

REVIEWING THE DYNAMIC ATTRIBUTES OF ENTERPRISE MOBILITY STRATEGIES WITHIN ORGANIZATIONS - A GUIDE TO EXAMINE THE DRIVERS FOR INVESTMENT, REQUIREMENTS, AND IMPACT ON BUSINESS PROCESSES

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ABSTRACT

Enterprise mobility has emerged as the next reasonable transition in the realm of mobile technology to help business organizations to enhance their "return on investment" as well as expand their global reach and improve the efficiency of their operations and mobile workforce. Therefore organizations across the globe have adopted a broad range of information technologies such as smartphones, tablets, the IoT, wearable technologies as well as BYOD policies, to assist instant connectivity and make corporate infrastructures accessible. The primary objective of this paper is to, therefore, review the dynamic attributes of enterprise mobility strategies within organizations, and examine the drivers of enterprise mobility for investment, requirement and impact on the business processes. However, most of the previous studies have failed to conduct extensive research on the concept of enterprise mobility within organizations as a result of which this area remains unexplored. The findings of the existing studies mostly highlighted the benefits and challenges of enterprise mobility. The findings indicated that enterprise mobility within organizations helps in improving productivity, decreases operation costs of businesses, increase revenue, and maximizes their overall profitability.

Keywords: enterprise mobility, strategies, business processes, BYOD, technologies, mobility drivers

Introduction

In the rapidly evolving business environment of today, where organisations are required to handle critical tasks and decision-making processes in real-time, it is crucial that these companies adopt mobility solutions to meet their needs in order to stay competitive and relevant (Maan, 2012). In typical business organizations, the entire 'business value chain' is geographically fragmented, highlighting the importance of implementing mobility solutions within existing enterprise applications (Singh & Pandey, 2016). In today's business landscape, enterprises face intense global competition, leading to a heightened emphasis on swift service delivery and enhanced offerings as customers' primary demands. Immediate business value is achieved by boosting productivity and reducing operational costs in order to meet these requirements. The majority of the organizations have been witnessing a common set of problems in recent times, with regard to the integration of their mobile workers into their business processes. Therefore, the adoption of "mobility" along with the changing needs of businesses is a prolonged challenge (Sorensen et al., 2008). Enterprise mobility is emerging as the logical progression in the field of mobile technology, and it is expected to continue evolving and gaining more significance in business organizations. Its purpose is to enhance the "return on investment" for enterprises, expand their global presence, improve operational efficiency, and enable a more productive mobile workforce (Ferretti, 2021). In today's fiercely competitive business environment, mobile applications provide a significant advantage in terms of the "total cost of ownership (TCO)." This advantage has led to an increasing focus among businesses on developing robust mobile applications. The maintenance and enhancement of these applications are relatively easier, given the rapid and constant innovations in mobile technologies, platforms, and devices within the dynamic mobile device market. As a result, businesses recognize the value of investing in mobile applications to stay relevant and competitive (Tairov, 2016).

CEOs, CTOs, and IT heads of companies face the challenge of understanding the "what, when, and how" of mobilizing their resources, as well as developing and implementing a mobility strategy within their overall business ecosystem. The dimension of mobility solutions in an enterprise differs from the development of traditional client-based applications. As a result, the development of mobile applications presents new challenges for business organizations. These challenges include the inability to access real-time critical

information when needed, the lack of immediate customer response, the failure to adopt globally available mobility solutions, the fragmentation of mobile platforms, diversity issues, and more (Adamczewski, 2016).

