



Can Remote Work Be Adopted When Phubbing and Cyber Loafing Behavior Are on the Rise?

Tanusree Chakraborty, Administrative Staff College of India, India

Swati Dhir, International Management Institute, New Delhi, India

 <https://orcid.org/0000-0001-5381-1040>

Adil S. Al-Busaidi, Innovation and Technology Transfer Center, Sultan Qaboos University, Oman & Department of Business Communication, Sultan Qaboos University, Oman

 <https://orcid.org/0000-0002-0959-7419>

Yogesh K Dwivedi, Digital Futures for Sustainable Business and Society Research Group, School of Management, Swansea University, Bay Campus, UK & Symbiosis International (Deemed University), Pune, India*

ABSTRACT

During the COVID-19 pandemic, remote work became a prevalent practice for organizations, raising concerns about counterproductive behaviors like phubbing and cyberloafing. This research investigates the dynamics of these behaviors among employees working from home, focusing on social networking needs (SNN), perceptions of others' online behavior, and the pandemic's influence. Data from 222 remote employees were analyzed using structural equation modelling, revealing positive relationships between SNN, perceptions of others' online behavior, pandemic influence, and phubbing. Moreover, the study reveals the moderating effect of WFH on these relationships. These findings highlight the importance for HR practitioners and policymakers to understand and address phubbing and cyberloafing behaviors in remote work settings. This study fills critical research gaps, offering insights to mitigate the negative impacts of remote work policies, thereby enhancing organizational effectiveness and employee well-being. The chapter, therefore, aims to examine whether remote work can succeed amid rising phubbing and cyberloafing. Through analysis, it offers insights for HR and policymakers to manage these challenges effectively.

KEYWORDS

cyberloafing, Pandemic, perception, Phubbing, Social networking need, Work from home

1. INTRODUCTION

The onset of the COVID-19 pandemic has had far-reaching effects on the global labor market, with both short-term disruptions and long-term changes in workforce dynamics (Vander Elst et al., 2020). As the world contemplates the future of work post-pandemic, the dynamics of remote work, particularly work from home (WFH), have come into sharp focus (McPhail et al., 2024). The pandemic has forced

DOI: 10.4018/JGIM.341800

*Corresponding Author

This article published as an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0/>) which permits unrestricted use, distribution, and production in any medium, provided the author of the original work and original publication source are properly credited.

a reevaluation of the traditional work framework, leading to widespread adoption of remote work, which is expected to persist even as the pandemic subsides. Many companies plan to offer flexible work hours for remote employees, driven by the positive experiences and outcomes observed during the pandemic (Vaziri et al., 2020). This shift towards remote work has been significant, both during and after the pandemic (Wang et al., 2021; Khedhaouria et al., 2024).

While WFH offers numerous advantages, it also comes with its own set of challenges (Konradt et al., 2003). The changes brought about by the pandemic have made managers increasingly concerned about employees' work practices, particularly regarding issues such as cyber-loafing during work hours (Gupta et al., 2022). Factors like social distancing, lockdowns, quarantining, and sanitization have heightened concerns about electronic engagement and its impact on productivity (Gupta et al., 2022). Whether the future of work leans towards WFH, a return to the office, or a hybrid model, the primary goal for organizations remains sustained organizational effectiveness.

The environment provided by WFH allows employees to stay connected to their personal devices and social networks, which can inadvertently lead to behaviors like phubbing and cyber-loafing (Gupta et al., 2022). The ease of access to personal devices and the reduced monitoring in WFH settings can increase the likelihood of these behaviors, posing challenges for maintaining productivity and focus. Therefore, the question of whether remote work can be successfully adopted when phubbing and cyber-loafing behaviors are on the rise is a crucial concern for organizations navigating the future of work.

