SUPERVISOR PHUBBING, ORGANIZATION-BASED SELF-ESTEEM, EMPLOYEES' TURNOVER INTENTION AND COMMITMENT: THE MEDIATING EFFECT OF ORGANIZATIONAL JUSTICE

KAINAAT AMJAD

00000327269

BATCH NUMBER

2020

SUPERVISOR

ASSOC. PROF. DR. MUMTAZ ALI MEMON

A thesis submitted to NUST Business School for the degree of

Master of Science in Human Resource Management

December 2022

SUPERVISOR PHUBBING, ORGANIZATION-BASED SELF-ESTEEM, EMPLOYEES' TURNOVER INTENTION AND COMMITMENT: THE MEDIATING EFFECT OF ORGANIZATIONAL JUSTICE

KAINAAT AMJAD

00000327269

2020

SUPERVISOR

ASSOC. PROF. DR. MUMTAZ ALI MEMON

A thesis submitted to NUST Business School for the degree of

Master of Science in Human Resource Management

December 2022

THESIS ACCEPTANCE CERTIFICATE

It is Certified that final copy of MSHRM thesis written by Ms. Kainaat Amjad. Registration No. 27269 of MS-HRM 2K20 has been vetted by undersigned, found complete in all aspects as per NUST Statutes/Regulations/MS Policy, is free of plagiarism, errors, and mistakes and is accepted as fulfilment for award of MS degree. It is further certified that necessary amendments as pointed out by GEC members and foreign/local evaluators of the scholar have also been incorporated in the said thesis.

Signature of Supervisor with stamp: _____

Date: _____

Programme Head Signature with stamp: _____

Date: _____

Signature of HoD with stamp: _____

Date: _____

Countersign by

Signature (Dean/Principal): _____

Date:_____

DECLARATION

I hereby state that no portion of the work referred to in this dissertation has been submitted in support of an application for another degree or qualification of this or any other University or other institute of learning.

Student's Name: <u>Kainaat Amjad</u>

Signature _____

Date _____

ACKNOWLEDGEMENT

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

The purpose of this study is to examine the impact of supervisor phubbing on employee turnover intention and commitment. Building on the conservation of resources (COR) model, this study tests the mediating role of organizational justice and moderating role of organization-based self-esteem (OBSE). Furthermore, employees of the IT and consumer services industry are considered to determine the supervisor phubbing phenomenon. Data is collected through a survey questionnaire from employees of the IT and consumer service sector of Pakistan. Both printed and online questionnaires were distributed to the respondents majorly in the vicinity of Islamabad and Rawalpindi. A total of 256 employees participated in this study. Furthermore, a detailed statistical analysis is performed using SPSS and SmartPLS to test the hypotheses. Supervisor phubbing negatively affected turnover intention at workplace. Organizational justice significantly showed a mediating role between supervisor phubbing, employee commitment and turnover intention. However, organization-based self-esteem (OBSE) didn't moderate the relationship between supervisor phubbing and organizational justice. Similarly, supervisor phubbing has no direct and significant impact on employee commitment. Supervisor Phubbing occurs due to a supervisor's engagement in his phone and is distracted while having a conversation with his employee. Its impact on turnover intention and employee commitment presents a new dimension to the existing literature. The mediation of organizational justice helps the organizations in understanding the process through which supervisor phubbing can have a negative influence on the employees attitudes and behaviors. Hence, firstly, this study is the first to study the impact of supervisor phubbing on employee commitment and turnover intention. Secondly, it studies the moderating role of organization-based self-esteem (OBSE) in relationship to supervisor phubbing and organizational justice. Finally, the mediating role of organizational justice is studied in the relationship between supervisor phubbing, employee commitment and turnover intention.

CHAPTER 1

INTRODUCTION

1.0 Background of the Study

Smartphones have brought us closer to each other however, it is also bringing distance in people. Individuals use their phones to engage in multiple tasks throughout the day be it professional or personal (Tonacci et al., 2019; Chatterjee, 2020). People are so addicted that they keep using their smartphones while having in-person communication with others known as phubbing behavior (Chotpitayasunondh et al., 2016; Aagaard, 2020). Several related negative outcomes have been identified due to phubbing behavior. It is perceived as an impolite behavior that threatens the basic needs of individuals and makes them feel ignored (Miller-Ott & Kelly, 2017; Chotpitayasunondh & Douglas, 2018).

Furthermore, having an addiction to check smartphone leads to interrupting conversations and losing out on the benefit of face-to-face communication (Koçak, 2021). It brings a lack of meaning to face-to-face interaction resulting in lower conversation quality and relational satisfaction (Chotpitayasunondh and Douglas 2018). Moreover, frequent texting during a conversation can cause conflict between two parties which leads to a deteriorated relationship quality (Halpern and Katz, 2017). Supervisors' physical and mental presence during a conversation with an employee is very impactful for a lasting supervisor-employee relationship (Roberts & David, 2020).

A supervisor-employee relationship is affected by an employee's perception of organizational justice. Perceived organizational justice is the employee's perception of fairness in the organization (Hameed et al., 2019). When employees find no justice in the organization, they indulge in counterproductive work behaviors that are damaging to the health of an organization (Rahaei & Salehzadeh, 2020). Koçak, (2021) explains the importance of interactional justice by saying that if employees see that their supervisor is distracted and the employee is being ignored then he finds it to be mistreatment and has a negative perception of the fairness system of an organization. Employees who feel unfair treatment towards them respond to it both

emotionally through a lower level of commitment and behaviorally through a high turnover (Vaezi et al., 2017).

Employees with high turnover intentions can pose a threat to the organization because it is associated with high costs of bringing and training a new employee for the company (Wocke & Heymann, 2012; Coetzee & van Dyk, 2018). Moreover, it also results in lower productivity and morale of employees (Kumar & Dhamodaran, 2013). Coetzee & van Dyk, (2018) explain that employee-supervisor conflicts can arise when the supervisors and leadership are not respectful or abusive. It can lead to dissatisfaction and a high intention to quit.

Similarly, Meng, Tan, & Li, (2017) explain that when employees experience supervisor phubbing, they feel less or unimportant in the eyes of their supervisor hence, they find this behavior as ill-treatment which can hamper their commitment to work. According to Vaezi et al., (2017), mistreatment at work (i.e., supervisor phubbing) can lead to a reduction in employee commitment. Supervisor phubbing also has a detrimental impact on the organization-based self-esteem (OBSE) of employees. It can harm the OBSE of employees by posing a threat either directly or indirectly to this fundamental need. An employee can observe his value at the organization through the communication that he carries with his supervisor at the workplace. Furthermore, the words and behaviors used during a meeting with the supervisor provide enough judgement to the employees whether they are valuable and needed at the organization or not (Gardner et al., 2004, Yasin et al., 2020). Yasin et al, (2020) explain that supervisor phubbing reduces the OBSE of employees because such behaviors lead to less positive feelings in employees.

1.1 Contextual Analysis

Smartphones are critical to staff productivity, as stated by 82 percent of IT executives (Ellis, 2021). Nearly 80 percent of IT executives claimed that without a mobile phone, employees could not perform their tasks successfully, and 75 percent claimed that mobile devices are necessary for workflows (Ellis, 2021). Similarly, apps are used by 585 businesses to provide mobile access to vital enterprise systems (Ellis, 2021). In addition, according to Syntonic, 87 percent of companies rely on their employees using their own mobile devices to access workplace apps. The importance of IT technologies has drastically changed the way we operate in the workplace. These statistics depict the importance of the use of smartphones for work.

Therefore, it is becoming essential for employees to use smartphones while working be it for professional or personal usage.

However, the use of technology is considered to be a distraction in the workplace (Orhan et al., 2021). Overuse of smartphones distances users from reality. People frequently carry their smartphones around with them at all times. They carry their smartphones to social gatherings and use them as a way to avoid social interactions with others (i.e., phubbing), or they completely disregard those around them while using their phones (Bozeman, 2011; Pitichat, 2013). As employees use their phones for both personal and professional purposes at work, the impact of smartphones on work-life balance is now evident. By keeping an eye on their emails and messages, reading them, or even recognizing or receiving incoming business calls and messages, they are unable to escape from tasks related to their jobs.

In any organization, employees value their relationship with their line manager or supervisors. This is especially true for Pakistani organizations as Sharif & Nazir, (2016), conducted a study on the software industry and found that 53 out of 183 respondents ranked supervisor and employee relationships as extremely important. Their study also found that in the IT sector of Pakistan, organizational fairness is anticipated through supervisors. Fairness is very important at all levels of the organization to achieve its goals. When this perception of fairness in the organization is missing, employees show negative behaviors. Similarly, Ahmed & Nawaz, (2015) state that mostly the government institutions of Pakistan face a problem of employee turnover due to a lack of fairness and employee-employer relationships, especially in Pakistan International Airline (PIA). Employees lack support from the supervisors and have high turnover intentions and a reduced employee commitment.

The increasing importance of using smartphones in IT and consumer services sector (i.e., airline) has led us to infer that if smartphone usage is increasing, supervisor phubbing behavior will also increase. Therefore, conducting this study in the context of these sectors is highly relevant and can reap some important findings.

1.2 Research Gaps

Previous studies on phubbing have been conducted in the context of various interpersonal relationships such as between friends (Sun et al., 2021), romantic couples (Wang et al. 2017), and parents and children (Niu et al. 2020). Research in the business context is limited (Roberts

& David, 2017; Robert & David, 2020; Yasin et al., 2020). This study aims to focus on studying phubbing behavior in the workplace and adding to the previous literature.

Previous research has focused on different dependent variables while studying supervisor phubbing. For example, Yasin et al., (2020) studied organization-based self-esteem (OBSE) as a dependent variable. Similarly, Roberts & David, (2020) studied the effect of boss phubbing on employee trust and performance. However, previously a direct impact of supervisor phubbing on turnover intention of employees and employee commitment is yet to be explored. Therefore, this study aims to determine this impact and provide useful insights into the existing literature.

Previous researchers have found that supervisor phubbing at the workplace is detrimental to employees' OBSE and their sense of belongingness (Hales et al., 2018; Yasin et al., 2020). However, little is known about the effect of OBSE as a moderator in the relationship between supervisor phubbing and organizational justice. Therefore, the focus of the study pertains to studying OBSE as a moderator.

Previously, studies on phubbing behavior at the workplace have been conducted in the educational sector (e.g., Koc & Caliskan, 2022; Liu et al., 2021 and McDaniel & Wesselmann, 2021) considering teachers or students from different schools as respondents of the study. Yousaf et al., (2022) conducted research on supervisor phubbing in other service sector organizations belonging to different industries, including hospitality, health, and insurance. However, research in the IT sector such as IT services and consulting, software houses and telecommunication as well as consumer services sector such as airline is yet to be explored. Therefore, it is important to address these sectors that are highly tech-savvy and smartphone use is widespread.

1.3 Problem Statement

Phubbing behavior has been theoretically studied with respect to satisfaction and quality of different relationships i.e., between couples (Vanden Abeele et al., 2018) and friends (Sun et al., 2021). According to a Pew Research Center survey, 89% of respondents admitted to engaging in phubbing behavior during their most recent social activity (Ranie & Zickuhr, 2015, Al-Saggaf & O'Donnell, 2019). A recent study states that people phub their closed ones

more frequently than those who are less closely connected to them (Al-Saggaf & O'Donnell, 2019). Nearly half of the participants in a study by Roberts and David (2017) claimed that their partner had phubbed them.

At workplaces, phubbing is also a very common practice, and has been confirmed by previous research that it can lead to poor relationship quality due to a lack of proper communication (Capilla Garrido et al., 2021). Hence, it is very important to further research this phenomenon in workplaces, because of its negative consequences for employees. If supervisor phubbing will not be addressed by organizations properly, it will result in lower perceived organizational justice. An organization where employees feel they are not respected and valued by the organization will be more likely to have high turnover intentions (Alkhateri et al., 2018) and lower commitment. However, limited studies have been carried out on supervisor-employee relationships. Thus, the present study is timely to address this gap.

1.4 Research Objectives

This study aims to investigate the impact of supervisor behavior on turnover intention and employee commitment with the mediation of organizational justice. Furthermore, it determines that if an organization has a high employee's organization-based self-esteem (OBSE) will it reduce the impact of supervisor phubbing and enhance the perception of organizational justice of employees? Finally, the study intends to study the phubbing behavior in IT and other consumer service industries of Pakistan. Specifically, this study aims to achieve the following objectives:

1. To determine the relationship between supervisor phubbing and turnover intention among employees of IT and consumer service industries of Pakistan.
2. To investigate the moderating effect of employees' organizational-based self-esteem between supervisor phubbing and perceived organizational justice among employees of IT and consumer service industries of Pakistan.
3. To examine the mediating role of perceived organizational justice between supervisor phubbing and turnover intention among employees of IT and consumer service industries of Pakistan.
4. To examine the mediating role of perceived organizational justice between supervisor phubbing and employee commitment among employees of IT and consumer service industries of Pakistan.

1.5 Research Questions

1. Does supervisor phubbing influence high turnover intention among employees of IT and consumer service industries of Pakistan?
2. Does an employee's organizational-based self-esteem (OBSE) moderate the relationship between supervisor phubbing and organizational justice among employees of the IT and consumer service industries of Pakistan?
3. Does perceived organizational justice mediate the relationship between supervisor phubbing and turnover intention among employees of the IT and consumer service industries of Pakistan?
4. Does perceived organizational justice mediate the relationship between supervisor phubbing and employee commitment among employees of the IT and consumer service industries of Pakistan?

1.6 Research Scope

This study focuses on the impact of supervisor phubbing on employee turnover intention and employee commitment with the mediating role of perceived organizational justice and moderating role of OBSE. The data is collected once from employees (knowledge workers) working in different IT and consumer service (airline) companies in the major cities of Pakistan. Specifically, the aim is to study this phenomenon in IT and consumer service industry employees only.

1.7 Research Significance

1.7.1 Theoretical

This study is the first to draw a link between supervisor phubbing and the turnover intention of employees. Previously supervisor phubbing has been studied with many different dependent variables such as employee trust (Yasin et al., 2021), depression (Liu et al., 2021), and organizational-based self-esteem (Sun & Samp, 2021). Turnover intention is a challenge for line managers and supervisors as it reduces employees' dedication to work in an organization

(Lutgen-Sandvik et al., 2016, Zafar et al., 2021). Hence, this phenomenon is important to study with supervisor phubbing.

Secondly, this study is also the first one to study organizational-based self-esteem (OBSE) as a moderator between supervisor phubbing and organizational justice. The study helped in evaluating whether an increase in organizational-based self-esteem (OBSE) enhances employees' perceived organizational justice and reduces the impact of supervisor phubbing or not. Since supervisor phubbing is still an emerging phenomenon and has grabbed the attention of researchers in the last few years (Roberts & David, 2017; Robert & David, 2020; Yasin et al., 2020) therefore, this study has added to the previously existing literature and helped in providing future research agendas to bridge in the gaps on this topic.

1.7.2   *Practical (Industry)*

Specifically, this study focuses on studying the impact of supervisor phubbing in the IT sector and consumer service sector in major cities of Pakistan. No previous study has focused on this area and hence, this study will be the first to explore this phenomenon. The intended study offers a wide variety of implications for organizations. The results provide evidence to the organizations that the use of supervisor or boss phubbing behavior can be detrimental for employees as they face a lack of fairness in the organization which ultimately results in an intention to quit.

Organizations need to alleviate the negative effects of supervisor phubbing. This can be done through sensitivity training in which managers can learn how certain behaviors including the use of a smartphone during a meeting or conversation with an employee may negatively affect his self-esteem and cause intention to quit. Organizations can also make certain policies such as prohibiting the use of smartphones in meetings. These policies can bring in a healthy work environment where employees can feel secure (Chadi et al, 2021).

1.7.3   *Policy makers*

The study is also significant for policymakers. The constant attention on smartphones has brought problems. The findings of this study enable the policy makers in Pakistan to understand that they should implement certain policies regarding the use of smartphones in public places and spread awareness to people that how they are unintentionally harming other e.g., through

pubbing behavior. The key motive behind such regulations can be showing concern for the mental well-being of others.

1.8 Operational Definitions

1.8.1 Supervisor Phubbing

Roberts & David (2017) defined supervisor or boss phubbing as "the perception of the employee that his or her supervisor is distracted by their smartphone when they are talking or are in close proximity to each other in the work environment." (p. 206).

1.8.2 Turnover Intention

Tett and Meyer, (1993), "defined turnover intention to be a conscious and deliberate will to quit an organization" (p. 262).

1.8.3 Organizational Justice

Organizational justice relates to the perception of an employee regarding the fair treatment an organization has towards its employees (Kozlowski, 2012). It is categorized into distributive, procedural, and interactional justice (Akram et al., 2017). Distributive justice is the employee's perception regarding the fairness of rewards and outcomes in an organization. Procedural justice is the employee's perception of fairness regarding the procedures followed to distribute rewards and interactional justice is an employee's perception regarding fairness in interpersonal treatment in an organization (Nauman & Naseer, 2020). Interactional justice is further divided into informational justice and interpersonal justice. Informational justice relates to sharing appropriate and accurate information in a decision-making process. (Kernan and Hanges 2002; Lee et al., 2021). While interpersonal justice relates to being respectful and polite in personal dealings with others. It is also an understanding of whether the managers' treatment in an organization towards others is respectful or not (Colquitt, J. A., 2001, Lee et al., 2021).

1.8.4 OBSE

Employee's organizational-based self-esteem (OBSE) is defined as the degree to which employees believe that they are "important, meaningful, effectual, and worthwhile within their employing organization" (Pierce et.al., 1989, "p. 625").

1.8.5 *Employee Commitment*

Bateman and Strasser, (1984) referred to employee commitment as "employees' loyalty, willingness to exhibit maximum effort to their organizations, degree of goal and value in accordance with organizations, and the intentions to remain within the organizations."

1.9 Chapter Summary

This chapter provides a detail of the background of the study along with research gaps, problem statement, research objectives, questions, scope, and significance. The study aims to determine the impact of supervisor phubbing on employee commitment and turnover intention. The mediating role of organizational justice between supervisor phubbing, employee commitment, and turnover intention also is under consideration. In addition, the study focuses on the moderating role of OBSE between supervisor phubbing and organizational justice. Finally, the study is conducted in the IT and consumer services sector of Pakistan.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter consists of a detailed review of literature that is related to supervisor phubbing and its impacts on employee commitment and turnover intentions. Firstly, the conceptualization of variables is presented followed by an introduction to Conservation of Resources (COR) theory. Then, with the help of supporting literature, relationships between variables have been described along with hypotheses and a theoretical framework is proposed. After thoroughly reading and filtering process, only the most relevant studies were included to describe the overall topic.

2.2 Conceptualization of Variables

2.2.1 Phubbing

With the rapid usage of smartphones, "phubbing" came into being in 2007. In May 2012, a campaign was launched in Melbourne by Macquarie dictionary inviting many authors, poets and lexicographers to give a new word describing this problematic behavior of ignoring others due to usage of smartphone (Pathak, 2013; McCann & Macquarie Dictionary, 2014). Phubbing is coined by combining two words i.e., "phone" and "snubbing" which means to use phone in the presence of others and not paying attention to them (Garrido et al., 2021). Many authors have defined this behavior from time to time and these are discussed in the following paragraphs. Phubbing has been defined as an act where an individual pays more attention to his smartphone in a face-to-face communication with another person (Çikrikci et al., 2019, p.1).

Three important components of phubbing behavior include a phubber, a phubbee and a social setting where this behavior is observed. A "phubber" is someone who pays attention to his phone rather than the person he's having an in-person conversation (Karadağ et al., 2015). The "phubbee" is someone who is the victim of this behaviour in a social setting

(Chotpitayasunondh & Douglas, 2016; Al-Saggaf et al., 2019; Rachel et al., 2021). Karadağ et al., (2015) describes a social setting is where two or more people are interacting. Additionally, phubbing behavior is also being studied in the context of technoference which broadly describes interruptions in personal interaction due to smartphones and computers (McDaniel et al., 2021)

To explain phubbing behavior further, Kaczmarek et al. (2019) states that "Phubbing refers to adverse behavior that occurs in social situations when individuals maintain their focus on their mobile phones at the expense of a reduced focus on the interlocutor who may feel ignored or snubbed" (p.7). Moreover, Chotpitayasunondh and Douglas (2018) described it as the act to snub others by pretending to be busy on phone rather than paying attention or listening to them in a social interaction (Yousaf et al., 2022). In other words, a person ignores others by looking at his phone i.e., by answering a message, checking his social media handles or for any other purpose (Nazir and Pis ̣kin, 2016, p.40; Chotpitayasunondh and Douglas, 2018). In addition, it is also said to be a kind of overuse of smartphone (T'ng et al., 2018) which occurs when an individual continuously uses his smartphone results in anxiousness, mental issues and loneliness (Afdal et al., 2019; Liu et al., 2021).

