Phubbing in the Workplace; Exploring the Role of Rejection Sensitivity in the Relationship between Supervisor Phubbing and Employee Outcomes

by

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Dedicated to my beloved late Mother (Begum Shahnaz Yasin), my Father, my loving wife and my sweet children.

CERTIFICATE OF APPROVAL

This is to certify that the research work presented in the thesis, entitled **"Phubbing in the Workplace; Exploring the Role of Rejection Sensitivity in the Relationship between Supervisor Phubbing and Employee"** was conducted under the supervision of **Dr. Samyia Safdar**. No part of this thesis has been submitted anywhere else for any other degree. This thesis is submitted to the **Department of Management Sciences, Capital University of Science and Technology** in partial fulfillment of the requirements for the degree of Doctor in Philosophy in the field of **Management Sciences.** The open defence of the thesis was conducted on **September 01, 2021**.

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I solemnly declare that research work presented in the thesis titled **"Phubbing in the Workplace; Exploring the Role of Rejection Sensitivity in the Relationship between Supervisor Phubbing and Employee"** is solely my research work with no significant contribution from any other person. Small contribution/ help wherever taken has been duly acknowledged and that complete thesis has been written by me.

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List of Publications

It is certified that following publication(s) have been made out of the research work that has been carried out for this thesis:-

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Abstract

The aim of the current study was to test the impact of supervisor phubbing on employees psychological (i.e. Depression, Anxiety) and organizational outcomes (i.e. Organizational deviance, Organizational citizenship behavior and In role performance). Need to belong and organization-based self-esteem of employees were proposed as an underlying mechanism in the aforementioned relationships. Furthermore, rejection sensitivity was proposed as a boundary condition on the relationship between supervisor phubbing and need to belong. Data was collected through adopted questionnaires from employees working in the public and private sector organizations in twin cities. Purposive sampling technique was utilized. 407 respondents were considered for final data analysis. The model fitness results along with discriminant and convergent validities were calculated through AMOS. Preacher and Hayes Process Macros Model 4 & 6 were used to test the simple and serial meditation while model 1 was used to test the moderating effect.

Results revealed that, supervisor phubbing reduce need to belong, organization-based self-esteem and organizational citizenship behavior of employees. The positive relationship of supervisor phubbing with depression and organizational deviance was found significant while the relationship between supervisor phubbing and anxiety, in-role performance was found insignificant. Positive significant relationship was found between Need to belong and organization-based self-esteem, organizational citizenship behavior and in role performance. The negative relationship of need to belong with depression, anxiety and organizational deviance was also found significant. The proposed positive relationship of organization-based self-esteem with organizational citizenship behavior and in role performance was found significant. The negative relationship of organization-based self-esteem with depression and organizational deviance was also found significant. However, the negative relationship of organization-based self-esteem with anxiety was found insignificant.

Furthermore, need to belong significantly mediates the relationship between supervisor phubbing and its outcomes. Organization based self-esteem also significantly mediates the relationship between supervisor phubbing and its outcomes.

Organization-based self-esteem does not mediate the relationship between supervisor phubbing with anxiety. Need to belong and organization-based self-esteem serially mediates the relationship between supervisor phubbing and its outcomes. The serial mediation of need to belong and organization-based self-esteem between supervisor phubbing and anxiety was found insignificant. The result of the current study does not support the moderating effect of rejection sensitivity on the relationship between supervisor phubbing and employee need to belong. The belongingness theory was used to support the findings. Theoretical and practical implications are discussed.

Key words: Supervisor Phubbing, Need to Belong, Organization Based Self-Esteem, Depression, Anxiety, Organizational Deviance, Organizational Citizenship Behavior and In-Role Performance, Rejection Sensitivity.

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Abbreviations

ANX   Anxiety

DEP   Depression

IP   In-role performance

NTB   Need to Belong

OBSE   Organization-based self-esteem

OCB   Organizational citizenship behavior

OD   Organizational deviance

RS   Rejection sensitivity

SP   Supervisor Phubbing

Chapter 1

Introduction

The technological advancement with its fast pace is making our lives easy but at the same time ringing new problems in social contexts. One of these problems has been the overuse of smartphone in our daily lives, either at work, home, class or in a social gathering, it has brought many problems along with the benefits obtained (Davey & Davey, 2014; Davey, et. al, 2018; Roberts & David, 2016). Researchers have focused on smartphone overuse's physical and mental health effects (Jenaro, Flores, Gomez-Vela, Gonzalez-Gil & Caballo, 2007). No doubt that smartphones have provided information to an unprecedented level and access to social communication to millions of people worldwide, which results beneficial in a number of ways. However, one has to pay the price for serving ones connection to real-life experiences, contexts, and people with online social contact by substituting those experiences (Bjornsen, 2018).

Smartphones have made it possible to replace computers, tabs, cameras, voice recorders, and video cameras. Currently, smartphones have all the advanced writing and drawing programs, including game applications (Andreassen & Pallesen, 2014; Beranuy, Oberst, Carbonell & Chamarro, 2009; David & Roberts, 2017; Himmelsbach, 2012; Lane & Manner, 2011; Lee, Chang, Lin & Cheng, 2014; Reinecke & Trepte, 2014). All age groups, gender and with different educational backgrounds have adapted smartphones (Poushter,2016). A study conducted by

(Church & Oliveira, 2013) in Spain and found that more than 140 individuals, age ranges between 20 to 60 years, used smartphones as a convenient way to communicate. Similarly, a study conducted in Riyadh by Alosaimi, Alyahya, Al-shahwan, Al Mahyijari, and Shaik, (2016), wherein 450 individuals participated in age ranges between 18 to 55 years, highlighted that smartphones are mostly used for entertainment and communication purposes.

Mobile technology is taking charge of our daily life routines, especially smartphones (Cizmeci, 2017; Jones, 2014; Lee, Chang, Lin & Cheng, 2014) that have changed our interaction patterns with others; this has resultantly affected at the cost of in-person relationships (Abeele, Schouten & Antheunis, 2015; David & Roberts, 2017; McDaniel & Coyne, 2016; Roberts & David, 2016). Worldwide, there are 6.5 billion mobile phone connections, and the penetration rate of the mobile phone is 90 percent (Rohm, Gao, Sultan & Pagani, 2012). A new word, Phubbing, is born that stands for "phone snubbing" it refers to the action of ignoring somebody in social interaction while looking at a cell phone instead of giving him/her proper attention (Ugur & Koc, 2015, p.1023). A Phubbing phenomenon is explained as the use of the mobile phone (smartphone) by an individual in the presence of a conversant partner during face to face interaction. In other term, ignoring others in the presence of social events is the act of phubbing, whether an individual is checking WhatsApp, using Facebook or responding to chatting applications (Nazir & Piskin, 2016). A general understanding of the meaning of phubbing is likely to be not the right action. This phubbing behavior makes people feel ignored and alienated. Phubbers (those who phub others) often ignore and neglect the significance of maintaining or increasing relationships by not communicating with others and giving importance to their phones.

Literature suggests several studies that interpersonal relationships are being negatively affected by phubbing behavior across different domains because phubbing behavior is like a distraction during the conversation when one attends his/her smartphone and when someone prefers to use his/her smartphone by ignoring

others who are in close immediacy either it is in the form of text responding, posting, call attending or just ignoring the existence of others (Abeele, Schouten & Antheunis, 2015; David & Roberts, 2017; Karadag et al, 2015; Roberts & David, 2016, 2017; Kim, Seo & David, 2015; Wang, Xie, Wang, Wang & Lei, 2017). This ubiquitous form of the smartphone makes phubbing an unavoidable situation (Roberts & David, 2017). For example, in romantic relationships, 70% of females felt interference with smartphones (McDaniel & Coyne, 2016). For example, a study by Roberts, Ya-Ya, and Manolis (2014) found in their study on the latest college student survey to establish that females consumed 10 hours on average daily on their smartphones, whereas males consume 8 hours on an average day with their phones. A recent study by Roberts and David (2016) reported that smartphone-related conflict is expected in a close relationship (partner phubbing) and damaged relationship satisfaction. Recent findings of David and Roberts (2017) regarding the extent of recognizing the fact by business directors that employees use smartphones are affecting other customers or employees in an unintentional way of ignoring (snubbing). A study by Roberts and David (2017) established that employees trust their supervisors less who phubs them; this, in turn, was related to employees' lower engagement and their feelings of psychological meaningfulness in the organization.

Phubbing is considered to be a destructive behavior, and phubbing effects negatively in many ways during eating, meeting time, partnership meeting, etc. (David & Roberts, 2016; Krasnova, Abramova, Notter & Baumann, 2016) and give preference to a smartphone by ignoring the other person. It is pertinent to mention that smartphone use is widespread in every field, including the workplace, social gatherings, colleges/universities, etc. It affects the relationship negatively because of phubbing, which is new terminology. Similarly, everyone in the workplace (Roberts & David, 2017) gets involved in the phubbing behavior unintentionally; maybe due to the pressure of checking e-mail, messages, or interact with social media through their smartphone, it can be your supervisor or co-worker. This phubbing behavior

is likely to impact the employees in a hurting way; the employee may feel that the person (supervisor) is ignoring the employee's presence (Haigh, 2015; Roberts & David, 2017). The employees may perceive feelings of rejection due to thwarted belongingness because of (supervisor) eye-gaze focus is on the smartphone during the face to face conversation.

It will affect the employee's personal value, belongingness to the supervisor within the workplace environment. In other words, there may arise a feeling of exclusion and be isolated on the part of the phubbies (Ferris, Brown & Heller, 2009; Penhaligon, Louis & Restubog, 2013).

Therefore, I suggest that the supervisor's phubbing behavior will affect employee outcomes through the psychological mechanism of the need to belong felt by the employees towards their supervisor, which is maintained belongingness theory by Baumesiter and Leary (1995). The employees (phubbies) may feel devalued and find themselves in a state of thwarted belonging from the supervisor (phubber). This may lead to lowered self-esteem, which is also supported by the belongingness theory. Within the context of the work environment, individual employees' self-esteem is labeled as organization-based self-esteem (OBSE), (for example, Ferris, Brown & Heller, 2009). In line with belongingness theory, lower than desired need to belong may lead to lowered OBSE of the phubbee, which will ultimately affect the individual employees (phubees) psychological outcomes such as depression, anxiety as well as work outcomes including job satisfaction, organizational commitment, negative behavior, organizational deviance, OCB, in-role performance, etc.

As the face-to-face interaction is critical between the supervisor and his/her subordinate and during co-worker dyadic interaction, the implications of phubbing behavior and its consequences on employees psychological well-being and work attitudes are worth studying. Supervisors must be aware of their Phubbing behaviors that can damage the meaningful interaction with other organizational members.

Such behaviors can create feelings of thwarted belongingness and lower relationship satisfaction, which can lead to lower employee self-esteem; this may result in depression, anxiety, and negative organizational attitudes and outcomes.

As a ubiquitous use of a smartphone, almost everyone has done phubbing, especially in the workplace context, but the researchers in this aspect are paying very little attention. Specifically, in Pakistan's context, which is a developing country and with the adoption of technological devices such as a smartphone has changed the lives of the people. It has almost become an integral part of ones life. People in Pakistan feel proud to have a smartphone because it has all the features like laptops or computers; the smartphone works like a technological diet. Still, at the same time, this technological diet needs to be considered when we are in the part of the face to face conversation with other party either family, social, university or work. As the workplace plays an integral part in ones life, one feels valued, attached, and belongingness in the workplace, but due to the use of a smartphone, one is unintentionally hurting the other due to the phubbing behavior of the supervisor. An employee at the receiving end (being phubbed) will feel ignored, excluded and rejected due to thwarted belongingness from the phubber; hence this results negatively in ones need to belong. It will lead to lower employee OBSE, as per the belongingness theory. Moreover, the theory suggests that the need to belong lower than desired is a psychological mechanism because it hurts the employee to feel devalued from the source (phubber), i.e., the supervisor.

As the belongingness theory argues that while one feels devalued due to thwarted belongingness from the source of motivation (as here the supervisor is the source of motivation in the workplace context); self-esteem increases and decreases with the increase and decrease of ones belongingness, ones self-esteem lowers and, in this case, the organization based self-esteem lowers because of the organization based work environment (workplace phubbing). Here, organization-based self-esteem serves as a psychological mechanism (second mediator), which will affect the individual well-being in terms of employees (phubbies) psychological and work

outcomes, e.g., depression, anxiety, organizational deviance, OCB and in-role performance.

1.1 Research Gap

1.1.1 Gap 1: Phubbing and its Consequences

Phubbing behavior is the cause of concern. As the behavior is known to negatively impact a range of relational outcomes (Abeele, Antheunis & Schouten, 2016; Chotpitayasunondh & Douglas, 2018; Epps, 2016; Krasnova, Abramova, Notter & Baumann, 2016; McDaniel & Coyne, 2016; Miller-Ott & Kelly, 2017). Despite the evidence for its negative impact, recent studies suggest that phubbing remains a common behavior, as it happens everywhere, including during social gatherings with friends, during time spent with ones romantic partner, and during interactions with others at colleges/universities or in the workplace (e.g., Haigh, 2015; Krasnova, Abramova, Notter & Baumann, 2016; Roberts & David, 2016, 2017; Wang et al, 2017).

There is some evidence supporting this; for example, 90% of respondents during their latest social activity were involved using their smartphones. It was perceived that others also involved in their smartphone use during social contact reported in a recent study (Rainie & Zickuhr, 2015). One more study reported that romantic partners found themselves being phubbed by approximately half of 50% of mature participants (Roberts & David, 2016). As the phubbing phenomenon is getting more attention and focus, research regarding its social consequences is at its nascent stage.

There are some harmful and annoying reactions seen as a result of research on phubbing, like the more inferior quality of interaction perceived by the people during their interaction; thwarted satisfaction with their social contacts; less attached feelings in the presence of partners phone during interaction; less trust on

interaction partner and experience distrust and let down mood (Abeele, Antheunis & Schouten, 2016; Cameron & Webster, 2011; Krasnova, Abramova, Notter & Baumann, 2016; Misra, Cheng, Genevie & Yuan, 2016; Rainie & Zickuhr, 2015; Roberts & David, 2016). Hence, valuable information has learned by the researchers that may origin phubbing behavior due to some factors and some phubbing effects might be. So far, research on phubbing is still at the nascent stage and there is a lot to uncover.

It is widely believed that phubbing results in severe social consequences, but it is unclear why it results in these adverse outcomes. For instance, what are the dynamics of phubbing negative effect on relationship satisfaction? Why phubbing result in reducing the quality of communication in relationships? To address these issues, the current study describes phubbing from the lens of the social exclusion perspective, which is a severe threat to humans' basic needs and results in a deflated effect.

Even though with this concern, experimental research on the social impact of phone use in the presence of conversant partners remains limited. The general studies can roughly be divided into three types. First, many surveys and qualitative studies based on mobile etiquette explain people's attitudes and perceived social standards covered by conversant partner phone use. (for example; Cameron &Webster, 2011; Forgays, Hyman & Schreiber, 2014; Inbar, Joost, Hemmert, Porat & Tractinsky, 2014; Moser, Schoenebeck & Reinecke, 2016; Nakamura, 2015; Rainie & Zickuhr, 2015). These studies disclose that phone use in the presence of conversant partners during social contacts is observed as bad-mannered and socially incorrect, even though such perceptions do vary across contexts and people.

Second, determinants of conversant partner phone use have examined by many scholars like difficulty with partner phone use, the requirement for cognition, need to belong, and ADHD indications and meaning equivocality and converser status (Bailey, Schroeder & Sims, 2015; Karadag et al., 2015; Kim, Seo & David, 2015; Turner & Reinsch, 2007).

Third, different types of interpersonal correlates and outcomes are attempted to find out in this type of studies which is linked empirically with conversant partner phone use. For example; a research study conducted by Ngcongo, M. (2016) has found that individuals sense awkward in the case of their conversant partner involves in answering the mobile call, and that underlying forces are negotiated concerning to caller, answerer and answerers conversant partner; this is the part of phone use in an ethnographic study that conducted in public places.

In recent studies, the focus has begun on phone use in the presence of a conversant partner that does not essentially contain voice calling. Such phone use could be in the presence of a conversant partner by using mobile messaging or browsing mobile behavior (for example, checking news websites or social media status).

Although phubbing research has focused on romantic relationships, classroom studies, relationship satisfaction and attachment with the romantic relationship (Roberts & David, 2016; Krasnova, Abramova, Notter & Baumann, 2016; Wang et al., 2017). As per my knowledge and search, to date, there is only a handful of studies have examined the phenomenon of phubbing in workplace settings. These studies suggest that the phubbing behavior of supervisors may decrease employee well-being. For example, Roberts and David (2017) found that employees who agreed more strongly that their supervisor phubs them trust their supervisor less, and that this lowered trust, in turn, was associated with lowered feelings of psychological meaningfulness and engagement in the organization. In another study by David and Roberts (2017), for example, found that even with so many smartphones' benefits, they may still destabilize both our well-being and in-person relationships. These findings indicate that workplace phubbing can be (come) a problem for organizations.

The current study has focused on phubbing behavior at work. Supervisor phubbing behavior negatively affects phubbies (employees who are at the receiving end) in different ways, like increasing their depression and anxiety and organizational deviance, also decreasing fruitful behaviors like in-role performance and OCB.

However, to address this problem, there is a need for greater insight into the exact mechanisms that explain why and for whom phubbing is harmful in a work context. How the supervisor's phubbing behavior at the workplace can affect the employees at work, how this will affect the feelings of the persons who are being phubbed by supervisors and the psychological mechanisms like a threat to belongingness needs and lowered organization-based self-esteem. Therefore, this study's first gap addresses phubbing behavior at work, which is an understudied area. In this way, the study will be regarding phubbing at work and its consequences.

1.1.2 Gap 2: Explanatory Mechanisms Need to Belong and Organization Based Self-Esteem for Phubbing and its Outcomes

Need to belong is the innate characteristic of humans desired for forming and maintaining at least some form of relationships with others, and it prevails almost in all human beings (Baumeister & Leary 1995, p.499). When this minimum quantity and meaning of the interpersonal contact suffer, one may feel less valued, which leads to the feelings of being excluded, rejected or ignored and generates ill effects on emotion, thought and behavior (Leary & Baumeister, 2017). The need to belong is like by default of human programming and the need for social relationships is universal and fundamental (Baumeister & Tice, 1990; Lee & Shrum, 2012; Mead, Baumeister, Stillman, Rawn & Vohs, 2011). Three is not doubted that belongingness is strongly linked with emotional mechanisms. There are some positive and negative effects of these emotional reactions; positive effects strengthen ones social bonds with others, while the negative effect appears when ones relationship is refused or threatened. In the case of negative affect, it can affect psychologically and behaviorally. As per belongingness theory, if there is some change in an individuals belongingness status due to possible, imagined or actual element.

This will affect one's emotional responses, like increases belongingness due to positive link and decreases in ones belongingness due to negative affect (Baumeister & Leary, 1995). Research shows that due to the adverse effect, there could be several outcomes like threats to ones social attachments in the form of social bond dissolution. One feels anxious, depressed and lonely when finding deficiency in a meaningful relationship (Leary, 1990; Tambor & Leary,1993). When ones need to belong level is thwarted (lowered than desired) from a leader or an organization, this results in lowered OBSE and increased organizational deviance, suffered from behavioral problems (Baumeister & Leary, 1995; Hogan & Jones,1983; Rosenberg & Mercy, 1991; Thau et al., 2007). Here supervisor phubbing is the cause of thwarted belongingness. Concerning the organizational need to belong, individuals who generally attach greater importance to belonging to the organization may perceive supervisor phubbing behavior as a greater threat to their belongingness needs. According to Yasin, Bashir, Abeele and Bartels (2020), research has reported that employees' need to belong affects sense negatively when supervisor phubs at work are also in line with previous research studies (Chotpitayasunondh & Douglas, 2018; Hales et al., 2018).

As Hoyle and Crawford (1994) reported that students belongingness to their university for both anxiety and depression were significantly negatively correlated; here in this study, we are going to check the mechanism of thwarted belonging due to lower need to belong on depression and anxiety as a result of supervisor phubbing during face to face interaction which is the cause of disrupting minimum quantity required for interpersonal interaction.

The current thesis will discuss the second underlying explanatory mechanism that is Organization based self-esteem (OBSE) for phubbing and its outcomes with the belongingness theory framework (Baumeister & Leary, 1995). This framework identifies the underlying process which causes threat to ones identity by lowering ones OBSE level (Pierce, Gardner, Cummings & Dunham, 1989). As ones self-esteem is linked with the need to belong such that when ones need to belong level

is thwarted by important one like boss or organization results in lowered OBSE, here supervisor phubbing is the cause of thwarted belongingness. Self-esteem rise and falls with the level of acceptance and rejection from a group or significant relation (Ferris, Brown & Heller, 2009; Leary & Downs, 1995; Williams, 2007). Research shows that lowered Organization based self-esteem results in the form of organizational deviance (Leary, Twenge & Quinlivan, 2006; Marcus & Schuler, 2004; Thau et al., 2007), negative job attitudes towards such as OCB and in-role performance, job satisfaction and organizational commitment (Bowling, Eschleman, Wang, Kirkendall & Alarcon, 2010; Pierce et al., 1989; Taylor & Brown, 1988) and positive association suggested with stress outcomes like depression and physical strain (Jex & Elacqua, 1999).

In the current study, supervisor phubbing is being discussed as one of the forms of social exclusion or ignorance (David & Roberts, 2017) that leads to threatens the fundamental human needs; it includes the need to belong, self-esteem, meaningful existence, and control, which in turn make an impression by an individual that he/she is not valued or wanted (Gerber & Wheeler, 2009; Williams, 2001; Zadro, Williams & Richardson, 2004; Jamieson, Harkins & Williams, 2010). Interpersonal relationship plays a key role at work both for ones career development and work success. As a result of mobile phone use during face to face interaction with a conversant partner is linked with decreased social binding and a threat to individuals social connection feelings due to an uneven conversation (Baumeister & Leary, 1995; Koudenburg, Postmes & Gordijn, 2011; Kushlev and Heintzelman, 2018). In this current thesis, these ill effects will be a threat to ones belongingness needs that damages ones work outcomes psychologically as well as behaviorally like feeling depression, anxiety, loneliness etc., and showed organizational deviance and less care about organization citizenship behavior and in-role performance. A recent study by (Yasin, Bashir, Abeele & Bartels, 2020) has reported a significant mediation effect of SP on organization-based self-esteem via threats to employees belongingness.

Previous researchers pointed out that phubbing hinders conversation quality during face-to-face interaction, affecting relationship satisfaction, relationship quality, and resentful reactions (Abeele, Antheunis & Schouten, 2016; Rainie & Zickuhr, 2015; Roberts & David, 2016).

The other research studies support are in line with the above also indicate that due to phubbing, the conversant partner feels less close to his/her partner in the presence of a mobile phone. Supervisor phubbing shows low trust in the supervisor, negatively affects employee engagement, damages work outcomes and negatively affects ones well-being. (David, Roberts & Christenson, 2018; Misra, Cheng, Genevie & Yuan, 2016; Roberts & David, 2017).

In addition to the above arguments, it is pertinent to mention previous studies on perceived rejection as a psychological mechanism (mediator) between the mistreatment at the workplace by co-workers and its effect on depression and organization-based-self-esteem (OBSE) with the help of belongingness theory perspective by (Penhaligon, Louis & Restubog, 2009; 2013). Here, in this thesis, taking the threat to ones belongingness needs (need to belong) due to thwarted belongingness as a psychological mechanism that is supported by belongingness theory (Baumeister & Leary, 1995).

As OBSE level in an organization is linked with the level of acceptance and rejection by the critical contact. So due to the threat to ones need to belong, the level of OBSE lowered, which is the second explanatory mechanism as per belongingness theory. Future research is suggested by (Chotpitayasunondh & Douglas, 2018) to check mechanisms underlying phubbing effects. This study will check the psychological mechanism of belonging needs (need to belong) and OBSE as an explanatory mechanism between supervisor phubbing and employee work outcomes.

The second gap of the study is the psychological mechanisms based on belongingness theory. One can better understand how phubbing behavior works and its effects on employees' psychological and workplace outcomes.

1.1.3 Gap 3: Sequential Mediation of Need to Belong and OBSE between Supervisor Phubbing and Work Outcomes

Furthermore, in the nascent phubbing literature, especially supervisor phubbing, which is the form of phubbing in the workplace, has found very little attention of researchers. In this study, I will discuss the serial mediation of NTB and OBSE in the relationship between supervisor phubbing and employees work and psychological outcomes. Supervisor phubbing damages meaningful relationships during face to face interaction which is essential for the need to belong. Need to belong is a need that ones required to keep and maintain a minimum quantity for interpersonal relationships. Researchers suggested that meaningful relationship fosters a sense of belonging (May, Gilson & Harter, 2004: Roberts & David, 2017) and due to lacking in ones belonging sense results in feeling pain in the form of psychological and physical (Mead et al., 2011) as well as adverse effects on cognitive, behavioral and emotional aspects like emotional distress (Staebler et al., 2011). Supervisor phubbing threatens ones need to belong with the leader i.e., the supervisor in the workplace, because one cannot maintain a minimum quantity required for interpersonal relationships. Previous research has found that supervisor phubbing reduces employee trust in supervisors and undermines job-related outcomes (Roberts & David, 2017).

According to the belongingness hypothesis (Baumeister & Leary, 1995), if failed to achieve satisfaction in ones sense of belonging results in the form of adverse reactions (Baumeister, Smart & Boden, 1996; Thau, Aquino & Poortvliet, 2007). Within the framework of belongingness theory, self-esteem is proposed to sign an individuals satisfaction with the need to belong (Leary & Down, 1995). As ones self-esteem level increases and decreases in accordance with the level of acceptance and rejection from the leader or organization (Williams, 2007). Organization based self-esteem is used in the workplace. As belongingness theory has explained in a

study conducted by (Ferris, Brown & Heller, 2009), the relationship of OBSE as a mediator between LMX, organizational support and organizational deviance. Hence, the need to belong and OBSE serially mediate the relationship between supervisor phubbing and workplace outcomes.

This is the third gap of this study to test the serial mediation of need to belong and organization-based self-esteem between supervisor phubbing and employee psychological (depression, and anxiety) and work (organizational deviance, organizational citizenship behavior, and in-role performance) within a theoretical framework of the belongingness theory.

1.1.4 Gap 4: Role of Rejection Sensitivity in Supervisor Phubbing and Need to Belong Relationship

Rejection sensitivity is grounded on attachment theory and is defined as a cognitive-affective process in which one anxiously expect future rejection based on ones earlier experience and show extreme reactions in response to perceived rejection (Downey & Feldman, 1996; Downey, Freitas, Michaelis & Khouri, 1998).

Those who have high in rejection sensitivity perceived possible rejection, and as expected, they respond with extreme aggression, hostile behavior and provoking anger due to perceived rejection (Ayduk, Gyurak & Luerssen, 2008; Downey et al., 1998; Renneberg et al., 2012). Previous research suggests that people with high RS showed defensive behaviors despite their best efforts to prevent the occurrence of perceived rejection.

In case of conflict with romantic partners, women with high RS are more likely to fight verbally and non-verbally upon rejection perception from their romantic partners (Downey, Freitas, Michaelis & Khouri, 1998; Ayduk, Downey, Testa, Yen & Shoda, 1999), whereas men with high RS engage in fighting physically (Downey, Feldman & Ayduk, 2000).

Numerous philosophers like Bowlby (1988), Erikson (1959 and Horney (1937) have agreed that rejection sensitivity is linked with parental rejection during childhood which is the cause that creates difficulties in interpersonal communication (Downey & Feldman, 1996).

In this thesis, supervisor phubbing during face to face interaction with the employee (subordinate) creates disturbance and violates the social norms required for interpersonal communication (Abeele, Schouten & Antheunis, 2015; David & Roberts, 2017), which results in negative relationship satisfaction (Roberts & David, 2016). Due to supervisor phubbing, one feels social exclusion, rejection or ignorance from the supervisor who is considered valued and vital in an organizational context.

One of the humans fundamental desire is to have a lasting and positive interpersonal relationship. The need to belong need is universal in human beings such that they feel secure with necessary attachments (Baumeister & Leary, 1995, Downey & Feldman, 1996; Staebler, Helbing, Rosenbach & Renneberg, 2011). Results of a research study found ill effects in the case of ones need to belong are not satisfied or thwarted belongingness (Staebler et al., 2011).

A recent study conducted Roberts and David (2017) suggesting therein the potential moderators such as boss phubbing for future investigation. As rejection sensitivity is neglected in the literature, its empirical validation is necessary in line with the belongingness theory framework. Belongingness theory (Baumeister & Leary, 1995) suggests that the need to belong is the basic need for human beings like food.

The need to belong is a central human motivation and behavior where the minimum quality and meaning of the contact matters in interpersonal relationships. Specifically, our thesis will examine the impact of supervisor phubbing on ones sense of social exclusion during face to face interaction and how this social exclusion impacts ones sense of belongingness (need to belong) through the role of personality trait, i.e., rejection sensitivity.

Thus, this study's fourth gap is to examine the role of rejection sensitivity between supervisor phubbing and need to belong.

1.1.5 Gap 5: Proposed Integrated Model for Supervisor Phubbing and its Outcomes based on Belongingness Theory

According to Roberts and David (2017) boss, phubbing undermines the employee's trust in the supervisor and diminishes job outcomes. In order to achieve ones satisfaction of belongingness (need to belong), there must be some minimum quantity required to meet interpersonal relationship; if this need to belong satisfaction thwarted, then there are numerous ill effects, including emotional, behavioral and psychological as explained by the belongingness theory framework (Baumeister & Leary, 1995).

Many research studies suggest that phubbing is a form of distraction and violation of social norms during face to face interaction with co-present. Conversant partner at the receiving end (phubbee) feels ignored, rejected or socially excluded that results in the form of negative relationship satisfaction, less attached and less valued (Abeele, Schouten & Antheunis, 2015; McDaniel & Coyne, 2016; Roberts & David, 2016).

I say that a supervisor is considered to be an important contact and has value in the organization. Supervisor phubbing will affect the employee's need to belong negatively during face-to-face interaction as an employee will be unable to get the supervisor's desired attention because of his/her preoccupation with his/her cell phone.

This will create feelings of exclusion, ignorance, and rejection; if this form of interaction repeatedly occurs between supervisor and employee, it will negatively affect employee well-being and job outcomes.

Organization based self-esteem is considered to be the value and worth that one has linked with the workplace. Ones level of self-esteem increases or decreases according to the level of acceptance or rejection from the leader or organization (Ferris, Brown & Heller, 2009; Pierce, Gardner, Cummings & Dunham, 1989). Here in this thesis, I say that the OBSE level is linked with the level of acceptance or rejection that ones feels from the supervisor/leader.

When the supervisor engages him/her in phubbing behavior by giving preference to her/his cell phone, then the employee at the receiving end considers this behavior as ignorance and produces feelings of rejection that will lower ones level of organization-based self-esteem. The belongingness hypothesis duly supports this line of argument. Due to lower OBSE to the individual, this will lead to adverse job-related outcomes and favorable to depression and anxiety.

The thesis is trying to examine a comprehensive model with the help of the belongingness theory framework in order to explore the psychological mechanisms involved between supervisor phubbing and psychological and workplace outcomes and how a personality trait i.e., rejection sensitivity, can play a role between supervisor phubbing and need to belong. This study will contribute to phubbing literature, which is at present at the nascent stage and particularly phubbing at work requires researchers attention.

The current study also offers substantial managerial implications that are misbehavior in terms of phubbing using a smartphone. Belongingness theory helps to understand the relationship between the variables of interest and presents a clear image of how the constructs relate with each other and their respective outcomes. The comprehensive model is extracted from the belongingness theory, which thoroughly explains all the variables and their relationships in the organizational settings.

The fifth gap of the study is the integrated model regarding the supervisor's Phubbing behavior by addressing the adverse psychological and workplace outcomes through the mechanisms involved.

1.1.6 Gap 6: Supervisor Phubbing and its Outcomes in the Pakistani Context

As the phubbing literature is at its nascent stage.; more attention from researchers required to further explore phubbing as a social phenomenon. This argument is duly supported by the previous researchers in the future directions of their studies such as (Chotpitayasunondh & Douglas, 2016; 2018; David & Roberts, 2017). Likewise, another researcher Charoensukmongko, 2014 suggested in his study for future researchers to explore the use of social media at the workplace related to job-related outcomes. He further asked to see such a relationship from emotional and behavioral aspects.

In Asian mobile phone markets, Pakistani is at number five as the most considerable cell phone market. There are around 132.3 million mobile-phone subscribers (Imtiaz, Khan & Shakir, 2015). A vast majority of people in Pakistan are using smartphones, and this number of smartphone users is increasing rapidly (Poushter,2016).