Cyberloafing (CL) has become increasingly prevalent alongside the widespread adoption of virtual workspaces and flexible arrangements, which are often facilitated by personal electronic devices (Grant et al., 2013). Despite the communication and information advantages promised by technology, CL presents a significant challenge, particularly in remote work settings where personal internet usage can easily distract employees (O'Neill et al., 2014). The risk of CL is heightened when employees work outside the office, as there are reduced chances of detection (Kossek & Lautsch, 2018). This risk is further aggravated as more companies embrace work from home (WFH) practices, blurring the lines between work-related and personal internet usage (Zhou et al., 2021). The increase in CL not only poses financial and efficiency risks but also demands attention from scholars and HR professionals (Mashal, 2020). Understanding the impact of the "new normal" and WFH regulations on CL tendencies is crucial for organizations to effectively address this pervasive challenge and develop appropriate policies for remote work. While WFH offers numerous benefits, such as increased flexibility and potentially lower overhead costs for companies, the issue of cyberloafing raises concerns about its effectiveness as a long-term strategy. Companies must weigh the advantages of WFH against the risks of cyberloafing and develop strategies to mitigate these risks. This may include implementing monitoring tools, setting clear expectations for employees, and providing training on responsible internet usage. By addressing the issue of cyberloafing, companies can ensure that their WFH policies are successful in maintaining productivity and employee engagement.

Phubbing, a consequence of smartphone use, poses significant threats to individuals and organizations (Bracht et al., 2024). It detracts from an individual's ability to focus on work or social interactions (Buckle, 2016), despite the increasing reliance on smartphones for both professional and personal purposes (Gao et al., 2023; Turkle, 2012). Phubbing is perceived as rude and disruptive in social settings (Al-Saggaf & O'Donnell, 2019), with scholars exploring its associations with depressive symptoms, self-esteem, and social support (Wang et al., 2020), as well as demotivation and personality traits (Chi et al., 2022; Wu & Yang, 2021). Adolescents are particularly susceptible to phubbing (Savci & Aysan, 2017; Wolniewicz et al., 2018), with its impact deemed hazardous (Abeele et al., 2019; Anshari et al., 2016; Chotpitayasonondh & Douglas, 2018). Phubbing disrupts work engagement and relationships (David & Roberts, 2017), while adversely affecting the mental health of those snubbed (Roberts & David, 2016).

The concept of *Social Networking Need* (SNN) among individuals is introduced here to refer to an individual's need to stay connected with the external world through internet use. Individuals want to share what they see around them, and this sharing behavior makes them feel good. A situation

like the pandemic, which is characterized by “social distancing,” has increased the human need and tendency to engage in social networks on the internet (Chakraborty et al., 2021; Shareef et al., 2019). This increase in the use of social network sites and unmonitored workplace environments at home makes them more vulnerable to phubbing behavior. Individuals want to stay connected to the external world through smartphone use.

While prior research has extensively examined the effects of cyberloafing in traditional workplace settings and its impact on organizational effectiveness, the shift to remote work during the “new normal” presents unique challenges. During the pandemic, various studies have been conducted on the nature and effects of social distancing (Samuelsson et al., 2020; TeVrugt et al., 2020), antecedents and consequences of WFH (Purwanto et al., 2020; Savić, 2020), the mental health of employees during WFH (Steidtmann et al., 2021), and other similar phenomena. With employees now working from home, management has less direct control and monitoring capabilities, leading to increased concerns about the effectiveness and efficiency of remote employees. This shift has brought to light a specific form of cyberloafing known as phubbing, which involves using smartphones or other devices in a distracting or unproductive manner. Understanding how factors such as Social Networking Need (SNN), perception of others’ online behavior (POOB), and the pandemic influence phubbing behavior, especially in the context of WFH, is crucial. This study aims to explore these relationships and the moderating effect of WFH on phubbing and cyberloafing behaviors, building on the insights gained from previous research on social distancing, WFH antecedents, and mental health during remote work.

