

Mobile Communications as a Function of Corporate Management Operations

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*Slobodan Milošević*¹
*Halid Žigić*²

¹ Driving school Boss doo, Vršac, Serbia
² European University, Brčko District

Corresponding author
Email: Slobodan@autoskolaboss.com

ORCID: <https://orcid.org/0009-0004-0546-0265>

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ABSTRACT

Mobile communications represent one of the key factors in the efficient functioning of modern organizations, especially in the field of management, where the speed of decision-making, the availability of information and the flexibility of work are of crucial importance. The development of mobile technologies enabled managers to manage business processes in real time, regardless of physical location, which improved the organization of work and the quality of business decision-making. The aim of the paper is to analyze the role of mobile communications in the work of the management of a modern company, with special reference to their influence on decision-making, work organization, control of business processes and availability of management. The work method is based on a combination of theoretical analysis of the relevant literature and empirical research using a case study of the Boss Driving School. The results of the research show that the application of mobile communications contributes to the increase of business efficiency, better coordination of employees, reduction of administrative delays and greater satisfaction of service users. The considerations indicate that mobile communications represent a strategic resource of modern management, but also that their successful implementation requires a planned approach, clearly defined communication rules and appropriate data protection measures. It is concluded that mobile communications have a multidimensional impact on the work of management and represent the basis of modern, flexible and efficient business..

Key words: mobile communications, management, decision-making, work organization, digital transformation

Introduction

The modern business environment is characterized by market globalization, rapid technological development and constant changes that require quick adaptation of organizations. In such conditions, communication becomes one of the key factors in the successful functioning of the company,

especially in the field of management. Management is responsible for planning, organizing, leading and controlling business processes, and the quality of its work largely depends on the availability of timely and accurate information. (3)

The development of mobile communications has significantly changed the way business communication is carried out. Mobile phones, wireless networks, business applications and digital platforms have enabled managers to stay connected with employees, clients and business partners regardless of physical distance. This enables real-time decision-making, more efficient coordination of teams and better control of business processes.

Today, mobile communications are not only a technical tool for exchanging information, but a strategic tool that affects the efficiency, flexibility and competitiveness of a company. Their application enables modern organizations to reduce business costs, improve the organization of work and improve the quality of the services they provide.

The subject of this paper is the analysis of the role of mobile communications in the work of the management of a modern company, with special reference to their influence on decision-making, management of business processes and organizational flexibility.

The goal of the work is to show, through theoretical analysis and an example from practice, how mobile communications contribute to the improvement of management work and the overall efficiency of the organization.

Methods

The method of work in this research is based on a combination of theoretical and empirical approaches, with the aim of systematically and clearly considering the role of mobile communications in the work of the management of the modern firm. The applied

methodological framework allows linking theoretical knowledge from the literature with concrete experiences from business practice. (5)

In the theoretical part of the work, methods of analysis and methods of synthesis were used, which made it possible to review and combine relevant scientific and professional resources in the field of mobile communications, management and information technologies. The descriptive method is applied to describe modern mobile communication technologies, their development and function in the business environment. A comparative method was used to compare traditional forms of business communication with modern mobile solutions, highlighting the key advantages of mobile technologies in terms of speed, flexibility and availability of information.

The empirical part of the work was realized by applying the case study method to the example of the Boss Auto School. The application of mobile communications in work organization, communication with employees and candidates, schedule management, documentation and administrative processes is analyzed. Data are collected from internal documentation, direct insight into the business, as well as management and employee experiences.

The combination of the above methods made it possible to see the real effects of mobile communications on the efficiency of management work, as well as to draw conclusions about their importance for modern organizations.

Results

The results obtained in this work confirm the views of modern management theory that mobile communications represent one of the key factors of successful business in a dynamic and competitive environment. By connecting theoretical knowledge and empirical results, it can be concluded that mobile communications do not only affect the technical aspect of communication, but are deeply integrated into the way of decision-making, work organization and human resource management.

In a theoretical sense, mobile communications enable the transition from a hierarchical and slow management model to a more flexible and decentralized approach. Managers have the ability to make decisions based on current data, which increases accuracy and reduces the risk of misjudgments. The results of the work confirm that the speed of access to information directly affects management efficiency and overall business performance.

