Analyzing the Effect of Supervisor Phubbing on Employee's Performance and Organizational Citizenship with Mediating Mechanism of Intrinsic Motivation

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ABSTRACT

With the increasing prevalence of supervisor phubbing there remains a significant gap in research regarding its organizational consequences. Despite its potential to undermine workplace dynamics, only a limited number of studies have explored the impact of this behavior on employee performance. This study is therefore, seeks to bridge this research gap by examining the relationship between supervisor phubbing and employee outcomes, particularly focusing on job performance and organizational citizenship behaviors. The study was conducted in Pakistan, a collectivistic culture where workplace relationships and hierarchical structures play a crucial role in employee motivation and engagement. A total of 214 valid responses were collected through an online survey from employees working in the service sector. The results indicate that supervisor phubbing has a detrimental effect on employee job performance and organizational citizenship behaviors, with intrinsic motivation acting as a mediating factor. Employees who experience supervisor phubbing tend to feel disengaged, undervalued, and less motivated, leading to a decline in both their task performance and discretionary efforts that benefit the organization.This research contributes significantly to the literature on workplace technology use by shedding light on the negative implications of supervisor phubbing—an often-overlooked managerial behavior. By highlighting the adverse effects of excessive mobile phone use by supervisors, this study underscores the importance of mindful leadership practices and the need for organizations to establish clear guidelines regarding technology use in professional settings. Addressing this issue could help foster a more engaged and productive workforce, ultimately benefiting both employees and organizations alike.
Keywords: Supervisor Phubbing, Employee's Performance, Organizational Citizenship, Intrinsic Motivation

INTRODUCTION

Despite the fact that technology has produced a great deal of good things, research suggests that there are also important negative consequences. Studies have demonstrated, for example, that technology promotes greater workplace flexibility and lengthens workdays. The constant disruption of people's leisure time by technology can have unfavorable effects such as subpar productivity, increased intents to leave the company, and an uneasy work-life balance. These disturbances may also lead to an increase in tension and anxiety (Galluchet al., 2015). Supervisor phubbing, also referred to as phone snubbing, is a prevalent and ineffective administrative practice in this day and age of growing smartphone use in the workplace. Supervisor phubbing is the act of a supervisor using or being preoccupied by a cell phone while a subordinate is around, according to Roberts & David (2017).Phubbing is the act of appearing to be concerned with one's phone during social interactions in order to avoid giving the other person considerable attention, according to Chotpitayasunondh& Douglas (2018). According to Roberts & David (2020), a recent study found that the problem of supervisory phubbing at work gets worse as smartphone use increases. It is vital to investigate poor work-related management practices, such as supervisor phubbing, since they have been connected to a number of undesirable employee outcomes.

Phubbing is the practice of utilizing a smartphone during social encounters and concentrating on it rather than on you. It has been noted that this has an impact on outcomes and professional relationships. Because it has been examined from a different angle, supervisor phubbing (SP) is seen to be more harmful than peer phubbing. In the workplace, for instance, it intensifies feelings of weariness and rudeness (Tandon et al., 2022). Reduced job satisfaction (Yousaf et al., 2022), declining job engagement (Khan et al., 2022), and deteriorating supervisor trust (Koc & Caliskan, 2023) all increase the likelihood that employees may leave the company. Nonetheless, the workplace needs to take into account the crucial factor of how SP could affect workers' willingness to work (Koc & Caliskan, 2023; Yousaf et al., 2022).Examining previous studies highlights important gaps in this field that require attention. Phubbing, for instance, was not considered a serious cultural phenomenon until cellphones were a necessity (Thabassum, 2021). There is a dearth of research in this field, primarily due to the focus on relational or social phubbing (Chotpitayasunondh&Dougls, 2018). Research on phubbing tactics used by supervisors or employers is still inadequate. Overall, these earlier studies' findings support the notion that management supervisor phubbing is a significant, harmful workplace practice that warrants more study.

