

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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**OBJECTIVES**

**HYPOTHESES**

**RESEARCH METHODOLOGY**

**RESULTS & DISCUSSION**

**FINDINGS**

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**BRING YOUR OWN DEVICE (BYOD): AN EMPIRICAL STUDY ACROSS INDUSTRIES**

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**ABSTRACT**

*Bring your own device (BYOD) (also called bring your own technology (BYOT), bring your own phone (BYOP), and bring your own PC (BYOPC)) refers to the policy to permit employees to bring personally owned mobile devices such as laptops, tablets, and smart phones to their office, and to use them to access privileged company information and applications. A Bring Your Own Device (BYOD) program comprise of the organizational technology policies and procedures that provide a secure mobile computing atmosphere on the devices employees want to use for their work. But BYOD is not just a technology issue. It's a central business issue that requires an effective approach around business strategy. The study has been undertaken to analyze if people working in different industries are aware of the BYOD policy of their organization. Also, the study analyzes the level of acceptability of BYOD system. The study has been conducted on 506 employees from five major industries, namely, IT, Manufacturing, Financial Services, Education and others. The study would help the organizations in understanding the major threats and opportunities from the BYOD policy for the organization.*

**KEYWORDS**

Bring Your Own Device, Information technology, Threats and opportunities.

**1. INTRODUCTION**

Previously, employers provided desktop and laptop computers that were typically the most advanced tools to which an employee had access. With the explosion in consumer devices, including laptops, net books, tablets, smart phones, e-readers, and others, employees typically have some of the most advanced productivity tools being used in their personal lives. Employees quickly asked their IT organizations: Why can't I use these tremendous productivity tools at work? Many organizations initially rejected the idea, citing security reasons and the inability to scale to approve and support more than a small handful of devices. Bring Your Own Device (BYOD) has become one of the most influential trends that has or will touch each and every industry. The term has come to define a megatrend occurring in IT that requires sweeping changes to the way devices are used in the workplace. Many people had a desktop PC or laptop and added a mobile phone for voice calls. Mobile phones have largely been replaced with smart phones that can run applications and include Internet access and a camera. Many smart phones and tablets are as powerful and capable as laptops and PCs, enabling a new class of uses and applications.<sup>1</sup> There is speculation that in the future a single device will be used for all needs: computing, communications, and applications. However today most believe there will continue to be different devices best suited to particular uses. For example, a laptop is not as portable as a smartphone, so people are likely to carry their smartphone for mobile communications. Tablets are powerful devices as well, but it is likely laptops and PCs will still be used for document creation and publishing. This means people will more likely carry and use multiple devices and less likely that a single, all-purpose device will emerge.

**2. BYOD-BRING YOUR OWN DEVICE**

In the consumerization of IT, BYOD is a phrase that has become widely adopted to refer to employees who bring their own computing devices – such as Smartphone's, laptops and PDAs – to the workplace for use and connectivity on the corporate network.<sup>2</sup> Does that mean employees pay for their own devices that they use for office work? At times yes, but the BYOD trend means much more. It means users are able to use the computing and communication devices they want to increase productivity and mobility. These devices can be purchased by the employee, purchased by the employer, or both. BYOD means any device, with any ownership, used anywhere.<sup>3</sup>

**Mark Wilson, strategy manager of Fujitsu**, said of the BYOD model that *"it did not just apply to new entrants to the workplace: it impacts many of today's mobile workers who are confused or annoyed by having separate "work" and "home" devices (PCs or phones) and who want to simplify their IT, consolidating personal and corporate computing onto the same devices."*

**2.1. ADVANTAGES OF BYOD**

BYOD has become a way of life that most organizations have had to embrace. Following are some of the advantages:

- 2.1.1. **Increased mobility-** BYOD eases the management burden by eliminating the need to select and manage a provider and plan. There is no need to monitor employee telecom usage data for overages or other extras. In addition to the reduced overhead costs in managing a corporate phone plan, corporations also save money due to the lower costs associated with individually-managed call, data, and SMS plans. BYOD models eliminate or reduce the requirement for an IT administrator to administrate a mobile plan. Furthermore, BYOD reduces the strain on IT help desks since end-users will be primarily responsible for reaching out to their mobile provider if they need support.<sup>4</sup>
- 2.1.2. **Higher job satisfaction-** Employees are more satisfied with their jobs as they are comfortable with the devices they are using for doing their work. Since the devices are of their own choice.
- 2.1.3. **Improved efficiency and productivity-** Employees often are more comfortable with a personal device and become expert using it which ultimately makes them more productive. Personal devices tend to have a cutting-edge, so the organization benefits from them. Also users keep upgrading to the latest hardware and software's.
- 2.1.4. **Competitive advantage over others-** Organizations that have BYOD policy have a competitive advantage over other organization who do not permit BYOD or do not have a BYOD Policy.