As it has been established from the previous research findings that smartphone use is detrimental to relationship satisfaction, quality of life results in attachment anxiety and depression (Abeele, Schouten & Antheunis, 2015; McDaniel & Coyne, 2016; Roberts & David, 2016).

People in Pakistan use smartphones during face to face interaction with a conversant partner while in a social gathering, colleges/universities, dinner time, traveling, pleasure time or at work, etc. But the term Phubbing is unfamiliar to the People of Pakistan. They are phubbing others, but they dont know what they are doing because they feel it is a regular activity in advanced technology.

Smartphone use has almost become an integral part of the human being, but the problems associated with smartphone-like phubbing are at its nascent stage. Researchers have recognized that this word (phubbing) and articles have been published since 2015 in the English language. The finding reflects that up to date

Computers in Human Behavior journal have published six papers on phubbing, and apart from these only seven articles are found published in the time between 2015-2017, with their title including the word phubbing in the English language.

A few studies are found in studying the consequences of phubbing at the workplace (Roberts & David, 2017).

Lastly, the study will report the psychological and workplace outcomes in the context of Pakistani work settings, keeping in view the supervisor's phubbing behavior through psychological mechanisms that have not been addressed earlier.

The study is likely to contribute to phubbing literature at work. This study will examine the supervisor phubbing at work in a unique contextual way by exploring the mechanisms involved and what will be the psychological and workplace outcomes of the employees in the public and private sector organizations.

1.2 Problem Statement

Although researchers have theoretically and empirically tested phubbing in academic settings, relationship satisfaction, quality of life, partner phubbing, and consequences.

The impact of supervisor phubbing on employees psychological and work outcomes is missing in the current literature, and there is a need to address this problem.

Due to the supervisor phubbing behavior during face-to- face interaction, the employee (s) may interpret the phubbing behavior as social exclusion and feel threatened to fundamental human needs (need to belong and organizational-based self-esteem) refers to as psychological mechanisms.

Due to phubbing behavior (non-meaningful and lack of minimum quantity required in an interpersonal relationship), a phubbee perceived this behavior as social exclusion, rejection, ignorance, and thwarted belonging (less than desired belonging) from the source (i.e., phubber).

The Supervisor phubbing behavior in the organizational context is a significant concern which needs attention.

To address the problem, this study examines the impact of supervisor phubbing during face-to-face interaction at work on employee's psychological (Depression, Anxiety) and work outcomes (Organizational Deviance, Organizational Citizenship Behavior and In-role performance) in the target population through the lens of psychological mechanisms (NTB and OBSE) within the frame-work of belongingness theory.

To date, as per my best knowledge, not a single study has addressed these psychological mechanisms in a relationship between supervisor phubbing and employee's psychological and work outcomes within the framework of belongingness theory.

In this study, we examine the negative outcomes of supervisor phubbing behavior on employees individual and organizational outcomes and how to avoid or minimize by suggesting the specific rules and policies regarding the use of smartphone at work which that will ultimately benefit the employees and the organizations.

1.3   Research Questions

The present study based on the above-stated problem statement seeks answers to the following key research questions:

- Does supervisor phubbing at work impact employees' psychological and work outcomes via psychological mechanisms involved as per the belongingness theory framework?

- Does the need to belong mediate the relationship between the supervisor's phubbing behavior and organization-based self-esteem?

- Does organization-based self-esteem mediate the relationship between the need to belong and employees' psychological and work outcomes?

- Does the need to belong and organization-based self-esteem serially mediate the relationship between supervisor phubbing behavior and employees' psychological and work outcomes?

- Does rejection-sensitivity moderate the relationship between supervisor phubbing and need to belong?

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1.4 Research Objectives

The current study's overall objective is to incorporate the belongingness theory within the perspective of the work environment and how supervisor phubbing affects individual employees.

Following are the prime objectives of the study:

- To apply belongingness theory (Baumeister and Leary, 1995) as a comprehensive framework in the work setting and linking phubbing behavior and its outcomes through psychological mechanisms in the workplace.

- To find out the role of need to belong as a mediator between supervisor phubbing and organization-based self-esteem.

- To find out the mediating mechanism of organization-based self-esteem between the need to belong and employees' psychological and work outcomes.

- To find out the serial mediating mechanism of the need to belong and organization-based self-esteem between supervisor phubbing, and employees psychological and work outcomes.

- To find out that rejection sensitivity moderates the relationship between supervisor phubbing and need to belong.

1.5 Significance of the Study

The current thesis will explore a new phubbing phenomenon at work and contribute to the nascent literature in many ways, as phubbing is a new term coined in 2012. Worldwide there are 6.5 billion mobile phone connections, and the penetration rate of the mobile phone is 90 percent (Rohm, Gao, Sultan & Pagani, 2012). Previous researchers have examined phubbing in the relational aspect like partner phubbing, romantic relationships, general relationships and academic settings (Roberts & David, 2016; Krasnova, Abramova, Notter & Baumann, 2016; Nazir & Piskin, 2016; Karadag et al., 2015; Wang et al., 2017). As phubbing is being done everywhere, the researchers have missed the critical workplace area to observe phubbing behavior. A few studies have tested phubbing behavior in a practical work environment (David & Roberts, 2017; Roberts & David, 2017). As per my knowledge and search, this is the first study to explore the social phenomena of phubbing at work and its work outcomes. Secondly, the explanatory mechanisms need to belong and organization-based self-esteem to explain the supervisor's phubbing and its adverse work outcomes with the help of belongingness theory. Theoretically, the current study attempts to bridge this significant gap with the help of the belongingness theory framework. Therefore, in this study, I will examine the supervisor's phubbing behavior through the psychological mechanisms explained by the belongingness theory. The main focus of this study will be on the harmful effects of phubbing behavior at the workplace. These adverse effects will be explained through psychological mechanisms that involve the feelings of thwarted belonging and organization-based self-esteem on an individual's psychological well-being (depression, anxiety) and work outcomes (organizational deviance, OCB, and in-role performance). Third, rejection sensitivity, which is a personality trait, will be examined in this study as a moderator to check the impact of supervisor phubbing on employees needs to belong.

Fourth, contextually in Pakistan, there are about 140 million mobile phone users.

(Iqbal, 2017; Yousaf, Z., Bajwa, F., Khan, R.A., 20120). A clear majority of people are using smartphones in almost every aspect of their life, such as in colleges/universities, weddings, social gatherings, dinner time, work, etc. Smartphone use has almost become an integral part of the human being, but the problems associated with smartphone-like phubbing are at its nascent stage. Researchers have recognized this word (phubbing), and articles on this particular concept are found after 2014 in the English language, to the best of researcher knowledge when reporting the current study. Only six articles on phubbing can be found in the journal name Computer in Human Behavior. Despite these six, only seven articles included the word phubbing in their title, and these studies were published between 2015-2017 in the English language.

Lastly, this study will help the managers to know the adverse outcomes on the individual psychological state as well as workplace outcomes and give rise to a healthy environment to consider making the smartphone policies to combat phubbing behavior in the workplace, and like smoke-free environment, there must be the phubbing less workplace environment in the organization. Such measures will help both managers and employees by using guidelines and keeping in mind the boundaries of when and where to use a smartphone during work time. Likewise, there could be smartphone breaks policies in business organizations in specified areas. Such modifications in the work environment could be very healthier and productive to overcome the current problems of phubber and phubbee being faced by the organizations and their employees (Roberts & David, 2017).

1.6 Supporting Theory on the Research Topic

1.6.1 Belongingness Theory

Belongingness theory (Baumeister & Leary, 1995) focuses on the need to belong as a central human motivation and behavior, whereas the minimum quality and

meaning of the vital contact that matters in the interpersonal relationships. They further explain that the need to belong is a human need that is inherited and universal; it is the need to build and maintain at least some extent of the relationship in interpersonal interactions (Baumeister & Leary, 1995).

To satisfy this need, two criteria for motivation: firstly, pleasant and frequent interactions with other peoples are required to satisfy this motivation drive; secondly, the important thing is the stability of context in which these interactions occur and some amount of concern for the benefit of one another. Interaction with a new person each time will not result in satisfaction other than interaction with a similar person repeatedly and is also in line with relatedness to repeat the interaction with a similar person unless it is not satisfactory. People lacking belongingness to others face severe negative ad ill effects. Besides, various human attitudes, behaviors, and emotions result from this fundamental need for belongingness (Baumeister & Leary, 1995, p.497). When there is a lack of belongingness due to the less satisfactory and unpleasant interactions, the theory suggests the cause of multiple ill effects. Also, this prime interpersonal motive will cause a big deal of emotion, thought and human behavior. Needs to belong could be linked with respective needs for achievement, intimacy, power, approval, and a lesser extent, affiliation. (Baumeister & Leary, 1995).

According to belongingness theory, others' interaction and company are not enough for humans to need satisfaction, but the meaning and quality in these relationship matters for satisfaction (Baumeister & Leary, 1995). Attachment theory also posits that human needs to build and maintain relationships with others for their satisfaction (Bowlby's, 1969, 1973). For example, children feel an attachment to their Mothers; students feel attachments with their schools and colleges; likewise, employees feel an attachment with their workplace/organization. This way, there is a sense of belongingness to all of them, fundamental for human motivation. For example, suppose one individual is satisfied with his/her belongingness needs with group A so that this group is familiar and is taking care of an individuals

welfare. In that case, ones need to belong to another group will be obviated. This is linked with ones internal mechanisms that guide specific human beings to form and maintain lasting relationships in particular social groups. (Baumeister & Leary, 1995).

In this study, I discuss the role of interpersonal relationship between supervisor and employee (s). Due to the supervisor phubbing behavior during face to face interaction, the employee (s) may interpret the phubbing behavior as ostracizing or socially excluding (Gruter & Masters, 1986; Williams, 1997). Social exclusion is defined by Williams (2001) as being invisible and being excluded from the social interactions of those around you (p. 2). Earlier work on social exclusion has shown that inattentive behavior by an individual during interpersonal interactions can be interpreted as a sign of social exclusion (K. D. Scott, 2007; Williams, 1997). Phubbing is regarded as inattentive behavior during social interactions (Haigh, 2015). When individuals experience social exclusion, they feel threatened with respect to four fundamental human needs: their need to belong, their need for self-esteem, their need for meaningful existence, and their need for control over the situation as well as their life more generally (Gerber & Wheeler, 2009; Williams, 2001; Zadro et al., 2004). Supervisor phubbing lowered employees sense of belonging, which is in line with previous studies (e.g., Chotpitayasunondh & Douglas, 2018; Hales et al., 2018; Leary & Baumeister, 2000; Yasin, Bashir, Abeele, & Bartels, 2020). By thwarting belonging due to ones sense of exclusion results in ones lowered self-esteem level (Leary & Downs, 1995). The need to belong was operationalized as the extent to which employees attach importance to being accepted by individuals in their workplace. This makes it an important aspect of working life; hence, we argue that without a need to belong, the workplace social context is incomplete, which affects all workplace interactions, including supervisor phubbing and its outcomes (Yasin et al., 2020). When supervisor phubbing elicits an experience of social exclusion among employees, their perceptions of their own value and worth for the organization decrease; after all, the supervisors phubbing

behavior can be interpreted as a signal that they are not considered worthy of the supervisors full attention. For this reason, we expect that when employees feel socially excluded during interactions with their supervisor due to their supervisors phubbing behavior, their OBSE level will be lower (Yasin et al, 2020).

In the current study, the quality and meaning of the contact required to satisfy ones belongingness needs suffer due to supervisor phubbing behavior in work. A supervisor is considered to be a worthy/ important contact in the organization setting. The belongingness hypothesis suggests that due to the need to belong, some reactions to emotions such that positive effect will bring informing and setting social bonds while negative effect ensues in case there is any threat or refusal to relationships. Furthermore, the theory explains that people's strongest positive and negative emotions are the results of belongingness. It is proved that being valued and accepted and inclusion in a group often results in positive emotions like pleasure, compassion, and calm, while being excluded, rejected and ignored by others leads to several negative emotions like anger, jealousy, grief and loneliness etc. Due to phubbing behavior, one may perceive a less valued and thwarted need to belong and may affect ones need for belongingness. The self-esteem level goes up and down with acceptance and rejection of one by others, and a low level of satisfaction of belongingness need is the result of low self-esteem level (Williams, 2007). In an organization, self-esteem is mostly measured with the scale of organization-based self-esteem and is defined as the level of individual belief that they are capable and worthy at the workplace (Pierce, Gardner, Cummings & Dunham, 1989). Research conducted by (Chotpitayasunondh & Douglas, 2016) on partner phubbing also suggested the harmful effect of using smartphones in the presence of significant others. Consistent with belongingness theory, these results of thwarted belongingness will lead to lowered organization-based-self-esteem as the supervisor can be conceptualized as a source of belonging within the organizational context; supervisor behavior indicates being valued, and respect in the organization (Ferris, Brown & Heller, 2009). It is the capacity and the value of a theory to provide a

comprehensive framework. It is the value that results directly from the quality and significance of behavior forms that can explain in an understandable fashion and dependable. (Baumeister & Leary, 1995). In this study, I will discuss a criterion of the need to belong. If it is not satisfied, it will result in ill effects like psychological (depression, anxiety) and behavioral outcomes (Organizational deviance, OCB and in-role performance).

Chapter 2

Literature Review

2.1 Background of Phubbing Variable

Phubbing is the combination of two different words, phone and snubbing, and this phenomenon refers to the act of using the phone in front of others and not giving attention to others (Haigh, 2015). Phubbing term coined by Macquarie dictionary (Australian national dictionary) in 2013 as a result of the collaborative work of the dictionary and advertising agency of McCann Melbourne where a number of phoneticians, lexicologists and cruciverbalist (cross-word maker profession), poets and authors invited in May 2012, to find a word that best describes the ignoring behavior to others by using a phone.

Phubbing is defined as an act of snubbing others during social interactions and giving importance and focusing on ones smartphone instead of others (Haigh, 2015), In simple words; phubbing means that someone gives importance to his/her smartphone over the presence of two or more persons in a social setting (Chotpitayasunondh & Douglas, 2016). Phubber is the person who is phubbing (perpetrator), and the phubee (victim) is the person who is at the receiving end (conversant partner). Phubbing has many negative consequences, including relationship satisfaction, ignorance, etc. As the phubbing study is at its nascent stage, and to-date, very few studies have examined this phubbing behavior and mostly focus is on romantic relationships and general impact on their lives that mainly concentrates on the quality of romantic relationships and well-being. (Coyne, Stockdale, Busby,

Iverson & Grant, 2011; McDaniel & Coyne, 2016; Roberts & David 2016). It is a fact that published studies on phubbing lack numbers, and the current study is focused on phubbing, which limits our interpretation more of the statistical and other causalities. The prevalence of phubbing due to mobile phones' usage at work results in an increase in this phenomenon's importance, as suggested in the future directions by (Karada et al, 2015) to consider phubbing as an independent phenomenon.

In todays environment, it can be seen that people are using their smartphones irrespective of their social gathering, meeting, face to face interaction, in a close relationship or in class room, phubbing is being done in common and results of phubbing can be even more disturbing, for instance in a study related to phubbing, 36 cases on average observed during lunch in the restaurant; which primarily equivalent to 570 days a person alone while in the company of others; during phubbing, the meal taste is perceived as worse by 97% individuals and 87% young people prefer text messages over face to face communication (Haigh, 2015).

Hypotheses Development

2.2 Supervisor Phubbing and Depression

World Health Organizations (WHOs) 2007 defines depression as a mental disorder that represents a lack of pleasure and self-worth, loss of happiness, irregularities in appetite and sleep, lack of energy, and lack of concentration. These issues become severe and chronic and result in considerable damage to the individual skills and ability and also erupt day to day activities and responsibilities. Depression is well characterized by losing ones interest, low energy, poor concertation and sadness (Santor & Coyne, 1997). Depression is challengingit cannot be restricted to any categorical boundary either from psychological and physical symptoms.

Depression is a sort of disorder related to negative mood, affecting above 350 million people globally of all ages (Marcus, Yasamy, Ommeren & Chisholm, 2012). It is linked with different mental abnormalities that intensity the negative effects of

depression on people and society primarily (Kessler & Walters, 1998; Hirschfeld, Hasin, Kell, Endicott & Wunder, 1990). Previous research suggested that depression is a psychological disorder facing working populations and negatively affects interpersonal relationships and work-related performance (Faust, Baum & Forehand, 1985; Kessler et al., 2008). Previous research also suggests that depression is linked with failure to regulate ones emotion and increase negative affect (Teasdale & Barnard, 1993; Gross & Muoz, 1995; Ehring et al., 2008; Folk, Zeman, Poon &Dallaire, 2014). Ones failure to regulate emotion can lead to factors like vain cognitive review and suppression. As a result, one will isolate oneself and feel negative about the person, an emotional deficit in a close relationship, and make interpersonal behavior further problematic in the form of avoidance (John & Gross, 2004).

A positive organizational environment is created with effective communication between the supervisor and the employees. Supervisor phubbing creates a sense of ostracism among employees. This phenomenon induces negativity among employees. The snubbing role of a person is ranked moderately important for the prediction of depression, which is often emphasized in the workplace. Many types of research have been conducted to determine the negative effect of smartphone use on employees' deviance as well as employees well being (Jahanzeb, Fatima & Malik, 2018; Kayi et al., 2016; Wang, Xie, Wang, & Lei, 2017). Al-Saggaf and MacCulloch (2019) concluded that Phubbing associates the concept of ignoring social relationships at work that is observed in close relationships. Also, various other social norms have been associated that have been associated with phubbing, such as internalized phubbing. Research conducted by Wang et al. (2017) has associated the impact of phubbing on relationships. It has been taken as the moderating factor in personality differentiation in the workplace as well as individual relationships. Based on the results, it was suggested that an indirect positive relationship could be inferred by the phubbing at the workplace. Also, phubbing has been considered as the risk factor between workplace satisfaction and depression. Meredith et al. (2017) criticized the negative impact of technology and social media on the user's mentality. The social isolation observed at the workplace is due to over usage of mobile phones, social media applications, and similar other engaging

material. It is concluded that these applications had been designed to diminish the distance among people, but it leads to isolation in the physical environment. Which according to A.Afdal, (2019) have associated with dissatisfaction among the workplace relationships and it leads to depression for employees. In addition, as per belongingness theory and logica, there is a negative relationship between phubbing and employee-employer relationships. Collectively, these circumstances lead to a state of depression in the workplace and the Phubbing is largely observed at the workplace. Where workplace relationships are impacted negatively. The supervisor phubbing leads to a negative consequence on the employees such as ignoring the presentations of employees. The employees go in the state of depression which has been studied largely. Therefore, based on the above findings the following hypothesis can be inferred:

H1: Supervisor phubbing is positively related to Depression.

2.3 Supervisor Phubbing and Need to Belong

Supervisor Phubbing (use of mobile phone by the supervisor during face to face interaction with employee giving attention to his/her mobile phone instead of co-present) is a behavior that violates the social norms as well as hinders the conversation quality during interaction with face to face co-present (employee) interaction in the organization/workplace (Abeele, Antheunis & Schouten, 2016; Roberts & David, 2017) and affects the minimum quality of the interaction that one desires to have during the conversation at the receiving end (phubbee). Roberts and David (2017), for example, found that employees who agreed more strongly that their supervisor phubs them trust their supervisor less, and that this lowered trust, in turn, was associated with lowered feelings of psychological meaningfulness and engagement in the organization.

Over time, when employees (phubbees) work within the current supervisor and experiencing supervisor phubbing over a period of time, then the subordinate (employee) will feel ignored, rejected and less worthy. A study conducted by David and Roberts (2017) on boss phubbing found that this phubbing behavior destabilizes both our well-being and in-person relationships. These findings indicate

that workplace phubbing can be (come) a problem for organizations. According to Belongingness theory (Baumeister & Leary, 1995) suggests that need to belong is the basic need for the human being like food, as the need to belong is a central human motivation and behavior where the minimum quality and meaning of the contact that really matters in the interpersonal relationships. Here supervisor phubbing during face to face interaction with an employee (phubbee) violates the minimum quantity required by the employee during face to face interaction for interpersonal relationships. This phubbing behavior is evident from the study of Roberts and David (2016), which brings negative consequences for communication between conversant partners, adversely affecting feelings of personal wellbeing and relationship satisfaction. Research suggests that the relationship between supervisor and employee has been claimed by some researchers as marriage (Baer, 2015). Phubber repeatedly ignores and neglects face to face communication with others, which is mandatory for developing and maintaining quality relationships (Nazir & Pikin, 2016).

Supervisor phubbing is like mistreatment; mistreatment can be conceptualized in different labels such as inter-personal exclusion at the workplace, bullying and social undermining (Duffy, Ganster & Pagon, 2002; Lee & Brotheridge, 2006; Scott & Duffy, 2007) but not limited to these aspects of mistreatment. Mistreatment can produce several negative organizational outcomes (e.g., organizational citizenship behavior, organizational deviance, decreased motivation, in-role performance, as well as increased aggression; by Hirigoyen, 1998; Hobman, Restubog, Bordia & Tang, 2009, Niehoff & Moorman, 1993; Duffy, Ganster & Pagon, 2002) and as well as individual emotional outcomes like depressed mood, high anxiety, decreased psychological well-being, and lowered self-esteem as well as deteriorated physical and decrease life satisfaction by (Keashly, Trott & MacLean, 1994; Ashforth, 1997; Richman, Rospenda, Flaherty & Freels, 2001). In most of the research studies, the focus of mistreatment is originating from the supervisor (example, Tepper, 2000).

Similar to Mistreatment used in the study of (Penhaligon, Louis & Restubog, 2013), here the phubbing is being used in this study as a complete phenomenon to check its impact in the workplace environment upon individual employees through supervisor phubbing behavior. To check the phubbing variable as an independent

phenomenon was proposed in the study of Roberts and David (2017) and Chot-pitayasunnondh and Douglas (2018). The workplace is the environment where individuals feel comfort, belongingness, seek respect and are considered valued by others. The workplace environment has characteristics of social context and provides the setting of peers and supervisors to interact day today, in which individuals have roles to fulfills in the community. Workplace belongingness is the social context in which the individual considers himself/herself worthy, accepted, and included by others in a specific environment. (Cockshaw,2014).

A supervisor is considered to be worthy in the organization. Supervising Phubbing will impact negatively on an employee during face to face interaction. As a result, the employee will feel excluded, ignored or rejected, and ones need to belong is not satisfied. A research study (MacDonald & Leary, 2005) is providing evidence that individuals will feel excluded or devalued as a result of thwarted belonging from the desired relationship in the workplace. As in the nonverbal conversation, the maintenance of face to face contact between the conversational parties, both speaker and listener, is essential. A number of nonverbal behavior research shows that proximity cues such as body orientation, touch, gaze, and lean that show greater closeness as well as liking (Andersen, Andersen & Jensen, 1979; Mehrabian, 1981; Brne, Oben, Jehoul, Vranjes & Feyaerts, 2017).

Mariek Vanden Abeele, (2019) conducted a study to elaborate on the impact of phubbing on the relationship and conversation quality. A dyadic conversation-based study was conducted. Increased phubbing leads to a negative impact on perceived communication quality. The increased phubbing leads to less communication quality, which altogether leads to a negative impact on the needs of belongs.

Based on the research conducted by Grawitch, Trares & Kohler, (2007)., it is deduced that there is a positive relationship between the job satisfaction rate and employee need to belong. If the employee feels his psychological satisfaction, it leads to a higher level of workplace satisfaction. Considering the supervisor's phubbing as the mediated role, the unsatisfied need to belong leads to dissatisfaction of employees at the workplace. The supervisor's phubbing affects the employee necessities demand and their fulfillment. The negative feelings overcome employee

mentality, and psychologically employees feel demotivated. It shows that the need for belonging is not being fulfilled.

Social exclusion leads to dissatisfaction with the need to belong. According to this research, it was concluded that every 3 of 4(76%) employees showed a distrustful behavior towards their boss, who was phubbing at the workplace (Mariek Vanden Abeele, 2019). Loss of employee trust leads to a loss in the engagement at the workplace, and eventually, it leads to dissatisfaction among needs to belongs. Chotpitayasunondh, (2018) conducted empirical research that assessed the phubbing behavior of employees. The feelings of phubbing and being phubbed were assessed, and it concluded the negative impact of on psychology of employee, resulting in the employee performance. Based on these points, the following hypothesis can be inferred:

H2: Supervisor phubbing is negatively related to employee's need to belong.

2.4 Need to Belong and Depression

According to Belongingness theory, emotional implications linked with the need to belong is the changes in the status of one belongingness that is perceived as real and have strong potential, and this perception of changes in the status related to positive and negative affect that ultimately results in enhancement and reduction in belongingness (Baumeister & Leary, 1995, p.505). Threat/decrease to ones need to belong will produce a negative effect, one will feel depressed, anxious, and grief, when ones connection with certain important people lacks because ones belongingness needs are when ones connection with certain important people lacks because ones belongingness needs, is, un-satisfied from the specific relationship (Leary,1990; Tambor & Leary,1993). Previous research suggests that due to unmet belongingness needs, there are many emotional problems such as depression, grief, anxiety, etc., associated with it that require professional help. In addition, there is a number of issues like destructive behavior, neurotic, and maladaptive are associated when ones is unable to meet his/her need to belong from an important relationship (Baumeister & Leary, 1995).

If failed to achieve ones belongingness needs, it will lead to different ill effects, including loneliness, depression, anxiety and social isolation. Damaging consequences have been found in psychological literature relating to social exclusion. In this regard, there are two research lines. People who are excluded from their important groups are identified with the help of related variables examined theoretically. Previous research has indicated by this approach that depression, anxiety, and stress are the possible outcomes of reduced belongingness needs (Anant1967, Hagerty & Williams, 1999; Synder, 1994). As previous research suggested that absence in social bonds, regardless of relationship type, is associated with depression, unhappiness, and other distresses (Argyle & Crossland, 1987; Freedman,1978; Myers,1992; Penhaligon, Louis & Restubog, 2013).

Workplace ostracism is related to the feelings of employees about the ignorance of employees at the workplace. It affects the feelings of belongings, control and self-esteem. Jahanzeb and Fatima (2018) described that the employee needs to belong feelings are varied based on the ostracism at the workplace by the supervisor or the companion. Whereas Chotpitayasunondh, (2018) continued this study by determining the impact of ostracism and phone snubbing on the workplace on the employee's need to belong. Based on the research conducted by William (2001), it is concluded that employees have a perceived power to maintain their generalized sense of control over the workplace. If the employees do not feel well at the workplace, it might lead to social isolation. Social isolation is the state in which the other individual doesnt pay any attention to the workplace. It might be due to negative feelings and thoughts such as lack of confidence or feelings importance as the employee would not be able to regain its energy without noticing the behavior. Roberts and David (2017) concluded that the supervisor phubbing might also be related to ignorance of important meeting call or showing negative behavior to employees. In the case of mobile phubbing, the employee might become a victim of depression as the need for belonging can be depressed. The employee might feel lower self-esteem, which may lead to depression in the workplace.

During the meeting, the employee might notice the ignoring behavior and feel ostracism, which may lead to a situation that an employee doesn't find himself

valuable enough to control the environment. The employee perception of unmanageable job demands is developed. Graen & Uhl-Bien, (1995) described that the defensive strategies had been adopted for the employee during the ostracism. But the employee feels less satisfied with the job and feel lowered self-esteem. All this phenomenon of phubbing and workplace ostracism leads to depression for employees at the workplace. Low quality of lead membership exchange is observed at the workplace sometimes. The managers don't care for their subordinates during the phubbing, and negative feelings of ignorance and violence are created in the employees. The negative feelings of the employee related to the need for belongings, which altogether shows that the employee doesn't have worth in the organization. The employee is suggested to take defensive silence during this observance. But, this defensive silence may lead to issues such as negative feelings related to anxiety, lower self-esteem, depressions appears. Based on it, I hypothesize the followings:

H3: Need to belong is negatively related to Depression.

2.5   Need to Belong as Mediator

(Bartram & Casimir, 2007) deduced that the need for belonging is necessary to be fulfilled for the achievement of workplace satisfaction. With the phubbing of co-workers, employee behavior is impacted strongly. But, in the case of supervisor phubbing, the employee develops feelings of ostracism that show the negativity of the employee. It might lead to the feelings of employees in which the negative feelings are dominated by the employee's mind. The basic employee needs are necessary to be fulfilled at the workplace that leads to greater employee satisfaction for the job. If the employee's self-esteem, ego and interest are hurt at the workplace, he feels demotivated. Supervisor phubbing leads to negativity about the Need to belong that ultimately leads to depression. Employee dissatisfaction leads to the negativity of the need to belong. After Supervisor phubbing, the employee feels ostracism and tries to regain the attention of their supervisor that might include the fear of negative consequences (Mariek Vamdem Abeele, 2019). Mobile phubbing also leads to social death, such as social isolation of the individuals is done, which leads to cutting off from society. It impacts negatively on the

mentality of other people. To summarize, the act of ostracism leads to a feeling of ignorance to the employees, which is a feeling of need for belongings.

Ostracism is the intentional or unintentional ignorance of employees at the workplace. Due to phubbing, the employee develops a feeling of being less-valued at the workplace. The feeling of ignorance is induced in the employee, which is due to supervisor phubbing and ignorance of the employee, which targets employee self-esteem. The employee feels that his need for belonging is not fulfilled in the workplace. The negative impact of the need on belongings leads to depression in the employees. It may also result in negative consequences such as from this; the following hypothesis can be inferred as:

H4: Need to belong mediates between Supervisor phubbing and Depression

2.6 Supervisor Phubbing and Anxiety

Based on the statistics of 2019, 2.71 billion mobile devices are being used in the world[1]. These mobile phone statistics describe that every third person owns a mobile phone. At the workplace, both employees and supervisors use a mobile phone. Based on the research conducted by (Van Dyne et al., 2000), it is concluded that the supervisor requires a leadership role that motivates the employee and develops positive self-esteem in the employee. But supervisor phubbing creates ostracism among the employee, which induces neuroticism. Based on the research conducted by (Rudert et al., 2017), it is concluded that the level of neuroticism is observed with mobile phone usage among individuals. This neuroticism leads to the anxiety level among the employee, which affects the behavior with others also. The need for belongings is also varied because of neuroticism. In case the supervisor's phubbing leads to neuroticism, it leads to rude behavior with the employees. A poor relationship between the employee and the employer is developed. Rotondi, Stanca, and Tomasuolo (2017) concluded that the employer's phubbing leads to negative feelings in the employee. It leads to neuroticism. In neuroticism, the employee feels unwell, which develops a feeling of anxiety, depression. The feeling of eudaimonia is developed in an employee as well as an employer. Based on

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[1]https://www.statista.com/statistics/274774/forecast-of-mobile-phone-users-worldwide/

the research conducted by Mariek Vanden Abeele, (2019), it is concluded that the supervisor phubbing results in neuroticism and anxiety among the employees. Whereas, the studies conducted by Kayi, et al. (2016) have described different personality levels and the impact of addiction due to the use of smartphones on them. Another research conducted by Samaha and Hawi (2016) has shown that the internet addiction of mobile phones also develops anxiety and depression among individuals. It may also result in a lack of confidence. Mobile phubbing leads to problem-focused coping and emotion-focused coping. The employee develops direct strategies for problem-solving. The employee tries to withdraw themselves from the stressful condition and comparing themselves with the other persons taking them as a role model.

Supervisor phubbing leads to the development of the negative and weak personality among the mind of the employee. The employee might not feel encouraged or unable to convey his point of view to the people. In the case of unfulfilling, these desires, negative feelings are developed, which leads to an increased anxiety level among the employee. It leads to the formation of the following hypothesis:

H5:: Supervisor phubbing is positively related to Anxiety.

2.7   Need to Belong and Anxiety

Human has a fundamental motivation to be accepted in the society or social platform. The need for belonging is the acceptance of people in the social platform, which results in job satisfaction and a positive climate of the organization. At the workplace, if the needs of human beings are not satisfied, it leads to psychological issues that eventually affect the performance of the employees (zduran & Tanova, 2017). Many cognitive factors have been considered for the maintenance and development of mood disorders. Many attitudes, such as hostile attitude and critical expression, leads to mood disorder. Based on the research conducted by (Coyne et al., 2017), it is concluded that self-compassion is associated with a mental disorder, such as a lack of self-compassion and insecure attachment of the people is inter-related to each other. The boss's phubbing leads to a lack of secure attachment

among the employees and employer (Howell & Shepperd, 2017). It is described that self-compassion could effectively ameliorate their anxiety. Lavigne (2011) concluded that stable and interpersonal relationships have led to the formation of the satisfaction level of employee psychology. The employees need a high level of psychological satisfaction to bring good production at the workplace (Terada & Kawamoto, 2017) described that psychological satisfaction and a positive mindset leads to a productive workplace. Whereas, when the negative feelings overcome the employees, it leads to a higher level of anxiety. This higher anxiety level leads to issues as the needs are not fulfilled. Handful studies have conducted studies and determined (Singh et al., 2017) conducted a study and determined that the social anxiety level leads to a higher negative effect and greater social anxiety (El-hai, Rozgonjuk, Liu & Yang, 2020; Ng, Sorensen, Zhang & Yim 2019). It affects social functioning in a negative sense. The employee feels greater social solitude and prefers working alone, which leads to the circumstances of the anxiety in the individuals.