The empirical part of the work, through the example of the Boss Driving School, shows how theoretical principles are successfully applied in practice. Mobile communications enabled better organization of practical training, more efficient communication with candidates and reduction of administrative burdens. This confirms that even smaller organizations, with the proper application of modern communication tools, can significantly improve the quality of management and competitiveness on the market.

However, it is important to point out that the application of mobile communications also brings certain challenges. Information overload, data security risks, and blurring the line between employees' business and private time are potential problems.

Therefore, it is necessary for the management to establish clear rules for the use of mobile communications, as well as appropriate data protection measures. Taken as a whole, the discussion of the results indicates that the advantages of mobile communications in the work of management are significantly greater than the potential disadvantages, provided that their application is planned and responsibly integrated into the business system.

Discussion

Modern management theories emphasize that speed, flexibility, and availability of information are the primary determinants of organizational success. In this context, mobile communications are emerging as a technological and organizational response to the growing complexity of the business environment.

The results of this work confirm that the application of mobile communications allows management to overcome the limitations of traditional management models, which relied on a hierarchical structure, a slow flow of information and the physical presence of managers in the office.

Modern mobile communication technologies in a business environment

The development of modern business is inextricably linked with the development of mobile communication technologies. The digitization of business processes has led to mobile devices becoming a basic tool of management, employees and associates, while the quality and speed of data transmission directly affect the efficiency of decision-making.

Modern mobile networks allow constant access to information, remote work and coordination of activities in real time, thus changing the traditional model of work organization. (6)

Mobile communications today are based on fourth and fifth generation (4G/LTE and 5G) networks, which enable high data transfer capacity, connection stability and reliable communication between users and enterprise information systems. (1)

LTE (4G) networks

LTE (Long Term Evolution), or fourth-generation mobile network, is a standard that has enabled the transition of mobile communications from voice to the dominant data infrastructure. Unlike previous generations, LTE is designed primarily for digital data transmission, not just telephony.

The basic characteristics of an LTE network are:

- data transfer speeds of up to tens of Mb/s,
- a stable on-the-go Internet connection,
- low latency compared to 3G networks,
- support for video communications and cloud services.

Thanks to the LTE network, the continuous use of business applications such as e-mail, business information systems, navigation systems, document exchange platforms and communication applications has become possible. Managers were given the possibility of making decisions independently of the office for the first time, which significantly affected the flexibility of the work organization.

5G networks and the digital transformation of business

The fifth generation of mobile networks (5G) represents a qualitative leap forward from LTE, as it introduces the concept of fully connecting people, devices and systems in a single digital environment. While LTE enabled mobile internet, 5G enables mobile infrastructure to manage business processes in real time.

The key characteristics of the 5G network are:

- data transfer speeds of more than 1 Gb/s,
- extremely low latency (less than 10 ms),
- a high degree of reliability
- the simultaneous connection of a large number of devices (IoT).

In the business environment, it allows:

- continuous synchronisation of data between employees,
- remote work without system delays,
- video surveillance and real-time process management,
- the integration of mobile applications with business software,
- the development of smart enterprise management systems.

5G technology is especially gaining in importance in logistics, transportation, fleet management, service activities and field work, where employees must have a constant connection to a central information system.

The impact of mobile networks on management

Modern mobile networks have changed the way organizations are managed. Management is no longer tied to physical presence in the office, but functions through constant digital communication. Information becomes available instantly, and the reaction to business events is shortened from hours to minutes.

Mobile communication technologies enable:

- decentralized decision-making,
- faster coordination of staff,
- greater control of business processes,
- increase the efficiency of the organisation,
- reducing operating costs.

In this way, mobile networks become the key infrastructure of modern management, as they enable a continuous flow of information between all levels of the organization.

Mobile communication and decision-making

One of the most important aspects to consider is the impact of mobile communications on the decision-making process. In classical organizational models, decision-making was often conditioned by the availability of reports, meetings, and formal procedures, leading to delays and lost business opportunities. In contrast, mobile communications enable managers to have real-time information, changing the very nature of managerial decision-making.

The increased agility of management directly affects the competitiveness of the firm. Organizations that are able to respond quickly to changes in the environment have a significantly higher chance of survival and development.

