones are used for personal purposes, four per cent for business, and 52 per cent are used for both business and personal purposes. In South Africa, the majority of individuals use their smartphone at home, while the other percentage uses them at work (Rahima, Safina, Khenga, Abasa, and Alia, 2016). These figures are important for this study because they will inform future debates on why individuals use their smartphones at work.

1.7.7 [Types of Smartphone Applications](#)

Instant communication through messaging, emails, and social networks as well as navigation, media, shopping, file management, books, financial management, health and fitness management, information analysis, planning, and entertainment are all examples of smartphone applications (Rahima *et al.*, 2016). For many people, a smartphone is a helpful tool because of these applications.

1.7.8 [Smartphones and Productivity](#)

According to Sauermann (2016), productivity is the rate at which input is transformed into output. Employee productivity relates to outputs like service and sales in relation to inputs like the number of hours spent to generate. The ability of an organisation to integrate all resource inputs to enable efficient goal achievement is referred to as organisational productivity. Smartphones are utilised in the workplace to increase productivity. They are frequently integrated with desktop apps to allow employees to keep working even when they are not in the office (Sauermann, 2016). With the advancement of information technology, even the most basic tasks like scheduling meetings and accessing emails

have become commonplace as a supplement to desktops and laptops in order to increase productivity. Because smartphones are portable, employees may access them at any time, and companies can take advantage of this to maintain continuous production. Smartphones are only significant if they increase workplace productivity (Essack, 2015). Smartphones can help with productivity to some extent, but they can also induce overload. Due to a lack of management and policy on smartphone etiquette in the workplace, smartphones have been observed to induce distraction and diminish productivity (Sauermann, 2016). Essack goes on to say that the large number of employees who use smartphones has a negative impact on the company's performance.

1.7.9 [Smartphones and Profitability](#)

According to Malackaniová (2016), profitability is made from two terms, "profit" and "ability". The term profit refers to the amount of money left over after all expenses have been deducted. The term ability refers to a company's ability to make profits through its operations. It is also regarded as the investment's ability to generate a profit from its use. According to Sauermann (2016), the use of smartphones is important for businesses. However, managing mobile applications (apps) is more complicated than it was when mobile phones were first introduced. Internet-based technologies, such as social media, have the potential to transform the workplace. Smartphone access to corporate information is becoming more popular. To be profitable, businesses across the world must align themselves with the current smartphone trends.

According to Nestian *et al.* (2020), employees can cooperate and connect with customers more easily through the integration of smartphones, laptops, and tablets with other apps. Smartphones can give employees access to company resources and allow them to be productive even when they are not in the office, which eliminates location barriers. Mobile connectivity among employees facilitates easy communication and speedy transactions. This contributes to the company's efficiency and profitability. The management of smartphone use in the workplace remains a difficult problem for managers. The amount of time lost due to the use of smartphones for non-work-related activities cannot be calculated, and the necessity for smartphone management policies to govern smartphone etiquette remains a worry for company leaders.

1.7.10 [Etiquette](#)

In both social and professional settings, etiquette is seen as a standard method of doing things that are typically associated with respect for others. Etiquette is defined by Anunciaço, Hayashi, Abib, Batista (2016) as the customary code that persons, who desire to fit or belong in a given group or association, must follow and subscribe to all norms and regulations that are related to behaviour. In the workplace, smartphone etiquette has yet to be firmly defined, and nothing is known about how it is controlled. As a result, enforcing smartphone etiquette in the workplace is challenging without managements adoption of smartphone etiquette to govern the usage of smartphones for work-related activities.

1.7.11 [Experts Perspective on Etiquette](#)

According to Anunciaço *et al.* (2016), etiquette books are frequently a general source of information about a society's current social norms. These texts presuppose that individuals wish to act in a proper manner. Books assist people in re-creating their social relationships and developing behavioural competence in accordance with those relationships. There were over 1,000 books on the subject of business etiquette at the time of this investigation. Some of the books have chapters dedicated to business telephone etiquette. There is no shortage of content on worldwide business etiquette, yet there is a scarcity of material on African business etiquette. People's opinions about what is appropriate and expected behaviour in a given situation are referred to as social norms. These books fail to explain how smartphones are controlled in the workplace to guarantee that they promote productivity.

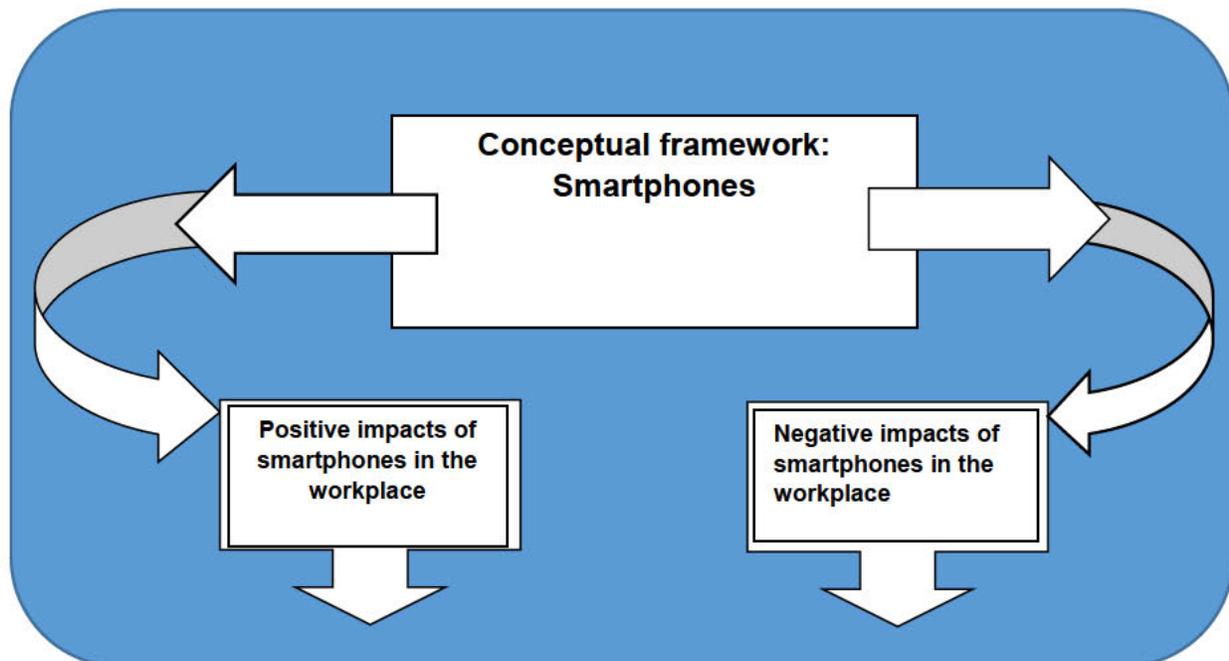
1.8 [CONCEPTUAL FRAMEWORK](#)

Within the context of research, it is critical to comprehend the following two terms, concept and framework. Adom, Hussein, and Agyem (2018), state that, defining a concept would be unfair because it is very susceptible to various meanings and interpretations in various settings. Adom *et al.* (2018), further highlight that those definitions have both critics and proponents. However, the concept might be understood as a "complex mental articulation of experience" or as a component of a theory that expresses the abstract ideas within the theory. A framework for research is defined by Adom *et al.* (2018) as a blueprint that leads

the researcher from start to finish. It stops the researcher from straying from the study's main research issues.

The conceptual framework is created by combining the term concept and framework. It is utilised by researchers to look into issues where there isn't a theory that fits the situation they are trying to address. Researchers frequently synthesise and integrate the existing information from several authors into an organised framework. As a result, a conceptual framework can be characterised as the result of combining various connected concepts in order to gain a comprehensive grasp of a study subject. The theoretical framework is generated from the theory, and the conceptual framework is derived from concepts (Adom *et al.*, 2018). This study's conceptual framework will be focussed on smartphone technology in a service-based organisation.

THE CONCEPTUAL FRAMEWORK DIAGRAM: Figure 1.1



1.8.1 Technology Experts' Perspective of Smartphones

The following debate will focus on mobile technology and is based on several experts from the Pew Research Centre: Internet and Technology regarding the positive and negative aspects of digital life.

- **Positive perspectives**

According to Pew Research Center (2018), smartphones improve several aspects of life. Smartphones revolutionised people's daily lives when they were first introduced to the internet. Louis Rossetto (2018), digital technology is an intrinsic element of every area of existence. Mike Liebhold (2018) agrees that using smartphones and the internet increases other elements of one's well-being, including health, social relationships, commerce, and finance. According to William Schrader (2018), smartphones improve private conversations with business contacts throughout the world, and commercial and social activities are done online. Paul Saffo (2018) agrees with Schrader and adds that digital connectedness has become as necessary as breathing. According to Dewayne Hendricks (2018), digital life connects people and guarantees financial security, which was never feasible 30 years ago. Michael Rogers (2018) agrees that wireless digital connections make it significantly easier for employees to conduct their jobs. According to Hal Varian (2018), smartphones have improved communication by allowing people to communicate in different parts of the world through translation applications. According to Olugbenga Adesida (2018), mobile payment transactions account for more than 40 per cent of Kenya's and Zimbabwe's gross domestic product. He goes on to say that in many countries, education is given through mobile applications. Companies utilise smartphone applications to conduct training to ensure that all employees have access to study material. Bill Lehr (2018) points out that smartphones are not only valuable as a communication tool, but also as a memory device, providing immediate access to all of the information that is commonly needed, particularly by the elderly. The above conversation among many technology industry experts, agrees on the importance of smartphones in the workplace and human's lives. However, none of the experts mention the managerial implications of smartphone use at work. The border between personal and professional use of smartphones is still hazy.

- **Negative perspectives**

Even if few professionals complain about the digital world, Pew Research Center (2018) points out that mobile technology has harmed some people in interactions. This statement is supported by experts including Anderson and Rainie (2018). According to David Ellis, Ph.D. (2018), the use of smartphones has an important impact on work since it causes people to lose attention due to the phone's addictive nature. According to Anderson and Rainie (2018), mobile technology has not improved communication and connectivity as expected. There are many technological advantages, yet it frequently slows progress and allows people to accomplish less. People find it difficult to stay concentrated on one task until it is completed without being distracted by their smartphones. Mark Glaser (2018) posits that smartphones are necessary for communication and connection, but they have caused people to operate in silos and to be always interested in what is occurring elsewhere rather than where they are. People have become inseparable from their phones, and they are gradually becoming a workplace distraction. According to Golumbia (2018), smartphones would be better if they were used for what they were created for: to improve lives as facilitators. However, they have devolved into a destructive instrument that diverts people's attention away from what matters. Golumbia goes on to say that the argument for banning the use of smartphones in the workplace might incite animosity, despite the obvious negative consequences. According to Massingham (2018), smartphones are contributing to a decrease in human engagement. Professional and social connections are the foundations of all enterprises, and smartphones are slowly eroding the latter. Smith (2018) claims that mobile technology promised to make people's lives easier while also allowing them the freedom to explore the new vistas that technology has opened up. The reality is that people spend disproportionately more time online than they do on deadlines.

1.9 RESEARCH METHODOLOGY

This section begins by defining the segment's core concepts, research and methodology. According to Igwenagu (2016), research is defined as a systematic, empirical, and expository exploration of situation, guided by theory about the presumed links among such situation in various sources. It is also when scientific approach is used to tackle a

problem systematically. According to Olanike (2016), a methodology is a plan that researchers employ to govern how their research will be carried out. There is a distinction between methodology and methods. "Research methodology is linked to the theoretical framework," whereas "methods are data gathering procedures." Olanike (2016: 80)

This section served as a road map for how the research was carried out. The goal was to see if implementing smartphone etiquette may help service-based businesses increase production and profitability.

1.9.1 Research Approach

Quantitative, qualitative, and mixed methodological research approaches are the three main research approaches. Before justifying which technique will be used in this study, it is critical to first comprehend these three major approaches. Numerical data and statistics are used in the quantitative approach. It is a deductive method that focusses on constructing and testing a theory or hypothesis (Essack, 2015). This form of research, according to Olanike (2016), uses statistical and measurable data. Mixed methods research is a type of research that blends the two primary methodologies into a one study. It collects data through a variety of approaches. Non-numerical data is used in the qualitative method. It is an inductive method that focusses on formulating a theory using data analysis (Olanike, 2016).

To achieve its goals, this study used a qualitative technique. The qualitative approach was chosen since it allows for more in-depth knowledge of the underlying problem and cannot be generalised (Ijumba, 2016). The researcher is pushed to explain and present an explorative rendering of a theoretical perspective using this method. It allows the researcher to comprehend the social phenomena and to give a profound analysis of the situation (Thando Ramunenyiwa, 2017). This introduces interpretivism, a theoretical view that is more in line with the exploratory aspect of comprehending human phenomena (Ramunenyiwa, 2017). The qualitative research approach allows data, about the human viewpoint of the research problem, to be collected. Qualitative research is very subjective since it allows the researcher to look beyond numbers to grasp the participants' feelings, thoughts, and perspectives. The interpretivism paradigm is followed in this qualitative investigation (Ramunenyiwa, 2017). The word paradigm comes from the Greek

paradeigma, which refers to a scientific investigation of issues and the development of answers. It is a philosophical reason for conducting research (Olanike, 2016).

1.9.2 Design of the Study

The Design of the study is a road map for the investigation. It directs the research plan's execution from start to finish. The problem is aligned with the data collection techniques used in the research design. Case studies, questionnaires, and action research are all examples of research designs (Olanike, 2016). A case study research design is used in this study. Harrison, Birks, Franklin, and Mills (2017), indicate that a case study research design is used to collect data from one or more sites over a period of time, and data is obtained through different sources, such as interviews. Interviews, focus groups, observation, and document analysis are among the techniques used to collect data for this case study (Adefunke, 2016). The service-based business was selected as the case study for this research project, and data was obtained from the customer service department. The key rationale for choosing the service-based business is to ensure that the study is focussed and researchable on a limited budget, without sacrificing the study's worth and importance. Because of their extensive use of smartphone technology, the chosen business is pertinent to the issue.

1.9.3 Study Site

The site for this research refers to the location where data will be collected (Ijumba, 2016). The National Botanical Garden in Pietermaritzburg is the research site for this study. The National Botanical Garden is located in the Prestbury Suburb of Pietermaritzburg, in the northwestern part of the city. This institution was founded on March 3, 1874, and in its nearly 150 years of existence, it has seen many changes in governance, economics, and technology. The National Botanical Garden began as a botany-focussed conservation organisation. It began to participate actively in the provincial economy in the late nineteenth century as a result of its tourism activities.

The National Botanical Garden employs a one thousand people who are divided into 11 branches. It attracts more than three million people each year, bringing in an estimated 105 million rand per fiscal year (SANBI, 2020). Employees that work in customer services

are the subjects for this research. The location is situated in KwaZulu-Natal province, which is the South Africa's third-largest economic hub, with tourism, agriculture, and manufacturing as its main industries. The province, like many others, has a large number of service-based firms, making it an ideal place for this research (Stats SA, 2020).

The selected service-based business was chosen for this study due to the feasibility of the study's objectives, which are in accordance with the issues of managing smartphones in their customer service division. The researcher determined that the sample size of the selected business is sufficient to complete the study. The researcher was permitted to perform the study after the administration of the selected business expressed an interest in the study's findings. The investigation is the first of its kind in Pietermaritzburg's service-based enterprises (SANBI, 2020).

1.9.4 Target Population

A population refers to a group of individuals living in a specific location. The selected individuals of the population, for a study or research, are called the target population (Alvi, 2016:10). The customer service team and senior managers, of the service-based business, are the focus of this study.

1.9.5 Sampling Procedure

A sample is a representation of the selected group of individuals in a research project (Ijumba, 2016). Sampling is divided into probability and non-probability sampling. The first implies that each sample has a similar opportunity of getting selected. The latter implies that not everyone is equally likely to be chosen (Showkat, 2017:3). According to Ramunenyiwa (2017), both probability and non-probability sampling include deliberate selection. This study used non-probability sampling to give the researcher the freedom to make decisions. Non-probability sampling is further separated into four sub-methods, convenience, quota, purposive, and judgemental sampling (Ijumba, 2016).

The researcher uses the convenience sampling technique to pick individuals based on their availability. According to Essack (2015), convenience sampling is the most cost-effective sampling technique. This method of sampling is appropriate since it takes advantage of participant availability. However, authorisation to access participants is

required for this sampling technique, and the results cannot be generalised (Essack, 2015). In this study, purposive sampling is also used to ensure that the study's objectives are met. Purposive sampling refers to the selection of appropriate individuals by hand to obtain specific data for the study (Essack, 2015). The reason for using this sampling technique is to save time and money by not having to collect data from non-qualifying participants.

1.9.6 Sample Size

The sample size refers to the number of participants chosen to participate in a study (Ijumba, 2016). The study will sample 26.7 per cent of a 1,000-person community, or 267 people. With a margin of error of 3.02 per cent and a confidence level of 90 per cent, the computation was made using Raosoft software. Customer service employees and company's senior managers part of the sample.

1.9.7 Data Collection Instruments

There are different types of the data collection instruments for the qualitative study. These are focus groups, interviews, observations, and open-ended surveys (Laia Canals, 2017). This section lists all of the data-gathering equipment used in this investigation.

- ***Telephonic interviews***

According to Ijumba (2016), an interview is a talk between a researcher and a participant to gather data. Qualitative research relies on clear and brief interviews. Structured, unstructured, and semi-structured interviews must be prepared ahead of time and presented in a consistent and linear order. Due to COVID-19, telephonic interviews were used to acquire data from senior managers of the service-based business.

- ***Tele-conference Focus Groups***

According to Canals (2017), focus groups resemble interviews. They do, however, require group interaction to obtain responses to the study's research questions. Focus groups help researchers access a small group of people at the same time and collect important data for the study. Through smartphone conversations and recordings, this study used a teleconference focus group for customer service employees. This is owing to a large

number of customer service representatives, making it impossible for the researcher to interview each one while still finishing the study on time. The employees were divided into 16 groups, each of which has 12 people.

1.9.8 Data Analysis

In a qualitative research, data is analysed and presented in manner that adhere to the norms and expectations of a qualitative research study. 'Data analysis' defined as a process of extracting meaning from raw data and then interpreting that meaning (Ijumba, 2016).

- ***Transcribing***

According to Canals (2017), transcribing is a written representation of an interview. Transcribing is a taxing task for the researcher because it takes an inordinate amount of time to perform. This is an important stage in interpreting how the data contributes to answering the study's questions. Transcribing guarantees that all interviews are recorded and transcribed into text format for this research.

- ***Coding***

According to Ramunenyiwa (2017), coding is a vital step for a researcher to do to make sense of data. Data is organised into categories to help the researcher evaluate the data and better understand its meaning. To code and analyse data, this study used a content analysis approach.

1.9.9 Data Presentation

According to Lee and In (2017), data is a collection of accumulated facts. The data paints a hazy image of reality. It is collected in an unprocessed format that makes it difficult to comprehend. As a result, creating meaning necessitates investigation and interpretation. The data must be organised in a way that is appealing to the targeted audience. Text and the formation of themes are effective ways to portray qualitative data. Subheadings and themes are an excellent approach to organise the study's findings. The data in this study is presented via graphs, tables, and text (Lee and In, 2017).

1.9.10 Data Quality Control

- ***Reliability and validity***

According to Ijumba (2016), validity and reliability are basic metrics used to control the quality of the obtained data. Ijumba goes on to say that these measures help to ensure that the results are consistent. According to Hamed Taherdoost (2016), validity explains the authenticity and depth of data acquired for a certain study. This refers to the quality of the data collection. Validity ensures the precision of the instrument utilised (Ijumba, 2016). This also guarantees that data is appropriately collected and eliminates errors. The interview questions are tested with a small group of the sample to see if they can get the desired results. According to Olanike (2016), reliability refers to the tool's dependability and consistency in measuring a variable. Ijumba (2016) agrees that an instrument is dependable if it can be used frequently and produces consistent results even when utilised by various researchers. Ijumba goes on to say that everything reliable should continue to perform as well in the future as it has in the past, regardless of the number of users, and the instruments should produce the same results. The authors believe that 'dependability and replicability' are the most important aspects of reliability. The purpose of this study is to gather data from a different set of employees at different periods to see if the same data collection procedures provide the same results as the prior group.

1.9.11 Ethical Considerations

Ethics comes from the ancient Greek philosophical study of moral existence (Siti Arifin, 2018). It refers to a set of rules that have the power to drastically change previous decisions and actions. Ethics is a discipline of philosophy that deals with the dynamics of making decisions about what is moral and immoral, according to popular belief. All activities of mankind are regulated by individual, community, and social values therefore, scientific research works. Study ethics entails, ensuring that all research data is kept private and only authorised individuals have access to it. For a qualitative research study, it is critical to protect employee subjects by following ethical norms (Arifin, 2018). This is especially true because a qualitative study necessitates a thorough data collection process. Conducting interviews necessitates the highest level of engagement between

the participants and the facilitator, and when it comes to giving particular study-related information, participants become more vulnerable and worried. To safeguard the safety of the participants, it is critical to follow ethical guidelines when conducting the qualitative study (Arifin, 2018).

- ***Informed consent***

According to Arifin (2018), informed consent refers to providing research participants with knowledge about their participation in the study. This is accomplished by a permission letter that informs all participants about the study's purpose. The consent letter contains information, such as the willingness of the participants to be included in a research study, their privacy, and confidentiality. It is used as a parameter to preserve the participants' privacy and confidentiality. To perform the study, ethical approval was obtained. To ensure that the research adheres to the ethics code, the researcher received permission from the selected firm to perform the study (Arifin, 2018).

1.10 [Summary](#)

This chapter laid a foundation about the research project by unpacking the background of the study, the research problem and objectives. It is a road map of how the entire research project was conducted and it also introduces the preliminary literature on smartphones as well as the perspectives of the technology experts. The chapter explained the intended population for the study and how the population was selected to ensure credibility of the study's findings. It concludes by exploring the significance of research ethical considerations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The goal of this research is to investigate the adoption of smartphone etiquette in service-based business, with a focus on the National Botanical Garden in Pietermaritzburg, South Africa. This chapter contains topics derived from the research questions as well as additional topics related to the research challenge. Each issue is examined from two perspectives: locally and internationally. The primary goal of a literature review is to contextualise the study and gain an in-depth understanding of the topic. This assists in the identification of gaps in prior research as well as the definition of relationships between related studies (Parasuraman, Sam, Yee, Chuon, and Ren, 2017).

This literature review begins by looking into the extent to which customer service employees in service-based businesses utilise smartphones.

2.2 The Extent of Smartphone Usage in the Workplace

According to Ajaegbu, Ajaegbu, and Sodeinde (2019) smartphones are changing the way people communicate at work and in their communities. In all aspects of life, smartphones are an advancement above traditional communication techniques. They have enhanced characteristics that enable people to execute tasks that were previously difficult, due to technological advancements. They connect businesses, processes, distribution networks, and customers. This is because they can function as portable minicomputers. Agarwal and Bhagoliwal (2016) concur that smartphones provide employees with constant connectivity, allowing them to accomplish vital work at any time and from any location. Smartphones allow users to be more versatile in their usage. Smartphones save money for service-based businesses because they allow staff and clients to communicate more easily. Ajaegbu *et al.* (2019) assert that the extent to which employees utilise smartphones has an impact on all company sectors. Agarwal and Bhagoliwal (2016) further highlight that, the high use of smartphones has benefited the business sector. Because of their portability, faster internet connection, and accessibility, smartphones are used for a variety of purposes in every business. Employees use applications such as

SMS, GPS, GMAIL, WhatsApp, Facebook, and search engines in the workplace. Smartphones are used in the banking industry to conduct transactions. This saves time and improves staff productivity and job satisfaction. Insurance companies utilise smartphones to alert customers about new coverages. Businesses can increase labour productivity while lowering costs and improving customer satisfaction due to smartphone usage. Smartphones are used by businesses to minimise inventory costs and sales cycle times. Smartphone's usage enables employees to build long-term corporate partnerships, increase freedom, maintain workflow, share knowledge, and increase employee job satisfaction. Priyadarshini, Leena, and Venkatesan (2018) agree that smartphones help employees at work. Due to the evolution of smartphone technology, employees no longer need to wait until they have a personal computer or laptop to do their work; they can complete their tasks without having to come into the office. Employees benefit from greater work flexibility and convenience. Priyadarshini *et al.* (2018) further highlight that smartphone technology help employees and businesses in developing innovative ideas for new services. It allows employees to share knowledge, skills, information, and expertise without needing to be in the same workplace. Employees utilise social media as a way to communicate information with one another. Smartphones help employees organise and supervise their work, as well as allowing them the freedom to be creative and personalise their work. Employees collaborate digitally with other co-workers using smartphone applications. This helps businesses increase productivity. As the number of smartphone users grows, so does job extent of usage.