The needs of belonging are mandatory to be fulfilled by the employer at the workplace. Any absence of this may lead to dissatisfied behavior among the employee. If the need for belonging is not being fulfilled at the workplace, such as the employee feel lower self-esteem and psychological dissatisfaction, it leads to a higher level of anxiety in the employees. Based on the above-referred researches, the following hypothesis can be drawn:

H6: Need to Belonging is negatively related to Anxiety.

2.8 Need to belong as Mediator between Supervisor Phubbing and Anxiety

In social psychological studies, rejection is considered to be a serious social experience. Previous research has reported rejection as the cause of poorer performance on intelligence tests, increase aggression, and non-conscious mimicry increases (Twenge, Baumeister, Tice & Stucke, 2001; Baumeister, Twenge & Nuss, 2002; Lakin & Chartrand, 2005). Rejection is believed by some researchers as the

cause initiation of the pain system; for example, MacDonald and Leary (2005) conceptual connection of social pain and physical pain language as well as physical pain classifications during isolation or perceived rejection and rejection also causes numbness (Eisenberger, Lieberman & Williams, 2003; DeWall & Baumeister, 2006).

David and Roberts (2017) regarded phubbing behavior as harmful, either from supervisor or co-worker phubbing behavior, irrespective of workplace, meeting or in the face to face conversation (David & Roberts, 2017). The employee will feel de-valued, inferior and will perceive rejection resultantly. Belongingness theory also supports this phenomenon of meaningful and quality contact that matters; if it lacks, then the individual will perceive rejection. Supervisor and co-worker phubbing behavior in the workplace will lead to destructive relationships; it can lead to individuals into psychological distress in the form of depression and anxiety.

H7: Need to Belonging mediates between supervisor phubbing and Anxiety

2.9 Supervisor Phubbing and Organizational Deviance

Aberrant behavior typically intended directly at the organization is often referred to as organizational deviance. The deviant behavior at the workplace leads to excessive absenteeism or tardiness. Some researchers have shown that deviant behavior leads an employee to withdraw from the organization emotionally and physically.

Based on the research conducted by (Joo & Jo, 2017), it is concluded that workplace deviance results in the form of employee deviance. Organizational deviance is due to the feeling of an unprotective and unsupportive environment and the use of internet addiction in the workplace (Jahanzeb, Fatima & Malik, 2018; Kayi et al., 2016). All these circumstances overcome the thinking of employees, which leads to workplace deviance resulting in cyberloafing, organizational deviance, silence, and similar other deviance forms (Terada & Kawamoto, 2017) concluded

that organizational deviance is an abusive environment in the organization. It is deduced that the supervisors are entitled to subordinate or abuse their employees.

In organizations, the supervisor ridicules their employees during the phubbing. The employee feels less motivates, and the feelings of negativity overcome them. During the phubbing, the employee feels depressive. An abusive environment may also be observed in organizations (Sioni et al., 2017) conducted a study that revealed that the employee. The supervisor's phubbing or abusive environment leads to dissatisfaction among employees. It leads to a deviated environment for the employee. It is all due to supervisor phubbing and negative feelings of employees, which results in organizational deviance.

H8: Supervisor phubbing is positively related to organizational deviance.

2.10 Need to Belong and Organizational Deviance

Nonetheless, to date, researchers have paid minute attention to the unmet belongingness needs outcomes to be individual and organizational levels in the workplace (Penhaligon, Louis & Restubog, 2009, 2013). A research study conducted by (Hitlan, Kelly, Schepman, Schneider & Zarate, 2006b) reported that those individuals who got rejected from their workgroup due to reduced belongingness needs have a number of negative outcomes; for example, they are less likely to remain in the organization, less emotionally attached, lower level of organizational commitment, as well as expectedly less engagement to organizational citizenship behavior and, involve in deviant behaviors than those participants who got accepted by the workgroup. Further, the current research is aimed to check that how need to belong in case of unmet belongingness needs will affect upon behavior, especially work behaviors, because as per the belongingness theory (Baumeister & Leary, 1995), when ones sense of belonging is not satisfied or lower than desired, then, in this case, it has multiple ill effects including on thoughts, emotion and behavior. So on the basis of theory, it is assumed that:

Every organization faces organizational deviance. A research study conducted by(Canevello & Crocker, 2017) in which the researchers concluded that organizational deviance could cost the amount to a company, but it depends on the organization's management abilities to manage such circumstances. Based on the research conducted by Taylor (2007), it is deduced that organizational deviance can cost up to \$600Million per year to the companies. Many researchers have explored the lower self-esteem with the deviant behavior in the organization. The need for belonging is assessed by organizational based self-esteem. A study conducted by (zduran & Tanova, 2017) has deeply analyzed the individuals with the low trait of self-esteem feel demotivated. They feel that such employee feels lowered self-esteem which leads to a lower need for belonging. If the needs are satisfied, the employee feels motivated. This motivation leads to the needs of belongings satisfaction among employees. Lowered self-esteem leads to un-satisfied behavior, which induces negative feelings among employees. It might lead to organizational deviance. Belongingness theory provides evidence of this phenomenon, which describes that the desire for death is induced because of the failure of interpersonal processes. Belongingness theory is related to organizational deviance. The belonging of the employee is the key to psychological satisfaction. The employee feels motivated if his needs are being satisfied. In case psychological satisfaction is achieved, the organizational deviances are reduced. Based on the above discussion, the following hypothesis can be generated.

H9: Need to belong is negatively related to organizational deviance.

2.11 Need to Belong Mediates between Supervisor Phubbing and Organizational Deviance

Supervisor Phubbing is related to organizational deviance, but the need for belonging leads to the mediating factor. Supervisor phubbing is the phenomenon of ignoring the employee while using the mobile phone Dijk, van Emmerik and Grasman, (2018). A study conducted by (Dijk et al., 2018) revealed that the

increased usage of social media during the meeting might lead to a greater level of employee dissatisfaction. Organizational deviance is workplace violence, which comes as the result of un-appreciatable and disrespectful of employees at the workplace. (Akdoan, 2017)has determined the number of values for the organizational deviance, which includes the need to belonging such as self-respect, appreciable behavior and similar other aspects that are directly linked to the need to belonging. The supervisor's phubbing acts as employee disrespectfulness, and it leads to organizational deviance. The organization rules are violated as it may lead to defamation of the organization, which is unethical. In a nutshell, the supervisor's phubbing leads to organizational deviance. All this is due to the dissatisfaction with the need to belong. The employee feels that the organizational environment is not accepting it. It leads to organizational deviance. It leads to the following hypothesis generation:

H10: Need to belong mediates between Supervisor phubbing and Organizational Deviance.

2.12 Supervisor Phubbing and Organizational Citizenship Behavior

Organizational Citizenship behavior is associated with the job satisfaction of the employee. Based on research conducted by Podsakoff, MacKenzie, Paine & Bachrach, (2000), it has been described that organizational citizenship behavior is related to psychological empowerment, which induces the helping behavior among the individuals. The organization citizenship behavior deals with the behavior and actions that are not part of employee duty or contractual tasks. Instead, this behavior helps and encourages the employees to benefit the organization by completing the tasks voluntarily. It boosts personal motivation and workload for the employees. Another research by Pavalache-Ilie, (2014) revealed that the employees with organizational citizenship behavior put an extra effort to work into them. It helps the colleagues to seek better work approaches by them, which results in a better production environment. Mohan, (2018) conducted research and showed that

employee job performance and organizational citizenship behavior are also interrelated to each other. Also, he described that spontaneous and innovative behaviors are mandatory for the organization to function properly. Moreover, these behaviors are not required for job performance. But, observing the innovative behavior can contribute to the successful operations of the organization. This relates the job performance with the psychological satisfaction of employees, which has been concluded by Syptak, Marsland & Ulmer, (1999). The research directed by Platis, Reklitis & Zimeras, (2015) has shown that organizational citizenship behavior is related to the organizational based self-esteem of a person. According to Pearson, (1998), the perceived organizational support is important that an employee reflects for itself. A sense of perceived organizational support is developed among employees when the employee feels that in case of any problem, the organization may lend a helping hand to him. In short, the employee feels cared for, appreciated, respected, and predictable identity(Judge, Thoresen, Bono & Patton, 2001). In return, the employee achieves greater satisfaction at the job place, i.e., a higher level of job satisfaction is achieved within the employees.

A study conducted by Gazioglu & Tansel, (2006) has revealed that ones behavior can impact the psychological aspect of the employees. As the employee could feel that he/she is not given importance at the workplace. A dissatisfaction arrives in the employee's psychological perception. The act of phubbing is also working as a kind of a level of mistrust, and demolishing self-esteem is developed among employees, which leads to issues. The face to face phubbing also impacts the need to belong and feeling of existence. In addition, the research findings of Heatherton & Wyland, (2003) conclude that lower Facebook feedback can also impact the self-esteem of a person. Thus, supervisor phubbing impacts lead to ostracism. The ostracism creates a feeling of anxiety, depression and dissatisfaction among individuals (Nezlek, Wesselmann, Wheeler & Williams, 2015), which incites the employee to leave the workplace or affect productivity. Productivity is related to organizational citizenship behavior. This leads to the formation of the following hypothesis:

H11: Supervisor phubbing is negatively related to organizational citizenship behavior.

2.13   Need to Belong and Organizational Citizenship Behavior

The need to belong is also impacted by organizational citizenship behavior (Rochford, 2013). The employee psychological contract satisfaction leads to greater satisfaction level achievement in the employee mind (Navare, 2008; Fisher-Blando, n.d.; Grunberg, Moore, Greenberg & Sikora, 2008)The employee feels his self-esteem is being satisfied at the workplace; it leads to arousal of satisfaction of the needs of the individuals. The behavior of leaders is also considered as the level of satisfaction achievement (Green, 2003). A level of trust also impacts the job satisfaction of the employee. Thus, psychological satisfaction at the workplace leads to greater achievement of positive results from the employee. Employee citizenship behavior is impacted by the workplace satisfaction and behavior of a supervisor (Onyishi, 2010). The employee feeling of self-esteem leads to a greater satisfaction level and achievement of self-esteem.

Communication satisfaction is also a factor that is perceived as the need to belong to (Jain, 2010). When the information sources fulfill the satisfaction and achievement of required results from the employees, it results in a larger satisfaction level among the employees. Subordinate communication and an effective top-down communication approach help an organization to achieve its objectives, which results in enhanced productivity and workplace satisfaction (Mikkelson, York & Arritola, 2015). Also, various other needs to belonging have been identified, such as the level of justification at the workplace leads to needing to belonging (Khin, Lian, Yeap & Muhamad, 2016). The employee feels justified, and equality in the workplace feels satisfaction for the work. Satisfaction to need to belonging leads to organizational citizenship behavior. Whereas the dissatisfaction and un-justification at the workplace lead to dissatisfied behavior (Ismail, et al., 2009). Ultimately, the need to belong is affected by justification behavior in the workplace. Perceived justice act as the mediator with employee citizenship behavior. The employee feels if his personal needs to belonging are not being satisfied, then the work seems to be an extra workload (Johlke & Duhan, 2001). It is also because of mismatching the employee goals and organizational goals. Employees feel fairness of treatment

by their perception; therefore, the experience is encountered by the comparison with the other employee, such as how the other employee is appreciated at the workplace (Gerloff & Quick, 1984). It also impacts communication satisfaction as the mediator. Thus, all the above-mentioned factors lead to a satisfaction level with the need to belonging to the employee. Based on the above findings, it leads to the formulation of the following hypothesis:

H12: Need to belong is positively related to organizational citizenship behavior.

2.14 Need to Belong Mediates between Supervisor Phubbing and Organizational Citizenship Behavior

Supervisor phubbing creates a sense of ostracism among employees, which creates dissatisfaction in the employee. Employee self-esteem results in increased productivity as an employee feel motivated at the workplace. A higher level of self-esteem and appreciation leads to increased satisfaction at the workplace.

According to research conducted by (Hampton, Sessions, Her & Rainie, 2009), it is concluded that phubbing induces social isolation among people and leads to the ignorance of others intentionally or unintentionally. This intentional or unintentional ignorance is referred to as ostracism, which leads to a sense of dissatisfaction with the need to belong to employees.

Based on the research conducted by (Robins, Jansons & Haines & Nursing 2016), it is deduced that the need for belonging is also satisfied by communicational satisfaction.

The ostracism at the workplace leads to communication dissatisfaction. The employee feels lowered self-esteem with a communication gap. Another study conducted by Liu, et al. (2014) has revealed that the communication gap can also be due to phubbing. Perceived belongingness also impacts self-esteem. Employee productivity is affected by the appreciation level he receives from the supervisor.

The phubbing phenomenon shows a lack of engagement of supervisors with employee activities (Joubert & Rothmann, 2007). Supervisor phubbing leads to dissatisfaction among needs to belongs. The individual feels depressive and anxious because of the lack of belongs (Coetzee & Villiers, 2010). The employee creates a perception of justice in the organization. Such as, perceived justice is related to the employee workplace satisfaction behavior. If the employee feels like the low justice in the workplace, it leads to circumstances where the employee feels lower self-esteem. All these factors collectively impact the organizational citizenship behavior of the employee. According to Purcell, (2014), dissatisfaction with the need to belong leads to organizational citizenship behavior. Need to belong impact on the satisfaction of employees. It also mediates between job satisfaction and productivity (Pawan, Paulus, Yalcin & Chang, 2003). Thus, the employee feels that the extra work may go waste. Resultantly, it affects citizenship behavior. Thus, the following hypothesis is inferred from these findings:

H13: Need to belong Mediates between Supervisor Phubbing and Organizational Citizenship Behavior.

2.15 Supervisor Phubbing and In-Role Performance

In the role, performance is impacted because of supervisor phubbing. A leadership role has been found as more effective in the organization for carrying the tasks by the employees. Whereas the supervisor phubbing leads to ostracism, which also makes the variable in-role performance weak for the employees of the organization. The supervisor phubbing is impacted on the in-role performance either negatively or positively. Researchers have proved that personality traits also play a vital role in the in-role performance of the employees. In addition, the research conducted by Basford & Offermann (2012) has revealed that the appreciation and empowerment of the employees through motivation also impact the in-role performance and productivity of employees. The supervisors who are engaged with employee work

brings good organizational performance. At the same time, the personality of the supervisor acts as the mediator factor (Paarlberg, 2007).

Other scholarly research also investigates that the phubbing behavior of supervisors greatly impacts the employees performance. The supervisor phubbing mostly distracts the supervisors in the presence of his employees which also cause trust issues, impact psychological conditions along with impacting the in-role performance. Most of the researches prove that there is a negative impact of supervisor phubbing behavior on the in-role performance of employees. When the in-role performance of the employees is affected negatively, it also leads to many negative impacts on the organization's productivity. The negative impact on in-role performance also undermines the employee engagement with the supervisor and also outcome related to their job. The researchers also mentioned their recommendations and suggestions to overcome this phubbing behavior of employees to enhance the organization's and employees' productivity. The common suggestion was given by researchers in need of proper training and development programs related to supervisors phubbing as the previous literature proves that supervisor phubbing impacts the in-role performance of employees; under this notion, this hypothesis of supervisor phubbing is negatively related to in-role performance, can be carried out.

H14: Supervisor phubbing is negatively related to in-role performance.

2.16   Need to Belong and In-role Performance

Organizational tasks are distributed into roles, and employees are performing these roles, and these roles represent behaviors of the person occupying these roles or positions in the organizations (Graen, 1976, p. 1201). In-role performance is the expectation of an individual where he/she is supposed to accomplish his/her tasks that are required formally as per job descriptions. The job performance of individuals is typically evaluated on the basis of their role and position (Griffin, Neal & Parker, 2007; Welbourne, Johnson & Erez, 1998). As the individual sense of belonging is reduced, it is assumed that the employee will not be able to perform the duties as per job descriptions (in-role performance) due to perceived rejection.

Shuck et al. (2011) examined job fit, affective commitment and psychological climate as the antecedents of employee engagement. Need to belong fulfillment leads to job satisfaction among employees. If the needs of employees and self-perception are not being fulfilled, it leads to a higher level of dissatisfaction and organizational deviance. Ostracism behavior impacts the in-role performance of the employees (Manzoor, 2012). A lack of needs fulfillment of employees results in neuroticism. Self-esteem also impacts organizational citizenship behavior and belongings. Hong et al. (1995) concludes that the need to belong satisfaction leads to career aspiration and innovation in the employees. Thus, better results in the in-role performance are noticed, and the productivity of employees is enhanced. Based on research conducted by Qayyum (2012) has revealed that productivity is enhanced by the behavior of individuals and attitude values. Employees need to belong identifies the reward and recognition, perceived organizational support, job characteristics and perceived supervisor support. The employee remains satisfied and is inextricably linked with employer practices. The empowerment and incentives also impact in-role performance. Resultantly, a greater job satisfaction rate is achieved by the organizations which involve the psychological satisfaction of employees resulting in a more engaged and productive environment. The following hypothesis is inferred from the findings:

H15: Need to belong is positively related to in-role performance.

2.17 Need to Belong Mediates between Supervisor Phubbing and In-Role Performance

Supervisor phubbing negatively impacts the engagement of an employee within the workplace. As supervisor phubbing is similar to mistreatment and is one of the forms of workplace bullying that results in the form of negative behavior in the workplaceBrousse, et al., 2008). The need to belong includes the psychological and financial satisfaction of employees. Every person wants to be appreciated in the organization they work in. Gazioglu & Tansel, (2006) describes that employee

psychological satisfaction is achieved by the results of needs to belonging. Supervisor phubbing creates ostracisms in the employee, which results in a lowering of the need to belong. It results in depression and anxiety among the employee (Gerloff & Quick, 1984). Ultimately, a perception of dissatisfaction leads to poor in-role performance and a lack of innovation or organization citizenship behavior.

The factor of belonging is taken as a mediator in this hypothesis for the supervisor phubbing due to the benefits of belonging, which are able enough to overcome this behavior. The sense of belonging with the supervisor in the workplace is very important and has a positive influence on the in-role performance of the employees. The factor of belonging is taken as a mediator against the phubbing behavior because it leads to motivation, pride, positive attitude and commitment within the workplace. Abraham Maslows hierarchy of needs is also generalized by researchers in this context. In the context of this theory, they force supervisors to ensure the needs of their employees, such as safety needs, secure compensation, job security and safe working conditions, which in turn will strengthen the sense of belongingness. These things are very significant and can play a positive role in countering the effect of supervisor phubbing. The belonging sense is considered a natural human need, which creates value and importance in the employees. Creating value for employees can also counter the painful emotions they get from the supervisor's phubbing.

H16: Need to belong mediates between Supervisor phubbing and in-role performance.

2.18 Supervisor Phubbing and Organizational Based Self-esteem

In Belongingness theory, the role of self-esteem is used to see one's need for belongingness satisfaction (Leary & Downs, 1995). In accordance with ones level of acceptance /rejection in the form of increased or decreased sense of belongingness, the self-esteem level also rises and fall (Williams, 2007); constantly, it is evident that lower acceptance level leads to lower self-esteem levels and in this

study, as the need to belong is a psychological mechanism which results from the phubbing behavior, and it will lead to a low level of self-esteem according to the belongingness theory. Pierce et al., (1989) found that at workplace self-esteem of employees are measured through the measure of organization-based self-esteem, and it refers to the degree to which individual thick that he is worthy, significant and capable at their workplace. Unmet belongingness needs (Need to belong) results due to thwarted belonging that ones sense because of supervisor phubbing behavior, it will promote exclusion feelings, and resultantly individuals will experience lowered level self-esteem as well as harm self-regulatory capability by hampering self-awareness (Leary & Downs, 1995; Ashforth, 1997; and Baumeister, DeWall, Ciarocco & Twenge, 2005).

Organization based self-esteem describes the importance of the individual regarding the operational work. Organization-based self-esteem (OBSE) is based on the role of employees and is their self-esteem, and based on their belief about their competence and ability in the organization. Organization-based self-esteem is related to job roles in the organization. In addition, many other behavioral assessments are done to judge organizational based self-esteem. Based on the research conducted by (Joeng et al., 2017), it is concluded that the organization's self-esteem is positively correlated to the job satisfaction and performance of the employee at the workplace.

Also, the organizational commitment depends on the OBSE, which is also related to the performance. The supervisor is the role model in the organization. If the supervisor phubbing leads to ignorance of employees through intentional or unintentional behavior, which leads to the issues.

In case of some issues, it leads to ending more job complexity, autonomy and support to its employees. There will be a negative effect on ones organization-based self-esteem due to supervisor phubbing, as this is linked with the unmet need to belong (Akdoan, 2017). Thus based on the above-mentioned factors, the following hypothesis can be generated:

H17: Supervisor phubbing is negatively related to organizational based self-esteem.

2.19 Organizational Based Self-Esteem and Depression

According to the Belongingness theory framework (Baumeister & Leary, 1995) when ones need for belongingness goes unmet due to non-meaningful contact from the significant contact during the interpersonal interaction. Then the theory further suggests that this mechanism will lead to ill effects. As ones self-esteem level is linked with the acceptance and rejection from the valued person (Williams, 2007). The level of self-esteem increases and decreases with acceptance or rejection. When used in the workplace, I measure self-esteem with organization-based self-esteem. OBSE is linked with acceptance or rejection from a particular group or member of a group (Pierce et al., 1989). It involves belief like one feels a significant, capable and worthy member at work (Pierce & Gardner, 2004). Members of the organization can judge their value from the signals received from managers and the organization in the form of communication (Gardner, Van Dyne & Pierce, 2004; Baumeister, 1999).

There is a number of events that can cause depression, which can be both social and other (Leary, 1990). Lowered OBSE generally results in depression, but not all depression comes from lowered OBSE level. Research also provides support that when ones failure to have inclusion or acceptance from a particular group or person, then this leads to depression (Leary, 1990). There is an inverse relationship with both general and social depression to a degree in which an individual feels accepted and included by others (Tambor & Leary, 1993). Previous research work suggests that an individual having low self-esteem is likely to get depression, social anxiety, jealousy and loneliness as compared to an individuals having high-level self-esteem. (Russell et al., 1980; White, 1981; Kuiper, Derry & MacDonald, 1982; Pines & Aronson, 1983). Previous research suggested looking at the relationship between OBSE and employees psychological well-being as work plays an important part in people's lives (Pierce, Gardner & Crowley 2016).

In the organization, different types of practices and management systems that experience follows the employees in the organization and put different OBSE levels,

including high and low levels (Pierce & Gardner, 2004). Individuals having low OBSE feel their self-worth poor and, as a result, show negative attitudes and psychologically withdraw their attachment from the organization. The findings of a research study provide support this view that when low OBSE then more negative job attitudes (Gardner & Pierce, 2011).

However, when a belief come from others significant that the individual is competent, need satisfying, and capable then such type of beliefs transmitted the message through communication in the form of routine behavior and words which make the individual feel competent and worthy about oneself (Korman, 1970; Pierce & Gardner, 2004). As in this study, I am using the belongingness theory perspective, and OBSE is a psychological mechanism derived through belongingness theory. As the individuals perceive rejection due to thwarted belonging from supervisor phubbing, they will feel less valued and less likely to feel like the vital members of the organization. Such type of feelings will undermine their self-competence sense and will lead to a low level of OBSE. (Yin, Wang & Huang, 2012). For those who are sensitive to the level of acceptance from a group, their concern for OBSE level is pervasive (Leary, Tambor, Terdal & Downs, 1995). When ones need to belong is not met, then ones OBSE level decreases. Previous research study suggests that in the work context, ones lower level of OBSE is linked with negative behaviors (Thau et al., 2007).

Although there is a number of research studies available on the negative relationship between general self-esteem and depression (Kivimaki & Kalimo, 1996; Spector & Jex, 1998; Jex & Elacquas, 1999; Frone, 2000; Bowling, Eschleman, Wang, Kirkendall & Alarcon, 2010), some research studies found that low OBSE contributes to Depression (Kuster, Orth & Meier, 2012; Gardner & Pierce, 2011; Sowislo & Orth, 2013; Steiger, Allemand, Robins & Fend, 2014). In general, the research findings show that high self-esteem has positive outcomes, while low self-esteem predicts negative consequences (Sowislo & Orth, 2013).

Employee self-esteem plays a vital role in organizational experience. This is related to job satisfaction, productivity and citizenship behavior. The turnover intentions are also affected by these psychological factors. Therefore, standardized organizations pay specific attention to these factors. The organization's self-esteem is

affected by factors such as self-efficacy and self-regulation. Research conducted by (Iacoviello et al., 2017) has revealed that organizational-based self-esteem impacts the performance of the employees. As mental dissatisfaction leads to poor work management and mental health. A study by (Bruyn & Boom, 2005) has proved that high employee productivity is dependent on organizational based self-esteem. The employee with high self-esteem in the organization seemed to possess high will-power. It impacts the performance of the employees. Employee learning behavior is also impacted by organizational based self-esteem. The employee feels like the need for belonging is satisfied by the organization. It leads to a positive organizational environment. A positive organizational environment leads to employee psychological satisfaction. Altogether, it leads to a production environment. Grawitch, Trares & Kohler, (2007) has concluded that the lack of satisfaction of employee needs depends on organizational based self-esteem. If the employee doesnt feel self-esteem in the organization, it leads to demotivation among the employee. Not only it impacts the productivity of the employee, but it also impacts the psychological health of a person. Altogether, it leads to a mental condition where the negative feelings overcome the person. The enhanced negative feelings and lack of motivation and confidence lead to depression among employees, which described that there is a negative relationship between organizational based self-esteem and employee performance (Lou & Li, 2017). The following hypothesis can be generated from the above discussion:

H18: Organizational based self-esteem is negatively related to Depression.

2.20 Organizational Based Self-esteem Mediates between Supervisor Phubbing and Depression

The employee performance is affected by the way they act to their life experience, or either it depends on the way through which the individuals perceive themselves as need-satisfying and competent individuals. Based on the research conducted by Adamczyk, 2018 it is concluded that a favorable work attitude is developed among

employees with high self-esteem. It depends on the individual perception of their importance and competency skills in the organization. In other words, the employee competency and attitude are consistent with the individuals. Whereas the unfavorable work attitude is possessed by low-competent employees. Summarizing the work competency ability of an individual depends on organizational based self-esteem. The unfavorable work attitude leads to negativity among the employees, which is a lack of self-esteem. The lacking self-esteem leads to negative feelings such as Depression. Supervisor phubbing impacts on the OBSE. The employee's behavior with the employer depends on the perception of the employer. A number of researches explored the relationship between employer perceptions and behavior (Grawitch, 2007; Jahanzeb, Fatima & Malik, 2018; Lavigne, Vallerand & Crevier-Braud, 2011). The Supervisor's phubbing impacts employee's perception of their boss. The employees predict that the supervisor's pubbing weakens the personality of the employer in front of an employee. Due to leadership issues, employee productivity is also affected, which leads to issues related to organization-based self-esteem. Supervisor phubbing impacts productivity as well as the thinking approach of the employees. The employees with high motivation show an effective performance as compared to the others who have a lack of motivation. Self-esteem shows the worthiness of the employee. Organizations with high self-esteem find their employee more productive and motivated. Supervisor phubbing is related to the self-esteem of the employee. If the employee is not appreciated or motivated, it leads to a lacking of self-esteem. Ultimately, it leads to a depressive mental state. The following hypothesis can be generated from the above findings:

H19: Organizational based self-esteem mediates between Supervisor phubbing and Depression.

2.21 Organizational Based Self-esteem and Anxiety

The upward communication strategy has a significant impact on organizational performance. The communication between the middle managers and the higher

manager is also perceived as an important factor for job satisfaction. A significant relationship has been drawn between organizational strategies and employee performance (Kayi et al., 2016). Many studies revealed that organizational self-esteem depends on employee satisfaction, organizational identification and employee commitment. The motivation of employees also depends on organization-based self-esteem. The OBSE describes the meaningfulness, competence, importance and worthiness of the employees. The turnover intention of the employee also depends on organizational based self-esteem. Lack of satisfaction also depends on organizational based self-esteem. The communication of the employee depends on the OBSE. The low Organization based self-esteem(OBSE) affects communication at the job. The employees feel that they are not being valued at the job. As per belongingness theory and based on logic, it is obvious that low OBSE reduces organizational commitment and increases employee absenteeism in comparison to those having high OBSE. Another research conducted showed that Job satisfaction is related to employee psychological satisfaction also Grawitch, Trares & Kohler, (2007). A significant relationship has been observed between organizational support and organizational deviance.

Many factors have been associated with organizational based self-esteem, such as perceived organizational support, role overload, role ambiguity, and role conflict. In addition, the authorization behavior also impacts employee self-esteem. Thus, the higher self-esteem level impacts the performance of the employee and the psychological perception of the workplace. The organizational authoritarian leadership impact negatively on task performance and Organizational based self-esteem, a study conducted by (Yang & Treadway, 2018) in which it is revealed that ostracism is developed because of Organizational based self-esteem. Ostracism is the phenomenon of ignoring people intentionally or unintentionally. Supervisors ignore the employees, which hurts their intention to work and overall motivation to the work. It leads to psychological issues, which lead to a state of anxiety in the employees. Research conducted by (Yang, Treadwa, 2018) shows that high self-esteem leads to positive motivation. Comparatively, low self-esteem leads to negative intentions, such as the development of anxiety.

H20: Organizational based self-esteem is negatively related to Anxiety.

2.22 Organizational Based Self-esteem Mediates between Supervisor Phubbing and Anxiety

A significant role has been determined with the self-esteem of employees as work-related attitude and behavior depends on the organizational based self-esteem. Supervisor phubbing impacts on employee self-esteem. Ostracism occurs because of intentional or unintentional ignorance of employees. Because of the use of smartphones in the form of using the internet or other social applications, a feeling of being ignored is developed among the employees (Jahanzeb, Fatima & Malik, 2018; Kayi et al., 2016). Based on the research conducted by (Greguras & Diefendorff, 2009), it is deduced that the person observes the perception of himself from the environment. If need- and competent feelings are provided to the employees, it leads to the development of self-belief about himself. Overall, it leads to self-esteem development in the organization. A higher level of self-esteem leads to satisfaction behavior among the employee, whereas the lower level of self-esteem gives a feeling of unsatisfied behavior and lack of motivation. Overall, it affects the employee physically and mentally. The psychological disturbance leads to anxiety, Depression and similar other psychological problems. (You et al., 2019) has conducted a study which revealed that the employees with low self-confidence and feel shy could easily interpret their feelings on the mobile phone as compared to a physical environment. Another study conducted by Kent, Goetzel, Roemer, Prasad, and Freundlich (2016) has discovered that top-down communication strategies are mandatory for a healthier organizational environment. From this perspective, the supervisor and employee relationship must possess strong communications standards. The research explored that an individual develops feelings about himself, which are efficacious and competent, from the environment. Whereas, the result findings (Jahanzeb & Fatima, 2018) shows that feelings of ostracism are developed within the individuals through workplace ostracism and leads towards individuals interpersonal deviance.

A supervisor phubbing leads to a feeling of rejection, unprotective and unmotivated. Such negative feelings act as the central point for self-esteem development. Low self-esteem develops a feeling of anxiety, according to (Alavi & Askaripur,

2003). Research findings of (Van Dyne et al., 2000) described that the supervisor's phubbing induces anxiety in the employees. The organizationally based self-esteem act as the mediator between anxiety and supervisor phubbing. I propose the followings based on the above findings:

H21: Organizational based self-esteem mediates between Supervisor phubbing and Anxiety.

2.23 Organizational Based Self-esteem and Organizational Deviance

Organizational deviance refers to unethical behavior in the organization. OBSE is mostly used as a predictor, causing a variety of organizational behavior-based outcomes like decreasing turnover intention and increasing the motivation of employees along with other behaviors (e.g., acts of good organizational citizenship) and attitudes (e.g., job satisfaction).

The intentions to quit are also developed in the employees because of the violence of self-esteem. Various factors impact the self-esteem that is assessed by the job role being assigned, level of motivation and similar other factors that help to achieve a satisfactory level among the employees at work. OBSE also impacts the working behavior of employees. Such as a high OBSE employee work more productively and can also work voluntarily (Sometimes) (Bowling et al., 2010).