The behavior of other individuals influences individuals (Charpentier et al., 2020). Many new behaviors can also be learned by seeing others (Bandura et al., 1966), internalizing those and giving meaning to what is perceived (Higuchi et al., 2012). Also, peers tend to place considerable trust in the content shared on social media groups without much scrutiny (Shareef et al., 2019; Shareef et al., 2020). The impact of social capital theory on addiction and stickiness on social networking sites, focusing also impacts SNS addiction (Chang & Liu, 2023). *Perception of others’ online behavior (POOB)* results from what is being observed. People believe what they see in their surroundings and internalize what they have seen. During the work-from-home episodes of an individual’s life, the only mode of staying connected with the external world was the Internet (Chakraborty et al., 2021). Individuals have seen others doing the same and spending time on the internet. There is a probability that this will impact the perception of one’s view about others’ online behavior.

Phubbing and cyberloafing are two significant behaviors that affect work and personal life. The onset of the COVID-19 pandemic has fundamentally altered the workspace, leading to widespread adoption of remote work and reliance on digital communication tools. This shift has raised significant concerns about the impact of remote work on employee behaviors and organizational effectiveness. While prior research has extensively examined the implications of remote work, there remains a notable gap in understanding how specific factors such as Social Networking Need (SNN), perception of others’ online behavior (POOB), and the pandemic (ROP) influence behaviors like phubbing and cyberloafing in remote work settings.

Existing literature has primarily focused on the individual dimensions of phubbing and cyberloafing, with limited attention given to the role of SNN, POOB, and the pandemic in shaping these behaviors. After studying the earlier literature on cyberloafing and phubbing it was identified that though several dimensions of these two constructs have been studied, there is a wide gap in the literature regarding how SNN is related to phubbing and cyberloafing. Besides, the perception of others’ online behavior as a variable has also not been studied before. With the pandemic impacting the work ambit in various ways, the *Role of Pandemic (ROP)* on phubbing has also not been investigated in earlier research. A wide gap was found in studies examining enhanced phubbing due to a) increased SNN, b) perception of others’ online behavior and c) pandemic leading to greater counter-productive work, such as cyberloafing. With this background, the current paper attempts to study these research questions and explore how these apparently significant variables are related to phubbing and cyberloafing. Furthermore, the potential moderating effect of WFH on these relationships remains underexplored.

This gap in understanding is particularly crucial in the context of the “new normal” of remote work, where employees increasingly rely on digital platforms for work and social interactions.

Therefore, this study aims to address these gaps by investigating the relationships between SNN, POOB, ROP, phubbing, and cyberloafing, with a specific focus on the moderating role of WFH. By examining these relationships, this research provides valuable insights into how organizations can effectively manage remote work environments and promote healthy work behaviors among employees. Additionally, this study contributes to the existing literature by offering a comprehensive framework for understanding the complex interplay between individual factors, external stimuli, and work behaviors in remote settings.

This study is important as it addresses a significant gap in the existing literature by examining the relationships between Social Networking Need (SNN), perception of others’ online behavior (POOB), pandemic (ROP), phubbing behavior, and cyberloafing in the context of remote work. With remote work becoming increasingly prevalent, especially in the post-pandemic era, understanding these dynamics is essential for organizations seeking to optimize their remote work policies. The findings of this study can provide valuable insights for organizations looking to mitigate the negative effects of phubbing and cyberloafing, ultimately contributing to more effective and sustainable remote work environments. Therefore, the major contribution of the current paper and its novelty lies in that, a) it establishes the relation between individual factors of SNN on phubbing, links POOB to phubbing, b) studies ROP in causing phubbing behavior, c) studies the relation between phubbing and cyberloafing and finally d) investigates whether WFH has a moderating effect on SNN and Phubbing. This study has contributions towards human resource practices in the post-pandemic period and suggests implementable measures towards a better and healthy workplace.

Therefore, the study investigated the following research questions:

- a) Is there a relation between the individual factors of SNN and POOB, and phubbing behavior?
- b) What is the role of pandemic in causing phubbing behavior?
- c) Is there a relation between phubbing and cyberloafing?
- d) Does WFH have a moderating role on SNN and Phubbing?