**2.2. THREATS OF BYOD:** Together with the advantages BYOD poses a numbers of risks as well and some refer to it as Bring your own Danger or Bring your own Disaster. Following are the major risks.

- 2.2.1. **Complexity of set up-**BYOD policy has to be extensively planned before implementation. It is not just the IT department but the HR, Legal and The finance department who have to work together to give it a final shape.
- 2.2.2. **Increased costs-** BYOD not just means personal devices but can be organization owned device as well, managing those expenses becomes a huge headache and a gigantic organizational expense. A team travelling overseas, roaming the whole time and downloading large data could cost organizations thousands of dollars in mobile expenses.
- 2.2.3. **Lack of control over devices-** Network visibility is critical. In order to have control over the IT infrastructure of the organization knowledge about the devices on the network is vital.
- 2.2.4. **Potential threats to IP address-** An additional security concern is related to location information which could through the sharing of IP address

### 3. OBJECTIVES AND HYPOTHESES OF THE STUDY

3.1. To study the independence of demographic variables (age and gender) and industry and awareness of BYOD policy among employees.

**Ho1a:** The awareness about the BYOD policy among the employees is independent of the industry.

**Ho1b:** The awareness about the BYOD policy among the employees is independent of the age.

**Ho1c:** The awareness about the BYOD policy among the employees is independent of the gender.

3.2. To study the extent to which employees perceive BYOD policy to be beneficial.

**Ho2a:** The perception of BYOD policy to be beneficial is independent of the industry.

**Ho2b:** The perception of BYOD policy to be beneficial is independent of the age.

**Ho2c:** The perception of BYOD policy to be beneficial is independent of the age.

3.3. To study the statistical significant difference in the advantages of BYOD policy of an organization on the basis of industry

**Ho3a:** The advantage of increased mobility is not different for the employees on the basis of industry in which they work.

**Ho3b:** The advantage of higher job satisfaction is not different for the employees on the basis of industry in which they work.

**Ho3c:** The advantage of improved efficiency and productivity is not different for the employees on the basis of industry in which they work.

**Ho3d:** The advantage of competitive advantage over others is not different for the employees on the basis of industry in which they work.

3.4. To study the statistical significant difference in the threats of BYOD policy of an organization on the basis of industry

**Ho4a:** The threat of complexity of set up is not different for the employees on the basis of industry in which they work.

**Ho4b:** The threat of increased costs is not different for the employees on the basis of industry in which they work.

**Ho3c:** The threat of lack of control over devices is not different for the employees on the basis of industry in which they work.

**Ho3d:** The threat of potential threats to IP address is not different for the employees on the basis of industry in which they work.

### 4. RESEARCH METHODOLOGY

The results of the study have been based on the analysis of responses obtained from 506 employees from different industries. The data was collected using a self –constructed structured closed-ended questionnaire. The questionnaire consisted of questions related to demographics (age and gender), the level of awareness among employees about BYOD Policy in their organization, the perception of employees about whether BYOD is beneficial or not and 4 statements each related to advantages and disadvantages of BYOD. The responses for 4 statements of advantages and disadvantages were obtained on a 3-point scale ranging from “Maximum benefit (1)” to “Minimum Benefit (3)” and “Maximum risk(1)” to “Minimum risk(3)” respectively. They were reverse coded in case of negative statements. Firstly, the Advantages and Disadvantages scores were checked for Inter-consistency were assessed by computing cronbach’s alpha. Thus, for testing the hypothesis non-parametric test Chi-square have been applied. To test the strength of dependence of variables PHI statistics have been calculated.

### 5. DATA ANALYSIS AND FINDINGS

#### 5.1. RELIABILITY

Inter-consistency of the various scale items were assessed by computing cronbach’s alpha. All the reliability coefficients were found to be satisfactory.

TABLE 1: RELIABILITY STATISTICS

|                    | Cronbach's Alpha | N of Items |
|--------------------|------------------|------------|
| Threats of BYOD    | 0.623            | 4          |
| Advantages of BYOD | 0.760            | 4          |

#### 5.2. HYPOTHESIS TESTING

5.2.1. To study the independence of demographic variables (age, gender and industry) and awareness of BYOD policy among employees. Chi-square test was applied.