Mobile communications connect managers, employees, customers and partners into a single information system, making communication a strategic resource rather than just an operational function. (4)

Influence on work organization and relations in the company

An important segment of consideration refers to work organization and internal relations in the company. Mobile technologies enable flexible forms of work, such as remote work and hybrid models, whereby the focus shifts from controlling attendance to controlling results. This approach increases the responsibility of employees, but also their autonomy, which often has a positive effect on motivation and job satisfaction. At the same time, this work model opens up a number of challenges. The line between business and private time becomes blurred, which can lead to employee overload.

Therefore, it is necessary for the management to define clear rules of communication and availability, in order to preserve the working efficiency and well-being of the employees.

Control, supervision and transparency of business

Control and supervision of business processes are one of the basic functions of management, and their importance is further increased in the conditions of digitization and accelerated flow of information. Mobile communications have significantly changed the way this function is carried out, as they allow management to have constant insight into the flow of business, regardless of physical location or weather.

Traditional control models relied on periodic reports, meetings, and close supervision, which often led to delays in detecting problems and slow response. With the introduction of mobile communications, control becomes continuous and dynamic. Management can monitor in real-time the execution of tasks, employee schedules, administrative processes and communication with customers, thereby reducing the possibility of errors and inefficiencies.

Particularly significant is the contribution of mobile communications to business transparency. When information is available to more participants in the process, there is less room for misunderstandings, misinterpretations, and subjective judgments. Transparency contributes to greater trust between management and employees, but also increases the responsibility of each individual for the results of his own work.

Mobile applications, shared documents, and digital records make it possible for every business step to be recorded, verified, and analyzed. In this way, controls no longer serve only to find errors, but become a tool for improving processes and making better quality decisions. Management gains the ability to detect patterns of behavior, employee burdens, and weaknesses in work organization from the data.

However, increased transparency also brings certain challenges, especially in terms of data protection and employee privacy. It is therefore necessary for management to establish clear rules for the use of mobile communications, define levels of access to information, and implement appropriate security measures.

Only a balanced approach enables control and supervision to contribute to efficiency, rather than being seen as a means of coercion.

On the whole, mobile communications transform control and monitoring from a static function into a proactive and analytical process, which enables management to react in a timely manner, improves the organization of work and increases the stability of the business.

Security of mobile business communication (viber and similar applications)

The development of mobile communications has brought a significant improvement in business efficiency, but at the same time it has also opened up new security issues. In modern organizations, a large part of business communication takes place through messaging applications such as Viber, WhatsApp and Telegram.

They enable the rapid exchange of information, documents and photos, but at the same time represent a potential risk for the confidentiality of business data. Unlike traditional e-mail, these applications work on employees' personal devices, which makes it difficult to control access and protect information within the organization.

Encryption of communications

Most modern messaging applications use end-to-end encryption, which allows the contents of a message to be readable only by the sender and the receiver. Such a protection model significantly reduces the risk of communication interception during data transmission over the Internet and is considered one of the basic standards of user privacy protection.

However, encryption protects data transmission, but not its life cycle after reception. Messages remain available on the user's device, where they are exposed to local risks such as unauthorized access, copying, or taking screenshots. Therefore, communication security cannot be viewed solely as a technical issue of data transmission, but as a broader process of information management.

Data protection and privacy

With free communication applications, the way metadata is stored and processed is a particular challenge. Although the content of a message may be encrypted, communication data (time, participants, frequency of communication) often remains available to the service provider. In a business context such data can have some business value, as it indicates the structure of communication within the organization.

Additionally, the use of employee personal devices (BYOD ?? Bring Your Own Device) makes it difficult to implement standard data protection procedures, as the organization does not have complete control over how information is stored and deleted.

Potential security risks

The greatest security risks in practice do not stem from cryptographic weaknesses of the system, but from organizational and human factors. Typical risks include:

- unauthorized transmission of information
- permanent storage of data on personal devices,
- loss of communication control after the end of the employment relationship,
- mixing business and personal communication,
- the impossibility of central control and auditing of communications.

These factors can lead to a breach of confidentiality of information and reputational risk to the organization.

Compliance with business and safety standards

From the standpoint of information security standards (e.g. access management policies, communication logs and data controls), free communication applications do not provide the level of manageability that formal information systems require. Compliance with personal data protection regulations is a particular challenge, as an organization cannot fully control the location of data storage, retention periods, or the right to delete information.