Duke and Montag (2017) argue that smartphones have transformed the way employees communicate in the office. The benefits are considerable, but the negative effects of smartphones, on the other hand, are not clearly documented. A loss in workplace productivity, and other negative effects are among them. Employees lose more productive time as a result of their smartphone addiction. Non-work-related activities take up more time at work (Duke and Montag, 2017). Some 84 per cent of individuals can't live without their smartphones, and this dependence is a concern in the workplace. It raises the question of what employees become so engrossed with on their smartphones, and how this can be managed (Parasuraman, *et al.* (2017). According to the New Time Mobility Poll from 2012, most employees have a smartphone addiction but are unaware of it.

Smartphone addiction affects work efficacy and intellectual ability. People who are overly reliant on their smartphones find it difficult to concentrate at work and become less social. The rise of social networks has exacerbated this need, leading to addiction. Parasuraman, *et al.* (2017), argue that employees are not addicted to smartphones, but rather to the information, personal connectivity, and pleasure they receive through them. Excessive usage of smartphones reduces productivity and negatively impacts interpersonal relationships. Masarweh and Afndy (2018) posit that smartphones have detrimental effects in the workplace. Excessive information, task disruption, and work-related stress are all possible repercussions of smartphones. Employees lose time throughout the workday because they are engrossed in their devices. Smartphones have both beneficial and negative effects in the workplace. The negative impact of smartphones causes employees to waste a lot of time, which is counterproductive. Employees have a lower level of work precision, which has an impact on production.

2.3 The Impact of Smartphones in the Workplace

The second research question in this study is: "What is the impact of smartphones on productivity and profitability in the workplace as perceived by customer service employees?" Because productivity and profitability are discussed concurrently in this context, the researcher will deconstruct them as a single variable to appropriately examine the literature. Margaretha and Supartika (2016) state that productivity is the most powerful and significant indicator of profitability. As a result, this justifies the researcher's investigation of productivity and profitability as a single variable. Baddap (2020) states that smartphones have a favourable impact on workplace productivity, such as allowing employees to stay in touch with their loved ones, putting them at ease by knowing that their families are doing well, and reducing stress levels. It helps employees to cooperate with their co-workers and facilitate knowledge sharing. It also helps employees to stay up to date on industry and company trends.

2.3.1 POSITIVE IMPACT OF SMARTPHONES

According to Baddap (2020), smartphones are utilised as an integrated tool to link employees to other work systems. Pitichat (2013) argue that smartphones can improve

work productivity through enhancing information sharing, promoting autonomy, and strengthening relationships with superiors and co-workers. Elephant and Maphela (2018) agree that smartphones assist businesses to succeed through their computing ability, which helps to access documents and perform basic administrative tasks. It assists employees with easy access to the internet and other cost-effective platforms. It facilitates access to social media and enables businesses to reach a wider audience regardless of location. Abdullah, Agung, Glory, and Sugiharto (2018) assert that the speed afforded by mobile technology, particularly smartphones, helps corporate automation, resulting in a competitive advantage. This can be accomplished if the company is thoughtful and purposeful in its usage of smartphones in the workplace. CAI (2017) concur that smartphones help employees to be more productive. The positive impacts of smartphones on the workplace are discussed below.

2.3.1.1 [Assistance at Work](#)

Priyadarshini, Leena, and Venkatesan (2018) state that employees' workspace is no longer limited to the office, and employees have the freedom to work anywhere using their smartphones. Businesses take advantage of the benefits of creating online work communities to uncover potential clients, develop new products, and expand service offerings. If work was limited to the office, this would not be possible. The smartphone's mobility and processing capabilities are critical for allowing employees to conduct business outside of the office. The use of smartphones in the workplace improves productivity and job effectiveness (Pugh, 2017).

2.3.1.2. [Availability](#)

Lee, Lee, and Kim (2017) argue that smartphones keep employees involved in their jobs and helps them stay connected to the job at all times, regardless of where they are. Masarweh and Afndy (2018) agree that smartphones improve employees' availability and improve their communication. Pugh (2017) further highlights that employees' availability can take several forms, including a message, a phone call, an email, or a special application used for professional or social purposes. Employees can communicate with clients in many ways other than traditional ones because of their increased availability.

2.3.1.3. [Knowledge Sharing and Sociality](#)

According to Masarweh and Afndy (2018), employees who have unrestricted access to information, relevant to their jobs, are more productive. They can contribute to the team through knowledge-sharing platforms and also learn as much as they can from their colleagues. Employees may learn new skills more quickly and conveniently with smartphones. They can develop new skills and respond better to market needs due to the work-related information they can access on their smartphones. Smartphones have made it possible for businesses and employees to communicate openly. As a result, managers are able to encourage employee collaboration. Smartphones allow employees to be more social with their co-workers, which helps in the formation of teams (Gowthami and Kumar, 2016).

2.3.1.4. [Communication and Collaboration](#)

According to Mark (2019), only organisations with strong communication models can provide better service to customers. This is due to the simplicity with which the duties can be performed and with which clients can be communicated. Employees can now communicate more easily due to smartphones. They are free to contact clients at any time that is convenient for said client. Employees feel empowered by the company to make decisions regarding their own job as a result of the smartphones usage responsibility. Because smartphones have all of the computing capability, which the employees to provide feedback to the employer faster, smartphones enable employees to provide clients with personalised services that transcends geographical borders. Employees can use smartphones to better communicate with one another and help grow each other's abilities, share papers, and workflows without having to be in the same room. Smartphones have tools that assist staff in managing client contacts, allowing them to organise all client engagements and facilitating billing. What used to be a physical area for interaction has evolved into a virtual area with more of a psychological experience than the actual experience of working in an office (Colbert, Yee, and George, 2016).

2.3.1.5. [Increased Productivity](#)

Agrawal and Panwar (2019) state that smartphones allow employees to do more work with less effort and resources. Smartphone applications and software lets employees complete time-consuming jobs faster, allowing them to devote more time to work that will be completed tomorrow. This improves corporate productivity and, as a result, gives the company a competitive advantage in terms of human resources. Mark (2019) agrees that integrating smartphones into the workplace saves a maximum of 7.5 hours per week that would otherwise be lost. Businesses that have mastered the integration of smartphones are able to provide high levels of productivity to their staff. Mark (2019) concurs that employees who work remotely, using smartphones are more productive since they work on tasks other than their immediate main responsibilities. This is due to the autonomy that smartphones provide.

2.3.1.6. [Work Completion](#)

Smartphones have been proven to improve task completion, job performance, and productivity in the workplace. This is made possible by the rapid response time of employees who use smartphones for work. Employees using smartphones have no limitations in terms of completing their work because they may work from anywhere at any time, even during personal and highly congested days. The use of smartphones for professional communication channels increases creativity and thinking capacity among employees who bring varied abilities to perform jobs (Priyadarshini, Leena and Venkatesan, 2018). The use of smartphones to perform jobs, allows employees to add an extra hour to their workday. This is due to integrated work applications that allow employees to execute their tasks in the same way they would if they were in the office (Priyadarshini *et al.*, 2018).

2.3.1.7. [Employee Engagement](#)

Employee engagement has improved as a result of technological advancements in the workplace. This is due to connectedness and timely information transmitted to everyone. Employee engagement is described as meeting all of the employees' needs. Employee commitment and their desire to absorb tasks to maintain corporate productivity with

maximum commitment demonstrates this (Agrawal and Panwar, 2019). The ability of an employee to be totally immersed in their activities is known as task absorption. When employees are fully involved in their work, they get emotionally linked to it, which motivates them to fully invest their talents, skills, and creativity in the company's success (Rehman, 2018). The engagement of employees is important to the triumph of any company. Employees feel valued as a result of this. This allows management to fully utilise the potential of their personnel. Customers are more satisfied and profit margins are higher in businesses with highly engaged personnel (Osborne and Hammoud, 2017). Smartphones are supporting businesses in engaging their employees at all levels, as well as developing bridges between employees and management and facilitating chain of command fluidity (Agrawal and Panwar, 2019).

2.3.1.8. [Employee Performance](#)

Employee involvement has been shown in studies to result in improved employee performance. When a company is able to provide good feedback to employees, assign clear duties, and show them that they are valued, those employees are more likely to repay the company with outstanding performance. Smartphones are used by businesses to help employees accomplish their jobs more efficiently. This eliminates the constraints imposed by the office's four walls (Agrawal and Panwar, 2019). Performance is described as an employee's positive attitude toward the company that is translated into actions toward their responsibilities (Sendawula, Kimuli, Bananuka, and Muganga, 2018).

2.3.1.9 [Reduced Operation Cost](#)

Businesses employ technology to cut costs in their operations. They let employees use less expensive devices, such as smartphones, to cut down on the cost of high-tech equipment in the office. Because of the fast-paced nature of today's corporate world, employees must maintain constant contact with their clients. This builds a relationship between the employee and the client, allowing them to use cost-effective channels such as social media to communicate regularly and at a minimal cost. Smartphones have been shown to be cost-effective commercial tools. To limit the consumption of paper,

businesses employ online applications. Smartphones lower the cost of fixed technology like telephones (Mark, 2019).

2.3.1.10. [Contemporary Workplace](#)

In today's world, a workplace that does not accommodate technological advancements is considered a dead workplace (Mark, 2019). To maintain productivity, employees demand innovative technology to be integrated with their smartphones and other office technologies (Cascio and Montealegre, 2016). Poor productivity is a problem for businesses that lack smartphone technology and other mobile devices. The use of old technology, as a competitive advantage, is no longer possible (Oxford Economics, 2017). Employees in today's workplace understand mobile technology better and are more inclined to use it productively (Digital Skills Research, 2018).

2.3.2. [NEGATIVE IMPACT OF SMARTPHONES](#)

Li and Lin (2019) state that having a smartphone at work improves job performance. However, once employees develop an addiction, it has a counter-productive influence on their performance and output. Dittrich (2020) agrees that smartphones have an impact on productivity. These impacts range from work interruptions to increased deficits due to inattention and hyperactivity, all of which diminish productivity. Employees who are executing demanding jobs, while on their smartphones, performed worse. Employees who got notifications while completing a specific activity are disrupted, causing problems in the process. Baddap (2020) states that smartphones have negative effects on workplace productivity such as spending more time on social media, which causes diversions, responding to personal messages and phone calls during work hours, and using their phones during meetings, which causes disruption to the user and those around them. Rodrigues (2011) concurs that smartphones are increasingly intrusive in the workplace. Although smartphones have a positive role in productivity since they offer sophisticated tools and applications. On the other hand, they also have capabilities and applications that are not just for business. These non-work applications offer a severe threat to employee performance and productivity. This subsequently affects the profitability

of the company. The following discussion covers the wide range of negative impacts caused by smartphones in the workplace.

2.3.2.1. [Interference and Interruptions](#)

Because of the widespread usage of mobile devices, today's workforce has a short attention span (Udemy In Depth, 2018). Businesses are doing little to limit smartphone usage in the workplace. Employees' workflows and performance are disrupted and interfered with as a result of this. Businesses fail to provide integrated systems and training for those systems, resulting in smartphone misuse and distraction. The company loses out on potential productivity gains. Businesses allow smartphones in the workplace, but often do not provide the essential training to employees so that they can perform their tasks more effectively, while utilising mobile technology. Smartphones have become ubiquitous in the workplace, which signifies the magnitude of their use (Dittrich, 2020).

2.3.2.2 [Smartphone Addiction and Distraction](#)

Smartphones are necessary for work but having too many of them might reduce productivity. Humans are victims of habits and employees are no exception with the use of smartphones in the workplace. Employees use smartphones on a regular basis at home and at work, forming a habit that leads to addiction (Dittrich, 2020). Employees develop a habit of checking their phones on a frequent basis and this causes them to lose more work time per day as result of this. Smartphone addiction has a bad influence on daily work production and behaviour (Pugh, 2017). Employees lose control of their work and miss deadlines. It eventually develops into a medical condition, similar to how employees, who are attempting to quit using narcotics, experience withdrawal symptoms (Duke and Montag, 2017). Smartphones are the second most distracting factor at work, second only to chatty co-workers or office noise. Constantly checking their phones caused a loss in concentration, affecting their output (Udemy In Depth, 2018). Employees are distracted by social networks that are not part of the work platforms (Priyadarshini *et al.*, 2018). Employees lose attention and derail key activities as a result of instant messages. Employees have no control over how their devices are used for personal and business purposes. Internet shopping, news feeds, online streaming, chatting, and games

are just a few of the distractions that cause employees to be less productive. Employees are distracted by inappropriate internet use. This has an impact on productivity (Masarweh and Afndy, 2018).

2.3.2.3. [Wasted Time](#)

According to Masarweh and Afndy (2018), employees waste more time during working hours, owing to the excessive use of a smartphone. Employees spend time by taking personal calls, reading news on the internet, accessing social media platforms, and playing video games. Smartphones have an impact on work completion and disrupt company task flow. Employees acquire an unproductive dependency on their smartphones, which has a negative influence on the company's performance and productivity (Li and Lin, 2019).

2.3.2.4. [Accuracy](#)

Masarweh and Afndy (2018) state that workers make more mistakes when executing their jobs due to their excessive use of smartphone. This is mostly due to a lack of concentration during working hours, as well as smartphone distractions. Employees make important errors that can cost the company money. Assir (2016) agrees that smartphones have an impact on accuracy, task completion time, and productivity.

2.3.2.5. [Loss of Productivity](#)

According to Assir (2016), smartphones help with organisational output, however, there are several ways in which they negatively impact productivity. Internet surfing, social media, and gaming are just a few of the applications that have an impact on office productivity. Employees are distracted by their smartphones and that causes the loss of productivity. Employees use a variety of non-work platforms because of their rapid connections. They spend more time on their phones than on productive tasks. Disengaged employee input is influenced to finish production, which has an impact on productivity. Masarweh and Afndy (2018) concur that smartphones are having a detrimental impact on workplace productivity. Employees that are heavily addicted to their smartphones drop productivity since most of the tasks are frequently deferred until the

next day. According to Assir (2016), this is a worry since enterprises with low output risk losing their competitive advantage. This could result in a loss of market shares and lower profitability in the long run.

2.3.2.6 [Respect](#)

Masarweh and Afndy (2018) state that smartphones are lowering employee respect for clients, management, colleagues, and the company as a whole. Clients alleging dissatisfaction with service while interacting with personnel, via smartphones, have increased the number of complaints. Managers worry about the level of distraction that employees have during formal meetings (Dery *et al.*, 2017), which undermines managers' authority and disrespects the firm. Employees are less engaged as a result of their use of smartphones, which leads to lower productivity (Rehman, 2018).

2.3.2.7. [Security and Regulations](#)

Masarweh and Afndy (2018) state that business regulations are easily broken due to the use of smartphones. Cyber-attacks have become more common as a result of smartphones. Other platforms hinder the business's cyber defence because smartphones are for personal usage. Although it is difficult to control how people use their smartphones at home, hackers can use smartphones as an entry point to attack enterprises' digital systems. Smartphones are easy to misplace, and corporate information could end up in the hands of the wrong people and jeopardising trade secrets. If staff use smartphones to conduct business, clients' accounts are also at risk (Assiri, 2016).

2.4. [The Adoption of Specific Smartphone Etiquette](#)

The study's final research question looks into the adoption of certain smartphone etiquette practices that can help service-based businesses enhance production and profitability. Many authors agree about the benefits of having smartphones in the workplace, but they also point out issues that are counter to the benefits of using smartphones in the workplace. According to Masarweh and Afndy (2018), there are only a few organisations that have a proper policy in place regarding the use of smartphones in the workplace. Businesses should adopt policies to manage new technology and the risks it poses to

performance and productivity. CAI (2017) posit that, if firms and managers want to maximise the benefits of smartphones, they should devise strategies to manage their use. Abdullah *et al.* (2018) and Baddap (2020) suggest the necessity for smartphone management rules and methods. Aslam, AlZwamri, and Hussain (2017) state that some businesses use internal systems that are integrated with smartphones to facilitate staff productivity, these systems are supervised by the information technology department. Aslam *et al.* (2017), further argue that businesses that are using smartphones as a pure working tool are too ambitious. This is because smartphones lack additional tools that are compatible with all the business' internal systems to allow employees to perform their duties effectively. Managers need to create applications that assist employees in performing work, in the same way they would if they were using laptops to achieve productivity and profitability, through smartphones. Managers need to allow employees to use wireless connections that prevent specific platforms from launching, as well as adopt an ethical code to govern smartphone use in the workplace. This will help in the control of abuse (Aslam *et al.*, 2017).

Colbert, Yee, and George (2016) argue that for technology to work in the workplace, businesses must rearrange their workplace settings because the future labour, even at entry-level roles, will be technologically savvy. Work is no longer defined by where people go but by what they do, thanks to advances in technology, such as smartphones, work can be done outside of the workplace. Colbert *et al.* (2016) further highlight that, since technology has both positive and negative effects, businesses need not only build technology management strategies but also focus on radical organisational change to allow the new breed of employees, and the usage of smartphones in the workplace, to thrive. Because technology evolves at a faster rate, having a policy for each will be impracticable, but creating an environment and culture that encourages and appropriately manages its use, will be sustainable. Syntonic Inc (2016) concur that other businesses are using particular management strategies to manage smartphones in the workplace. They are implementing policies like a 'bring your own device' (BOYD) policy to limit the usage of smartphones for personal use in the workplace. To ensure successful management, businesses have established incentives for employees who use their

smartphones for work and those who follow the rules (Baddap, 2020). Rehman (2018) agrees that employees use smartphones for their personal use if not properly managed and that affects the productivity and profitability of the business. Rehman (2018) highlights that managers who have accepted smartphones as a working tool must implement procedures that enable workers to use smartphones at work for a set amount of time to prevent abuse or misuse. Fahed and Kmeid (2019) argue that to maintain high productivity, smartphone technology advancement should be handled by a mobile-free policy. Regulations for the proper usage of smartphones, business software, and associated applications must be established by businesses. Additionally, businesses must include smartphone usage in performance evaluations and awards to regulate usage.

Alzwamr and Hussain (2018) state that businesses allow employees to use smartphones in the workplace when it is necessary for their jobs, and design applications that allow employees to do their obligations using their own devices. However, this must be done in conjunction with the ethical usage guideline. Dery, Sebastian, and Meulen (2017) concur that businesses implement policies to allow employees to bring their own smartphones to work and integrate them with internal systems, allowing them to accomplish other tasks even while they are not at work. Rodrigues (2011) argues that when there is no control of smartphones in the workplace, the business suffers a greatly reduced productivity. Businesses must develop strategies to meet the issues of smartphones in the workplace and how they will be managed, while also ensuring that their potential to positively assist employees is not jeopardised (Baddap, 2020).

2.5. [CONCEPTUAL FRAMEWORK](#)

Crawford (2020) claims that different authors consider a conceptual and theoretical framework to be interchangeable. Maxwell (2013), Miles *et al.* (2014), Marshall and Rossman (2016), and Marshall and Rossman (2016) all considered conceptual framework to be synonymous of theoretical framework. As a result, it has been observed in several studies that authors frequently remove conceptual or theoretical frameworks from their definitions as related but not identical terms. According to Leedy and Ormond

(2016), a conceptual framework is utilised to provide foundation to the research and to equip both the researcher and the audience in appreciating the study's contribution to the body of knowledge. It helps in the alignment of all the study's components. This definition focusses solely on the conceptual framework and makes no distinction between the theoretical and conceptual frameworks. Other authors do not clearly link the conceptual and theoretical frameworks, but they do imply that the two concepts are interchangeable (Crawford, 2020). As a result, it is critical for this study to explicitly explain the conceptual and theoretical frameworks so that the reader can distinguish between these two related notions.

According to Ravitch and Riggan (2017) and Crawford (2020), conceptual and theoretical frameworks are defined as follows: theoretical framework focusses on theories that have been published. It serves as a framework for the study. It is made up of several theories offered by specialists in the field. It helps the researcher in deriving information from current ideas to properly analyse evidence and arrive at reasonable conclusions. According to Kivunja (2018), a theoretical framework is derived from theory, which is defined as an interconnected group of concepts and propositions that give a systematic picture of occurrence. Adom, Hussein, and Agyem (2018) agree with the concept above and add that the theoretical framework serves as a road map for the research. It is based on an idea that already exists. The theoretical framework is located within the conceptual framework, as Ravitch and Riggan (2017) and Crawford (2020) point out, and the two terms are not interchangeable.

Crawford (2020) claims that conceptual framework focusses on concepts and the general structure of the research, while the theoretical framework, within the conceptual framework, explains the relationships between the concepts studied. Kivunja (2018) defines a conceptual framework as a logically organised overall frame of everything that is part of the study topic's structural designs. Adom *et al.* (2018), define a conceptual framework as a guiding structure that allows the researcher to fully describe the organic continuation of the study's occurrence. It explains how the research question will be investigated. According to Guntur (2019), the conceptual framework helps in determining

which data will be collected and which data is relevant to the study. Three purposes are listed in the conceptual framework: analytical, prescriptive, and methodological. Content analysis and critical inquiry can be compared using analytical objectives. The methodological goal is to assess the ongoing content analysis using precautionary methods. The study's design and conceptualisation are shaped by prescriptive objectives. According to Ravitch and Riggan (2017) and Crawford (2020), the conceptual framework can be presented in two ways: graphical and narrative. The narrative presentation contains a text-based explanation of the study's concepts, whereas the graphical presentation includes a diagrammatical presentation of principles. These two techniques of the presentation can also coexist in a single research project.

The conceptual framework was used for this study to guide the investigation of the research problem. The researcher discovered no suitable theory that underpins the topic under investigation after reviewing previous literature from relevant investigations. The majority of studies focussed on Technology Adoption Models, which are concerned with the adoption of technology. The adoption of smartphone etiquette in the workplace in service-based business, the case of the National Botanical Gardens in Pietermaritzburg, South Africa, is the topic of this research. It focusses on the management element of using smartphones at work. A graphical method was used to present the conceptual framework. The conceptual framework examined the positive and negative influences of smartphones in the service-based business. The activities that assist businesses and individuals, in the workplace, are referred to as having a positive influence. Profitability and productivity are the results of these actions. Negative activities are those that are harmful to a company's profitability and productivity, and they were examined utilising concepts from many authors and experts in the field of smartphones and their use in the workplace. The discussion of these concepts clarified the research problem and directed the researcher to gather evidence that is relevant to the research issue.