The paper has been structured in the following manner. Section 2 provides the theoretical background, followed by the conceptual framework and hypotheses development in section 3. Section 4 introduces the methodology while, section 5 provides the results. This is followed by a discussion in section 6, and concluding remarks in Section 7.

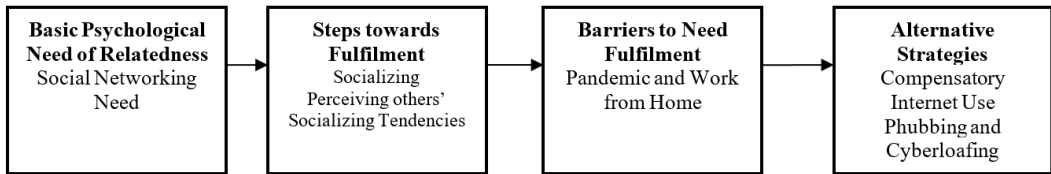
2. THEORETICAL BACKGROUND

2.1 Self-Determination Theory

According to the self-determination theory given by Deci and Ryan, (2000), individuals have a need to relate with others; this need is a fundamental psychological need. Individuals actively strive to fulfil this need. In non-supportive circumstances, where the need for relatedness is difficult to meet, individuals develop and express alternate motives, their regulatory styles become different, and they develop certain behavior patterns to protect the need (Deci & Ryan, 2000). In this paper, it has been postulated that in times of the pandemic, when individuals are working from within the confinements of their homes, they cannot fulfil their fundamental psychological need of relatedness and head towards adopting strategies that would help them to satisfy this need. It is proposed that phubbing behavior as one such strategy that makes individuals look at the phone too many times even when they are connected to someone in a physical environment because they want to stay connected with a bigger network through the use of the internet. The same is the case during the WFH scenario. It is also proposed that once an individual becomes a phubber, there is a tendency to look at the device

Figure 1. Conceptual framework explaining theory of compensatory internet use and theory of self-determination in terms of the variables used in the study

Source: Authors' Compilation



more frequently and engage in a lot of other activities through the internet. It is therefore possible that the phubbers engage in cyberloafing.

2.2 Theory of Compensatory Internet Use

We borrow from the Theory of Compensatory Internet Use (TCIU) to explain the relationship between the mental and physical states of employees working from home, their excessive use of smartphones and the internet to compensate absence of physical social interactions. This theory suggests that such problematic use gives support as a compensatory mechanism for persons who are experiencing some negative state of mind (Wolniewicz et al., 2018) or adverse psychological states. One study finds that internet use positively impacts well-being in rural China (Ye et al., 2022). Here it is postulated that during the pandemic and work from home, it is a negative state for individuals to invest their time and efforts on social capital. In line with this theory, it is proposed that fear of missing out is a similar negative psychological state referring to anxiety among individuals about missing social media news and updates or what is happening to the near and dear ones of their lives. So, individuals engage in excessive internet usage and try to stay abreast of social news in some way. To do that, the individual also engages in phubbing behavior during his social interaction on a physical platform. As a result of phubbing and too much smartphone engagement, the subsequent behavior is cyberloafing. Individuals engage in increased internet use in terms of phubbing and cyberloafing. Combining all the hypothesized arguments builds our final model which shows the moderating effect of WFH and its impact of phubbing behavior in Figure 1.

3. CONCEPTUAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

3.1 Social Networking Need (SNN) and Phubbing

Social Networking Need refers to a person's interest in staying connected with the external world. SNN involves power and influence an individual wields in terms of social networking circle in order to influence the world. Individuals who value SNN believe that social relationships have monetary values in terms of likes, comments, post views, and post shares on social media. They prefer to share and receive shares of lifestyle and personal brands and are generally high on Social Networking Need or "influence currency." SNN refers to all those resources that arise from social networks and relationships in an offline or online mode. When individuals talk about phubbing, they refer to Social Networking Need (SNN) as relationships with contacts through the use of social networking sites, or simply the use of smart phones or other devices. It is the total economic value of online relationships through the internet. Research suggests that there is a relationship between SNN and an individual's engagement on social networks (Kesgin & Murthy, 2019).