Research findings of (Pierce & Gardner, 2004) describe that employee self-esteem is related to self-rejection feelings or positive self-worth. An employee with lower self-esteem leads to a higher level of self-rejection. This impaired self-regulatory ability leads to self-awareness and self-rejection.

The decrease in self-esteem change the behavior to comply with social rule and standards for achieving goals, and impairment in self-regularity mechanism is the root cause of deviant behavior at work (Hsu & Kuo, 2003).

Thus, the development of deviant behavior impacts the unethical behavior in the organization. Organizational self-deviance affects organizational performance.

A study by Mariek Vanden Abeele, (2019) explores that thwarting of belonging and esteem needs, which, in turn, can result in deviant behaviors.

A feeling of objectivity induces negative behavior among the employee that results in a higher level of organizational deviance.

It may be defamation of the organization, destroying the organizational assets, impaired self-regulation, unethical behavior in the employees.

It comes as a result of the dissatisfaction with employees from the workplace environment. Based on these findings, the following hypothesis has been proposed:

H22: Organizational based self-esteem is negatively related to organizational deviance.

2.24 Organizational Based Self-esteem as a Mediator between Supervisor Phubbing and Organization Deviance

Supervisor phubbing relates to a level of dissatisfaction among the employees. Many factors impact organizational based self-esteem, such as job role being assigned and supervisor phubbing. The self-esteem of employees is affected by the supervisor's phubbing. Ostracism is developed among the employee because of supervisor phubbing. Because the feelings of rejection are developed among the employee. Based on the research conducted by (Joo & Jo, 2017), it is deduced that the lower Organization based self-esteem leads to deviated behavior among the employees. (zduran & Tanova, 2017) concluded that unsatisfied behavior and a level of dissatisfaction among the employees lead to deviation among the organization. A research study conducted by Borton, Oakes and Lengieza (2017) regarding the deviated behavior comes as a result of rejection from the supervisor, which described that the lowered organizational based self-esteem leads to a negative feeling among the employees, which leads to the deviation behavior among the employee. Also, the findings of Mariek Vanden Abeele, (2019) describes that supervisor phubbing results in lowered organization self-esteem.

It is inferred that Organization based self-esteem act as the mediator factors between the supervisor phubbing and organizational deviance, which leads to the proposition of the following hypothesis:

H23: Organizational based self-esteem Mediates between Supervisor Phubbing and Organizational Deviance.

2.25 Organizational Based Self-esteem and Organizational Citizenship Behavior

Ostracism impact the information exchange within the employees and organizations. The information exchange from top-down could be a possible situation where the employees perceive themselves as part of the organization. Based on the research conducted by Thomsen, et al. (2013), it is concluded that organizational-based self-esteem leaves a positive and negative impact on anxiety feelings.

The employees feel depressed if their self-esteem is being astonished (Gilbody, Bower & Rick, 2012). The research efforts of Brousse, et al. (2008) have shown that feelings of belongings, control and self-esteem are impacted because of phubbing. In addition, according to Gullander et al. (2014), a lack of trust occurs in the organization in case of workplace bullying from the supervisor. Altogether, it leads to depression for the employee. Due to the lack of justification of employees, a situation arrives when the employee feels unimportant in the workplace. Based on the research conducted by Haslam, Atkinson, Brown, and Haslam (2005), it is concluded that employee self-esteem is affected strongly because of anxiety, depression, and lack of trust. Collectively, self-esteem is lowered because of such incidents in the organization. If the employee feels unmotivated and unimportant in the organization, he considers that any extra work might be a loss of time. All this is due to loss of self-esteem, which leads to issues related to citizenship behavior. Based on the above findings, the following hypothesis is proposed:

H24: Organizational based self-esteem is positively related to organizational citizenship behavior.

2.26 Organizational Based Self-esteem Mediates between Supervisor Phubbing and Organizational Citizenship Behavior

Vie, Glas & Einarsen, (2010) concluded that the self-esteem of employees motivates them to work productively in the organization and leads to greater satisfaction among employees. Supervisor phubbing creates ostracism in the employees. Ostracism impacts negatively on employee self-perception. Every employee feels like part of the organization.

In the workplace, there is a more chance of developing a sense of anxiety and depression by an employee due to ignorant behavior from the supervisor. (Haslam C., Atkinson, Brown & Haslam, 2005) that can lead to ignorance, excluding and dissatisfaction among employees. Based on Hauge, Skogstad & Einarsen, (2010) findings, it is concluded that workplace bullying to neuroticism, which lowers the self-esteem of employees.

Employee motivation and self-esteem are positively related to each other. The supervisor phubbing creates an ostracism situation among employees, which lowers self-esteem. An employee with a higher intolerance level may feel lower self-esteem because of anxiety and depression. It impacts organizational citizenship behavior (Reevy & Deason, 2014).

Ostracism impact on behavioral responses and attitude of employees (Nezlek, Wesselmann, Wheeler & Williams, 2015). It leads to depression and anxiety, which results in lowering the self-esteem of employees. It impacts the organizational citizenship behavior. It is because the employee feels that he is not a part of the organization, and unsupportive behavior by supervisors impacts negatively on his mind. Altogether, it leads to citizenship behavior among the employees, whereas self-esteem act as the mediating variable. Therefore, I anticipate the following hypothesis:

H25: Organizational based self-esteem mediates between Supervisor phubbing and organizational citizenship behavior

2.27 Organizational Based Self-esteem and In-Role Performance

Employee self-esteem results in better decision management skills development. Employee trusts their judgment and makes better decisions. It also helps to develop interpersonal skills and contribute to the work environment through his creativity. Thus, it affects the role performance of the employee at the workplace (Brousse, et al., 2008). The trust of the employer also leads to productive results by the employee and helps to develop a professional life standard. The appreciation and rewards also impact positively on the employee's perception of himself (Green, 2003). Which is directly related to the in-role performance and productive results by the employee?

Satisfying the belonging need in a specific environment like the workplace enhances self-esteem to that specific domain. A meta-analysis reported by Bowling, Eschleman, Wang, Kirkendall & Alarcon, (2010) regarding the positive link between OBSE and organizational commitment, job satisfaction, organizational citizenship behaviors, employee health and job performance.

H26: Organizational based self-esteem is positively related to in-role performance.

2.28 Organizational Based Self-esteem Mediates between Supervisor Phubbing and In-Role Performance

The organizational based self-esteem plays an important in supervisor phubbing and their in-role performance. To examine this aspect, a research study was conducted by Ferris, Lian, Brown, and Morrison (2015) and the main themes of this research were based on ostracism, job performance, and self-esteem. The factor of self-esteem was taken as a mediating mechanism in countering the effect of ostracism on the behaviors of individuals, to ensure to act in a way that is consistent with verified self-perceptions. The evidence favors that self-esteem and ostracism

have some relation with the behavioral outcomes in a mixed way. The mixed behavioral outcomes are due to the individual engagement in alternative behaviors in order to verify their own self-perceptions and self-enhance; these suggest a relation between behavioral outcomes and self-esteem. To examine all this evidence, this study tries to examine that when people need to self-verify and when they are self-enhanced. To find out all these, this research study set the contingent self-esteem as a determining factor to test that notion. The contingent self-esteem helps in showing the extent of self-worth depend on outcomes in a specific domain and also work as a mediator in accounting within the relation of job performance and ostracism. The multi-wave and multi-source study designs are used as two samples field for the predictions of self-enhancement and self-verification. Moreover, the study also discusses the practical and theoretical implications for self-enhancement and self-verification motivation and the negative interpersonal behaviors faced by employees at work (Ferris et al., 2015).

Another important work is also done by Akgunduz in 2015 to identify the role of self-esteem and stress on the performance of the job. The main objective of the study was to explore the impact of self-esteem and stress on the performance of employees jobs. Furthermore, this research paper tries to identify the major stress factor among role ambiguity, overload, and role conflict within the organization. Almost 227 respondents filled the questionnaire, and their responses were further analyzed for findings. For hypotheses testing in an empirical way, the structural equation modeling technique was used. The findings of the study indicate that there are three patterns, first the role conflict and role ambiguity, which negatively associates with the factor of job performance. Secondly, self-esteem and overload are positively associated with the factor of job performance, and the factor of role ambiguity releases more stress than the factors of overload and role conflict. The findings of this research paper can be generalized on the role of supervisors in phubbing and in role-performance where self-esteem can play a significant role as a mediator.

H27: Organizational based self-esteem mediates between Supervisor phubbing and in-role performance.

2.29 Need to Belong and Organization Based Self-esteem Simultaneously Mediates between Supervisor Phubbing and Depression

David and Roberts (2017) regarded phubbing behavior as harmful, either from supervisor or co-worker phubbing behavior, irrespective of workplace, meeting or in the face to face conversation (David & Roberts, 2017).

The employee will feel de-valued, inferior and will perceive rejection resultantly. Belongingness theory also supports this phenomenon of meaningful and quality contact that matters; if it lacks, then the individual will perceive rejection.

Phubbing behavior (either from supervisor or co-worker) in the workplace will lead to a lower the level of organization-based self-esteem as a result of perceived rejection and thwarted belongingness because the supervisor and co-workers are conceptualized as sources of belonging within the organization context (Ferris, Brown & Heller, 2009).

Individuals with the satisfaction of needs result in bringing effective and productive results. The supervisor phubbing results in neuroticism.

The supervisor act as a socially isolated person in the meeting, which develops a lack of trust and negative perception about the supervisor among the employees (Gerloff & Quick, 1984).

Resultantly, the lack of attention and ostracism leads to dissatisfying behavior among employees.

Thus, it impacts organizational self-esteem. The ostracism also leads to negative emotions and dissatisfaction with need for belongings (Nezlek, Wesselmann, Wheeler & Williams, 2015). All this is due to supervisor phubbing whereas, the Need to belong and organization-based self-esteem act as a mediator variable between them. Following hypothesis is deduced from the above results:

H28: Need to belong, and Organization based self-esteem serially mediate between Supervisor phubbing and depression.

2.30 Need to Belong and Organization Based Self-esteem Serially Mediates between Supervisor Phubbing and Anxiety

Employee psychological needs and demands must be fulfilled by the employer, which results in a satisfying behavior at the workplace. Based on the recent researches, several factors contribute to the employee satisfaction behavior such as organizational based self-esteem, perception about justice in the organization, role at the job place, needs to belonging, incentives, rewards, appreciation by supervisor and workplace environment (Grunberg, Moore, Greenberg & Sikora, 2008). The higher the need for belongings is satisfied by the employer, the higher the satisfaction rate is achieved by the employee, which results in a productive environment. At the same time, the absence of satisfaction leads to depression and a lack of self-confidence among the employees. These factors are collectively related to supervisor phubbing (Nezlek, Wesselmann, Wheeler & Williams, 2015). Ostracism is related to supervisor phubbing, which impacts the individual psychological needs and perception. The research conducted by Fisher-Blando, (2008) describes that workplace bullying by the supervisor leads to physical and mental stress, e.g., anxiety. The human needs dissatisfaction leads to anxiety and a poor working environment. The following hypothesis can be inferred from the findings:

H29: Need to belong and Organization Based Self-esteem serially mediate between Supervisor phubbing and Anxiety.

2.31 Need to Belong and OBSE Serially Mediates between Supervisor Phubbing and Organizational Deviance

A significant relationship has been found between ostracism and employee rude behavior in the workplace. Needs to belong and organizational based self-esteem leads to employee satisfaction. Employee satisfaction leads to a positive work

environment whereas, the negative emotions about the supervisors, etc., lead to organizational deviance (Kura, Shamsudin & Chauhan, 2013).

Increased phone usage leads to anxiety, which may also impact supervisor behavior. Organizational based self-esteem is developed by the honor and appreciation of the employees, which leads to satisfaction to employees whereas, the negative emotions overcome the employee leads to organizational deviance (Gzel & Ayazlar, 2012).

The following hypothesis can be deduced from the above findings:

H30: Need to belong, and Organization based self-esteem serially mediate between Supervisor phubbing and organizational deviance.

2.32 Need to Belong and Organization Based Self-esteem Serially Mediates between Supervisor Phubbing and organizational Citizenship Behavior

Supervisor phubbing is related to neuroticism. According to research conducted by Turel and Bechara, (2017), the positive self-perception of a person results in organizational based self-esteem. The organization with individuals with positive motives leads to productive work. The need to belong is also inter-related to the self-perception of a person.

Organizational citizenship behavior is developed because of workplace satisfaction, but lack of fulfillment of these needs results in ostracism and neuroticism.

The supervisor's engagement with the work is enhanced due to the attention of the workplace (Gill, Haider & Noreen, 2016). The supervisor phubbing leads to ostracism, which together leads to poor organizational citizenship behavior. The following hypothesis can be induced based on the above findings:

H31: Need to belong, and Organization based self-esteem serially mediates between Supervisor phubbing and organizational citizenship behavior.

2.33 Need to Belong and Organization Based Self-esteem Serially Mediates between Supervisor Phubbing and In-Role Performance

Lee (2019) mentioned in his document that an organization is such a place in which a supervisor and workers need to cooperate for different reasons. If this cooperation is not strong, the environment of an organization is affected negatively. The supervisors lack of attention to his workers performance and his habit of phubbing discourage his workers, and its ethically wrong also. According to Maqsood (2019), there is a sense of Need to Belong (NTB) and Organizational Based Self-Esteem (OBSE) that strengthens the relationship between a supervisor and his worker. If this sense of belonging and self-esteem weakens, the in-role performance of workers and supervisors is also badly affected. It creates a lack of trust between employees/workers and supervisors in the organization. Al-Mahayreh & Abdel-Qader (2015) documented in their research that in-role performance refers to the behavior of the supervisor and his attention to his workers and their problems. Phubbing, in ethical terms, is a negative behavior that irritates the next person. Although technology and technological gadgets are useful devices for humans, it creates a communication gap between two persons. It makes a person deviate from his organizational responsibilities and a disappointing in-role performance. NTB and OBSE are those elements that create a sense of belongingness between the employee and the organization in which he works. Ge (2018) highlighted in his document that if an employee/worker feels ignored every time by his supervisor, then he would feel so uncomfortable in that environment. Eventually, it would compel him to leave that organization and eliminate his sense of belongingness for that company.

According to Wearne (2014), Organizational based self-esteem (OBSE) is one of the important points in the rules and regulations of an organization. The role of the supervisor matters a lot in the progress and development of his organization. A study conducted by (Giorgi, Leon-Perez, Cupelli, Mucci & Arcangeli, 2013) has reported that, among other important things, communication in social life has a

great value between two people. It builds the element of trust and reliability on each other. In many organizations, this relation is seen as frequently degrading due to the supervisors habit of phubbing in front of his employees/ workers. A lot of researches and surveys show the results of less performance of organizations due to this. The habit and feeling of being phubbed promote a negative role of supervisor and his less attention to his employees and organization. Baumeister (2002) in his research study, found in his document that it diminishes the power of self-control among employees, and they feel depressed. It also makes someone lose his self-confidence and self-esteem in front of others. Either it is the unintentional or intentional behavior of a supervisor, it impacts negatively on the psychological through the process of his worker or employee. These negative thought processes make an uncomfortable for a person to work in that organization or working environment. Lee (2019) highlighted the point that this not only breaks the relationship between worker and supervisor but also the self of belongingness of a worker to that organization. Therefore, any negative act of supervisor, either its phubbing or any other demotivating behavior, leads to the psychological disturbance of his employees.

H32: Need to belong, and Organization based self-esteem serially mediates between Supervisor phubbing and in-role performance.

2.34 Rejection Sensitivity Moderates the Relationship between Supervisor Phubbing and Need to Belong in such a way that the Relationship is Stronger when High in RS

Baumeister and Leary (1995), in their famous Belongingness hypothesis, that all humans are naturally driven to create and maintain some a relationship with others, and these interpersonal relationships need to be lasting, significant and positive. When one fails with the need to belong may lead the individual to feel loneliness, socially detach, perceive rejection and alienation (Mellor, Stokes, Firth,

Hayashi & Cummins, 2008). It is assumed that the need to belong is a dominant force that affects individuals emotions, behaviors and cognitions (Baumeister & Leary, 1995).

Those who have well-enmeshed in their social relationships are less likely to need to look for additional connections and belongingness than those individuals who are socially depressed. Those individuals who have a high need to belong because of their unmet belongingness will seek further additional connections and bonds than those who have low need to belong because of their met belongingness needs, and these individuals are less likely to express their desire to meet this need to belong (Mellor, Stokes, Firth, Hayashi & Cummins, 2008). Satisfaction may be attained with few contacts by those people who have a lower need to belong, and those with a stronger need to belong may need numerous such contacts (Kelly, 2001).

In the context of the present study, those employees who have a strong need to belong are more vulnerable to feelings of rejection due to the phubbing than those who have less need to belong. On the basis of the above discussion, the following hypotheses can be inferred:

Robert did great work in this context by working on boss phubbing, which undermines the employee's mental condition. The main things which he covers are introducing the phubbing scale for boss phubbing, the impact of boss phubbing on the supervisory trust, absence of supervisory trust makes the employee engagement lower, the negative impact of boss phubbing on employee engagement and the role of the psychological condition in mediating the trust and enhancing the engagement relationship. This research paper tries to investigate the influence of supervisors common behavior of boss phubbing. The boss phubbing is the behavior defined as the behavior of the supervisor shows to distract an employee in the presence of its subordinates, to analyze its influence on the psychological conditions and supervisory trust necessary for employee engagement. The researcher conducted three studies in this regard to test the hypothesis by measuring the situational prime and continuous measure of BPhubbing. The findings of this research study show that phubbing has a negative impact on employee engagement, especially the BPhubbing decreases employee engagement through undermining

the supervisory trust. This also decreases employee engagement in the context of psychological conditions and availability. In the end, the researcher also suggests the practical and theoretical implications for the use of smartphones and BPhubbing, especially which undermines the outcomes of the job. Moreover, the research finding also provides a complete theoretical understanding of the psychological processes in the context of BPhubbing, which influences employee engagement. The research recommended for a complete training program regarding supervisory and organization should make corporate policies regarding the use of mobile phones (Robert, 2017).

Another important work is done by (T'ng, Ho & Low, 2018) related to Phubbing behavior through his research study. He mentioned that the behavior of Phubbing is pervasive, but its measurement and examination is still deficient. His research study tries to investigate the different aspects of phubbing. He aims to examine the relationship that existed among the five big personality traits with phubbing behavior and internet addiction; the personality traits he has taken are extraversion, coping styles, conscientiousness, agreeableness and open-mindedness. Secondly, he aims to investigate the mediating role played by internet addiction in these relations and lastly to analyze the existed invariance among sex groups in measurement.

The mediating role was played by internet addiction among pubbing behavior and open-mindedness. The findings of measurement invariance reveal extraversion, Internet addiction, conscientiousness, phubbing behavior constructs, and negative emotionality are high in measurement invariance. At the same time, the partial measurement invariance is showed by the agreeableness construct. In contrast, the three constructs are failed to reach the partial measurement invariance, which are emotional-focused coping, open-mindedness, and problem-focused. These three show different interpretations in the context of male and female. The findings say that this type of pervasive culture can be overcome in case of promoting the in-person interaction significantly (T'ng, Ho & Low, 2018).

H33: Rejection Sensitivity moderates the relationship between Supervisor phubbing and the need to belong in such a way that the relationship is stronger when high in RS.
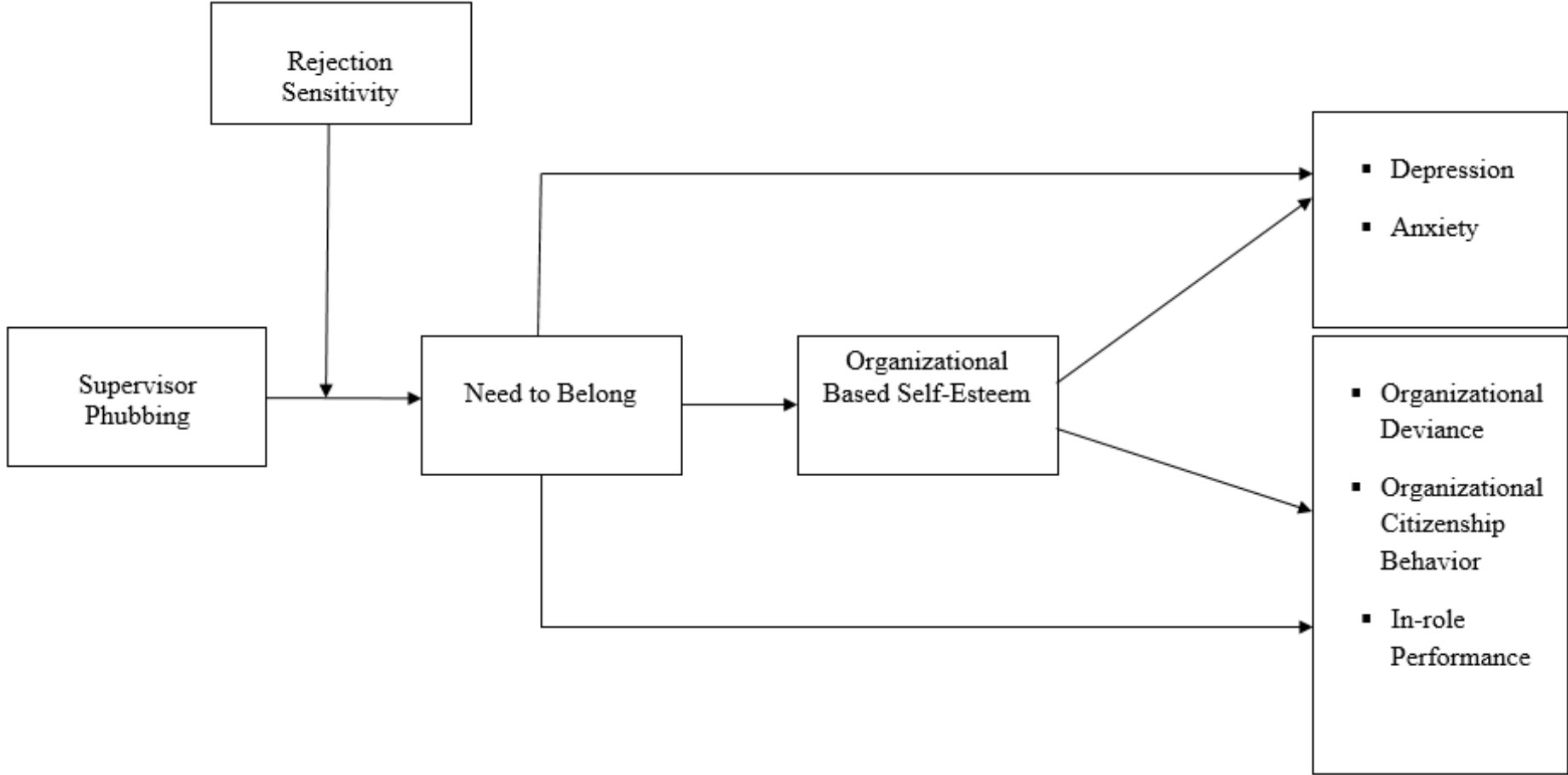
FIGURE 2.1: Conceptual Framework

2.35   Research Hypothesis

H1: Supervisor phubbing is positively related to Depression.

H2: Supervisor phubbing is negatively related to employee need to belong.

H3: Need to belong is negatively related to Depression.

H4: Need to belong mediates between Supervisor phubbing and Depression.

H5: Supervisor phubbing is positively related to Anxiety.

H6: Need to belong is negatively related to Anxiety.

H7: Need to belong mediates between Supervisor phubbing and Anxiety.

H8: Supervisor phubbing is positively related to organizational deviance.

H9: Need to belong is negatively related to organizational deviance.

H10: Need to belong mediates between Supervisor phubbing and Organizational Deviance.

H11: Supervisor phubbing is negatively related to organizational citizenship behavior.

H12: Need to belong is positively related with organizational citizenship behavior.

H13: Need to belong mediates between Supervisor phubbing and organizational citizenship behavior.

H14: Supervisor phubbing is negatively related with in-role performance.

H15: Need to belong is positively related with in-role performance.

H16: Need to belong mediates between Supervisor phubbing and in-role performance.

H17: Supervisor phubbing is negatively related to organizational based self-esteem.

H18: Organizational based self-esteem is negatively related to Depression.

H19: Organizational based self-esteem mediates between Supervisor phubbing and Depression.

H20: Organizational based self-esteem is negatively related to Anxiety.

H21: Organizational based self-esteem mediates between Supervisor phubbing

and Anxiety.

H22: Organizational based self-esteem is negatively related to organizational deviance.

H23: Organizational based self-esteem mediates between Supervisor phubbing and organizational deviance.

H24: Organizational based self-esteem is positively related to organizational citizenship behavior.

H25: Organizational based self-esteem mediates between Supervisor phubbing and organizational citizenship behavior.

H26: Organizational based self-esteem is positively related with in-role performance.

H27: Organizational based self-esteem mediates between Supervisor phubbing and in-role performance.

H28: NTB and OBSE serially mediates between Supervisor phubbing and Depression.

H29: NTB and OBSE serially mediate between Supervisor phubbing and Anxiety.

H30: NTB and OBSE serially mediate between Supervisor phubbing and organizational deviance.

H31: NTB and OBSE serially mediate between Supervisor phubbing and organizational citizenship behavior.

H32: NTB and OBSE serially mediate between Supervisor phubbing and in-role performance.

H33: Rejection Sensitivity moderates the relationship between Supervisor phubbing and the need to belong in such a way that relationship is stronger when high in RS.

Chapter 3

Research Methodology

3.1 Research Methodology

This chapter deals with the methodology used to explore the impact of supervisor phubbing (SP) on dependent variables (depression (DEP), anxiety (ANX), organizational deviance (OD), organizational citizenship behavior (OCB) and in-role performance (IP)) by testing direct relationship and indirect relationship as well as through mediators need to belong (NTB) and organization-based self-esteem (OBSE). This includes research design (study type, unit of analysis, to which extent researchers interference and so on), study sample, target population, research instrument, statistical techniques employed, as well as data collection management and data analysis.

3.2 Research Design

Research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with the economy in procedure" (Sellitz, Jahoda & Deutsch, 1965 p.50, quoted in Terre Blanche & Durrheim, 1999 p. 29). The successful results of the hypothesized relationships are based on well-designed research that helps the researcher (Wiersma & Jurs, 2005). Research design is a pre-requisite for data collection and data analysis. The research design function is to portray a clear picture to the researcher

regarding the initial research questions (De Vaus & de Vaus, 2001, p. 9). According to Labaree (2009), research design helps establish the conceptual framework of the study, decision-making process and data analysis.

A comprehensive process that involves study details, study type, settings, unit of analysis, time horizon are discussed below:

3.2.1 Type of Study

This study is based on the explanatory study. The explanatory study helps the researchers investigate the answer to a problem based on causal links (Baxter & Jack, 2008).

As a result, the explanation involves a relationship based on some program effects and program implementation (Yin, 2003). Likewise, this study aimed to test the hypotheses proposed based on the cause-effect relationship of variables. Statistical tools were used to test the proposed hypotheses, and data was collected using Survey (self-administered questionnaires).

3.2.2 Study Setting

The nature of the current study was not contrived. The researcher did not make any changes in the normal flow of work. The natures of variables in the present study are not dependent on artificial or changes in the environment.

The study is based on the employees self-experience in the workplace can be observed where the supervisor's phubbing is being done and how adversely it affected the employee's behavioral and psychological outcomes. Previous researchers have utilized similar approach for testing the similar nature hypothesis (Jahanzeb, Fatima, & De Clercq, 2020; Naseer et al., 2020).

3.2.3 Unit of Analysis

The unit of analysis for the current study was individual employees working in different organizations.

3.2.4   Time Horizon

Data for the current study was collected in 4 months period, and it was time lag data. First collected independent variable (supervisor phubbing), moderator (Rejection Sensitivity) and demographics data at time 1, then in time lag 2 mediator (need to belong) data was collected, in time lag 3- second mediator (organization-based self-esteem) data was collected and in time lag 4 all dependent variables (***depression, anxiety, organizational deviance, organizational citizenship behavior, and in-role performance*** data were collected from the same respondents.

Time Lag 1-T1: In time lag 1, responses from the independent variable (supervisor phubbing), moderator variable (rejection sensitivity) and demographics were collected at Time 1.

Time lag 2-T2: Responses from Mediator (need to belong) were collected at Time 2.

Time lag 3-T3: Responses from the second Mediator (organization-based self-esteem) were collected at Time 3.

Time lag4-T4: Responses from outcome variables Depression, Anxiety, Organizational deviance, OCB and in-role performance were collected at Time 4.

3.3   Population and Sample

3.3.1   Target Population

The population is the broader group of people to whom the researcher intends to generalize the study results. The population of a study represents the larger group of individuals out of which the sample needs to be drawn. The population must be defined before proceeding with data collection and analysis.

The data was collected from public and private sector organizations in Islamabad and Rawalpindi, The rationale behind choosing both public and private sector organizations is the nature of the study variables especially supervising phubbing

and its prevalence in both public and private sector organizations. Hence, I target those respondents having a smartphone and working in the workplace where smartphones are not restricted. I make sure that the respondents are working, adults and having some experience to better fill the current study survey as the phubbing is being done everywhere (David & Roberts, 2017; Roberts & David, 2017). First, the participants were introduced to the purpose of the current study and got their informed consent before participating in the survey. The researcher offered no incentives to the respondents of this study. Smartphone use is problematic and negatively affects organizations, so there are more chances of being phubbed from a supervisor in different organizations, especially from those who are using smartphones frequently.

3.3.2 Sampling Method and Sample

Sampling is a technique which is used to describe the target population that best represents the overall population by using the statistical technique in data collection (Frey, Botan & Kreps, 2000; Latham, 2007; Singleton, Straits & Straits, 2005; Rossi, Wright & Anderson, 2013). In order to carry out quantitative research from a large population, sampling is mandatory. To collect the entire population's data is expensive, time-taking and sometimes impossible; to get reliable results. For easy approach, sampling is recommended.

Sampling has several advantages, including less time required for data collection, easily manageable data analysis, handling, processing, and interpretation, which is also less complicated than the total population.

In order to get the comprehensive information regarding the target population, probability sampling technique is appropriate (Wiersma & Wiersma, 1985). On the practical note, it is not possible to have all the information regarding the population of public and private sector organizations. So, in this study we used the convenience sampling (non-probability) technique for the data collection. According to studies reported by Krejcie and Morgan (1970) and Cohen (1969) if the population size is 2500000 then at 95% confidence interval with 5.0% margin of error the sample of 407 is adequate.

3.3.3 Sample Size

Printed as well as online questionnaires were used. The target sample of this study was 650, and the convenience sampling technique was administered. The total collected sample was 407, which is large enough. Following was the attrition rate across data collection waves. Time lag 1, the attrition rate was 92%, time lag 2, the attrition rate was 81%, there was 72% attrition rate in time lag 3, and in time lag 4, the attrition rate was 62%.

3.3.4 Procedure

Questionnaires were distributed personally, through emails and online sources amongst study participants after getting official approval from their concerned authorities. Plenty of efforts were made to use contacts to get the maximum responses from the target respondents. There were various sections for the study questionnaire, including respondents' demographics profile (gender, education, age, time spent with supervisor, experience) and Likert-scale questions regarding each variable. An introductory cover letter was attached to the questionnaire, explaining the study's purpose and the respondents were encouraged to participate by ensuring confidentiality and anonymous status.

The department heads, Managing Directors/General Managers, HR department, and Superintendents were contacted and explained to them regarding this study. After their informed consent, individual employees were contacted to get data for research. In each department, employees were taken in confidence to fill questionnaires at four-time lags (T1, T2, T3 and T4). In order to match the same respondents from T1, T2, T3, and T4 and to ensure the respondents anonymity, employees were asked to specify their maternal grandparents. Furthermore, the study and its objectives were explained to respondents (employees), and after their informed consent and voluntary participation in this study, the data was collected. The respondents were ensured that their responses would remain anonymous, and no one would identify the respondents identity.

Data collection was done in four-time waves, i.e., time lag 1, time lag 2, time lag 3, and time lag 4, from the same respondents.

3.4 Instrumentation

Previously validated and developed instruments were used to measure all the variables of the current study.

3.4.1 Supervisor Phubbing (Time-Lag 1)

Roberts and David (2017) 9-item scale for Boss Phubbing was adopted in this study with slight modification by replacing the boss with the supervisor. Sample items included, ***My Supervisor places his or her cell phone where I can see it when we are together, and When my supervisors cell phone rings or beeps, he/she pulls it out even if we are in the middle of a conversation.*** A seven-point Likert scale ranging from 1 Strongly disagree to 7 Strongly agree was used to record responses.