TABLE 2A: CHI- SQUARE TEST FOR INDEPENDENCE OF INDUSTRY, AGE AND GENDER AND AWARENESS OF BYOD POLICY OF THE ORGANIZATIONS

| Demographics    | Value               | df     | Asymp. Sig. (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|-----------------|---------------------|--------|-----------------------|----------------------|----------------------|
| <b>Industry</b> | Pearson chi-square  | 1.719  | 4                     | .000                 |                      |
|                 | N of valid cases    | 506    |                       |                      |                      |
| <b>Age</b>      | Pearson chi-square  | 42.216 | 3                     | .000                 |                      |
|                 | N of valid cases    | 506    |                       |                      |                      |
| <b>Gender</b>   | Pearson chi-square  | .623   | 1                     | .430                 |                      |
|                 | Fisher's exact test |        |                       | .473                 | .242                 |
|                 | N of valid cases    | 506    |                       |                      |                      |

The above table depicts that industry, age, gender and awareness about the BYOD policy are dependent. Gender is a 2 x 2 matrix and thus, the value of Fisher’s exact test has been considered. Further, to assess the strength of the dependence, Phi statistic was computed for industry, age and gender.

TABLE 2B : PHI STATISTIC

| Demographic     | Value                  | Approx. Sig. |
|-----------------|------------------------|--------------|
| <b>Industry</b> | Nominal by nominal Phi | .583         |
|                 | N of valid cases       | 506          |
| <b>Age</b>      | Nominal by nominal Phi | .289         |
|                 | N of valid cases       | 506          |
| <b>Gender</b>   | Nominal by nominal Phi | -.035        |
|                 | N of valid cases       | 506          |

The Phi statistic shows that although data reveals dependency between industry, age & gender and the awareness about BYOD policies, but, the strength of such relationship is weak and negligible.

5.2.2. To study the independence of demographic variables (age, gender and industry) and perception of employees that BYOD is beneficial, chi- square was applied.



TABLE 3A: CHI- SQUARE TEST FOR INDEPENDENCE OF INDUSTRY, AGE AND GENDER AND PERCEPTION OF EMPLOYEES THAT BYOD IS BENEFICIAL

| Demographics |                    | Value | df | Asymp. Sig. (2-sided) |
|--------------|--------------------|-------|----|-----------------------|
| Industry     | Pearson chi-square | 2.249 | 8  | .000                  |
|              | N of valid cases   | 506   |    |                       |
| Age          | Pearson chi-square | 1.499 | 6  | .000                  |
|              | N of valid cases   | 506   |    |                       |
| Gender       | Pearson chi-square | .872  | 2  | .674                  |
|              | N of valid cases   | 506   |    |                       |

The above table depicts that gender and perception of employees that BYOD is beneficial is independent. However, in case of industry and age the dependency is depicted. Further, to assess the strength of the dependence, Phi statistic was computed for industry and age.

TABLE 3B : PHI STATISTIC

| Demographic |                    |     | Value | Approx. Sig. |
|-------------|--------------------|-----|-------|--------------|
| Industry    | Nominal by nominal | Phi | .667  | .000         |
|             | N of valid cases   |     | 506   |              |
| Age         | Nominal by nominal | Phi | .544  | .000         |
|             | N of valid cases   |     | 506   |              |

The Phi statistic shows weak and negligible dependency between industry & age and perception of employees that BYOD is beneficial.

5.2.3. To study the statistical significant difference in the threats of BYOD policy of an organization on the basis of industry, Chi- Square was applied.

TABLE 4A: CHI- SQUARE TEST FOR INDEPENDENCE OF 4 THREATS OF BYOD AND INDUSTRY

| THREATS                      |                    | Value  | df | Asymp. Sig. (2-sided) |
|------------------------------|--------------------|--------|----|-----------------------|
| COMPLEXITY OF SET UP         | Pearson chi-square | 1.186  | 8  | .000                  |
|                              | N of valid cases   | 506    |    |                       |
| INCREASED COSTS              | Pearson chi-square | 61.405 | 8  | .000                  |
|                              | N of valid cases   | 506    |    |                       |
| LACK OF CONTROL OVER DEVICES | Pearson chi-square | 1.079  | 8  | .000                  |
|                              | N of valid cases   | 506    |    |                       |
| POTENTIAL THREATS TO IP      | Pearson chi-square | 1.094  | 8  | .000                  |
|                              | N of valid cases   | 506    |    |                       |

TABLE 4B : PHI STATISTIC

| threats                      |                    |     | Value | Approx. Sig. |
|------------------------------|--------------------|-----|-------|--------------|
| COMPLEXITY OF SET UP         | Nominal by nominal | Phi | .484  | .000         |
|                              | N of valid cases   |     | 506   |              |
| INCREASED COSTS              | Nominal by nominal | Phi | .348  | .000         |
|                              | N of valid cases   |     | 506   |              |
| LACK OF CONTROL OVER DEVICES | Nominal by nominal | Phi | .462  | .000         |
|                              | N of valid cases   |     | 506   |              |
| POTENTIAL THREATS TO IP      | Nominal by nominal | Phi | .465  | .000         |
|                              | N of valid cases   |     | 506   |              |

The Phi statistic shows weak and negligible dependency between industry & threats of BYOD.