Therefore, their application in the business environment can be considered acceptable only as an auxiliary communication channel, while for the exchange of official documentation it is recommended to use controlled information systems with defined levels of access and the possibility of auditing activities.

Final expert opinion

Communication security does not depend solely on encryption, but on a combination of technological, organizational and human factors. Free communication applications provide a high level of data privacy, but a limited level of information management. Therefore, their use in a business environment requires clearly defined rules of use and awareness of employees about responsibility in handling information.

Justified use of communication applications in business

Although messaging apps pose a potential security risk, banning them completely in modern business is neither realistic nor justified. In certain situations, their use can significantly improve the efficiency of the organization, especially in areas where the speed of reaction is more important than formal documentation.

Such services are especially justified in communication with clients and service users. Quick exchange of brief information, confirmation of appointments, notifications or answers to inquiries contributes to the quality of service and increases user satisfaction. In marketing, communication applications enable direct contact with users, sending promotional information, reminders and personalized messages, which often gives better results than classic electronic mail.

In internal business, their use is justified for operational and informal organizational information such as:

- scheduled information
- short-term employee coordination,
- exchange of general information,
- emergency situations and rapid organization of work.

On the other hand, the exchange of confidential documents, financial data, contracts and strategic plans should not take place through these channels, but through the controlled information systems of the organization.

Therefore, the justified application of communication applications is based on the principle of sharing information according to the level of confidentiality: operational information can be exchanged via fast services, while official documentation must be exchanged through formal and protected communication channels.

Suitability of free communication services for internal business communication

The question of the suitability of free communication applications (Viber, WhatsApp and similar services) for internal business communication requires a balanced analysis of their functional advantages and security limitations. While these platforms are widespread and easy to use, their application in a business environment must be carefully considered.

Benefits

The main advantages of using these services in internal communication are reflected in:

- a rapid and immediate exchange of information;
- easy organisation of group communications,
- high availability of staff,
- low cost (free apps),
- the ability to share multimedia content (photos, documents, locations).

In operational terms, these applications enable efficient employee coordination, especially in organizations that have fieldwork, shift systems, or dynamic activity schedules. The rapid exchange of messages often eliminates the need for formal meetings and speeds up the decision-making process at the operational level.

Limitations

The limitations of these services become visible when the communication extends to strategic or confidential information. These applications are not primarily designed as business information systems, but as consumer platforms for private communication. The lack of central administrative control, limited archiving possibilities and the impossibility of systematic access management represent serious limitations in the business context.

An additional problem is the mixing of private and business communication on the same device, which can lead to a loss of professional boundaries and a reduction in organizational discipline.

Security risks

Although most of these applications use end-to-end encryption, communication security does not depend solely on technological protection. Potential security risks include:

- loss or theft of a mobile device,
- the unauthorized forwarding of messages
- storing business data on personal devices
- failure to comply with internal data protection rules;
- difficulty in complying with standards such as GDPR and internal security protocols.

(7)

It is especially important to emphasize that in case of legal disputes or audits, communications conducted through private applications can hardly be systematically archived and proven as official business documentation.

Expertly Evaluated

Based on the above, it can be concluded that free communication services are partially suitable for internal business communication, but exclusively at the operational level and for information that does not have a high degree of confidentiality. For strategic decisions, financial data, legal documentation and long-term plans, it is recommended to use formal business information systems with defined levels of access and security controls.

Optimal access involves a combination of fast communication applications for operational needs and secure, institutional systems for formal and confidential communication.

Connecting theory and practice - an example of the Boss Driving School

The example of the Boss Driving School provides a concrete insight into how mobile communications can be systematically used in the daily work of management and operational employees. In this organization, mobile technologies were not introduced spontaneously, but were gradually integrated into key business processes, which significantly improved the efficiency and quality of work.

In the field of internal communication of employees, mobile applications for group communication (Viber and WhatsApp) are used, which are used for daily coordination of instructors, exchange of information about schedules, urgent changes of appointments and notifications about organizational changes. This type of communication replaced earlier phone calls and paper records, which reduced the number of misunderstandings and lost information.