3.4.2 Rejection Sensitivity (Time Lag 1)

The Rejection Sensitivity Questionnaire (RSQ; Feldman & Downey, 1994) was used to assess rejection sensitivity. This scale presents 9 scenarios and asks respondents to assess, first, their concern about, and second, the perceived potential for rejection in each scenario (e.g., How concerned or anxious would you be over whether or not your family would want to help you? and I would expect that they would agree to help me as much as they can). The responses were measured on a 6-point Likert scale ranging from 1=very unconcerned/very unlikely to 6= very concerned/very likely. The score for each item represents the product of participants concern for rejection and expectation of rejection (higher expectation scores indicate expectations of acceptance). The total RSQ score represents the average of scores for the 9 scenarios.

3.4.3 Need to Belong (Time-Lag 2)

I used a slightly modified ten-item scale originally developed by Leary, Kelly, Cottrell, and Schreindorfer (2013) to measure the workplace need to belong. A

sample item is I try hard not to do things that will make my supervisor avoid or reject me. Responses were rated on a 7-point Likert scale ranging from 1 Not at all to 7 Extremely.

3.4.4   Organization-based Self-esteem (Time-Lag 3)

I used Scott, Shaw, and Duffys (2008) five-item scale to measure organization-based self-esteem. Sample items are I count around here; I am valuable around here and There is faith in me around here. Responses were recorded on a seven-point Likert-type scale ranging from 1 Strongly Disagree to 7 Strongly Agree.

3.4.5   Depression and Anxiety (Time-Lag 4)

DASS-21 Serbian Version of the Depression and Anxiety was measured by adopting the Lovibond and Lovibond (1995) DASS-21 for Depression and Anxiety Scale, which has a total of 21 items (7 items for Depression Scale; 7 items for Anxiety scale, and 7 items for stress scale, here in this study

I used total 14 items; 7 for Depression and 7 for Anxiety scale.). The sample item for depression included **I found it difficult to work up the initiative to do things** and the sample item for Anxiety scale included, **I felt I was close to panic**.

Responses were rated on a 4-point scale, from 0 (did not apply to me at all) to 3 (applied to me very much, or most of the time).

3.4.6   Organizational Deviance (Time Lag 4)

6 items Scale by 6 Singh (2019) adapted from Bennett and Robinson (2000). The sample items included, **I prefer taking additional or a longer break than acceptable in my organization, and I prefer to leave for home early from work without permission.. Responses were rated on a 7-point Likert scale, 1 (Never) to 7 (Daily).**

3.4.7   Organizational Citizenship Behavior (Time-Lag 4)

10 items Scale shorter version following Lee and Allen (2002) an aggregate measure for tapping OCB, which includes OCBE (5 items) and OCBO (5 items). The sample items are OCBE, **Helps others who have been absent**; OCBO, **Attend functions that are not required but that help the organizational image**. Responses were rated on a 7-point Likert scale 1(Never) to 7 (Daily).

3.4.8   In-Role Performance (Time Lag 4)

4 items Scale of Van Dyne and LePine (1998) adapted from the original scale of Williams and Anderson (1991) were used to measure In-Role Performance. The sample items are **I fulfill the responsibilities specified in my job description** and **I meet performance expectations**. Responses were rated on a 7-point Likert scale 1(strongly disagree) to 7 (strongly agree).

3.5   Sample Characteristics

3.5.1   Gender

The table below represents the percentage of males and females participated in our study. There are 407 respondents overall, and 251 respondents were male that is 62%, while there are 156 female respondents that are 38%.

TABLE 3.1: Gender of Sample

	Frequency	Valid Percent	Cumulative Percent
Gender			
Male	251	61.7	61.7
Female	156	38.3	100

3.5.2   Education

In this study, information regarding participants' qualifications was also gathered. As shown in table 3.2 below indicates the level of respondents qualification viz a viz

their percentage. There were 2.0 % participants (Matric), 1.7% respondents were (Intermediate), 23.6% participants were (Bachelor); there were 50.6 % respondents represented (Master); 12.3% respondents were MS/Mphil degree holders; 8.8 % respondents represented (PhD) and 1.0% respondents represented Post PhD). Thus, respondents were qualified enough to serve best. The table shown below indicates the frequency distribution of qualification.

TABLE 3.2: Education of Sample

	Frequency	Valid Percent	Cumulative Percent
Education			
Bachelors	96	23.6	23.6
Masters	206	50.6	74.2
PhD	36	8.8	83
MS/MPhil	50	12.3	95.3
Intermediate	7	1.7	97.1
Post PhD	4	1	98
Matric	8	2	100

3.5.3   Age

The following table shows that 55.5% of employees were between 26-33 in age, 33.4 % were 34-41 years of age, only 10.3 % of respondents were in the age bracket from 18-25 years, 0.5% were between the age of 42-49 years and 0.2% were in the age bracket of above 50.

TABLE 3.3: Age of Sample

Age	Frequency	Valid Percent	Cumulative Percent
42-49	2	0.5	0.5
18 - 25	42	10.3	10.8
34 - 41	136	33.4	44.2
26 - 33	226	55.5	99.8
Above 50	1	0.2	100

3.5.4 Experience

In this table shown below, the information is provided regarding the respondents' job experience in the current organization. The table shows the total length of service of respondents with the organization. The data concerning the job experience of employees has been gathered using a categorical scale. Table 3.4 shown below indicates that 45.5 % of respondents had 6-11 years of time spent, 35.6 % of respondents had 1-5 years of service in the organization, 14.7 % of respondents had 12-17 years of service, 2.9 % of respondents having less than 1-year service and 1.2 % of respondents had above 18 years service.

TABLE 3.4: Experience of Sample

	Frequency	**Valid Percent**	**Cumulative Percent**
Experience			
Less than 1 year	12	2.9	2.9
1-5 years	145	35.6	38.6
6-11 years	185	45.5	84
12-17 years	60	14.7	98.8
Above 18 years	5	1.2	100

3.5.5 Time Spent

Time spent with the respondents' current supervisor shows their length of service with the current supervisor means how long they have been serving in this organization under the current boss/manager/supervisor. The data concerning the time spent of employees has been gathered using a categorical scale.

TABLE 3.5: Time Spend with Supervisor of Sample

	Frequency	**Valid Percent**	**Cumulative Percent**
Time with Supervisor			
Less than 1 year	31	7.6	7.6
1-5 years	100	24.6	32.2
6-11 years	168	41.3	73.5
12-17 years	77	18.9	92.4
Above 18 years	31	7.6	100

The table shown above indicates that 41.3 % of respondents had 6-11 years of time spent, 24.6 % of respondents had 1-5 years of service under a current supervisor,

18.9 % of respondents had 12-17 years of service, 7.6 % of respondents having less than 1-year service and 7.6% of respondents had above 18 years service with the current supervisor.

3.6   Scale Reliabilities

To check the reliability of the questionnaires, Cronbach alpha was analyzed to determine whether all the values of items were up to the mark or not. The reliability of the variables in this study are given below.

TABLE 3.6: Reliability Analysis of Instruments

Variables	*Number of Items*	Cronbach Alpha Reliability
1. Supervisor Phubbing	9	0.927
2. Need to Belong	10	0.887
3. Rejection Sensitivity	9	0.734
4. Organization based self-esteem	5	0.878
5. Depression	7	0.765
6. Anxiety	7	0.73
7. Organizational Deviance	6	0.937
8. Organizational Citizenship Behaviour	10	0.936
9. In-role performance	4	0.88

3.7   Control Variables

The demographic variables used in the study were gender, education, age, experience, and time spent. Several studies elaborated the significance for controlling demographic variables, as these are likely to affect the proposed relationships (Allworth & Hesketh, 1999; Hunter & Hunter, 1984; McDaniel et al., 1988). Following the precedent of previous studies regarding the control of several factors which are related to the primary study variable, i.e., phubbing of my thesis, for example (Chotpitayasunondh & Douglas, 2018; Hales, Dvir, Wesselmann, Kruger & Finkenauer, 2018; Roberts & David, 2017; Vanden Abeele & Postma-Nilsenova, 2018; Xie & Xie, 2020.; Yasin, Bashir, Abeele and Bartels, 2020).

One-way ANOVA was conducted to compare dependent variables (depression, anxiety, organizational deviance, organizational citizenship behavior and in-role performance) across demographic variables. There are no significant results for depression, anxiety and in-role performance across the demographics while results revealed significant differences in organizational deviance across education (F= 9.30, p < .001), age (F= 8.45, p < .001), time spend (F= 3.13, p < .05), insignificant across gender (F= .83, p > .05) and experience (F= 2.0, p > .05). Thus, education, age and time spend are control variables in the study for organizational deviance.

For organizational citizenship behaviour across the demographics. Results revealed that there is significant difference of organizational citizenship behaviour across education (F= 2.25, p < .05), and there are insignificant across gender (F= 1.36, p > .05), age (F= 1.95, p > .05), experience (F= .57, p > .05) and time spend (F= 2.21, p > .05). Thus, education, is the control variable in the study for organizational citizenship behavior.

For organizational-based self-esteem across the demographics. Results revealed that there is significant difference of organizational-based self-esteem across education (F= 2.65, p < .05), and there are insignificant across gender (F= .28, p > .05), age (F= 2.15, p > .05), experience (F= .38, p > .05) and time spend (F= .10, p > .05). Thus, education, is the control variable in the study for organizational-based self-esteem.

TABLE 3.7: Analysis of Variance (ANOVA) Results

	Covariates	F value	Sig.
Depression			
	Gender	0.44	>.05
	Education	0.44	>.05
	Age	2.2	>.05
	Experience	2.2	>.05
	Time spent with supervisor	0.34	>.05
Anxiety			
	Gender	0.32	>.05

	Education	1	>.05
	Age	0.42	>.05
	Experience	0.33	>.05
	Time spent with supervisor	0.26	>.05
OD			
	Gender	0.83	>.05
	Education	9.3	< .05
	Age	8.5	< .05
	Experience	2	>.05
	Time spent with supervisor	3.13	< .05
OCB			
	Gender	1.4	>.05
	Education	2.2	<.05
	Age	1.9	>.05
	Experience	0.57	>.05
	Time spent with supervisor	2.2	>.05
IP			
	Gender	1	>.05
	Education	0.32	>.05
	Age	1	>.05
	Experience	0.74	>.05
	Time spent with supervisor	0.18	>.05
OBSE			
	Gender	0.28	>.05
	Education	2.7	<.05
	Age	2.2	>.05
	Experience	0.38	>.05
	Time spent with supervisor	0.1	>.05

OD= Organizational Deviance; OCB= Organizational Citizenship Behaviour, IP= In role Performance; OBSE= Organization Based Self Esteem

3.8   Data Analysis

In this study, there are three stages. In the first stage, the data were analyzed using SPSS 21 and then in the second stage with AMOS 21 and in the third stage with process macro using SPSS, as the study was quantitative. At first, to check the relationship between all the variables (independent, mediators, dependent and moderator), Pearson Correlation was carried out using SPSS 21. Then, Descriptive statistics characteristics of the sample, including gender, education, age, experience, and time spent with a supervisor, were conducted. Mean and standard deviation values of all variables carried out with descriptive statistics.

In the second stage, the exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were performed to test the data fitness and validity using AMOS 21. I first used exploratory factor analysis to measure the validity of the different scales used in this study. I used the Maximum Likelihood technique with Promax rotation along with Eigenvalue was set for greater than 1 for factor extractions. Later on, confirmatory factor analysis tests were performed to check the validity and data fitness of the measurement model using AMOS 21.

In the third and last stage, the SPSS process macro (version 3.2) of Hayes (2018) was used to test the hypotheses results, including direct relations, mediation, sequential mediation and moderation. In this study, I first used Process Model 4 (Preacher & Hayes, 2008) to test our model's prediction. Later on, I used Process Model 6 (Preacher & Hayes, 2008) to test the sequential mediation in our model. For moderation, Hayes' (2017) Process Model 1 was used for testing the moderated mediation in SPSS.

3.9   Convergent and Discriminant Validity

Here, the investigation is related to the convergence and discrimination between the study variables, the convergence and discriminant validity were analyzed. The convergent validity shows that constructs that are expected to be related are related, while discriminant validity shows that all constructs are not overlapping.

According to table 3.8, the AVE is higher than the Maximum Shared Squared Variance, which will prove the presence of discriminant validity between study variables (Hair et al., 2010).

Table 3.8 shows the composite reliability that is higher than the Average Variance Extracted threshold value of 0.5. Thus, these results show the prevalence of convergent validity between study variables. Furthermore, Composite reliability is also higher than 0.7 of study variables and designating unidimensional.

TABLE 3.8: Convergent and discriminant validity

Vaibales	CR	AVE	MSV
Supervisor Phubbing	0.936	0.648	0.145
Need to belong	0.924	0.636	0.294
Organization based self-esteem	0.878	0.591	0.275
Depression	0.872	0.631	0.181
Anxiety	0.868	0.623	0.028
Organizational Deviance	0.938	0.715	0.154
Organizational Citizenship Behaviour	0.936	0.594	0.124
In-role Performance	0.881	0.648	0.294
Rejection Sensitivity	0.782	0.514	0.225

3.10 Validity of Measurement Model

Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) tests were performed to check the measurement model's validity. Here I used the EFA test to check that there is a valid construct validity for all items.

TABLE 3.9: Confirmatory Factor Analysis of Measurement Model

Model	Chi-Square	Df	CMIN/DF	CFI	TLI	IFI	RMSEA
Initial 9 factors model	3829	2106	1.818	0.885	0.88	0.886	0.045
Modified Model	1528	1329	1.15	0.985	0.984	0.985	0.019

I have conducted the Exploratory factor analysis with the help of extraction method by using principal component analysis and varimax rotation method. The initial Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was found 0.89 relatively above the cut-off value of 0.50.

There is a proposed model with nine variables in the current study, which includes a predictor variable, five outcome variables, two mediating variables, and one moderator variable.

The confirmatory factor analysis of 9 factor model represented a good fit (see Table 3.9) including Root Mean Square Error of Approximation (RMSEA), Incremental Fit Index (IFI), Tucker-Lewis Index (TLI) and comparative Fit Index (CFI). All values presented a good fit having ($x^2 = 3289$, df = 2106, $x^2/\text{Df} = 1.818$, RMSEA = .045, IFI=.886, TLI=.880 and CFI=.885)

A few modifications were performed for better model fit, as the initial model was also meeting minimum criteria for model fitness. The threshold was met after the modifications made in the values proposed by Hair, Black, Babin, Anderson & Tatham, 2009). In the modified model, RMSEA = .019 is less than 0.05 and indicates a good fit. IFI =0.985 that is closer to 1 indicates a good fit, TLI = 0.984 and CFI = 0.985 also represents good fit. There are some additional tests to further assess the fit RMSEA should not be greater than 0.08 and Tucker Lewis Index (TLI should not be smaller than 0.90.

3.11 Competing Models Validity of Measurement Model

According to Table 3.10 representation, 8 factor model was better fit than 7 factor,6 factor, 5 factor, 4 factor, 3 factor, 2 factor and 1 factor respectively with ($x^2 = 1939$, df = 1347, $x^2/\text{Df} = 1.44$; CFI = .955, IFI = .956, TLI = .952, RMSEA= .033), while 1 factor model ($x^2 = 9705$, df = 1374, $x^2/\text{Df} = 7.06$; CFI = .371, IFI = .373, TLI = .344, RMSEA= .122), which justify that 8 factor model has the best threshold values as compared to 7 factor,6 factor, 5 factor, 4 factor, 3 factor, 2 factor models.

Table 3.10: Competing different models with hypothesized 8 factor measurement ModelConfirmatory factor analysis

Model	X^2	Df	$X^2/$ df	CFI	TLI	IFI	RMSEA
Initial 9 factors model	3829	2106	1.818	0.885	0.88	0.886	0.045
Modified Model	**1528**	**1329**	**1.15**	**0.985**	**0.984**	**0.985**	**0.019**
Alternate Model 1: Combined RS and SP (8 Factor Model)	1939	1347	1.44	0.955	0.952	0.956	0.033
Alternate Model 2: Combined NT and OB (8 Factor Model)	2365	1346	1.757	0.923	0.918	0.924	0.043
Alternate Model 3: Combined RS, SP and AN (7 Factor Model)	2712	1354	2.003	0.897	0.892	0.898	0.05
Alternate Model 4: Combined NT, OB & DE (7 Factor Model)	3007	1353	2.223	0.875	0.868	0.876	0.055
Alternate Model 5: Combined RS, SP, AN and OC (6 Factor Model)	4911	1360	3.611	0.732	0.718	0.733	0.08
Alternate Model 6: Combined NT, OB, DE, OD (6 Factor Model)	4677	1359	3.442	0.749	0.736	0.751	0.078
Alternate Model 7: Combined RS, SP, AN, OC and IP (5 Factor Model)	5799	1365	4.249	0.665	0.649	0.667	0.089
Alternate Model 8: Combined NT, OB, DE, OD and IP (5 Factor Model)	5181	1364	3.798	0.712	0.697	0.713	0.083
Alternate Model 9: Combined RS, SP, AN, OC, IP and NT (4 Factor Model)	7046	1369	5.147	0.571	0.552	0.573	0.101
Alternate Model 10: Combined RS, SP, IP, NT, OB, DE, and OD (3 Factor Model)	7106	1371	5.183	0.567	0.548	0.569	0.102
Alternate Model 11: Combined RS, SP, IP, NT, OB, DE, OD and OC (2 Factor Model)	8950	1373	6.519	0.428	0.403	0.43	0.117
Alternate Model 12: All items combined (1 Factor Model)	9705	1374	7.064	0.371	0.344	0.373	0.122

Note: Write abbreviation of your variables along with full name but add only abbreviation in table

Chapter 4

Results

4.1 Data Analysis

In this chapter, the primary purpose was to test the data with different angles and then analyze the statistical results. I used SPSS 21, AMOS 21 and Process Model (Preacher & Hayes, 2008) and Hayes (2017). Descriptive statistics, correlation analysis, Confirmatory Factor Analysis and Process Model 4, 6 and 1 were used to analyze direct, mediation and moderation analysis to check the hypothesis.

4.2 Descriptive Statistics

Mean and standard deviation of descriptive statistics of scale variables, i.e., supervisor phubbing, need to belong, organization-based self-esteem, depression, anxiety, organizational deviance, organizational citizenship behavior, and in-role performance rejection sensitivity, are presented in table 4.1. The mean value represents the average for each variable, while the standard deviation represents how far the values are from the mean observed values. Higher mean values indicate the agreement while the lower value of mean indicates the respondents' disagreement.

The mean value of supervisor phubbing was (Mean = 4.274, S.D = 1.553). The mean value of need to belong was (Mean = 4.584, S.D = 1.435). The mean value of organization-based self-esteem was (Mean = 4.564, S.D = 1.370). The

mean value of depression was (Mean = 2.819, S.D = 0.846). The mean value of anxiety was (Mean = 2.303, S.D = 0.889). The mean value of organizational deviance was (Mean = 3.226, S.D = 1.609). The mean value of organizational citizenship behaviour was (Mean = 4.333, S.D = 1.406). The mean value of in-role performance was (Mean = 4.583, S.D = 1.449). The mean value of rejection sensitivity was (Mean = 9.033, S.D = 3.680) with a range of 1.00 24.00, while the mean and standard deviation results of Berenson et al., 2009, Study 2 were 8.61 and 3.61 with a range of 1.00 24.22.

TABLE 4.1: Descriptive Statistics

	Mean	**Std. Deviation**
Supervisor Phubbing	4.273	1.553
Need to Belong	4.583	1.435
Organization Based Self Esteem	4.564	1.37
Depression	2.818	0.845
Anxiety	2.303	0.889
Organizationl Deviance	3.226	1.608
Organizational Citizenship Behavior	4.332	1.406
In-Role Performance	4.583	1.449
Rejection Sensitivity	9.033	3.68

4.3 Correlation Analysis

The correlation analysis table of study variables is placed below at table 4.2. Supervisor Phubbing was negatively and significantly correlated with need to belong (r = -.310; p < .01), organization-based self-esteem (r = -.212; p < .01), organization citizenship behaviour (r = -.242; p < .01) and in-role performance (r = -.228; p < .01).

On the other hand, supervisor phubbing was positively and significantly correlated with depression (r = .257; p < .01) and organizational deviance (r = .357; p < .01). Here, supervisor phubbing was negatively and non-significantly correlated with anxiety (r = -.064; p > .05), and rejection sensitivity (r = -.018; p > .05).

Need to belong was positively and significantly correlated with organization-based self-esteem (r = .385; p < .01), organization citizenship behaviour (r = .289; p < .01) and in-role performance (r = .486; p < .01). On the other hand, need to belong was negatively correlated with depression (r = -.383; p < .01) and organizational deviance (r = .301; p < .01). Here, need to belong was negatively and non-significantly correlated with anxiety (r = -.086; p > .05), and rejection sensitivity (r = -.085; p > .05).

Organization-based self-esteem was negatively and significantly correlated with depression (r = -.253; p < .01) and organizational deviance (r = -.359; p < .01). Organization-based self-esteem was positively and significantly correlated with organization citizenship behaviour (r = .317; p < .01) and in-role performance (r = .461; p < .01). On the other hand, Organization-based self-esteem was negatively and non-significantly correlated with anxiety (r = -.070; p > .05), but positively and non-significantly correlated with rejection sensitivity (r = .013; p > .05).

Depression was negatively and significantly correlated with organization citizenship behaviour (r = -.222; p < .01) and in-role performance (r = -.217; p < .01). Depression was positively and significantly correlated with anxiety (r = .148; p < .01) and organizational deviance (r = .150; p < .01). On the other hand, depression was positively and non-significantly correlated with rejection sensitivity (r = .028; p > .05).

Anxiety was positively and non-significantly correlated with organizational deviance (r = .031; p > .05), organization citizenship behaviour (r = .002; p > .05) and rejection sensitivity (r = .021; p > .05).. Anxiety was negatively and non-significantly correlated with in-role performance (r = -.073; p > .05).

Organizational deviance was negatively and significantly correlated with organizational citizenship behaviour (r = -.255; p < .01) and in-role performance (r = -.274; p < .01), Organizational deviance was negatively and non-significantly correlated with rejection sensitivity (r = -.022; p > .05). Organizational citizenship behaviour was positively and and significantly correlated with in-role performance (r = .228; p < .01) and OCB was negatively and non-significantly correlated with

rejection sensitivity (r = -.017; p > .05). In-role performance was negatively and non-significantly correlated with rejection sensitivity (r = -.011; p > .05).

Rejection sensitivity was negatively and non-significantly correlated with need to belong (r = -.085; p > .05), organizational deviance (r = -.022; p > .05), organization citizenship behaviour (r = -.017; p > .05) and in-role performance (r = -.011; p > .05) and rejection sensitivity positively and non-significantly correlated with depression (r = .028; p > .05), and anxiety (r = .021; p > .05).

TABLE 4.2: Correlation Analysis

Variables	1	2	3	4	5	6	7	8	9
1. Supervisor Phubbing	1								
2. Need to Belong	-.310**	1							
3. Organization based self-esteem	-.212**	.385**	1						
4. Depression	.257**	-.383**	-.253**	1					
5. Anxiety	-0.064	-0.086	-0.07	.148**	1				
6. Organizational Deviance	.357**	-.301**	-.359**	.150**	0.031	1			
7. Organizational Citizenship Behavior	-.242**	.289**	.317**	-.222**	0.002	-.255**	1		
8. In-role Performance	-.228**	.486**	.461**	-.217**	-0.073	-.274**	.228**	1	
9. Rejection Sensitivity	-0.018	-0.085	0.013	0.028	0.021	-0.022	-0.017	-0.011	1

*p<.05, **p<.01, p<.001****

4.4 Hypotheses Testing

4.4.1 Test of Hypotheses 1-4

H1: Supervisor phubbing is positively related to Depression.

H2: Supervisor phubbing is negatively related to employee need to belong.

H3: Need to belong is negatively related to Depression.

H4: Need to belong mediates between Supervisor phubbing and Depression.

I first used Process Model 4 by applying the SPSS Process macro (version 3.2) of Hayes (2018) to test the prediction in our model from hypotheses 1 to 4 that Supervisor phubbing has a negative effect on the need to belong and that need to belong mediates the relationship between supervisor phubbing and depression. As predicted, the results indicated the supervisor phubbing has a significant and negative effect (b = -.287, p < .001) on need to belong (F(1, 405) = 43.18, p

< .001, R2 = .09). In addition, need to belong has a significant and negative effect (b = -.198, p < .001) on depression ($F_{(2,404)}$ = 40.79, p < .001, R2 = .17). Notably, the results show support for mediation. Specifically, the indirect effect of supervisor phubbing on depression is significant (b = .057, SE = .012, 95% CI: .035, .082). There is a direct positive relationship between supervisor phubbing and depression (b = .083, SE = .026, 95% CI: .032, .134). Hence hypothesis H1 to H4 was supported.

TABLE 4.3: Bootstrap Results for Direct and Indirect Effects (H1 to H4)

	Path	Estimate	SE	t	P
H1	SP → DEP	.083	.026	3.193	.001
H2	SP → NTB	-.287	.044	-6.571	.000
H3	NTB → DEP	-.198	.028	-7.014	.000
Indirect effect (Bias Corrected Confidence Interval method)					
	Paths	**Effect**	**SE**	**LL95%CI**	**UL95%CI**
H4	SP → NTB → DEP	0.057	0.012	0.0354	0.0816

Note. N=407. *p.05; **p.01; ***p.001
SP=Supervisor phubbing, DEP=Depression, NTB=Need to belong.
SE=Standard Error, t= t-test statistic
Unstandardized regression coefficients are reported.
Bootstrap sample size = 5,000, 95% Confidence Interval
LLCI= Lower limit Confidence Interval, UPCI = Upper limit Confidence

4.4.2 Test of Hypotheses 5-7

H5: Supervisor phubbing is positively related to Anxiety.

H6: Need to belong is negatively related to Anxiety.

H7: Need to belong mediates between Supervisor phubbing and Depression.

I used Process Model 4 by applying the SPSS Process macro (version 3.2) of Hayes (2018) to test our model's prediction from hypothesis 5 to 7 that Supervisor phubbing positively affects anxiety. Need to belong has a negative effect on anxiety, and that need to belong mediates the relationship between supervisor phubbing and anxiety. The results indicated the supervisor phubbing has a negative insignificant effect on anxiety (b = -.057, SE = .029, 95% CI: -.116, .001). Need to belong has a significant and negative effect (b = -.073, p < .05) on anxiety ($F_{(2,404)}$ = 3.376, p < .05, R2 = .02). Notably, the results show support for mediation. Specifically,

the indirect effect of supervisor phubbing on anxiety is significant (b = .057, SE = .012, 95% CI: .035, .082). There is a direct positive relationship between supervisor phubbing and depression (b = .021, SE = .009, 95% CI: .003, .040). Hence hypothesis H5 was not supported, while hypothesis H6 H7 was supported.

TABLE 4.4: Bootstrap Results for Direct and Indirect Effects (H5 to H7)

	Path	Estimate	SE	t	P
H5	SP → ANX	-0.057	0.029	-1.929	0.054
H6	NTB → ANX	-0.073	0.032	-2.254	0.024
Indirect effect (Bias Corrected Confidence Interval method)					
	Paths	Effect	SE	LL95%CI	UL95%CI
H7	SP → NTB → ANX	0.021	0.009	0.0036	0.0404

Note. N=407. *p.05; **p.01; ***p.001
SP=Supervisor phubbing, ANX=Anxiety, NTB=Need to belong.
SE=Standard Error, t= t-test statistic
Unstandardized regression coefficients are reported.
Bootstrap sample size = 5,000, 95% Confidence Interval

LLCI= Lower limit Confidence Interval, UPCI = Upper limit Confidence

4.4.3   Test of Hypotheses 8-10

H8: Supervisor phubbing is positively related to organizational deviance.

H9: Need to belong is negatively related to organizational deviance.

H10: Need to belong mediates between Supervisor phubbing and Organizational Deviance.

I used Process Model 4 by applying the SPSS Process macro (version 3.2) of Hayes (2018) to test the prediction in our model from hypothesis 8 to 10 that Supervisor phubbing has a positive effect on organizational deviance (OD). Need to belong has a negative effect on organizational deviance, and that need to belong mediates the relationship between supervisor phubbing and organizational deviance.

In this model, education, age and time spent with a supervisor were included as covariates. Concerning the effect of supervisor phubbing on organizational deviance, the results show that when controlling for education, age and time spent with supervisor, there is a significant and positive effect of supervisor phubbing on organizational deviance (b = .255, SE = .048, 95% CI: .1613, .3488). Need to belong has a significant and negative effect (b = -.205, p < .001) on organizational

deviance ($F_{(5,401)}$ = 26.84, p < .001, R2 = .25). Notably, the results show support for mediation. Specifically, the indirect effect of supervisor phubbing on organizational deviance is significant (b = .055, SE = .017, 95% CI: .0261, .0920). Hence hypotheses from H8 H10 were supported.

TABLE 4.5: Bootstrap Results for Direct and Indirect Effects (H8 to H10)

	Path	Estimate	SE	t	P
	Constant	5.889	0.517	11.393	0.000
	Education	0.073	0.06	1.215	0.225
	Age	-0.096	0.106	-0.905	0.366
	Time Spent with Supervisor	0.005	0.066	0.069	0.945
H8	SP → OD	0.255	0.048	5.347	0.000
H9	NTB → OD	-0.205	0.051	-3.994	0.000
Indirect effect (Bias Corrected Confidence Interval method)					
	Paths	**Effect**	**SE**	**LL95%CI**	**UL95%CI**
H10	SP → NTB → OD	0.068	0.019	0.0261	0.092

Note. N=407. *p.05; **p.01; ***p.001
SP=Supervisor phubbing, OD=Organizational deviance, NTB=Need to belong.
SE=Standard Error, t= t-test statistic
Unstandardized regression coefficients are reported.
Bootstrap sample size = 5,000, 95% Confidence Interval
LLCI= Lower limit Confidence Interval, UPCI = Upper limit Confidence

4.4.4   Test of Hypotheses 11-13

H11: Supervisor Phubbing is negatively related to Organizational Citizenship Behavior.

H12: Need to Belong is positively related with organizational Citizenship Behavior.

H13: Need to Belong mediates between Supervisor phubbing and organizational Citizenship Behavior.

I used Process Model 4 by applying the SPSS Process macro (version 3.2) of Hayes (2018) to test the prediction in our model from hypothesis 11 to 13 that Supervisor phubbing has a negative effect on organizational citizenship behavior (OCB). Need to belong has a positive effect on organizational citizenship behavior and that need to belong mediates the relationship between supervisor phubbing and organizational citizenship behavior.

In this model, education was included as covariates. Concerning the effect of supervisor phubbing on organizational citizenship behavior, the results show that when controlling for education, there is a significant and negative effect of supervisor phubbing on organizational citizenship behavior (b = -.145, SE = .045, 95% CI: -.2344, -.0564). Need to belong has a significant and positive effect (b = .227, p < .001) on organizational citizenship behavior ($F_{(3,403)}$ = 16.83, p < .001, R2 = .11). Notably, the results show support for mediation. Specifically, the indirect effect of supervisor phubbing on organizational citizenship behavior is significant (b = -.062, SE = .017, 95% CI: -.0977, -.0315). Hence hypotheses from H11 H13 were supported.

TABLE 4.6: Bootstrap Results for Direct and Indirect Effects (H11 to H13)

	Path	Estimate	SE	t	P
	Constant	5.533	0.256	21.612	0.000
	Education	0.095	0.056	1.704	0.089
H11	SP → OCB	-0.145	0.045	-3.213	0.001
H12	NTB → OCB	0.227	0.049	4.681	0.000
Indirect effect (Bias Corrected Confidence Interval method)					
	Paths	Effect	SE	LL95%CI	UL95%CI
H13	SP → NTB → OCB	-0.062	0.017	-0.0977	-0.0315

Note. N=407. *p.05; **p.01; ***p.001
SP=Supervisor phubbing, OCB=Organizational citizenship behaviour, NTB=Need to belong.
SE=Standard Error, t= t-test statistic
Unstandardized regression coefficients are reported.
p25.29emBootstrap sample size = 5,000, 95% Confidence Interval
LLCI= Lower limit Confidence Interval, UPCI = Upper limit Confidence

4.4.5   Test of Hypotheses 14-16

H14: Supervisor Phubbing is negatively related to In-role performance.

H15: Need to Belong is positively related with In-role performance.

H16: Need to Belong mediates between Supervisor phubbing and In-role performance.