2.2.2   Supervisor Phubbing

Roberts & David, (2017) described supervisor phubbing as "the extent to which a supervisor uses or is distracted by his/her cell phone while in the presence of his/her subordinate." Roberts & David, (2020) introduced the concept of boss phubbing (BPhubbing), explaining it as the perception of an employee that his immediate line manager or supervisor's attention is diverted due to his smartphone during their conversation. Bulut and Nazir, (2019) explains that phubbing behavior is harmful for both "phubbee" and "phubber". A recent study showed that as the smartphone use is increasing, the issue of supervisor phubbing has also doubled at workplaces. (Roberts & David, 2020). It brings negative outcomes in interpersonal relationships. For example, it harms one's impression, quality of interaction and relationship (Liu et al., 2021).

2.2.3 *Organizational-based self esteem*

Pierce et al. (1989) first conceptualized organization-based self-esteem (OBSE) defining it as the degree to which a person has a perception about himself as important, effectual and capable at work (Costantini et al., 2019). It explains an individual's personal evaluation regarding his own worthiness amongst his colleagues in a particular organization (Chen et al., 2016; Takhsha et al., 2020). Researchers consider OBSE as a sub-category of the general self-esteem concept because when an employee accomplishes certain tasks it increases his self-esteem as well (Bowling et al., 2010). Hence, this unique concept is pertinent specifically to the organizational setting.

A few characteristics of OBSE are (a) it is an outer-level self-concept of an employee during the beginning of his tenure at an organization, (b) with experience it becomes a trait i.e., an inner-level self-concept, (c) changes in an employee's organizational experiences can lead to changes in employee OBSE, (d) it is affected by three types of organizational experiences that include successful events, managers showing importance and working environment that shows trust (Pierce et al., 1989; Pierce et al., 2016). Ahmed et al., (2021) explain OBSE as a resource which provides a sense of worthiness in the organization that is important to all employees. Many researchers have linked OBSE to different resources e.g., motivation (Pierce & Gardner, 2004; Ahmed et al., 2021). A recent study by Shafique et al., (2020) suggests it to be a psychological resource.

Simply, a person with a high OBSE has a picture about himself as someone who has value, is trusted and makes a significant contribution to the organization (Pierce et al., 1989; Gordon et al., 2020). People with high OBSE also have a perception that they are competent enough to make a difference in the organization with their contributions (Sekiguchi et al., 2008). Erkutlu and Chafra, (2016) and Takhsha et al., (2020) state that OBSE increases in a person when he feels important and has higher levels of engagement in his organization. While an individual having a low OBSE finds himself to be irrelevant, incompetent and undervalued in the organization (Pierce et al., 1989; Gordon et al. 2020).

Chung et al., (2017) states that OBSE describes the extent to which a person's performance in his role at an organization meets his need for self-esteem. Therefore, OBSE is a deep-rooted belief that one has about his worth in the organization. OBSE is an assessment one conducts

about his worth at work and in organizational context. Gardner et al. (2016) also states that the organizational experiences build and strengthen the overall self-concept regarding one's importance in the organization which improves an employee's OBSE.

2.2.4 Turnover Intention

Turnover intention is defined as a conscious and deliberate will to quit an organization. (Tett and Meyer, 1993, p. 262; Puhakka et al., 2021). Understanding the turnover intention of an employee is important to study because it can help an organization to determine the actual turnover and also help in finding solutions to mitigate these thoughts (Puhakka et al., 2021). The concept of turnover intentions has been widely studied by researchers because of its utmost importance. Abbasi and Hollman, (2000), p. 333 defined it as "the rotation of workers around the labor market; between firms, jobs and occupations, and between the states of employment and unemployment." Moreover, turnover intention has also been defined as a person's personal will to quit a job (Hom & Griffeth, 1991; Zhang et al., 2020).

According to Mobley and Fisk's (1982), turnover intention represents a person voluntary intent to leave a job or change his work company. Furthermore, Williams and Hazer, (1986) states that turnover intentions can show an employee's plan to his current position or it can also depict an organization's effort to terminate employees (Lin et al., 2020). Turnover intention is said to be a strong presenter of the actual turnover at an organization (Joo, 2010; Ju et al., 2019). Albrecht and Marty, (2020) has established that both individual and organizational factors are the contributors to actual employee turnover.

An employee having an intention to quit doesn't necessarily mean that employee is actually leaving, but shows that employee is thinking about it (Abdullateef et al., 2014). According to Kang & Sung, (2019), when an employee joins the organization, there is an interaction of an employee's opinions with the organization. If a mutual coordination fails to exist, it leads to separation. This thought process ultimately leads to employee quitting (Kang & Sung, 2019).

Sun, Luo, & Fang, (2013) explain that the factors which influences turnover intention of an employee is sub-divided into four i.e., work, personal, organizational and external environment. Working conditions, salary, individual factors and management factors influence the decision to resign from an organization (Brien, 2010). Hence, it can be stated that turnover

intention is a complicated process because it is originated from a negative response towards organizational or job-related factors (Takase, 2010; Wang et al., 2020).

2.2.5   *Organizational Justice*

Organizational justice as a phenomenon emerged from Homans (1958) social exchange theory, that describes individuals to be in a social exchange process where they have an exception of fair distribution of resources. Organizational justice is the perception of employee as to how just and fair the organization is in its treats towards employees (Li & Cropanzano, 2009). Initially, it was conceptualized a two-dimensional phenomenon consisting of only two types i.e., distributive and procedural (Park et al., 2016). However, later it was evident that only two dimensions are insufficient to fully explain this construct (Cohen-Charash and Spector, 2001). Hence, three components of organizational justice were described by Niehoff and Moorman (1993) i.e., distributive justice, procedural justice and interactional justice (includes interpersonal and interactional).

Distributive justice is the perception of employees regarding how much fairness is present in their work duties and salary allocation methods. Procedural justice refers to employees' perception about the fairness of decision-making processes and procedures in an organization (Aggarwal et al., 2022). Similarly, interactional justice has been referred to personal treatment provided to employees by managers and others in an organization. Interpersonal form of justice in interactional justice refers to a respectful treatment towards employees (Bies, 2005; Miao et al., 2020). An organizational climate where interactional justice is high, employees trust its supervisors and line managers (Miao et al., 2020).

Greenberg (1990) argued that procedural, distributional, and interactional justice are three autonomous aspects, which have various relationships with different variables and will independently influence an individual's behavior and attitude. According to Suzanne et al. (2000), organizational justice has three dimensions however, interactional justice is an independent dimension. A new development in the concept of organizational justice emerged when interactional justice was further divided into two new categories by Colquitt et al. (2001) i.e., interpersonal justice and informational justice, hence making it a four-dimensional concept. Eventually, this view was supported by many empirical studies. Seepma et al. (2021) referred to interpersonal justice as the fairness in managers' treatment towards its employees in an organization, providing respect each individual's needs. Informational justice explains

how just managers are in providing the necessary information to employees, explaining the important procedures and giving valid reasons behind the distribution process of results (Colquitt, 2012). Most researchers by and large view interactional justice as the emotional feelings of employees, regarding their association with colleagues and managers in the decision-making and communication process (King et al., 2017; Ye et al., (2022).

2.2.6 *Employee Commitment*

Bateman and Strasser, (1984) referred to employee commitment as "employees' loyalty, willingness to exhibit maximum effort to their organizations, degree of goal and value in accordance with organizations, and the intentions to remain within the organizations." McCunn & Gifford, (2014) refers to employee commitment as the degree to which employees have an involvement and identification with the organization. Employee commitment is a multi-dimensional phenomenon consisting of three types i.e., affective, normative and continuance commitment (Meyer and Allen, 1991; Wang et al., 2020).

Affective commitment is described as an employee's emotional attachment and desire to stick to a particular organization (Ohana and Meyer, 2016; Afshari et al., 2019). Affective commitment is useful for both the organization and its employees because it helps in identifying certain very important outcomes including turnover intention, work performance and absenteeism (Breitsohl & Ruhle, 2013; Aranki et al., (2019). According to Fernandez-Lores et al. (2016), affective commitment is the most beneficial for an organization and it is associated to many positive work behaviors.

Normative commitment is an employee's feeling of obligation and loyalty to stay with the organization as his responsibility (Meyer and Allen, 1991; Nazir et al., 2016). Several studies were conducted by Wiener in 1980s to discuss the normative view of organizational commitment. Employees having normative commitment have a will to personally sacrifice for their organizational because they find it ethical and abiding to their moral principles (Wiener,1982; Aranki et al., 2019). According to Wiener, (1982), family culture and socialization in the firm has resulted in normative commitment for employees.

Continuance commitment is based on employee's desire to stay with the organization because of the benefits he is receiving, lack of other worthy alternatives and a higher cost to change a job (Meyer and Allen, 1991; Wang et al., 2020). Cakı et al. (2015) states that continuance

commitment is a result of many factors such as high training cost, salary, problems in job hunt. Employees have no option than to stay for longer period with an organization.

Employee commitment is an important concept because of its association to many desirable and negative outcomes. Researchers have discussed that it has a positive impact upon employee productivity, motivation, absenteeism, intention to quit and organizational citizenship behavior (Genevičiūtė-Janonienė & Endriulaitienė, 2014; Wang et al., 2020).

2.3 Conservation of Resources (COR) Theory

Conservation of resources (COR) theory, since the past 30 years, has been widely cited in literature to explain organizational behavior and psychology. It is a motivational theory which suggests that humans behave according to their need to acquire and save (Hobfoll, Halbesleben, Neveu & Westman, 2018, "p.104"). These resources are either related to contextual or personal demands (Del et al., 2012). Hobfoll, (1988) defines resources as conditions, states, objects and other things valued by people. The value of resources shifts among them and is attached to their own experiences and circumstances. For instance, a person values the time spent with his family while other might find it stressful in case of an abusive relationship.

To explain the theory there are several principles related to it. First principle relates to "primacy of resource loss" explaining that losing a resource is more mentally disturbing than a resource gain (Hobfoll, 1998, "p.73"). This principle has a few significant ramifications. It recommends that a problem at work will have more effect than correspondingly esteemed gain (e.g., getting terminated will be more harmful than getting a bonus). Hence, a resource loss has a higher impact and the time to overcome the loss is also significantly high (Vinokur & Schul, 2002). The second principle for this tenet is "resource investment." Hobfoll, (2001a), explains that people utilize their resources to get a protection against a losing a resource, gain new resources and to recover from a loss. This is mostly done as a coping mechanism where resources are invested to mitigate future losses (Ito & Brotheridge, 2003). A strength of COR theory is that it not only explains stress but other factors as well that reduce an employee's motivation (Hobfoll, 2001a). Previous researchers have focused on the ways resources are invested to cope up with resources at an organizational level e.g., how resource loss affect job satisfaction, job performance and abusive supervision (Hochwarter et al., 2008; Wheeler et al., 2013).

Conservation of resources (COR) theory along with the above-mentioned principles, also has three main corollaries. These corollaries have predictions that are specific and multidimensional, and they help in building different strategies to deal with stressful situations at both individual and organizational level (Hobfoll, 2018). Corollary 1 states that Individuals having more resources are well equipped for resource gains. While individuals have a resource lack are prone to resource losses. Corollary 2 and 3 explains the impact of changes in resources on individuals. Corollary 2 says that an initial resource loss rolls down to future resource losses. While Corollary 3 is about an initial resources gain will lead to a future gain in resources (Halbesleben et al., 2014).

At a workplace, employees want to acquire larger share of resources and the employees with fewer resources utilize a protection strategy and try conserving the ones they already possess (Kim and Beehr, 2021). When employees experience a loss in terms of these resources (e.g., unfair treatment), they have heightened level of stress. On the basis of COR theory scholars also pointed out that employees avoid resource losses and if they experience situations where they have to loss these resources their performance at the workplace decreased (Luqman et al., 2021). Moreover, according to this theory employees experience emotional exhaustion when people can't cope up with the lack of resources that could help them deal job demand (Hobfoll, 2011; Charoensukmongkol, 2021).

This study focuses on conservation on resources (COR) theory to explain the impact of supervisor phubbing on employee commitment and turnover intentions. It further explains the mediating role of organizational justice and moderating role of organization-based self-esteem in this study. As mentioned above, employees want to acquire and protect their resources, (i.e., both tangible and non-tangible). Supervisor phubbing behavior is a resource loss for the employees because they find it as a mistreatment and an attack to their perception of organizational justice and reduces their OBSE. When employees are not getting attention by their supervisor, they find it as a threat to their personal resources therefore, they have a lower commitment level. As mentioned above, employees want to protect resources and avoid a loss. hence, when employees find that there is lack of fairness (a resource loss) in the organization, they intent to quit the organization.

2.4 Past Studies

Roberts & David, (2017) examines how boss phubbing impacts the psychological conditions which are essential for employee engagement. Specifically, the authors states that boss phubbing reduces supervisory trust which ultimately diminishes engagement level of employees. In this study, the authors used a serial and parallel mediation to explain the process through which boss phubbing has an impact on employee engagement. The mediators are supervisory trust and psychological conditions i.e., psychological meaningfulness, psychological availability, and psychological safety. The study was conducted in two phases and the respondents (only men) from the US participated in the study. The current research's focus is different. It focuses on employees' commitment and turnover intentions. The mediator of current research is organizational justice and no serial or parallel mediation is used.

Roberts & David, (2019) in their study examine the relationship between boss phubbing and employee performance. The study uses sequential mediation to explain that boss phubbing has a negative and indirect relationship with job performance through trust of employees in their supervisor and employees' job satisfaction. Roberts & David (2019) also proposed a new measure consisting of nine-item for boss phubbing which helps in assessing the extent to which employees feel they are phubbed by their line manager or supervisor. Finally, this study used three different theories to explain the relationships. These include Social Presence theory, Reciprocated Social Exchange theory and Expectancy Violations theory. However, the current research is different. This research does not use a sequential mediation model to build relationships between variables. Moreover, only one theory i.e., Conservation of Resources (COR) theory is used to explain the relationships between the variables.

Yasin et al. (2020) explored the impact of supervisor phubbing on employees' organization-based self-esteem (OBSE) specifically focusing on their experience of social exclusion. This study is different from the current study under focus. Yasin et al. (2020) in their research focused on three different moderators i.e., rejection sensitivity, need to belong and power distance. The current study is focusing on employees' organization-based self-esteem (OBSE) as moderator and not a direct variable (DV). Moreover, the mediators of Yasin et al. (2020) relate to social exclusion and include, belongingness, self-esteem, meaningful existence, and control needs. This study was conducted in the US and the respondents were individuals who were employed in an organization. However, the current research focuses on organizational

justice as a mediator to study the relationship between supervisor phubbing, employee commitment and turnover intention.

Khan et al. (2021) in their study, focused upon the three aim objectives. Firstly, the study aimed to understand the relationship between boss phubbing with phubbing behavior of employees towards other and employees' perceptions of their work meaningfulness. Secondly, self-esteem threat is investigated as a mediator in the relationship between boss phubbing and different employee level outcomes. Lastly, rejection sensitivity was investigated as a moderator in the relationship of boss phubbing behavior and self-esteem threat. Rejection sensitivity was also studied by Yasin et al. (2020) as a moderator. This study was longitudinal because the data collection was done in three-time lags. However, the current research is cross-sectional in nature.

Yousaf et al. (2022) in their study investigated the impact of supervisor phubbing on key employee outcomes. It was a cross-cultural study where Study 1 was conducted on Pakistan having a collectivist culture while Study 2 was conducted in America an individualistic culture. The study explained the concept of supervisor phubbing as a managers' counterproductive work behavior that causes a decrease in intrinsic motivation i.e., mediator. A lower level of intrinsic motivation negatively affects employees' job performance and work engagement i.e., dependent variables. The only similarity between the current research and Yousaf et al. (2022) study is that Conservation of Resources (COR) theory is used.

2.5 Hypotheses Development

2.5.1 Supervisor Phubbing and Organizational Justice

The need to constantly be on phone sometimes get so important that it disrupt a face-to-face conversation (Geser, 2004; Ömer Erdem Koçak, 2021). Przybylski and Weinstein, (2013) conducted a series of experiments which supported the fact that smartphones cause distraction and have a negative influence on relationships. In addition, it reduces quality of communication even if a person is not holding the phone in his hand (Abeele et al., 2016). One of the results of the experiment depicted that the relationship quality reduced even if the cell phone was present and not used. Therefore, for a mutually satisfying relationship (at work or personal) between two parties, all members must be contributing (Siegel, 2010). An employee who experiences phubbing from a supervisor might feel ignored by him. Hence, when phubbing

occurs, people find themselves more distracted and doesn't enjoy the conversation with the other person (Dwyer et al., 2018).

A number of studies on phubbing behavior has extensively examined its antecedents and outcomes (Al- Saggaf & O'Donnell, 2019; Vanden Abeele, 2019). Supervisor phubbing is a behavior that could negatively influence the employee's perception regarding fairness in the organization. There can be a direct relationship between supervisor phubbing and interactional justice. Interactional justice is the perception of an employee regarding the fairness in managers' treatment towards its employees in an organization, providing respect each individual's needs. Therefore, if an employee sees that the supervisor is distracted and ignoring him it can be perceived as unfair treatment (Ömer Erdem Koçak, 2021). Karadâg et al. (2015) states that people find this behavior as disrespectful in professional settings. Moreover, when people find others ignoring them or are distracted during a conversation, they are more prone to engaging in a similar behavior themselves (Aagaard, 2020). This indicates that when the perception of interactional justice is lower, employees feel supervisor phubbing as an additional mistreatment. The accumulation of this negative treatment results in negative behavior of the employee. Hence, as supported by previous studies, supervisor phubbing is a negative behavior, that has negative consequences of employees' attitudes (Roberts & David, 2016; Roberts & David, 2017; Yasin et al., 2020).

In the COR theory perspective, individuals having more resources (i.e, supervisor attention during meetings, organizational justice) are well equipped for resource gains. While individuals having a resource lack are prone to resource losses (Hobfoll, 2018). Therefore, when employees find their supervisors distracted or ignorant due to their activities on smartphone, they are likely to perceive them as unfair and this depicts impolite treatment. Hence, hypothesis 1 states:

H1: Supervisor Phubbing is negatively related to Organizational Justice.

2.5.2   Organizational Justice and Employee Commitment

Organizational justice has remained a concern for researchers since the past two decades and the previous literature depicts that this phenomenon has a significant impact on many organizational outcomes. Choi et al. (2014) state that organizational justice significantly predicts different organizational attitude including employee commitment and job satisfaction. Organizational justice is considered to be the antecedent of organizational commitment and both have a positive relationship (Wang et al., 2010; Suifan et al., 2017). Social exchange theory (Blau, 1964) explains the rationale behind this relationship. Under this phenomenon, the employees who find they are being treated fairly in the organization show more involvement in positive work behaviors and think of it as a responsibility to reciprocate (Ohana and Meyer, 2016). One of the ways in doing this is by having an increased commitment (Bernerth and Walker, 2012; Suifan et al., 2017).

Two conceptual paradigms have guided early research between 1980 and 2000. Under the 'differential effects paradigm' distributive, procedural, and interactional justice perceptions have a significant relationship with employee commitment. The most significant association of employee commitment is with procedural justice (Meyer et al., 2002). Under the second paradigm known as interaction effects paradigm, researchers examined the mutual effect of procedural and interactional justice on employees' support received in the organization. Brockner and Weisenfeld, (1996) conducted a meta-analysis, which indicated that information provided to an employee regarding the processes and its outcomes have a mutual effect such that fair process reduces the negative effect of getting unfair treatment on employee commitment. There are important implications of these findings. Most important is that organizations can bring in fair procedures, explain and include employees in decision making process and treat them with respect so that their commitment level is maintained.

Similarly, the fairness heuristic theory (Van den Bos et al., 2001) explains that individuals' form overall justice perception about their interactions with other which enable them to quickly decide whether they can trust them or not. For this people use the readily available information to make a decision regarding fairness of the interpersonal treatment they have received (Albrecht & Dineen, 2016). Iqbal & Ahmed (2016) also explains that employees trust increases in the organization when employees find there is fairness in the processes in the organization. Hence, it results in an increased employee commitment. When both organizational justice and

organizational commitment is enhanced, companies can get maximum benefit from their employees. Similarly, employees who perceive the organization to be fair, are likely to share their knowledge and expertise with others. This enables an organization to gain a competitive advantage and be a market leader (Imamoglu et al., 2019).

Previously, many authors have explained that perceived organizational justice have a mediating effect on all types of justice on employee commitment (Jones and Martens, 2009; Ambrose and Schminke, 2009; Marzucco et al., 2014, Lambert et al., 2021). Jang et al. (2021) conducted a study on the impact of organizational justice on organizational commitment of public sector organizations. The results confirmed that distributive and procedural justice increases employee commitment. Moreover, both procedural and distributive justice have a positive relationship to employee commitment among Nigerian food and beverage organization's workers (Akanbi & Ofoegbu, 2013). Ebeh et al. (2017) in their study explain that in Nigeria, the oil workers commitment is positively related to all types of organizational justice (Lambert et al., 2021).