Studies found that addiction to smart phone, social media and need for staying connected to the external world caused phubbing (Al-Saggaf & O'Donnell, 2019; Chatterjee, 2020). It is posited smart phone addiction is the sole predictor of phubbing. SNN are significant because they let individuals

build up relationships with others in the environment with whom they might not otherwise be able to connect. Those with high SNN will be craving to use their devices and phub more. Scholars found that peer phubbing was impacted by social networking site addiction (Chu et al., 2021). Based on the above findings, it is reasonable to postulate that Social Networking Need has a positive relationship with phubbing behavior.

H1: Social Networking Need is positively related to Phubbing behavior.

3.2 Role of Pandemic and Phubbing

The pandemic has an important role in the ways individuals have engaged in enjoying social interactions. The ever-popular face-to-face social interactions became substituted by socially distanced online interactions. Individuals who were more worried about contracting the coronavirus had reduced physical-social interactions to a great extent (Xie et al., 2020). As Fumagalli et al., (2021) state, loneliness among individuals also reduces with social network usage when they are under social distance regulation. Social isolation and self-quarantine can potentially negatively impact mental and physical well-being (Valtorta and Hanratty, 2012).

Individuals who highly value SNN would engage in social interactions through the increased use of social networking sites and more frequently look at their smartphones for notifications, updates, new messages, and posts on platforms like Facebook, WhatsApp, Instagram, LinkedIn, Twitter, etc. (Chakraborty et al., 2021). Thus, the pandemic with the characteristic of social distancing has a potential impact on increased smartphone usage while in a face-to-face conversation. Thus, it is postulated that the pandemic has a positive relationship with phubbing behavior, more importantly for individuals with high SNN value.

H2: Role of Pandemic has a positive relation with phubbing behavior.

3.3 Perception of Others' Online Behavior and Phubbing

The natural human perceptual bias of “similar to me” makes it probable for individuals to believe that everyone working from home is also engaging in social networks similarly. When working from home, individuals perceive that their equivalents are also staying connected with others through SNS exactly the way they themselves do. The perception of others' online behavior (POOB) influences an individual's own behavior, leading to FoMo if not engaged in online activities frequently (David & Roberts, 2017). FoMo, increasingly common and stressful (Beyens et al., 2016; Li et al., 2023), can drive problematic social media and smartphone use (Whelan et al., 2020). This stress to avoid missing out has escalated during the pandemic, aggravated by “infodemics” on social media (Koban et al., 2022; Sun & Wong, 2024). Individuals feel compelled to stay updated to avoid missing crucial information (Yu et al., 2020). Consequently, it is posited that POOB has a positive relationship with phubbing behavior.

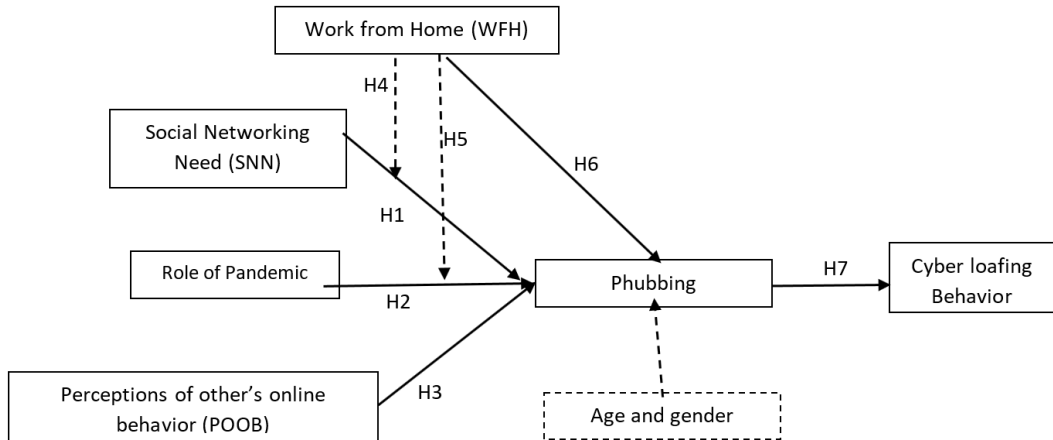
H3: Perceptions of other's online behavior is positively related to phubbing behavior.