This study attempt a thorough investigation of supervisor phubbing and its relationships with adverse employee outcomes, for example, job performance and organization citizenship behaviors as part of our survey, aiming to explore the connection between these outcomes and fundamental motivation. Studies show that followers of leaders who show them respect, thoughtfulness, and concern at work become more engaged. By letting workers think that their Employee engagement at work is negatively impacted by managers who phubbing, which is a sign that their employers don't respect, regard, or value them. In contrast, employee job performance is defined by Campbellet al., (1993) as the measurable effectiveness of a worker's work-related actions that are under their control and help the company achieve its goals. Previous research has shown that managers significantly influence their employees' performance at work (Builet al., 2019). Supervisor phubbing, in our opinion, may have a negative impact on worker motivation and output. As director phubbing erodes followers' faith in their leaders, potentially negative consequences for followers' productivity at work.

This study contention is that supervisor phubbing cause's stress for employees. According to earlier study, supervisor phubbing cannot be explained by the conservation of resources theory (COR), despite being the most plausible explanation (Hobfoll, 1989). By applying the COR theory, this study analysis closes this knowledge gap by establishing a connection between supervisor phubbing's negative impacts on staff members. In light of this, research considers employee intrinsic motivation as a psychological mechanism

at the root of the connections between supervisor phubbing and its effects. The results of the earlier investigation by them have revealed conflicting findings regarding the correlations, they said of their findings. In order to better understand how the numerous mediating variables affect the relationship between supervisor phubbing and job performance, more research is necessary. Recent research (Snow et al., 2021; Kayani&Alasan, 2021; Labrague et al., 2021; Kayani & Alasan, 2021) has shown that it is essential to look into and examine the connections between authoritarian leadership traits and work performance. The suggestion also has a boss phubbing vibe to it (Courtright & Caplan, 2021; Roberts & David, 2020).

Moreover, research indicates that supervisor phubbing is another factor that influences worker performance. Boss phubbing at educational organizations was proven when, in a previous study involving teachers, 90% of participants admitted to have interacted with a toxic leader at some point in the past or present. Authoritarian leadership is far more common in schools, colleges, and universities, comparison of educational institutions with commercial, healthcare, and military ones. Headmasters and principals are examples of school administrators who overwork their staff, assign tasks outside of their areas of expertise, and show little faith in their teachers. In addition, they follow conventional management procedures and micromanage. There is proof that educators participate in boss phubbing. Should this practice continue, the percentage of teachers who are stressed out and thinking about retiring early will go up.In particular, this study aims to investigate the supervisor phubbing relationship with job performance and organizations citizenship behaviors with mediating role of intrinsic motivation. Our study comprises following hypothesis: (1) Is to analyze the effects of supervisor phubbing on job performance, (2) Is to analyze the effects of supervisor phubbing on organization citizenship behaviors, (3) Is to analyze mediating role of intrinsic motivation between supervisor phubbing on job performance and (4)Is to analyze the mediating role of intrinsic motivation between supervisor phubbing and organization citizenship behaviors.