CONCEPTUAL FRAMEWORK

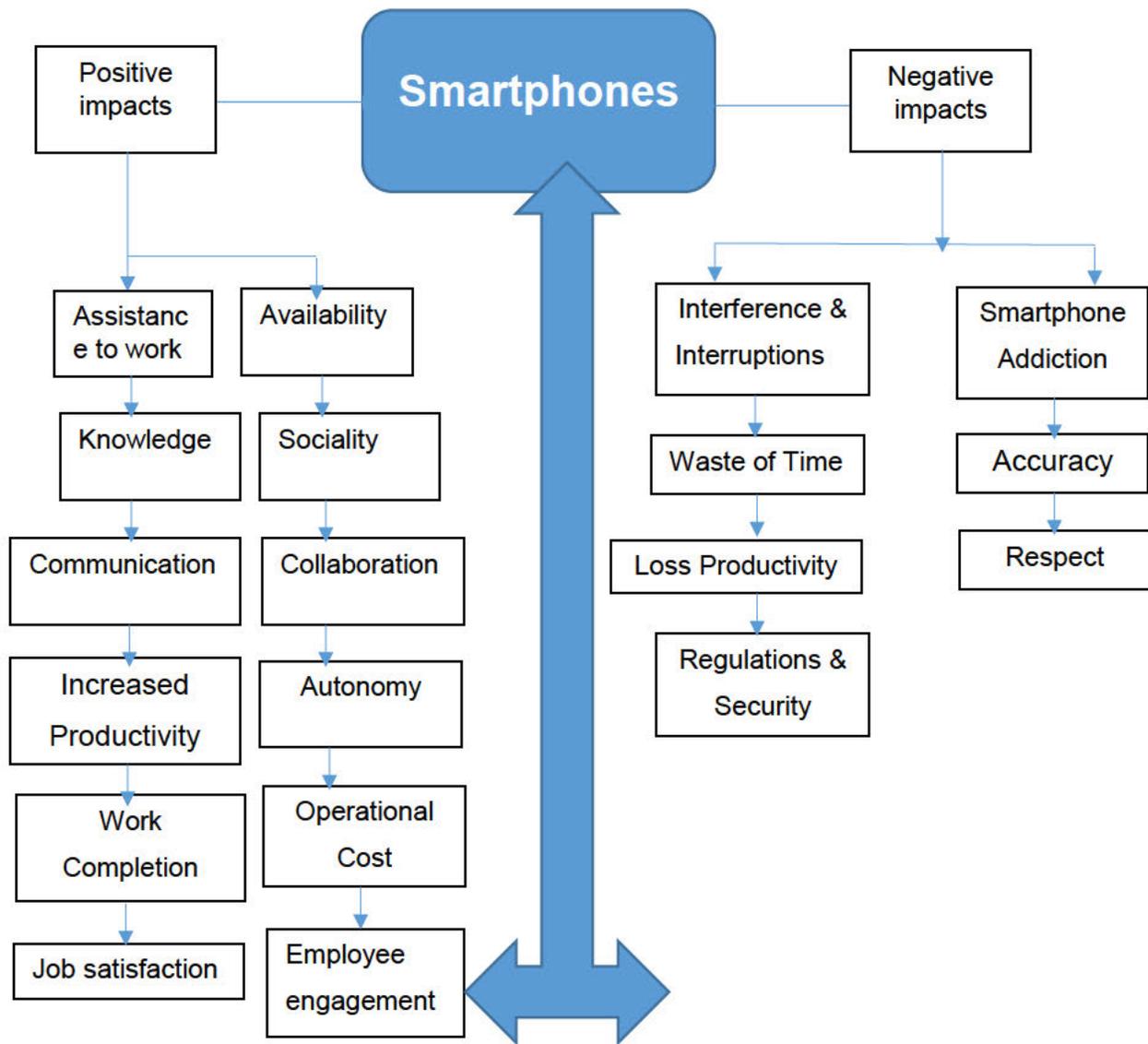


Figure 2:1 Conceptual Framework Model

2.6 Summary

Smartphones are viewed by various authors as a critical tool for businesses to generate positive results in terms of performance, productivity, and profitability. This is accomplished by using the smartphone's computer capabilities to help communication, knowledge sharing, collaborations, autonomy, productivity, and employee engagement.

Smartphones, like any other new technology, have flaws. Smartphones are viewed as a workplace distraction by several authors. After people become addicted, it causes distractions, wastes time, and employees fail to be accurate in their work, resulting in a loss of productivity. Some authors argue that smartphones blur the limits of respect, and employees do not respect clients, colleagues, or leadership since they are engrossed in their smartphones during meetings and crucial sessions that require their whole attention. Some businesses are concerned about their safety and security, as cyber-attacks could exploit personal smartphones to get access to enterprise networks. When comparing the perspectives of various authors, it is evident that there is no consensus on the impact of smartphones in the workplace. However, the general consensus is that smartphones have both beneficial and detrimental effects in the workplace. Literature indicated some feasible answers to the difficulties that managers encounter in the workplace, when dealing with smartphone usage. It also demonstrated the shortcomings in current smartphone management tactics in the workplace. It also demonstrated a knowledge gap in how to use smartphone etiquette to manage smartphones in the workplace.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

A systematic approach for analysing the methodologies utilised in the field of research is known as a research methodology. It includes data gathering methods, theoretical analysis, concepts connected with a specific body of knowledge, and ideals that support a particular study's research strategy. Theoretical models, paradigms, and research techniques are all examples of research techniques (Igwenagu, 2016; Patel and Patel, 2019). The study's methodology is guided by a set of guidelines that are impacted by the theoretical framework in which the research is conducted (Olanike, 2016; Faryad, 2019). The methodology does not provide answers to research questions, but it does provide a framework for determining which method is best for a certain study (Igwenagu, 2016). Furthermore, according to Olanike (2016), methodology and methods are two terms that are often employed interchangeably in modern research applications, although they are not synonymous. Olanike (2016) also expresses concern about the interchangeability of these phrases. According to the current research trend, Igwenagu (2016) agrees with Olanike (2016) that methodology and method should not be used interchangeably. This could lead to misunderstandings and misinterpretations of concepts, as well as affecting the analysis required to construct the research.

It is critical to avoid using the term methodology as a synonym for methods. This will help you keep faithful to the term's epistemic meanings. The difference between methodology and methods is that methodology is linked to a paradigm, whereas methods are linked to techniques for collecting and analysing research data (Olanike, 2016). The purpose of the research methods section is to find answers to research questions by using scientific techniques in a methodical manner (Patel and Patel, 2019). Also, clarify any assumptions one has about the subject one is studying. It will serve as a foundation for determining which methods are appropriate for this study, as well as which paradigms and theoretical orientations it belongs to (Pandey and Pandey, 2015; Olanike, 2016).

This study looked at the use of smartphones in service-based business. The following are the research questions that were addressed: What is the extent of the use of smartphones by senior managers and customer service staff in a service-based business? What is the perceived impact of smartphone usage on productivity and profitability in the workplace by customer service unit? and Can the adoption of specific smartphone etiquette approaches be used to improve production and profitability in service-based business? The following sections make up this research chapter: research paradigms, research approaches, research design, study population, sampling procedure, data collection techniques, data collection instruments, validity and reliability instruments, data collection procedure, data analysis, and ethical considerations.

The research onion, created by Saunders, Lewis, and Thornhill (2018), depicts the process of the research (see Figure 3.1). Each layer of the research onion reflects a distinct phase of the investigation. The research philosophy and paradigms that drive the research are represented by the outer layers of the research onion. The outer layer of the research onion is the most important layer of the onion because it directs which data gathering techniques and data analysis procedures should be used. The researcher presents the research paradigm that led this investigation, based on the aforementioned viewpoint.

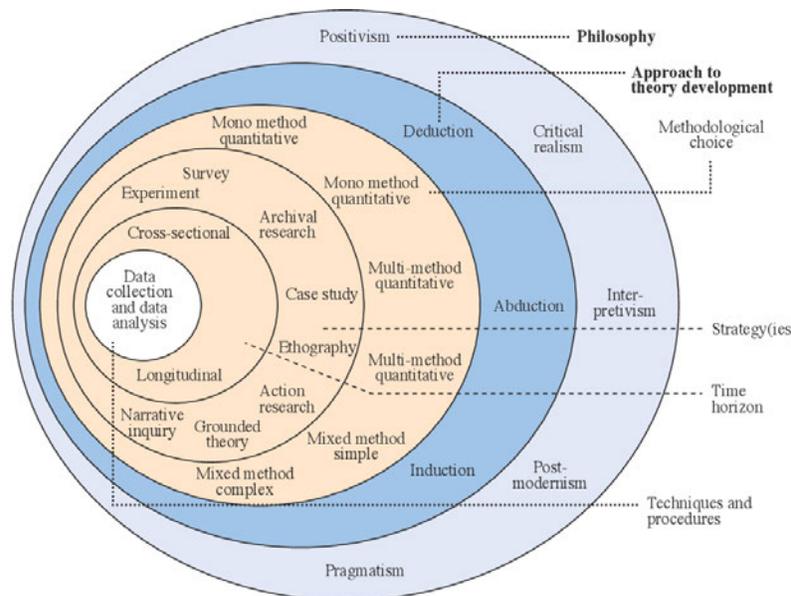


Figure 3.1: Research Onion (Source: Saunders, Lewis, and Thornhill, 2018).

3.2 Research Paradigm and Philosophies

There are research paradigms and research philosophies in research. The belief system with presuppositions concerning techniques, epistemology, and ontology is referred to as a paradigm. It is the process of studying reality to have a better understanding of it (Rehman, and Alharthi, 2016). Hold (2019) and Mertens (2015) go on to say that paradigms inform all research, which in turn influences methodology and methodologies. The word paradigm is derived from the Greek term '*paradeigma*', which refers to models for analysing and solving scientific problems. The way the world defines the research issue and drives the way academics to think about the topic is referred to as paradigm (Kivunja and Kuyini, 2017).

Thomas Kuhn coined the term paradigm in his 1962 book "Structure of Scientific Revolutions." Paradigm, according to Kuhn, is a conceptual framework for analysing scientific problems. This is done in a logical order of linked study concepts (Bonache and Festing, 2020). A research paradigm, according to Held (2019), is a philosophical view or conceptual framework (Mertens, 2015) that includes presuppositions, beliefs, values, and concepts that provide the researcher with a perception of reality and knowledge that governs research decisions, activities, and priorities. According to Kivunja and Kuyini (2017), a paradigm have four unique elements: ontology, epistemology, methodology, and axiology. These factors are essential to every study since they contain the presuppositions, norms, beliefs, and values that each paradigm is linked with. A paradigm's ontology is a set of presumptions about the nature of reality (Saunders *et al.*, 2018). This school of philosophy allows scholars to believe in the reality of anything (Kivunja and Kuyini, 2017).

Ontology, according to Kivunja and Kuyini, aids the researcher in conceptualising the nature of reality as it is critical to understand the information gathered. According to Rehman and Alharthi (2016), the research's role is to identify reality by rejecting alternate interpretations. The ontological question prompts a researcher to seek out the type of reality that does exist, which is a single verifiable reality (Kamal, 2019). A paradigm's epistemology is an area of philosophy that deals with presuppositions about the nature of

knowledge and the methods for acquiring, validating, and communicating information. The term epistemology is derived from the Greek word '*episteme*', which means 'knowing'. Epistemology is the study of how we learn about truth and reality. Epistemology focusses on the types of knowledge that are sufficient and legitimate. Epistemology is the process by which a researcher comes to comprehend what they are researching (Kamal, 2019).

The epistemological question prompts the researcher to engage in an open discussion regarding the topic's subjectivity, causation, and validity (Rehman and Alharthi, 2016; Kamal, 2019; Kivunja and Kuyini, 2017; Saunders *et al.*, 2018). In epistemology, objectivity is attained through the researcher's neutrality. The researcher's effect on the research's outcomes is limited by this objectivity (Rehman and Alharthi, 2016). The implementation of scientific research methodologies is the emphasis of methodology. It makes use of theory to guide the methodology and methods for gathering data (Rehman and Alharthi, 2016).

The inquiry is carried out using a paradigm methodology. It guides how the world should be researched and how information, for a certain research project, should be attained. It must be consistent with the research's ontological and epistemological positions (Kamal, 2019). According to Kivunja and Kuyini (2017), methodology refers to the research methodologies, strategies and methods used to conduct a valid and credible study. Methodology refers to how we locate and validate what we think exists, as well as the methods we employed to collect data about what we think exists. Saunders *et al.* (2018), state that, a paradigm's axiology focusses on the role of values and ethics. It forces researchers to think about their values and beliefs, as well as the values and beliefs of the individuals being studied. The researcher's values are reflected in the philosophy adopted as well as the data collection methodologies employed. Kivunja and Kuyini (2017) add to the work of Saunders *et al.* (2018), by stating that ethics must be considered at the design phase of a study proposal. While performing the research, this philosophical approach assists the researcher in making good conclusions in terms of understanding right and wrong concepts concerning behaviour.

According to Makombe (2017), research has both empirical and normative paradigms. Positivism (or post-positivism) and anti-positivism are two empirical paradigms.

Interpretivism or constructivism, pragmatism, participatory research, and critical theory are all normative paradigms. Positivism, interpretivism, and realism are the three basic paradigm categories described by Saunders *et al.* (2018). According to Held (2019) and Mertens (2015), qualitative research can be undertaken under a variety of research paradigms. Post-positivist, interpretivism (also known as constructivist), transformative, and pragmatic paradigms are examples of these. Interpretivist philosophical assumptions were drawn from previous studies that were evaluated in Chapter two. As a result, the present study has followed suit.

3.2.1. [Interpretivism Paradigm](#)

In the mid-twentieth century, European thinkers used interpretivism to criticise and respond to the positivist paradigm's supremacy (Rehman and Alharthi, 2016; Saunders *et al.*, 2018). Interpretivism, according to Saunders *et al.* (2018), critiques positivism from a subjectivist perspective, emphasising the fact that individuals are distinct from physical things, owing to the meaning they generate. Interpretivism, according to Rehman and Alharthi (2016), rejects the idea that there is a one truth that exists independently of our senses.

Kivunja and Kuyini (2017), state that, the interpretivism paradigm aims to comprehend the subjectivity of people's experiences in the world. Interpretivism delves deeply into the area of study to comprehend, interpret, and discover meanings. Individuals' understanding of the environment around them is given a lot of weight. According to Tombs and Pugsley (2020), the ontological premise of reality is experienced inwardly and socially through interaction and the formation of meaning, and it is founded on the decisions of those who are connected to it. The epistemological presupposition of knowledge, according to Tombs and Pugsley (2020), is to gain insight into the subjective meanings humans attribute to physical and social things and the activities they do in response to them in a social context. Interviews, ethnography, observation, focus groups, action research, and case studies are all part of the qualitative methodology.

The interpretivism methodology typically demands participants to understand human phenomena rather than the researcher. The goal is to comprehend the phenomenon from the view of the participant. Qualitative data is collected over a period using an interpretivist approach. The data that is generated is inductive. This suggests that data does not come from theories, rather theories comes from data (Rehman and Alharthi, 2016). Interpretivist paradigms, according to Tombs and Puglsey (2020), use a qualitative approach to comprehending the social world and its social phenomena. It is based on the assumption that the social world contains meaningful acts. It implies that to comprehend social meanings, researchers must be able to analyse the various meanings that people attach to social activities.

The researcher's reason for choosing the interpretivist paradigm for this study is justified because it permits the use of qualitative research methods (Tombs and Puglsey, 2020). Daniel (2016) describes a qualitative research methodology as "understanding human behaviours and views." It aids in the study of human behaviour, attitudes, and beliefs concerning the natural world. It entails intersubjectivity, which allows for a dynamic interaction between the researcher and the subject of the inquiry. It is non-numerical and inductive, with the primary goal of establishing a theory through data analysis. According to Saunders *et al.* (2018), interpretivism allows the researcher to comprehend many contexts and meanings, allowing them to experience various socio-cultural realities. Interpretivist research aims to comprehend the interpretations of individuals or groups regarding the social phenomena they engage with, rather than discovering universal, context-free, and value-free knowledge (Rehman and Alharthi, 2016). Interpretivism informed the current study, which aimed to investigate the adoption of smartphone etiquette in a service-based business.

3.3. Research Approaches

The three components of a research approach are: philosophical perspective, study design, and research methodologies. Appropriate study design and procedures are required for the chosen study methodology (Grover, 2015). The term 'research approach' refers to a method for researching in a methodical manner. There are three main types

of research approaches: quantitative (structured), qualitative (unstructured), and mixed methodologies (Mohajan, 2017). The quantitative approach (positivist and post-positivist paradigms) is a deductive research method for determining the validity of presuppositions, which are usually numerical facts (Daniel, 2016). The qualitative research (interpretivist paradigm) is an inductive research technique that focusses on developing new ideas and generalisations (Patel and Patel, 2019). It focusses on contextualising, analysing, and elucidating the participants' points of view (Faryadi, 2019). Both inductive and deductive research methodologies are used in a mixed methodology approach (pragmatism) (Roller, 2019). People, problems, programs, and phenomena are the four p's of research, which are not to be confused with the marketing mix (4p's) (Mohajan, 2017).

The present study used the qualitative methodology to answer the research questions. Qualitative research is a technique that seeks to understand human behaviours and viewpoints. It is utilised to look at people's attitudes, beliefs, and activism in a real world setting. It allows the researcher and the participants to interact (Daniel, 2016). Qualitative research focusses on how people make meaning of their natural life experiences in their heads. It yields results that are not statistical and hence cannot be analysed with statistical approaches (Rahman, 2017). Roller (2019) state that, a qualitative research focusses on subjectivity and a detailed grasp of themes, patterns, and data categories. According to Patel and Patel (2019), qualitative research focusses on a qualitative process, hence the term. This type of research is concerned with human behaviour, views, and feelings. A qualitative research aims to illuminate human meanings and the social world complexity (Tuffour, 2017). It focusses on the quality of the phenomena rather than the quantity. It investigates things in their natural environment and derives meaning from non-numerical data (Liu, 2016). Qualitative research allows people who have experienced similar occurrences to provide insight into their experiences without being influenced (Alas, 2017; Dooly and Moore, 2017).

The qualitative research is justified because it is similar to the research strategy used in various studies that were analysed in the literature review. Qualitative research necessitates the use of data collection devices that aid in the gathering of data and the comprehension of the problem. In-depth interviews, field notes, focus groups, and

observations are examples of these instruments. It aids the researcher in gaining a thorough comprehension of the research issue and a better grasp of human behaviour. Qualitative data is non-numerical, and the researcher is also a data collector, assisting in the gathering of information concerning the topic under investigation.

Because qualitative data gives theory, the study does not rely on existing data. Participants and the researcher create a bond that makes it easy for them to contribute to the study (Daniel, 2016). According to Rahman (2017), qualitative research produces a detailed depiction of the participants' feelings, experiences, and opinions. Tuffour (2017) agrees that using a qualitative method allows researchers to look for unexpected patterns and links in a variety of situations. While examining preconceptions regarding the study problem and allows the researcher to make a subjective judgment. Empathy, flexibility, curiosity, and open-mindedness are used by the researcher to engage participants in a way that fosters mutual respect and autonomy, allowing them to provide as much information as possible about their experiences in their normal world setting. The key justification for using a qualitative technique in this study is to take advantage of its strength in collecting raw data and allowing the researcher to interpret that data to develop a new knowledge about the research subject.

3.4. [Research Design](#)

The researcher's research design is a method to determine which data will be gathered, where the data will be gathered, how the data will be gathered, and how the data will be processed to provide answers to the research questions (Gul, 2019). Grover (2015) defines research design as an architectural design established by the researcher to approach data collecting rationally. This aids in the efficient solution of the research problem. According to Grover (2015), the study design is a road map that includes collection relevant data, analysis of the collected data, data measurement, interpretation, and reporting. Faryadi (2019) agrees that a research design is a guide for conducting a study. It establishes the study approach and specifies which data will be collected, as well as the technique and methodologies that will be used. It establishes the study's framework and organisation. It should include all of the study's components.

Boru (2018) believes that in a study, the research design is a procedural activity of data collection, analysis, interpretation, and reporting. Boru (2018) believes that the study objectives, questions, and design should all be linked. The sampling, validity, and dependability of the research findings must all be aligned in the research design. Case studies, surveys, action research, and archival research are all examples of research designs. According to Burns (2015), action research is a research design that uses participatory cooperation to methodically explore a social phenomenon. It contributes to a constructive conclusion for the problem by bringing together individuals and generating practical knowledge about the situation. According to Mills and Mills (2018), archival research is a type of research that entails gathering papers (archives) and artefacts to gain a better understanding of a specific group or organisation. It gets its information from materials like newspapers and historical texts. Survey research, according to Magliozzi, Saperstein, and Westbrook (2016), is a method of assessing current attitudes and opinions by sending questionnaires to a well-defined community. This study used the case study research design to fulfil its data collection objectives.

Various writers have different definitions of case study research design. According to Yin (2014), a case study is a type of study that focusses on the empirical investigation of a real-world event. It placed a greater emphasis on the research rather than the techniques. A case study, according to Rashid, Rashid, Warraich, Sabir, and Waseem (2019), is a design that helps in the investigation of a situation within a specific setting. It is an empirical study that concludes real-life situations by establishing the key feature of a single unit. Interviews, observation, focus groups, and documentary analysis are common strategies used to gather data in a case study design. Rahi (2017), state that, a case study is a documented description of a circumstance. It entails focus groups centred on a certain subject.

Because it is an efficient technique to analyse and understand complicated situations in real-time, the case study research design was selected for this study. It has previously been used in several social science studies. It is also a suitable design for exploratory investigations (Harrison, Birks, Franklin and Mills, 2017). The interpretivist philosophical perspective is related to a qualitative research technique in case study research designs. The interpretivist approach focusses on the participants' meanings and experiences. The

interpretivist paradigm is founded on relativist ontology and subjectivist epistemology, and it is the most popular way to socially construct meaning and experiences (Rashid *et al.*, 2019). The case study research design has been utilised in previous studies by Allabouche *et al.* (2016) and Ibrahim *et al.* (2014). They investigated the influence of smartphones in the workplace using a case study research design.

3.5. [Population of the Study](#)

Asiamah, Mensah, and Oteng-Abayie (2017), defines a population as a generic phrase that is widely understood. However, in research, it refers to the specific group that the researcher is interested in. Asiamah *et al.* (2017) go on to say that the research population is concerned about the people who would be volunteers in the study with comparable characteristics. The population's characteristics must be linked with the research aims and be easily available. In a qualitative study, the population is usually smaller. Individuals' eligibility to participate in the study is checked in the population (Asiamah *et al.*, 2017). The study involves a group of individuals who share a common interest. (Sa'id and Madugu, 2015) The population size should be small, measurable, and imaginable. Senior managers and customer service team were the chosen sample to represent service-based businesses. Participants were selected using the inclusion and exclusion criteria. The inclusion criteria looked at the common elements of the population. The exclusion criteria was used to eliminate those who would have hampered data gathering. The exclusion criteria was developed based on a review of the study's relevant literature and major variables that could have an impact on the research plan (Sa'id and Madugu, 2015).

3.6. [Sampling Procedure](#)

Gentles, Charles, Ploeg, and McKibbon (2015), state that, a researcher must pick a sample from a certain demographic to appropriately answer research questions. Through the use of sampling procedures, the sample is selected from a larger population. Alvi (2016) defines a sample as a group of people selected to represent the research study's population. Participants are the folks who have been chosen. Gentles *et al.* (2015) go on to say that to grasp the notion of the sample, one must first grasp the notion of sampling,

which is the process of obtaining a sample. Gentles *et al.* (2015) defines sampling as the collection of data from suitable data sources to answer research questions. According to Guetterman (2015), sampling entails several judgments and considerations made during the study process. According to Moser and Korstjens (2018), sampling necessitates the creation of a sample plan. A sampling plan is a blueprint that directs the researcher in terms of sampling method, sample size, and participant recruitment. The qualitative sample plan specifies how many interviews, focus groups, and observations will be conducted for a qualitative study using a specific sample method.

There are two sampling methodologies in social science: probability (random) and non-probability (non-random) sampling. Probability is a sampling approach that ensures that everyone in the population has fair opportunity of being selected for the study. The researcher can avoid selection bias by using probability sampling. To establish the suitability of volunteers, the researcher must first study the population. Random sampling is used to reduce subjectivity and bias, as well as to ensure that the population is represented fairly. Simple random, stratified random, cluster sampling, systematic sampling, and multistage sampling are the five approaches used in probability sampling (Taherdoost, 2016).

Nonprobability sampling, according to Etikan and Bala (2017), is a process that does not afford all members of the population a fair opportunity of being selected for the study. Participants are not chosen at random, but with a specific objective in mind. Quota sampling, snowball sampling, judgment sampling, convenience sampling, accidental sampling, purposive sampling, expert sampling, and modal instant sampling are all examples of non-probability sampling procedures.

The sample approaches chosen for this study are convenience and purposive sampling. Convenience sampling is when participants are chosen based on their availability (Taherdoost, 2016). Because the research uses the opportunity to select participants who are easily accessible, it is commonly referred to as opportunity sampling. In comparison to other tactics, the convenience sampling technique is less expensive to implement. It also necessitates a lot of work in order to use it (Alvi, 2016). A deliberate selection of specific individuals offer information that cannot be found elsewhere is referred to as a purposeful sampling technique (Taherdoost, 2016). Purposive sampling, according to Alvi

(2016), is utilised when the researcher has a specific goal in mind for the participants. To prevent adding persons who will aid with the study's objectives, the study's participants are predefined. These sampling procedures are coupled to a qualitative research method and a case study research design (Datta, 2018 and Patton, 2015). According to Moser and Korstjens (2018), qualitative research samples are chosen with care.

3.6.1 [Sample Size](#)

The sample size for this study was determined using Raosoft software from a population of 1,000 customer service personnel and managers at the selected business, with a margin of error of 3.02 per cent and a confidence level of 90. There are 11 senior managers and 256 customer service representatives among the 267 people in the sample (Ijumba, 2016 and Guetterman, 2015).