3.4 Work From Home as a Moderator of Role of Pandemic and Phubbing Behavior

Also, the work-from-home setting has blurred the boundaries between work and home. Work has become integrated with life. Thus, it would be interesting to test if the role of the pandemic and work from home and SNN together facilitate phubbing behavior. The natural human tendency to know about others and explore the SNN in the WFH tends to increase. Similarly, the WFH during the pandemic has also enhanced the phubbing behavior because individuals do tend to know about the outside situation, the impact of pandemic on normal life and so on. Therefore, the study has

Figure 2. A proposed conceptual model

(Source: Authors' compilation based on a literature review)



also postulated to understand the interaction effect of WFH with Social Networking Needs and the pandemic. Hence, it is hypothesized that:

H5: Work from home moderates between Social Networking Needs and Phubbing behavior

H6: Work from home moderates between role of the pandemic and Phubbing behavior

3.5 Phubbing and Cyberloafing

As a chain of events, it is pertinent to study whether individuals who engage in phubbing also engage in cyber-loafing behavior. So, examining whether individuals who phub also engage in cyberloafing is crucial. Computers in organizations enhance productivity and facilitate social connectivity (Chakraborty et al., 2021). However, excessive mobile phone use can strain employee relationships (Yasin et al., 2023), leading to slacking off at work (Şimşek and Şimşek, 2019) and in class (Ozdamli & Ercag, 2021). Mobile phone usage at work is often unintentional and influenced by organizational factors (Lal & Dwivedi, 2009). Phubbing, with its various dimensions, includes addictive behaviors making it a predisposing factor for cyberloafing. Given the propensity for technology addiction, phubbing keeps individuals engaged with their phones, leading to cyberloafing. Thus, it is proposed that there is a positive relationship between phubbing and cyberloafing.

H7: Phubbing behavior will be positively related to cyberloafing behavior

4. METHODOLOGY

4.1 Sample Demographics

The sample selection for the study aimed to capture a diverse group of working executives who had experience with remote work during the pandemic. Contact lists of executives from relevant industries were obtained through professional networks, industry associations, and organizational databases. These lists were used to contact potential participants and distribute the questionnaire. Additionally, the questionnaire was shared through online platforms and social media channels frequented by professionals in the target industries. Collaboration with companies and organizations in the target industries was also established to distribute the questionnaire among their employees. To ensure a

random selection of the sample, several strategies were employed. Firstly, the contact lists obtained from professional networks, industry associations, and organizational databases were randomized to eliminate any bias in selection. Secondly, the distribution of the questionnaire through online platforms and social media channels was done in a way that allowed for a random selection of respondents who came across the survey. Thirdly, collaboration with companies and organizations for distributing the questionnaire ensured that employees from various levels and departments were included, adding to the randomness of the sample. Finally, the anonymity of the survey allowed participants to respond voluntarily, further ensuring a random selection of respondents from the target population of working executives with remote work experience during the pandemic.