I used Process Model 4 by applying the SPSS Process macro (version 3.2) of Hayes (2018) to test the prediction in our model from hypothesis 14 to 16 that Supervisor phubbing has a negative effect on in-role performance (IP). Need to belong has a positive effect on in-role performance, and that need to belong mediates the

relationship between supervisor phubbing and in-role performance. The results indicated the supervisor phubbing has insignificant effect on in-role performance (b = -.079, SE = .043, 95% CI: -.1630, .0041). Need to belong has a significant and positive effect (b = .464, p < .001) on in-role performance ($F_{(2,404)}$ = 64.60, p < .001, R2 = .24). Notably, the results show support for mediation. Specifically, the indirect effect of supervisor phubbing on in-role performance is significant (b = -.133, SE = .024, 95% CI: -.1822, -.0871). Hence hypothesis 14 was not supported, while hypotheses from H15 H16 were supported.

TABLE 4.7: Bootstrap Results for Direct and Indirect Effects (H14 to H16)

	Path	**Estimate**	**SE**	**t**	**P**
H14	SP → IP	-0.079	0.043	-1.869	0.062
H15	NTB → IP	0.464	0.046	10.078	0.000
Indirect effect (Bias Corrected Confidence Interval method)					
	Paths	**Effect**	**SE**	**LL95%CI**	**UL95%CI**
H16	SP → NTB → IP	-0.133	0.024	-0.1822	-0.0871

Note. N=407. *p.05; **p.01; ***p.001
SP=Supervisor phubbing, IP=In-role performance, NTB=Need to belong.
SE=Standard Error, t= t-test statistic
Unstandardized regression coefficients are reported.
Bootstrap sample size = 5,000, 95% Confidence Interval
LLCI= Lower limit Confidence Interval, UPCI = Upper limit Confidence

4.4.6 Test of Hypotheses 17-19

H17: Supervisor Phubbing is negatively related to Organization-based self-esteem.

H18: Organization-based self-esteem is negatively related to Depression.

H19: Organization-based self-esteem mediates between Supervisor phubbing and Depression.

I used Process Model 4 by applying the SPSS Process macro (version 3.2) of Hayes (2018) to test the prediction in our model from hypothesis 17 to 19 that Supervisor phubbing has a negative effect on organization-based self-esteem (OBSE). Organization-based self-esteem has a negative effect on depression (DEP), and that organization-based self-esteem mediates the relationship between supervisor phubbing and depression. The results indicated the supervisor phubbing has a significant and negative effect on Organization-based self-esteem (b = -.187, SE =

.043, 95% CI: -.2717, -.1032). Organization-based self-esteem has a significant and negative effect (b = -.128, p < .001) on depression ($F_{(2,404)}$ = 24.24, p < .001, R2 = .11). Notably, the results show support for mediation. Specifically, the indirect effect of supervisor phubbing on depression is significant (b = .024, SE = .008, 95% CI: .0111, .0398). Hence hypotheses from H17 H19 were supported.

TABLE 4.8: Bootstrap Results for Direct and Indirect Effects (H17 to H19)

	Path	Estimate	SE	t	P
H17	SP → OBSE	-0.187	0.043	-4.375	0.000
H18	OBSE → DEP	-0.128	0.029	-4.319	0.000
	Indirect effect (Bias Corrected Confidence Interval method)				
	Paths	**Effect**	**SE**	**LL95%CI**	**UL95%CI**
H19	SP → OBSE → DEP	0.024	0.008	0.0111	0.0398

Note. N=407. *p.05; **p.01; ***p.001

SP=Supervisor phubbing, DEP=Depression, OBSE=Organization-based self esteem.

SE=Standard Error, t= t-test statistic

Unstandardized regression coefficients are reported.

Bootstrap sample size = 5,000, 95% Confidence Interval

LLCI= Lower limit Confidence Interval, UPCI = Upper limit Confidence

4.4.7 Test of Hypotheses 20-21

H20: Organization-based self-esteem is negatively related to Anxiety.

H21: Organization-based self-esteem mediates between Supervisor phubbing and Anxiety.

I used Process Model 4 by applying the SPSS Process macro (version 3.2) of Hayes (2018) to test the prediction in our model from hypothesis 20 to 21 that organization-based self-esteem has a negative effect on anxiety and that organization-based self-esteem mediates the relationship between supervisor phubbing and anxiety. The results indicated that organization-based self-esteem has a negative insignificant effect (b = -.057, p > .05) on anxiety ($F_{(2,404)}$ = 2.34, p > .05, R2 = .01). Notably, the results show no-support for mediation. Specifically, the indirect effect of supervisor phubbing on anxiety is non-significant (b = .011, SE = .007, 95% CI: -.0023, .0260). Hence hypotheses from H20 H21 were not supported.

TABLE 4.9: Bootstrap Results for Direct and Indirect Effects (H20 to H21)

	Path	Estimate	SE	t	P
H20	OBSE → ANX	-0.057	0.033	-1.737	0.083
	Indirect effect (Bias Corrected Confidence Interval method)				
	Paths	Effect	SE	LL95%CI	UL95%CI
H21	SP → OBSE → ANX	0.011	0.007	-0.0023	0.026

Note. N=407. *p.05; **p.01; ***p.001

SP=Supervisor phubbing, ANX=Anxiety, OBSE=Organization-based self esteem

SE=Standard Error, t= t-test statistic

Unstandardized regression coefficients are reported

Bootstrap sample size = 5,000, 95% Confidence Interval

LLCI= Lower limit Confidence Interval, UPCI = Upper limit Confidence

4.4.8   Test of Hypotheses 22-23

H22: Organization-based self-esteem is negatively related to Organizational deviance.

H23: Organization-based self-esteem mediates between Supervisor phubbing and Organizational deviance.

TABLE 4.10: Bootstrap Results for Direct and Indirect Effects (H22 to H23)

	Path	Estimate	SE	t	P
	Constant	3.199	0.625	5.12	0.000
	Education	-0.255	0.06	-4.229	0.000
	Age	0.337	0.107	3.155	0.002
	Experience	-0.046	0.087	-0.53	0.596
H22	OBSE → OD	-0.328	0.051	-6.448	0.000
	Indirect effect (Bias Corrected Confidence Interval method)				
	Paths	Effect	SE	LL95%CI	UL95%CI
H23	SP → OBSE → OD	0.059	0.016	0.0297	0.0947

Note. N=407. *p.05; **p.01; ***p.001
SP=Supervisor phubbing, OD=Organizational deviance, OBSE=Organization-based self esteem.
SE=Standard Error, t= t-test statistic
Unstandardized regression coefficients are reported.
Bootstrap sample size = 5,000, 95% Confidence Interval
LLCI= Lower limit Confidence Interval, UPCI = Upper limit Confidence

I used Process Model 4 by applying the SPSS Process macro (version 3.2) of Hayes (2018) to test the prediction in our model from hypothesis 22 to 23 that organization-based self-esteem has a negative effect on organizational deviance

(OD) and that organization-based self-esteem mediates the relationship between supervisor phubbing and organizational deviance.

In this model, education, age and experience were included as covariates. With respect to the effect of Organization-based self-esteem on organizational deviance, the results show that when controlling for education, age and experience, there is a negative significant effect of Organization-based self-esteem on organizational deviance (b = -.328, p < .001) on organizational deviance ($F_{(5,401)}$ = 33.01, p < .001, R2 = .29).

Notably, the results show support for mediation. Specifically, the indirect effect of supervisor phubbing on organizational deviance is significant (b = .059, SE = .016, 95% CI: .0297, .0947). Hence hypotheses from H22 H23 were supported.

4.4.9 Test of Hypotheses 24-25

H24: Organization-based self-esteem is positively related to Organizational citizenship behavior.
H25: Organization-based self-esteem mediates between Supervisor phubbing and Organizational citizenship behavior.

I used Process Model 4 by applying the SPSS Process macro (version 3.2) of Hayes (2018); to test the prediction in our model from hypothesis 24 to 25 that organization-based self-esteem has a positive effect on organizational citizenship behavior (OCB) and that organizational citizenship behavior mediates the relationship between supervisor phubbing and organizational citizenship behavior.

In this model, education was included as a covariate. With respect to the effect of Organization-based self-esteem on organizational citizenship behavior, the results show that when controlling for education, there is a positive significant effect of Organization-based self-esteem (b = .285, p < .001) on organizational citizenship behavior ($F_{(5,401)}$ = 33.01, p < .001, R2 = .29). Notably, the results show support for mediation. Specifically, the indirect effect of supervisor phubbing on organizational citizenship behavior is significant (b = -.053, SE = .016, 95% CI: -.0864, -.0260). Hence hypotheses from H24 H25 were supported.

TABLE 4.11: Bootstrap Results for Direct and Indirect Effects (H24 to H25)

	Path	Estimate	SE	t	P
	Constant	3.513	0.359	9.802	0.000
	Education	0.077	0.053	1.439	0.1511
H24	OBSE → OCB	0.285	0.049	5.869	0.000

Indirect effect (Bias Corrected Confidence Interval method)					
	Paths	Effect	SE	LL95%CI	UL95%CI
H25	SP → OBSE → OCB	-0.053	0.016	-0.0864	-0.026

Note. N=407. *p.05; **p.01; ***p.001
SP=Supervisor phubbing, OCB=Organizational citizenship behaviour
OBSE=Organization-based self esteem.
SE=Standard Error, t= t-test statistic
Unstandardized regression coefficients are reported.
Bootstrap sample size = 5,000, 95% Confidence Interval
LLCI= Lower limit Confidence Interval, UPCI = Upper limit Confidence

4.4.10 Test of Hypotheses 26-27

H26: Organization-based self-esteem is positively related to In-role performance.

H27: Organization-based self-esteem mediates between Supervisor phubbing and In-role performance.

TABLE 4.12: Bootstrap Results for Direct and Indirect Effects (H26 to H27)

	Path	Estimate	SE	t	P
H26	OBSE → IP	0.457	0.047	9.662	0.000

Indirect effect (Bias Corrected Confidence Interval method)					
	Paths	Effect	SE	LL95%CI	UL95%CI
H27	SP → OBSE → IP	-0.086	0.021	-0.1295	-0.0461

Note. N=407. *p.05; **p.01; ***p.001

SP=Supervisor phubbing, IP=In-role performance

OBSE=Organization-based self esteem.

SE=Standard Error, t= t-test statistic

Unstandardized regression coefficients are reported.

Bootstrap sample size = 5,000, 95% Confidence Interval

LLCI= Lower limit Confidence Interval, UPCI = Upper limit Confidence

I used Process Model 4 by applying the SPSS Process macro (version 3.2) of Hayes (2018) to test the prediction in our model from hypothesis 26 to 27 that organization-based self-esteem has a positive effect on in-role performance (IP). That organization-based self-esteem mediates the relationship between supervisor

phubbing and in-role performance. The results show that there is a positive significant effect of Organization-based self-esteem (b = .457, p < .001) on in-role performance ($F_{(2,404)}$ = 60.27, p < .001, R2 = .23). Notably, the results show support for mediation. Specifically, the indirect effect of supervisor phubbing on in-role performance is significant (b = -.086, SE = .021, 95% CI: -.1295, -.0461). Hence hypotheses from H26 H27 were supported.

4.4.11   Test of Hypothesis 28

H28: Need to belong and Organization Based Self Esteem simultaneously mediates the relationship between Supervisor Phubbing and Depression.

TABLE 4.13: Bootstrap Results for Direct and Indirect Effects (H28)

	Path	Estimate	SE	t	P
	SP → DEP	0.077	0.026	2.958	.003
	SP → NTB	-0.287	0.044	-6.571	.000
	NTB → OBSE	0.338	0.046	7.364	.000
	OBSE → DEP	-0.067	0.03	-2.196	.028
	Indirect effectS Using model 6 of Process **(Bias Corrected Confidence Interval method)**				
	Paths	**Effect**	**SE**	**LL95%CI**	**UL95%CI**
H28	SP → NTB → OBSE → DEP	0.007	0.003	0.001	0.013

Note. N=407. *p.05; **p.01; ***p.001

SP=Supervisor phubbing, DEP=Depression

NTB=Need to belong

OBSE=Organization-based self esteem.

SE=Standard Error, t= t-test statistic

Unstandardized regression coefficients are reported.

Bootstrap sample size = 5,000, 95% Confidence Interval

LLCI= Lower limit Confidence Interval, UPCI = Upper limit Confidence

I used Process Model 6 by applying the SPSS Process macro (version 3.2) of Hayes (2018) to test the prediction in our model for hypothesis 28 that Need to belong, and Organization Based Self Esteem simultaneously mediates the relationship between Supervisor Phubbing and Depression.

The results show support for sequential mediation. Specifically, the indirect effect of supervisor phubbing on depression is significant (b = .007, SE = .003, 95% CI: .0010, .0130). Hence hypothesis H28 was supported.

4.4.12 Test of Hypothesis 29

H29: Need to belong and Organization Based Self Esteem simultaneously mediates the relationship between Supervisor Phubbing and Anxiety.

TABLE 4.14: Bootstrap Results for Direct and Indirect Effects (H29)

	Path	Estimate	SE	t	P
	SP → ANX	0.077	0.026	2.958	0.003
	SP → NTB	-0.287	0.044	-6.571	0.000
	NTB → OBSE	0.338	0.046	7.364	0.000
	OBSE → ANX	-0.036	0.035	-1.029	0.304
	Indirect effectS Using model 6 of Process				
	(Bias Corrected Confidence Interval method)				
	Paths	**Effect**	**SE**	**LL95%CI**	**UL95%CI**
H29	SP → NTB → OBSE → ANX	0.004	0.004	-0.0033	0.0115

Note. N=407. *p.05; **p.01; ***p.001

SP=Supervisor phubbing

ANX=Anxiety

NTB=Need to belong

OBSE=Organization-based self esteem

SE=Standard Error, t= t-test statistic

Unstandardized regression coefficients are reported.

Bootstrap sample size = 5,000, 95% Confidence Interval

LLCI= Lower limit Confidence Interval, UPCI = Upper limit Confidence

I used Process Model 6 by applying the SPSS Process macro (version 3.2) of Hayes (2018) to test the prediction in our model for hypothesis 29 that Need to belong, and Organization Based Self Esteem simultaneously mediates the relationship between Supervisor Phubbing and Anxiety.

The results show no-support for sequential mediation. Specifically, the indirect effect of supervisor phubbing on anxiety is non-significant (b = .004, SE = .004, 95% CI: -.0033, .0115). Hence hypothesis H29 was not supported.

4.4.13 Test of Hypothesis 30

H30: Need to belong and Organization Based Self Esteem simultaneously mediates the relationship between Supervisor Phubbing and Organizational Deviance.

I used Process Model 6 by applying the SPSS Process macro (version 3.2) of Hayes (2018) to test the prediction in our model for hypothesis 30 that Need to belong,

Table 4.15: Bootstrap Results for Direct and Indirect Effects (H30)

Path	Estimate	SE	t	P
Constant	5.889	0.517	11.393	.000
Education	0.073	0.06	1.215	.225
Age	-0.096	0.106	-0.905	.366
Time Spent with Supervisor	0.005	0.066	0.069	.945
SP $\rightarrow$ OD	0.229	0.046	4.935	.000
SP $\rightarrow$ NTB	-0.271	0.045	-6.085	.000
NTB $\rightarrow$ OBSE	0.335	0.046	7.303	.000
OBSE $\rightarrow$ OD	-0.289	0.054	-5.376	.000

Indirect effectS Using model 6 of Process
(Bias Corrected Confidence Interval method)

	Paths	Effect	SE	LL95%CI	UL95%CI
H30	SP $\rightarrow$ NTB $\rightarrow$ OBSE $\rightarrow$ OD	0.026	0.008	0.0131	0.0432

Note. N=407. *p.05; **p.01; ***p.001

SP=Supervisor phubbing, OD=Organizational deviance, NTB=Need to belong, OBSE=Organization-based self esteem.

SE=Standard Error, t= t-test statistic

Unstandardized regression coefficients are reported.

Bootstrap sample size = 5,000, 95% Confidence Interval

LLCI= Lower limit Confidence Interval, UPCI = Upper limit Confidence

and Organization Based Self Esteem simultaneously mediates the relationship between Supervisor Phubbing and Organizational Deviance (OD).

In this model, education, age and time spent with a supervisor were included as covariates. Concerning the simultaneous mediation of Need to belong and Organization-based self-esteem on organizational deviance, the results show support for sequential mediation when controlling for education, age, and time spent with the supervisor.

The indirect effect of supervisor phubbing on organizational deviance is significant (b = .026, SE = .008, 95% CI: .0131, .0432). Hence hypothesis H30 was supported.

4.4.14 Test of Hypothesis 31

H31: Need to belong and Organization Based Self Esteem simultaneously mediates the relationship between Supervisor Phubbing and Organizational Citizenship Behaviour. I used Process Model 6 by applying the SPSS Process macro (version 3.2) of Hayes (2018) to test the prediction in our model for hypothesis 31 that Need

to belong, and Organization Based Self Esteem simultaneously mediates the relationship between Supervisor Phubbing and Organizational citizenship behavior (OCB).

TABLE 4.16: Bootstrap Results for Direct and Indirect Effects (H31)

	Path	Estimate	SE	t	P
	Constant	2.972	0.4	7.426	0.000
	Education	0.063	0.053	1.185	0.237
	SP → OCB	-0.123	0.045	-2.775	0.006
	SP → NTB	-0.273	0.044	-6.153	0.000
	NTB → OBSE	0.339	0.046	7.381	0.000
	OBSE → OCB	0.233	0.051	4.549	0.000
	Indirect effectS Using model 6 of Process				
	(Bias Corrected Confidence Interval method)				
	Paths	**Effect**	**SE**	**LL95%CI**	**UL95%CI**
H31	SP → NTB → OBSE → OCB	-0.022	0.007	-0.0382	-0.0096

Note. N=407. *p.05; **p.01; ***p.001

SP=Supervisor phubbing, OCB=Organizational citizenship behaviour, NTB=Need to belong, OBSE=Organization-based self esteem.

SE=Standard Error, t= t-test statistic

Unstandardized regression coefficients are reported.

Bootstrap sample size = 5,000, 95% Confidence Interval

LLCI= Lower limit Confidence Interval, UPCI = Upper limit Confidence

In this model, education was included as a covariate. Concerning the simultaneous mediation of Need to belong and Organization-based self-esteem on organizational citizenship behavior, the results show support for sequential mediation when controlling for education. The indirect effect of supervisor phubbing on organizational citizenship behaviour is significant (b = -.022, SE = .007, 95% CI: -.0382, -.0096). Hence hypothesis H31 was supported.

4.4.15 Test of Hypothesis 32

H32: Need to belong and Organization Based Self Esteem simultaneously mediates the relationship between Supervisor Phubbing and In-role performance.

I used Process Model 6 by applying the SPSS Process macro (version 3.2) of Hayes (2018) to test the prediction in our model for hypothesis 32 that Need to belong, and Organization Based Self Esteem simultaneously mediates the relationship between Supervisor Phubbing and In-role performance. The results show support

for sequential mediation. Specifically, the indirect effect of supervisor phubbing on in-role performance is significant (b = -.032, SE = .008, 95% CI: -.0493, -.0184). Hence hypothesis H32 was supported.

TABLE 4.17: Bootstrap Results for Direct and Indirect Effects (H32)

	Path	Estimate	SE	t	P
	SP → IP	-0.123	0.045	-2.775	0.006
	SP → NTB	-0.287	0.044	-6.571	0.000
	NTB → OBSE	0.338	0.046	7.364	0.000
	OBSE → IP	0.334	0.047	7.077	0.000
	Indirect effectS Using model 6 of Process				
	(Bias Corrected Confidence Interval method)				
	Paths	**Effect**	**SE**	**LL95%CI**	**UL95%CI**
H32	SP → NTB → OBSE → IP	-0.032	0.008	-0.0493	-0.0184

Note. N=407. *p.05; **p.01; ***p.001

SP=Supervisor phubbing, IP=In-role performance, NTB=Need to belong, OBSE=Organization-based self esteem.

SE=Standard Error, t= t-test statistic

Unstandardized regression coefficients are reported.

Bootstrap sample size = 5,000, 95% Confidence Interval

LLCI= Lower limit Confidence Interval, UPCI = Upper limit Confidence

4.4.16 Test of Hypothesis 33

FIGURE 4.1: Mod Graph of RS as Moderator in the relationship of SP and NTB.

H33: Rejection Sensitivity moderates the negative relationship between Supervisor Phubbing and Need to Belong in such a way that the relationship would be stronger for employees high in rejection sensitivity than low.

I used Process Model 1 by applying the SPSS Process macro (version 3.2) of Hayes (2018) to test the prediction that that rejection sensitivity would moderate the relationship between supervisor phubbing and need to belong.

The moderated mediation analysis results revealed that rejection sensitivity did not moderate the negative relationship between perceived supervisor phubbing and the need to belong. Thus, hypothesis H33 was not supported.

TABLE 4.18: Moderation Results (H33)

Moderation effects on Mediator
Outcome variable = Need to belong

	Moderator = Rejection Sensitivity	
	B(SE)	*t*
Constant	5.274(.522)	10.09***
Education	.092(.055)	.1.67 ns
Supervisor Phubbing (SP)	- .135(.109)	-1.23ns
Moderator	.028(.049)	.576 ns
Moderator * SP	-.015(.011)	-1.39 ns
	R2 = .12, F = 13.06, p<.000	

Conditional effect	*B(SE)*		
Moderator value = 5.7	-.075(.023)		
Moderator value = 9.1	-.093(.019)		
Moderator value = 12.1	-.108(.024)		
	B(SE)	LL95%CI	UL95%CI
Moderated Mediation Index	-.005(.004)	-.0133	.0027

Note. N=407. *p.05; **p.01; ***p.001

Note.$N = 407. *p.05; **p.01; ***p.001$

SE=Standard Error, t= t-test statistic

Unstandardized regression coefficients are reported.

Bootstrap sample size = 5,000, 95% Confidence Interval

LLCI= Lower limit Confidence Interval, UPCI = Upper limit Confidence

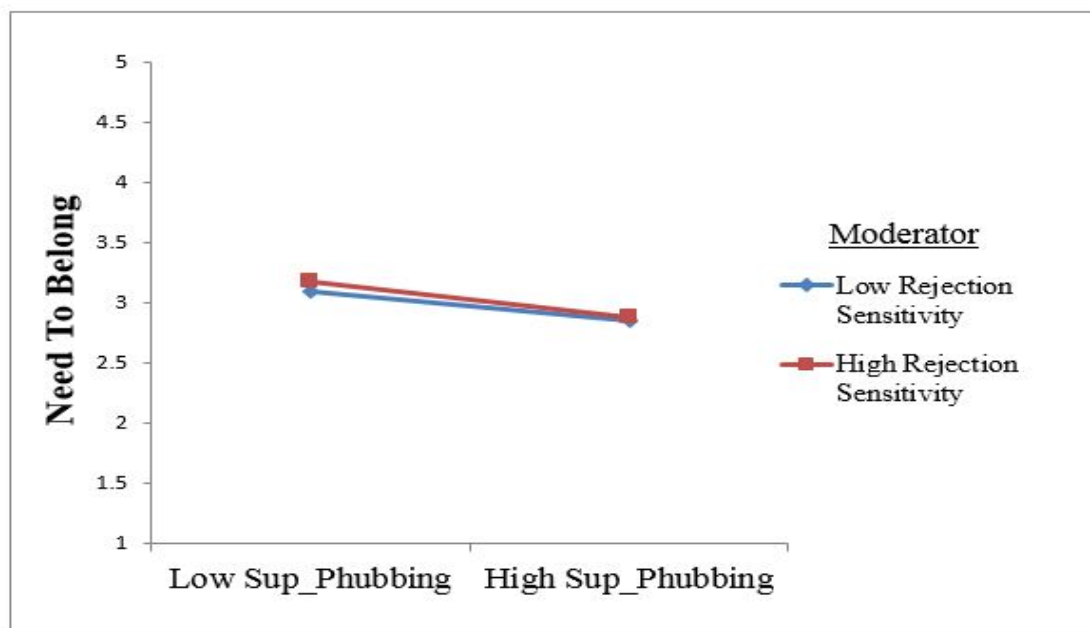The moderated mediation analysis results revealed that rejection sensitivity did not moderate the negative relationship between perceived supervisor phubbing and the need to belong. Thus, hypothesis H33 was not supported.

4.5 Structural Equation Modeling Results

To recheck the results of Model 4, 6 and 1 of preacher and Hayes process Macros, Structural equation modeling was performed through smart PLS-3 by testing all proposed links in one unified model.

The results are of structural equation modeling are similar to the earlier results of preacher and Hayes process Macros.

All the hypotheses get supports form the structural equation modeling results except hypothesis 5, 14, 20, 21, 29 and 33. Hence, the majority of the proposed hypothesis got acceptance.

TABLE 4.19: Smart PLS 3 Results

	Paths	β	SE	t	p	Decision
H 1	SP -> DEP	0.14	0.06	2.48	0.01	Supported
H 2	SP -> NTB	-0.34	0.05	7.16	0.00	Supported
H 3	NTB -> DEP	-0.38	0.06	5.96	0.00	Supported
H 4	SP -> NTB -> DEP	0.12	0.02	4.62	0.00	Supported
H 5	SP -> ANX	-0.03	0.01	1.00	0.08	Not Supported
H 6	NTB -> ANX	-0.06	0.02	1.23	0.04	Supported
H 7	SP -> NTB -> ANX	0.05	0.03	2.11	0.03	Supported
H 8	SP -> OD	0.29	0.05	5.85	0.00	Supported
H 9	NTB -> OD	-0.23	0.07	5.36	0.00	Supported
H 10	SP -> NTB -> OD	0.07	0.03	1.65	0.04	Supported
H 11	SP -> OCB	-0.13	0.05	2.78	0.00	Supported
H 12	NTB -> OCB	0.20	0.07	3.07	0.00	Supported

H 13	SP -> NTB -> OCB	-0.06	0.02	2.74	0.00	Supported
H 14	SP -> IP	-0.05	0.05	1.1	0.27	Not Supported
H 15	NTB -> IP	0.36	0.06	6.2	0.00	Supported
H 16	SP -> NTB -> IP	-0.12	0.02	4.38	0.00	Supported
H 17	SP -> OBSE	-0.11	0.05	1.84	0.05	Supported
H 18	OBSE -> DEP	-0.13	0.07	1.71	0.04	Supported
H 19	SP -> OBSE -> DEP	0.03	0.02	1.05	0.05	Supported
H 20	OBSE -> ANX	-0.1	0.04	1.12	0.06	Not Supported
H 21	SP -> OBSE -> ANX	0.01	0.00	0.82	0.16	Not Supported
H 22	OBSE -> OD	-0.28	0.06	4.48	0.00	Supported
H 23	SP -> OBSE -> OD	0.06	0.02	1.82	0.05	Supported
H 24	OBSE -> OCB	0.24	0.06	3.82	0.00	Supported
H 25	SP -> OBSE -> OCB	-0.07	0.02	1.98	0.02	Supported
H 26	OBSE -> IP	0.34	0.06	5.44	0.00	Supported
H 27	SP -> OBSE -> IP	0.05	0.01	1.14	0.05	Supported
H 28	SP -> NTB -> OBSE -> DEP	0.02	0.08	1.1	0.05	Supported
H 29	SP -> NTB -> OBSE -> ANX	0.01	0.01	0.83	0.20	Not Supported
H 30	SP -> NTB -> OBSE -> OD	0.04	0.01	3	0.00	Supported
H 31	SP -> NTB -> OBSE -> OCB	-0.03	0.01	2.76	0.00	Supported
H 32	SP -> NTB -> OBSE -> IP	-0.05	0.01	3.75	0.00	Supported
H33	SP*RS-> NTB	-0.01	0.01	.72.	0.27	Not Supported

SP= Supervisor Phubbing; NTB= Need to Belong; OBSE= Organization Based Self Esteem, ANX= Anxiety; DEP= Depression; OD= Organizational Deviance; OCB= Organizational Citizenship Behavior; IP= In role Performance; RS= Rejection Sensitivity.
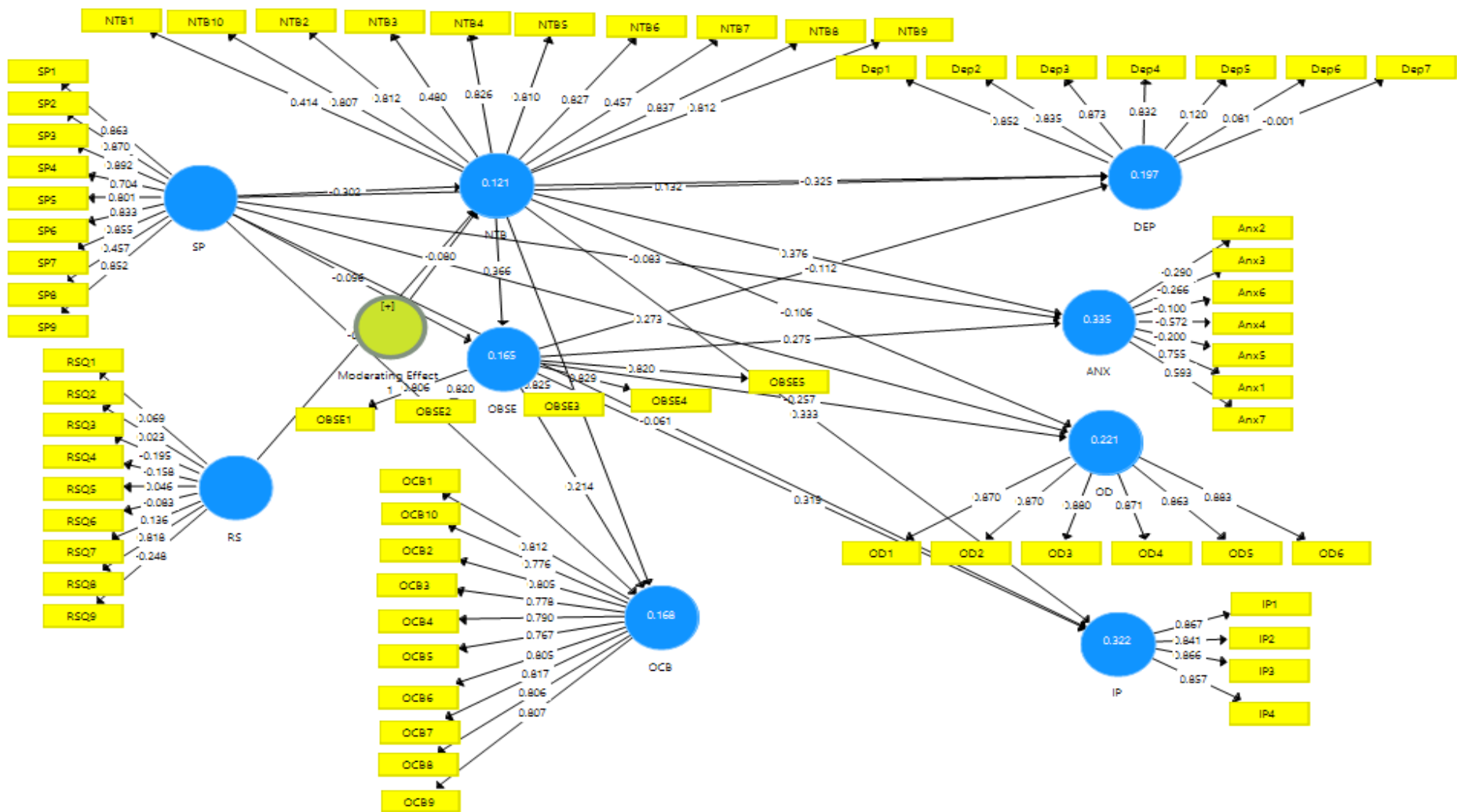
FIGURE 4.2: Structural Equation Modeling results through smart PLS 3.