Table 3.1: Sample Size for the Study

KZN-NBG Employees			
	Total population of the study	Sample size	Actual number interviewed
	1,000	267	
Senior managers		11	10
Customer service employees		256	189

The sample for this study was chosen using a non-probability sampling technique. Senior managers were chosen as participants using a purposive sampling technique. In this sampling technique, a researcher select participants for a specific goal using a purposeful sampling approach. Customer service representatives were sampled using a convenience sampling approach. Participants who were available and simple to reach were chosen using the convenience sampling approach. The sample was chosen based on their availability due to a large number of customer service employees (Moser and Korstjens, 2018).

3.7. Data Collection Techniques

In a qualitative study, data can be gathered through three methods: interviews, focus groups, and observation. Qualitative research necessitates a large amount of data that allows the researcher to identify themes and draw conclusions after a thorough examination (Barrett and Twycross, 2018). Participants' perceptions, ideas, perspectives, and replies were collected through focus groups and interviews in this study.

A focus group is a small group of people who have similar interests and qualities (Evaluation Briefs, 2018). Participants offer their perspectives and experiences related to the study's topic (Canals, 2017). Focus groups, according to Barrett and Twycross (2018), are a data-gathering strategy that involves a small group of participants (usually 6 to 12) to obtain opinions and experiences related to the subject or research objectives. This plan allows the researcher to collect information about the participants' experiences and perspectives at the same time. Kabir (2016) acknowledges that focus groups allow homogeneous people to debate a topic in small groups of no more than 12 people. The purpose of the conversation is to encourage participants to share their thoughts, opinions, ideas, and attitudes concerning the research topic. The information gathered through focus groups is qualitative and cannot be measured using numerical measurements.

Data from focus groups is gathered through semi-structured interviews (Kabir, 2016). To ensure that no deviations from the subject are made during focus groups, each research topic requires an interview guide (Evaluation Briefs, 2018). The facilitator takes on the role of the group leader by establishing an environment that encourages participants to express themselves by sharing their thoughts and opinions on the topic (Canals, 2017). The focus group session should not last more than 90 minutes. To effectively facilitate the group, the facilitator must have a wide variety of abilities, including carefully facilitating, listening, regulating, and assessing the session. The researcher's comprehension of the issue is enhanced by the knowledge generated by the participants in focus groups (Kabir, 2016). Focus groups, according to Barrett and Twycross (2018), allow a group of people to discuss the same issue as a unit, which leads to a debate, and debate leads to well-formed opinions about the subject from many perspectives. A good focus group session, according to Evaluation Briefs (2018), necessitates planning, which begins with a focus group guide. The group guide is made up of questions that will drive

the group's conversation and will serve as a blueprint for how the session will be run. The selection of study participants who meet the focus group's requirements is then done using the focus group guide. Participants must have similar personality traits. The thoughts, experiences, and attitudes of customer service employees were collected through focus groups in this study. And a focus group is a convenient way to ensure that data is collected adequately and on time.

Interviews are a type of data gathering procedures in which the facilitator and the participant converse face to face. Interviews give you a lot of information about the research issue. Interviews allow the study to collect thorough information about people's opinions and impressions of the situation (Barrett and Twycross, 2018 and Corona, 2017). Interviews can be conducted both electronically and manually. The barriers of location and travel are removed with a digital interview. In terms of structure, there are different types of interviews. Structured, semi-structured, and unstructured interviews are all possible (Kabir, 2016). The ten senior managers of the selected service-based firm were interviewed using a semi-structured interview style to get data regarding their thoughts and views on the subject. The nature of a semi-structured interview is qualitative. It ensures that critical data is obtained while also affording the interviewer and participant flexibility in terms of clarification and question addition (Barrett and Twycross, 2018). According to Kabir (2016), a semi-structured interview is formal and comes with an interview guide that lists the questions that will be presented in a specific order throughout the interview. Even if it was not on the list of questions, the interviewer can enable further discourse that contributes to the research. When the researcher only has one opportunity to interview the participant, semi-structured interviews are beneficial.

3.8 Validity and Reliability of Instrument

In a social science study, developing and evaluating the methods used for data collecting is critical. The tools used to assess the data gathering instruments are validity and reliability. These tools vouch for the validity of the research findings (Vakili and Jahangiri, 2018). The degree to which an instrument measures what it was designed to measure is referred to as validity. In a qualitative investigation, validity relates to the instrument's

trustworthiness and dependability (Mohajan, 2017). There are four categories of validity, according to Souza, Alexandre, and Guirardello (2017): content validity, face validity, construct validity, and criteria validity. The validity, according to Vakili and Jahangiri (2018), refers to the instrument's accuracy in measuring what it was supposed to measure. This is commonly referred to as a 'holy trinity'. The interview and focus group frames were subjected to content validity testing before the interviews and focus groups to guarantee the lack of grammatical errors, ambiguity, and to guarantee that the instrument measured what it was meant to measure. Content validity is a method for determining whether or not beliefs, behaviours, and experiences are accurately measured. The instrument does not require any statistical tests to be validated. It allows for the modification of unclear and less clear questions, as well as the removal of questions that do not produce good results (Mohajan, 2017).

The consistency of the instrument's results is referred to as reliability, which emphasises consistency and dependability. In qualitative research, dependability refers to how consistent, stable, and repeatable an instrument is (Mohajan, 2017). According to Taherdoost (2020), dependability is the ability of an instrument to generate consistent results even when it is utilised at different periods and by different people. The test-retest reliability instrument was utilised in this study to assess internal consistency. This was accomplished by conducting a pilot study on a selected service-based firm. Pilot research, according to Gani, Rathakrishnan, and Krishnasamy (2020), is required to ensure reliability. It is a preliminary test of the research instrument before it is finalised. It aids the researcher in detecting problems early on and making required equipment changes. Due to the homogeneity of the participants, this study used a semi-structured interview frame that was pre-tested on 20 customer service employees from the service-based business and three senior managers from the same department (Vakili and Jahangiri, 2018). After undergoing a pilot study, the interview frame was revised to provide greater clarity. Before it was finally used for data collection, additions to questions were made to ensure they got responses that met the study's objectives.

3.9. Data Collection Procedure

The data-gathering technique explains how the data for the study was acquired. It explains how the researcher conducted the focus groups and interviews. According to Gani *et al.*, (2020), after the interview frame has been pilot tested, adjusted, and the sample has been chosen, the next step is to gain access to the sample. A month before data collection began, the researcher spoke with the chosen company over the phone to ensure that everyone was on the same page and understood the scope of the study. Before the start of the study, the selected business gave the researcher permission to perform the research. This was in response to the researcher's request for permission to research the customer service department by letter. The researcher was permitted by management to plan an online meeting with potential participants via junior managers to obtain their approval to participate in the study. The study's entire sample agreed to engage in interviews. Senior management was chosen initially, followed by the customer service personnel for an interview and focus groups, and the researcher followed the following ethical procedure:

- Prior the commencement of the interviews, all participants signed an informed consent letter.
- The study's objectives were shared with all participants.
- The nature of participation was explained to everyone.
- Participants were shown the approval letter to conduct the study.
- Participants were shown the ethical clearance to legitimise the data gathering process.

Each interview received 30-60 minutes to provide time for follow-up questions, while focus groups received 60-90 minutes. Individual telephonic interviews were conducted with all senior executives. To enable good communication and involvement, the customer service team was divided into twelve groups. The research assistant took notes on the interviews and also recorded the audio digitally. The assistant's notes were transcribed with the recorded interviews. Setting up the data collection method was difficult for the researcher. The researcher was unable to begin data gathering since the chosen business was occupied with external audits.

3.10. [Data Analysis](#)

The term 'data analysis' refers to the process of making sense and interpreting data received from the study's sample (Salleh, Ali, Yusof and Jamaluddin, 2017). A thematic analysis was used to organise and code the acquired material. According to Salleh *et al.* (2017), theme analysis allows researchers to gather qualitative data such as the study sample's experiences, perspectives, and expertise. The researcher examined the interview transcripts carefully and coded data based on thematic material from the responses.

Table 3.2: Data Sources and Data Analysis Strategies

	Research Questions	Approach	Data Sources	Data Analysis Strategy
1	What is the extent of the use of smartphones by senior managers and customer service staff in a service-based business?	Qualitative	Interview Focus Groups	Thematic analysis
2	What is the perceived impact of smartphone usage on productivity and profitability in the workplace by customer service unit?	Qualitative	Interview Focus Groups	Thematic analysis
3	Can the adoption of specific smartphone etiquette approaches be used to improve production and profitability in service-based business?	Qualitative	Interview Focus Groups	Thematic analysis

3.11. [Ethical Considerations](#)

Every study necessitates the utmost level of honesty. It adheres to a code of ethics or conduct that the researcher uses as a guide when working with participants (Daniel,

2016). The need for critical thinking demands the researcher to inform participants about their role in the study. This is done to preserve the participants' anonymity and ensure that they are not coerced into participating in the study. Consent forms and information sheets are used to do this (Rashid *et al.*, 2019). The code of ethics prohibits researchers from misrepresenting results or engaging in dishonest methods while doing research. Because there is engagement between participants and the researcher in an interpretivist study, privacy is crucial. The researcher must follow research ethics guidelines (Kivunja and Kuyini, 2017).

The researcher followed the rules of research ethics. All research ethical procedures at the University of KwaZulu Natal were followed. The ethical clearance from the University of KwaZulu Natal ethics committee was acquired before the start of data gathering process. All study participants were given an informed consent form that explained the importance of the study and its goals, as well as the fact that participation was completely optional. All respondents were guaranteed anonymity and secrecy. The manager in charge of the customer service department provided permission to perform the study to the selected business in writing.

3.12. [Summary](#)

The systematic procedure of conducting research is known as a research methodology. Every study adheres to a specific paradigm. A paradigm is a set of norms, beliefs, and laws that control how things should be done in a certain situation. The methodology to be employed is determined by the study paradigm chosen. The research design employed is informed by methodology. The strategies for gathering data should be in line with the methodology, which is in line with the paradigm. In a qualitative study, the interpretivism paradigm is frequently adopted because it allows the researcher to analyse the participants' beliefs, experiences, and perspectives. Interviews and focus groups are used to collect data, which are linked with the qualitative study research design. Interviews and focus groups are data collecting tools that must be evaluated for validity and reliability to acquire the data they were designed to capture and to verify that they can be repeated even when used by different people at various times for the same group.

Research is governed by ethics, and the research must be conducted in an ethical manner to ensure the study's legitimacy and the safety of the participants.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION OF THE RESULTS

4.1. Introduction

The fourth chapter focusses on the analysis of data and presentation of the results on the adoption of smartphone etiquette in the workplace in service-based business. The case of the Pietermaritzburg National Botanical Gardens. The researcher used data analysis to fully address the study questions. According to Akinyode and Khan (2018), qualitative data is carefully analysed to conclude accurate interpretation of findings. According to Evaluation Briefs (2018), data analysis is divided into steps that begin with data review and reduction, data arrangement or transcribing, data coding, and data interpretation.

According to Hiratsuka (2018), gathering data is only the start of the research process; data must be transcribed from audio to text in order to be processed and analysed. Estrada and Koolen (2018) agree that when a qualitative study uses audio-visual equipment to collect data, the data must be converted to text, a process known as transcribing. According to Akinyode and Khan (2018), when data from interviews and focus groups is collected manually and recorded using a script and record sheet, the data must be registered. This is commonly referred to as data documentation. This is similar to transcribing; however, it only works if the data was not gathered by audio-visual means. This aids the researcher in capturing feelings, thoughts, sensations, and insights concerning the subject of study.

After the data has been collected, it must be coded. Coding is defined by Akinyode and Khan (2018) and Vaismoradi and Snelgrove (2019) as the process of categorising data into comparable themes. For ease of processing, the researcher collects data and organises it into certain categories. This is where the large data is reduced to manageable and helpful amounts. According to Castleberry and Nolen (2018), the data collected is meaningless unless it is interpreted. This is the step where the researcher uses the coded data to make conclusions. This process can begin as soon as the data has been collected and is available.

The aim of the study was to look into the adoption of smartphone etiquette in the service-based business. Data was gathered through qualitative research techniques. Data was transcribed to text utilising a smartphone (calls and teleconference calls) to conduct interviews and focus groups. On the datasheet, the manual information was recorded. The data was then organised, segments were found, and diagrams and tables were created using the theme analysis. The research questions serve as a framework for this chapter's organisation.

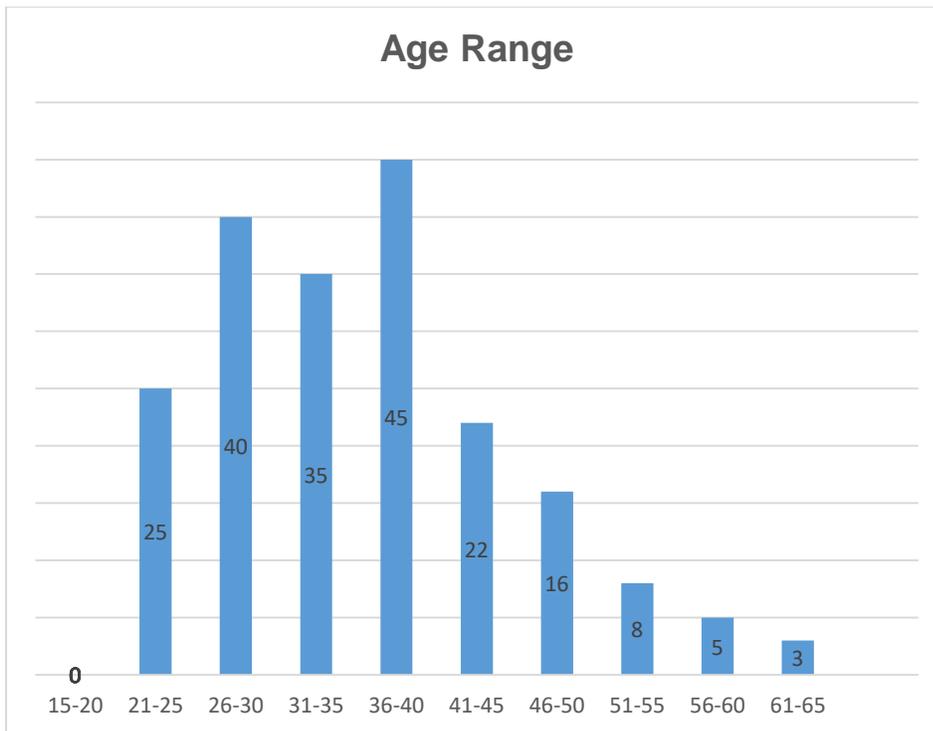
4.2. [Response or Participation Rate](#)

According to Frey (2018), the participation rate is the number of individuals who participated compared to the total sample size. The response rate is frequently used to assess the study's data quality. If the response rate is poor, it can lead to nonresponse bias and compromise the study's validity. In a sample of 267 customer service employees, 199 were interviewed in both interviews and focus groups utilising a semi-structured interview method. There was a 75 per cent response rate. The study recruited 11 senior managers to engage in the study, and ten of them agreed to do so. A total of 189 individuals from customer service took part in the focus groups. These response rates were deemed to be a good representative of the study's population (Frey, 2018). Because the study was approved by senior managers and consent letters were signed and explained to participants before data collection, the response rate was high. This placed participants at ease and made them highly accepting of the study.

4.3 [Respondents' Demographic Profiles](#)

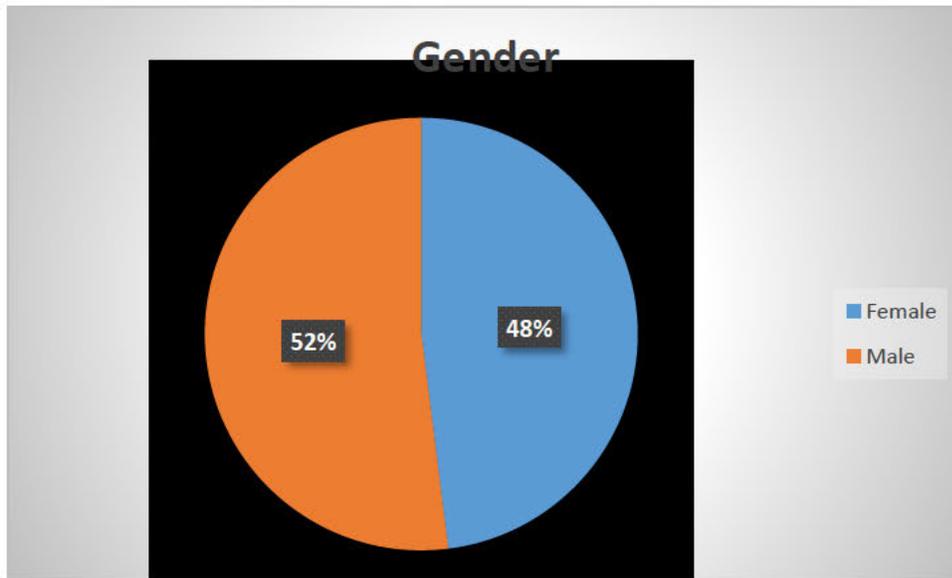
The demographic information of the respondents is presented in this section. This includes information such as age, gender, racial origin, and work title.

Graph 4.1: Age Range



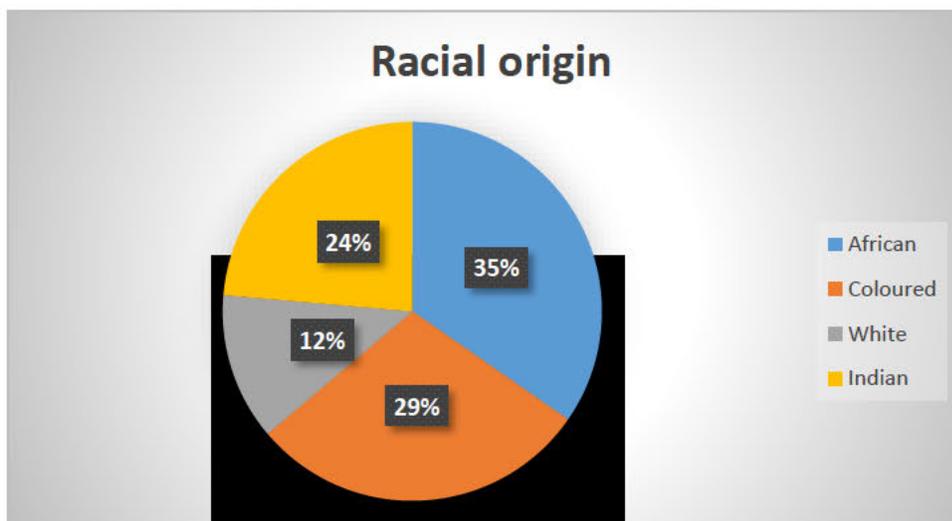
The South African Labour Guide (2019) established a general age of 15 years for employment and a minimum age of 18 years for hazardous work (16 under strict conditions). It established that the early retirement age starts from 55 years and late compulsory retirement is at 65 years. The age range of this data presentation is adapted from the prescriptions of the South African Labour Guide and Labour relations Act. The analysis of the data informs us that there were zero respondents between the ages of 15-20. There were 25 respondents between the ages of 21-25, 40 between the ages of 26-30, 35 between the ages 31-35, 45 between the ages 36-40, 22 between the ages 41-45, 16 between the ages 46-50, 8 between the ages 51-55, 5 between the ages 56-60, and only 3 between the ages 61-65. The analysis informs us that the respondents consisted of 100 youth employees between the age of 15-35 and 99 employees that were beyond the youth category as categorised by the department of labour. This indicates a balance between the work experiences of the respondents.

Graph 4.2: Gender Distribution



The gender distribution sample is depicted in Graph 4.2. The results show that females made up 48 per cent (N=95) of those who actively engaged in the study, while males made up 52 per cent (N=104). This suggests that males dominated the study, but only by a margin of five per cent. The great gender balance among the respondents is reflected in these findings.

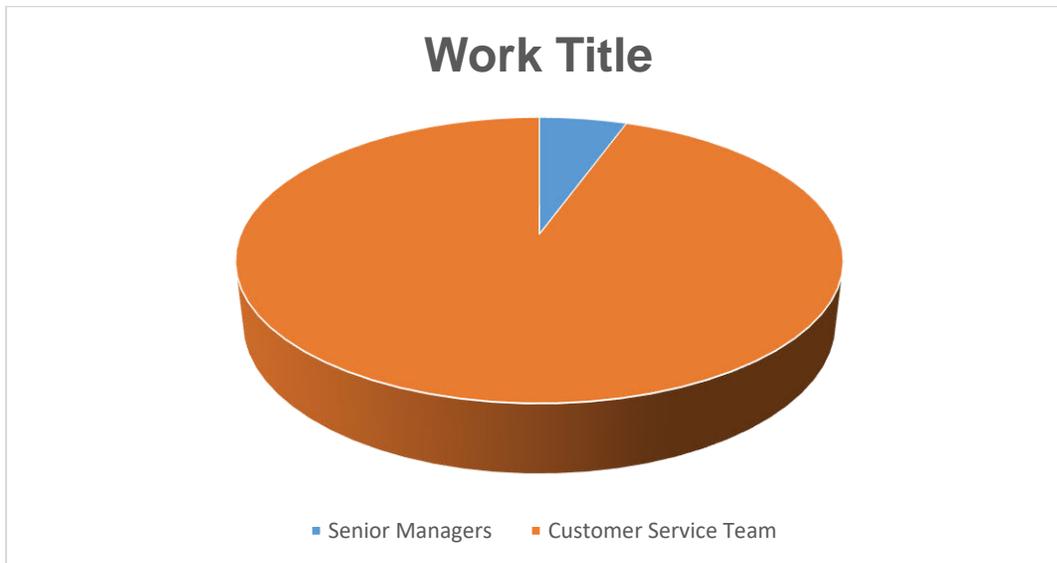
Graph 4.3: Racial Origin



The racial is depicted in Graph 4.3. The data informs that 35 per cent of the participants were African, followed by 29 per cent Coloured, 24 per cent Indian, and 12 per cent White. This is an excellent representation of all races, and they reflect the general population of

the country, where black Africans make up the majority of the population, followed by Coloureds, Whites, and Indians, according to Statista Research Department (2019). Although the number of Indians is substantially higher than that of Whites, the study's conclusions are unaffected. There is a good mix of racial backgrounds among the respondents.

Graph 4.4: Work Title



The work title distribution is depicted in Graph 4.4. The data reveals that 55per cent (N=189) of the respondents were from the customer service team, and five per cent (N=10) were customer service senior managers. Further analysis of the demographic data reveals that all the participants are customer service employees. As a result of the significant combination across demographics, the data gathered can be considered reliable for this study.

4.4 Research Question-Driven Data Analysis

The interviews and focus groups results are presented in this section, which is based on the research questions that were researched. The outcome is seen in the data presented below. For easy understanding of the presented data, frames are coded with M and F. M-frames represent the senior management data and F-frames represent the entire customer service employees.

The extent of the use of smartphones by junior managers and customer service staff in a service-based business

4.4.1 Introduction of Smartphones in the Workplaces

I would like to get your view on how smartphones have changed the operations in the Workplace.

Table 4.1: Theme 1

Themes	Number of Responses
Negative change	104
Positive change	91
An opportunity for	1

Research question one attempted to establish the degree of the use of smartphones by senior managers and customer service team in a service-based business. The thematic analysis was used to find the extent to which smartphones are used. 52 per cent (N=104) of participants had negative comments about how smartphones have changed the workplace and 46.4 per cent (N=91) of participants have positive views while 0.6 per cent (N=1) of participants saw an opportunity.

The findings reveal that respondents view the use of smartphones at work as having a positive and negative change. They believe that smartphones have improved communication, collaboration, and work speed at the workplace. Majority of respondents perceived smartphone usage to have negative impact such as distraction and work neglect caused by social media.

“In my view smartphones in our customer service department have changed a lot of things. They have made it easy for us senior managers to communicate with our teams and convey information” M1.

“They have changed a lot of things like how we communicate, how we interact with clients, and we share certain information in the workplace” F1.

“They have changed the way employees communicate at work and the way they socialise at work” M2.

“People are no longer confined to the office. Smartphones are equipped with features that give access to everything one needs to do their business with. This has made it possible for remote work to become a reality for many” F3.