This multi-pronged approach ensured a wide reach and enhanced the credibility of the study among participants, resulting in a final sample of 222 working executives with remote work experience during the pandemic, who had more than 3 years of experience. The average age of the respondents was 35.6 years, with educational backgrounds including 65% masters, 30% bachelors, and 5% doctoral degrees, spanning service industries like telecom, IT and ITES, banking and financial services, insurance, education, and consultancy. The data collection took around 3 months' time. With a 54% response rate, a total of 250 questionnaires were collected back and coded. After the initial data cleaning, the final 222 responses from working executives who have been working from home during the pandemic time and had more than 3 years of experience were utilised for data analysis.

4.2 Measures

Indicator items were prepared after studying the literature and speaking with experts. A 5-point Likert Scale has been used to develop the questionnaire. The content validity of the items was tested by the experts. Items that received 85% or more approval were retained for the study. A few items were revised in the light of experts' comments. The scales for the study have been developed on the basis of literature available on Social Networking Need, Role of pandemic, Perception of others' Online Behavior, Work from Home, Phubbing, and Cyberloafing.

4.3 Constructs and Their Operational Definitions

For developing the scales of the study, the literature has been analysed and constructs have been identified. A few existing standard scales have been identified for the study while some scales were adapted to the study's context and pertinent items developed. Moreover, the definitions of the constructs employed have been operationalized and reflective measures were applied to the scale. An attempt was made to keep the scales short and simple. Scales that have been adapted by the researchers have been pretested and validated duly and it was also ensured that the questionnaire was reasonably short to improve the response rate of the participants. The tool development was based on some preliminary stages of the interview, focus group discussion and in-depth interview; these steps enhance the questionnaire's quality. For the present study data were collected in two phases; first for scale validation for the adapted scales of the study and other one for model checking test, with the two stages separated by one month. In terms of inclusivity, all the respondents were working from home.

The reliability values for all the constructs used in the study have been mentioned in Table 1. To ensure the dimension and reliability of the research constructs, this study conducted factor analysis, item-to-total correlation, and Cronbach alpha tests. Factor loading of all the questionnaire items was higher than 0.7 (0.708 ~ 0.934), all item-to-total correlation coefficients were higher than 0.5, and all Cronbach's alpha of all factors were higher than 0.8 (0.821 ~ 0.937), which all exceed the generally accepted guideline, from Hair et al. (2012). Hence, it can be concluded that all of the questionnaire items show a high degree of internal consistency, and their factors are appropriate to be used for further analysis.

Table 1. Name of constructs and their operational definitions

Constructs	Operational Definition (references adapted from)
Phubbing	The phenomenon of ignoring individuals present physically in the environment during an interaction and engaging in using smartphone. (Chotpitayasunondh and Douglas, 2016; Chotpitayasunondh and Douglas, 2018; Ergün et al., 2020)
Cyberloafing	Engaging in non-work-related activities during work time using the internet.
Social Networking Need (SNN)	Rooted in social relatedness need, social networking need refers to the psychological need to be associated with the social network to fulfil social and belongingness needs. (Deci and Ryan, 2000)
Perception of others' Online Behavior (POOB)	The tendency of individuals to perceive others' behaviors as similar to themselves in terms of online engagement in social networking sites and other forms of internet usage.
Pandemic	The sudden emergence and speedy global spread of a novel H1N1 influenza virus (Morens et al., 2009). In the present paper pandemic has been referred to COVID-19 outbreak.
Work from Home	Work from home implies office work being done remotely, when the employee does not attend office physically. The acronym "WFH" is used to denote the concept.

4.4 Data Analysis and Common Method Bias

After collecting data from respondents, the obtained data have been cleaned and scrutinized for completeness. For the purpose of analysis, Partial Least Square Structural Equation Modelling (PLS SEM) was used. Component-based SEM was used to test the model fitness indices. PLS SEM is a variance-based SEM and is preferred over Covariance SEM modelling (Wold, 1983). It is preferred for exploratory studies and can handle missing data, small sample and can analyse non normal data. PLS SEM uses a measurement model and a structural model.