LITERATURE REVIEW

Hiring a supervisor on a cell phone is a bad management practice that can cause tension at work. In particular, the Hobfoll (1989) COR theory is particularly well-suited to explain employee behavior when supervisor phubbing occurs. The COR hypothesis states that people can use a variety of strategies to resist, cope with, or overcome stressful situations. Material resources, such as money and housing, social resources, and psychological resources, such as intrinsic motivation and self-worth, are the three basic categories into which these resources can usually be separated.If successful, the COR theory could explain our model, which associates work performance and organizational citizenship behaviors—two undesirable employee outcomes—with supervisory practices via the psychological resource known as intrinsic drive. The explanation for supervisor phubbing is the COR theory. The hypothesis posits that supervisor phubbing results in the depletion of psychological resources, or intrinsic drive, which in turn produces substandard work performance and negative organizational citizenship behaviors. According to the COR hypothesis, on the other hand, people who lose resources attempt to recover them from other domains or take precautions to make sure they don't lose resources again.In line with model, supervisor phubbing—our independent variable—is thought to put subordinates under stress, which leads to low self-efficacy (the mediation), which is then connected to poorer job performance and organizational citizenship behaviors (our final dependent variables). Previous research (Benvenuti et al., 2020) has connected phubbing to a number of qualities, including a lack of self-control, FOMO, and an addiction to smartphones and the internet. Phubbing has been associated with low trust, dwindling social relationships, poor social wellbeing, hopelessness, and exhaustion in studies by Roberts & David (2017), Chotpitayasunondh & Douglas (2018), and Davey et al. (2018).Furthermore, research has indicated that an adverse social environment can potentially negatively affect an individual's intrinsic motivation (Tabernero as Hernandez, 2011). Drawing from these findings from external studies, this

studyhypothesize that supervisor phubbing may have a deleterious effect on employee intrinsic motivation. connections between supervisor behavior, the caliber of their output, and how firms conduct themselves in public.

Work satisfaction among employees and their involvement in organizational citizenship are correlated. Psychological empowerment, which is connected to organizational citizenship behavior, has been shown in studies by Podsakoff, MacKenzie, Paine, and Bachrach to promote helpful behavior in individuals. Activities and behaviors that are not required by law or employee employment contracts fall under the category of corporate citizenship behavior. Conversely, conducting company in this way fosters employee growth and assumes greater responsibility. A follow-up study by Pavalache-Ilie (2014) found that employees who exhibit corporate civic behavior exert greater effort. This applies to each employee's unique motivation as well as their workload. When coworkers are inspired to seek out more efficient working methods, the environment for producing things is enhanced. Pearson (1998) asserts that it is crucial for employees to evaluate the perceived support from the corporation for themselves. The idea that they will receive assistance from the company in trying circumstances affects how supportive they perceive their employer to be. In essence, the worker feels valued, cared for, respected, and predictable, according to Judgeet al., (2001). The workforce as a whole benefits as a result of the worker's increased level of job satisfaction. This leads to the formation of the following hypothesis:

H₁: *Supervisor phubbing is negatively related to organizational citizenship behavior.*

Empirical studies suggest that puffing may be detrimental to interpersonal and emotional interactions. According to Roberts and David (2016), phubbling, or the breaking of eye contact, is thought to impair the emotional bond between the parties. Because of phubbing, workers feel stressed out. Our claim is that supervisor phubbing is a counterproductive workplace conduct by managers that, in addition to weakening the emotional bond between them and their subordinates, may also negatively impact employees by conveying the idea that the subordinate is not important.Extant research, state that an employee is likely to be less motivated and engaged at work if they have an incompetent manager who treats them rudely. The dishonest administrative practice known as supervisor phubbing is when supervisors mistreat staff members while feigning to be engrossed on their phones (Roberts & David, 2020). The psychological resources required for employees to be appropriately engaged and perform successfully at work may not be available as a result of this poor management decision. When managers act in an unproductive way, staff morale suffers and output is average.According to a recent study, supervisor phubbing may cause followers to lose trust in their superiors, which may make it harder for followers to complete their duties (Roberts & David, 2020). Additionally, this study assume that research suggest supervisor phubbing might reduce worker performance. Our argument (Hobfoll, 1989; Yousaf et al., 2019) asserts that managers who micromanage deprive their staff of the resources they need to do their duties well. According to existing research on leadership and employee outcomes, our theories make sense. Studies have indicated that work performance of employees is influenced by their leadership styles (Buil et al., 2019; for example). Therefore, this study assumes the following;

H₂: *Supervisor phubbing is negatively associated with employee job performance.*

Intrinsic Motivation as Mediator:

Supervisor phubbing may cause employees' intrinsic motivation to decline. Therefore, when a manager phubbs, employees may become less engaged in or more focused on their work. According to Meng, Tan, and Li's (2017) research, a follower's intrinsic motivation for the job may decrease if they feel their boss is treating them unfairly. Additionally, the follower is made to feel as though they are not important or useful to the company or their job. When phubbed by management, a worker is more likely to lose their
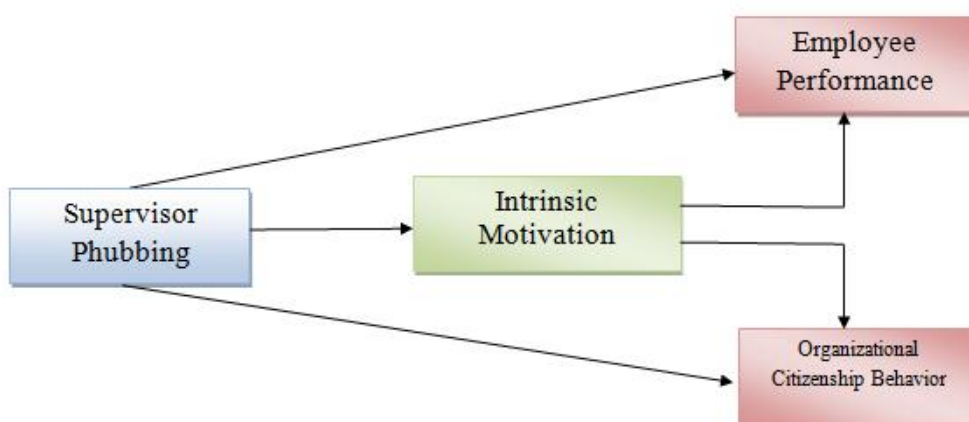
intrinsic motivation since they are less likely to quickly rediscover their enthusiasm for the job. Research on managers' moral behavior has discovered a connection between supportive supervision and higher levels of intrinsic motivation in workers, despite the fact that this is a sensible managerial practice (Zhang et al., 2019).

H₃: *The intrinsic motivation of subordinates and supervisor phubbing are negatively correlated.*
H₄:*Intrinsic motivation acts as a mediator between supervisor phubbing and employee organization citizenship behavior*
H₅: *Motivation from inside is a mediating factor between supervisor phubbing and employee job performance*

Figure 1: Conceptual Model

METHODOLOGY

Over the past 30 years, a number of important technological advancements have taken place. The use of contemporary technology, such as phones and computers, is essential to our day-to-day operations, for instance. Some industries and professions are expected to function primarily through the use of technology, communication, and information, according to Yener et al. (2021). Anything used in excess of one's comfort zone or capacity can lead to tension, worry, or anxiety. Previous research has looked at the effects of technology stress on job satisfaction and burnout. In order to accomplish their initial goals, most studies employed quantitative data, or numbers; nevertheless, qualitative data, or words, were mostly required in order to draw more accurate deductions and conclusions. In order to gather exact data that might be extrapolated, the quantitative approach was the main focus of this work. To experimentally test this idea, this study conducted this study in Pakistan, a nation with a collectivistic culture. This study gathered firsthand data for this purpose from service-related companies. The twin cities of Rawalpindi and Islamabad housed businesses from a variety of industries, including hospitality, healthcare, information technology, education, and insurance. 13 businesses were first contacted by us via their human resource managers. This study sent emails to the staff at these organizations and shared links to our online poll in WhatsApp groups for employees in order to contact them. The study sample frame included workforce in above mentioned organizations. Mainly management personals, supervisor and their subordinates.In order to collect the data required for this inquiry, this study must use a non-probability and predominantly convenience sampling techniquesignificantly decreased the size decision by providing a table that ensures a valid choice model. Based on the population size in the table, which is 1000–1100, this study sample size is all around 278–285.