5.2.3. To study the statistical significant difference in the advantages of BYOD policy of an organization on the basis of industry, Chi-Square was applied.

TABLE 5A: CHI- SQUARE TEST FOR INDEPENDENCE OF 4 ADVANTAGES OF BYOD AND INDUSTRY

| advantages                           |                    | Value  | df | Asymp. Sig. (2-sided) |
|--------------------------------------|--------------------|--------|----|-----------------------|
| ENJOY INCREASED MOBILITY             | Pearson chi-square | 1.324  | 8  | .000                  |
|                                      | N of valid cases   | 506    |    |                       |
| HIGHER JOB SATISFACTION              | Pearson chi-square | 1.242  | 8  | .000                  |
|                                      | N of valid cases   | 506    |    |                       |
| IMPROVED EFFICIENCY AND PRODUCTIVITY | Pearson chi-square | 2.133  | 8  | .000                  |
|                                      | N of valid cases   | 506    |    |                       |
| COMPETITIVE ADVANTAGE OVER OTHERS    | Pearson chi-square | 74.217 | 8  | .000                  |
|                                      | N of valid cases   | 506    |    |                       |

The above table depicts that all four advantages i.e. increased mobility, job satisfaction, efficiency and productivity and competitive advantage are dependent upon the industry. Further, to assess the strength of the dependence, Phi statistic was computed for threats and industry.

TABLE 5B : PHI STATISTIC

| Advantages                           |                        | Value | Approx. Sig. |
|--------------------------------------|------------------------|-------|--------------|
| ENJOY INCREASED MOBILITY             | Nominal by nominal Phi | .511  | .000         |
|                                      | N of valid cases       | 506   |              |
| HIGHER JOB SATISFACTION              | Nominal by nominal Phi | .495  | .000         |
|                                      | N of valid cases       | 506   |              |
| IMPROVED EFFICIENCY AND PRODUCTIVITY | Nominal by nominal Phi | .649  | .000         |
|                                      | N of valid cases       | 506   |              |
| COMPETITIVE ADVANTAGE OVER OTHERS    | Nominal by nominal Phi | .383  | .000         |
|                                      | N of valid cases       | 506   |              |

The Phi statistic shows weak and negligible dependency between industry & advantages of BYOD.

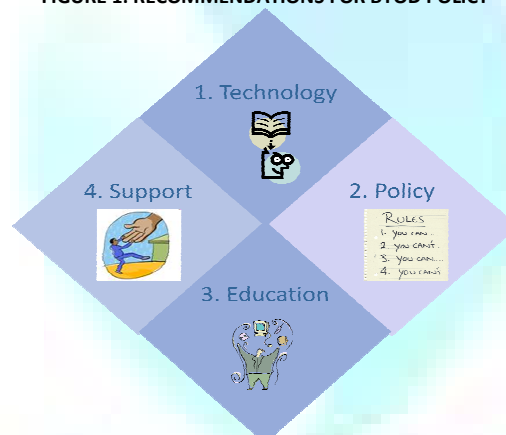
## 6. CONCLUSIONS

- 6.1. The industry, age, gender and awareness about the BYOD policy are dependent. But the dependence is weak and negligible.
- 6.2. The gender and perception of employees that BYOD is beneficial are independent.
- 6.3. The industry and age of employees show dependence with the perception of employees that BYOD policy is beneficial. But, the dependency is not strong.
- 6.4. All four threats i.e. complexity of set up, increased costs, lack of control over devices and potential threat to IP address are dependent upon the type industry. But the dependency is weak and negligible.
- 6.5. All four advantages i.e. increased mobility, job satisfaction, efficiency and productivity and competitive advantage are dependent upon the industry, although the dependency is not strong.

## 7. RECOMMENDATIONS

- 7.1. A BYOD policy should incorporate its employees' lifestyles and work habits while protecting employees and the organization from risk.
- 7.2. Combined efforts from HR, IT, finance, and legal teams of an organization is required to determine the best fit BYOD policy for the organization.
- 7.3. Educate the employees on using BYOD safely, effectively and innovatively.
- 7.4. Take support from IT companies while formulating BYOD Policies and use.

FIGURE 1: RECOMMENDATIONS FOR BYOD POLICY



Source: IBM (2012)

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