Mobile applications serve as the key drivers of "enterprise mobility," a trend that has been further supported by the substantial growth in smartphone and tablet sales. The implementation of mobility solutions in enterprises is poised to bring about a revolutionary change in business processes. The consumerization of IT has prompted businesses to enable consumers to utilize mobile devices and applications within the workplace (Mhlophe, 2015). Nowadays businesses are much more interested in the securitization of sensitive and important corporate data. The success of "enterprise mobility" is therefore mostly reliant on offering sufficient levels of security given the inherent susceptibility of mobile devices as well as the information that is stored in them (Harris & Patten, 2014). If the mobile workforce is properly equipped with data on their mobile devices, customers can derive multiple benefits with respect to cost and opportunity. In turn, it becomes advantageous for the whole organization with regard to "enhanced productivity, flexibility and speed and optimized field resources" (Adeyelu et al., 2018). Among the various disruptive technologies, mobility has been making its way into the majority of enterprises. It is considered to be disruptive in nature due to its ability to radicalize the manner in which business is conducted. The adoption of mobile applications has been growing over the years due to the increase in emerging mobile platforms and the richness of micro browsers. With the help of mobile technologies, businesses are leaving their prevailing "web-oriented" systems behind and accepting such technologies using which they can deliver applications and online content directly to mobile users (Arlestedt & Lindh, 2016).

Organizations across the globe have adopted a broad range of information technologies to assist instant connectivity, make corporate infrastructures accessible and for many other purposes. Traditional mobile phones have been superseded by smartphones and tablets, which provide rapid internet access. For the purpose of tracking objects, vehicles as well as people "tiny microchips and related sensor technologies like Radio frequency identification (RFID), Near Field Communication (NFC) and the Global Positioning System (GPS)" have been adopted. The adoption of these technologies not only establishes connectivity among people but also serves a large number of purposes that are implemented through "machine to machine (M2M) connections" (Mutungi, 2015). Mobility solutions across organizations are gaining popularity due to the rising proliferation of smart devices such as "iPhone, iPad, Android, Windows, etc." To tap the full potential of enterprise mobility, organizations need to implement "Bring Your Own Device (BYOD) policies." The constant development of mobile trends as a result of the "Internet of Things (IoT)" to "wearable technologies" is already helping companies to consider new aspects (Hasan, 2019). Every organization should work towards the development of comprehensive and security-driven mobility strategies urgently. The various comprehensive strategies that help businesses to create mobility solutions effectively include, "design, planning of strategies, security, management, implementation, integration, deployment, and support" (Cassetta et al., 2017).

There exist multiple theoretical frameworks which help in identifying the different drivers of enterprise mobility solutions. The "Technology Organization Environment (TOE) Framework" is a framework that assists in identifying various drivers, including those from the technological context, such as external and internal technologies, current practices, processes, and equipment. From the organizational context, the TOE Framework considers the resources and characteristics of the enterprise, such as firm size, scope, degree of centralization, degree of formalization, human resources, and the linkage between employees (Ortbach et al., 2014). Furthermore, it may also include the variables pertaining to the environmental context such as "branches, market characteristics, competitors or governmental regulations." This framework has been extensively used in studies to explain the adoption of IT in organizations and serves as a meaningful analytical framework for the development of particular factors that influence the decision to adopt mobility solutions in organizations.

Objectives of the study

- Review the dynamic attributes of enterprise mobility strategies within organizations
- Examine the drivers of enterprise mobility for investment
- Analyze the requirements of enterprise mobility on business processes
- Investigate the impact of enterprise mobility on the overall profitability of organizations

Literature review

Understanding Enterprise Mobility

Enterprise mobility refers to the trend wherein there occurs a shift in work habits that makes employees work outside their office or work areas with the help of mobile devices and cloud services to conduct business operations. Therefore, it precisely includes "mobile workers, mobile devices and mobility of corporate data" (Chege, 2016). According to Stieglits & Brockmann (2012), A mobile enterprise refers to an organization that

enables access to its enterprise systems through wireless mobile devices like smartphones or tablets. This allows employees to use these mobile devices to interact with colleagues and customers, access necessary information, and share information. By facilitating such mobility, a mobile enterprise supports and facilitates the operations of the organization regardless of the geographical location of its employees.