Measurement of Variables

In this study, the nine-item *supervisor phubbing* scale (Roberts & David, 2016, 2017) was employed. Each of the nine items was developed using the Likert scale, which allows for a maximum of five responses on a scale of 1 to 5. Several examples are provided below: My employer routinely removes and checks his or her cell phone when we are in a meeting. The lines, My boss is always on his or her cell phone when I am speaking with them, and he or she also takes it out whenever it rings or beeps, even if we are in the middle of a conversation.Cranach has a 0.94 reliability index. A five-item scale for *job performance* developed in 1989 by Podsakoff and MacKenzie is used to evaluate job performance. Among other things, I consistently fulfill the responsibilities listed in my job description, and I meet all established performance requirements. Responses were tallied using a Likert scale with a range of 1 to 7, with 7 signifying strong agreement. *The organizational citizenship behavior* (OCB) scale's Italian version was used to measure OCB (organizational citizenship behavior).The 15 questions on the Italian OCB scale evaluate three facets of voluntary extra-role behaviour: conscientiousness (e.g., I adhere to company rules and policies even when no one is looking), civic virtue (e.g., I attend meetings that are important but not required), and altruism (e.g., I assist others who have a heavy workload). Using a Likert scale (0–7), where 7 indicates significant agreement, the responses were totaled. To measure *intrinsic motivation*, two survey items are employed. They are, I enjoy the work at my current job and I feel a sense of personal accomplishment from my job. The same or very similar survey items have been used by researchers (e.g., Taylor, 2018) to measure intrinsic motivation. The scale's reliability in this investigation was quite high (alpha = 0.86). To quantify the level of agreement, a Likert scale was employed, where a score of seven indicated high agreement. SPSS version 23 was used to analyze the suggested model from the inquiry. Validity measurement models, data reliability, confirmatory factor analysis (CFA), discriminating validity, and convergent validity were all examined. The validity was demonstrated by means of confirmatory and exploratory factor analyses.

ANALYSIS AND INTERPRETATIONS

Reliability Analysis for scales used

Reliability is the quality of an item giving repeated tests of a scale the same result every time. Alpha is considered a normal and consistent value when it is more than 0.7. In evaluating the selected set of constructs, negative values are believed to be less accurate.

Table 1: Data Reliability

Sr.	Variables	Cranach alpha	Items
1	Supervisor Phubbing	0.896	9
2	Intrinsic Motivation	0.734	2
3	Job Performance	0.824	5
4	OCB	0.955	16

Table above shows the scale that was employed in the reliability analysis of the study. A stable and consistent level of scale reliability is consistent with supervisor phubbing, according to the results, which have a Cranach alpha value of 0.896. For intrinsic drive, the reliability of the scale standard is greater, with a Cranach alpha value of 0.734. The most current work performance indicator, which has a Cranach alpha score of 0.824, has a higher degree of reliability than typical. Organization citizenship activities have a 0.955 Cranach alpha value, indicating a solid and stable degree of scale dependability. All scales are suitable for additional research, according to the positive results of the overall reliability analysis.

CORRELATION ANALYSIS

When examining the fluctuation between two variables, it is taken into account whether or not they vary simultaneously. When analyzing the relationship between two values, the correlation coefficient is computed using Pearson correction analysis.

Table 2: Correlations Matrix

Correlation	SP	IM	JP	OCB
SP	1			
IM	0.807**	1		
JP	-0.968**	0.705**	1	
OCB	-0.982**	0.719**	0.943**	1

**. Correlation is significant at the 0.01 level (2-tailed)

The correlation coefficients show the kind and strength of the relationship between the variables are illustrated. Relationship between supervisor phubbing and intrinsic motivation was shown to be substantial and positive (r=0.807, p 0.01). Between supervisor phubbing and job performance, there is a negative and statistically significant link when r = -0.968 and p < 0.01. Additionally, there is a strong negative correlation between organizational citizenship behaviors and supervisor phubbing (r = -0.982 and p 0.01).Intrinsic motivation is highly and significantly correlated with job performance (r=0.705, p 0.01) as well as organizational citizenship behaviors (r=0.719, p 0.01). Job performance and organizational citizenship activities are significantly and favorably correlated (r=0.943, p 0.01).