Woldearegay, (2021) in their study on media sector in Ethiopian federal state examined the relationship between interactive justice, job satisfaction and organizational commitment. The results showed that changes in interactive justice and job satisfaction changes the organizational commitment of employees. Specifically, studies have also explained that changes organizational justice impacts the affective commitment of employees. A high level of organizational justice fosters higher organizational commitment (Ohana & Meyer, 2016; Suifan, 2019). This is further confirmed by Swalhi et al. (2017) study conducted among France employees working in SMEs, stated that organization justice is a strong predictor of organizational commitment i.e., affective commitment (Jehanzeb & Mohanty, 2019).

Under the COR theory perspective, employees want to acquire larger share of resources and the employees with fewer resources utilize a protection strategy and try conserving the ones they already possess (Kim and Beehr, 2021). When employees experience a loss in terms of these resources (e.g., perception of mistreatment and injustice), they have heightened level of stress. Stress has a detrimental impact on an employee's organizational commitment (Slade et al., 2016, Ngirande, 2021).

In the light of COR theory and previous studies, we conclude that:

H2: Organizational Justice is positively related to Employee Commitment

2.5.3 *Organizational Justice and Turnover Intentions*

Employees are the most important asset to any organization. Having motivated, loyal and satisfied employees help gain competitive advantage (Gabčanová, 2011; Imamoglu et al., 2019). Retaining employees in this highly competitive era is the biggest concern that organizational leaders encounter while competing for their survival. A known cause for employees' intention to quit is that they perceive the organization to be unjust (Al-Zubi, 2020). This is because organizational justice affects the attitudes and behaviors of employees (Bakhsi, 2019).

Previously, authors have explained the relationship between organizational justice and turnover intention with the help of social exchange theory (Loi et al., 2006). Social exchange theory (SET) states that once a person joins an organization, there is a psychological contract which brings in a sense of mutual exchange (Rousseau, 1998; Wang et al., 2020). This psychological contract indicates employees that the organization cares about them and binds the organization to give fair treatment to the employees (Moorman et al.,1991; Wang et al., 2020). On the other hand, when employees find a breach in this psychological contract it brings in negative behaviors and attitudes. This includes high turnover intentions, emotional exhaustion and cynicism (Wang et al., 2020).

Harris et al. (2020) indicate in their study that fairness is very important in reducing employees' turnover intention because turnover intention is crucial in predicting turnover. Organization justice is fundamental in reducing turnover intentions and hence, ultimately, actual turnover (Ekmekcioglu & Aydogan, 2019). If an employee feels that the organization has a fair treatment and rewards according to his contributions for the organizations, they will stay (Robbinson, 2019), have an increased commitment, high job performance, reduce conflict and enhance customer satisfaction (Cropanzano et al., 2007). Mistreated employees, on the other hand, show withdrawal behaviors and a strong one is to quit.

A study conducted on 300 employees employed in many different sectors in South Korea found that when employees have a positive perception of organizational justice, they are less likely to have turnover intentions (Kim et al. 2017). Khan et al. (2015) conducted their study on employees of a private university found that organizational justice significantly relates to

employees intention to quit. Moreover, different meta-analyses (Colquitt et al., 2001) and empirical studies (Suifan et al., 2017; Kumar and Jauhari, 2016) have also confirmed that organizational justice is negatively related to turnover intention.

The Conservation of Resource (COR) theory states that individuals have certain valuable resources i.e., socio-emotional support, perception of fair treatment at the organization etc. they try their best to conserve such resources. However, when workplace demands increase for example, a decrease in organizational justice, individuals try to find ways to protect themselves. However, if this resource loss is not restored, they face negative outcomes such turnover intention. (Tepper, 2001).

Hence, it is proposed that:

H3: Organizational justice is negatively related to Turnover Intention.

2.5.4   Supervisor Phubbing and Employee Commitment

Supervisor phubbing literature indicates that if an employee has less or no importance in the eyes of his supervisor or at the organization hence, he finds himself ill-treated ultimately reducing his motivation at work (Meng, Tan, & Li, 2017). This can also hamper an employee's organizational commitment. Lui & Zhang, (2019) stated that managers support increases an employee's intrinsic motivation to perform with dedication at job. Majority of literature in the context of organizational commitment indicated that it can reap beneficial results at both individual and organizational level including high job performance, commitment, organizational citizenship behavior, efficiency and productivity (Ohana and Meyer, 2016).

Employees' attitudes and behaviors are influenced by the attitudes and behaviors of their supervisors (Duffy et al., 2002). If supervisor has the right attitudes and behaviors, it can enhance the organizational commitment and task performance (Rhoades & Eisenberger, 2002). Mills et al. (2014) also confirmed that if supervisors are supportive in their actions and behaviors it could help enhance employee performance and commitment at work. A phubbed employee has lower trust in his manager and the feeling of connectedness and belongingness is also altered (Krasnova et al., 2016; Chotpitayasunondh & Douglas, 2018). Roberts & David, (2020) ultimately explained that supervisor phubbing damages employee trust in their

supervisor which diminishes their performance. Moreover, employees lose interest and lack focus from their tasks.

In line with COR theory, supervisor phubbing is a stressor that affects the employee resources (i.e., perception of fairness in the organization) that are essential for them to perform at work (Hobfoll, 1989; Yousaf et al., 2019). Previous researches support this notion by stating that phubbing has an adverse effect on emotional connectivity between individuals (Nakamura et al., 2016). This is because phubbing diminishes the emotional connection between two parties due to a reduction in eye contact (Roberts and David, 2016). Supervisor phubbing is a negative behavior of the supervisor or line manager hence, it can be stated that an employee who experiences it would have a reduced commitment level. Therefore, we hypothesize:

H4: Supervisor Phubbing is negatively related to Employee Commitment.

2.5.5 *Supervisor Phubbing and Turnover Intention*

Supervisor phubbing is the perception of an employee that his supervisor is not paying attention as he's distracted while talking to him at the workplace. Using smartphones at the workplace can be due to a number of factors ranging from playing games, responding to emails and use of social media (Wang et al., 2016). Pitichat, (2013) highlights that due to automation in systems at the workplace, employees have to quickly respond to emails or stay connected with their colleagues so they cannot pay much attention to the person they are accompanying presently.

Phubbing has serious negative consequences for an organization. A negative quality of interaction between employees can cost $6 billion because of reduction in efficiency and productivity (Duffy et al., 2012). Employees develop negative attitudes when they don't possess sufficient control, don't get proper feedback regularly and can't develop their professional expertise. Hence. they lose interest to work in a particular organization.

Haque et al., (2019); Yasin, (2021) states that to gauge the real feelings of employees for the organization, the intention of employees must be clear. Moreover, most common reason at organizational level for the turnover intention is the leadership styles. Employees who trust their organization and have a perception that their managers are respectful and have a high level of integrity have lower turnover intentions (Mulki, Jaramillo & Locander, 2006, Alharbi

et al., 2020). Similarly, subordinates who have better relationships with their supervisors have lower intention to quit the organization (Alkhateri et al., 2018). In contrast, employees having lesser trusting relationships with their supervisors may find themselves helpless which motivates them to quit rather having their future at stake with such supervisors (Costigan et al., 2012). Massingham, (2018) also confirmed that turnover increases due to the changes in emotional employer-employee relationships.

According to COR Theory, lack of social resources results in employees to become stressful (Vui & Yen-Hwa, 2020). One of the essential work resources for employees is having efficient and quality conversations (Ter Hoeven et al., 2016). As phubbing hampers quality of communication, therefore, it neglects the interaction with others (Chotpitayasunondh et al., 2018a). Therefore, due to decrease in job resources phubbing at workplace causes job burnout which can lead to turnover intention (Liu et al., 2021). Nichols et al. (2016) states that support by supervisor directly influences turnover of employees. Certain manager behaviors are a determining factor of employee retention or intention to quit (Mohsin et al., 2013; Gordon et al., 2019). Researchers such as Kim and Jogaratnam, (2010) and Gordon et al., (2019) also state that employees intend to leave their job due to poor supervisors. It is hypothesized:

H5: Supervisor Phubbing is positively related to turnover intentions.

2.5.6   Moderating effect of Organizational-based self-esteem

Organizational-based self-esteem (OBSE) is the degree to which employees perceived themselves as being important, have potential to work and are valued at the organization (Pierce et al., 1989). A person with low self-esteem is likely to engage in disrespectful behaviors i.e., phubbing (Benvenuti et al., 2020). In similar studies the results show that there is an increase in the dependency of mobile phones especially the use of social media applications because of a weak self-esteem which results in phubbing others (Hawi and Samaha, 2019; Khan et al., 2021). People who feel devalued or socially excluded bring in a balance to their mental state by adopting more disrespectful behaviors i.e., phubbing (Roberts and David, 2017).

Supervisor phubbing is harmful to OBSE as it threatens the employee's basic needs i.e., wellbeing. According to previous researchers, employees can know their value in the organization by the way managers communicate with them. A Manager's use of certain words and behaviors can illustrate that an employee is a resource to the organization which makes the employee feel more competent (Pierce and Gardner, 2004; Gordon et al., 2020). Supervisor phubbing can, therefore, disrupt positive feelings of employees and hamper their wellbeing. Erdem, (2014); Akhtar and Shaukat, (2016) explained that unnecessary and demeaning treatment from one's supervisor (e.g. ignoring an employee) can be detrimental to employee's OBSE resulting in lower work meaningfulness and unfulfilled job tasks.

Individuals working in an organization with a high self-esteem have a feeling of self-worth, meaningfulness and potential (Pierce et al., 1989). On the other hand, employees with a low OBSE have a feeling of irrelevance, devalued and incompetency (Pierce et al., 1989; Yasin et al., 2020). Employees who feel their OBSE is threatened by supervisor phubbing is due to the fact that they feel socially excluded. This feeling of exclusion causes a threat to one's self-esteem. OBSE is positively related to organizational support which enhances the quality of relationships between supervisor and employees (Lui et al., 2013). Yasin et al., (2020) shows a clear connection between supervisor phubbing and social exclusion that leads to a negative impact on employee's OBSE. Organizations that promote a perception that the it is fair in its dealings and show concern towards employees results in a high OBSE (Pierce and Gardner, 2004, Kim et al., 2021).

According to Chotpitayasunondh & Douglas, (2018) employees' OBSE is threatened due to supervisor phubbing because they feel isolated. Employees feel devalued and disrespected because of their supervisor's habit of using phone constantly and not paying much attention. This leads to reduced job resources which can cause a stressful situation and lower their OBSE (Hobfoll, 2001). This is supported by Lau et al., 2014 who states that employee's OBSE is influenced by the treatment of supervisors, managers and coworkers.

Kim & Beehr, (2021) with the help of COR theory explains that employees with higher resources such as feedback, job security and autonomy have more confidence about their abilities to perform their duties at the workplace which increased their OBSE and they consider it as a personal resource. Under the COR theory, employees who find supervisors being interpersonally and informationally just perceive them as supportive which results in preservation of employees' resources in the form of time and energy and they are able to cope up with any interference caused due to work (Kyei-Poku, 2014). Based on COR theory we propose that if organizational justice is high and employee considers his OBSE as a resource, the effect of supervisor phubbing will reduce. Hence, the study hypothesizes:

H6: Employee's organizational-based self-esteem (OBSE) moderates the relationship between supervisor phubbing and organizational justice.

2.5.7 Mediating effect of Organizational Justice

In any organization it is important to focus upon the reasons for employee turnover intention. One of such factors is organizational justice (Wicaksono et al. 2021). Organizational justice has been defined as perceived fairness of an organization by an employee (Grennberg & Baron, 2008). Organizational justice is a multidimensional phenomenon that includes, distributive, procedural and interactional justice (Mengstie, 2020). Interactional justice in contrast to other types have a more immediate effect on employees (Collins and Mossholder, 2017). The focus of interactional justice is on the treatment an employee receives from its supervisor (Bies, 2015). Therefore, the effect of interactional justice is deemed to be greater because the supervisor is considered an important part of an organization (Kyei-Poku, 2019).

Previous studies connecting leaders-member exchange theory and employee turnover intention explain that mutual exchanges occur between a supervisor and his subordinates. These exchanges influence and employee's engagement, commitment and identification which

ultimately affects their turnover intentions (Agarwal et al., 2012; Liu et al., 2013). Therefore, Tymon et al. (2011) mentions that supervisors play an important role in retaining employees by providing them the essential support. A logical explanation for this is that how employees perceive their interaction with supervisor affect their reasoning to stay or leave the organization Kim et al., 2017). In addition, research in the context of employee and supervisor relationship, supervisor justice and turnover intention has also been conducted. Yang et al. (2009) in their study found that trust (cognitive and affective) in supervisors mediates the relationship between job satisfaction and supervisory procedural justice (Kim et al., 2017).

Organizational justice is a resource of employees. (Ghosh et al., 2017). In the light of COR theory, organizational justice provides organizational support as it can help in developing, maintaining and protecting resources of employees. When a resource such as justice is inadequate, individuals find it as a threat to losing their other important resources such as energy and time (Ghosh et al., 2017), which can lead to employees having intention to quit. The COR theory also explains that leaders high in interpersonal and informational justice are perceived as appreciative and supportive and this helps in preserving employee resources which help them focus on their work (Gim & Ramayah, 2020). Moreover, supervisor influences employees' experiences and emotions in the organization because supervisor and employees have frequent interaction in the organization (Eisenberger & Stinglhamber, 2011) hence, supervisor's fair treatment and respect can enhance employee's perception as a valued member of the organization (Van et al., 2021).

All in all, it can be stated that if employees perceive there is lack of fair treatment by the supervisor due to phubbing, he might have turnover intention. Therefore, this study proposes:

H7: Organizational Justice mediates the relationship between Supervisor Phubbing and Turnover Intention.

Selvitopu & Sahim (2013) argued that it is of critical importance for organizational justice to be accurately perceived by the employees in the workforce. The accurate perception of justice is vital since it serves to motivate and direct employees towards organisational goals. In an environment where this perception is negative, the management will find it difficult to retain employees. Various studies have led to the identification of several factors which might lead to low levels of commitment amongst employees. Some of these factors are related to job security, career path, supervisor-subordinate exchange, unfair treatment by bosses, poor

working environments, role clarity, motivation and reward system, lack of effective leadership style, and overall organizational culture (Mayowa-Adebara, 2018).

Studies have shown that in organizations where justice is perceived to be absent, results are often negative such as a decrease in employee performance, increased turnover rate & low organizational commitment (Haar et al., 2009). On the other hand, various researchers have proposed that when employees are treated fairly in a workplace, it results in higher levels of commitment since they perceive themselves to be equally important and respectable members of the system (Tremblay et al., 2010; Rahman et al., 2016).

The perception of fair organizational practices leads to an increased level of commitment amongst employees (Meyer and Allen, 1991; Jehanzeb & Mohanty, 2019). A study by Crow et al. (2012) also found a significant relationship between an officer's perception of fairness in the system and commitment. Procedural and Interactional justice have also been found to have an indirect impact on organizational commitment through distributive justice. In a recent study conducted by Swalhi et al. (2017) in SMEs of France, a significant relationship between organizational justice and employee commitment was observed. The study also revealed a significant, positive relationship between the two constructs as has been exhibited by various other studies (Lavelle et al., 2007; Jehanzeb & Mohanty, 2019).

According to the conservation of resources (COR) theory, organizational justice acts as a resource for employees. When they have a perception that the organization treats them well, their psychological resource enhances resulting in a gain of resources which is essential to employees' well-being. However, loss of resources in the form of negative experiences such as supervisor phubbing causes a resource loss ultimately leading to a stressful situation for employees. This resource loss encourages a lower commitment level at work. Therefore, it is proposed:

H8: Organizational Justice mediates the relationship between Supervisor Phubbing and Employee Commitment.

2.6 Conceptual Framework

Overall, the proposed theoretical model in the present study (see Figure 1) can be summarized as follows: Supervisor phubbing reduces an employee's perceived organizational justice (H1). In consistent with the COR theory, when employee's feels injustice in the organization their attitudes and behaviors are altered in terms that they have a low employee commitment (H2) and high turnover intentions (H3). Supervisor phubbing has a direct relationship with employee commitment (H4) and turnover intention (H5). Moreover, employee's OBSE shows a moderated mediation relationship between supervisor phubbing and organizational justice (H6). Finally, organizational justice mediates the relationship between supervisor phubbing, turnover intention (H7) and employee commitment (H8).
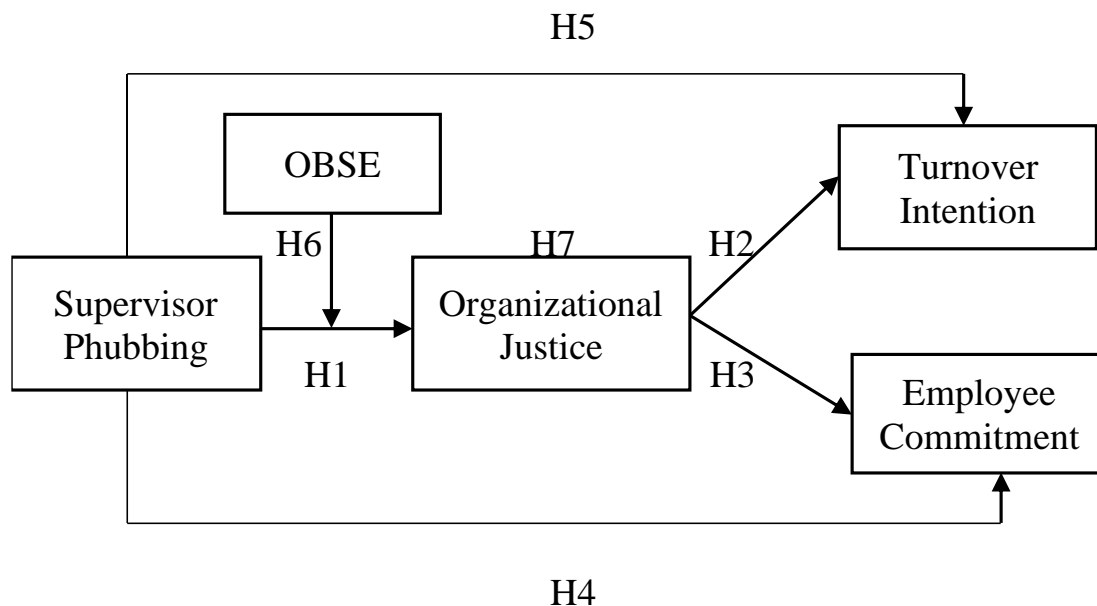
Figure 1: Conceptual Framework

2.7 Summary of the Chapter

In this chapter all relevant studies have been compiled in a detailed and comprehensive manner, proposing eight hypotheses that will be tested in the next chapter. The hypotheses development has been done with respect to previously available literature. Furthermore, it discusses the importance of conservation of resource (COR) theory, explains the role of organizational

justice as a mediator and organizational-based self-esteem as the moderator in this study. The chapter also contains a conceptual/theoretical framework which illustrates the relevant variables and their link. A theoretical overview is presented describing how supervisor phubbing can impact employees' commitment and turnover intentions. In the next chapter, the results of hypothesis will be displayed explaining whether there is any relationship between the variables or not.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter talks about research methodology to determine the impact of supervisor phubbing on employee commitment and turnover intention and to understand the direct and indirect effect through moderator i.e., organizational-based self-esteem, and mediator i.e., organizational justice. The study includes a research philosophy, strategy, design, population and sampling techniques, data collection method, common method bias, and analysis.

3.2 Research Philosophy, Strategy, and Design

Researchers have different perceptions about the nature of reality and knowledge. In any research, philosophical assumptions help in clarifying the theoretical framework of the researcher. This framework includes an ontology which is the belief about the nature of reality, an epistemology which is the theory of knowledge of a researcher, and a methodology which tells how that knowledge is obtained (Tuli, 2010). The intended research has been based on an objectivist ontology because a major assumption of the study is that it is based on truth and doesn't contain the opinions of researchers. Moreover, a positivist epistemological approach has been used so the author can deduce that the work is based on facts (Slevitch, 2011).

Research design entails an outline describing the plan for collecting data, measures of variables, and analysis of data that enables a researcher to answer research questions. A quantitative research design is used for this study to determine the outlined objectives. A research design also includes a research strategy or a mixture of two strategies to help achieve the research objectives and answer the research questions of the study (Sekaran & Bougie, 2016). For this study, a close-ended questionnaire is used to carry out field surveys. The aim is to emphasize the measurement of variables and test the hypotheses that have been derived using already existing literature.

3.3 Population & Sampling

3.3.1   Target Population

The population refers to the "entire group of people, events, or things of interest that the researcher wishes to investigate" (Sekaran & Bougie, 2016). It is crucial to decide the target population of the study before data collection and analysis.

When conducting a research investigation, there are hundreds & thousands of elements i.e., the respondents for a study. Therefore, it is not humanly possible to gather data from each and every person. Even if it is somehow possible it can't be completely done due to constraints on time and other resources. Hence, a general rule in research is to establish a representable sample from the population. According to (Sekaran & Bougie, 2016), considering a sample for an entire population gives reliable results. Hence, a sample of the population i.e., employees of the IT sector and the Consumer Services sector were considered.