“Smartphones have changed our work in many ways. As one of the youth-based managers' smartphones are used for different things that help us communicate better. We have social groups where we share work-related matters and also debate about the best ways to deal with certain activities” M7.

While some other, respondents view the use of smartphones at work as bringing a negative change. They see it as a nuisance, and a distraction in the workplace.

“Smartphones have changed the way workers conduct themselves at work. Smartphones are becoming a nuisance at work” F9.

“The smartphone has disrupted the workplace through non-work-related activities” M3.

“Well, there are numerous distractions in the workplace related to cell phones, which has a bad impact on and disturbs the focus of many employees. We've all experienced it: an incoming phone call, text message, or social media notification causes our smartphone screen to light up, vibrate, or ring” F2.

“Smartphones have increased the job for managers because instead of supervising work, one has to supervise whether or not people are working instead of being on their smartphones. Work has become a digital jungle with addicted employees” M4.

“But on the negative side, other people get addicted to their smartphones, spend more time on social media and neglect their work, others are less focussed” M6.

"One respondent believes that smartphones presents an opportunity to grab for businesses otherwise the company can lose out. *"People today are different than they were ten, or even five, years ago, whether you like it or not. Smartphones are rapidly transforming the way we work, and any organisation that fails to understand this will be left behind. Smartphones are the way to go when it comes to revolutionising business processes"* F4.

The findings of the study revealed that, a majority of participants (52%) believe that smartphones have harmed the workplace. While 46.6 per cent of the population believes that smartphones have brought about good changes. A 0.6 per cent perceive the possibility of balancing both unfavourable and good changes as an opportunity. The findings demonstrate that, while there are differing perspectives on how smartphones affect the workplace, the vast majority feel that it causes more harm than good.

Discussants' perceptions of smartphones in the workplace, what is the extent of the use of smartphones by senior managers and customer service staff.

Table 4:2 Sub-Theme 1

Themes	Number of Responses
Very high	199

The amount of smartphone use by senior managers and customer service workers was investigated through interviews and focus groups. Participants were asked to share their opinions on the extent to which junior managers and customer service representatives utilise smartphones. According to the results of the theme analysis, 100 per cent (N=199) of respondents had the same opinion on the extent to which smartphones are used in the workplace.

"The entire group agreed that there is a high use of smartphones in the workplace" F9.

"The use is very high; everyone has a smartphone, and everyone engages in their smartphones. Although it is not easy to say what exactly they are doing in each you find them on their phones" M8.

“The rest of the respondents agreed that there is a high use of smartphones” F12.

“But every employee has a smartphone now and they use their smartphones often” M2.

These findings show that 100 per cent of respondents agree that all customer service representatives, including senior managers, use their smartphones. Although people use smartphones for a variety of reasons, including personal work and non-work activities, the data reveals that they have a high level of engagement or use of smartphones.

The perceived impact of smartphone usage by customer service employees on productivity and profitability in the workplace

4.4.2 Impact of Smartphones in the Workplace

I would like to get your view about the perceived impact that smartphones have on employees' performance/ production and organisational profitability in your workplace. An example will be given about the meaning of profitability, production, and performance.

Interviewer’s explanation of terms: For the sake of this interview context, by the performance, we refer to employee targets and deliverables. In addition, by productivity, we refer to the organisational output on customer service, and by profitability; we refer to its growth or less growth in the organisation.

Table 4.3: Theme 2

Themes	Number of Responses
Negative impact	112
Positive impact	84
Neutral	2
Not easy to quantify productivity	1

The second research question aimed to ascertain customer service employees' opinions on how smartphones affect workplace productivity and profitability. The perceived impact of smartphones on productivity and profitability was determined using theme analysis. According to the findings, 51 per cent (N=112) of participants saw a negative impact, 42 per cent (N=84) saw a good influence, and 5 per cent (N=1) respondents stated that the impact is difficult to quantify. One per cent (N=2) of participants remained neutral.

The findings reveal that a number of respondents perceive the impact of smartphones on productivity and profitability to be negative. They believe that it causes distractions that delay work processes and negatively impact performance.

“Smartphones do not help employees perform better instead, it actually delays their progress, since there are many distractions, addictions to a certain platform. That contributes to the low productivity and profitability of certain groups within the business. Smartphones cannot be cited as the only contributor to poor performance, there are other factors, but smartphones are the leading one nowadays” M5.

“Smartphones have caused the dip in performance of employees and so is productivity and they are chaos for supervision” F11.

“Smartphones have an impact on the performance of individual employees. Employees are easily distracted, less focussed, slacking affecting the individual customer service output” M2.

“Personally, there is nothing that a smartphone is doing to help my performance. I believe it can only delay my activities since it is hard to ignore a message coming on your phone, just because you are busy with work. Worse if that message can be read on top” F2.

“I believe that smartphones decrease productivity while at the office. Smartphones do not contribute to the positive performance of the employees. They have a negative impact due to distractions and interruptions. This affects the production and profitability of the business” F7.

Other respondents believe that smartphones have a positive impact on productivity and profitability. They believe they help employees to perform better and faster especially since there is COVID-19.

“Smartphones help employees to perform a small portion of their work. In the aspect where smartphones are usable, the performance becomes high” M7.

“Smartphones help employees to perform their tasks better and when that happens the production grows so is profitability” M6.

“In my view smartphones help me perform my duties faster and better. I can type faster on my smartphone than on my laptop. I believe smartphones lead to better productivity in the workplace. Specifically, since there is COVID-19. No one can say they have not done anything through their smartphones entirely during the new normal” F6.

“In terms of productivity, it is not easy to quantify the impact since the output is measured by the collective effort, and there are many other factors that can affect the output and profitability other than smartphones” M2.

One respondent was neutral on the impact of smartphones on productivity and profitability. *“I am neutral on this one because my mind is more on the future than now” F1.*

According to the data, the majority of participants (51%) believe smartphones have a negative impact on business productivity and profitability. Smartphones were seen as having a favourable impact by 42 per cent of participants. Only one per cent of participants were undecided, seeing both positive and bad effects from smartphones, while 0.5 per cent believe their impact cannot be assessed.

What do employees use smartphones for in the workplace and for how long during working hours?

Table 4.4: Sub-Theme 2a

Themes	Number of Responses
Social media	137
Work related activity	59
Hard to monitor	3
2 to 7 hours	199

This sought to understand the amount of time that employees spend on their smartphones. The findings reveal that 68.5 per cent (N=137) of participants saw social media as the activity that occupies employees, while 14.5 per cent (N=59) of participants saw work-related activities as what occupies employees and 1.5 per cent (N=3) of participants could not monitor what do employees use smartphones for. All respondents gave different hours that are spent by the employees on the smartphones and the majority of respondents gave hours between two to seven hours. The majority of respondents believe that social media is what consumes most of the employees' time. While others add that news, lengthy calls, and streaming are what consume some of the time as well. The usage range between two to five hours per day.

“Employees use smartphones on social media, the biggest problem at work. Others make lengthy calls since most employees have contract phones which enable them to make calls non-stop and other use smartphones for reading the sports news, breaking news, and other stream things online” M3.

“Mostly on social networks and they spend around five hours” F7.

“Employees often use them for social media and watching statuses, other watches YouTube since work computers are monitored.... since these sites are the thing these days. Others communicate with people that not at work and discussing issues that are

not work-related. It is very rare to see a smartphone used for a work-related matter at work since our PCs have internal chatting platforms like teams” M2.

“Yoh maybe four hours is about right if you add all the little breaks” F2.

“Most of it on social media” F11.

Other respondents believe that smartphones are used for work-related activities such as communication, collaboration, work processes, and for convenience to clients. The usage is between three to five hours per use.

“Smartphones are used for work-related matters like emails, communication, collaboration, and we spent almost three to four hours” F15.

“Employees may use their smartphones for four hours at most, mostly on work-related processes” F8.

“Employees spent maybe three to five hours on their smartphones dealing with clients, engaging in business solutions, leveraging business opportunities, and dealing with suppliers. They use calls, WhatsApp, teams, zoom, and other special applications for scanning documents” F5.

Other respondents believe that the number of hours depends on whether one is working from the office or from home and the hours differ based on these elements. When working from home hours are more and when working at the office hours are less. When working from home hours are between three to four hours per day and when working from home hours are between six to seven hours per day.

“I believe that smartphone usage depends on where and when. When the work is remote even six to seven hours is possible, but when at the office three to four hours is correct” F3.

The above findings indicate that majority (68.5%) of the employees believe that most of the time is consumed by social media at work. This consumes between three to four hours on average per employee per day. This constitutes half of the hours worked in the eight hour shift. 14.5 per cent view that employees spend their time on smartphones for work-related activities such as email, communication with clients, and collaboration with each other. They believe that in general employees spend three to four hours per day if they are working at the office and six to seven hours if they are working from home or remotely. 1.5 per cent of respondents deemed the monitoring of the impact of smartphones as hard and unquantifiable.

4.4.3 Policy

I want your view about the policies that govern the use of smartphones in your workplace.

Table 4.5: Sub-Theme 2b

Themes	Number of responses
Policy can help	169
Inclusive policy	2
Policy not necessary	3
Prohibition	14
No prohibition	9
Flexible policy	5

No policy existence	199
---------------------	-----

The purpose of this question was to find out what the respondents thought about the policies that govern the use of smartphones in the workplace. 84.5 per cent (N=169) of people think the policy will help them manage their smartphones in the workplace. According to 1 per cent (N=2) of respondents, the policy should be inclusive. The policy, according to 1.5 per cent (N=3) participants, is unnecessary. Only prohibiting the use of smartphones, according to 7 per cent (N=14) of participants, is the only policy required. The policy should not be prohibiting according to 4.5 per cent (N=9) of respondents. 2.5 per cent (N=5) of people think the policy should be flexible. All 199 respondents agreed that there is no policy that manages the use of smartphones in the workplace. The majority of the participants believe that having the policy can help to manage the use of smartphones in the workplace.

“We do not have a policy and it would be nice to have the policy to regulate the use for everyone. Even those that are using it for work” F13.

“We currently do not have a policy on smartphones, but it would be nice to have one” F1.

“The policy will help to manage the use of smartphones is it for personal or work use, but the policy should be inclusive in a manner that it does not only focus on assumed negative impacts but also on positives” F1.

“We need the policy to handle smartphones, but it needs to be comprehensive, so it doesn't just focus on the bad consequences, but also on the benefits” F16.

“We currently don't have a policy on smartphones, but I think a policy on smartphones will help to regulate smartphones in the workplace, especially to ensure the safety and security of the work systems and documents” F7.

“There is no policy that to regulate the smartphone in the workplace. Policies can help to manage the use of smartphones in the workplace” M3.

“I believe that the policy is required but it should be flexible to allow the use and does not prohibit the use” F9.

Other respondents believe that the policy is unnecessary and that the prohibition policy is the only policy that can function better. They feel that regulating smartphones is difficult, especially when they are owned by employees. The employer must buy smartphones then regulate them.

“Well having a smartphone policy will never work, because employees are already using their phones for work reasons. If the employer wants to regulate it, there will be a need to buy these smartphones for employees than regulate them” M6.

“Well, policies to manage the use of smartphones in the workplace would be nice to have, but the practicality of their use will prove to be hard because smartphones are personal phones. The policy can only work if it prohibits the use. Cause people always sneak in and open their socials anytime if those apps are still in their smartphones” M10.

“I don’t believe smartphone policy is required unless if the smartphone was issued by the employer. Policy is not necessary, because one can’t tell what I am doing on the phone when I use it unless if there will be a policing committee” F3.

“I believe that prohibiting the use of smartphones is the best policy that can be adopted to make employees get back to their normal working hours” F5.

One respondent believes that smartphones were never integrated as the working tools, which automatically means the only policy is prohibition.

“There is no policy on smartphones in particular because they were not part of the working tools. You can't regulate something that should not be existing in the first place. Maybe

we need a prohibition policy. But we are in government and policies are not as easy to make as in the private sector. Everything is unionised” M4.

The other respondent believes that a distinction between prohibition and regulation needs to be regulated because smartphones are existing and have positive attributes. This means they are the progression of the old way of working.

“Policy is important, but we must remember that regulation and prohibition are two separate things. If the policy allows use, I am for it but if it prohibits then it hinders progression” F7.

The findings above show that all the participants were in agreement that the organisation does not have a policy that manages the use of smartphones in the workplace. Findings further show that the majority (84.5%) of the participants believe that the policy to manage the use of smartphones in the business is necessary. One per cent of the respondents believe that the policy should be inclusive for everyone, and it should not be one-sided. However, 1.5 per cent of respondents believe that the policy is not necessary to manage smartphones in the workplace. Seven per cent of respondents believe that a good policy should be a policy of prohibiting the use of smartphones in the workplace. While 2.5 per cent of the participants believe that the policy should be flexible and considerate of the operations. It should not only look at the negative impacts but also at the positive impacts.

The adoption of specific smartphone etiquette approaches be used to improve production and profitability in service-based business

4.4.4 Adoption of Smartphone Etiquette

I would like to have your view about the adoption of specific smartphone etiquette approaches to improve production and profitability in your workplace. An explanation of adoption and etiquette will be given in the context of this research.

Table 4.6: Theme 3

Themes	Number of Responses
Etiquette can help	150
Etiquette not needed	9
Regulated etiquette	27
Company's smartphones	4
As long as not being monitored	4
Prohibition	7

The purpose of this question was to find out how respondents felt about the usage of specific smartphone etiquette practices to boost service-based business' production and profitability. According to the findings, 150 respondents felt that smartphone etiquette can assist in the management of smartphones in service-based business. Nine people say that the adoption of smartphone etiquette is unnecessary, 27 people believe that proper smartphone etiquette is necessary but think it should be regulated, and four respondents agree that the organisation should purchase smartphones for its staff so that proper etiquette can be followed. Four respondents agree that manners can help as long as their privacy is not violated, while the simplest solution, according to seven respondents, is to prohibit the use of smartphones in the workplace.

Some respondents believe that the adoption of smartphone etiquette is necessary. Others believe it can train people how to use their smartphones in the workplace, while others think it should be married with the case-by-case policy whereby the use should be allowed based on the merits of each case. Other respondents believe that etiquette is necessary and should come in a form of reasonable use.

“I agree that adopting a certain smartphone etiquette in the workplace will help to manage the use of smartphones. Even where things are not going well in terms of performance, the guideline will help to give direction at work” F9.

“This is a long-overdue thing. We can't say people should not have smartphones, but we need to regulate them to improve production. Adopting the smartphone etiquette approaches will help in one way or the other” F1.

“Smartphone etiquette approaches can help to educate and train people on how to use smartphones in the workplace. Staff needs to be trained on these matters and be given guidelines about the use of smartphones. Smartphone etiquette approaches can help a lot to manage use like adopting a case-by-case policy, where use is judged by its own merits and from individuals e.g., like people who are always talking to their clients. The adoption of smartphone etiquette is the only way in my view since everything requires to be managed like adopting a reasonable use policy” F2.

Others argue that smartphone etiquette can only be effective if the employer purchases smartphones for the staff because controlling use may include monitoring specific software activity on the smartphone, and employees would not want their personal phones monitored by the IT department.

“The approaches to regulate the use of smartphones or guidelines to use can only work if the employer is owning the smartphones. Other than that, the only prohibition will be the solution” M7.

“Etiquette approaches will be welcomed but remember the fact that something has the Do's and don'ts does not mean people will comply. The best strategy will be to issue smartphones and IT can regulate the use of those and prohibit the personal ones” M10.

“The company needs to allow employees to use their smartphones freely. If they fear that the policy will result in negative consequences, they can promote employees’ autonomy by giving them companies’ Smartphones that can be controlled by IT” F3

Other respondents say that smartphones are difficult to manage, and that smartphone etiquette will fall short because individuals constantly break norms and rules. They believe that in order to keep employees from being distracted, employers should eliminate opportunities for them to engage in distracting activities.

“Etiquette approaches are not easy, because they will still require monitoring. So, for example, how many people have been told not to use the internet for social media at work, but still, they do and there is a policy for that. Only when they are caught where it gets seriously monitored, but before they get caught, how much time has been lost before that. The best approach is to buy smartphones for employees and remove everything that will be a distraction and prohibit the use of personal smartphones. This can only work if the working environment is getting digitised” M9.

Others disagree, believing that smartphone etiquette is unnecessary. Employers must focus on the aim and the outcomes; only if these are harmed, should an investigation be conducted to deal with those individuals. The etiquette may be of assistance to individuals who are bothered by their devices.

“As long as people are hitting their targets, why should the boss concern themselves about a bit of texting or Facebooking in the workplace? Etiquette can work for those that need it only, but for some of us, it will not matter and might hinder our way of working especially if the targets are met continuously” F4.

The findings inform us that the majority (75%) of the participants believe that certain smartphone etiquette approaches can assist to improve the productivity and profitability of the service-based business. Some 4.5 per cent of the respondents believe that

smartphone etiquette approaches are not required to manage smartphones in the workplace, 13.5 per cent believe that smartphone etiquette approaches are required but it should be regulated etiquette, and two per cent of the participants believe that the company should buy employees' smartphones to be able to regulate their use. Two per cent believe that smartphone etiquette approaches can be welcomed if it does not constitute monitoring personal smartphones due to privacy, and 3.5 per cent believe that the only smartphone etiquette approach that can be effective is the prohibition of the use of smartphone during working hours.

[4.5 Summary of Findings](#)

This chapter analysed data and presented the results of the research questions that were looked into. The findings showed that 85 per cent of the respondents were from customer service and 5 per cent were customer service, senior managers. The findings, in relation to the research question, indicated that 104 respondents believe that smartphones are negative in the work, 91 respondents believe the opposite, and one respondent neither believes on whether they are positive or negative but rather view an opportunity to be seized through smartphones in the workplace. On the follow-up discussant question, which focussed on the perception of the extended use of smartphones in the workplace, by senior managers and customer service staff, the findings showed that all participants were in agreement of the high use of the smartphone in the customer service department. The findings of the second question, which focussed on the perceived impact of smartphones on productivity and profitability, revealed that 112 respondents perceived the negative impact that is caused by smartphones on productivity and profitability. 84 respondents perceived positive impacts. While two respondents saw both positive and negative and one respondent could not quantify the impact. The follow-up question of 'what do the employees use the smartphones for and how long,' was also answered. While 137 respondents believed that employees use smartphones for social media, 59 respondents believe that the use is for work-related activities. Three respondents believe that it is hard to monitor or quantify the scale of use. The entirety of the respondents believe that the use of smartphones was between two to seven hours per day. The average was three to four hours per day.

The third question focussed on the policy to manage smartphones and 169 respondents believe that the policy can help. Two respondents believe the policy can help only if it is inclusive. Three respondents believe that there is no need for policy. 14 respondents believe that there should be a prohibition of smartphones in the workplace. Nine respondents believe that there should be no prohibition, while the other five believe the policy should be flexible and the entire group of respondents agreed that the company does not have an existing policy. The fourth question focussed on the adoption of smartphone etiquette in the workplace. The findings indicated that 150 respondents believe etiquette can help. Nine respondents believe it is not necessary. 27 respondents believe it is required to be regulated, while four respondents feel the company should buy a smartphone for employees then regulate. Four other respondents believe that their personal smartphones should not be monitored for private reasons and the other 7 respondents believe that smartphone prohibition is the only solution.

CHAPTER 5

DISCUSSION OF RESEARCH FINDINGS

5.1 Introduction

Findings are critical for any research study, hence they need to be discussed to derive research conclusions. According to Bavdekar (2015), the discussion of findings is complex since they require logical thinking and critical reflection. Bavdekar (2015) further indicates that the discussion of the research findings should draw a comparison between previous and current studies. It should elucidate the research strengths and weaknesses through critical interpretation of the empirical evidence to emphasise the importance of the current research and make informed recommendations for future research.

This study aimed to explore the adoption of smartphone etiquette in the workplace in a service-based business, the case of the National Botanical Gardens in Pietermaritzburg, South Africa. The study objectives were addressed through the following research questions: What is the extent of the use of smartphones by senior managers and customer service staff in a service-based business? What is the perceived impact of smartphone usage on productivity and profitability in the workplace by customer service unit? Can the adoption of specific smartphone etiquette approaches be used to improve production and profitability in service-based business? The current study's research findings were presented and interpreted in Chapter four. The study findings, from the preceding chapter, are thoroughly discussed in this chapter, in line with the research objectives.

5.2 Research Objective 1: Theme 1

To establish the extent of smartphone usage by senior managers and customer service staff in a service-based business.

The aim of objective one was to ascertain the extent of the use of smartphones by senior managers and customer service staff of the service-based business. From the thematic analysis, the results indicate that 52 per cent of employees view smartphones as a tool with high negative changes in the workplace. Employees believe that smartphones are a nuisance which creates distractions, disrupts work activities, reduces the levels of focus, and increases the amount of unnecessary supervision from managers. Others believe

they are addictive to a point that employees are completely engaged to smartphones and cannot let go to perform certain tasks. Majority of the employees of service-based business believe that smartphones have truly changed the workplace in a negative manner. 46 per cent of employees believe that smartphones have changed the workplace in a positive manner through improving the way they communicate, collaborate, and perform tasks and search for ideas that improve their service. Although there is a handful number of employees that view smartphones as a useful tool, but the amount of the negative changes outweighs that of the positive ones. This means the majority agrees that smartphones are a tool that has changed the workplace negatively. Gleaning knowledge from the literature in Chapter two, these findings are consistent with the findings of the previous studies that were conducted by different authors.

A qualitative study by Neeta and Poonam (2015) in major industries (beverages, telecommunication, banking, and textiles) in Pakistan sampled 200 employees, with a focus on the growth of smartphone usage in the workplace and its influence on work productivity, the results showed that the use of smartphones has become daily life in the workplace, which has become a problem for the employers. 60 per cent of employees spend time on their smartphones performing personal activities more than work activities. This has a negative impact on business efficiency. There was a percentage of employees that believe that their smartphones assist them to perform their work and without their smartphones, their work would suffer. The study concluded that since non-work-related use of smartphones is higher than that of work-related activities, the smartphone cannot positively contribute to the workplace. The similarity of the findings shows that the service-based businesses are affected by the same problem as the major industries in Pakistan. Kalavar and Swinehart (2018), in a study, focussed on Self-Reported smartphone use and workplace productivity between different age groups at the Penn State University, United States of America, and the results confirm that the use of smartphones in the workplace, for non-work activities, is high across all age groups. The study further revealed that as much as the personal use of smartphones, during working hours, is well known, it is highly underreported to superiors. Kalavar and Swinehart (2018) further revealed that as much as there is a high level of smartphone usage for personal use, there was a usage that helped to improve workplace productivity. The similarity of the

study done service-based business points that most employees use their smartphones for nonwork-related activities. Priyadarshini *et al.* (2018) conducted an exploratory study in India to see if smartphones are a help or a hindrance in the workplace, and how they affect the job performance of IT professionals in Chennai. The results revealed that employees with high smartphone usage and those with low smartphone usage had different perceptions in research variables. However, there were similar perceptions when it came to non-work smartphone use, which generated job stress, addiction, and distraction as a result of the widespread use of smartphones for non-work activities. According to Priyadarshini *et al.* (2018), personal usage of smartphones causes more disruption in the workplace. This agrees with the outcomes of the present study's results, which revealed that using smartphones for personal activities has a negative impact in the workplace.

Masarweh and Afndy (2018) conducted a qualitative study, in South Arabia, to look into the factors that influence smartphone usage at work in developing countries. The findings demonstrated that smartphone use has both positive and negative consequences. Improved work hours, which means more work complexities, as well as increased staff availability, sociality, and expertise, are all positive impacts. Smartphone use, on the other hand, has had negative impacts such as increased amounts of time wasted, which directly affects job efficiency and employee performance. Furthermore, the data revealed that using a smartphone at work reduces accuracy, efficiency, and respect, significantly impacting both the workplace culture and productivity. Although the study found both positive and negative effects, the negative impacts outweighed the positive impacts, making these findings similar to those of the current study.

The study by Duke and Montag (2017) from the University of London and the University of Germany looked at the factors that causes smartphone addiction, work interruptions, and poor productivity. Their study found a high number of participants reporting reduced performance due to time spent on their smartphones while at work. According to the moderate correlational associations that were found, smartphone addiction was strongly linked to self-reported unfavourable job effects. The use of smartphones for personal activities has a negative impact, which is identical to the findings of the present study.