REGRESSION ANALYSIS

Supervisor Phubbing and Organization Citizenship Behavior

R-square explains the total variation in dependent variable is because of independent variable.Table 3showsthat R-square value is 0.964 which means that supervisor phubbing causes 96.4% change in organization citizenship behaviors.Similarly, the study found a negative and significant relationship between supervisor phubbing and organization citizenship behaviors. Result indicated that Beta value is -1.002 which means that change in I.V by one unit change in D.V by -1.002 units. Furthermore the Beta value is negative which indicated the support to purposed relationship in hypothesis 1.

Table 3: Estimates of Supervisor Phubbing and Organization Citizenship Behavior

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.037	0.052		0.713	0.477
	Phubbing	-1.002	0.013	-0.982	-75.515	0.000

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.982a	0.964	0.964	0.17133

a. Dependent Variable: OCB

Supervisor Phubbing and Job Performance

Table 4shows that R-square value is 0.938 which means that supervisor phubbing causes 93.8% change in job performance. The study found anegative relationship between supervisor phubbing and job performance. Result indicated that Beta value is 1.031 which means that change in I.V by one unit change in D.V by 1.031 units. Furthermore the Beta value is negative which indicated the support of purposed relationship in hypothesis 2.

Table 4: Estimates of Supervisor Phubbing and Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.154	0.072		-2.149	0.033
	Phubbing	-1.031	0.018	-0.968	-56.436	0.000
Model	R	R Square		Adjusted R Square	Std. Error of the Estimate	
1	0.968	0.938		0.937	0.23596	

a. Dependent Variable: Employee Performance

Supervisor Phubbing and Intrinsic Motivation

Table 5 shows that R-square value is 0.651 which means that supervisor phubbing causes 0.651% change in intrinsic motivation. The table also shows that there is negative a significant relationship between supervisor phubbing and intrinsic motivation. Result indicated that Beta value is -0.982 which means that change in I.V by one unit change in D.V by -0.982 units. Furthermore the Beta value is positive which indicated the support to relationship as purposed in hypothesis 3.

Table 5: Estimates of Supervisor Phubbing and Intrinsic Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.037	0.194		-0.190	0.849
	Phubbing	-0.982	0.049	-0.807	-19.882	0.000
Model	R	R Square		Adjusted R Square	Std. Error of the Estimate	
1	0.807	0.651		0.649	0.63797	

Mediation Analysis

To test the hypothesis 4 this study runs the mediation analysis. Intrinsic motivation mediates the relationship between supervisor phubbing and organization citizenship behaviors. Results indicate that R-square value is 60.57% that tell us variations in intrinsic motivation due to supervisor phubbing. Than 61.16% variation in organization citizenship behavior due to supervisor phubbing found in research. P-value is less than 0.05 so it shows that these relationships are significant.

Table 6: Mediation Analysis

	Effects	S.E	P. Value	Boot LLCI	Boot ULCI
Total Effect	0.7164	0.0530	0.000	0.6121	0.8206
Direct Effect	0.2745	0.0777	0.005	0.1216	0.4274
Indirect Effect	0.4419	-	-	0.3059	0.5670