This study gathered responses from employees working in the Information Technology (IT) sector and consumer service sector (i.e., airlines) companies located in the major cities (i.e., Karachi, Lahore, Islamabad, Quetta and Rawalpindi) of Pakistan. These industries were targeted because they are actively using technological tools and techniques rather than relying on paperwork. Hence, employees have to engage on their smartphones to fulfill their work-related tasks i.e, attending business calls, sending emails, etc. It was ensured that respondents are working adults and had the experience to fill the survey as this phubbing is practiced everywhere (Roberts & David, 2017).

3.3.2   Unit of Analysis

The main subject of the entity under consideration for a study is the unit of analysis. It simply is the 'who' or 'what' in a study that the researcher is interested in understanding and analyzing. Examples include individuals, groups, country, organization, and social phenomena. A unit of analysis is determined by the research question of a study. For example, if a researcher wishes to study a group decision-making process, then he needs to examine the aspects such as the size, structure, etc. of the group. In this case, the unit of analysis will be "groups".

It is important to determine the unit of analysis when research questions are formulated. The unit of analysis is based on research questions because it sets the base for sample size and data collection methods. Moreover, it is also necessary to determine the unit of analysis because there are differences in people's attitudes, perceptions, and behaviors with variations in different cultures. Therefore, the level at which analysis needs to be done has to be determined.

The unit of analysis of this study is individuals (employees). Full-time, part-time and temporary employees working in IT and consumer service sector organizations located in the major cities of Pakistan were considered.

3.3.3   Sampling Technique

Sampling is the process through which a sample is extracted from a population (Alvi, 2016). The process starts with defining the population, determining the sample frame, sampling design, and appropriate sample size. Then finally executing the sampling process. Sampling provides many advantages. It is efficient and easy to manage to analyze, process, and interpret data.

There are two types of sampling techniques i.e., probability sampling, all members of the population have an equal chance of getting selected and non-probability sampling i.e., members are randomly selected from the population (Acharya et al., 2013). Further, there are different types of probability sampling. These include simple random sampling, systematic random sampling, stratified random sampling, cluster sampling, etc. Similarly, non-probability sampling includes purposive sampling, quota sampling, and snowball sampling (Alvi, 2016).

The chances of equally selecting the members of IT and Consumer services industry employees were low because sampling frame which includes a complete list of all employees was not available therefore, this study used a non-probability sampling technique to determine the sample. The snowball sampling technique was used to gather data. A snowball sampling technique is where research participants help in finding other potential participants for the study was used (Acharya et al., 2013). This is because phubbing can occurs everywhere in the organization because the use of smartphones is widespread and crucial for job tasks. Therefore, the employees administered in offices helped in finding other relevant participants to fill the questionnaires.

3.3.4   Sample Size

A sample size is a subset or a subgroup of the larger population. Memon et al. (2020) defines it to be "the number of respondents or observations to be included in a study". As mentioned earlier, it is not possible to collect data from the entire population thus it is important to consider a sample size that can actually represent the target population (Kumar et al., 2013). Determining a sample size that can help in drawing the essential conclusion is vital for research findings. However, this is a difficult step (Dattalo, 2008). Memon et al., (2020) in their study mentioned several methods to determine sample size. These include sample-to-item ratio, sample-to-variable ratio, Krejcie and Morgan's table, A-priori sample size for structural equation models, Online calculators, Roscoe's (1975) guidelines, sample size guidelines for PLS-SEM, etc.

To analyze the structural equations model Kline, (2005) offered guidelines to determine the sample size. Kline, (2005) suggests a sample to be of more than 200. A sample size of 100 is small, medium ranges from 100 to 200, while a sample size of above 200 is large. Since the study analyzes data using SEM techniques in Smart PLS, therefore, it is essential to consider the sample size accordingly. Hence, the study used Kline's, (2005) guidelines to determine the sample size (Memon et al., 2020). The total sample size consists of 256 respondents. A total of 132 respondents are from the IT sector while 124 from the consumer service sector (i.e., airlines).

3.4 Data Collection Method

3.4.1   Questionnaire Design

A survey questionnaire is said to be the most useful method of data collection when the data needs to be collected from a large number of people. They are mostly used by researchers because information can be gathered and obtained efficiently and coding the responses is also easy. Questionnaires become a more reliable method when the instruments used are valid and reliable (Sekaran & Bougie, 2016). Questionnaires can be distributed personally or via electronic mediums i.e. Gmail. A google form link can be sent through social media platforms i.e., Whatsapp.

The sequence of questions in a questionnaire should be such that a respondent is led from general questions to the ones which are more specific, the goal is to increase the difficulty level in a coherent fashion such that the easier questions are catered for at first (Festinger & Katz, 1966). It allows the respondent to navigate swiftly through the questionnaire. The progression from generic questions to specific ones means that the respondent is initially asked questions of a global nature which then lead to more specific questions pertaining to the topic.

Whether questions looking for demographics should be asked at the beginning, or at the end of the questionnaire is a matter of choice and is at the sole discretion of the researcher. Some researchers look to ask questions pertaining to respondents' demographics at the end rather than, to begin with (Oppenheim, 1986). Researchers who ask personal information questions upfront may believe that once respondents have shared their personal data or history, they may become more committed to completing the entire questionnaire since they might have psychologically identified themselves with the questionnaire. Hence, it can be concluded that whether questions of a personal nature are asked at the beginning or end is a matter of the researcher's preference.

A survey questionnaire assisted in data collection for this study. The questionnaire has two sections. The first section comprises demographic data and the second includes questions regarding the variables. Paper questionnaires were majorly distributed to the respondents upon their free will to participate in the research. However, data was also collected via Google Forms. Moreover, once the questionnaires were collected all incorrect responses were omitted to have a valid analysis. The full survey is attached in Appendix.

3.4.2   Measures

3.4.2.1 Supervisor Phubbing

We used modified nine-item scale used by Roberts and David's (2017) for boss phubbing used in Yasin et al., 2020 paper. A sample item includes "My supervisor places his or her cell phone where I can see it when we are together," and "When my supervisor's cell phone rings or beeps, he/she pulls it out even if we are in the middle of a conversation." A 5-point Likert scale is used ranging from 1=strongly disagree to 5= strongly agree. The composite reliability of this scale is 0.94.

3.4.2.2 Turnover Intention

The variable is assessed using a 5-item adapted from Jung and Yoon (2013). A sample item includes, "I am currently seriously considering leaving my current job to work at another company". Responses were recorded on a 5-point Likert scale. The scale ranges from 1=strongly disagree to 5=strongly agree. The composite reliability (CR) of this instrument is 0.86 (Jung and Yoon, 2013).

3.4.2.3 Employee Commitment

I used six items adapted from Meyer and Allen's Affective Commitment Scale (N. J. Allen & Meyer, 1990; Meyer, 1997; Meyer, Allen, & Smith, 1993), plus one very similar item from the Organizational Commitment Questionnaire (Mow- day, Steers, & Porter, 1979), to measure affective organizational commitment. Sample item includes "I feel a strong sense of belonging to this organization." We used a 5-point Likert scale ranging from from 1= strongly disagree to 5= strongly agree to rate the responses.

3.4.2.4 Organizational-based self-esteem

This variable is assessed using a five-item scale of Scott et al. (2008). "I am considered valuable around in my organization," is a sample item and a 5- point Likert scale is used to rate the responses. The scale ranges from 1= strongly disagree to 5= strongly agree. Composite reliability (CR) is 0.92

3.4.2.5 Organizational Justice

We measured organizational justice using Colquitt, (2001) twenty-item scale used in Hausknecht et al. (2011). This scale consists of four items. A 5-point Likert scale is used. The responses of respondents were rated on the scale ranging from 1= strongly disagree to 5= strongly agree. One of the sample items include "My supervisor treats me in a polite manner."

3.4.3   Instrument Validation

The instruments used in the study were adopted and adapted based on previously developed instruments having high reliability with a cronbach alpha greater than 0.07. They have high validity which was further ensured using correlation analysis in SPSS Software. For validity, pretesting was done from 10 individuals working in different companies. Moreover, Assoc. Prof. Dr. Muhammad Mustafa Raziq at NUST Business School, who is also an Associate Editor of Innovation & Management Review & The Bottom Line, reviewed the questionnaire and

instruments and provided suggestions in great detail. These suggestions included changing a few wordings of the items of variables for better clarity. All these suggestions were ensured and the required changes were made.

3.4.4 Instrument Language

People are geographically dispersed and have different languages based upon their localities. Hence, it's not possible for everyone to understand a common language. However, English is truly considered as a global language in the modern world. It is widely understood and spoken. English is also the official language of Pakistan and it was made sure that all the respondents are well versed & familiar with the language before proceeding with the data collection. All the variables of the study added in the questionnaire therefore, were in the English language.

3.4.5 Pretesting

Pretesting involves using a smaller subset of the overall respondents to test for the appropriateness of the questions and to gauge their comprehension. It helps to rectify any potential inadequacies before the questionnaire finally goes live, it also serves to effectively reduce the bias. It is normally a good practice to debrief the results of the pretest from the focus group which was involved in the test. Additional information from the group on questionnaire design and their general reaction to it can lead to further improvement in the instrument. It is also important to pretest the instrument, and make sure that respondents can accurately comprehend the questions, and that there are no problems stemming from wording or measurement (Blumberg et al., 2013).

Before the actual data collection, pretesting was done on a small group of people i.e., 10. The purpose of the pretesting was to ensure that the participants can comprehend the questions well and to detect any issues they face regarding filling out the questionnaire. On completion of the pretesting process, it was deduced that there were no significant clarity issues. However, a few items in variables were adapted to make them more understandable.

3.4.6 Pilot Study

The purpose of a pilot study, often known as a "feasibility study," is to assess the possibility for a future, full-scale project before doing any large-scale quantitative research. A crucial element of the research process is the pilot study. Before the primary research is undertaken,

they can assist in identifying design difficulties and assessing the feasibility, practicability, resources, time, and cost of a project. The pilot study was conducted in SPSS on a portion of the whole sample size to analyze the results and measure the reliability and validity of the variables.

3.4.7   Time Horizon

Time horizon explains whether the data will be collected once or at different time periods. When data is gathered once for the purpose of analysis it is called cross-sectional or one-shot. On the other hand, if there is a time-lapse in data collection then it is called longitudinal. Collecting data with a time-lapse enables more accuracy, however, it can be a lengthy process and often the same respondents are not available to participate in the research process. Therefore, cross-sectional data collection is utilised when the same respondents are not available. Moreover, there are constraints for time & other resources. Hence, cross-sectional data collection is administered. This study is cross-sectional as data collection is done only once.

3.4.8   Questionnaire Administration

Respondents from different companies in the IT and Consumer Services sectors were approached through references in these sectors. In IT industry 3 companies from Karachi, 2 from Lahore, 8-9 from Islamabad and Rawalpindi and 1 from Quetta were contacted were helped. In the consumer services industry, a total 10 airline companies were contacted through personal references. Individuals were also approached through LinkedIn who after submitting their response on Google Forms who after submitting their responses shared a screenshot showing that they have submitted for proof. Individuals were also contacted via emails where they were explained about the purpose of the study and a link to the questionnaire. The data collection was done from March to July 2022. Mainly printed questionnaires were distributed to the employees through personal meetings. A few respondents were emailed and some were approached on LinkedIn where they were given a Google form link to fill the questionnaire. The purpose of the study was well explained to individuals and it was clearly communicated that only office going employees need to fill out the questionnaire.

The focus was to collect data from all the major cities of Pakistan i.e, Karachi, Lahore, Quetta, Rawalpindi, and Islamabad. However, many of the responses were from Islamabad because it's near the researcher's locality. To save time and make the process of data collection easier, a close-ended questionnaire was only used so that respondents can answer through particular

options only and not go into unnecessary details which bring up ambiguity (Sekaran & Bougie, 2016).

3.4.9 Response Rate

Response rate is the number of questionnaires distributed divided by the number of questionnaires received back multiplied by 100. Response rate mainly demonstrates the willingness of the respondents to participate in a research. A full 100 percent response rate is rarely achieved by researchers (Rogelberg & Stanton, 2007). This is because sometimes people are reluctant to give a response (Baruch, 1999). Getting a high response rate is crucial because it gives greater credibility to the research (Rogelberg & Stanton, 2007). A response rate for this study cannot be determined because multiple ways of data collected including both printed questionnaires and Google Form was shared to collect the data. Google Form gets forwarded to others to an appropriate response rate cannot be calculated.

3.4.10 Initial Screening and Final Sample Size

After receiving the questionnaires, all were coded with a number to ensure all questionnaires are distinct and no repetition occurs. The received questionnaires were checked for the sections or questions not answered or missed. It is important to check the missing values because the statistical techniques performed on the SPSS software can't accurately analyze data with missing values. For missing values, the SPSS software enables the deletion of the values one by one. In the current study, the questionnaires didn't have any missing values. A total number of 300 questionnaires were distributed from which only 263 were retrieved. Temporary worker, part-time employees and interns were excluded. Only full-time, office employees were considered. Those employees who are working from home were also excluded as well. After data cleaning process only 256 were considered. Hence, the final sample size is 256.

3.5 Ethical Consideration

The study required a certain amount of personal information from respondents i.e., employees of different companies from IT and Consumer services sector. Hence, during the course of this study, all the ethical standards of conducting ethical research were kept in mind. Permission was taken from respective companies to get responses from their employees. The aim of research was properly conveyed to the respondents. The respondents had a free will to participate in the study after carefully understanding the purpose of the study. The respondents

were also ensured of the confidentiality and anonymity of their personal information. The anonymity was ensured by not asking information such as company name, name of respondent etc. In addition, complete time for given to each respondent to read and respond for a quality response. Moreover, proper citations were given while referring to another author's work and proper paraphrasing was done to avoid plagiarism. The responses were not forged and actual data was collected from employees. Employees signed printed questionnaires and for google forms, screenshot of submitted questionnaire was received. Finally, actual results were documented and no changed to original results were made.

3.6 Common Method Bias

Common method bias (CMB) occurs when responses vary as a result of the instrument rather than the respondents' true predispositions, which is what the instrument is intended to reveal. In other words, an analysis of variances is done since the instrument introduces a bias. To address this issue both procedural and statistical approaches will be utilized to resolve the issue of CMB.

3.7 Data Analysis

The analysis of data will be conducted using Statistical Packages for Social Sciences (SPSS) software and SmartPLS3.0. The hypotheses testing, demographic information, multicollinearity, the values of coefficient of determination and effect size will be analyzed using these two software. The multigroup analysis will be conducted using SmartPLS3.0.

3.7.1 Descriptive Statistics

In essence, descriptive statistics are specialized techniques used to quantify, characterize, and summarize gathered research data in a logical, significant, and effective manner. Before performing results of hypotheses, first the descriptive statistics will be analyzed in SPSS software. These will include mean, median and standard deviation of the demographics information including age, gender, education, industry and job type.

3.7.2   Measurement Model Analysis

The measurement model looks at how latent variables and their measures relate. The internal consistency reliability, convergent validity (CV) and discriminant validity (DV) of the constructs will be assessed by performing a test of measurement model.

3.7.3   Structural Model Assessment

The relationship between the latent variables is analyzed through the structural model. This model helps in showing the casual relationships between variables therefore, in this study all eight hypotheses will be analyzed using this model to understand the direct and indirect effect of their relationship.

3.8 Chapter Summary

This chapter entails the methodology of the study describing the 'how' and 'what' of the research at hand. A thorough research design, population and sampling technique, data collection procedure and analysis has been discussed. The next chapter is based on methodology and as data has been collected, the results analyzed using SPSS will be reported and discussed.

CHAPTER 4

DATA ANALYSIS & RESULTS

4.1 Introduction

This chapter provide the results of the hypotheses performed using SPSS software and partial least squares structural equation model (PLS-SEM). The results show demographic information of respondents. It also addresses common method bias issue and provides structural equation model and measurement model of the study. The chapter also discusses about direct and indirect effect of variables and provides a summary of hypothesis that was either accepted or rejected. All the tables are provided for reference of values.

4.2 Demographic Information

4.2.1 Age

The table 1 shows that the average age of respondents is 30. The minimum age of respondents is 22 and at maximum the respondents who participated in the study is aged 62.

Table 1: Respondents' Age

Age	Frequency
Average Age	30
Minimum	22
Maximum	62

4.2.2 Gender

The table 1 represents the total percentage of male and female respondents of this study. A total of n=256 respondents participated. Majority of participants are Male amounting to 74.5% (n=190). While only 25.5.% Female (n=65) participated in this study. The major reason is that in Airline and IT sector companies of Pakistan, the workforce is male-dominated.

Table 2: Respondents' Gender

Gender	Frequency	Percentage (%)
Male	190	74.5 %
Female	65	25.5%

4.2.3 Education

The table 2 represents the education/qualification level of the respondents. A total of 1.6%
respondents has an intermediate or A levels degree while mostly respondents (n=141) hold a
bachelor's degree amounting to 55.1.%. 0.4% (n=1) participant holds a diploma and 0.4%
(n=1) holds an ACCA degree. The highest level of education of respondents is Masters and a
total of 109 respondents have a master's degree which is 42.5% of the total respondents.

Table 3: Respondent Education

Education	Frequency	Percentage (%)
Intermediate/ A Levels	4	1.6%
Bachelors	141	55.1 %
Masters/MPhil	109	42.6%
ACCA	1	0.4%
Diploma	1	0.4%

4.2.4 Industry

This study considered two industries i.e., consumer services and IT. A total of 263 participants
responded to the questionnaire. However, after data cleaning the final participants are 256. Out
of the total respondents, 51.6% belong to consumer services (n=132) and 48.4% are from IT
sector (n=124).

Table 4: Respondents' industry

Industry	Frequency	Percentage (%)
Consumer Services	132	51.6 %
IT	124	48.4 %
Total	256	100%

4.2.5   Job Type

In this study, only full-time employees were considered. The reason behind this is that to understand the phubbing behavior at workplace only those employees had to be studied who worked in office for full-time so that they could give a better response that whether they face such a behavior during meetings and in-person conversations or not. If temporary or part-time employees were considered, their working hours are less so a concrete analysis would have been missed.

Table 5: Respondents' Job Type

Job Type	Frequency	Percentage (%)
Full Time	256	100.0 %
Part Time	0	0.0%
Temporary	0	0.0%

4.3 Multicollinearity

To perform a multicollinearity analysis, the variance inflation factor (VIF) needs to be assessed before the analysis of the structural model, reliability and validity analysis. Burns and Burns, (2008) indicates that a value of VIF above 10.0 indicates multicollinearity. On the other hand, it is recommended that a value of 5.0 is the minimum indication of multicollinearity (Hair et al., 2014). A value below 5.0 in the VIF result for every construct indicated collinearity issues between the constructs are not present in this study.

4.4 Common Method Bias

Schwarz et al., (2017) explains that in a survey-based research, common method bias accounts for major concern. CMB entails the degree of covariance in the items to be measured because the source of data collection is one (Hair et al., 2014; Podsakof et al., 2003). Both procedural and statistical approaches are utilized to resolve the issue of CMB. For example, for the security of respondents' anonymity and confidentiality, pilot testing of items is done before the primary data collection. This helped in avoiding any difficult and ambiguous questions. In order to facilitate the completion of survey, clear instructions were given (Podsakof et al., 2003, Reio, 2010; Schwarz et al., 2017). Furthermore, to decide the presence of CMB, Harman's (1967) single-factor test is performed. The principal component analysis with a varimax rotation is used to include all items in the exploratory factor analysis. The exploratory factor analysis obtained three factors among which the first one has a 24.5 percent of the variance, accounting for a less than 40 percent value (Babin et al., 2016). This shows that CMB does not have severe influence on this study.

4.5 Structural Equation Modelling

To test the research hypotheses, partial least squares structural equation model (PLS-SEM) is used. Due to its robustness, PLS-SEM is used as a method of analysis (Penga and Lai, 2012). Furthermore, there are two reasons for using PLS-SEM. Firstly, to predict the dependent variables i.e., turnover intention and employee commitment (Roldán and Sánchez-Franco, 2012) and secondly, to understand the role of mediator (i.e., organizational justice as a mediator between supervisor phubbing, turnover intention and employee commitment).

A two-stage analytical procedure by Andersen and Gerbing (1988) was adopted for the analysis. In the first stage, the measurement model is tested which includes testing internal consistency, reliability and convergent validity. In the second stage, structural model consisting hypotheses testing is examined. Version 3.2.6 of SmartPLS was used for analysis of the data (Ringle et al., 2015).

4.5.1 Measurement Model

4.5.1.1 Internal consistency reliability and Convergent Validity

The internal consistency reliability, convergent validity (CV) and discriminant validity (DV) of the constructs was assessed by performing a test of measurement model. According to Hair et al., (2014); Ramayah et al., (2016), internal consistency reliability helps in measuring the degree to which items enable the measurement of latent constructs. The measurement of internal consistency also assessed composite reliability (Hair et al., 2017). A threshold value above 0.7 in the measurement model for composite reliability is considered satisfactory for each construct (Nunnally, 1978; Nunnally and Bernstein, 1994; Richter et al., 2016). The results show that for all the constructs, the composite reliability (CR) exceeds the minimum value of 0.7- organizational commitment (0.868), OBSE (0.909), organizational justice (0.806), supervisor phubbing (0.851) and turnover intention (0.907)- hence, it is concluded that the measures have high internal consistency.