For the organization of practical training of candidates, the management uses a mobile calendar and shared schedules (Google Calendar), where instructors and candidates have insight into driving times in real time. Any change of appointment is automatically forwarded to all participants, thus eliminating delays and unnecessary arrivals. This solution has proven to be particularly effective during periods of increased number of applicants.

In the area of administration and documentation, Boss Driving School uses cloud services (Google Drive) to store and exchange documents, such as contracts with candidates, lesson records, internal reports and

financial documentation. Management has access to documents via mobile phone, which enables decision-making even outside the office, without interruption in business.

For communication with candidates (students), mobile messages and applications are used, through which notifications about appointments, reminders for classes, information about theoretical classes and exams are sent. This communication system increased the accuracy of information and significantly reduced the number of missed classes.

Also, management uses video calls and online meetings (Viber / Google Meet) to coordinate with instructors and partners, especially in situations where physical meetings are not possible. This ensures continuity of management and faster resolution of operational issues.

Table 1. Tools used and effects of use

Tool / platform	Purpose at Boss Driving School	Achieved effects
Viber / WhatsApp	Internal communication of instructors and management	Faster coordination, fewer misunderstandings
Google Calendar	Planning and changing training dates	Reduced delays and empty appointments
Google Drive	Documentation and records	Less paperwork, constant availability
Mobile messages	Communication with candidates	Fewer missed classes
Google Meet / Viber video	Meetings and coordination	Saving time and costs

Critical review and opportunities for improvement

Finally, mobile communications enable the constant availability of management, because the school director has insight into schedules, documentation and communication in real time. This way of working significantly increased the flexibility of the organization, reduced administrative delays and contributed to greater employee and candidate satisfaction. (2)

This example shows that even a relatively small organization, with proper and planned application of mobile communications, can achieve a level of organizational efficiency that is comparable to significantly larger business systems. This confirms that digital transformation in management is not a question of the size of the company, but of the way of management and strategic approach to technology. Improving the organization of work, better communication with candidates and reducing administrative burdens show that digital transformation is not reserved exclusively for large systems. Considerations of the results also indicate a change in the role of managers. Availability, openness of communication and quick exchange of information contribute to the strengthening of trust and the development of modern leadership, which is based on cooperation and not exclusively on authority. (8)

Based on all of the above, it can be concluded that mobile communications have a multidimensional impact on the organization - technological, organizational, psychological and strategic. Their full value is realized only when they are integrated into the wider management system and organizational culture.

Although the results of the application of mobile communications in the Boss Auto School are positive, there is room for further improvement of the system. The introduction of specialized software for auto-schools (integration of schedules, candidates and finances into one system) would further reduce the administrative burden and increase the accuracy of the data. Also, formalizing the rules of digital communication would contribute to a better balance between the work and private time of employees.

Further development could include the application of analytical tools to monitor training performance, candidate satisfaction and instructor load, thereby using mobile communications not only operationally but also strategically in the decision-making process. Improvements in work organization, better communication with candidates and a reduction in administrative burdens show that digital transformation is not reserved exclusively for large systems.

Considerations of the results also indicate a change in the role of managers. Availability, openness of communication and quick exchange of information contribute to the strengthening of trust and the development of modern leadership, which is based on cooperation and not exclusively on authority.

Based on all of the above, it can be concluded that mobile communications have a multidimensional impact on the organization - technological, organizational, psychological and strategic. Their full value is realized only when they are integrated into the wider management system and organizational culture.

Conclusion

Based on the conducted analysis, it can be concluded that mobile communications play an extremely important role in the work of management of a modern company. Their application enables faster and more efficient exchange of information, decision-making in real time, better control of business processes and greater organizational flexibility.

The results of the theoretical and empirical part of the work confirm the main hypothesis that mobile communications significantly improve business efficiency and the quality of management work.

An example from the practice of the Boss Driving School shows that modern communication technologies can be successfully applied even in smaller organizations, with visible positive effects on work organization, employee satisfaction and service quality.

Today, mobile communications represent a strategic resource, not just a technical tool. Their proper and planned application enables companies to adapt more quickly to changes in the market, improve competitiveness and ensure sustainable development.

A more detailed analysis of the impact of mobile communications on data security, organizational culture and long-term firm performance is recommended for future research. Despite these challenges, it is clear that mobile communications remain one of the key pillars of modern management.

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