4.6   Summary of Hypotheses

Hypothesis	Statements	Results
H1	Supervisor phubbing is positively related to Depression.	**Accepted**
H2	Supervisor phubbing is negatively related to employee need to belong.	**Accepted**
H3	Need to belong is negatively related to Depression.	**Accepted**
H4	Need to belong mediates between Supervisor phubbing and Depression.	**Accepted**
H5	Supervisor phubbing is positively related to Anxiety.	**Rejected**
H6	Need to belong is negatively related to Anxiety.	**Accepted**
H7	Need to belong mediates between Supervisor phubbing and Anxiety.	**Accepted**
H8	Supervisor phubbing is positively related to organizational deviance.	**Accepted**
H9	Need to belong is negatively related to organizational deviance.	**Accepted**
H10	Need to belong mediates between Supervisor phubbing and Organizational Deviance.	**Accepted**
H11	Supervisor Phubbing is negatively related to Organizational Citizenship Behavior.	**Accepted**
H12	Need to Belong is positively related with organizational Citizenship Behavior.	**Accepted**
H13	Need to Belong mediates between Supervisor phubbing and organizational Citizenship Behavior.	**Accepted**
H14	Supervisor Phubbing is negatively related to In-role performance.	**Rejected**
H15	Need to Belong is positively related with In-role performance.	**Accepted**

H16	Need to Belong mediates between Supervisor phubbing and In-role performance.	**Accepted**
H17	Supervisor Phubbing is negatively related to Organization-based self-esteem.	**Accepted**
H18	Organization-based self-esteem is negatively related to Depression.	**Accepted**
H19	Organization-based self-esteem mediates between Supervisor phubbing and Depression.	**Accepted**
H20	Organization-based self-esteem is negatively related to Anxiety.	**Rejected**
H21	Organization-based self-esteem mediates between Supervisor phubbing and Anxiety.	**Rejected**
H22	Organization-based self-esteem is negatively related to Organizational deviance.	**Accepted**
H23	Organization-based self-esteem mediates between Supervisor phubbing and Organizational deviance.	**Accepted**
H24	Organization-based self-esteem is positively related to Organizational citizenship behavior.	**Accepted**
H25	Organization-based self-esteem mediates between Supervisor phubbing and Organizational citizenship behavior.	**Accepted**
H26	Organization-based self-esteem is positively related to In-role performance.	**Accepted**
H27	Organization-based self-esteem mediates between Supervisor phubbing and In-role performance.	**Accepted**
H28	Need to belong and Organization Based Self Esteem simultaneously mediates the relationship between Supervisor Phubbing and Depression.	**Accepted**

H29	Need to belong and Organization Based Self Esteem simultaneously mediates the relationship between Supervisor Phubbing and Anxiety.	**Rejected**
H30	*Need to belong and Organization Based Self Esteem simultaneously mediates the relationship between Supervisor Phubbing and Organizational Deviance.	**Accepted**
H31	Need to belong and Organization Based Self Esteem simultaneously mediates the relationship between Supervisor Phubbing and Organizational Citizenship Behaviour.	**Accepted**
H32	Need to belong and Organization Based Self Esteem simultaneously mediates the relationship between Supervisor Phubbing and In-role performance.	**Accepted**
H33	Rejection Sensitivity moderates the negative relationship between Supervisor Phubbing and Need to Belong in such a way that the relationship would be stronger for employees high in rejection sensitivity than low.	**Rejected**

Total Hypothesis 33

Accepted 27

Rejected 06

Chapter 5

Discussion, Conclusion, Implication, Strength, Limitation and Future Direction

This chapter gives a detailed concerning the hypothesized relationship of the study variables based on theoretical and logical reasoning, besides the justification, implication, strengths and limitations and future directions discussed in detail. A discussion of the study results obtained by performing statistical results is discussed below.

5.1 Discussion of Results

5.1.1 Supervisor Phubbing is Positively Related to Depression (H1).

The current research was carried out to test the effect of phubbing in the workplace. Most of the findings of the result supported our hypotheses. As expected, I found support that perceived supervisor phubbing positively predicts ones feeling of depression via threat to the need to belong and organization-based self-esteem. When an employee during face to face interaction with his/her supervisor, he/she needs full attention from a supervisor. The use of smartphones hinders the quality

of communication, and when experienced continuously, an employee will feel depressed. The above argument is in line with the study arguments of (e.g. Maccoby & Martin, 1983; Leary, 1990) that depression is generally the outcome of social exclusion. Supervisor phubbing is similar to mistreatment, and as per the study of (Penhaligon, Louis & Restubog, 2009; 2013) has found that mistreatment is positively related to depression.

There is a study of (Roberts & David, 2016; Wang et al., 2017), which has found an indirect positive relationship between partner phubbing and depression through relationship satisfaction. One study also found a positive effect of internet use on depression, loneliness and daily stress (Shaw & Gant, 2004). Another study found indirect positive effects of communication load on depression, burnout and anxiety (Reinecke & Eden, 2017).

5.1.2 Supervisor Phubbing is Negatively Related to Need to Belong (H2).

According to the study results, the answer to hypothesis 2 is found accepted. The study results have been justified with Belongingness theory's help (Baumeister & Leary, 1995), which proposes that essential human motivation is the need to belong when taking part in meaningful social interactions. Due to perceived supervisor phubbing, the quality and meaning of the contact affect negatively. When an employee does not get the minimum quality of contact required during face-to-face interaction with the supervisor, it negatively affects ones need to belong in public and private sector organizations. In studies also found that there are reduced feelings of ones belongingness due to phubbing.

Meaning thereby is that the more the employee perceives supervisor phubbing during a meeting frequently, the lower the feelings of belonging, self-esteem and meaningful existence. The belongingness theory also supports this argument that a lack of a minimum quantity of interaction during communication with an interaction partner results in adverse effects. Previous research work of Chotpitayasunondh and Douglas (2018) also supports this so that phubbing lowers ones mood and threatens four fundamental needs (belonging, self-esteem, meaningful

existence, control). Roberts and David (2017) also found similar phubbing results in the workplace such that due to boss phubbing, there is less trust in supervisors by employees.

I found that threat to fundamental needs (belonging-H2a, self-esteem-H2b) mediated the effect of perceived supervisor phubbing on OBSE. However, meaningful existence-H2c and control-H2d did not mediate this effect. Previous researchers (Chotpitayasunondh & Douglas, 2018; Hales, Dvir, Wesselmann, Kruger & Finkenauer, 2018) found that due to phubbing, there is a threat to fundamental needs when ones feel socially excluded in social conversation. Our study also found similar results in the work environment that when employees perceive him/her socially excluded in the workplace from the critical contact in the organization that is in our case is supervisor, employees fundamental needs also threatened except control. In the current study, this is an essential contribution in the phubbing literature and ostracism* literature, specifically in the workplace context. This line of argument opens avenues for future researchers to further investigate the negative effects of phubbing in the work environment in the form of ostracism (social exclusion).

5.1.3 Need to Belong is Negatively Related to Depression (H3).

According to the study results, the answer to hypothesis 3 is found accepted. The study results have been justified, and there is a negative correlation between the need to belong and depression, loneliness (Leary, Kelly, Cottrell & Schreindorfer, 2013). To our knowledge, there is no direct study that tested the relationship between the need to belong and depression. However, the need to belong is positive and encourages one to belong. Depression is a harmful and destructive feeling, so ones need to belong is negatively related to depression. As a result of this study, our hypothesis that needs to belong negatively predicts depression.

5.1.4 Need to Belong Mediates between Supervisor Phubbing and Depression (H4).

According to the study results, the answer to hypothesis 4 is found accepted. The study results showed that the need to belong mediates the mechanism between supervisor phubbing and depression. When there is more perceived supervisor phubbing by the employee, it threatens ones need to belong. When ones need to

belong threatens, it mediates the relationship between supervisor phubbing and depression. This is in line with the belongingness theory that states that when ones belongingness threatens due to lack of minimum quantity, its effects negatively affect emotions, thoughts, and behavior (Baumeister & Leary, 1995). There is an indirect relationship found between partner phubbing and depression via relationship satisfaction in the study of (Roberts & David, 2016).

5.1.5 Supervisor Phubbing is Positively Related to Anxiety (H5).

According to the study results, the answer to hypothesis 4 is found rejected. Contrary to our hypothesis that supervisor phubbing is positively related to anxiety, I found that perceived supervisor phubbing predicts negatively to ones feeling of anxiety via the threatened need to belong and organization-based self-esteem. As per the belongingness theory, when ones needs to belong are threatened due to lack of minimum quantity, it creates adverse effects on emotions, behavior and thoughts. There is no single study tested the direct or indirect relationship between phubbing and anxiety to our best of knowledge. Trait anxiety refers to the individual stable tendency to get upset and depressed in stressful scenarios. This anxiety level remains over a long time (Demyttenaere, Nijs, Evers-Kiebooms & Koninckx, 1989). As anxiety is a condition where one takes it. However, there is a study in which investigation was carried out regarding the association of trait anxiety, trait fear of exclusion, individual personality neuroticism along with phubbing, and they found the females concerning male are more prone to trait anxiety, neurotic personality traits and high phubbing score with more problems in the usage of Instagram (Balta, Emirtekin, Kircaburun & Griffiths, 2018). Some studies found depression and anxiety are associated with internet addiction and smartphone addiction (Beranuy et al., 2009, Thomee et al., 2011) and anxiety (Cheever, Rosen, Carrier & Chavez, 2014. Dalbudak et al., 2013, Lepp et al., 2014). Baumeister and Tice's 1990 theory of social exclusion also suggests that an actual or threatened form of exclusion from a critical workgroup causes anxiety. The finding of this study is contrary to the hypothesis. Which does not support that supervisor phubbing is positively related to anxiety. One of the factors could be a cultural framework like power distance. There is more acceptance to follow orders of the leaders authority in high power distance cultures than low power

distance cultures (Clugston et al., 2000; Kirkman & Shapiro,1997). The above argument is in line with the study findings of (Yasin, Bashir, Abeele & Bartels, 2020), which suggests that phubbing can also be seen as something that in high power distance cultures followers cannot question; the boss has an inherent right to engage. On the other hand, a low power distance culture has a weakening effect on the relationship between phubbing and needs. Thus implying that phubbing is considered a bigger problem, as its weakening effect indicates that more phubbing causes more significant damages to employees needs in cultures with a low power distance.

5.1.6 Need to Belong is Negatively Related to Anxiety (H6).

To investigate the question by framing hypothesis 6 that needs to belong is negatively related to anxiety. The results revealed a negative association between the need to belong and anxiety and hence accepted. That supports the line of the previous studies (Lee & Robbins, 1998); this stated that social connectedness was negatively related to trait anxiety and social anxiety related to adverse effects (Brown, Silvia, Myin-Germeys & Kwapil, 2007). The belongingness theory (Baumeister & Leary, 1995) also suggested that the need to belong is a basic psychological need that can be found in all cultures and all humans to some degree. Furthermore, the theory suggests that people need to maintain and build positive relationships with others and dont want negative effects. So, the need to belong is a positive thing that keeps oneself away from negative effects that are anxiety. Hence, the belongingness theory also supported the hypothesis.

5.1.7 Need to Belong Mediates between Supervisor Phubbing and Anxiety (H7)

To investigate the question, framing hypothesis 7 that needs to belong mediates the relationship between supervisor phubbing and anxiety. The results revealed that mediation exists between supervisor phubbing and anxiety via the need to belong. The indirect effect of perceived supervisor phubbing on anxiety via the need to belong suggests a problem faced by the organization due to supervisor phubbing behavior. It adversely affects the quality of conversation required between employees and supervisors. There is no single direct study that has undertaken

the relationship between perceived supervisor phubbing and anxiety vial need to belong to the best of my knowledge.

5.1.8 Supervisor Phubbing is Positively Related to organizational Deviance (H8)

To investigate the question, framing hypothesis 8 that perceived supervisor phubbing is positively related to organizational deviance via the need to belong and Organization based self-esteem. The results revealed that the hypothesis is accepted based on the positive association between perceived supervisor phubbing and organizational deviance. As per the belongingness theory by Baumeister and Leary (1995), when there is a lack of minimum quantity required for interaction, then adverse effects appear in behavior, emotion and thought. Organizational deviance is a behavior that one (employee) performs in the organization. There are a plethora of studies (Berry, Ones & Sackett, 2007; Bennett, Marasi & Locklear, 2018; Bordia, Restubog, & Tang, 2008; Erkutlu, H. & Chafra, J. (2019); Fox, Spector & Miles, 2001: 292; Mitchell, M. S. & Ambrose, M. L. 2007; Penhaligon, Louis & Restubog, 2013; Powell, N. 2013; Robinson and Bennetts (1995); Javed, Fatima, Yasin, Jahanzeb & Rawwas, 2019) which had revealed that there is a positive relationship between abusive supervision, mistreatment and organizational deviance as supervisor phubbing is also one of the negative forms being done by the supervisor in the workplace. When mediation exists between supervisor phubbing and anxiety via the need to belong.

5.1.9 Need to Belong is Negatively Related to Organizational Deviance (H9).

To investigate the question by framing hypothesis 9 that need to belong is negatively related to organizational deviance. The results revealed that the hypothesis is accepted based on the negative association of need to belong with organizational deviance. The belongingness theory (Baumeister & Leary, 1995) also suggested that the need to belong is a basic psychological need that can be found in all cultures and all humans to some degree. Furthermore, the theory suggests that people need to maintain and build positive relationships with others and dont want negative effects. So, by nature of the need to belong is a positive thing that keeps oneself away from negative effects. Hence, the belongingness theory also

supported the hypothesis. Pleasant, conflict-free and positive interactions with others are the outcomes of the need to belong. The previous research findings have also supported this claim in their studies that need to belong is basic social need of human being which can be seen from their behavior (Gere & MacDonald, 2010; Mellor, Stokes, Firth, Hayashi & Cummins, 2008 Lambert et al., 2013; Leary, 2007; Silvia & Kwapil, 2011; Zumaeta, 2019). When these interactions do not satisfy or thwarted, then others can adopt these feelings in a negative way, which affects their well-being (Baumeister & Leary, 1995). Organizational deviance is the outcome of negative emotions and emotional exhaustion (Spector & Fox, 2002; Raman, Sambasivan & Kumar, 2016). Many studies show that due to negative emotions.

5.1.10 Need to Belong Mediates between Supervisor Phubbing and Organizational Deviance (H10).

To investigate the question, framing hypothesis 10 that needs to belong mediates the relationship between supervisor phubbing and organizational deviance. The results revealed that mediation exists between supervisor phubbing and organizational deviance via the need to belong. The indirect effect of perceived supervisor phubbing on organizational deviance via the need to belong suggests a problem faced by the employee in the organization due to supervisor phubbing behavior. It adversely affects the quality of conversation required between employee and supervisor.

There is no single direct study that has undertaken the relationship between perceived supervisor phubbing and organizational deviance via the need to belong to the best of my knowledge. Belongingness theory (Baumeister & Leary, 1995) also supported this line of argument that when ones belongingness is threatened due to lack of minimum quantity of interaction required in face to face interaction, then it affects negatively on ones behavior, emotion and thoughts. This is the first study to find out the relationship between supervisor phubbing and organizational deviance via the need to belong to our best of knowledge. As the need to belong is activated because of possible or actual threat to belonging for example when a person is ostracized, this affects the primary need for human motivation. Individuals based on their observations regularly monitor others' actions to judge

that they are being included or excluded by others (Loveland, Smeesters & Mandel, 2010). Thwarted belongingness can be described as when individuals find out that they are being ignored, rejected or excluded from the important contact in the organization. Then resultantly, their self-esteem level decline, and they try to restore their belongingness level to previous level (Gardner, Cynthia, Valerie & Megan 2005; Pickett, Gardner & Knowles, 2004). Loveland, Smeesters, and Mandel (2010) proposes that whenever a goal is a social connection, then need to belong should influence behavior like in our study, the need to belong is influencing the behavior of an individual when facing supervisor phubbing in the organization, and as a result, the employee will involve in deviant behavior like organizational deviance.

5.1.11 Supervisor Phubbing is Negatively Related to Organizational Citizenship Behavior (H11)

To investigate the question by framing hypothesis 11 that perceived supervisor phubbing is negatively related to organizational citizenship behavior. The results revealed that the hypothesis is accepted on the basis of a negative association between perceived supervisor phubbing and organizational citizenship behavior. As per the belongingness theory by Baumeister and Leary (1995), when there is perceived rejection or exclusion feelings, it results in the form of thwarted belongingness that can be harmful to ones emotion, thought and behavior. Organizational citizenship behavior is a positive behavior that one shows in the organization to help others because of ones experience regarding perceived supervisor phubbing effects on ones behavior negatively. The relationship between supervisor and employee is like marriage (Baer, 2015). Phubber (supervisor) repeatedly ignores and neglects face-to-face communication with others, which is mandatory for developing and maintaining quality relationships (Nazir & Pikin, 2016). So when a supervisor indulges in negative behavior like supervisor phubbing, it affects employees thoughts and behavior negatively. Hence, our hypothesis that supervisor phubbing is negatively related to organizational citizenship behavior is in line with the theory and arguments. To our best of knowledge, this study is first in its nature to find the direct relationship between perceived supervisor phubbing and organizational citizenship behavior.

5.1.12 Need to Belong is Positively Related to Organizational Citizenship Behavior (H12)

To investigate the question, framing hypothesis 12 that needs to belong is positively related to organizational citizenship behavior. The results revealed that the hypothesis is accepted based on the positive association between the need to belong and organizational citizenship behavior. The belongingness theory (Baumeister & Leary, 1995) also suggested that the need to belong is a basic psychological need that can be found in all cultures and all humans to some degree.

Furthermore, the theory suggests that people need to maintain and build positive relationships with others and dont want negative effects. So, by nature of the need to belong is a positive thing that keeps oneself away from negative effects. Hence, the belongingness theory also supported the hypothesis.

Pleasant, conflict-free and positive interactions with others are the outcomes of the need to belong. The researchers have supported this claim in their studies that need to belong is a basic social need of human being which can be seen from their behavior (Gere & MacDonald, 2010; Mellor, Stokes, Firth, Hayashi & Cummins, 2008 Lambert et al., 2013; Leary, 2007; Silvia & Kwapil, 2011; Zumaeta, 2019). When these interactions do not satisfy or thwart,s can adopt these feelings negatively to their well-being (Baumeister & Leary, 1995). Need to belong is the gauge to scan the work environment better, interpret information and give sense to colleagues behavior (Yang & Treadway, 2018).

5.1.13 Need to Belong Mediates between Supervisor Phubbing and organizational Citizenship Behavior (H13)

To investigate the question, framing hypothesis 13 that needs to belong mediates the relationship between perceived supervisor phubbing and organizational citizenship behavior. The results revealed that mediation exists between perceived supervisor phubbing and organizational citizenship behavior via the need to belong. The indirect effect of perceived supervisor phubbing on organizational citizenship behavior via the need to belong suggests a problem faced by the employee in the organization due to supervisor phubbing behavior. It adversely affects the quality of conversation required between employee and supervisor. There is no

single direct study that has undertaken the relationship between perceived supervisor phubbing and organizational citizenship behavior to our best of knowledge. According to belongingness theory (Baumeister & Leary, 1995), one of the fundamental human drives is needed to belong in all human beings and in all cultures to some extent. When this needs to belong threatened in actual or perception, it leads to negative ways, such as cognition, emotions, and behaviors (Staebler, Helbing, Rosenbach & Renneberg, 2011). The previous research study (Sato, Fonagy & Luyten, (2019) found the mediation via the need to belong between rejection sensitivity and borderline personality disorder. BPD features are mediated by the level of need to belong, attachment anxiety, and self-critical traits.

5.1.14 Supervisor Phubbing is Negatively Related with In Role Performance (H14).

To investigate the question by framing hypothesis 14 that perceived supervisor phubbing is negatively related to in-role performance. Contrary to our hypothesis that supervisor phubbing is negatively related to in-role performance, I found that the effect of perceived supervisor phubbing on in-role performance is non-significant. Hence, hypothesis H14 was rejected. As per the belongingness theory, when ones needs to belong are threatened due to lack of minimum quantity, it creates negative effects on emotions, behavior and thoughts. There is no single study tested the direct or indirect relationship between phubbing and in-role performance to our best of knowledge. In-role performance is defined as Members of organizations set to perform their roles, and roles are a set of behavior patterns performed by the person occupying a position in the organization. (Graen, 1976; p., 1201). In-role performance is the expectation of an individual where he/she is supposed to accomplish his/her tasks that are required formally as per job descriptions. To evaluate the individuals job performance typically refer to his/her behavior in the job role (e.g., Welbourne, Johnson & Erez, 1998; Griffin, Neal & Parker, 2007). As the individual sense of belonging is reduced because of supervisor phubbing, it is assumed that the employee will not perform the duties as per job descriptions (in-role performance) due to perceived rejection. In a study by (Al-Atwi, 2017), workplace ostracism is damaging to employees' in-role performance and extra-role performance. As per (Katz, 1964) in-role behavior is regular

and on-going job performance expected or required behavior. If an individual fails to perform the expected or required behavior, it can result in job loss or a cut in organizational rewards and harmful for the organization. To the best of my knowledge, no such study has already been done, which has tested the relationship between supervisor phubbing and in-role performance. However, one reason could be the cultural framework. As per Hofstede, the 1980 study finds more acceptance and expectation in the high-power distance cultures from the supervisor to exercise power without questioning. There is no expectation from the followers to participate in the decision-making process. In the current study, respondents were from high power distance culture; this factor needs to be further investigated in future research studies.

5.1.15 Need to Belong is Positively Related to In Role Performance (H15)

To investigate the question by framing hypothesis 15 that need to belong is positively related with in-role performance. The results revealed that the hypothesis is accepted based on a positive association between the need to belong and in-role performance.

The belongingness theory (Baumeister & Leary, 1995) also suggested that the need to belong is a basic psychological need that can be found in all cultures and all humans to some degree. Furthermore, the theory suggests that people need to maintain and build positive relationships with others and dont want adverse effects. So, by nature of the need to belong is a positive thing that keeps oneself away from negative effects.

Hence, the belongingness theory also supported the hypothesis. Pleasant, conflict-free and positive interactions with others are the outcomes of the need to belong. The researchers have supported this claim in their studies that need to belong is a fundamental social need of human being, which can be seen from their behavior (Gere & MacDonald, 2010; Mellor, Stokes, Firth, Hayashi & Cummins, 2008 Lambert et al., 2013; Leary, 2007; Silvia & Kwapil, 2011; Zumaeta, 2019).

5.1.16 Need to Belong Mediates between Supervisor Phubbing and In Role Performance (H16).

To investigate the question, framing hypothesis 16 that needs to belong mediates the relationship between perceived supervisor phubbing and in-role performance. The results revealed that mediation exists between perceived supervisor phubbing and in-role performance via the need to belong. The indirect effect of perceived supervisor phubbing on in-role performance suggests a problem faced by the organization's employees due to supervisor phubbing behavior. It adversely affects the quality of conversation required between employee and supervisor. There is no single direct study that has undertaken the relationship between perceived supervisor phubbing and in-role performance to our best of knowledge. As per (Baumeister & Leary, 1995) belongingness theory, one of the fundamental human drives needs to belong in all human beings and all cultures to some extent. When this needs to belong threatened in actual or perception, it leads to negative ways, such as cognition, emotions, and behaviors (Staebler, Helbing, Rosenbach & Renneberg, 2011).

5.1.17 Supervisor Phubbing is Negatively Related to Organization Based Self Esteem (H17)

To investigate the question by framing hypothesis 17, perceived supervisor phubbing is negatively related to organization-based self-esteem (OBSE). As per our proposed hypothesis, the results showed that supervisor phubbing is negatively related to OBSE; hence hypothesis was accepted. According to belongingness theory (Baumeister & Leary, 1995), when one needs to belong threatened due to lack of minimum quantity, it creates negative effects on emotions, behavior and thoughts. To our best of knowledge, there is no single study that tested the direct or indirect relationship between phubbing and OBSE.

Inside the belongingness theory, self-esteem has been offered to perform as a distinct role, such as a gauge for ones satisfaction of the need to belong (Leary & Downs, 1995). In accordance with ones level of acceptance /rejection in the form of increased or decreased sense of belongingness, the self-esteem level also rises and fall (Williams, 2007); frequently, it is evident that lower acceptance level leads to lower self-esteem levels and in this study, as the need to belong is a psychological mechanism which results from the phubbing behavior, and it will lead to a

low level of self-esteem according to the belongingness theory. As per the study of (Pierce et al., 1989), it was found that within the workplace, self-esteem is assessed with organization-based self-esteem measures, which defined it as the degree to which it makes feel individuals believe that they are significant, worthy and capable at work. Unmet belongingness needs (Need to belong) results due to thwarted belonging that ones sense because of supervisor phubbing behavior, will promote exclusion feelings, and resultantly individuals will experience lowered level self-esteem (Leary & Downs, 1995).

5.1.18 Organization Based Self Esteem is Negatively Related to Depression (H18)

To investigate the question by framing hypothesis 18, Organization-based self-esteem (OBSE) is negatively related to depression. The results revealed that the hypothesis is accepted based on a negative and significant association between OBSE and depression.

Previous research showed that low self-esteem is linked with depression as a risk factor (Orth, Robins, Meier & Conger, 2016) (e.g., Orth, Robins & Meier, 2009; Afdal et al., 2019;)Orth, Robins, Trzesniewski, et al., 2009; Roberts & Monroe, 1992; Sowislo & Orth, 2013). In the case of low organizational support levels, ones level of OBSE decreases thwarted belongingness and thwarted goals for encouraging self-regard (Baumeister & Leary, 1995; Brockner, 1988). As per Belongingness theory (Baumeister & Leary, 1995), there is support to the argument that in case of lack of support or lack of attention from the worthy person in the organization, this results in the shape of thwarted belonging, which decreases ones level of OBSE, as the inclusion/exclusion of ones OBSE level is linked with the acceptance/rejection form the group or member of the organization. There is a negative association between OBSE and turnover intention and thinking of quitting (Pierce & Gardner, 2004). The authors further stated that those who believe that they are worthy and competent do not think to quit or do so compared to those who think they are less worthy in the organization (Pierce & Gardner, 2004). Previous research showed that a conducive work setting is a significant predictor of OBSE (Bowling, Eschleman, Wang, Kirkendall & Alarcon, 2010). In the case of ones low OBSE level, one shows high absenteeism and less organizational commitment than

ones level of high OBSE (Hui & Lees, 2000). Further, an individual with a low level of OBSE will feel less important in the workplace, affecting communication at work (Payne, 2007).

OBSE is negatively related to depression (Wang, et al., 2018). Previous studies in line with the current hypothesis have found a negative relationship between OBSE and depression, physical symptoms (Bowling et al. 2010; Grandey & Cropanzano, 1999) Study findings revealed that those who have quality relationships with their superiors significantly expressed their disagreement openly compared to those with low-level quality relationships, although their disagreement is covert (Kassing, 2000).

5.1.19 Organization Based Self Esteem Mediates between Supervisor Phubbing and Depression (H19)

To investigate the question by framing hypothesis 19, Organization-based self-esteem (OBSE) mediates the positive relationship between supervisor phubbing and depression. The results revealed that the hypothesis is accepted. OBSE is linked with acceptance or rejection from a particular group or member of a group (Pierce et al., 1989). It involves belief like one feels significant, capable, and worthy of work (Pierce & Gardner, 2004). Members of the organization can judge their value from the signals received from managers and the organization in the form of communication (Gardner, Van Dyne & Pierce, 2004; Baumeister, 1999).

The results of the study showed that OBSE mediates the mechanism between supervisor phubbing and depression. When an employee perceives supervisor phubbing enhances, the individual feels more excluded, rejected, which lowers ones OBSE level. This argument line is supported in line with Belongingness Theory (Baumeister & Leary, 1995). There is an indirect relationship found between partner phubbing and depression via relationship satisfaction in the study of (Roberts & David, 2016). As per our best of knowledge, this is the first study that has tested the indirect relationship between perceived supervisor phubbing and depression via OBSE. Given that in the case of ones threats to fundamental needs (belonging, self-esteem), except meaningful existence and control, perceived supervisor phubbing on employee level of OBSE will be lower. This argument line is also supported by the previous research work of (Roberts & David, 2017) that due

to Boss phubbing, there is less trust in the supervisor by the employee in an organization, which adversely affects employee engagement. There is a need to work on this neglected aspect of phubbing in the work environment. I encourage future researchers to investigate further the phenomena of phubbing in the workplace, which is underexplored.

5.1.20 Organization Based Self Esteem is Negatively Related to Anxiety (H20)

To investigate the question by framing hypothesis 20, Organization-based self-esteem (OBSE) is negatively related to anxiety. Contrary to our hypothesis, the results revealed that the hypothesis is rejected. As some hidden signals are consistent in ones work setting, while there are more direct and clear cues regarding ones value to the organization when making personal interactions with bosses, colleagues, subordinates and clients (Baumeister, 1999; Brockner, 1988; Pierce & Gardner, 2004).

A study by (Bowling et al. 2010) found negative relationships between OBSE and work stressors, role conflict, role ambiguity, job insecurity and role overload. A negative relationship was found between OBSE and poor health outcomes.

There is a negative relationship between depression, anxiety and physical symptom in the case of general self-esteem. Understanding general self-esteem protects employees from work stressors (Frone, 2000; Grandey & Cropanzano, 1999; Kivimaki & Kalimo, 1996; Spector & Jex, 1998). In a study by Sowislo, and Orth (2013), self-esteem is negatively related to anxiety. A study conducted by Roberts (2006) has tested the association between employees' self-esteem and anxiety levels. Among these few studies, most are cross-sectional and have a high and moderate correlation between individuals' self-esteem and anxiety level (Lee & Hankin, 2009; Watson, Suls & Haig, 2002).

The finding of a research study by Yasin, Bashir, Abeele, and Bartels (2020) has suggested that phubbing by the supervisor is being practiced in the organization; that is difficult to observe. This affects employees' working life that resulted in threatening some of their fundamental needs and so lowering their OBSE. Previous studies also supported the above argument that when ones self-esteem is

lowered, then; as a result, there are multiple ill-effects such as poor psychological and physical health (Orth, Robins & Widaman, 2012; Trzesniewski et al., 2006; Zimmerman, Copeland, Shope & Dielman, 1997) while in case of high self-esteem resulted in enhancing academic achievement and better job performance (Judge & Bono, 2001; Marsh & Craven, 2006).

5.1.21 Organization Based Self Esteem Mediates between Supervisor Phubbing and Anxiety (H21)

To investigate the question by framing hypothesis 21, Organization-based self-esteem (OBSE) mediates the positive relationship between supervisor phubbing and anxiety. The results revealed that the hypothesis is rejected as an increase or decrease of ones OBSE level is linked with acceptance or rejection from a particular group or member of a group (Pierce et al., 1989). It involves belief like one feels significant, capable, and worthy of work (Pierce & Gardner, 2004). The results of the study showed that OBSE mediates the mechanism between supervisor phubbing and anxiety. As per the belongingness theory (Baumeister & Leary, 1995), the more the employee perceives supervisor phubbing, the more the individual feels ignored, excluded, or rejected, resulting in a decrease in ones OBSE level. As per our best of knowledge, this is the first study that has tested the indirect relationship between perceived supervisor phubbing and anxiety via OBSE.

5.1.22 Organization Based Self Esteem is Negatively Related to Organizational Deviance (H22)

To investigate the question by framing hypothesis 22, Organization-based self-esteem (OBSE) is negatively related to organizational deviance. The results revealed that the hypothesis is accepted. Targeting the organization is a specific shape of deviant behavior known as organizational deviance. It can significantly affect the bottom line of an organization lower. Nearly all organizations face the goal of some form of employee embezzlement (Case, 2000). For example, a study revealed that on organization deviance such as web-surfing only in the UKs firm has cost about $600 million US dollars annually (Taylor, 2007). Self-esteem as an indicator to satisfy ones need to belong play a significant role within the belongingness theory (Leary & Downs, 1995), which means thereby that ones level of self-esteem rises and falls according to ones acceptance and rejection from a

specific group (Williams, 2007). As in the workplace, OBSE is measured for ones self-esteem level. Previous studies' results supported that ones level of OBSE increase or decrease is linked with ones value from the organization in the form of inclusion or exclusion at work (Pierce & Gardner, 2004). Individuals with high OBSE believe that they are worthy of their organizations. Besides, they feel that they can contribute to their organizations (Pierce et al., 1989; Sekighuci, Burton & Sablynski, 2008). Previous research studies have also supported that OBSE is linked with a positive association with ones performance, organizational citizenship behavior, and increased productivity (Carson, Carson, Lanford & Roe, 1997; Pierce et al., 1989; Van Dyne and Pierce, 2004). A study of results found a negative relationship between OBSE and deviant behavior. Although there are scant research studies, however, previous research study findings (Chung & Yang, 2017; Ferris et al., 2009) showed a negative relationship between OBSE and deviant behavior.

5.1.23 Organization Based Self Esteem Mediates between Supervisor Phubbing and Organizational Deviance (H23)

To investigate the question by framing hypothesis 23, Organization-based self-esteem (OBSE) mediates the positive relationship between supervisor phubbing and organizational deviance. The results revealed that the hypothesis is accepted. As per the belongingness theory (Baumeister & Leary, 1995), the fundamental human motivation is needed to belong, when this belonging is thwarted, it results in a decrease of ones OBSE level in the organization, which in turn in negative effects in the form of emotions, thoughts and behavior as organizational deviance are considered a negative behavior in the organization (Bennett & Robinson, 2003; Robinson & Bennett, 1995).