The overall result shows how supervisor phubbing affects organizational citizenship behaviors. With a substantial p value of 0.000, the overall effect of supervisor phubbing on organizational citizenship

behaviors is 0.716. It shows that 71.6% of the employee's innovative work behaviors vary as a result of digital leadership. The bootstrap's lower and upper limits are 0.6121 and 0.8206, respectively, and zero is not present in the interim of 95% confidence. The impact of supervisory phubbing on organizational citizenship behaviors is discovered through the direct effect results, with the role intrinsic motivation serving as a mediator. As a result, this study discovered that the outcome with mediation was 27.45% with a significant p value (p = 0.000). Finally, we aggregate the data and disclose that there is a 38% variance in organizational citizenship behavior when intrinsic motivation is present.The association between supervisor phubbing and organizational citizenship behaviors is mediated by intrinsic motivation, as shown by the indirect impact, which also shows the presence of mediation. Due to the fact that the lower and higher limits are each 0.3059 and 0.5670, the bootstrap values are able to forecast results that are statistically significant. As a consequence, the H_4 is supported by the data, and this hypothesis is accepted.

Hypothesis 5

A favorable mediating factor between job performance and supervisor feedback is intrinsic motivation. The results show that supervisor phubbing affects intrinsic motivation, as seen by the 34.14% R-square. Research indicates that supervisor phubbing accounts for 58.51% of changes in worker performance. These relationships are significant, as indicated by the P-value of less than 0.05.

Table 7: Mediation Analysis

	Effects	S.E	P. Value	Boot LLCI	Boot ULCI
Total Effect	0.7164	0.0530	0.000	0.6121	0.8206
Direct Effect	0.3436	0.0537	0.000	0.2380	0.4492
Indirect Effect	0.3728	-	-	0.2895	0.4603

Total effect demonstrates the impact of supervisory phubbing on worker performance. With a large p value of 0.000, the overall impact of supervisor phubbing on work performance is 0.7164. It demonstrates how the supervisor's phubbing affects the employee's job performance by 71.64%. The 95% certainty interim does not contain zero, and the upper and lower bounds of the bootstrap are 0.8206 and 0.6121, respectively.This study discover the impact of supervisory phubbing on job performance through the direct effect results, along with the role intrinsic motivation has in modulating this impact. So, with a substantial p value of 0.000, this study discovered that the outcome with mediation is 0.3436. Finally, results while disclosing the variance in work performance of 34.36% that occurred in the presence of intrinsic drive.Because the lower limit and upper limit are each 0.2895 and 0.4603, the bootstrap values are forecasting the significant findings. As a result, this hypothesis is accepted because the results are consistent with H_5.

DISCUSSION, IMPLICATION AND CONCLUSION

This study found that there was a negative correlation between the supervisor's practice of phubbing, or avoiding phone calls, and followers' work performance, intrinsic motivation, and organizational citizenship behaviors. These findings validate our individual hypotheses H_1, H_2, and H_3. Additionally, a function for intrinsic motivation as a mediator was discovered in the relationships between work performance (H_5) and supervisor phubbing and organizational citizenship behaviors (H_4). These findings address our research question (RQ1), which looked into how COR affected the relationship between supervisor phubbing and employee outcomes. This study data show that supervisor phubbing is associated with poor work performance, low intrinsic motivation, and poor organizational citizenship practices, all of which lead to a substantial loss of psychological resources. Furthermore, results discovered that intrinsic drive serves a border conditional purpose. A decrease in the correlations between

supervisor phubbing and its impacts was evident in the work performance, OCB, and intrinsic motivation outcomes examined individually. According to our study's findings, supervisor phubbing is a poor management tactic that exacerbates employee discontent. This particular conduct is growing more widespread in the modern era. Stress diminishes an employee's productivity at work and has a detrimental effect on their inner drive. Supervisor phubbing negatively impacts productivity, engagement, and intrinsic motivation; however, employees within the company mitigate these effects.