Hair et al. (2017) states convergent validity to be a measure that helps in assessing "the extent to which a measure correlates positively with alternative measures of the same construct." It is measured through checking the outer load of items and average variance extracted (AVE). The value of outer load should be 0.708 or more and the satisfactory AVE score is 0.5 (Avkiran, 2017). However, according to Chin et al. (1997), a value of 0.6 in outer load is also considered acceptable. If the other indicators with a high loading can explain 50 percent variance (0.50), it is recommended to retain the indicators with a weak factor loading (Hair et al., 2017). Table 6 depicts the results of the internal consistency reliability and CV. All items of outer loading show a value higher than 0.708 and a AVE score more than 0.5.

Table 6: Measurement Model

Constructs	Items	Loadings	AVE	CR
Org Commitment	EC1	0.751	0.529	0.868
	EC2	0.854		
	EC3	0.792		
	EC4	0.729		
	EC5	0.466		
	EC6	0.710		
OBSE	OBSE1	0.819	0.668	0.909
	OBSE2	0.854		
	OBSE3	0.879		
	OBSE4	0.799		
	OBSE5	0.729		
Org Justice	OJ1	0.766	0.514	0.806
	OJ2	0.830		
	OJ3	0.618		
	OJ4	0.631		
Supervisor Phubbing	SP4	0.754	0.539	0.851
	SP5	0.851		
	SP6	0.543		
	SP8	0.747		
	SP9	0.741		
Turnover Intention	TI1	0.863	0.664	0.907
	TI2	0.886		
	TI3	0.679		
	TI4	0.811		
	TI5	0.818		

Discriminant Validity (DV) depicts the degree to which one construct differentiates from other constructs in the model (Hair et al., 2017). DV was assessed using two methods, first the Fornell and Larcker (1981) criterion was used which includes to compare the correlation between the constructs and the square root of the AVE for the respective construct. According to Fornell and Larcker (1981), to get DV, the square root value for each latent construct must be more than correlation value for the same construct. Table 7 shows adequate DV, with a higher AVE square root values than the correlation values (Fornell and Larcker, 1981).

Table 7: Discriminant Validity (Fornell and Lacker Criterion)

Constructs	OBSE	OC	OJ	SP	TI
OBSE	**0.818**				
Org Commitment	0.603	**0.727**			
Organization Justice	0.627	0.637	**0.717**		
Supervisor Phubbing	-0.101	-0.116	-0.225	**0.734**	
Turnover Intention	-0.168	-0.254	-0.283	0.224	**0.815**

4.5.2 Structural Model

4.5.2.1 Hypotheses Testing (Direct Effect)

Sand et al. (2010) explains that the structural model tests the relationship between variables. To gauge the statistical significance of the hypothesized model, bootstrapping technique with 5000 resampling was used (Hair et al., 2017). The results are shown in Table 8. The results show that supervisor phubbing (H1: β= -0.152, p<0.01, LL: -0.235, UL: -0.06) has a significant association with organizational justice, as was hypothesized. Also, the results show that organizational justice (H2: β= -0.235, p<0.01, LL: -0.33, UL: -0.114) has a negative significant relationship with turnover intention. Similarly, organizational justice (H3: β= 0.646, p<0.01, LL: 0.568, UL: 0.705) has a significant positive relationship with employee commitment. However, an important indication is given by the result which show that supervisor phubbing

(H4: β= 0.043, p>0.05, LL: -0.051, UL: 0.148) has no significant direct relationship to employee commitment. In contrast, supervisor phubbing (H5: β= 0.2, p<0.01, LL: 0.044, UL: 0.29) has a direct and significant relationship with turnover intention. Organization-based self-esteem (H6: β= 0.181, p>0.01, LL: - 0.187, UL: 0.314) doesn't moderate the relationship between supervisor phubbing and organizational justice. All in all, H1, H2, H3 and H5 are supported, whereas H4 and H6 are not supported.

Table 8: Hypotheses Testing (Direct Effect)

Hypotheses	Beta	STDEV	p	CI LL	CI UL	Decision
H1: SP -> OJ	-0.152	0.053	0.002	-0.235	-0.06	Supported
OBSE -> OJ	0.58	0.044	0.000	0.508	0.648	Supported
H2: OJ -> OC	0.646	0.041	0.000	0.568	0.705	Supported
H3: OJ -> TI	-0.235	0.065	0.000	-0.33	-0.114	Supported
H4: SP -> OC	0.043	0.062	0.244	-0.051	0.148	NS
H5: SP -> TI	0.2	0.072	0.003	0.044	0.29	Supported
H6: SP*OBSE -> OJ	0.181	0.185	0.164	-0.187	0.314	NS

Note: NS= Not Supported, SP= Supervisor Phubbing, OBSE=Organization-based self-esteem, OJ= Organizational Justice, OC= Organizational Commitment, TI= Turnover Intention

4.5.2.2   Hypotheses Testing (Indirect Effect)

The mediating effect of organizational justice between supervisor phubbing and turnover intention is subsequently examined (H7). Also, the mediating effect of organizational justice between supervisor phubbing and employee commitment is examined (H8). The Preacher and Hayes (2004, 2008) method of indirect effect was used. Surprisingly, the results show that organizational justice (H7: β= 0.036, p<0.01, LL: - 0.172, UL: -0.036) mediates the relationship between supervisor phubbing and turnover intention. Also, the results show that organizational justice (H8: β= -0.034, p<0.01, LL: 0.013, UL: 0.071) mediates the relationship between supervisor phubbing and organizational commitment. In a nutshell, H7 and H8 are supported. These results are shown in Table 9.

Table 9: Hypotheses Testing (Indirect Effect)

Hypotheses	Beta	STDEV	T	P	CI LL	CI UL	Decision
H7: SP -> OJ -> TI	0.036	0.015	2.377	0.018	0.013	0.071	Supported
H8: SP -> OJ -> OC	-0.098	0.034	2.872	0.004	-0.172	-0.036	Supported

Note: *SP= Supervisor Phubbing, OJ= Organizational Justice, OC= Organizational Commitment, TI= Turnover Intention*

4.5.3 Results of coefficient of determination and effect size

Hair et al. (2017) suggests that other than describing the relationship between variables, it is also important to know the coefficient of determination and effect size. Table 10 and 11 indicate their values. Coefficient of determination is basically the power of the independent variable with its respective dependent variable. The value of coefficient of determination shows that supervisor phubbing explains 11.5 percent of the turnover intentions of employees (R=0.115). It also indicates that supervisor phubbing explains 45.6% organizational justice (R=0.456) and 40.7% organizational commitment (R=0.407). Next effect size is the degree of contribution independent variable has on dependent variable's R2. Effect size can be calculated through the equation: f2 $\frac{1}{4}$ (R2 included − R2excluded) ÷ (1 − R2 included). The minimum values for measuring effect size are provided by Cohen, (1988). These include f 2=0.02, 0.15 and 0.35, indicative of small, medium and large effect sizes, respectively. The results of f2 show that supervisor phubbing has a small effect on organizational justice (f2=0.044), turnover intention (0.043) and employee commitment (f2= 0.003). Similarly, organizational justice has a small effect on turnover intention (f2=0.059) and employee commitment (f2=0.059). The moderating effect of OBSE between supervisor phubbing and organizational justice (f2=0.069) is also small. However, organization-based self-esteem has a large effect on organizational justice (f2=0.641).

Table 10: Effect Size

Path	F-square
OBSE -> OJ	0.641
OJ -> OC	0.059
OJ -> TI	0.059
SP -> OC	0.003
SP -> OJ	0.044
SP -> TI	0.043
SP*OBSE -> OJ	0.069

Note: *SP= Supervisor Phubbing, OJ= Organizational Justice, OC= Organizational Commitment, TI= Turnover Intention*

Table 11: R-Square

Constructs	R Square
Org Commitment	0.407
Org Justice	0.456
Turnover Intention	0.115

4.6 Summary of Results

The results analyzed the demographic information of all the participants. Demographic information included categories such as age, gender, marital status, job type, education and industry. A multicollinearity analysis was also performed using variance inflation factor (VIF). Common Method Bias (CMB) issue was also addressed through both procedural and statistical approaches. Furthermore, partial least squares structural equation model (PLS-SEM) was used to test the hypotheses of this study. The internal consistency reliability, convergent validity (CV) and discriminant validity (DV) of the constructs was also assessed by performing a test of measurement model. Moreover, the moderation regression analysis and mediation regression analysis were performed to understand the direct and indirect effects of variables. In addition, coefficient of determination and effect size were also estimated.

Overall, the results show that H1, H2, H3 H5, H7 and H8 are supported while the H4 and H6 are not supported. This means that organization-based self-esteem does not moderates the

relationship between supervisor phubbing and organizational justice. Similarly, supervisor phubbing has no effect on employee commitment.

CHAPTER 5: DISCUSSION

5.1 Introduction

This chapter sums up the study by discussing the results of the hypothesis. Discussion is based on the analysis of the results of each hypothesis whether they are accepted or rejected, supporting the arguments with relevant past studies. Furthermore, the chapter also addresses the limitations, contributions, and implications (i.e., theoretical, practical, and for policymakers). It also provides future directions that could enable authors to study this topic and give greater insights.

The study has one independent variable i.e., Supervisor Phubbing, and two dependent variables i.e., turnover intention and employee commitment. Organizational justice is studied as a mediator and organization-based self-esteem as a moderator.

5.2 Recapping (Objectives, Methods, and Summary of Results)

The overall objectives of the study are to determine the relationship between supervisor phubbing, turnover intention and employee commitment. In addition, to investigate the moderating effect of employee's organizational-based self-esteem between supervisor phubbing and perceived organizational justice. Finally, to examine the mediating role of perceived organizational justice between supervisor phubbing, employee commitment and turnover intention.

The data is collected using survey questionnaires distributed to employees working in the Information Technology (IT) sector and consumer service sector (i.e., airlines) companies located in the major cities (i.e., Karachi, Lahore, Islamabad, Quetta and Rawalpindi) of Pakistan. Full-time, office employees were considered and apart from printed questionnaires, responses were also collected through Google Forms. A total 263 respondents participated in the study however, the final sample size remained 256. Non-probability sampling technique in which purposive sampling was used to determine the participants of the study. Data was collected only once as the study is cross-sectional in nature. All ethical consideration especially confidentiality and anonymity were ensured to the participants and the participants had a free will to fill the forms.

A few interesting findings were deduced from the analysis of the results. The demographic information depicts that the average age of respondents is 30 and male respondents mainly participated in the study totaling to a total of 190. Moreover, a large number of respondents had a Bachelors and Master's degree. A total of 132 respondents were from IT sector and 124 were from Consumer Services sector. Furthermore, only full-time employees participated in the study. The multicollinearity was also checked through VIF. The value of VIF result were below 5.0 for every construct indicating that collinearity issues between the constructs are not present in this study. To avoid common method bias, both procedural and statistical approaches were utilized.

To test the research hypotheses, partial least squares structural equation model (PLS-SEM) was used. A two-stage analytical procedure by Andersen and Gerbing (1988) was adopted for the analysis. In the first stage, the measurement model was tested which included testing internal consistency, reliability and convergent validity. In the second stage, structural model consisting hypotheses testing was examined. The results show that for all the constructs, the composite reliability (CR) exceeds the minimum value of 0.7 hence, it was concluded that the measures have high internal consistency. In addition, all items of variables have an outer loading value higher than 0.708 and a AVE score more than 0.5 showing high convergent validity. Discriminant Validity (DV) was assessed using the Fornell and Larcker (1981) criterion and the results showed an adequate DV, with a higher AVE square root values than the correlation values.

To gauge the statistical significance of the hypothesized model, bootstrapping technique with 5000 resampling was used (Hair et al., 2017). The results showed that supervisor phubbing had a significant association with organizational justice supporting hypothesis 1 of the study. Also, the results showed that organizational justice has a negative significant relationship with turnover intention supporting hypothesis 2. Similarly, organizational justice had a significant positive relationship with employee commitment. However, supervisor phubbing had no significant direct relationship to employee commitment negating hypothesis 4. In contrast, supervisor phubbing had a direct and significant relationship with turnover intention supporting hypothesis 5. Organization-based self-esteem doesn't moderate the relationship between supervisor phubbing and organizational justice hence, negating hypothesis 6. Similarly, hypothesis 7 and 8 were supported as the results depicted that organizational justice mediates the relationship between supervisor phubbing, turnover intention and employee commitment.

5.3 Table of Hypotheses

Table 12: Hypotheses Supported/Not Supported

H1	H1: Supervisor Phubbing is negatively related to Organizational Justice.	Supported
H2	H2: Organizational Justice is positively related to Employee Commitment.	Supported
H3	H3: Organizational justice is negatively related to Turnover Intention.	Supported
H4	H4: Supervisor Phubbing is negatively related to Employee Commitment.	Not Supported
H5	H5: Supervisor Phubbing is positively related to turnover intentions.	Supported
H6	H6: Employee's organizational-based self-esteem (OBSE) moderates the relationship between supervisor phubbing and organizational justice.	Not Supported
H7	H7: Organizational Justice mediates the relationship between Supervisor Phubbing and Turnover Intention.	Supported
H8	H8: Organizational Justice mediates the relationship between Supervisor Phubbing and Employee Commitment.	Supported

5.4 Discussion of Findings

5.4.1   Hypothesis 1: Supervisor Phubbing is negatively related to Organizational Justice.

This study is conducted to explore the impact of supervisor phubbing on employee commitment and turnover intention with the mediating role of organizational justice and moderating role of organization-based self-esteem. To empirically test the theoretical model of the study, it was conducted in the IT and consumer services sector of Pakistan. Conducting this study in tech-

savvy industries helped us understand whether the phubbing behavior is observed in the workplace or not and hence, enabled us to generalize the findings across Pakistan. Chotpitayasunondh & Douglas, (2016) have explained that phubbing is becoming a normal behavior at a tech-driven workplace and the boundaries of professional and personal lives are blurred.

This study considered Yasin et al., (2020) as a base for the research. In the future directions of the study, it was suggested to consider organizational justice as a moderator or mediator. Focusing on this suggestion, the current study used organizational justice as a mediator. According to the first hypothesis (H1), supervisor phubbing has a negative impact on organizational justice. The results show that there is a significant negative relationship between supervisor phubbing and organizational justice. This means when an employee is phubbed by the supervisor, he or she perceives the organization as injustice in its treatment of employees. These results are supported by the notion that people find phubbing behavior as a source of disrespect in the workplace (Karadâg et al., 2015). Aagaard, (2020) explains that when people are phubbed, their perception regarding interactional justice becomes lower and this results in negative behavior of employees. This is further explained by Roberts & David (2016) who state in their study that during a conservation ignorance results in reduced communication and interaction quality, destroys the interpersonal relationship, and hampers the satisfaction level of a relationship.

5.4.2 *Hypothesis 2: Organizational Justice is positively related to Employee Commitment.*

The second hypothesis (H2) of this study entails that organizational justice is positively related to employee commitment. As expected, the results validate this hypothesis by showing a significant association between organizational justice and employee commitment. This means that when the employees find a high justice system prevalent in their organization, their commitment levels enhance and they are more prone to work for the betterment and productivity of the organization. The results are clearly in line with past studies. (Blau, 1964) explained a causal relationship that is created as a result of organizational justice. Employees when they perceive that they are being treated fairly develop a sense of respect for their workplace which then translates into a feeling of reciprocity amongst them which leads to enhanced commitment toward the organization (Ohana and Meyer, 2016; Bernerth and Walker, 2012 & Suifan et al., 2017).

An employee's perception of organizational justice is based upon a variety of factors. It involves the interactions that they have not only with their direct supervisor but also with other colleagues. An employee would look at an organization's work method to develop a notion of whether the environment is just or not. The combination of interactional and procedural justice will eventually allow the employee to come to a definitive conclusion. An employee must believe that an organization's system is based upon a process that can be trusted and so are other exchanges that take place in that environment (Van den Bos et al., 2001).

When an employee has high organizational justice, it will naturally reflect in high commitment towards the workplace. The end goal is incredibly beneficial for the entire system. The employee not only is satisfied with his work, and has healthy relationships but will also work hard to meet organizational goals. Moreover, he would pass on his knowledge to other peers which will further serve to enrich organizational culture. All the elements in combination will allow the organization to truly gain a competitive edge in the market (Albrecht & Dineen, 2016; Imamoglu et al., 2019).

5.4.3 *Hypothesis 3: Organizational justice is negatively related to Turnover Intention.*

The third hypothesis (H3) of this study states that organizational justice negatively relates to turnover intention. According to the results, there is a significant relationship between these two variables, and they are inversely related to one another. In today's era, employees are the most important asset for any organization. Any organization which has employees who are committed to its cause has a much better chance of leading the market as opposed to a workplace characterized by dissatisfaction amongst employees (Gabčanová, 2011; Imamoglu et al.,2019). Organizational justice is one of the most important factors when it comes to retaining employees as it significantly impacts upon employee behaviors and attitudes (Al-Zubi,2020; Bakhsi, 2019).

Multiple studies which have been discussed in the literature provide strong evidence that high organizational justice leads to reduced turnover. The theory of social exchange suggests that when an employee gets affiliated with an organization, he subconsciously develops a psychological contract which is predicated on the assumption of mutual exchange. The contract will continue to be until the employee's perception of justice is not damaged in the workplace (Loi et al., 2006). However, once an employee feels that the justice system is flawed, the psychological contract will cease to exist. The breach of this contract will lead to reduced

commitment, emotional exhaustion & reduced performance which will eventually lead to a strong inclination for turnover (Wang et al., 2020).

The theory of Conservation of Resources (COR) also states that an employee has valuable resources such as emotional support and a perception of fair treatment. Once an employee feels that there is a loss of a resource and the organization is not putting in an effort to compensate for the loss, the feelings of despair as a result of loss will eventually translate into high turnover intentions (Tepper, 2001).

5.4.4   Hypothesis 4: Supervisor Phubbing is negatively related to Employee Commitment.

Under the fourth hypothesis (H4) supervisor phubbing is negatively related to employee commitment. The results do not support this hypothesis which means that there is no relationship between supervisor phubbing and employee commitment. These results are contradictory to the previous researchers Duffy et al., (2002) & Rhoades & Eisenberger, (2002) who explained that employees' attitudes and behaviors are influenced by the attitudes and behaviors of their supervisors. A positive attitude and behavior of a supervisor enhances the level of commitment and task performance of an employee. Mills et al. (2014) also confirmed this by saying that a supportive supervisor can help increase employee performance and commitment at work. However, the results show that supervisor phubbing causes no harm to the commitment level of employees even though they are getting phubbed by their supervisors or line managers.

5.4.5   Hypothesis 5: Supervisor Phubbing is positively related to Turnover Intention.

The fifth hypothesis states that supervisor phubbing is positively related to turnover intention. As expected, the results have confirmed this hypothesis by showing a significant relationship between these two variables. This is because human beings are thought of as social animals. They need human interaction to survive and therefore, it is paramount that this basic need would change with any technological advancements. Hence, for mutually benefiting and healthy relationships at workplace or outcome behaviors like phubbing need to be avoided. Multiple studies have agreed to these results and clearly mention that the real feelings of an employee for their organization have to be understood to evaluate whether they are happy or not Haque et al., (2019). It also enables the managers to gauge an employee's intention to quit. Alharbi et al., (2020) state that trust in their organization and their perception of managers is crucial for employees. The managers who treat employees well and respect them, their

employees are likely to stick to the organization. The results also confirm Massingham, (2018) who explains that when employee-employer emotional connection changes, turnover is more predictable to occur.

The Conservation of Resources (COR) theory further confirms these results. According to this theory, employees having a lack of social resources encounters stress. It is important to have efficient and quality conversations between employees and their supervisors because it enhances employee well-being and is a form of essential work resource (Ter Hoeven et al., 2016). Phubbing behavior reduces the conversational quality and shows neglectful behavior. This acts as a resource loss and causes burnout in employees which ultimately results in the intention to leave the organization (Liu et al., 2021). Nichols et al, (2016) also support this notion by stating that the supervisor's support directly influences employees' turnover decisions. Other researchers have also confirmed that poor supervisor behavior causes employees to quit (Gordon et al., 2019; Mohsin et al., 2013 & Kim and Jogaratnam, 2010).

5.4.6 Hypothesis 6: Employee's organizational-based self-esteem (OBSE) moderates the relationship between supervisor phubbing and organizational justice.