The advent of enterprise mobility has revolutionized the operations of organizations by enabling access to corporate information through mobile devices. This shift has significantly transformed the way operational tasks are carried out by employees (Ravishankar et al., 2017). As a result of this, organizations have begun to use their assets effectively to generate higher revenue and maximize their profits from their workers by improving productivity levels (Lee, 2016). Enterprise mobility has been gaining prominence amongst organizations and small, medium and large enterprises have also started adopting mobility solutions. The increased availability of mobile devices has been one of the major contributors to enterprise mobility. The adoption of enterprise mobility is taking place much more rapidly than the Internet did along with the rapid evolution of technology. However, the comprehension of this complex setting despite the multiple possibilities that come along with them has been a major challenge for organizations (Knoesen & Seymour, 2016). Therefore, in order to achieve the predicted benefits of mobile business which include “increasing employees’ productivity, increasing sales, and reducing procurement costs” it is imperative for organizations to develop and design a “corporate-wide strategy” so as to address the technological and organizational dimensions of mobility solutions thereby attaining enterprise mobility (Toperesu & Van Belle, 2016).

Enterprises employ a range of mobile solutions to serve various purposes. One such purpose involves the development of corporate wireless networks to facilitate wireless communication within the organization. Another purpose entails creating mobile solutions that enable employees, clients, and partners to access corporate networks even when they are not within the physical proximity of the corporate wireless networks. It is important to note that these mobile solutions implemented in organizations are typically restricted in terms of distribution and accessibility (Yucel, 2017). Additionally, many organizations utilize mobile solutions to offer their online services through mobile applications, thereby utilizing it as a channel to reach potential consumers. In certain cases, enterprises even directly engage with consumers through the mobile solutions and applications they provide. The term “mobility solution” encompasses the range of solutions and services that organizations offer for diverse purposes (Dikhit, 2015). Enterprise mobility can be defined as a concept that facilitates business collaboration and transactions beyond the constraints of traditional workplaces and working hours. The author highlights that the emergence of mobile applications has played a crucial role in enabling enterprise mobility. These mobile applications can be viewed as an extension of the enterprise domain, allowing organizations to extend their reach and functionality beyond physical office spaces (Sorensen 2011).

The business strategies related to enterprise mobility can have various impacts on businesses, encompassing both positive and negative aspects. Among these impacts, one of the most notable advantages of enterprise mobility is the significant boost it brings to employee productivity. Research indicates that over 75 percent of organizations that have embraced enterprise mobility have observed an increase in employee productivity. This can be attributed to the fact that employees who are proficient in utilizing mobile technologies are more inclined to continue their work beyond regular office hours, leading to heightened productivity levels (Picoto et al., 2021). In addition to increased employee productivity, enterprise mobility offers several other positive impacts on businesses. One notable benefit is cost savings and improved return on investment (ROI). By replacing expensive desktop computing equipment with more affordable mobile devices, organizations can reduce their hardware costs. Moreover, when employees use their personal devices, the support costs in IT are significantly reduced, as they manage these devices themselves or seek assistance from vendors. This, in turn, decreases the expenses associated with IT administration. Enterprise mobility also contributes to higher levels of employee and customer satisfaction. The availability of mobile applications enables quick access to information and the ability to check the status of requests promptly, leading to improved customer satisfaction. Furthermore, the utilization of mobile solutions in business processes can result in process improvements and increased overall efficiency, leading to higher satisfaction levels among employees. Overall, enterprise mobility offers cost-saving opportunities, enhanced employee and customer satisfaction, and the potential for process improvements, thereby benefiting businesses in multiple ways (Long, 2015).