In Lebanon, Fahed and Kmeid (2019) did a non-experimental quantitative study on workplace mobile phone abuse. The outcomes of the study revealed that a large number of Lebanese professionals use their smartphones inappropriately in the workplace. The latter has an important impact on business performance. Managing the use of smartphones and staff efficiency has become a management nightmare. The negative impact of improper smartphone use in the workplace are comparable to those reported in the research findings of the service-based business. On the sub-theme of theme one, when participants were asked about the rate of the use of smartphones in the workplace, they were all in agreement that smartphone use is high.

“The use of smartphone is very high. Everyone has a smartphone, and they are all engaged with their smartphone. Although it is not easy to say what exactly they are doing on their smartphones each time they are in their phones” M8.

This was a comment made by one of the respondents, and it was echoed by all of the other respondents without exception. The sub findings confirm the main theme’s findings because the majority agreed that the use is mostly for personal activities rather than work-related activities. Various research on the use of smartphones in the workplace has yielded similar results all over the world. Although the conclusions of several studies and the current study's research findings are comparable, the beneficial effects of smartphones are noticeable throughout these studies and leave a window of opportunity to be explored.

[5.3 Research Objective 2: Theme 2](#)

To examine the perceived impact of smartphones on productivity and profitability in the workplace by customer service unit.

The aim of objective two was to investigate the perceived impact of smartphones on productivity and profitability in the workplace customer service unit. From the thematic analysis, the results indicate that 51 per cent of employees perceived the negative impact of smartphones on productivity and profitability in the workplace. The majority of Employees believed that smartphones do not help them to do well in their work duties,

instead, they delay the progress of their tasks. Although there were employees that believed that the opposite was also true, they only equate 42 per cent. The majority of respondents believed that smartphones create a dip in performance which has a negative impact on productivity and profitability.

“The over engagement on smartphones cause the poor customer service,” said one of the respondents.

The findings presented in the previous chapter show that the negative impact of smartphones on productivity and profitability is higher than the positive impacts that were perceived by other respondents. This informs that smartphones essentially have a negative contribution to the performance of employees and businesses. Reviewing the studies presented on the literature in Chapter two, there are similarities in some of the previous studies.

Margaretha and Supartika (2016) investigated the elements that influence small and medium-sized business' profitability (SMEs). The findings of a study of the SMEs, listed on the Indonesia Stock Exchange, demonstrate that company size, growth, productivity, and industry affiliation all have a substantial impact on profitability. The most important determinants of profitability, according to this study, are productivity and firm size. The conclusion of this study cites productivity as a significant variable on business profitability. The findings of the present study in a service-based business pointed out that smartphones have a negative impact on productivity and Margaretha and Supartika (2016), in their study, reveals that productivity has a huge impact on profitability. The similarity of these finding shows that once the productivity is affected so is profitability, regardless of what affect the productivity. The difference in these findings is that in the present study the impacts that cause poor productivity stems from the smartphones and in Margaretha and Supartika's (2016) study the impacts stems from business size. Although the negative factors differ, the results are the same.

In a study conducted by AlZwamri and Hussain (2017) about the influence of modern cellphones, on work performance, as perceived by employees at a state department in Salalah, Oman, the results revealed that using a smartphone in the workplace has advantages or favourable consequences. The mobility of the employee who has a

smartphone and has the ability to communicate with colleagues at work or use any applications may also use it now or in the future, is one of the most prominent benefits discovered by the study. The employee can communicate or use applications at any time and from any location. This study is partly in contradiction with the findings of the present study, because the study in the service-based business revealed that 42 per cent of the respondents' perceived the positive contribution of modern cellphones in the workplace, but the AlZwamri and Hussain's (2017) study is in contradiction of the majority of perceptions, which are mostly the negative impacts of smartphones in the workplace. Agarwal and Bhagoliwal (2016) have a study that was conducted in India, with the purpose of examining the literature on the potential of a smartphone to assist in the success of a business, the outcomes of the study agree with the results found in AlZwamri and Hussain's (2017) study.

Agarwal and Bhagoliwal's (2016) results showed that smartphones have evolved into a valuable business tool. WhatsApp, Gmail, SMS, GPS Navigator, Tracker, Camera, and search engines are among the different programs utilised by the corporate sector. It is the quickest networking tool for broadcasting and sending notifications to a group of people. Other advantages of adopting Smartphones in business include enhanced worker productivity, lower gasoline and maintenance costs, higher customer satisfaction, shorter sales cycles, lower inventory costs, and so on. Smartphones, according to these findings, have the ability to foster healthy corporate connections, encourage freedom, sustain workflow, share knowledge, and increase employee job satisfaction. These two studies share the common view of the mostly positive impacts of smartphones, which is different from the findings of the present study. Therefore, AlZwamri and Hussain (2017) and Agarwal and Bhagoliwal (2016) studies present an open view for consideration during the recommendation process.

Rodrigues' (2011) conducted a study titled 'The Perceived Impacts of Smartphone Usage on the Production of Senior Managers in a South African Organisation'. The study revealed that all signs point to the devices being increasingly common among increasing numbers and levels of employees. It is also crucial to remember that these devices are growing more sophisticated, with more functionality and power available to consumers. However, from a professional standpoint, there is fear that the devices are no longer

purely business tools. With the advent of social media networks and the ability of employees to consume rich media, the potential for technology to distract users and encourage mobile deviancy (for example, workplace internet leisure browsing) is growing. Faced with this impasse, users will have to face poorer work productivity and the resulting consequences. This study has similar results with the findings of the present study, which indicated that smartphones have a negative impact on productivity. Rodrigues' (2011) study further presents the actual reasons that cause the smartphone to be the distractive tool, which is mostly social media, which is part of the non-work activities, and these are the same findings that were found in the present study. Li and Lin (2019) conducted a study in China about the 'Smartphones at Work: A Qualitative Assessment of Psychological Antecedents and Consequences of Work-Related Smartphone Dependency'. This study partly agrees with the findings of the AlZwamri and Hussain (2017) and Agarwal and Bhagoliwal (2016) studies but fully agrees with the findings of the present study at the service-based business. Li and Lin's (2019) study results showed us that the positive outcomes are unsurprising as previous studies already reported that by improving organisational communication, information sharing, and cooperation, smartphones can considerably boost work productivity, as well as strengthen employee work relationships. Simultaneously, this study discovered that using smartphones at work appears to have negative implications, such as addiction signs. These positive outcomes were more future based rather than being a current reality. The study discovered that, while smartphone dependency at work can improve job productivity, once it becomes an addiction, workers perceived their performance to suffer as smartphone preoccupation diverts employees' away from the work they were supposed to be performing. Because job performance is intimately linked to a company's profit and successes, it is frequently seen as a key criterion of organisational success. The findings of this study are similar to the findings of the present study which revealed that smartphones have a negative impact on performance which is directly proportional to the profitability of the business.

The University of Twente, Dittrich (2020) did a study on 'Smartphone use, flow, and productivity'. The goal of this study was to show how dispositions toward smartphone addiction, flow proneness, and productivity are all linked and each of the three concepts were linked to the others. The results of the study discovered that smartphone addiction

was found to be negatively impacting productivity. This does not only affect the end product but also affects the flow of work, which eventually affects the profitability of the business. The results of Dittrich's (2020) study are similar to the findings of the present study. The present study's findings revealed that smartphones have a negative impact on productivity and profitability. Rehman (2018), in his study that focusses on the work neglect and cyber loafing that is caused by smartphones in Pakistan, supports the view of Dittrich's (2020) study. Rehman's (2018) study's results revealed that smartphone usage is negatively associated with work neglect, which means that as smartphone usage rises, so will work neglect. It also discovered that workplace cyber-loafing leads to job negligence. Rehman's (2018) study further revealed that when a person uses a smartphone at work, it causes work neglect, which negatively impacts employee productivity and efficiency. These findings are similar to the findings of the present study at the service-based business, which revealed that smartphone usage has a negative impact on productivity and probability. This is a case of many activities such as distractions and work neglect.

On the subtheme, two respondents were asked what they use smartphones for and for how long during working hours. Some 68.5 per cent of the respondents agreed that they use their smartphones on social media during working hours, while only 14.5 per cent shared the opposite view. The average time spend on social media and other non-work-related activities were between three to four hours per day which is equalling a half-day of the eight-hour shift that is worked by the respondents. *"Employees spend most of their time on social networks for nearly five hours,"* said one of the participants. The findings of the current study's sub-theme two, confirms the findings of the prior studies, which mentioned some of the ways social media affect employee production. According to the findings of this study, smartphones have a negative impact on corporate productivity and profitability. This is due to the excessive usage of social media and non-work-related activities such as phone conversations, messaging, gaming, betting, and internet streaming, to name a few. Although, all past research has found benefits from smartphones, some of which are potential while others have been thoroughly tested, the bulk of previous studies and the current study have found that smartphones have a negative impact on corporate profitability.

Respondents were asked about their views about the policies that manage smartphones in the workplace. One hundred per cent of the respondents agreed that the organisation does not have a policy on smartphones. This was because they are never truly integrated as a working tool, which would have made smartphones regulated. They gradually became a norm as the times change in society and in the workplace. The majority (84.5%) of the respondents agreed that a policy can help to manage smartphones in the workplace. Another seven per cent further prescribed that the policy should be prohibitive on the use of smartphones, while the 4.5 per cent minority disagreed with the prohibition of smartphones stating that it will be a missed opportunity, and 2.5 per cent of respondents believe that the policy should be flexible and inclusive. AlZwamri and Hussain's (2017) study shows that the large number of employees use their modern cellphones silently in the workplace during working hours. They recommended that managers use restricting policies to manage the use of smartphones during working hours which includes the reduction of salary for excessive use. The study also discovered that employees welcome the use of smartphones at work under guidelines but do not want them to replace their computers due to their different abilities.

The findings in this study are similar to the findings of the present study, which revealed that a large number of the respondents welcome the use of policy to manage smartphones in the workplace. Masarweh and Afndy's (2018) study findings concur with AlZwamri and Hussain's (2017) and further recommend that to deal with new technologies and new types of dangers, the majority of enterprises must implement new policies. These findings from Masarweh and Afndy's (2018) study are in line with the view of the respondents in the present study.

[5.4. Research Objective 3: Theme 3](#)

To investigate whether the adoption of specific smartphone etiquette approaches can be used to improve production and profitability in the selected service-based business.

The key purpose of objective three was to investigate whether the adoption of specific smartphone etiquette approaches can be used to improve production and profitability in the selected service-based business. From the thematic analysis, the findings reveal that

the majority (75%) of the respondents agree that particular smartphone etiquette approaches can help to manage smartphones and improve productivity and profitability. At this point, we are aware, from the previous objectives that the majority of people perceive smartphones to have a negative impact on productivity and previous studies concur with these findings. The solution to managing such a problem becomes a necessity since business' success is measured on profitability. There is a minority (4.5%) of respondents that believe that smartphone etiquette is not required. These people believe that the employer needs to issue smartphones to employees to be able to regulate them. 27 per cent of people agree that smartphone etiquette is required, they feel it must be a regulated approach which does not include prohibition. These findings indicate that smartphones need to be managed in the workplace for them to contribute to productivity and profitability. 'Modern cellphones in the Workplace: Changing Organisational Behaviour, Transforming the Future' was researched by Pitichat (2013). The study's results revealed that managers could take advantage of the smartphones by integrating smartphone usage with workflow to boost job efficiency and help their companies grow. Digital gadgets have mingled with people's lives throughout the world. It is hard to completely eliminate technology such as smartphones, but it is feasible to manage bad messages and encourage positive ones for businesses to succeed. Smartphones have a lot of potential for businesses in terms of increasing autonomy, relationships, and knowledge-sharing, all of which lead to increased job satisfaction and engagement. The management approach should focus on the integration of smartphones to work processes, this will ensure that the use is in line with the working activities. The results of Pitichat's (2013) study are consistent with the finding of the present study at the service-based business, which revealed that smartphone etiquette approaches can help to improve production and profitability in the workplace.

A study by Agrawal and Panwar (2019), about the effect of smartphone usage on staff engagement and staff production in higher educational institutions, revealed that the use of smartphones has an impact on employee performance and engagement during working hours in higher educational institutions and universities. Second, it has an impact on their production, resulting in a loss for educational institutions as well as university personnel. However, several studies have found that smartphone use has a positive

impact on boosting educational standards and making education more accessible. Faculty and students are both upgraded by using advanced smartphone technology. Many enhanced smartphone application software delivers all of the information to students from their faculties across the university campus very effortlessly and quickly. In higher educational institutions, there is now a need to improve productivity and reduce smartphone usage during working hours, as well as for security reasons. Now, the institution needs to figure out how they may improve employee job efficiency while maintaining excellent standards in the educational sector. Although the study focussed on the educational institutions, it is categorically a service-based institution and the results are similar to the findings of the current study, where it was found that smartphone etiquette approaches are required to manage the use of a smartphone to improve business efficiency. This is due to accepting the potential of smartphones and their computing abilities to be part of the new business environment. UdeMy In Depth (2018) studied and published a workplace distraction report. The results revealed that businesses are fascinated by new technology and solutions on a regular basis in order to help employees do their tasks more efficiently, cooperate more effectively, and increase productivity. However, they have also given rise to new forms of digital distraction. Seventy per cent of people believed that training could help people improve their ability to shut out distractions and maintain attention. The result of the study suggests that businesses should recognise the difficulties workers have in remaining focussed as well as providing soft-skills training to help them stay productive. The employees at the service-based business believe that smartphones need to be managed and these results are consistent with the findings of the present study. Masarweh and Afndy's (2018) study on the factors that influence smartphone use in workplaces in developing countries, a case of Saudi Arabia, revealed that a small percentage of businesses had policies in place that manage employees from using their personal smartphones at work. To deal with new technology and new types of dangers, the majority of enterprises did not have the regulating policies and etiquette approaches. The selected service-based business does not have the smartphone etiquette approaches to manage the use of smartphones in the workplace and there is no existing policy, this is according to the findings of the study which are consistent with the findings of the study by Masarweh and Afndy (2018)

in South Arabia. In Pakistan, Wahla and Awan (2014) conducted a study on mobile phones usage and employees' performance, the results showed that smartphones had a favourable impact on the work experience for some of the participants in this study. Some workers claimed to perceive negative impact from smartphones. The results further showed that employees do not want a ban on smartphone use at work, although a small number of workers believe that management can impose some limits, such as turning off smartphones during meetings and while driving company vehicles. These results from Pakistan are similar to the findings of the present study, where respondents indicated that they do not want a smartphone to be prohibited but the employer can introduce the management systems in the form of policies or etiquette. In Lebanon, a study by Fahed and Kmeid (2019) focussed on mobile phone misuse in the workplace. The findings of the study revealed that a large number of Lebanese professionals use their phones inappropriately at the workplace. This had far-reaching negative impacts for business productivity. The findings highlighted that management needs to respond to employee smartphone usage and misuse. This should be done when the negatives outweigh the benefits. Managers must set limitations for their employees as a regulating approach for misuse. Few firms will be able to maintain a mobile-free policy while maintaining high productivity in today's market and with the present rate of technological progress, it will be necessary to make proper use of the smartphone, enterprise software, and related applications. The present study's findings reveal that there are negative and positive impacts perceived from smartphones. The negative impacts outweighs the positive impacts. However, the positive impacts cannot be ignored since most respondents agreed that there should be a way to regulate the use of smartphones and only a few requested the prohibition policy. This means the employees at the service based businesses and the employees of Lebanon have similar views when it comes to smartphone regulation in the workplace.

5.5 Summary

The empirical findings from Chapter four were thoroughly examined in this chapter. Using largely literature from prior chapters, the discussion compared the results of past investigations with the conclusions of the current study. The majority of the prior

research's conclusions were similar to the findings of the current investigation. Despite the fact that other investigations had distinct peculiarities, the research objectives were adequately examined. This chapter established the groundwork for the next chapter, which will focus on the conclusion and recommendations for future research.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

According to Sampson (2017), the goal of the concluding chapter in a thesis is to highlight essential parts of the knowledge gained from the research, as well as priorities for future research and contributions to the literature. As a result, this chapter utilises Chapter five to draw conclusions about the experiences, perspectives, and views of all National Botanical Garden customer service staff. The study's conclusions are based on the study's goal, research questions, and findings. This chapter summarises and discusses the study's shortcomings, as well as predicted research contributions and research study recommendations.

6.2 Conclusions

The primary goal of this research was to look into the adoption of smartphone etiquette in the workplace in service-based business, using the National Botanical Garden in Pietermaritzburg, South Africa as a case study. The conclusions for study objectives are presented below.

6.2.1 Objective 1

The primary goal of objective one was to determine the extent to which senior managers and customer service representatives in a service-based organisation, use smartphones. Employees at the service-based business indicated that there is a high use of smartphones in the workplace, which has badly impacted the working environment. Employees believe that smartphones are a nuisance that creates distractions, disrupts work activities, reduces the level of focus, and increases the need for unnecessary supervision from managers. Others believe they are addictive, to a point that employees are completely engaged to smartphones and cannot let go to perform certain tasks (Fahed and Kmeid, 2019). Personal use of smartphones causes more disruption and harm than good in the workplace (Priyadarshini *et al.*, 2018). Smartphones have become daily life in the workplace which has become a problem for employers. Employees spend time on their smartphones performing personal activities more than work activities. This

has a negative impact on business efficiency (Neeta and Poonam, 2015). The use of smartphones for non-work activities is high across all age groups (Kalavar and Swinehart, 2018) and as much as the personal use of smartphones during working hours is well known, it is highly underreported to the superiors. Secondly, although there were contrasting findings from other employees who believed that smartphones have changed the workplace in a positive manner through improving the way they communicate, collaborate, and perform tasks and search for ideas that improve their service (Neeta and Poonam, 2015), but the negative outcomes outweighed the positive ones. Gleaning from the findings of objective one, employees of the service based business indicated that there is a high use of smartphones in the workplace and the use is mostly for personal activities, which creates a negative impact on the working environment.

6.2.2 Objective 2

The primary goal of objective two was to examine the perceived impact of smartphone usage on productivity and profitability in the workplace by the customer service unit. The National Botanical Garden employees in Pietermaritzburg indicated that productivity and profitability were affected by the excessive use of smartphones during working hours. Employees believed that the use of smartphones does not help them to perform their duties in the workplace, instead, they delay the progress of their tasks. It is also crucial to remember that these devices are growing more sophisticated, with more functionality and power available to consumers (Rodrigues, 2011). The most important determinant of profitability is productivity (Margaretha and Supartika, 2016). This signifies that if productivity is affected, the profitability of the business gets affected as well. With the advent of social media networks and the ability of employees to consume rich media, the potential for technology to distract users and encourage mobile deviancy is growing (Rodrigues, 2011). The results of the study further indicated that employees spend most of their time on social media with an average of three to four hours per day in an eight-hour shift. With this impasse, users face poorer work productivity. Smartphone usage is negatively associated with work neglect, which means that as smartphone usage rises, so will work neglect. It also discovered that workplace cyber-loafing leads to job negligence. Smartphone usage causes work neglect, which negatively impacts employee

productivity and efficiency (Rehman, 2018). Secondly, the results further revealed that there were employees that believed that smartphones have a positive impact on productivity and profitability. Smartphones usage in the workplace have advantages such as the unlimited mobility of the employee to communicate with colleagues at work (AlZwamri and Hussain, 2017). Smartphones are the quickest networking tool for broadcasting and sending notifications to a group of people. It helps to enhance productivity, assist with higher customer satisfaction, enhance shorter sales cycles, and lower inventory costs. Smartphones have the ability to foster healthy corporate connections, promote autonomy, and maintain workflow, share knowledge, and increase employee job satisfaction (Agarwal and Bhagoliwal, 2016). Thirdly, the study revealed that the service-based business employees does not have a policy that manages smartphones in the workplace. This was due to the fact that smartphones were never integrated into the workplace as a working tool. As it became prevalent in the workplace, smartphones gradually started to have an impact that was never anticipated. Employees indicated that the policy is necessary as long as it is not a prohibition policy. Managers use restricting policies to manage the use of smartphones during working hours in businesses (AlZwamri and Hussain, 2017). Employees welcome the use of smartphones at work under guidelines but do not want them to replace their computers due to their different computing abilities.

6.2.3 Objective 3

The primary goal of objective three was to investigate whether the adoption of specific smartphone etiquette approaches can be used to improve production and profitability in the selected service-based business. Study participants indicated that smartphone etiquette approaches are required to manage the use of smartphones in the workplace. This was due to the notable disruptions mentioned in objective one and two, which further indicated that employees spend a lot of time in social media. Therefore, a regulating approach is essential to ensure smartphones add value to productivity. To deal with new technologies and new types of dangers, the majority of enterprises did not have the regulating policies and etiquette approaches (Masarweh and Afndy, 2018). Employees further indicated that smartphone etiquette should not be in a form of prohibition but a

flexible approach that allows for both the employees and the employer to benefit. Managers could take advantage of the smartphone advantage by integrating smartphone use with workflow in order to boost job efficiency and help their companies grow. Technology has mingled with people's lives throughout this period. It is hard to completely eliminate technology such as smartphones, but it is feasible to manage bad messages and encourage positive ones for businesses to succeed (Pitichat, 2013). Businesses are fascinated by changes of new technology and solutions on a regular basis to help employees do their tasks more efficiently, cooperate more effectively, and increase productivity (Udemy In Depth, 2018). However, smartphones have given rise to new forms of digital distraction and employees believe that training can help them to improve their ability to shut out distractions and maintain attention together with regulating policies. Employees do not want a ban on smartphone use at work, just limitations, such as turning off smartphones during meetings (Wahla and Awan, 2014). Few firms will be able to maintain a mobile-free policy while maintaining high productivity in today's market and with the present rate of technology progress (Fahed and Kmeid, 2019), managers must set limitations for their employees as a regulating approach for misuse.

6.2.4. Research objective four and five

The primary goals of objectives four and five were to examine literature and gain insight into the subject matter. According to Rahman (2019), research objectives are a linkage that assists the researcher in carrying the research process from literature review to research methods and the conclusion. Objectives four and five of the research study were to examine the literature on the extent of smartphone usage in the workplace and the positive and negative impacts of smartphones in the workplace. Different literature was reviewed in Chapter two, and it gave the researcher insight into different views from different studies about the extent of smartphone use. The positive and negative use of smartphones in the workplace was also examined. Dittrich's (2020) and Rehman's (2018), studies revealed that smartphone usage negatively impacts workplace productivity and profitability. Studies by AlZwamri and Hussain (2017) and Agarwal and Bhagoliwal (2016) revealed that smartphones have a positive impact on business, which can assist in achieving better productivity and profitability. These studies helped the

researcher to create a basis for arguments during the discussion of the results. They helped the researcher keep an open-minded approach when concluding the research.

6.3 Recommendations

Recommendations are based on the findings of the dissertation study (Sampson, 2017). In today's working environment smartphones are prevalent, due to the modern way of communication across the world. Smartphones have become the leading tool for communication with their computing abilities, which enable employees to use them for both work and personal activities. It is not easy to eradicate smartphones in people's lives since they represent the progress of technology. Smartphones have proved to have both positive and negative impacts in the workplace, and this is evident from the previous studies and in the results of the present study. Activities such as social media are mainly found to be an interference in workflows, while other applications have been seen to aid productivity. The main challenge stems when the smartphone's negative impact outweighs the positive impacts, which subsequently affects productivity and profitability. In objective one, a business should integrate smartphones as an official working tool. This can be done by issuing smartphones to employees so the IT department can be able to monitor and manage the use of those smartphones. Additionally, businesses can allow employees to bring their own smartphones and issue incentives to those that are using them for the benefit of the business and issue penalties to those that are not. For objective two, a business should upgrade its operating systems to allow employees to perform actual work duties with their smartphones other than communication. This does not mean there will be a zero-personal activity on the smartphone, but the majority of time will be utilised on work activities, as it currently happens with desktops in working environments. Businesses should develop specialised smartphone applications that are suitable for their working processes to increase productivity. These applications should come with specialised internal communication applications that will enable staff to communicate about work activities to avoid using applications such as WhatsApp which causes distraction. For objective three, the business should ensure there is a policy to manage the use of smartphones in the workplace, together with other similar gadgets. This helps when it comes to disciplinary actions towards employees. The policy serves as a guiding

tool to navigate the management of technological gadgets in the workplace. Businesses must have smartphone etiquette approaches like flexible hours of use, restrictive use, case-by-case use, and finally train employees about the do's and don'ts of using smartphones in the workplace to create a harmonious working environment. The employer should start by accepting the use of smartphones in the workplace and making it official, then integrate smartphones into the work processes, then develop the policy to manage smartphones, then train the employees about the new systems that will use smartphones and employ suitable smartphone etiquette strategies that will allow employees autonomy, while exhibiting superior results in production or service delivery.