According to the sixth hypothesis, employees' organization-based self-esteem (OBSE) moderates the relationship between supervisor phubbing and organizational justice. The hypothesis is not supported by the results and hence, OBSE doesn't act as a moderator between supervisor phubbing and organizational justice. The suggestion by Yasin et al., (2020) to consider OBSE as a moderator in future studies is negated by this study's results. Moreover, these findings are not in line with Chotpitayasunondh and Douglas (2018), who stated that when a person is phubbed, he finds a threat to his basic needs, such as self-esteem, hence resulting in negative behaviors.

Supervisor phubbing has a negative relationship with organizational justice. OBSE didn't moderate this relationship which means that it didn't strengthen or weaken the relationship between these two variables. When employees perceived organizational justice is low, impact of supervisor phubbing remains evident even if a person has a high self-esteem. Therefore, no significant moderation effect was seen.

However, these results are in line with Khan et al., (2021) who investigated self-esteem threat as a mediator in the relationship between boss phubbing and different employee-level outcomes. Their results depict that threat to self-esteem does not mediate the relationship between boss phubbing and work meaningfulness. Workplace inconveniences and their

frequencies of occurrence can have a significant impact on an employee's perception of a threat to self-esteem. The source of these nuisances for an employee can either be their boss directly or some other co-worker (Roberts and David, 2016; Rainie and Zickuhr, 2015). Boss phubbing is certainly more detrimental in workplace settings because being snubbed by a boss generates a strong emotional response for an employee, where they might experience a loss of self-esteem (Ward et al., 2017), they may become overwhelmingly tensed about the incident, and might fear the recurrence of such an exchange. All these feelings from an employee might end up damaging the supervisor-employee relationship (Karadag et al., 2015).

5.4.7 *Hypothesis 7: Organizational Justice mediates the relationship between Supervisor Phubbing and Turnover Intention.*

Hypothesis seven (H7) states that organizational Justice mediates the relationship between supervisor phubbing and turnover intention. This hypothesis is accepted and supported by the results. This means that when employees' perception of fairness in the organization is lower due to experience of phubbing behavior, they are likely to show a negative attitude in the form of turnover intention. This is supported by previous research. According to Tymon et al. (2011) employee retention is based on the supervisor's support. Kim et al., (2017) provide a logical explanation of this by stating that the quality of employee-supervisor interaction determines the reasoning employees form to stay or quit the organization.

Furthermore, Ghosh et al., (2017), in the light of COR theory explain that organizational justice is a form of personal resource to employees because it provides them the necessary support to develop and maintain their other resources. If an organization's justice system is flawed, it poses a threat to other resources of an employee such as his energy and time which causes them to have turnover intentions. Gim & Ramayah, (2020) also confirms this result by stating that interpersonal and informational justice in leaders is appreciated by their employees and they feel that their supervisors are supportive which enhances employee resources. Finally, Van et al., (2021) prove that supervisors who treat their employees fairly and respect them, increase their perception of fairness in the organization.

5.4.8 *Hypothesis 8: Organizational Justice mediates the relationship between Supervisor Phubbing and Employee Commitment.*

Hypothesis eight (H8) entails the mediating role of organizational justice between supervisor phubbing and employee commitment. The results are consistent with the expectations and

support the hypothesis by showing a significant relationship between supervisor phubbing and employee commitment. The rationale for this significance is that supervisor phubbing reduces the perception of justice for an employee in an organization which reduces employees' commitment to work. These findings are also confirmed by other studies explaining that many factors such as supervisor-subordinate exchange and unfair treatment by bosses are responsible for a lower level of commitment in employees (Mayowa-Adebara, 2018). Rahman et al., (2016) also explain that those employees that are treated fairly in a workplace, have a higher level of commitment because they perceive themselves to be important and valuable members of the organization. Jehanzeb & Mohanty, (2019) also state that when employees perceive organizational practices are fair, they are more committed to performing for the success of the organization.

These findings are also supported by the conservation of resources (COR) theory. As supervisor phubbing is a resource loss for employees therefore, they find the interactional justice of the system is weak which makes them stressed. As explained by Ngirande, (2021) stress deteriorates employee commitment. Hence, employees reduce their performance and commitment at work.

5.4 Managerial Implications

Results from the study provide some useful insights at the managerial level. Supervisor phubbing can strongly influence the perception of the fairness system which in term leads to employees' intention to quit. The saying "employees leave managers, not companies" holds true and therefore, several managerial implications can be concurred from the findings listed above. Firstly, it is crucial to spread awareness amongst supervisors regarding the usage of smartphones in office settings especially while accompanying others. Such awareness sessions hold utmost importance because these supervisors belong to "tech-savvy" generations and will exhibit similar behaviour to their employees. The sessions should enlighten the supervisors on the importance of keeping smartphones away while having in-person communication so that the quality of conversation is not hindered. Przybylski & Weinstein, (2013) advised the supervisors to place their phones where they are not in sight to avoid distraction. They indicated that using smartphones during face-to-face conversation damages the quality of exchange, trust, and closeness between two individuals. Another useful technique is to enable voice mail on one's phone. When the texts, emails, and calls would automatically indicate to the other

person that you are currently busy or in a meeting, in-person conversation quality won't get affected.

Until absolutely necessary phones must not be brought to a meeting. Organizations must foster a culture of mutual respect. Smartphones should be in silent mode and out of sight for both supervisors and employees. Supervisor training should also incorporate soft skill training sessions as well that could foster healthy relationships between employer and employees. ERC (2018) identified eight of these soft skills that are essential for supervisors. Out of these eight, four are clearly impacted when a supervisor is constantly distracted by his phone. These include critical thinking, communication, time management, and interpersonal skills. The focus should also be on non-verbal cues which impact the impression of supervisors by the means of supervisor phubbing behavior. When supervisors are fully focused and attentive, employees get a message that they are treated fairly, are valued, and have importance in their team. To cultivate these essential soft skills in supervisors, programs need to be placed and guidance must be provided as to how these skills get undermined with smartphones' use. Certain activities like role plays can enable supervisors to understand how the use of smartphones negatively impacts the employees.

Organizations need to form strict smartphone use policies clearly stating the acceptable use of smartphones in the workplace. David et al., (2020) state that this properly drafted smartphone use policy will set a clear standard for using smartphones in the workplace. These standards should be made part of the overall culture of the organization. Lastly, the policy can also incorporate the establishment of smartphone-free zones for meetings, etc to reduce phubbing.

5.5 Contributions

There are some substantial theoretical contributions to the literature on supervisor phubbing. Following are these contributions.

5.6.1 *Theoretical Contributions*

The study significantly contributes to the previous literature of phubbing behavior by indicating a significant relationship between supervisor phubbing and turnover intention. Previously, studies have highlighted the effect of supervisor phubbing on other dependent variables such as employee engagement (Lievaart, 2020), work meaningfulness (Khan et al., 2020), and organizational-based self-esteem (Yasin et al., 2020). The impact of supervisor phubbing on

employees' turnover intention is important to understand because the intentions to quit lead to actual turnover which is detrimental to organizations as it incurs extra hiring costs.

The study also highlights the importance of organizational justice which significantly mediates the relationships between supervisor phubbing, turnover intention, and employee commitment. Previously organizational justice has not been studied as a mediator in this context therefore, the study brings light to an important concept that supervisor phubbing reduces interactional justice, and negatively influences employee's work-related attitudes and behaviors.

The study also concludes that supervisor phubbing does not have a direct relationship to employee commitment and organization-based self-esteem (OBSE) does not act as a moderator between supervisor phubbing and organizational justice. These finding can help future researchers to focus on any other variables in this framework and omit the ones that does not show a significant relationship.

5.6.2   *Practical Contributions*

Previously, studies on phubbing behavior at the workplace have been conducted in the educational sector (e.g., Koc & Caliskan, 2022; Liu et al., 2021 and McDaniel & Wesselmann, 2021) considering teachers or students from different schools as respondents of the study. Yasin et al., (2020) considered different employees not specifically targeting a single industry. Hence, the target was the individuals who are employed at any organization residing in US. Yousaf et al., (2022) conducted research on supervisor phubbing in other service sector organisations belonging to different industries, including hospitality, health, IT and insurance. The study was cross-cultural in nature considering both American and Pakistani employees working in these industries and data was collected in two-waves. Khan et al., (2021) conducted their study in 2 public and 2 private hospitals in Islamabad, Pakistan. The respondents of the questionnaires were head nurses and data were collected in three rounds with eight weeks lapse each. Roberts & David, (2017) & Roberts & David, (2020) chose a broader sample of employees from multiple industries and different job types (retail, health, education, other insurance financial services, business services, technology and consumer products manufacturing) to understand the phenomenon of boss phubbing (BPhubbing) at workplace.

The current study is conducted in the IT and consumer services (Airline) industries of Pakistan. Previously the studies have considered technology companies however, the focus of this study was on software houses, telecommunication and IT consulting and services. In consumer

services the focus was on airlines and all major airlines working in Pakistan were considered to collect data. These industries were the focal point because they are tech-savvy and understanding the concept of supervisor phubbing in these areas has utmost importance because the widespread use of smartphones in these sectors gives rise to phubbing behavior.

5.6 Limitations

There are certain limitations to the study. Firstly, For the data collection, the self-reporting method with the help of questionnaires (i.e., online and printed) was used. Self-reporting is a method where respondents are asked to answer questions related to themselves. This method gives rise to social desirability bias and common method bias (Podsakoff et al., 2003) which is where participants respond to the questionnaires in a way that others perceive to be favourable. This leads to over or under-reporting behaviour which is not desirable and hence, data cannot be generalised to a larger population.

Secondly, the research design used in the study is cross-sectional which means that data collection is done at one time only. Although previous studies on the topic have also adopted a similar methodology, caution needs to be taken to understand the causal relationships. Thirdly, only two industries (IT and consumer services) were considered to understand the phubbing behavior of supervisors. Moreover, the current study is quantitative in nature therefore, the research is based only upon previously available information. An exploratory research design can yield a better understanding of the subject under consideration. Furthermore, simple mediation and moderation is used however, moderated-mediation is not hypothesized neither tested. Lastly, the majority of the data was collected from twin cities of Pakistan limiting the results to a small geographical region which is not enough for generalizability.

5.7 Future Directions

The limitations give directions to researchers to focus in the future. Firstly, to reduce self-reporting bias Kircaburun and Griffiths (2018) suggestion is viable which is to use a qualitative research design where experiments or interviews with employees can be conducted to understand the impact of supervisor phubbing on employees. Passive measurement methods can also be used to test validity of supervisor phubbing. The methodology will allow for better results as natural settings would not be affected.

Secondly, a longitudinal research design can be used where data is collected in time-lapse enabling the researchers to verify and confirm our model. Thirdly, a careful examination of the concept in other industries might also generate new insights e.g Banking Industry & Consulting Sector. Moreover, a wider net of geographical locations, where the culture is different and the sample is selected carefully. It may generate better and more generalizable results. Furthermore, this study indicates that organization-based self-esteem doesn't moderate the relationship between supervisor phubbing and organizational justice, therefore, a different combination of moderating variables in the model can be considered to further observe the impact of phubbing on those constructs. Different sets of dependent variables can also be used to gauge employee attitudes and behaviors especially since the research proves that employee commitment is not impacted by phubbing behavior. These can be proactive personality, career aspirations and affective commitment.

The current study used the Conservation of Resources (COR) theory to deduce the results. In the future, Job-Demand Resources (JD-R) Model and Social Exchange theory can be used. In future, moderated-mediation relationship can be hypothesized and tested. Finally, a cross-cultural analysis can also be performed to understand the phenomenon of supervisor phubbing across different countries in order to find differences in supervisor behaviors and the way employees react.

5.8 Conclusion

This study adds to the previous studies on supervisor phubbing literature. One of the key findings is that supervisor phubbing has a significant impact on turnover intention. Another important finding is that organizational justice mediates the relationship between supervisor phubbing, employee commitment and turnover intention. The current study recommends to explore this relationship further across different cultures and countries and also spread awareness regarding the phubbing behavior at workplace.

6.0 REFERENCES

Aagaard, J. (2020). Digital akrasia: a qualitative study of phubbing. *Ai & Society*, *35*(1), 237-244.

Abbasi, S. M., & Hollman, K. W. (2000). Turnover: The real bottom line. *Public personnel management*, *29*(3), 333-342.

Abdullateef, A. O., Muktar, S. S. M., Yusoff, R. Z., & Ahmad, I. S. B. (2014). Effects of customer relationship management strategy on call centre's employee intention to quit: Evidence from Malaysia call centers. *Procedia-Social and Behavioral Sciences*, *130*, 305-315.

Abeele, M. M. V., Antheunis, M. L., & Schouten, A. P. (2016). The effect of mobile messaging during a conversation on impression formation and interaction quality. *Computers in Human Behavior*, *62*, 562-569.

Abeele, M. M. V., Hendrickson, A. T., Pollmann, M. M., & Ling, R. (2019). Phubbing behavior in conversations and its relation to perceived conversation intimacy and distraction: An exploratory observation study. *Computers in Human Behavior*, *100*, 35-47.

Acharya, A. S., Prakash, A., Saxena, P., & Nigam, A. (2013). Sampling: Why and how of it. *Indian Journal of Medical Specialties*, *4*(2), 330-333.

Afdal, A., Alizamar, A., Ifdil, I., Ardi, Z., Sukmawati, I., Zikra, Z., et al., 2019. An Analysis of Phubbing Behaviour: preliminary research from counseling perspective. In: International Conference on Educational Sciences and Teacher Profession (ICETeP 2018). Atlantis Press.

Afshari, L., Young, S., Gibson, P., & Karimi, L. (2019). Organizational commitment: exploring the role of identity. *Personnel Review*, *49*(3), 774-790.

Agarwal, U. A., Datta, S., Blake- Beard, S., & Bhargava, S. (2012). Linking LMX, innovative work behaviour and turnover intentions: The mediating role of work engagement. *Career development international*.

Aggarwal, A., Jaisinghani, D., & Nobi, K. (2022). Effect of organizational justice and support on organizational commitment and employee turnover intentions: the mediating role of employee engagement. *International Journal of Quality and Service Sciences*, (ahead-of-print).

Ahmed, A., Liang, D., Anjum, M. A., & Durrani, D. K. (2021). Does dignity matter? The effects of workplace dignity on organization-based self-esteem and discretionary work effort. *Current Psychology*, 1-12.

Ahmed, I., & Nawaz, M. M. (2015). Antecedents and outcomes of perceived organizational support: A literature survey approach. *Journal of Management Development 34*(7), 867-880.

Akanbi, P. A., & Ofoegbu, O. E. (2013). Impact of perceived organizational justice on organizational commitment of a food and beverage firm in Nigeria. *International Journal of Humanities and Social Science*, *3*(14), 207-218.

Akhtar, S. and Shaukat, K. (2016), "Impact of petty tyranny on alienation from work: role of self- esteem and power-distance", *Global Journal of Flexible Systems Management*, *17*(3), 275-285.

Al-Saggaf, Y., & MacCulloch, R. (2018). Phubbing: How frequent? Who is phubbed? In which situation? And using which apps?. In *39th International Conference on Information Systems, ICIS 2018*. Association for Information Systems.

Al-Zubi, Januar, (2020). Organization Justice to Turnover intention by Employee. *Journal Management and Organization*, *2*(7).

Al- Saggaf, Y., & O'Donnell, S. B. (2019). Phubbing: Perceptions, reasons behind, predictors, and impacts. *Human Behavior and Emerging Technologies*, *1*(2), 132-140.

Albrecht, S. L., & Dineen, O. J. (2016). Organizational commitment and employee engagement: ten key questions. In *Handbook of employee commitment*. Edward Elgar Publishing.

Albrecht, S. L., & Marty, A. (2020). Personality, self-efficacy and job resources and their associations with employee engagement, affective commitment and turnover intentions. *The International Journal of Human Resource Management*, *31*(5), 657-681.

Alharbi, S. S., & Abuelhassan, A. E. (2020). The impact of trust in supervisor on turnover intention: organizational commitment as a mediating mechanism. *International Journal on Recent Trends in Business and Tourism (IJRTBT)*, *4*(2), 1-8.

Alkhateri, A. S., Abuelhassan, A. E., Khalifa, G. S., Nusari, M., & Ameen, A. (2018). The Impact of perceived supervisor support on employees turnover intention: The Mediating role of job satisfaction and affective organizational commitment. *International Business Management*, *12*(7), 477-492.

Alvi, M. (2016). A manual for selecting sampling techniques in research.

Ambrose, M. L., & Schminke, M. (2009). The role of overall justice judgments in organizational justice research: a test of mediation. *Journal of applied psychology*, *94*(2), 491.

Andersen, J.C. and Gerbing, D.W. (1988), "Structural equation modelling in practice. A review and recommended two-step approach." *Psychological Bulletin*, *103*(3), 411-423.

Aranki, D. H., Suifan, T. S., & Sweis, R. J. (2019). The relationship between organizational culture and organizational commitment. *Modern Applied Science*, *13*(4), 137-154.

Arshadi, N., & Hayavi, G. (2013). The effect of perceived organizational support on affective commitment and job performance: mediating role of OBSE. *Procedia-Social and Behavioral Sciences*, *84*, 739-743.

Avkiran, N.K. (2017), "An in-depth discussion and illustration of partial least squares structural equation modeling in health care." *Health Care Management Science*, 1-8.

Babin, B.J., Griffin, M. and Hair, J.F. (2016), "Heresies and sacred cows in scholarly marketing publications." *Journal of Business Research*, *69*, 3133-3138.

Bakhshi, E., Kalantari, R., Salimi, N., & Ezati, F. (2019). Assessment of quality of work life and factors related to it based on the Walton's model: a cross-sectional study in employment of health and treatment sectors in islamabad city. *Journal of Health in the Field*, *6*(4), 12-19.

Baruch, Y. (1999). Response rate in academic studies-A comparative analysis. *Human relations*, *52*(4), 421-438.

Bateman, T. S., & Strasser, S. (1984). A longitudinal analysis of the antecedents of organizational commitment. *Academy of management journal*, *27*(1), 95-112.

Benvenuti, M., Błachnio, A., Przepiorka, A. M., Daskalova, V. M., & Mazzoni, E. (2020). Factors related to phone snubbing behavior in emerging adults: The phubbing phenomenon. In *The psychology and dynamics behind social media interactions* (pp. 164-187). IGI Global.

Bernerth, J. and Walker, H.J. (2012), "Reexamining the workplace justice to outcome relationship: does frame of reference matter?"*Journal of Management Studies*, *49*(5), 945-969.

Blau, P. M. (1964). *Exchange and power in social life*. New York: Wiley.

Blumberg, B., Cooper, D., & Schindler, P. (2014). *EBOOK: Business Research Methods*. McGraw Hill.

Bowling, N. A., Eschleman, K. J., & Wang, Q. (2010). A meta- analytic examination of the relationship between job satisfaction and subjective well- being. *Journal of Occupational and Organizational Psychology*, *83*(4), 915-934.

Breitsohl, H., & Ruhle, S. (2013). Residual affective commitment to organizations: Concept, causes and consequences. *Human Resource Management Review*, *23*(2), 161-173.

Brien, A. (2010). Managing contingent labour in the hotel industry by developing organisational social capital. *Journal of Human Resources in Hospitality & Tourism, 9*(2), 163–178.

Cakı, N., Asfuroglu, L., & Erbas, O. (2015). The Relationship between the level of attachment in romantic relations, affective commitment and continuance commitment towards organization: a field research. *Procedia Economics and Finance*, *26*, 1007-1013.

Capilla Garrido, E., Issa, T., Gutiérrez Esteban, P., & Cubo Delgado, S. (2021). A descriptive literature review of phubbing behaviors, *Heliyon, 7*(5), e07037.

Charoensukmongkol, P., & Phungsoonthorn, T. (2021). The effectiveness of supervisor support in lessening perceived uncertainties and emotional exhaustion of university employees during the COVID-19 crisis: the constraining role of organizational intransigence. *The Journal of general psychology*, *148*(4), 431-450.

Chatterjee, S. (2020). Antecedents of phubbing: from technological and psychological perspectives. *Journal of Systems and Information Technology*, *22*(2), 161-178.

Chen, M.F., Ho, H.C., Lin, F.C., Chung, H.M., Chao, C.W., Chou, L.H. and Li, K.C. (2016), "Organisation- based self-esteem mediates the effects of social support and job satisfaction on intention to stay in nurses", Journal of Nursing Management, *24*(1), 88-96.

Chen, Z. X., Aryee, S., & Lee, C. (2005). Test of a mediation model of perceived organizational support. *Journal of vocational behavior*, *66*(3), 457-470.

Chin, W.W., Gopal, A. and Salisbury, W.D. (1997), "Advancing the theory of adaptive structuration: the development of a scale to measure faithfulness of appropriation." *Information Systems Research*, *8*, 342-367.

Choi, B.K., Moon, H.K., Ko, W. and Kim, K.M. (2014), "A cross-sectional study of the relationships between organizational justices and OCB.",*Leadership & Organization Development Journal*, *35*(6), 530-554.

Chotpitayasunondh, V., & Douglas, K. M. (2016). How "phubbing" becomes the norm: The antecedents and consequences of snubbing via smartphone. *Computers in Human Behavior*, *63*, 9-18.