Crucial factors driving the solutions

The “Technology Organization Environment (TOE)” Framework describes the process of development and implementation of technological innovations by organizations, and it is based on the “theory of diffusion of innovations (DOI).” Therefore, in alignment with this theory, both “internal and external” organizational attributes are illustrated as factors for innovation of IT in the “TOE framework” (Awa et al., 2016). According to this theory, the adoption of new technology is predominantly influenced by three major areas: the technology

context, the organizational context, and the environmental context. The “external and internal” technologies that pertain to the firm are a part of the technology context which consists of present “practices, processes and equipment as well as technologies” (Awa & Ojiabo, 2016). The resources and attributes of the organization fall under the organizational context which contains different variables like “firm size, scope, degree of centralization, degree of formalization, human resources, and linkage between employees.” Finally, the “branches, market characteristics, competitors or governmental regulations” are a part of the environmental context that surrounds the organizations. Therefore, according to Ortbach et al. (2014), these factors drive the adoption of multiple types of mobility solutions in enterprises as well. Hassan et al. (2017) stated that factors such as “perceived benefits, complexity and business concerns; top management, technology readiness, organization size and inter-organizational uncertainty; external pressure, perceived vendor opportunism and environmental uncertainty” have a major influence on the adoption of mobility solutions in an organization. However, in the case of small enterprises, it has been observed by Seol et al. (2016) that the adoption of mobility solutions is predominantly influenced by three major factors: perceived benefits, organizational readiness, and external pressure. Gangwar et al. (2015) stated that the factors of both the Technology Acceptance Model (TAM) and the TOE framework have an influence on the adoption of IT solutions for enterprises. The TAM model clarifies that users' behavioral factors, such as their perception of usefulness, ease of use, and attitude, play a significant role in influencing the adoption of mobility solutions in organizations. The integration of the TAM and TOE framework has been largely adopted in the context of organizations as these two constructs together explain the external variables that influence the adoption of technology such as “technology, country of study and size of companies (turnover, employees, etc.)” (Chatterjee et al., 2019). Hashim et al. (2015) incorporated the TOE, Diffusion of Innovation (DOI) and Institutional theory to examine the factors that drive the adoption of mobility solutions in enterprises and found that technological factors such as “availability, reliability, security, privacy, and trust,” DOI factors such as “relative advantage, compatibility, and complexity,” organizational factors such as “top management support, organization size, and technology readiness” and environmental factors such as “compliance with regulations, competitive pressure, trading partner pressure, and physical location” have a profound influence on the adoption of these solutions. Oliveria et al. (2014) investigated that the adoption of enterprise mobility in most global organizations has been driven by factors such as “convenience, compatibility, organizational innovativeness, entrepreneurial orientation, and trust” in suppliers. The authors also found that enterprise mobility helps in mediating the relationship that exists between the use of “cloud computing and performance.” Along with the models of technology adoption, Adapa et al. (2018) identified five significant factors that have an impact on the acceptance and adoption of mobility solutions in organizations which include “ease of use, compelling design, functionality, and price.” Apart from these, the authors also found that “flexibility, adaptability in the user interface, environmental and situational awareness, compelling applications, intelligence, etc.” also play a major role in the adoption of enterprise mobility solutions.

The introduction of technological innovation plays a crucial role in driving enterprise mobility. This influence can manifest in two ways. Firstly, when an innovation makes the current product or service more accessible to the target audience, it can spur the adoption of enterprise mobility. Secondly, the emergence of new technologies provides opportunities to design and develop suitable mobile solutions. The authors also emphasize the significance of customer preference as a driving factor for enterprise mobility. Customer preferences act as influential variables when there is an opportunity to deliver a slightly different service that aligns better with their needs. Moreover, shifts in customer preferences can necessitate organizations to modify their service delivery methods in order to remain responsive and competitive in the market. By acknowledging the impact of technological innovation and customer preference, organizations can adapt and leverage enterprise mobility strategies to better serve their target audience and meet evolving customer demands (Van Dyk, Van Belle, 2019). Regulation is a factor that can impact enterprise mobility by imposing requirements on a company's products and operations. Amron et al. (2019) conducted a study exploring various regulatory drivers, such as deregulation, national authority regulation, economic regulation, legal regulation, security regulation, and customer protection regulation. Although some companies reported that their mobile solutions were affected by regulation, the majority of cases showed that regulation had no influence on enterprise mobility. This suggests that either the regulations examined in the study were not widely applicable or that companies were able to effectively align their mobile strategies with the existing regulatory frameworks. It is important to note that the regulatory landscape is subject to change, and new regulations can emerge, potentially impacting enterprise mobility in different ways.