6.4 Study Contribution to Knowledge

The findings of this study will be valuable to the service-based business management as an input or basis for improving their performance. The company's main goal is to increase its profit margins. Management can improve its performance by focusing on some elements that have a beneficial impact on a company's profitability, such as productivity through proper management of smartphone use in the workplace and reduced time used on non-work-related activities. This research represents a significant step forward in comprehending the difficulties surrounding the influence of smartphones on service-based business productivity and profitability in South Africa.

6.5 Limitations of the Study

This section explain the unforeseen situations that limited the sampling and the interpretation of the dissertation research findings. Limitations are unplanned restrictions, whereas delimitations are anticipated restrictions. Unexpected issues with sampling, measurements, treatment, data analysis, and method execution may result in limitations. Awareness of the dissertation's limitations may also aid students and other researchers in avoiding similar issues in future study (Sampson, 2017).

- Due to a time limitation, a non-probability sampling approach called convenience and purposive sampling was utilised to pick respondents. The customer service team is not the only one that uses a smartphone at work, but the sample size was

limited due to the study's modest size. As a result, the findings cannot be applied to the entire population of employees in the workplace.

- The study's findings did not apply to all customer service businesses in Pietermaritzburg, KwaZulu Natal, or South Africa; rather, they were limited to the population of Pietermaritzburg's National Botanical Garden. As a result, the interpretation of service-based firms in South Africa will be subjective. However, the findings can be utilized to examine similar trends in the context of South African service-based firms.

6.6 Scope for Future Research

The findings of this study paved the way for future research in the following manner:

- In the future, a complete examination of the benefits of smartphones and how they contribute to the development and enhancement of employee productivity and work performance will be possible. The current study is focussed on managing smartphones in the workplace, yet there is a lack of research in the African context on employee growth and performance using smartphones.
- To see if the results can be utilised as a general assumption, the current study has to be scaled up to a national scale with a considerably larger sample size. Due to its small size, this study may have missed some underlying similarities and differences.
- This research focussed on service-based businesses, using a case study of the National Botanical Garden in Pietermaritzburg, a government-owned enterprise, and the integration of the private sector in the future could aid in the discovery of new results or the addition of existing ones.

6.7 Conclusion

The goal of this study was to investigate if smartphone etiquette might be adopted in the workplace in a service-based firm, using the National Botanical Garden in Pietermaritzburg, South Africa as an example. To collect data from the study sample, the researchers employed a qualitative research approach that comprised interviews and focus groups. Overall, the findings suggest that smartphone use in the office is ubiquitous

and has had a negative impact in the workplace. Due to the increased time squandered, it has a negative impact on work productivity and profitability, which directly decreases job efficiency and staff productivity. The data also revealed that there was no policy in place to control smartphones in the workplace, indicating that there is a great demand for smartphone etiquette and a smartphone management tool in the workplace.

REFERENCES

- Abdullah, U., Agung, H.S., Glory, A., and Sugiharto. (2018). Business model canvas as a solution for competing strategy of small business in Indonesia. *International Journal of Entrepreneurship*, 22(1), pp.1-9.
- Abraham, A. (2017). Global Mobile Consumer Survey: The South African Cut. Deloitte. (Online) Available at: https://www2.deloitte.com/content/dam/Deloitte/za/Documents/technology-media/telecommunications/ZA-Deloitte-South-Africa-Mobile-Consumer-Survey-2017-Mobile_090718.pdf. (Retrieved 11 January 2021).
- Adom, D., Hussein, D.E., and Agyem, J.A. (2018). Theoretical and conceptual framework: mandatory ingredients of a quality research. *International Journal of Scientific Research*. 7(1), pp.437-441. (Online) Available at: <https://www.researchgate.net/publication/322204158>. (Retrieved 29 January 2021).
- Agarwal, S. and Bhagoliwal, P. (2016). Smart Phones are a Potential Tool for Successful Business: A Literature Review. 5(3), pp.451-454. (Online) Available at: <https://research-advances.org/index.php/RAJMSS/article/view/640>. (Retrieved 17 January 2021).
- Agrawal, V., and Panwar, S. (2019). Enlighten the Effect of Smartphone Usage on Employee Engagement and Employee Performance in Higher Educational Institutions. *International Conference on Sustainable Computing in Science, Technology and Management*, February 28-29, pp.2047-2056. (Online) Available at: Enlighten the Effect of Smartphone Usage on Employee Engagement and Employee Performance in Higher Educational Institutions by Vinita Agrawal, Shikha Panwar: SSRN. (Retrieved 07 February 2021).
- Ahmed, S. Vaska, M., and Turin, T.C. (2016). Conducting a Literature Review in Health Research: Basics of the Approach, Typology and Methodology. 5, pp.44-51. (Online) Available at: https://acfp.ca/wp-content/uploads/2018/04/101-Types-of-Review-Salim_Marcus_Turin.pdf. (Retrieved 12 March 2021).
- Aisel.aisnet.org. (2020). "Exploratory Study On Users' Behaviour: Smartphone Usage" By Leigh, A., Mutchler, J.P., Shim et al. (Online) Available at:

http://aisel.aisnet.org/amcis2011_submissions/418?utm_source=aisel.aisnet.org%2Famcis2011_submissions%2F418&utm_medium=PDF&utm_campaign=PDFCoverPages. (Retrieved 11 April 2020).

- Ajaegbu, O.O., Ajaegbu, C, and Sodeinde, O.A. (2019). Perspective Smartphone Technological Advancement Trends: A Scheme for Knowledge Acquisition Towards Societal Development. *Information Technology Journal*, 18(1): pp.1-7. (Online) Available at: <https://scialert.net/fulltext/?doi=itj.2019.1.7>. (Retrieved 15 January 2021).
- Akinyode, B.F., and Khan, T.H. (2018). Step by step approach for qualitative data analysis. *International Journal of Built Environment and Sustainability (IJBES)*, 5(3), pp. 163-174.
- Allabouche, K., Diouri, O., Gaga, A., Amrani, N.E., and Idrissi, E. (2016). Mobile phones' social impacts on sustainable human development: case studies, Morocco and Italy. *The International Journal: Entrepreneurship and sustainability issues*, 4(1), pp.64-73.
- Alas, A. (2017). The Interpretative Phenomenological Analysis (IPA): A Guide to a Good Qualitative Research Approach. *International Journal of Education and Literacy Studies*, 5(2), pp.9-19.
- Alvi, M.H. (2016). A Manual for Selecting Sampling Techniques in Research. University of Karachi: Iqra University. (Online) Available at: https://mpra.ub.uni-muenchen.de/70218/1/MPRA_paper_70218.pdf. (Retrieved 07 April 2020).
- AlZwamri, A.A.F., and Hussain, N. (2017). The impact of smartphones on work productivity as perceived by employees at a government department in Salalah, Oman. *Journal of Islamic Social Sciences and Humanities*, 12, pp.25-33.
- Anunciação, P., Hayashi Jr, P., Abib, G. Batista, L.F. (2016). Ethics, Etiquette and Purpose of Life: In Search of the Coevolution's Missing Link in the Strategic Field. *Asian Journal of Economics, and Empirical Research*. (Online) Available at: <http://asianonlinejournals.com/index.php/AJEER>. (Retrieved 09 January 2021).

- Arifin, S.R.M. (2018). Ethical Considerations in Qualitative Study. *International Journal of Care Scholars*, 1(2), pp.30-33. (Online) Available at: <https://www.researchgate.net/publication/328019725>. (Retrieved 10 January 2021).
- Asiamah, N., Mensah, H.K., and Oteng-Abayie, E. (2017). General, Target, and Accessible Population: Demystifying the Concepts for Effective Sampling. *The Qualitative Report*, 22(6), pp.1607-1621.
- Assiri, W. (2016). Risk of Loss of Productivity In Workplaces. *International Journal of Scientific and Technology Research*, 5(5), pp. 118-120. (Online) Available at: <http://www.ijstr.org/>. (Retrieved 06 February 2021).
- Aslam, A., AlZwamri, F., and Hussain, N. (2017). The impact of smartphones on work productivity as perceived by employees at a government department in Salalah, Oman. *Journal Al abqari*, 20.
- Baddap, P.S. (2020). Do Smartphone Affect Workplace Productivity? *AIMS Institute of Management Studies*. 3(12), pp. 226-227. (Online) Available at: Do Smartphone Affects Workplace Productivity? (irejournals.com). (Retrieved 23 January 2021).
- Barrett, D. and Twycross, A. (2018). Data collection in qualitative research. *Evidence-Based Nursing*, 21(3), pp.63-64.
- Bavdekar, S.B. (2015). Writing the Discussion Section: Describing the Significance of the Study Findings. *Journal of the Association of Physicians of India*, 63, pp.40-41.
- Bonache, J., and Festing, M. (2020). Research paradigms in International human resource management: An epistemological systematisation of the field. *German Journal of Human Resource Management*, 34(2), pp.99–123.
- Boru, T. (2018). Chapter five research design and methodology 5.1. Introduction Citation: Lelissa TB (2018); Research Methodology; University of South Africa, PHD Thesis.
- Burns, A. (2015). *Action Research, in a book: The Cambridge Guide to Research in Language Teaching and Learning* (pp.99-104) Edition: First Publisher: Cambridge: Cambridge University Press. Editors: J. D. Brown and C. Coombe.
- Burrell, G., and Morgan, G. (2016). *Sociological Paradigms and Organisational Analysis*. Abingdon: Routledge (originally published by Heinemann 1979).

- CAI, X. (2017). Smartphone usage: devil or angel? An examination of the influence of smartphone usage on employees' work outcomes. MSc. in Business Administration-Leadership and Management track. University of Amsterdam.
- Canals, L. (2017). Instruments for gathering data. In E. Moore and M. Dooly (Eds), *Qualitative approaches to research on plurilingual education* (pp.390-401). Research-publishing.net.
- Cascio, W.F., and Montealegre, R. (2016). 'How Technology is Changing Work and Organisations'. *Annual Review of Organisational Psychology and Organisational Behaviour*, 3, pp.349-375.
- Castleberry, A., and Nolen, A. (2018). Thematic analysis of qualitative research data: Is it as easy as it sounds? *Currents in Pharmacy Teaching and Learning*. Elsevier, 10, pp.807-815.
- Chmielarz, W. (2020). The Usage of Smartphone and Mobile Applications from the Point of View of Customers in Poland. (Online) Available at: <https://www.mdpi.com/2078-2489/11/4/220/pdf>. (Retrieved 08 January 2021)
- Colbert, A., Yee, N., and George, G. (2016). The digital workforce and the workplace of the future. *Academy of Management Journal*. 59(3), pp.731–739. (Online) Available at: <http://dx.doi.org/10.5465/amj.2016.4003>. (Retrieved 25 January 2021).
- Corona, V. (2017). An ethnographic approach to the study of linguistic varieties used by young Latin Americans in Barcelona. In E. Moore and M. Dooly (Eds), *Qualitative approaches to research on plurilingual education* (pp.170-188). Research-publishing.net.
- Crawford, L.M. (2020). *Conceptual and Theoretical Frameworks in Research*. SAGE publications, Inc: Thousand Oaks.
- Cropley, A.J. (2019). *Qualitative research methods: A practice-oriented introduction for students of psychology and education*, (2nd updated, revised, and enlarged edition). Riga, Latvia: Zinātne.
- Daniel, E. (2016). The Usefulness of Qualitative and Quantitative Approaches and Methods in Researching Problem-Solving Ability in Science Education Curriculum. *Journal of Education and Practice*, 7(15), pp.91-100.

- Datta, S. (2018). Sampling methods. (Online) Available at: <https://www.researchgate.net/publication/327891202>. (Retrieved April 2021).
- Department: Statistics South Africa (2020). The State of the Nations Address 2019. (Online) Available at: <http://www.statssa.gov.za/?p=11030>. (Retrieved 15 March 2021).
- Dery, K., Sebastian, I., and Van der Meulen, N. (2017). The Digital Workplace is Key to Digital Innovation. *MIS Quarterly Executive*, 16 (2), pp.135-152.
- Digital Skills Research (2018). The Digital Workplace Skills Framework Ensuring the workforce is ready to work digitally, 01, pp.1-42.
- Dittrich, S. (2020). Understanding the relationship between smartphone addiction, flow, and productivity. Thesis submitted in fulfilment of the requirements for the Bachelor Degree in Psychology in University of Twente, Netherlands. (Online) Available at: http://essay.utwente.nl/81544/1/Dittrich_BA_BMS.pdf. (Retrieved 21 September 2021).
- Dooly, M., and Moore, E. (2017). Introduction: qualitative approaches to research on plurilingual education. In E. Moore and M. Dooly (Eds), *Qualitative approaches to research on plurilingual education* (pp.1-10). Research-publishing.net.
- Dukea, E., and Montagb, C. (2017). Smartphone addiction, daily interruptions, and self-reported productivity: *Addictive Behaviors Reports*, 6, pp.90-95. (Online) Available at: <https://www.sciencedirect.com/science/article/pii/S2352853217300159?via%3Dihub>. (Retrieved 17 January 2021).
- Elephant, N., and Maphela, B. (2018). An analysis of the importance of mobile technology on small businesses in Noordwyk. *International Journal of Entrepreneurship*. 22(4), pp.1-16.
- Eriana, A., Agus, R., Disman, L., and Adi, W. (2018). Breakthrough in Indonesian Creative Industry through Soft Innovation. *International Journal of Entrepreneurship*, 22(2), pp.1-10.
- Essack, T. (2015) Smartphone usage of at an I.T. Firm: College of Law and Management Studies School of Management, IT and Governance: Master of Commerce Degree. University of KwaZulu Natal, Pietermaritzburg.

- Estrada, L.M., and Koolen, M. (2018). Audiovisual Media Annotation Using Qualitative Data Analysis Software: A Comparative Analysis. *The Qualitative Report*, 23(13), pp. 40-60.
- Etikan I, and Bala K. (2017). Sampling and sampling methods. *Biometrics and Biostatistics International Journal*, 5(6), pp.215–217.
- Evaluation Briefs (2018). Data Collection Methods for Program Evaluation: Focus Groups. U.S. Department of Health and Human Services, 13 (i). (Online) Available at: <http://www.cdc.gov/healthyouth/evaluation/index.htm>. (Retrieved 27 April 2021).
- Fahed, S.A., and Kmeid, R. (2019). Mobile Phone Misuse in the Workplace. *Journal of Mobile Technologies, Knowledge and Society*, pp1-6. (Online) Available at: from <https://ibimapublishing.com/articles/JMTKS/2019/201260/>. (Retrieved 23 January 2021).
- Faryadi, Q. (2019). PhD Thesis Writing Process: A Systematic Approach—How to Write Your Methodology, Results and Conclusion, pp.766-783.
- Frey, B. (2018). *The SAGE encyclopedia of educational research, measurement, and evaluation* (Vols. 1-4). Thousand Oaks,, CA: SAGE Publications, Inc.
- Gani, N.I.A., Rathakrishnan, M., and Krishnasamy, H.N. (2020). A pilot test for establishing validity and reliability of qualitative interview in the blended learning English proficiency course. *Journal of Critical Reviews*, 7(5), pp.140-143.
- Gentles, S.J., Charles, C., Ploeg, J., and McKibbon, K. (2015). Sampling in Qualitative Research: Insights from an Overview of the Methods Literature. *The Qualitative Report*, 20(11), pp.1772-1789. (Online) Available at: <http://nsuworks.nova.edu/tqr/vol20/iss11/5>. (Retrieved 26 April 2021).
- Gowthami, S., and Kumar, S.V.K. (2016). Impact of Smartphone: A pilot study on positive and negative effects. *International Journal of Scientific Engineering and Applied Science (IJSEAS)*, 2(3), pp.473-478.

- Grover, V. (2015). Research approach: an overview. *Golden Research Thoughts*, 4(8), pp.1-12. (Online) Available at: <https://www.researchgate.net/publication/273352276>. (Retrieved 20 April 2021).
- GSMA (2020). The Mobile Economy Sub-Saharan Africa. (Online) available at: https://www.gsma.com/mobileeconomy/wpcontent/uploads/2020/09/GSMA_Mobile_Economy2020_SSA_Eng.pdf. (Retrieved 16 February 2022).
- GSMA (2020).The State of Mobile Internet Connectivity Report. (Online) available at: <https://www.gsma.com/r/wp-content/uploads/2020/09/GSMA-State-of-Mobile-Internet-Connectivity-Report-2020.pdf>. (Retrieved 14 February 2022).
- Guetterman, T.C. (2015). Descriptions of Sampling Practices within Five Approaches to Qualitative Research in Education and the Health Sciences [48 paragraphs]. *Forum Qualitative Sozialforschung / Forum: Qualitative Social Research*, 16(2), p.25.
- Gul, W. (2019). Strategy: Can a Research Methodology Be Proposed from Islamic Sources of Knowledge? *International Business Research*, 12(7), pp.83-95.
- Guntur, G. (2019). A conceptual framework for qualitative research: a literature studies. *Capture Journal Sene Media Record*. 10(2), pp.91-106. (Online) Available at: <https://jurnal.isi-ska.ac.id/index.php/capture/article/view/2447>. (Retrieved 27 January 2021).
- Harrison, H., Birks, M., Franklin, R., and Mills, J. (2017). Case Study Research: Foundations and Methodological Orientations. *Forum: Qualitative Social Research*, 18(1), pp.1-17.
- Hassan, S.U., and Madugu, U. (2015). The imperative of population sampling in social science research. *Global Journal of Political and Science and Administration*, 3(3), pp.49-57.
- Held, M.B.E. (2019). Decolonising Research Paradigms in the Context of Settler Colonialism: An Unsettling, Mutual, and Collaborative Effort. *International Journal of Qualitative Methods*. 18, pp.1-6.

- Hiratsuka, T. (2018). An inside look at the process of qualitative data analysis: Studies in Japan Association for Language Education and Technology, Kansai Chapter, Methodology Special Interest Group (SIG), 11, pp.1-22.
- Ibrahim, J., Ros, R.C., Sulaiman, N.F., Nordin, R.C., and Yuan, L.Z. (2014). Positive Impact of Smartphone Application: Whatsapp and Facebook for Online Business. *International Journal of Scientific and Research Publications*, 4(12), pp.1-4.
- Igwenagu, C. (2016). *Fundamentals of research methodology and data collection*. LAP Lambert Academic Publishing. (Online) Available at: <https://www.researchgate.net/publication/303381524>. (Retrieved 20 April 2021).
- iiMedia. (2016). iiMedia report on 2015–2016 smartphone market in China. (Online) Available at: <http://www.iimedia.cn/41787.html>. (Retrieved 23 January 2021).
- Ijumba, B.C. (2016). Factors affecting the choice of and satisfaction with mobile phones: an investigation of the University of KwaZulu-Natal students' school of management, it and governance college of law and management studies. Degree of Master of Commerce, University of KwaZulu Natal, Pietermaritzburg.
- ILTA. (2016). Codes of Ethics. (Online) Available at: http://www.iltaonline.com/images/pdfs/ilta_code.pdf. (Retrieved 29 April 2021).
- Kabir, S.M.S. (2016). *Basic Guidelines for Research: An Introductory Approach for All Disciplines*. Chittagong-4203, Bangladesh: Book Zone Publication
- Kalavar, J.M., and Swinehart, J. (2018). *Human Development and Family Studies*. Penn State University: New Kensington campus.
- Kamal, S.A. (2019). Research Paradigm and the Philosophical Foundations of a Qualitative Study. *PEOPLE: International Journal of Social Sciences*, 4(3), pp.1386-1394.
- Kivunja, C., and Kuyini, A.B. (2017). Understanding and Applying Research Paradigms in Educational Contexts. *International Journal of Higher Education*.6 (5). (Online) Available at: <https://doi.org/10.5430/ijhe.v6n5p26>. Retrieved 03 April 2021
- Kivunja, C. (2018). Distinguishing between Theory, Theoretical Framework, and Conceptual Framework: A Systematic Review of Lessons from the Field.

- International Journal of Higher Education*. 7(6), pp.44-45. (Online) Available at: <https://doi.org/10.5430/ijhe.v7n6p44>. (Retrieved 28 January 2021)
- Krejcie, R., and Morgan, D. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, pp.607-610.
- Kruger, D., Juhasz, D., Saunder, C., Misevich, S., Duan, A., Heyblom, A. and Phaneuf, C. (2018). Factors Predicting Observed Cellphone Use in a Midwestern USA University Campus Area. *Human Ethology Bulletin*, 33(2), pp.5-12.
- Lee, S., and In, J. (2017) Korean Journal Anaesthesiology: Statistical Data Presentation. 70(3), pp.267-276. (Online) Available at: <https://ekja.org/journal/view.php?doi=10.4097/kjae.2017.70.3.267>. (Retrieved 09 April 2021).
- Lee, K., Lee, M., and Kim, K. (2017). Are Smartphones helpful? An empirical investigation of the role of Smartphones in users' role performance. *International Journal of Mobile Communications*, 15(2), pp.119-143.
- Leedy and Ormond (2016). *Practical research: Planning and design*. 11th ed. Boston, CA: SAGE.
- Li, L. and Lin, T.TC. (2019). Smartphones at Work: A Qualitative Exploration of Psychological Antecedents and Impacts of Work-Related Smartphone Dependency. *International Journal of Qualitative Methods*. 18, pp.1–12.
- Liu, L. (2016). Using Generic Inductive Approach in Qualitative Educational Research: A Case Study Analysis. *Journal of Education and Learning: Canadian Centre of Science and Education*, 5(2), pp.129-135.
- Malackaničová, B. (2016). Increasing the competitiveness and Profitability of a small and medium-sized Enterprise: Increasing the competitiveness and profitability of case company x. (Online) Available at: <https://core.ac.uk/download/pdf/80989014.pdf>. (Retrieved 09 January 2021).
- Magliozzi, D., Saperstein, A., and Westbrook, L (2016). Scaling Up: Representing Gender Diversity in Survey Research. *Socius: Sociological Research for a Dynamic World*, 2 (pp.1–11). (Online) Available at:

<https://journals.sagepub.com/doi/pdf/10.1177/2378023116664352>. (Retrieved 30 April 2021).

Majid, U. (2018). Research fundamentals: Study design, population, and sample size. *URNCSST Journal*, 2(1), pp.1-7.

Makombe, G. (2017). An Expose of the Relationship between Paradigm, Method and Design in Research. *The Qualitative Report*, 22(12), pp.3363-3382.

Margaretha, F., and Supartika, N. (2016). Factors Affecting Profitability of Small Medium Enterprises (SMEs) Firm Listed in Indonesia Stock Exchange. *Journal of Economics, Business and Management*. 4(2), pp.132-137. (Online) Available at: https://www.researchgate.net/publication/283179522_Factors_Affecting_Profitability_of_Small_Medium_Enterprises_SMEs_Firm_Listed_in_Indonesia_Stock_Exchange. (Retrieved 23 January 2021).

Mark, D. (2019). Benefits of Mobile Technology for Business. Business Solutions, INC. (Online) Available at: <https://denmarkbusinesssolutions.com/2019/05/01/benefits-of-mobile-technology-for-business/>. (Retrieved 05 February 2021).

Marshall, C., and Rossman, G.B. (2016). *Designing qualitative research*. 6th ed. Thousand Oaks, CA: SAGE.

Masarweh, M.A., and Afndy, W. (2018). The Impacts Factors of Using the Smartphone at Work Environments in Developing Countries: The Case of Saudi Arabia. *World of Computer Science and Information Technology Journal (WCSIT)*. 8(2), pp.7-12. (Online) Available at: <http://oaji.net/articles/2017/567-1528557184.pdf>. (Retrieved 21 January 2021).

Maxwell, J. (2013). *Qualitative research design: An interactive approach*. 3rd ed. Thousand Oaks, CA: SAGE.

Melumad, S. and Meyer, R. (2020). Full Disclosure: How Smartphones Enhance Consumer Self-Disclosure. *American Marketing Association*, 84(3), pp.28-45. (Online) available at: <https://www.researchgate.net/publication/340012608>. (Retrieved 12 February 2022).