Chotpitayasunondh, V., & Douglas, K. M. (2018). Measuring phone snubbing behavior: Development and validation of the Generic Scale of Phubbing (GSP) and the Generic Scale of Being Phubbed (GSBP). *Computers in Human Behavior*, *88*, 5-17.

Chotpitayasunondh, V., & Douglas, K. M. (2018). The effects of "phubbing" on social interaction. *Journal of Applied Social Psychology*, *48*(6), 304-316.

Chung, Y. W., & Yang, J. Y. (2017). The mediating effects of organization-based self-esteem for the relationship between workplace ostracism and workplace behaviors. *Baltic Journal of Management*.

Çikrikci, Ö., Griffiths, M. D., & Erzen, E. (2019). Testing the mediating role of phubbing in the relationship between the big five personality traits and satisfaction with life. International Journal of Mental Health and Addiction, 1-13.

Coetzee, M., & van Dyk, J. (2018). Workplace bullying and turnover intention: Exploring work engagement as a potential mediator. *Psychological reports*, *121*(2), 375-392.

Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational behavior and human decision processes*, *86*(2), 278-321.

Collins, B.J. and Mossholder, K.W. (2017), "Fairness means more to some than others: interactional fairness, job embeddedness, and discretionary work behaviors", Journal of Management, *43*(2), 293-318.

Colquitt, J. A. (2001). On the dimensionality of organizational justice: a construct validation of a measure. *Journal of applied psychology*, *86*(3), 386.

Colquitt, J. A. (2012). Organizational justice. In S. W. J. Kozlowski (Ed.), *The Oxford handbook of organizational psychology, 1*, 526–547.

Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of applied psychology*, *86*(3), 425.

Costantini, A., Ceschi, A., Viragos, A., De Paola, F., & Sartori, R. (2019). The role of a new strength-based intervention on organisation-based self-esteem and work engagement: A three-wave intervention study. *Journal of Workplace Learning*.

Costigan, R. D., Insinga, R. C., Berman, J. J., Kranas, G., & Kureshov, V. A. (2012). A four-country study of the relationship of affect- based trust to turnover intention. *Journal of Applied Social Psychology*, *42*(5), 1123-1142.

Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2007). The management of organizational justice. *Academy of management perspectives*, *21*(4), 34-48.

Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2007). The management of organizational justice. *Academy of management perspectives*, *21*(4), 34-48.

Dattalo, P. (2008). *Determining sample size: Balancing power, precision, and practicality*. oxford university press.

David, F. R., David, F. R., & David, M. E. (2017). *Strategic management: concepts and cases: A competitive advantage approach* (p. 127). Pearson.

David, M. E., & Roberts, J. A. (2017). Phubbed and alone: Phone snubbing, social exclusion, and attachment to social media. *Journal of the Association for Consumer Research*, *2*(2), 155-163.

David, M. E., & Roberts, J. A. (2020). Developing and testing a scale designed to measure perceived phubbing. *International journal of environmental research and public health*, *17*(21), 8152.

Duffy, M. K., Ganster, D. C., & Pagon, M. (2002). Social undermining in the workplace. *Academy of management Journal*, *45*(2), 331-351.

Duffy, M. K., Scott, K. L., Shaw, J. D., Tepper, B. J., & Aquino, K. (2012). A social context model of envy and social undermining. *Academy of Management Journal*, *55*(3), 643-666.

Dwyer, D. B., Falkai, P., & Koutsouleris, N. (2018). Machine learning approaches for clinical psychology and psychiatry. *Annual review of clinical psychology*, *14*, 91-118.

Ebeh, R. E., Njoku, E. C., Ikpeazu, O. C., & Benson, L. (2017). Organizational commitment and job involvement among casual workers: The role of organizational justice. *Global Journal of Human Resource Management*, *5*(4), 17-32.

Eisenberger & F. Stinglhamber, Perceived organizational support: Fostering enthusiastic and productive employees. *American Psychological Association.* 61–97.

Ekmekcioglu, E. B., & Aydogan, E. (2019). A moderated mediation model of the relationship between organizational justice and turnover intention. *International Journal of Organizational Analysis. 27*(4), 1073-1092.

Ellis, C. (2021). Mobile devices in the workplace: 40 statistics you should know in 2021. *EHS Management Blog*. *https://www.perillon.com/blog/mobile-statistics-devices-at-work.*

ERC (2018, December 10). Crucial soft skills supervisors need to have. *Yourerc.com.* https://www.yourerc.com/blog/post/8-crucial-soft-skills-supervisors-need-to-have

Erdem, M. (2014), "The level of quality of work life to predict work alienation", *Educational Sciences: Theory and Practice*, *14*(2), 534-544.

Erkutlu, H. and Chafra, J. (2016), "Impact of behavioral integrity on workplace ostracism: the moderating roles of narcissistic personality and psychological distance", Journal of Applied Research in Higher Education, *8*(2), 222-237.

Fernandez-Lores, S., Gavilan, D., Avello, M., & Blasco, F. (2016). Affective commitment to the employer brand: Development and validation of a scale. *BRQ Business Research Quarterly*, *19*(1), 40-54.

Festinger, L., & Katz, D. (1966). Research methods inbehavioral science. *New York: Holt.*

Fornell, C. and Larcker, D.F. (1981), "Evaluating structural equation models with unobservable variables and measurement errors." *Journal of Marketing Research*, *18*(1), 39-50.

Gabčanová, I. V. E. T. A. (2011). The employees–the most important asset in the organizations. *Human Resources Management & Ergonomics*, *5*(1), 30-33.

Gardner, D. G., & Pierce, J. L. (2016). Organization-based self-esteem in work teams. *Group Processes & Intergroup Relations*, *19*(3), 394-408.

Garrido, E. C., Issa, T., Esteban, P. G., & Delgado, S. C. (2021). A descriptive literature review of phubbing behaviors. *Heliyon*, *7*(5), e07037.

Genevičiūtė-Janonienė, G., & Endriulaitienė, A. (2014). Employees' organizational commitment: Its negative aspects for organizations. *Procedia-Social and Behavioral Sciences*, *140*, 558-564.

Geser, H. (2004). Towards a sociological theory of the mobile phone.

Ghosh, D., Sekiguchi, T., & Gurunathan, L. (2017). Organizational embeddedness as a mediator between justice and in-role performance. *Journal of Business Research*, *75*, 130-137.

Gim, G. C., & Ramayah, T. (2020). Predicting turnover intention among auditors: is WIPL a mediator?. *The Service Industries Journal*, *40*(9-10), 726-752.

Gordon, J. R., & Hood, E. (2020). Organization-based self-esteem and work-life outcomes. *Personnel Review*, *50*(1), 21-46.

Gordon, S., Tang, C. H. H., Day, J., & Adler, H. (2019). Supervisor support and turnover in hotels: does subjective well-being mediate the relationship?. *International Journal of Contemporary Hospitality Management*. *31*(1), 496-512.

Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of management*, *16*(2), 399-432.

Grieve, R., Lang, C. P., & March, E. (2021). More than a preference for online social interaction: Vulnerable narcissism and phubbing. *Personality and Individual Differences*, *175*, 110715.

Hair Jr, J. F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, *1*(2), 107-123.

Hair, J.F., Hult, G.T.M., Ringle, C.M. and Sarstedt, M. (2014), A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). SAGE, Los Angeles, CA.

Halbesleben, J. R. B.; Neveu, J.-P.; Paustian-Underdahl, S. C.; Westman, M. (2014). *Getting to the "COR": Understanding the Role of Resources in Conservation of Resources Theory. Journal of Management, 40(5),* 1334-1364.

Hales, A. H., Dvir, M., Wesselmann, E. D., Kruger, D. J., & Finkenauer, C. (2018). Cell phone-induced ostracism threatens fundamental needs. *The Journal of Social Psychology*, *158*(4), 460-473.

Haque, A., Fernando, M., & Caputi, P. (2019). The relationship between responsible leadership and organisational commitment and the mediating effect of employee turnover intentions: An empirical study with Australian employees. *Journal of Business Ethics*, *156*(3), 759-774.

Harman, H. H. (1976). *Modern factor analysis*. University of Chicago press.

Harris, C. M., Lavelle, J. J., & McMahan, G. C. (2020). The effects of internal and external sources of justice on employee turnover intention and organizational citizenship behavior toward clients and workgroup members. *The International Journal of Human Resource Management*, *31*(17), 2141-2164.

Hausknecht, J. P., Sturman, M. C., & Roberson, Q. M. (2011). Justice as a dynamic construct: effects of individual trajectories on distal work outcomes. *Journal of Applied Psychology*, *96*(4), 872.

Hawi, N., & Samaha, M. (2019). Identifying commonalities and differences in personality characteristics of Internet and social media addiction profiles: traits, self-esteem, and self-construal. *Behaviour & Information Technology*, *38*(2), 110-119.

Hobfoll, S. E. (1988). *The ecology of stress*. Taylor & Francis.

Hobfoll, S. E. (1989). Conservation of resources: a new attempt at conceptualizing stress. *American psychologist*, *44*(3), 513.

Hobfoll, S. E. (2001). The influence of culture, community, and the nested- self in the stress process: Advancing conservation of resources theory. *Applied psychology*, *50*(3), 337-421.

Hobfoll, S. E. (2011). Conservation of resource caravans and engaged settings. *Journal of occupational and organizational psychology*, *84*(1), 116-122.

Hobfoll, S. E. (2011b). Conservation of resources theory: Its implication for stress, health, and resilience. In S. Folkman (Ed.), *The Oxford handbook of stress, health, and coping*: 127-147. Oxford, England: Oxford University Press.

Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual review of organizational psychology and organizational behavior*, *5*, 103-128.

Hom, P. W., & Griffeth, R. W. (1991). Structural equations modeling test of a turnover theory: Cross-sectional and longitudinal analyses. *Journal of applied psychology*, *76*(3), 350.

Homans, G. C. (1958). Social behavior as exchange. *American journal of sociology*, *63*(6), 597-606.

Imamoglu, S. Z., Ince, H., Turkcan, H., & Atakay, B. (2019). The effect of organizational justice and organizational commitment on knowledge sharing and firm performance. *Procedia Computer Science*, *158*, 899-906.

Iqbal, Q., & Ahmad, B. (2016) "Organizational Justice, Trust and Organizational Commitment in Banking Sector of Pakistan." *Journal of Applied Economics and Business 4*(1), 26-43.

Ito, J. K., & Brotheridge, C. M. (2003). Resources, coping strategies, and emotional exhaustion: A conservation of resources perspective. *Journal of Vocational Behavior*, *63*(3), 490-509.

Jang, J., Lee, D. W., & Kwon, G. (2021). An analysis of the influence of organizational justice on organizational commitment. *International Journal of Public Administration*, *44*(2), 146-154.

Jehanzeb, K., & Mohanty, J. (2019). The mediating role of organizational commitment between organizational justice and organizational citizenship behavior: Power distance as moderator. *Personnel Review*, *49*(2), 445-468.

Jones, D. A., & Martens, M. L. (2009). The mediating role of overall fairness and the moderating role of trust certainty in justice–criteria relationships: The formation and

use of fairness heuristics in the workplace. *Journal of Organizational Behavior*, *30*(8), 1025-1051.

Joo, B.K. (2010), "Organizational commitment for knowledge workers: the roles of perceived organizational learning culture, leader–member exchange quality, and turnover intention", *Human Resource Development Quarterly*, *21*(1), 69-85.

Ju, B., & Li, J. (2019). Exploring the impact of training, job tenure, and education-job and skills-job matches on employee turnover intention. *European Journal of Training and Development*, *43*(3/4), 214-231.

Jung, H.S. and Yoon, H.H. (2013), "The effects of organizational service orientation on person– organization fit and turnover intent", *Service Industries Journal*, *33*(1), 7-29.

Kang, M., & Sung, M. (2019). To leave or not to leave: the effects of perceptions of organizational justice on employee turnover intention via employee-organization relationship and employee job engagement. *Journal of Public Relations Research*, *31*(5-6), 152-175.

Karadağ, E., Tosuntaş, Ş. B., Erzen, E., Duru, P., Bostan, N., Şahin, B. M., ... & Babadağ, B. (2015). Determinants of phubbing, which is the sum of many virtual addictions: A structural equation model. *Journal of behavioral addictions*, *4*(2), 60-74.

Kelly, L., Miller-Ott, A. E., & Duran, R. L. (2019). Phubbing friends: Understanding face threats from, and responses to, friends' cell phone usage through the lens of politeness theory. *Communication Quarterly*, *67*(5), 540-559.

Kelly, L., Miller-Ott, A. E., & Duran, R. L. (2019). Phubbing friends: Understanding face threats from, and responses to, friends' cell phone usage through the lens of politeness theory. *Communication Quarterly*, *67*(5), 540-559.

Kernan, M. C., & Hanges, P. J. (2002). Survivor reactions to reorganization: Antecedents and consequences of procedural, interpersonal, and informational justice. *Journal of applied psychology*, *87*(5), 916.

Khan, M. N., Shahzad, K., & Bartels, J. (2021). Examining boss phubbing and employee outcomes through the lens of affective events theory. *Aslib Journal of Information Management*.

Kim, J. S., Milliman, J. F., & Lucas, A. F. (2021). Effects of CSR on affective organizational commitment via organizational justice and organization-based self-esteem. *International Journal of Hospitality Management*, *92*, 102691.

Kim, K., & Jogaratnam, G. (2010). Effects of individual and organizational factors on job satisfaction and intent to stay in the hotel and restaurant industry. *Journal of Human Resources in Hospitality & Tourism*, *9*(3), 318-339.

Kim, M., & Beehr, T. A. (2021). The power of empowering leadership: Allowing and encouraging followers to take charge of their own jobs. *The International Journal of Human Resource Management*, *32*(9), 1865-1898.

Kim, S., Tam, L., Kim, J. N., & Rhee, Y. (2017). Determinants of employee turnover intention: Understanding the roles of organizational justice, supervisory justice, authoritarian organizational culture and organization-employee relationship quality. *Corporate Communications: An International Journal, 22*(3), 308-328.

King, C., Murillo, E. and Lee, H. (2017), "The effects of generational work values on employee brand attitude and behavior: a multi-group analysis*", International Journal of Hospitality Management*, *66*(2), 92-105.

Kircaburun, K. and Griffiths, M.D. (2018), "Instagram addiction and the Big Five of personality: the mediating role of self-liking."*Journal of Behavioral Addictions, 7*(1), 158-170.

Kline, R. B. (2005). *Principles and practice of structural equation modeling*. 2nd The Guilford Press. New York.

Koc, T., & Caliskan, K. (2022). Phubbing phenomenon in educational environments: examining the impact of supervisor phubbing on student outcomes. *Journal of Further and Higher Education*, 1-16.

Koçak, Ö. E. (2021). Being phubbed in the workplace: A new scale and implications for daily work engagement. *Current Psychology*, *40*(12), 6212-6226.

Koçak, Ö. E. (2021). Being phubbed in the workplace: A new scale and implications for daily work engagement. *Current Psychology*, *40*(12), 6212-6226.

Krasnova, H., Abramova, O., Notter, I., & Baumann, A. (2016). Why phubbing is toxic for your relationship: Understanding the role of smartphone jealousy among "Generation Y" users

Kumar, M., & Jauhari, H. (2016). Satisfaction of learning, performance, and relatedness needs at work and employees' organizational identification. *International Journal of Productivity and Performance Management*, *65*(6), 760-772

Kumar, M., Talib, S. A., & Ramayah, T. (2013). Business Research Methods. Selangor, Malayisa: *Oxford University Press*

Kyei-Poku, I. (2014). The benefits of belongingness and interactional fairness to interpersonal citizenship behavior. *Leadership & Organization Development Journal*, *35*(8), 691-709.

Kyei-Poku, I. (2019). The influence of fair supervision on employees' emotional exhaustion and turnover intentions. *Management Research Review*, *42*(9), 1116-1132.

Lambert, E. G., Tewksbury, R., Otu, S. E., & Elechi, O. O. (2021). The association of organizational justice with job satisfaction and organizational commitment among Nigerian correctional staff. *International Journal of Offender Therapy and Comparative Criminology*, *65*(2-3), 180-204.

Lau, D. C., Lam, L. W., & Wen, S. S. (2014). Examining the effects of feeling trusted by supervisors in the workplace: A self- evaluative perspective. *Journal of Organizational Behavior*, *35*(1), 112-127.

Li, A., & Cropanzano, R. (2009). Do East Asians respond more/less strongly to organizational justice than North Americans? A meta- analysis. *Journal of Management Studies*, *46*(5), 787-805.

Lievaart, L. (2020). Supervisor Phubbing: The moderating roles of organizational values and norms in predicting employees' engagement and behavior.

Lin, C. Y., & Huang, C. K. (2020). Employee turnover intentions and job performance from a planned change: the effects of an organizational learning culture and job satisfaction. *International Journal of Manpower*, *42*(3), 409-423

Liu, B., & Zhang, Z. (2019). Motivational bases of commitment to organizational change in the Chinese public sector. *Social Behavior and Personality: an international journal*, *47*(1), 1-8.

Liu, J., Hui, C., Lee, C., & Chen, Z. X. (2013). Why do I feel valued and why do I contribute? A relational approach to employee's organization- based self- esteem and job performance. *Journal of Management Studies*, *50*(6), 1018-1040.

Liu, J., Wang, W., Hu, Q., Wang, P., Lei, L., & Jiang, S. (2021). The relationship between phubbing and the depression of primary and secondary school teachers: A moderated mediation model of rumination and job burnout. *Journal of Affective Disorders*, *295*, 498-504.

Liu, Z., Cai, Z., Li, J., Shi, S., & Fang, Y. (2013). Leadership style and employee turnover intentions: A social identity perspective. *Career Development International*, *18*(3), 305-324

Loi, R., Hang- Yue, N., & Foley, S. (2006). Linking employees' justice perceptions to organizational commitment and intention to leave: The mediating role of perceived organizational support. *Journal of occupational and Organizational Psychology*, *79*(1), 101-120.

Luqman, A., Talwar, S., Masood, A., & Dhir, A. (2021). Does enterprise social media use promote employee creativity and well-being?. *Journal of Business Research*, *131*, 40-54.

Lutgen-Sandvik, P., Hood, J. N., & Jacobson, R. P. (2016). The impact of positive organizational phenomena and workplace bullying on individual outcomes, *Journal of Managerial Issues*, *28*(1), 30-49.

Marzucco, L., Marique, G., Stinglhamber, F., De Roeck, K., & Hansez, I. (2014). Justice and employee attitudes during organizational change: The mediating role of overall justice. *European Review of Applied Psychology*, *64*(6), 289-298.

Massingham, P. R. (2018). Measuring the impact of knowledge loss: a longitudinal study. *Journal of Knowledge Management*, *22*(4), 721-758.

Mayowa-Adebara, O. (2018). The influence of leadership style, organizational justice and human capital development on employee commitment in university libraries in south-west, Nigeria. *Library Philosophy & Practice*.

McCann & Maquarie Dictionary. (2014). *Phubbing — A word is born [Video file]*. Retrieved from https://mccann.com.au/project/phubbing-a-word-is-born/

McCunn, L. J., & Gifford, R. (2014). Interrelations between sense of place, organizational commitment, and green neighborhoods. *The international journal of urban policy and policy*, *41*, 20-29.

McDaniel, B. T., O'Connor, K., & Drouin, M. (2021). Work-related technoference at home and feelings of work spillover, overload, life satisfaction and job satisfaction. *International Journal of Workplace Health Management*, *14*(5), 526-541

Memon, M. A., Ting, H., Cheah, J. H., Thurasamy, R., Chuah, F., & Cham, T. H. (2020). Sample size for survey research: review and recommendations. *Journal of Applied Structural Equation Modeling, 4*(2).

Meng, Y., Tan, J., & Li, J. (2017). Abusive supervision by academic supervisors and postgraduate research students' creativity: The mediating role of leader–member exchange and intrinsic motivation. *International Journal of leadership in education*, *20*(5), 605-617.

Mengstie, M. M. (2020). Perceived organizational justice and turnover intention among hospital healthcare workers. *BMC psychology*, *8*(1), 1-11.

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage publications.

Meyer, J. P., Allen, N. J., & Gellatly, I. R. (1990). Affective and continuance commitment to the organization: Evaluation of measures and analysis of concurrent and time-lagged relations. *Journal of applied psychology*, *75*(6), 710.

Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of applied psychology*, *78*(4), 538.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of vocational behavior*, *61*(1), 20-52.

Miller-Ott, A. E., & Kelly, L. (2017). A politeness theory analysis of cell-phone usage in the presence of friends. *Communication Studies*, *68*(2), 190-207.

Mills, M. J., Matthews, R. A., Henning, J. B., & Woo, V. A. (2014). Family-supportive organizations and supervisors: how do they influence employee outcomes and for whom?. *The International Journal of Human Resource Management*, *25*(12), 1763-1785.

Mobley, W. H. (1982). Employee, Turnover: Cause Consequences, and Control. Addison-Weley Publiching Company. *Inc. Philipines*.