Organizational Requirements and Implications

The capabilities of business mobility have emerged as a highly critical factor for the regular business environment of the organizations as it enables employees to freely collaborate and transact business beyond the confines of a traditional workplace. This has resulted in increased interaction among customers and vendors

which in turn has also reduced the response time to customer requests (Harris, Patten, 2014). However, despite the integration of enterprise mobility within organizations in a bid to leverage increased productivity and flexibility into the organizational strategies, there exists a need for the introduction of new policies to accurately address the implications of technology, processes as well as people from the mobile way of conducting business (Pangbourne et al., 2020). According to Wang et al. (2016) the landscape of “mobile device technology” has been rapidly transforming and therefore it is imperative to make higher investments in more expensive technologies with maximum level of security so as to protect the data and information of the customers as well as the organization as a whole. McDonnell et al. (2020) stated that enterprise mobility has been a major focus area for organizations and the majority of the business organizations have started investing in it in major amounts. Most businesses provide empowerment to their employees by offering them the “best end-user” computing experience that results in the best outcomes. A strong “unified endpoint management (UEM)” solution serves the IT teams with an accurate overview of all the major endpoints within the organization as well as the authority to manage all the connected devices from a specific platform. Therefore Singh, Pandey (2016) stated that this trend will continue rising with the increase in the number of devices that need to be managed remotely by organizations. With the emergence of BYOD as a popular strategy of enterprise mobility, even SMEs need to quickly embrace it by designing BYOD policies and explaining them to the employees properly and ensuring that there is sufficient availability and accessibility of relevant information.

In contrast, Alrawi et al. (2020) conducted a study utilizing the Unified Theory of Acceptance and Use of Technology (UTAUT) model to identify the factors that drive mobility within organizations. They found that the key determinants influencing the behavioral intentions of organizations were the consolidated constructs of the UTAUT model, namely performance expectancy, effort expectancy, social influence, and facilitating conditions. Performance expectancy refers to the perception that the technology will provide benefits and enhance the user's performance according to their expectations. Effort expectancy relates to the user's expectation of the technology's ease of use. Social influence refers to the anticipated influence of others on the user's decision to adopt and continue using the technology. Facilitating conditions encompass the user's expectations regarding the organization's technical infrastructure and its ability to support the use of the technology. Behavioral intention refers to the user's expectation and intention to plan and decide on utilizing the technology. These consolidated constructs of the UTAUT model play a significant role in driving organizational mobility. Understanding and addressing factors such as performance expectancy, effort expectancy, social influence, and facilitating conditions can help organizations effectively determine and influence the behavioral intentions related to the use of mobile technology (Momani, 2020).

Predicting the future

Enterprise mobility has been recognized for its ability to enhance employee productivity across organizations by granting access to critical information. It has been successful in taking businesses to the next generation of technology utilization by focusing on the experience and responsiveness of customer and employee productivity (Yim, Shin, 2014). The most important point of enterprise mobility has been to identify the values at the “backend data” and deliver such content that is user printed. It lays major focus on dimensions such as “structuring and delivering” information regardless of time and location, bringing people, technology and processes together to deliver the core business functions efficiently and effectively to multiple smaller units of business that exist in the organizations (Allen, 2019). The impact of enterprise mobility can be understood from its evaluation of the current mobile landscape within the organization, the mobile organizational capabilities, the potential risks, and threats pertaining to organizational mobility and the impact of enterprise mobility strategies in the business operation in the future (Kalaimani, 2016). Enterprise mobility has become an important imperative for future businesses where mobility enablement would help them in managing both “on the move” workers and overall business efficiency (Chege, 2016). Understanding the importance of enterprise mobility as a strategic priority helps enterprises gain empowerment in their business processes with the deployment of mobile applications throughout the organization. Enterprise mobility has the potential to drastically transform organizations, their business value chains and markets. It enables organizations to have a clearer vision regarding the manner in which to operate in the ubiquitous computing ecosystem when there exist location constraints and mobility becomes a vital aspect for delivery (Sobers, 2015).