- Mertens, D.M. (2015). *Research and evaluation in education and psychology: Integrating diversity with quantitative, qualitative, and mixed methods* (4th Ed.). Thousand Oaks, CA: Sage.
- Miles, M.B., Huberman, A.M., and Saldana, J. (2014). *Qualitative data analysis: A methods sourcebook*. 3rd ed. Thousand Oaks, CA: SAGE.
- Mills, A.J., and Mills, J.H. (2018) Archival research. In *The sage handbook of qualitative business and management research methods* (pp.32-45). SAGE Publications Ltd. (Online) Available at: <https://www.doi.org/10.4135/9781526430236>. (Retrieved 30 April 2021).
- Mohajan, H.K. (2017). Research Methodology. *Munich Personal RePEc Archive*. (Online) Available at: <https://mpra.ub.uni-muenchen.de/83457/>. (Retrieved 30 April 2021).
- Mohajan, H.K. (2017). Two Criteria for Good Measurements in Research: Validity and Reliability. *Munich Personal RePEc Archive. Annals of Spiru Haret University*, 17(3), pp.58-82.
- Mongardini, J. and Radzikowski, A. (2020). Global Smartphone Sales May Have Peaked: What Next?. IMF Working Paper. (Online) available at: https://www.researchgate.net/publication/342442374_Global_Smartphones_Sales_May_Have_Peaked. (Retrieved 15 February 2022).
- Montag, C., Błaszczewicz, K., Sariyska, R., Lachmann, B., Andone, L., Trendafilov, B. Eibes, M., and Markowetz, A. (2015) Smartphone usage in the 21st century: who is active on WhatsApp? (Online) Available at: <https://bmcrenotes.biomedcentral.com/articles/10.1186/s13104-015-1280-z>. (Retrieved 07 January 2021).
- Moser, A., and Korstjens, I. (2018). Series: Practical guidance to qualitative research. Part 3: Sampling, data collection and analysis. *European Journal of General Practice*, 24(1), pp.9-18.

- Mullan, K., and Wajcman, J. (2017). Have mobile devices changed working patterns in the 21st century? A time-diary analysis of work extension in the UK. (Online) Available at: <http://eprints.lse.ac.uk/84051/>. (Retrieved 08 January 2021).
- Neeta, S., and Poonam, A. (2015). Effects of growing mobile usage at the workplace and its impact on work productivity - A detailed analysis: *Global Journal of Research in Business and Management*. 2(1), pp.82-91.
- Nestian, S.A., Tită, S.M., and Turnea, E.S. (2020). Using Mobile Phones at Work in Personal and Professional Information Processes. (Online) Available at: <https://www.mdpi.com/2071-1050/12/3/965/pdf>. (Retrieved 08 January 2021).
- Olanike, A.A. (2016). Adoption and use of electronic instructional media among academics in selected universities in South-West Nigeria. Thesis submitted in fulfilment of the requirements for the degree of Doctor of Philosophy (Information Studies) in the School of Social Sciences, College of Humanities, University of KwaZulu-Natal, and Pietermaritzburg, South Africa. (Online) Available at: [Alabi_Adefunke_Olanike_2016.pdf](#) (ukzn.ac.za). (Retrieved 12 March 2021).
- Osborne, S., and Hammoud, M.S. (2017). Effective Employee Engagement in the Workplace. *International Journal of Applied Management and Technology*, 16(1), pp.50–67.
- Oxford Economics (2017). Building the Digital Workplace: What Comes Next in the Mobile Revolution. (Online) Available at: <http://www.oxfordeconomics.com/my-oxford/projects/365465>. (Retrieved 28 February 2021).
- Pandey, P. and Pandey, M.M. (2015). *Research methodology: tools and techniques*. Bridge Center, Romania: European Union. (Online) Available at: https://archive.org/stream/adela_rmtt/9_djvu.txt. (Retrieved 17 April 2021).
- Parasuraman S., Sam, A.T., Yee, S.W., Chuon, B.L., and Ren, L.Y. (2017). Smartphone usage and increased risk of mobile phone addiction: A concurrent study. *International Journal of Pharmaceutical Investigation*.7, pp.125-31. (Online) Available at: (PDF) Smartphone usage and increased risk of mobile phone addiction: A concurrent study (researchgate.net). (Retrieved 16 January 2021)
- Patel, M., and Patel, N. (2019). Exploring Research Methodology: Review Article. *International Journal of Research and Review*, 6(3), pp.48-55.

- Patton, M.Q. (2015). *Qualitative research & evaluation methods: Integrating theory and practice* (4th ed.). Thousand Oaks, CA: Sage.
- Pew Research Center: Internet, Science and Tech. (2020). Stories from Experts about the Impact of Digital Life. (Online) Available at: <https://www.pewresearch.org/internet/2018/07/03/the-positives-of-digital-life/>. (Retrieved 10 April 2021).
- Pew Research Center: Internet, Science and Tech. (2020). Stories from Experts about the Impact of Digital Life. (Online) Available at: <https://www.pewresearch.org/internet/2018/07/03/the-negatives-of-digital-life/>. (Retrieved 11 April 2021).
- Pitichat, T. (2013). Smartphones in the workplace: Changing organizational behavior, transforming the future, *LUX: A Journal of Transdisciplinary Writing and Research from Claremont Graduate University*, 3:1(13), pp. 1-10.
- Priyadarshini, M.K., Leena, R.P., and Venkatesan, R. (2018). Smartphone Usage and Job Performance - Assistance or Interference to Work. *International Journal of Pure and Applied Mathematics*. 119(17), pp.2651-2663. (Online) Available at: <http://www.acadpubl.eu/hub/>. (Retrieved 31 January 2021)
- Pugh, S. (2017). Investigating the relationship between: Smartphone Addiction, Social Anxiety, Self-Esteem, Age and Gender. Submitted in partial fulfilment of the requirements of the BA Hons in Psychology at Dublin Business School, School of Arts, Dublin.
- Rahi, S. (2017). Research Design and Methods: A Systematic Review of Research Paradigms, Sampling Issues and Instruments Development. *International Journal of Economics and Management Science*, 6 (2), pp.1-5.
- Rahima, A., Safina, S.Z., Khenga, L.K., Abasa, N., and Alia, S.M. (2016). Factors Influencing Purchasing Intention of Smartphone among University Students. Fifth international conference on marketing and retailing (5th incomar). *Procedia Economics and Finance*, 37, pp.245–253. (Online) Available at <https://core.ac.uk/download/pdf/82056317.pdf>. (Retrieved 11 January 2021).

- Rahman, M.M. (2019). Theoretical Aspects of Research. (Online) available at: <https://www.researchgate.net/publication/334806748>. (Retrieved on 22 February 2022).
- Rahman, M.S (2017). The Advantages and Disadvantages of Using Qualitative and Quantitative Approaches and Methods in Language "Testing and Assessment" Research: A Literature Review. *Journal of Education and Learning*, 6(1), pp.101-112.
- Rashid, Y., Rashid, A., Warraich, M.A., Sabir, S.S., and Waseem, A. (2019). Case Study Method: A Step-by-Step Guide for Business Researchers. *International Journal of Qualitative Methods*, 18, pp.1-13.
- Ravitch, S.M., and Riggan, M. (2017). *Reason and Rigor: How conceptual frameworks guide research*. 2nd ed. Thousand Oaks, CA: SAGE.
- Rehman, A.A., and Alharthi, K. (2016). An Introduction to Research Paradigms. *International Journal of Educational Investigations*, 3(8), pp.51-59. (Online) available at: <http://www.ijeionline.com/attachments/article/57/IJEI.Vol.3.No.8.05.pdf> (Retrieved 21 September 2021).
- Rehman, A. (2018). Impact of Smart Phone Usage on Work Neglect with Mediating Role of Cyber Loafing and Moderating Role of Work Engagement. A thesis submitted in partial fulfillment for the degree of Master of Science in Management Sciences in the Faculty of Management & Social Sciences Department of Management Sciences. Capital University of Science and Technology in Islamabad: Pakistan.
- Roller, M.R. (2019). A Quality Approach to Qualitative Content Analysis: Similarities and Differences Compared to Other Qualitative Methods. *Forum: Qualitative Social Research*, 20(3) (31), pp.1-22.
- Salleh I.S., Ali N.S.M., Yusof K.M., and Jamaluddin H. (2017). Analysing qualitative data systematically using thematic analysis for deodorizer troubleshooting in palm oil refining, *Chemical Engineering Transactions*, 56, pp.1315-1320.

- Sampson Jr, J.P. (2017). A Guide to Quantitative and Qualitative Dissertation Research (2nd Ed). College of Education Florida State University, Tallahassee. (Online) Available at: <http://diginole.lib.fsu.edu/islandora/object/fsu%3A207241>. (Retrieved 10 July 2021).
- Samuel Dittrich (2020). Smartphone use, flow, and productivity Understanding the Relationship between Smartphone Use, Flow, and Productivity: University of Twente.
- SANBI (2020). The National Botanical and Zoological Gardens. (Online) Available at: <https://www.sanbi.org/resources/documents/>. (Retrieved 28 January 2021).
- Saunders, M.N.K., Lewis, P., and Thornhill, A. (2018). *Research methods for business students*, 8th Ed. Pearson Education Limited: New York.
- Sauermann, J. (2016). Performance measures, and worker productivity. IZA World of Labour. (Online) Available at: <https://wol.iza.org/uploads/articles/260/pdfs/performance-measures-and-worker-productivity.pdf>. (Retrieved 09 January 2021)
- Sendawula, K., Kimuli, S.N., Bananuka, J., and Muganga, G.N. (2018). Training, employee engagement and employee performance: Evidence from Uganda's health sector. *Cogent Business and Management*. (Online) Available at: <https://doi.org/10.1080/23311975.2018.1470891>. (Retrieved 28 February 2021).
- Souza, A.C., Alexandre, N.M.C., and Guirardello, E.B. (2017). Psychometric properties in instruments evaluation of reliability and validity. *Applications of Epidemiology*, 26 (3), pp.1-10.
- Showkat, N. (2017). Non-Probability and Probability Sampling. Pp. 1-10. (Online) Available at: <https://www.researchgate.net/publication/319066480>. (Retrieved 07 April).
- South African Government (2019). Tourism Official guide to South Africa. (Online) Available at: <https://www.gov.za/about-sa/tourism>. (Retrieved 15 March 2021)

- Statista Research Department (2019). Total population of South Africa in 2019, by ethnic groups. (Online) Available at: <https://www.statista.com/statistics/1116076/total-population-of-south-africa-by-population-group/>. (Retrieved 09 July 2021).
- Syntonic Inc (2016). BYOD Usage in the Enterprise. Employer Report by Information Solutions Group.
- Taherdoost, H. (2016). Sampling Methods in Research Methodology; How to Choose a Sampling Technique for Research. *International Journal of Academic Research in Management (IJARM)*, 5, pp.1-11.
- Taherdoost, H. (2016). Validity and Reliability of the Research Instrument; How to Test the Validation of a Questionnaire/Survey in a Research. *International Journal of Academic Research in Management (IJARM)*, 5(3), pp.28-36.
- Thando Nkohla-Ramunenyiwa (2017) Virtual ontology, moral responsibility, and agency: The ethical implications of mobile communication technology use on parenting style in Pietermaritzburg. Degree of Master of Commerce, University of KwaZulu Natal, Pietermaritzburg.
- The South African Labour Guide (2019).The 2019 edition of the Labour Law and Employment Manual. (Online) Available at: <https://www.labourguide.co.za/conditions-of-employment/2308-2019-labour-law-and-employment-manual>. (Retrieved 02 August 2021).
- Tombs, M., and Pugsley, L. (2020). *Understand Research Philosophies and Paradigms in Medical Education*. A Center for Medical Education: Cardiff University.
- Tuffour, I. (2017). A Critical Overview of Interpretative Phenomenological Analysis: A Contemporary Qualitative Research Approach. *Journal of Healthcare Communications*, 2(4: 52), pp.1-5.
- Udemy In Depth (2018) Workplace Distraction Report. Udemy for Business. (Online) Available at: Udemy for Business | the destination for workplace learning. (Retrieved 13 February 2021).

- Vaismoradi, M., and Snelgrove, S. (2019). Theme in Qualitative Content Analysis and Thematic Analysis. *FORUM: Qualitative Social Research*, 20(3), pp.1-14.
- Vakili, M.M., and Jahangiri, N. (2018). Content Validity and Reliability of the Measurement Tools in Educational, Behaviuoral, and Health Sciences Research. *Journal of Medical Education Development*, 10(28), pp.106 – 119.
- Wahla, R.S., and Awan, A.G. (2014). Mobile Phones Usage and Employees' Performance: A Perspective from Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 4(4), pp.153–165.
- Yin, R.K. (2014). *Case study research: Design and methods*. Los Angeles, CA: Sage.

APPENDICES

APPENDIX A: INFORMED CONSENT

University of KwaZulu Natal (PMB Campus) under the School of Management, IT & Public Governance

Dear Respondent

Master of Commerce Research Project

Researcher: Mbusowakhe P Zondi (+27 81 4833 730) **Supervisor:** Prof Maxwell Phiri (+27 33 260 5843) **Research Office:** Prof Isabel Martins (+27 31 2604557)

I am a Master of Commerce Student (Mbusowakhe Zondi) from the University of KwaZulu Natal (PMB Campus), under the School of Management, IT & Public Governance. I invite you to participate in a research project titled: *Adoption of smartphone etiquette in the workplace in service-based business. The Case of National Botanical Garden in Pietermaritzburg, South Africa*. The purpose of this research is to establish the extent of smartphone usage by junior managers and customer service staff in a service-based business. To examine the perceived impact of smartphones on productivity and profitability in the workplace by customer service team. To investigate whether the adoption of specific smartphone etiquette approaches can be used to improve production and profitability in the business.

Your involvement in this study is entirely voluntary, and you have the right to refuse or withdraw at any time with no repercussions. There will be no financial benefit to taking part in this study. At the University of KwaZulu-School Natal's of Management and IT & Public Governance, personal information will be kept secure and anonymous. You can contact me or my supervisor, who is indicated above, if you have any further questions concerning the study.

The results of this study will be used to assist the researcher to complete the master's degree. The following are the measures that will be taken: The researcher will conduct semi-structured interviews to acquire data for this study. Telephone interviews and focus groups will be used as a method during the Covid-19 limitations. Interviews will last 20 to 30 minutes, with focus groups lasting 30 minutes to an hour. I hope you will take the time to participate in this study.

Thank you

Researcher's

name:.....Date.....

APPENDIX B: CONSENT LETTER

University of KwaZulu Natal (PMB Campus) under the School of Management, IT & Public Governance

Master of Commerce Research Project

Researcher: Mbusowakhe P Zondi (+27 81 4833 730)

Supervisor: Prof Maxwell Phiri (+27 33 260 5843)

Research Office: Prof Isabel Martins (+27 31 2604557)

CONSENT

Mbusowakhe P. Zondi's study entitled: Adoption of smartphone etiquette in the workplace in service-based business. The Case of National Botanical Garden in Pietermaritzburg, South Africa has been sent to me. I, Name:..... I acknowledge that I have read and comprehended the details of this research study, and that I am willing to participate in it. I was fully informed about the voluntary nature of my participation, and the options of stopping my participation were clearly outlined. The study's objective and techniques are clear to me. The window of opportunity to ask questions was presented to me and I exercised that right adequately and all the replies met my expectations.

.....

.....

Participant Signature

Date

APPENDIX C: ONLINE INTERVIEW FRAME

In-Depth Interviews with Senior Managers

In-depth Interviews			
Demographic Data	I	Age range	
	II	Work Title	
	III	Gender	
	IV	Racial origin	
Date			
Time frame			

Ice breaker: Participant introduction

Please introduce yourself and the department you come from.

Beginning of the Discussion

The main topic of the research is based on the Adoption of Smartphone Etiquette in the Workplace: A case of the selected service-based business in Pietermaritzburg.

THEMES ON SMARTPHONE AND ETIQUETTE

Before further discussions, it is important to explain smartphones and Etiquette within the context of this study to have a firm base to shape our discussions. This explanation will involve practical examples and ensure these terms are clearly defined and understood consensual.

1. Introduction of Smartphones in the workplace

I would like to get your view on how smartphones have changed the operations in the Workplace.

- **Probe:** Discussant's perceptions of smartphones in the workplace, what is the extent of the use of smartphones by senior managers and customer service staff.

2. Impact of smartphones in the workplace

I would like to get your view about the perceived impact that smartphones have on employees' performance/ production and organizational profitability in your workplace.

An example will be given about the meaning of profitability, production, and performance.

Probe: What does employees use the smartphones for in the workplace and for how long during working hours?

3. Policy

I want your view about the policies that govern the use of smartphones in your workplace.

4. Adoption of Smartphone etiquette

I would like to have your view about the adoption of a specific smartphone etiquette approaches to improve production and profitability in your workplace. **An explanation of adoption and etiquette will be given in the context of this research.**

Session closure

For all the participants who briefly wish to add something to the conversation, the window of opportunity is open before we wrap the session.

It was a great pleasure to have such an interactive session with all of you. I would like to extend my sincere gratitude for your participation in this study and I believe most of the information you shared will play a pivotal role in the finalization of this study.

End

APPENDIX D: ONLINE FOCUS GROUP FRAME
Facilitators Guide
Online Focus Group Discussion with Customer service staff

Focus Group Discussion			
Demographic Data	I	Age range	
	II	Work Title	
	III	Gender	
	IV	Racial origin	
Date			
Time frame			

Ice breaker: Participant introduction

Please introduce yourself and the department you come from.

Beginning of the Discussion

The main topic of the research is based on the Adoption of Smartphone Etiquette in the Workplace: A case of the selected service-based businesses in Pietermaritzburg.

THEMES ON SMARTPHONE AND ETIQUETTE

Before further discussions, it is important to explain smartphones and Etiquette within the context of this study to have a firm base to shape our discussions. This explanation will involve practical examples and ensure these terms are clearly defined and understood consensual.

Introduction of Smartphones in the workplace

1. I would like to get your views on how smartphones have changed the operations in the Workplace.

Probe: Discussant's perceptions of smartphones in the workplace, what is the extent of the use of smartphones by customer service staff.

2. Impact of smartphones in the workplace

I would like to get your views about the perceived impact that smartphones have on employees' performance/ production and organizational profitability in your workplace.

An example will be given about the meaning of profitability, production, and performance.

Probe: What does employees use the smartphones for in the workplace and for how long during working hours?

3. Policy

I want your view about the policies that govern the use of smartphones in your workplace.

Adoption of Smartphone etiquette

I would like to have your views about the adoption of a specific smartphone etiquette approaches to improve production and profitability in your workplace. ***An explanation of adoption and etiquette will be given in the context of this research.***

Session closure

For all the participants who briefly wish to add something to the conversation, the window of opportunity is open before we wrap the session.

It was a great pleasure to have such an interactive session with all of you. I would like to extend my sincere gratitude for your participation in this study and I believe most of the information you shared will play a pivotal role in the finalization of this study.

End

APPENDIX E: GATE KEEPERS LETTER

Gatekeeper's Consent

I S. Zondi in my capacity as Curator - KZNADP
hereby give permission to **Student name:** Mbusowakhe Philington Zondi (**Student No.**
220107926) to conduct research in my organization.

The student MAY/MAY NOT (delete whichever is not applicable) use the name of the
organisation in the dissertation.

Signature of Manager/Owner/Gatekeeper: ... 

Company Stamp:

APPENDIX F: STUDY REQUEST LETTER

KWAZULU NATAL NATIONAL BOTANICAL
GARDEN
P.O. BOX 21867
MAYORS WALK, 3208
TEL.: 033 344 3585

45 Nienaber Road, Unit 74 Signal Hill,
Pietermaritzburg
3201

Date: 9/12/2020

08 December 2020

The Manager

REQUEST TO CONDUCT A SMARTPHONE ETIQUETTE STUDY IN YOUR BUSINESS

I hereby humbly express my intention to conduct a Smartphone Etiquette study at your business.

I am enrolled in the University of KwaZulu Natal (School of Management, IT, and Governance) as a Master's Degree student. Part of the course requires the student to complete a research dissertation in a business environment with an emphasis on management. I have selected your business as a case study for this research to fulfill the above-mentioned requirement. I will immensely appreciate being allowed to explore the smartphone-related opportunities and threats towards the production and performance in the workplace.

The study will not interfere with the business operation, and it will not violate confidential information and privacy of the employees. Written consent will be given to all the employees that are willing to participate, explaining the voluntary role of this study. As the authority to the business, you are allowed to stipulate the Dos and Don'ts to ensure there is no violation of anything by the researcher. The study will not be seen by anyone except the researcher and University of KwaZulu Natal research supervisors. This study will not be the prescription towards the change in company business operations, neither will it act as a prejudgment of the past of operations. The purpose is to research the importance of adopting smartphone etiquette in your workplace. To ascertain whether or not it can increase or decrease performance/ production.

Thank you

Yours sincerely

M.P. Zondi

APPENDIX G: EXPECTATIONS OF SUPERVISOR AND CANDIDATE

How often will the candidate present written work? *E.g.* weekly, monthly, etc.

Every Two Weeks.....

How often will the supervisor and the candidate expect to meet? *E.g.* weekly, monthly, every two months, etc.

Every two weeks.....

Approximately how soon after submission of written work may the candidate expect comments from the supervisor?

One week.....

Any other special provisions agreed on?

Candidate	Supervisor	Co-supervisor
Mbusowakhe P Zondi
Name: (print)	Name: (print)	Name: (print)
09 December 2020
Date	Date	Date

NOTE:

The supervisor’s consent is required in order to submit the completed dissertation for examination and no dissertation will be accepted for examination without the supervisor’s approval. The supervisor must see the final version of dissertation before submission. A candidate may, if s/he wishes, insist on submission without the supervisor’s consent, but this fact will be noted in the supervisor’s report.

.....

SIGNATURE SUPERVISOR

....

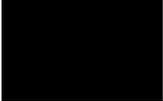
DATE

.....

SIGNATURE CO-SUPERVISOR

.....

DATE


SIGNATURE STUDENT

09 December 2020
DATE

APPENDIX H: Editors Report

Barbara Dupont Editing Services
37A Hilltop Road, Hillcrest
KwaZulu-Natal, South Africa, 3610
Cell No: 0846668351
20th September 2021

To Whom It May Concern

EDITING OF DISSERTATION

I hereby confirm that I, Barbara Dupont, edited the dissertation written by **Mbusowakhe Philington Zondi** titled '**Adoption of Smartphone Etiquette in the Workplace in Service-Based Business. The Case of National Botanical Gardens in Pietermaritzburg, South Africa**' and used MS Word Track Changes and Review mode to comment on the grammatical inconsistencies by inserting comment balloons before returning the document to the writer. Grammar, punctuation, spelling, syntax, tense, and language usage, as well as sense and flow, were all corrected. To assist with corrections, reference guidelines and supplementary remarks were provided.

I have been teaching English for the past 12 years and have a Cambridge CELTA diploma in teaching English as a foreign language. I am also employed by the British Council as an official IELTS examiner for Southern Africa. For the past five years, I've been editing academic and other documents, regularly editing research dissertations, articles, and theses for the School of Nursing, Environmental Studies, and other schools and disciplines at the University of KwaZulu-Natal and other institutions, as well as contract editing for publishing firms and private individuals.

I trust that this document will prove acceptable in terms of editing criteria.

Yours faithfully

Barbara Dupont

Address: 37a Hilltop Road, Hillcrest, 3610
Contact Number: 0846668351

APPENDIX I: ETHICAL CLEARANCE



07 December 2021

Mbusowakhe Philington Zondi (220107926)
School Of Man Info Tech & Gov
Pietermaritzburg Campus

Dear MP Zondi,

Protocol reference number: HSSREC/00002552/2021

Project title: Adoption of smartphone etiquette in the workplace in service-based businesses. Case of National Botanical Garden in Pietermaritzburg, South Africa.

Amended title: Adoption of smartphone etiquette in the workplace in service-based business. The Case of National Botanical Gardens in Pietermaritzburg, South Africa

Approval Notification – Amendment Application

This letter serves to notify you that your application and request for an amendment received on 22 November 2021 has now been approved as follows:

- Change in title

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

Best wishes for the successful completion of your research protocol.

Yours faithfully



.....
Professor Dipane Hlalele (Chair)

/dd

Humanities & Social Sciences Research Ethics Committee
UKZN Research Ethics Office Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X54001, Durban 4000
Tel: +27 31 260 8350 / 4557 / 3587

Website: <http://research.ukzn.ac.za/Research-Ethics/>

Founding Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville

INSPIRING GREATNESS