Theoretical Implications

This study advances workplace relationship and leadership theories by demonstrating how supervisor phubbingnegatively impacts employee performance and organizational citizenship behavior (OCB). It highlights the critical role of communication in leadership effectiveness and employee engagement. Drawing on self-determination theory (SDT), the study reveals that supervisor phubbing undermines intrinsic motivation by disrupting employees' sense of relatedness. When employees feel ignored or unvalued, their motivation to perform well and engage in discretionary efforts declines. This finding expands SDT by showing how digital distractions in leadership can diminish key psychological needs essential for motivation. Additionally, the research contributes to organizational support theory by illustrating that phubbing signals a lack of supervisor support, reducing employees' willingness to engage in OCB. Employees who perceive neglect from their supervisors are less likely to go beyond their formal job responsibilities. Finally, the study adds to workplace digital distraction literature, emphasizing the unintended negative consequences of technology use in leadership. While technology enhances efficiency, its overuse in social interactions can weaken workplace relationships, motivation, and performance. These insights underscore the need for mindful leadership and communication strategies to maintain employee engagement and productivity.

Practical implications

For companies, managers, and employees, our research has a number of pertinentimplications. For instance, this study shows that major employee outcomes like job performance and OCB are adversely impacted by supervisor phubbing in addition to intrinsic motivation. It follows that supervisory phubbing in the workplace is a problem that managers and employers should be aware of and address with proper action. Reducing managers' use of phubbing at work can be accomplished through awareness campaigns and training. As this study recognize the significance of intrinsic motivation, this study can explain why supervisor phubbing has a detrimental effect on worker performance and OCB. Furthermore, it aids in the understanding by businesses of the significance of intrinsic drive in the profession. The results of study also suggest that businesses look for ways to increase workers' intrinsic motivation. Conchie (2013) and Jensen & Bro (2001) suggest that organizations can mitigate the adverse impacts of supervisor phubbing by using robust leadership tactics and several other programs that enhance employee intrinsic motivation. To retain employees' intrinsic motivation, workplace culture, job design, and leadership style are some examples of factors that may help (Rasheed, Jamad, Pitafi, and Iqbal, 2020). To ensure those employees' intrinsic motivation remains strong enough to ensure exceptional job performance and high levels of working engagement, organizations and managers may attempt to strengthen these factors while avoiding supervisor phubbing. The main employee outcomes that are negatively impacted by supervisor phubbing, according to the allegation, are intrinsic motivation, job performance, and work engagement. Alternately, it can be applied by managers, institutions, and people to enhance staff internal communication. Another important factor is that, to our knowledge, no research has looked into how supervisor phubbing affects employees in a Pakistani cultural context.

CONCLUSION

In the present day, where the use of smartphones is at its highest level ever, supervisors are increasingly adopting the tactic of supervisor phubbing, or putting their phones away. Even though some of the reasons and effects of supervisor phubbing have been researched in earlier studies, a comprehensive model explaining the relationship between supervisor phubbing and its effects on employees has not yet been created. This study looked into the relationships between cross-cultural supervisor phubbing and employee outcomes in this study, including intrinsic motivation, OCB, and work performance. Our ability to demonstrate the critical roles that the relationship between supervisor phubbing and its outcomes (work performance and employee OCB) is mediated by intrinsic motivation through the development and empirical testing of a moderated mediation model has allowed us to highlight the importance of this relationship. For academics and professionals working in the fields of technology and the workplace, the unique components of our research and the unexpected results of our surveys have significant implications.

LIMITATIONS AND FUTURE DIRECTIONS

Future scholars can offer thorough, experimental study methodologies to validate the effect of phubbing on employee performance and organizational citizenship behavior. As the psychological underpinning for the association between the supervisory phubbing effect and its results, such employee engagement and job performance, this study looked into intrinsic motivation. However, different explanations for these correlations can be offered by academics in the future. If supervisor phubbing decreased employees' feeling of self-efficacy, employee results might worsen. For example, self-efficacy could be a useful alternative strategy in this case. Adding insult to injury, this study did not study a moderator on the relationship between supervisor phubbing and its impacts on job performance and OCB. Further studies may be conducted to construct and evaluate additional boundary conditions for our model that incorporate self-efficacy once again. The second stage moderator in our technique would be quite helpful in this situation.

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