The concept of enterprise mobility has been growing even before the outbreak of the “COVID-19 pandemic.” With technologies like cloud computing supporting the functional value of organizations, there are immense opportunities for productivity. Mobility in organizations has emerged as an innate progression of technological capabilities and has been further accelerated globally due to the pandemic. The several benefits of the concept such as reduced cost of operations, improved profitability, competitive advantage, increased satisfaction of customers, and so on will ensure its relevancy and drive further growth (Cheng et al., 2020).

Research Gap

The review of literature on studies pertaining to enterprise mobility revealed that this area has been relatively unexplored. Although many researchers have extensively researched the concept of mobility a gap exists in the context of enterprise mobility within organizations as the majority of the studies have focused on the concept of mobility, its benefits and challenges. Enterprise mobility as an essential component for the enhancement of business processes within organizations has not been covered in most studies. Furthermore, most of the studies have been conducted from a static perspective and therefore longitudinal studies might be needed to attain more interesting insights into the phenomenon. The existing studies fail to take into consideration the possible differences between the interpretations and perceptions of multiple users such as IT managers, operational managers, employees, mobile workers, etc. Therefore, it is recommended that future studies take the effort to explore the concept of enterprise mobility within organizations from a detailed perspective.

Findings

- Enterprise mobility strategies within organizations have dynamic attributes that contribute to enhancing productivity, reducing operational costs, increasing revenue, and maximizing overall profitability.
- The adoption of enterprise mobility is crucial for organizations to stay competitive and relevant in the rapidly evolving business environment.
- The drivers of enterprise mobility investment include both internal and external factors, such as perceived benefits, complexity and business concerns, top management support, technology readiness, organizational size, external pressure, and environmental uncertainty.
- Enterprise mobility has a significant impact on business processes, enabling improved collaboration, quick access to information, enhanced customer satisfaction, cost savings, and increased efficiency.
- The Technology Organization Environment (TOE) Framework, based on the theory of diffusion of innovations, provides a useful framework for understanding the adoption of mobility solutions in organizations. It considers technological, organizational, and environmental factors as drivers of adoption.
- Small enterprises are primarily influenced by perceived benefits, organizational readiness, and external pressure in their adoption of mobility solutions.
- The integration of the Technology Acceptance Model (TAM) and the TOE framework provides a comprehensive understanding of the factors influencing the adoption of mobility solutions, including users' behavioral factors, technological factors, organizational factors, and environmental factors.
- Factors such as availability, reliability, security, privacy, trust, relative advantage, compatibility, complexity, top management support, organization size, technology readiness, compliance with regulations, competitive pressure, trading partner pressure, and physical location play significant roles in the adoption of mobility solutions.

Conclusion

The rapid development of mobility solutions, such as mobile devices and mobile applications has brought about significant impacts in the world of organizations' technology. The major objective of this review paper has been to comprehend the dynamic attributes of enterprise mobility strategies within organizations and to examine the factors that drive the adoption of such technologies and their impact on business processes. The studies indicated that the adoption of mobility solutions and strategies in organizations facilitates developers of enterprises to control the exposure of business processes and manage personalized policies that are app-specific in nature. There exists a lack of studies on enterprise mobility, however, the existing studies discovered some of the major benefits and challenges in the adoption of mobility solutions in organizations. It has been observed that many researchers have similar perspectives on the enterprise mobility concept and the definitions have been modified from prior studies so as to strengthen the case for this review. Most studies have defined "mobility to be the ability to be reachable anywhere and at any time through the use of a connected mobile device." Enterprise mobility has been demonstrated as a relationship between human beings and computers within organizations that addresses the operation related cost aspects of business activities as well as the productivity of employees.

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