Those individuals having high OBSE levels will try to align themselves as valuable, need satisfaction, and competence with the organization and resultantly feel adequate as a member of the organization as well as meaningful and valuable (Pierce et al., 1989; Sekiguchi, Burton & Sablynski, 2008). In the earlier studies, it was evident that the high-level OBSE will positively affect ones performance, positively linked with organizational citizenship behavior and increase productivity (Carson et al., 1997Pierce, et al., 1989; Gardner, Van Dyne & Pierce, 2004). Satisfying the

belonging need in a specific environment like the workplace enhances self-esteem to that specific domain.

5.1.24 Organization Based Self Esteem is Positively Related to Organizational Citizenship Behavior (H24)

To investigate the question by framing hypothesis 24, Organization-based self-esteem (OBSE) is positively related to organizational citizenship behavior. The results revealed that the hypothesis is accepted. There is a basic need that motivates an individual to perform positive behaviors. It can be explained has that ones worth, and value in the organization compels the individual to perform positive behaviors (Korman, 2001). To focus on performance behavior, In the case of ones high-level OBSE, leads to a focus on performance behavior. This research is consistent with the previous studies of (Gardner et al., 2004), which reported the positive association between OBSE and OCB and job performance. A meta-analysis reported by Bowling, Eschleman, Wang, Kirkendall & Alarcon, (2010) regarding the positive link between OBSE and organizational commitment, job satisfaction, organizational citizenship behaviors, employee health and job performance. Previous research studies also found the positive relationship between OBSE and positive attitudes, better job performance, job satisfaction, commitment to the organization as well as engagement in Organizational citizenship behavior (Bowling et al., 2010; Chen, Aryee & Lee, 2005; Hui & Lee, 2000; Judge & Bono, 2001; Pierce et al., 1989; Spreitzer & Quinn, 1996). On the other hand, the individuals having a low level of OBSE will reduce the performance level and not likely to exhibit beneficial behaviors for the organization (Pierce et al., 1989; Taylor & Brown, 1988).

5.1.25 Organization Based Self Esteem Mediates between Supervisor Phubbing and Organizational Citizenship Behavior (H25)

To investigate the question by framing hypothesis 25, Organization-based self-esteem (OBSE) mediates the negative relationship between supervisor phubbing and organizational citizenship behavior. The results revealed that the hypothesis is accepted. As per the belongingness theory (Baumeister & Leary, 1995), the fundamental human motivation is needed to belong, and when this belonging is thwarted, it results in a decrease of ones OBSE level in the organization,

which in turn in negative effects in the form of emotions, thoughts and behavior as organizational citizenship behavior are considered a positive behavior in the organization (Gardner, Van Dyne & Pierce,2004). This phubbing phenomenon is being established in society, and often it seems that people are addicted to it knowingly or unknowingly; this is so much emotionally involved to present-day period of human beings that we often think that we cannot live without a smartphone, such type of feeling is termed as nomophobia. The fact that people are most of the time unintentionally ignoring the presence of conversant partner which affects adversely on relationship satisfaction and communication quality (Abeele, Antheunis & Schouten, 2016; Chotpitayasunondh & Douglas, 2018) and also reduces employees work output (David & Roberts, 2017; Roberts & David, 2017). The indirect effect of supervisor phubbing on Organizational citizenship behavior vial OBSE is found to be negative.

5.1.26 Organization Based Self Esteem is Positively Related to In Role Performance (H26)

To investigate the question by framing hypothesis 26, Organization-based self-esteem (OBSE) is positively related to in-role performance. The results revealed that the hypothesis is accepted. Those individuals having high OBSE levels will try to align themselves as valuable, need satisfaction, and competent with the organization and resultantly feel adequate as a member of the organization as well as meaningful and valuable (Pierce et al., 1989; Sekiguchi, Burton & Sablynski, 2008).

Previous studies have found consistent results that OBSE has a positive relationship with in-role job performance, organizational citizenship behavior and pro-social behavioral attitudes, including helping behavior (Bowling et al. 2010; Korman, 1970). Consistent with the above reasoning and results of this study, I found a positive relationship between OBSE and in-role performance.

5.1.27 Organization Based Self Esteem Mediates between Supervisor phubbing and In Role Performance (H27)

To investigate the question by framing hypothesis 27, Organization-based self-esteem (OBSE) mediates the negative relationship between supervisor phubbing and in-role performance. The results revealed that the hypothesis is accepted.

As per the belongingness theory (Baumeister & Leary, 1995), the fundamental human motivation is needed to belong, when this belonging is thwarted, it results in the decrease of ones OBSE level in the organization, which in turn in negative effects in the form of emotions, thoughts and behavior. As in-role performance is considered a positive behavior (Gardner, Van Dyne & Pierce,2004).

This is the fact that people are most of the time unintentionally ignoring the presence of a conversant partner, which affects relationship satisfaction and communication quality (Abeele, Antheunis & Schouten, 2016; Chotpitayasunondh & Douglas, 2018) adversely and also reduces employees work output (David & Roberts, 2017; Roberts & David, 2017). The indirect effect of supervisor phubbing on in-role performance via OBSE is found to be negative.

5.1.28 Need to Belong and Organization Based Self Esteem Serially Mediates the Relationship between Supervisor Phubbing and Depression (H28)

To investigate the question, framing hypothesis 28 that needs to belong and Organization based self-esteem (OBSE) serially mediates the positive relationship between supervisor phubbing and depression. The results revealed that the hypothesis is accepted. As per belongingness theory (Baumeister & Leary, 1995), when ones belongingness is thwarted, then it results in the form of a decrease in ones OBSE level because the self-esteem level increases or decreases with the level of acceptance or rejection by the valued person (Williams, 2007), the theory further suggests that due to unsatisfactory need to belong, it causes multiple ill effects including emotion, thoughts and behavior.

This is in line with the previous research findings that individuals with low self-esteem are likely to get depression, social anxiety, jealousy, and loneliness compared to an individual having high-level self-esteem. (Russell et al., 1980; White, 1981; Kuiper, Derry & MacDonald, 1982; Pines & Aronson, 1983). The fundamental human motivation is needed to belong when this belonging is thwarted; it decreases ones OBSE level in the organization, which in turn in negative effects in the form of emotions, thoughts and behavior. The indirect effect of perceived supervisor phubbing on depression via the need to belong and OBSE suggests a problem faced by the employee in the organization due to supervisor phubbing

behavior, and it adversely affects the quality of conversation required between employee and supervisor.

5.1.29 Need to Belong and Organization Based Self Esteem Serially Mediates the Relationship between Supervisor Phubbing and Anxiety (H29)

To investigate the question, framing hypothesis 29 that needs to belong and Organization based self-esteem (OBSE) serially mediates the positive relationship between supervisor phubbing and anxiety. The results revealed that the hypothesis is rejected.

Epstein (1976) defines anxiety as perceiving future misfortunes. It is considered a severe threat to pleasure in the future, self-esteem, and abilities of the individuals to limit it in interpreting the situation and task at hand. In general, anxiety is considered a cognitive, psychological and behavioral state (Spielberger, 1975; Beck, Laude & Bohnert, 1974). Anxiety is linked with future-oriented and projecting future threats, while depression is concerned with imminent or previous events; both directly affect self-esteem and so on (Dobson, 1985). Anxiety is linked with the threat to future events as compared to depression, which is linked with past or imminent events, so our result of the study also supports that anxiety is something linked with the future events that are the reason that in this study I did not find serial mediation of need to belong and OBSE between supervisor phubbing and anxiety.

5.1.30 Need to Belong and Organization Based Self Esteem Serially Mediates the Relationship between Supervisor Phubbing and Organizational Deviance (H30)

To investigate the question, framing hypothesis 30 that needs to belong and Organization based self-esteem (OBSE) serially mediates the positive relationship between supervisor phubbing and organizational deviance.

The results revealed that the hypothesis is accepted. As per belongingness theory (Baumeister & Leary, 1995), when ones belongingness is thwarted, then it results in the form of a decrease in ones OBSE level because the self-esteem level increases or decreases with the level of acceptance or rejection by the valued person (Williams,

2007), the theory further suggests that due to unsatisfactory need to belong, it causes multiple ill effects including emotion, thoughts, and behavior.

Previous research studies have supported the claim in their studies that need to belong is basic social need of human being, which can be seen from their behavior (Gere & MacDonald, 2010; Mellor, Stokes, Firth, Hayashi & Cummins, 2008 Lambert et al., 2013; Leary, 2007; Silvia & Kwapil, 2011; Zumaeta, 2019). When these interactions do not satisfy or thwart, others can adopt these feelings negatively, which affects their well-being (Baumeister & Leary, 1995). Also, regarding OBSE, earlier research studies have provided evidence that OBSE is linked with a positive association with ones performance, organizational citizenship behavior, and increase productivity (Carson et al., 1997; Pierce et al., 1989; Van Dyne and Pierce, 2004). As per our best knowledge, this study is the only one that has tested the serial mediation of need to belong and OBSE between the positive relationship of supervisor phubbing and organizational deviance.

5.1.31 Need to Belong and Organization Based Self Esteem Serially Mediates the Relationship between Supervisor Phubbing and Organizational Citizenship Behavior (H31)

To investigate the question, framing hypothesis 31 that needs to belong and Organization based self-esteem (OBSE) serially mediates the negative relationship between supervisor phubbing and organizational citizenship behavior. The results revealed that the hypothesis is accepted.

One of the supreme primary human goals needs to belong as it is linked with social relationships that grant many advantages and benefits, which is necessary for people's psychological and physical well-being (Baumeister & Leary, 1995). Continuity of dependency on each other still exists today, but then in a new time relevant manner. Furthermore, the theory suggests that people need to maintain and build positive relationships with others, and dont want negative effects. So, by nature of the need to belong is a positive thing that keeps oneself away from negative effects. Hence, the belongingness theory also supported the hypothesis. Pleasant, conflict-free and positive interactions with others are the outcomes of the need to belong. The researchers have supported this claim in their studies that need to belong is an essential social need of human being, which can be seen

from their behavior (Gere & MacDonald, 2010; Mellor, Stokes, Firth, Hayashi & Cummins, 2008 Lambert et al., 2013; Leary, 2007; Silvia & Kwapil, 2011; Zumaeta, 2019).

Those individuals having high OBSE levels will try to align themselves as valuable, need satisfaction, and competent with the organization and resultantly feel adequate as a member of the organization as well as meaningful and valuable (Pierce et al., 1989; Sekiguchi, Burton & Sablynski, 2008).

To focus on performance behavior, In the case of ones high-level OBSE, leads to a focus on performance behavior. This research is consistent with the previous studies of (Gardner et al., 2004), which has reported the positive association between OBSE and OCB and job performance. As organizational citizenship behavior is considered a positive behavior in the organization (Gardner, Van Dyne & Pierce, 2004). As per belongingness theory (Baumeister & Leary, 1995), when ones belongingness is thwarted, then it results in the form of a decrease in ones OBSE level because the self-esteem level increases or decreases with the level of acceptance or rejection by the valued person (Williams, 2007), the theory further suggests that due to unsatisfactory need to belong, it causes multiple ill effects including emotion, thoughts and behavior.

5.1.32 Need to Belong and Organization Based Self Esteem Serially Mediates the Relationship between Supervisor Phubbing and In Role Performance (H32)

To investigate the question, framing hypothesis 32 that needs to belong and Organization based self-esteem (OBSE) serially mediates the negative relationship between supervisor phubbing and in-role performance. The results revealed that the hypothesis is accepted.

The belongingness theory (Baumeister & Leary, 1995) also suggested that the need to belong is a basic psychological need that can be found in all cultures and all humans to some degree. Furthermore, the theory suggests that people need to maintain and build positive relationships with others, and dont want negative effects.

Those individuals having high OBSE levels will try to align themselves as valuable, need satisfaction, and competent with the organization and resultantly feel adequate as a member of the organization as well as meaningful and valuable (Pierce et al., 1989; Sekiguchi, Burton & Sablynski, 2008). Given the importance of OBSE, this studys findings are relevant for organizational leaders, who may wish to prevent this supervisor behavior, whether intentional or unintentional, from hurting employees.

This is the fact that people are most of the time unintentionally ignoring the presence of a conversant partner, which affects adversely relationship satisfaction and communication quality (Abeele, Antheunis & Schouten, 2016; Chotpitayasunondh & Douglas, 2018) and also reduces employees work output (David & Roberts, 2017; Roberts & David, 2017).

As per the study by (Yasin, Bashir, Abeele, and Bartels, 2020), the need to belong was operationalized as the extent to which employees attach importance to being accepted by individuals in their workplace. This makes it an essential aspect of working life; hence, we argue that the workplace social context is incomplete without a need to belong, which affects all workplace interactions, including supervisor phubbing and its outcomes.

In-role performance is the expectation of an individual where he/she is supposed to accomplish his/her tasks that are required formally as per job descriptions. Individual job performance can be evaluated through his /their behavior display while performing his/her role at the workplace (Griffin, Neal & Parker, 2007; Welbourne, Johnson & Erez, 1998). As the individual sense of belonging is reduced because of supervisor phubbing, it is assumed that the employee will not perform the duties as per job descriptions (in-role performance) due to perceived rejection.

5.1.33 Rejection Sensitivity Moderates the Negative Relationship between Supervisor Phubbing and Need to Belong in such a way that the Relationship would be Stronger for Employees High in Rejection Sensitivity than Low (H33)

To investigate the question by framing hypothesis 33, rejection sensitivity moderates the negative relationship between supervisor phubbing and needs to belong.

The relationship would be healthier for employees high in rejection sensitivity than low. Contrary to the hypothesis, the results revealed that the hypothesis is rejected. Our study's results findings are also in line with the previous research results (Chotpitayasunondh & Douglas, 2018; Yasin, Bashir, Abeele & Bartels, 2020). The current findings of this study, concerning previous observations were explained that moderation was based on individual differences and situational factors. The possible rejection of the moderation hypothesis is the situational factor. As the respondents of the study are from high power distance. In high power distance countries, people accept and expect the supervisor to exercise their power and do not expect to participate in the decision-making process (Hofstede, 1980). Previous research finding suggests that in high power distance cultures, phubbing can also be seen as something that followers cannot question and the boss has an inherent right to engage in (Yasin, Bashir, Abeele, and Bartels, 2020) while phubbing is considered a bigger problem, as its weakening effect indicates that more phubbing causes greater damages to employees needs in cultures with a low power distance.

5.2   Theoretical Implications

Although the phubbing literature is at its nascent stage, previous research findings have focused on the detrimental effect of smartphone on relationship satisfaction, and quality of life (Abeele, Schouten & Antheunis, 2015; McDaniel & Coyne, 2016; Roberts & David, 2016). Given the importance of OBSE, this studys findings are relevant for organizational leaders, who may wish to prevent this supervisor behavior, whether intentional or unintentional, from hurting employees. Our study added significant contributions to phubbing literature by introducing the impact of phubbing on employees psychological and workplace outcomes with explanatory mechanisms.

This study has also addressed the call of previous researchers to further explore phubbing as a social phenomenon, for example (Chotpitayasunondh & Douglas, 2016; 2018; David & Roberts, 2017); likewise, another researcher Charoensukmongko, (2014) suggested in his study for future researchers to explore the use of

social media at the workplace in relation with job-related outcomes. The study has introduced the psychological and workplace outcomes in Pakistani work settings, keeping in view the supervisor's phubbing behavior through psychological mechanisms that have not been addressed earlier.

The study has examined the impact of supervisor phubbing at work in a unique contextual way by exploring the mechanisms involved and how this has affected employees' psychological and workplace outcomes. In this way, the current study has contributed to phubbing literature at work.

Our study has added to the literature of belongingness theory by exploring the psychological mechanisms (need to belong and organization-based self-esteem) between supervisor phubbing and employees psychological and workplace outcomes. Our study has contributed to the Belongingness theory to understand the relationship between the variables of interest.

It presents a clear image of how these constructs relate with each other and their respective outcomes in the organizational settings. The need to belong was operationalized as the extent to which employees attach importance to being accepted by individuals in their workplace. This makes it an essential aspect of working life; hence, we argue that the workplace social context is incomplete without a need to belong, which affects all workplace interactions, including supervisor phubbing and its outcomes.

Further, our study has introduced a moderator in terms of a personality trait, i.e., rejection sensitivity, to check its role on supervisor phubbing and need to belong. As People in Pakistan are using smartphones during face to face interaction with a conversant partner while in a social gathering, colleges/universities, dinner time, traveling, pleasure time or at work, etc. But the term Phubbing is unfamiliar to the People of Pakistan. They are phubbing others, but they dont know that they are phubbing because they feel it's regular activity and advanced technology. Our study has also contributed to the belongingness theory by introducing a comprehensive model in the Pakistani Context by checking the impact of supervisor phubbing on employees' psychological and workplace outcomes in the organizational setting with the help of psychological mechanisms involved.

5.3 Practical Implications

This study provides some implications for managers. First, this study reflects that a supervisor's phubbing behavior affects the function of organizations and affects the working relationship and employees' work life by threatening their need for belongingness, which results in reducing their OBSE. Hence it is proposed that such practices of supervisors should be reduced and eliminated for organizational success. OBSE is a critical factor for employees' well-being, along with the success of the organization.

Because employees are the ones who can perform better by contributing to the success of origination when their services get value and recognition (Pierce et al., 1989; Williams, 2007), individuals' self-esteem should be developed and practices that reduce the individual self-esteem should be minimized in the origination. Reduction of OBSE adversely affects the individuals psychological outcomes in the form of depression and anxiety and adverse behavioral outcomes such as reduction in organizational citizenship behavior, in-role performance and promoted organizational deviance.

Due to OBSE importance, the study's finding has are important and relevant for leaders of the organization, who are inclined to reduce negative behavior of supervisors, whether intended or not, that might have negative effect on employees' life and performance. For example, the leader of an organization might wish for developing policies for the workplace regarding usage of smartphone at the workplace and also want to launch campaigns for creating awareness about the negative effect of phubbing on employees, specifically indirect interactions of an employee with their supervisor; when there are expecting complete attention of their supervisor (Roberts & David, 2017). Face to face interaction between supervisor and employees is critical for achieving specific tasks (Mangrum et al., 2001). Similar to creating a smoking zone in the organization, mobile phone users can also be restricted to some designated areas in the organization.

The present study also provides an extension to the positive research on communication in organizational like communication satisfaction (Raina & Roebuck, 2016; Varona, 1996), climate for communication (Bartels et al., 2007; Smidts et al.,

2001), employee and supervisor communication (Mikkelson et al., 2015; van Vuuren et al., 2007) effect on organization directed attitude and behavior of employee (e.g., job satisfaction, employee motivation, and commitment of employees). Phubbing is considered a behavior that is perceived as disrespectful for communication in the organization; practitioners need awareness about the adverse outcomes of such behavior. Supervisor phubbing is dangerous due to certain factors, like it results in disruption of employee and supervisor communication, which leads to employee dissatisfaction about organization communication and ultimately harms the functioning of the organization.

People in Pakistan use smartphones during face to face interaction with a conversant partner while in a social gathering, colleges/universities, dinner time, traveling, pleasure time or at work, etc. But the term Phubbing is unfamiliar to the People of Pakistan. They are phubbing others, but they dont know that they are phubbing because they feel it's regular activity and advanced technology.

This study will help the managers know the negative outcomes on the individual psychological state and workplace outcomes and give rise to a healthy environment to consider making the smartphone policies to combat phubbing behavior in the workplace. It will help both managers and employees by using guidelines and keeping in mind the boundaries of when and where to use a smartphone during work time. Likewise, there could be smartphone breaks policies in business organizations in specified areas. Such modifications in the work environment could be very healthier and productive to overcome the current problems of phubber and phubbee being faced by the organizations and their employees (Roberts & David, 2017).

5.4 Strengths, Limitations & Future Research Directions

As per my best knowledge, the current study is amongst the pioneer ones to check the supervisor's phubbing behavior at the workplace. In this study, I have tried to explore an opportunity to investigate the phubbing phenomena in the workplace

as a way forward and how one can use technology for more functional purposes than otherwise. It can affect both organizations and employees. There are also some strengths regarding the methodology in this study. Collecting data in multiple waves is a good thing. Firstly, data were collected in four waves from the employees. The independent variable (supervisor phubbing), moderator (rejection sensitivity) and demographics data were collected at time lag (T1). At time lag 2, the data were collected from the first Mediator employees (need to belong). Data were collected from the employees for the second Mediator (organization-based self-esteem) at time lag 3. At time lag 4, the data were collected from the employees regarding dependent variables (Depression, Anxiety, Organizational deviance, OCB and in-role performance). Secondly, the time lag between employees' responses during data collection was four months, i.e., there was a gap of one month for each time lag. It increases the authenticity of data and reduces common method bias.

There are some limitations, as well. First, data for the present study was collected through a self-administered survey from two cities of Pakistan. Hence, it can raise some questions regarding the generalizability of the results. Future researchers can analyze supervisor phubbing behavior through longitudinal studies by investigating its effects on employees' attitude, behavior, and performance variations with time.

The current study needs to belong and OBSE as an underlying mechanism by ignoring other psychological, emotional and motivational factors. Future researchers are suggested to test different explanatory mechanisms for phubbing victims due to the usage of specific social media platforms. Future researchers could test different moderators and mediators like perceptions of organizational justice (McAllister & Bigley 2002; Schroth & Pradhan Shah, 2000), perception of employees about communication channels in an organization (Bartels et al., 2010), adverse effect on leader-member exchanges (Rafferty & Restubog, 2011), to explain the need to belong and OBSE relationship with supervisor phubbing in a reasonable manner.

There are also other avenues to conduct future studies by considering variables such as culture, length of time of leader-member relationship, nature of the job,

and phubbing frequency could have been considered in investigating what circumstances allow phubbing to have an adverse impact on employees with the possibility of considering leader-member exchange theory and with social exchange theory.

Finally, the current study also focuses on OBSE. Previous literature on OBSE has postulated its outcomes (Bowling et al., 2010; Pierce et al., 2016; Yang, Treadway, 2018). The future researcher can investigate the specific outcomes of OBSE as an outcome of supervisor phubbing. For instance, some studies reflect that mismatch and interruption of communication between supervisor and employees with cyberloafing (i.e., usage of social media during the job; Lim, 2002; Usman, Javed, Shoukat & Bashir, 2019). Future studies could analyze supervisor phubbing outcomes through OBSE.

5.5 Conclusion

Previous studies have highlighted the use of technology in human lives in every domain. The prevalence of technology can be found in every walk of life, and it seems that eliminating technology from any field is inevitable. One of the important and significant technology is Mobile phones.

Over the last 15 years, cell phones have taken an important place in our lives, and it has become the basic need of humans and other needs. Smartphone is a vital source of transferring information in daily social life, including the workplace of employees. However, excessive smartphone usage adversely affects relationship quality and results in emotional and psychological harm.

These harms are not only detrimental at individual levels, but it can affect the whole functions of organizational machinery. This study opens new research avenues by investigating the workplace phubbing phenomenon in more detail, which helps overcome the dysfunctional outcomes of technological use and promotes its functional purposes.

From this study, practitioners will get insight into the adverse outcomes of supervisor phone usage at the workplace by affecting employees' self-esteem and belongingness. The outcomes of supervisor phubbing can cost millions of dollars

to the organizations. Organizations are advised to develop specific rules and policies regarding the usage of mobile phones at work, which will ultimately benefit the employees and organizations.

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Appendices

Appendices I

Research-Questionnaire

Dear respondent,

I am a PhD scholar at Capital University of Science and Technology (CUST), Islamabad. We are currently conducting a study on peoples experiences on the work floor. You are kindly requested to fill out this questionnaire. A four-time lags study. Your answers will be treated confidentially and this data will be used purely for academic and educational purposes. You remain anonymous in this questionnaire. You participate in this study on a voluntary basis. This means you can end your participation in this study at any given time, without any negative repercussions.

If you have any questions about this study, please do not hesitate to contact the researchers, by emailing: rajamehtabmyasin@gmail.com; sbashir@cust.edu.pk.

Thanking you for your valuable consideration and precious time.

Regards

Raja Mehtab Yasin

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Section-A: Demographics

Gender

1	2
Male	Female

Qualification

1	2	3	4	5	6	7
Matric	Inter	Bachelor	Master	MS/ M.Phil	PhD	Post PhD

Age

1	2	3	4	5
18 - 25	26 33	34 - 41	42 49	50 and above

Experience

1	2	3	4	5
Less than 1	1-5 years	6-11 years	12-17 years	18 and above years

Time Spent with Supervisor

1	2	3	4	5
Less than 1 year	1-5 years	6-11 years	12-17 years	18 and above years

Section-B

Time Lag 1

Employee ID/Code :_____ Organization: _____

Supervisor Phubbing

Below are a number of statements about **how your direct supervisor behaves when you are in a face to face meeting or interaction with him/her.** We ask you to indicate for each statement, to what extent you disagree/ agree.

1 Strongly Disagree	2 Disagree	3 Disagree somewhat	4 Neither agree nor disagree	5 Agree somewhat	6 Agree	7 Strongly Agree

1	During a typical meeting where my supervisor and I are both present, my boss pulls out and checks his/her cell phone.
2	My supervisor places his or her cell phone where I can see it when we are together.
3	My supervisor keeps his or her cell phone in hand when he or she is with me.
4	When my supervisors cell phone rings or beeps, he/she pulls it out even if we are in the middle of a conversation.
5	My supervisor glances at his/her cell phone when talking to me.
6	I always feel I am competing with my supervisors cell phone for attention when we are talking.
7	My supervisor does not use his or her phone when we are talking. (R)
8	My supervisor uses his or her cell phone when we are in meetings.
9	When I am talking with my supervisor, he/she is constantly on his/her cell phone.

Time Lag 1

Employee ID/Code :_____ Organization: _____

Rejection Sensitivity

Each of the items below describes problems you discuss or favours you sometimes ask of other people. Please imagine that you are in each situation.

1 Very Unconcerned	2 Unconcerned	3 Somewhat Unconcerned	4 Somewhat Concerned	5 Concerned	6 Very Concerned

1 Very Unlikely	2 Unlikely	3 Somewhat Unlikely	4 Somewhat Likely	5 Likely	6 Very Likely

1	**You ask your parents or another family member for a loan to help you through a difficult financial time.**
	How concerned or anxious would you be over whether or not your family would want to help you?
	I would expect that they would agree to help as much as they can.
2	**You approach a close friend to talk after doing or saying something that seriously upset him/her.**
	How concerned or anxious would you be over whether or not your friend would want to talk with you?
	I would expect that he/she would want to talk with me to try to work things out.
3	**You bring up the issue of sexual protection with your significant other and tell him/her how important you think it is.**
	How concerned or anxious would you be over his/her reaction?
	I would expect that he/she would be willing to discuss our possible options without getting defensive.
4	**You ask your supervisor for help with a problem you have been having at work.**
	How concerned or anxious would you be over whether or not the person would want to help you?
	I would expect that he/she would want to try to help me out.
5	**After a bitter argument, you call or approach your significant other because you want to make up.**
	How concerned or anxious would you be over whether or not your significant other would want to make up with you?
	I would expect that he/she would be at least as eager to make up as I would be.
6	**You ask your parents or other family members to come to an occasion important to you.**
	How concerned or anxious would you be over whether or not they would want to come?
	I would expect that they would want to come.
7	**At a party, you notice someone on the other side of the room that you'd like to get to know, and you approach him or her to try to start a conversation.**
	How concerned or anxious would you be over whether or not the person would want to talk with you?
	I would expect that he/she would want to talk with me.
8	**Lately you've been noticing some distance between yourself and your significant other, and you ask him/her if there is something wrong.**
	How concerned or anxious would you be over whether or not he/she still loves you and wants to be with you?
	I would expect that he/she will show sincere love and commitment to our relationship no matter what else may be going on.
9	**You call a friend when there is something on your mind that you feel you really need to talk about.**
	How concerned or anxious would you be over whether or not your friend would want to listen?
	I would expect that he/she would listen and support me.

Time Lag 2

Employee ID/Code :_____ Organization: _____

Need To Belong

Below are a number of statements **about how you experience your sense of belonging to your supervisor.** We ask you to indicate for each statement, to what extent you assess not at all/extremely.

1 Not at all	2 Low	3 Slightly	4 Neutral	5 Moderately	6 Very	7 Extremely

1	If my supervisor does not seem to accept me, I dont let it bother me. (R)
2	I try hard not to do things that will make my supervisor avoid or reject me.
3	I seldom worry about whether my supervisor cares about me. (R)
4	I need to feel that my supervisor is there to turn to in times of need.
5	I want my supervisor to accept me.
6	I do not like being alone.
7	Being apart from my supervisor for long periods of time does not bother me. (R)
8	I have a strong need to belong.
9	It bothers me a great deal when I am not included in my supervisor plans.
10	My feelings are easily hurt when I feel that my supervisor does not accept me.

Time Lag 3

Employee ID/Code :_____ Organization: _____

Organization-based Self-esteem

Below are a number of statements **about how you perceive your role in your current organization.** We ask you to indicate for each statement, to what extent you disagree/ agree.

1	2	3	4	5	6	7
Strongly Dis- agree	**Disagree**	**Disagree some- what**	**Neither agree nor dis- agree**	**Agree some- what**	**Agree**	**Strongly Agree**

1	I count around here.
2	I am taken seriously around here.
3	I am important around here.
4	There is faith in me around here.
5	I am valuable around here.

Time Lag 4

Employee ID/Code :_____ Organization: _____

Depression

Below are a number of statements **about your feelings and experiences, at work and in life more generally.** We ask you to indicate for each statement, to what extent you come across not at all/ nearly every day.

0	1	2	3
Did not apply to me at all	Applied to me to some degree, or some of the time	Applied to me to a considerable degree, or a good part of time	Applied to me very much, or most of the time
Never	Sometimes	Often	Almost Always

1	I couldnt seem to experience any positive feeling at all	**0**	**1**	**2**	**3**
2	I found it difficult to work up the initiative to do things	**0**	**1**	**2**	**3**
3	I felt that I had nothing to look forward to	**0**	**1**	**2**	**3**
4	I felt down-hearted and blue	**0**	**1**	**2**	**3**
5	I was unable to become enthusiastic about anything	**0**	**1**	**2**	**3**
6	I can make a difference around here	**0**	**1**	**2**	**3**
7	I felt I wasnt worth much as a person	**0**	**1**	**2**	**3**

Anxiety

Below are a number of statements **about your feelings and experiences, at work and in life more generally.** We ask you to indicate for each statement, to what extent you come across not at all/ nearly every day.

1	I was aware of dryness of my mouth	**0**	**1**	**2**	**3**
2	I experienced breathing difficulty (e.g, excessively rapid breathing, breathlessness in the absence of physical exertion)	**0**	**1**	**2**	**3**
3	I experienced trembling (e.g, in the hands)	**0**	**1**	**2**	**3**
4	I was worried about situations in which I might panic and make a fool of myself	**0**	**1**	**2**	**3**
5	I felt I was close to panic	**0**	**1**	**2**	**3**
6	I was aware of the action of my heart in the absence of physical exertion (e.g, sense of heart rate increase, heart missing a beat)	**0**	**1**	**2**	**3**
7	I felt scared without any good reason	**0**	**1**	**2**	**3**

Organizational Deviance

Below are a number of statements **about how you behave at work.** We ask you to indicate for each statement, how often you show these behaviors.

1 never	**2** Once a year	**3** Twice a year	**4** Several times a year	**5** monthly	**6** Weekly	**7** daily

1	I prefer taking additional or longer breaks than acceptable in my organization.
2	I come in late to work without permission.
3	I neglect to follow the instructions from my boss/supervisor.
4	I intentionally work slower on assigned tasks.
5	I prefer to leave for home early from work without permission.
6	I put little effort into assigned work.

Organizational Citizenship Behavior

Below are a number of statements **about how people may behave towards colleagues at work and towards the organization in general.** We ask you to indicate for each statement, how often you show these behaviors.

1 never	**2** Once a year	**3** Twice a year	**4** Several times a year	**5** monthly	**6** Weekly	**7** daily

OCBE

1	Help others who have been absent.
2	Willingly give your time to help others who have work-related Problems.
3	Adjust your work schedule to accommodate other employees requests for time off.
4	Go out of the way to make newer employees feel welcome in the work group.
5	Show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations.

OCBO

6	Attend functions that are not required but that help the organizational image.
7	Defend the organization when other employees criticize it.
8	Show pride when representing the organization in public.
9	Offer ideas to improve the functioning of the organization.
10	Take action to protect the organization from potential problems.

In-Role Performance

Below are a number of statements **about your tasks at work.** We ask you to indicate for each statement, to what extent you disagree/ agree.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Frequently	Usually	always

1	I fulfill the responsibilities specified in my job description.
2	I perform the tasks that are expected as part of the job
3	I meet performance expectations.
4	I adequately complete responsibilities.

Appendices II

Confirmatory Factor Analysis