Mohsin, A., Lengler, J., & Kumar, B. (2013). Exploring the antecedents of intentions to leave the job: The case of luxury hotel staff. *International Journal of Hospitality Management*, *35*, 48-58.

Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? Journal of Applied Psychology, *76*(6), 845–855.

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of vocational behavior*, *14*(2), 224-247.

Mulki, J. P., Jaramillo, F., & Locander, W. B. (2006). Effects of ethical climate and supervisory trust on salesperson's job attitudes and intentions to quit. *Journal of Personal Selling & Sales Management*, *26*(1), 19-26.

Nakamura, T. (2015). The action of looking at a mobile phone display as nonverbal behavior/communication: A theoretical perspective. *Computers in Human Behavior*, *43*, 68–75.

Nauman, S., Zheng, C., & Naseer, S. (2020). Job insecurity and work–family conflict: A moderated mediation model of perceived organizational justice, emotional exhaustion and work withdrawal. *International journal of conflict management*. *31*(5), 729-751

Nazir, S., Shafi, A., Qun, W., Nazir, N., & Tran, Q. D. (2016). Influence of organizational rewards on organizational commitment and turnover intentions. *Employee Relations*, *38*(4), 596-619.

Nazir, T., & Bulut, S. (2019). Phubbing and what could be its determinants: A dugout of literature. *Psychology*, *10*, 819-829.

Ngirande, H. (2021). Occupational stress, uncertainty and organisational commitment in higher education: Job satisfaction as a moderator. *SA Journal of Human Resource Management*, *19*, 1376.

Nichols, H. M., Swanberg, J. E., & Bright, C. L. (2016). How does supervisor support influence turnover intent among frontline hospital workers? The mediating role of affective commitment. *The Health Care Manager*, *35*(3), 266-279.

Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management journal*, *36*(3), 527-556.

Niu, G., Yao, L., Wu, L., Tian, Y., Xu, L., & Sun, X. (2020). Parental phubbing and adolescent problematic mobile phone use: The role of parent-child relationship and self-control. *Children and Youth Services Review*, *116*, 105247.

Nunnally, J.C. (1978), Psychometric Theory, McGraw-Hill, New York, NY.

Nunnally, J.C. and Bernstein, I.H. (1994), Psychometric Theory, 3rd ed., McGraw-Hill, New York, NY.

Ohana, M., & Meyer, M. (2016). Distributive justice and affective commitment in nonprofit organizations: which referent matters?. *Employee Relations*, *38*(6), 841-858.

Oppenheim, J. J., Kovacs, E. J., Matsushima, K., & Durum, S. K. (1986). There is more than one interleukin 1. *Immunology today*, *7*(2), 45-56.

Orhan, M. A., Castellano, S., Khelladi, I., Marinelli, L., & Monge, F. (2021). Technology distraction at work. Impacts on self-regulation and work engagement. *Journal of Business Research*, *126*, 341-349.

Park, Y., Song, J. H., & Lim, D. H. (2016). Organizational justice and work engagement: the mediating effect of self-leadership. *Leadership & Organization Development Journal*, *37*(6), 711-729.

Pathak, S. (2013). McCann Melbourne made up a word to sell a print dictionary. Retrieved from Adage. com: https://adage. com/article/news/mccannmelbourne-made-a-word-sell-a-dictionary/244595.

Penga, D.X. and Lai, F. (2012), "Using partial least squares in operations management research: a practical guideline and summary of past research." *Journal of Operations Management,* 30(6), 467-480.

Pierce, J. L., & Gardner, D. G. (2004). Self-esteem within the work and organizational context: A review of the organization-based self-esteem literature. *Journal of management*, *30*(5), 591-622.

Pierce, J. L., Gardner, D. G., & Crowley, C. (2016). Organization-based self-esteem and well-being: Empirical examination of a spillover effect. *European Journal of Work and Organizational Psychology*, *25*(2), 181-199

Pierce, J. L., Gardner, D. G., Cummings, L. L., & Dunham, R. B. (1989). Organization-based self-esteem: Construct definition, measurement, and validation. *Academy of Management journal*, *32*(3), 622-648.

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.

Podsakoff, P.M., MacKenzie, S., Lee, J. and Podsakoff, N.P. (2003), "Common method biases in behavioural research", *MIS Quarterly*, 30(1), 115-141.

Preacher, K.J. and Hayes, A.F. (2004), "SPSS and SAS procedures for estimating indirect effects in simple mediation models." *Behavior Research Methods, Instruments, & Computers, 36*(4), 717-731.

Preacher, K.J. and Hayes, A.F. (2008), "Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models." *Behavior Research Methods*, 40(3), 879-891.

Przybylski, A. K., & Weinstein, N. (2013). Can you connect with me now? How the presence of mobile communication technology influences face-to-face conversation quality. *Journal of Social and Personal Relationships*, *30*(3), 237-246.

Puhakka, I. J., Nokelainen, P., & Pylväs, L. (2021). Learning or leaving? Individual and environmental factors related to job satisfaction and turnover intention. *Vocations and Learning*, *14*(3), 481-510.

Rahaei, A., & Salehzadeh, R. (2020). Evaluating the impact of psychological entitlement on cyberloafing: the mediating role of perceived organizational justice. *Vilakshan-XIMB Journal of Management*. *17*(1/2),137-152.

Rahman, A., Shahzad, N., Mustafa, K., Khan, M. F., & Qurashi, F. (2016). Effects of organizational justice on organizational commitment. *International Journal of Economics and Financial Issues*, *6*(3), 188-196.

Rainie, L. & Zickuhr, K., 2015. Americans' views on mobile etiquette. *Pew Research Center: Internet, Science & Tech*. Retrieved from https://policycommons.net/artifacts/618929/americans-views-on-mobile-etiquette/1599969/.

Ramayah, T., Cheah, J., Chuah, F., Ting, H. and Memon, M.A. (2016), Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 3.0: An Updated Guide and Practical Guide to Statistical Analysis, Pearson, Kuala Lumpur.

Reio, T.G.J. (2010), "The threat of common method variance bias to theory building", Human Resource Development Review, *9*(4), 405-411.

Rhoades, L ., & Eisenberger, R . (2002) . Perceived organizational support: A review of the literature .*Journal of Applied Psychology, 87*(4), 698–714.

Richter, N.F., Sinkovics, R.R., Ringle, C.M. and Schlägel, C. (2016), "A critical look at the use of SEM in international business research." *International Marketing Review*, *33*(3), 376-404.

Ringle, C.M., Wende, S. and Becker, J.-M. (2015), "SmartPLS 3. SmartPLS", available at: www.smartpls.com (accessed 6 December 2016).

Roberts, J. A., & David, M. E. (2016). My life has become a major distraction from my cell phone: Partner phubbing and relationship satisfaction among romantic partners. *Computers in human behavior*, *54*, 134-141.

Roberts, J. A., & David, M. E. (2017). Put down your phone and listen to me: How boss phubbing undermines the psychological conditions necessary for employee engagement. *Computers in Human Behavior*, *75*, 206-217.

Roberts, J. A., & David, M. E. (2020). Boss phubbing, trust, job satisfaction and employee performance. *Personality and Individual Differences*, *155*, 109702.

Rogelberg, S. G., & Stanton, J. M. (2007). Introduction: Understanding and dealing with organizational survey nonresponse. *Organizational research methods*, *10*(2), 195-209.

Roldán, J.L. and Sánchez-Franco, M.J. (2012), "Variance-based structural equation modeling: guidelines for using partial least squares in information systems research", in Mora, M., Gelman, O., Steenkamp, A. and Raisinghani, M.S. (Eds), *Research Methodologies, Innovations and Philosophies in Software Systems Engineering and Information Systems Information Science Reference,*193-221.

Rousseau, D. M. (1998). The 'problem' of the psychological contract considered. *Journal of organizational behavior*, *19*, 665-671.

Ruiz, M. A., Pardo, A., & San Martín, R. (2010). Structural equation models. *Papeles del psicólogo*, *31*(1), 34-45.

Sang, S., Lee, J. D., & Lee, J. (2010). E- government adoption in Cambodia: a partial least squares approach. *Transforming Government: People, Process and Policy*.

Schwarz, A., Rizzuto, T., Carraher-Wolverton, C., Roldán, J.L. and Barrera-Barrera, R. (2017), "Examining the Impact and detection of the 'Urban Legend' of common method bias", *Data Base for Advances in Information Systems*, *48*(1), 93-119.

Scott, K. L., Shaw, J. D., & Duffy, M. K. (2008). Merit pay raises and organization-based self-esteem. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *29*(7), 967-980.

Seepma, A.P., de Blok, C. and Van Donk, D.P. (2021), "Designing digital public service supply chains: four country-based cases in criminal justice", *Supply Chain Management: An International Journal*, *26*(3), 418-446..

Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John wiley & sons.

Sekiguchi, T., Burton, J. P., & Sablynski, C. J. (2008). The role of job embeddedness on employee performance: the interactive effects with leader–member exchange and organization- based self- esteem. *Personnel psychology*, *61*(4), 761-792.

Shafique, I., Qammar, A., Kalyar, M. N., Ahmad, B., & Mushtaq, A. (2020). Workplace ostracism and deviant behaviour among nurses: A parallel mediation model. *Journal of Asia Business Studies*, *15*(1), 50-71

Sharif, U. F., & Nazir, A. (2016). An investigative study on job satisfaction level of employees working in software industry: A view point of employees in Pakistan. *International Journal of Social Sciences*, *2*(1), 415-432.

Siegel, J. (2010). *Second dialect acquisition*. Cambridge University Press.

Slade, C.P., Ribando, S.J., & Fortner, C.K. (2016). Faculty research following a merger: A job stress and social identity theory perspective. *Scientometrics*, *107*(1), 71–89.

Slevitch, L. (2011). Qualitative and quantitative methodologies compared: Ontological and epistemological perspectives. *Journal of quality assurance in hospitality & tourism*, *12*(1), 73-81.

Suifan, T. S., Diab, H., & Abdallah, A. B. (2017). Does organizational justice affect turnover-intention in a developing country? The mediating role of job satisfaction and organizational commitment. *Journal of Management Development*, *36*(9), 1137-1148

Sun, J., & Samp, J. A. (2021). 'Phubbing is happening to you': examining predictors and effects of phubbing behaviour in friendships. *Behaviour & Information Technology*, 1-14, 2405-8440.

Sun, Y., Luo, Z., & Fang, P. (2013). Factors influencing the turnover intention of Chinese community health service workers based on the investigation results of five provinces. *Journal of community health*, *38*(6), 1058-1066.

Swalhi, A., Zgoulli, S., & Hofaidhllaoui, M. (2017). The influence of organizational justice on job performance: The mediating effect of affective commitment. *Journal of Management Development*, *36*(4), 542-559.

Swann, W. B. (1984). Quest for accuracy in person perception: A matter of pragmatics. *Psychological review*, *91*(4), 457.

Takase, M. (2010). A concept analysis of turnover intention: Implications for nursing management. *Collegian*, *17*(1), 3-12.

Takhsha, M., Barahimi, N., Adelpanah, A. and Salehzadeh, R. (2020), "The effect of workplace ostracism on knowledge sharing: the mediating role of organization-based self-esteem and organizational silence", *Journal of Workplace Learning*, *32*(6), 417-435.

Tepper, B. J., Duffy, M. K., & Shaw, J. D. (2001). Personality moderators of the relationship between abusive supervision and subordinates' resistance. *Journal of applied psychology*, *86*(5), 974.

Ter Hoeven, C. L., van Zoonen, W., & Fonner, K. L. (2016). The practical paradox of technology: The influence of communication technology use on employee burnout and engagement. *Communication monographs*, *83*(2), 239-263.

Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta- analytic findings. *Personnel psychology*, *46*(2), 259-293.

Tonacci, A., Billeci, L., Sansone, F., Masci, A., Pala, A. P., Domenici, C., & Conte, R. (2019). An innovative, unobtrusive approach to investigate smartphone interaction in nonaddicted subjects based on wearable sensors: a pilot study. *Medicina*, *55*(2), 37.

Tuli, F. (2010). The basis of distinction between qualitative and quantitative research in social science: Reflection on ontological, epistemological and methodological perspectives. *Ethiopian Journal of Education and Sciences*, *6*(1).

Tymon, W. G., Stumpf, S. A., & Smith, R. R. (2011). Manager support predicts turnover of professionals in India. *Career Development International*, *16*(3), 293-312.

Van den Bos, K. (2001). Uncertainty management: the influence of uncertainty salience on reactions to perceived procedural fairness. *Journal of personality and social psychology*, *80*(6), 931.

Vanden Abeele, M. M., & Postma-Nilsenova, M. (2018). More than just gaze: An experimental vignette study examining how phone-gazing and newspaper-gazing and phubbing-while-speaking and phubbing-while-listening compare in their effect on affiliation. *Communication research reports*, *35*(4), 303-313.

Vinokur, A. D., & Schul, Y. 2002. The web of coping resources and pathways to reemployment following a job loss. *Journal of Occupational Health Psychology*, *7*, 68-83.

Vui-Yee, K., & Yen-Hwa, T. (2020). When does ostracism lead to turnover intention? The moderated mediation model of job stress and job autonomy. *IIMB Management Review*, *32*(3), 238-248.

Wang, C., Xu, J., Zhang, T. C., & Li, Q. M. (2020). Effects of professional identity on turnover intention in China's hotel employees: The mediating role of employee engagement and job satisfaction. *Journal of Hospitality and Tourism Management*, *45*, 10-22.

Wang, D., Xiang, Z., & Fesenmaier, D. R. (2016). Smartphone use in everyday life and travel. *Journal of travel research*, *55*(1), 52-63.

Wang, W., Albert, L., & Sun, Q. (2020). Employee isolation and telecommuter organizational commitment. *Employee Relations: The International Journal*, *42*(3), 609-625.

Wang, X., Liao, J., Xia, D. and Chang, T. (2010), "The impact of organizational justice on work performance", *International Journal of Manpower*, *31*(6), 660-677.

Wang, Y., Jiang, N., Zhang, H., & Liu, Z. (2021). Organizational justice, burnout, and turnover intention of social workers in China. *Journal of Social Work*, *21*(3), 456-475.

Ward, A.F., Duke, K., Gneezy, A. and Bos, M.W. (2017), "Brain drain: the mere presence of one's own smartphone reduces available cognitive capacity", Journal of the Association for Consumer Research, *2*(2), 140-154.

Wicaksono, A. R., Amin, S., & Solihin, A. (2021). The role of mediating job satisfaction to improve organizational justice and turnover intentions. *Journal of Business Studies and Management Review*, *5*(1), 1-9.

Wiener, Y. (1982). Commitment in organizations: A normative view. *Academy of management review*, *7*(3), 418-428.

Williams, L.J. and Hazer, J.T. (1986), "Antecedents and consequences of satisfaction and commitment in turnover models: a reanalysis using latent variable structural equation methods." *Journal of Applied Psychology, 71*(2), 219-231.

Wöcke, A., & Heymann, M. (2012). Impact of demographic variables on voluntary labour turnover in South Africa. *The International Journal of Human Resource Management*, *23*(16), 3479-3494.

Woldearegay, A. G. (2021). Predictive model of organizational justice, job satisfaction, and commitment: The context of the state media sector in the Ethiopian federation. *Cogent Social Sciences*, *7*(1), 1930866.

Yang, S. U., & Lim, J. S. (2009). The effects of blog-mediated public relations (BMPR) on relational trust. *Journal of public relations research*, *21*(3), 341-359.

Yasin, R. (2021). Responsible leadership and employees' turnover intention. Explore the mediating roles of ethical climate and corporate image. *Journal of Knowledge Management*, *25*(7), 1760-1781.

Yasin, R. M., Bashir, S., Abeele, M. V., & Bartels, J. (2020). Supervisor phubbing phenomenon in organizations: Determinants and impacts. *International Journal of Business Communication*, 2329488420907120.

Ye, P., Liu, L., & Tan, J. (2022). The influence of organisational justice and ethical leadership on employees' innovation behaviour. *European Journal of Innovation Management*.

Yousaf, S., Rasheed, M. I., Hameed, Z., & Luqman, A. (2019). Occupational stress and its outcomes: the role of work-social support in the hospitality industry. *Personnel Review*, *49* (3), 755-773.

Yousaf, S., Rasheed, M. I., Kaur, P., Islam, N., & Dhir, A. (2022). The dark side of phubbing in the workplace: Investigating the role of intrinsic motivation and the use of enterprise social media (ESM) in a cross-cultural setting. *Journal of Business Research*, *143*, 81-93.

Yousaf, S., Rasheed, M. I., Kaur, P., Islam, N., & Dhir, A. (2022). The dark side of phubbing in the workplace: Investigating the role of intrinsic motivation and the use of enterprise social media (ESM) in a cross-cultural setting. *Journal of Business Research*, *143*, 81-93.

Zafar, R., Abid, G., Rehmat, M., Ali, M., Hassan, Q., & Asif, M. F. (2021). So hard to say goodbye: impact of punitive supervision on turnover intention. *Total Quality Management & Business Excellence*, *33*(5-6), 1-23.

Zhang, T., & Li, B. (2020). Job crafting and turnover intention: The mediating role of work engagement and job satisfaction. *Social Behavior and Personality: an international journal*, *48*(2), 1-9.

7.0 APPENDIX

Dear Participants,

I am Kainaat Amjad, and I am a student of NUST Business School at National University of Sciences and Technology, Islamabad. For my Thesis, I am studying the impact of supervisor phubbing on employee's turnover intention and commitment. Supervisor Phubbing is when a supervisor engages in his phone and is distracted while having a conversation with his employee.

You are requested to participate in this research by completing the attached survey. The following questionnaire will require approximately 10 minutes to complete. If you require additional information or have questions, please contact at the details mentioned below.

Thank you for taking the time to assist me in my educational endeavor.

Yours sincerely,
Thank you.

Kainaat Amjad
Student of MS-HRM
NUST Business School, Islamabad
kainaat.mhr20nbs@student.nust.edu.pk

Research Supervisor
Assoc. Prof. Dr. Mumtaz Ali Memon
NUST Business School, Islamabad
mumtaz.memon@nbs.nust.edu.pk

A: Demographic Information

Please describe yourself by circling the relevant answer below:

Gender	☐ Male ☐ Female ☐ Other
Age (in years)	_____ *(please specify)*
Marital Status	☐ Single ☐ Married ☐ Divorced ☐ Widowed
Education	_____ *(please specify)*
Industry	_____ *(please specify)*
Work Experience	☐ 0-5 years ☐ 6-10 years ☐ 11-15 years ☐ 16 years and above
Duration with Current Supervisor (in years)	☐ less than 1 years ☐ 1-3 years ☐ 3-5 years ☐ 5-7 ☐ more than 7
Work Type	☐ Part time ☐ Full time ☐ Temporary
Position	_____ *(please specify)*
City	_____ *(please specify)*

Section B: Please indicate the extent to which you agree or disagree with each of the statements given below:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. During a typical meeting where my boss and I are both present, my boss pulls out and checks his/her cell phone.	1	2	3	4	5
2. My boss places his or her cell phone where I can see it when we are together.	1	2	3	4	5
3. My boss keeps his or her cell phone in hand when he or she is with me.	1	2	3	4	5

4. When my boss' cell phone rings or beeps, he/she pulls it out even if we are in the middle of a conversation.	1	2	3	4	5
5. My boss glances at his/her cell phone when talking to me.	1	2	3	4	5
6. I always feel I am competing with my boss' cell phone for attention when we are talking.	1	2	3	4	5
7. My boss does not use his or her phone when we are talking.	1	2	3	4	5
8. My boss uses his or her cell phone when we are in meetings.	1	2	3	4	5
9. When I am talking with my boss, he/she is constantly on his/her cell phone.	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I am currently seriously considering leaving my current job to work at another company.	1	2	3	4	5
2. I sometimes feel compelled to quit my job in my current workplace.	1	2	3	4	5
3. I will probably look for a new job in the next year.	1	2	3	4	5
4. Within the next 6 months, I would rate the likelihood of leaving my present job as high.	1	2	3	4	5
5. I will quit this company if the given condition gets even a little worse than now.	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I am an important part of this organization.	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2. I am considered valuable around my organization.	1	2	3	4	5
3. I am taken seriously around my organization.	1	2	3	4	5
4. I can make a difference around my organization.	1	2	3	4	5
5. In the organization, everyone has trust in me.	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Working at this organization has a great deal of personal meaning to me.	1	2	3	4	5
2. I feel a strong sense of belonging to this organization	1	2	3	4	5
3. I am proud to tell others I work at this organization	1	2	3	4	5
4. I feel emotionally attached to this organization	1	2	3	4	5
5. I would be happy to work at this organization until I retire.	1	2	3	4	5
6. I enjoy discussing my organization with people who do not work here.	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The benefits I receive are consistent with the contributions I make towards the organization.	1	2	3	4	5
2. In my organization, procedures are based on accurate information.	1	2	3	4	5
3. My supervisor treats me in a polite manner.	1	2	3	4	5

4. My supervisor communicates details in a timely manner.	1	2	3	4	5

Good Luck!