The present research is an exploratory study, and PLS-SEM was used based on variance. For studies conducted with self –self-administered questionnaires, one of the drawbacks it may pose is Common Method Bias (CMB). This kind of bias occurs when there are observed variations in participants' responses just because of the instrument used and not because of participants' true predispositions. This CMB needs to be removed. Harman's single-factor test was utilized to examine the data for the presence of common method bias (CMB). Factor analysis was conducted to test for common method bias, ensuring that no single factor explained more than 50% of the variance, using SPSS version 16. Furthermore, the study employed a partial correlation technique (Lindell & Whitney, 2001) with a marker variable, which revealed no evidence of common method bias. The data set was found to be completely free from CMB error. To take care of Socially Desirable Responding (SDR) effects, the respondents were informed that the data was being collected only for research purposes and that complete confidentiality of the data would be maintained. SDR was taken care of from the questionnaire design itself. It had been noted that the items do not suffer extreme responding or random responses. To avoid stylistic positive responses as much as possible, neutral wording of items in the questionnaire was used. Late responses from participants and no response were eliminated. The data collection tool itself took care of these issues. Sometimes delayed response or non-response results might occur due to excessive length of the questionnaire as well. For this purpose, the length of the questionnaire was kept moderate which enabled maximum participation in the study.

5. RESULTS

PLS SEM uses two sets of indices- Measurement model indices and structural model indices. The results section has highlighted both aspects in this section. Measurement model assessment includes

Table 2. Reliability and validity

Constructs	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	Cross Validated Communality Index (H ²)
Social Networking Need (SNN)	0.836	0.891	0.675	0.475
Perception of others Online Behavior (POOB)	0.663	0.817	0.600	0.220
Role of pandemic (ROP)	0.867	0.910	0.717	0.528
Work from Home (WFH)	0.757	0.833	0.629	0.301
Phubbing (P)	0.868	0.901	0.604	0.446
Cyberloafing (C)	1.000	1.000	1.000	1.000

the reliability and validity of various constructs used in the study while structural model tests the various paths proposed in the study and highlights various indices to test the hypotheses. From the data collected and the analysis done therein, the following results have been obtained and discussion has been made thereof.

5.1 Measurement Model Assessment

Measurement model is used for assessing the reliability and convergent and discriminant validity. Assessing the measurement model is also known as confirmatory composite analysis (Henseler et al, 2014). As shown in Table 2 the values for all the constructs have acceptable values (>.7) for Cronbach alpha and composite reliability index (Hair et al, 2019). Also, the composite reliability is preferred over Cronbach alpha and therefore it should be reported (Hair et al, 2020). The convergent validity is the extent to which the formative construct is related to reflective measures of the given construct (Hair et al, 2020). The cut-off value for average variance explained as a measure of convergent validity is 0.6 (Chin, 1998). Another important indicator for the measurement model includes Cross cross-validated communality index (H²) should be positive for all the blocks. Table 2 shows the acceptable values for cross-validated communality index (Dhir et al., 2020). Hence all the measures for the measurement model are well accepted for the given model.

Also, the discriminant validity has been calculated by using Fornell-Larcker Criterion (Fornell & Larcker, 1981) as well as the Hetrotrait-Monotrait (HTMT) method. As shown in Table 3, the values are acceptable for discriminant validity. The value in the diagonal exhibits the Fornell-Larcker Criterion, which is the square root of AVE and should be higher than any correlation coefficient below or on the side in the table. Table 3 shows the acceptable values for discriminant validity. However, Henseler et al (2014) have proposed HTMT ratio of correlations as a better measure for discriminant validity. The values below 0.90 shows that constructs do exhibit discriminant validity (Henseler et. al, 2014). Hence, Table 3 confirms that all the constructs possess discriminant validity.

5.2 Structural Model Assessment

As shown in Figure 3 all the paths are significant as the values are more than 1.96 at 95% confidence level except the WFH construct and the control variable age. The age is insignificant which means that Phubbing behavior is not affected by demographic variables like age. However, gender is a significant variable for phubbing behavior. Also, the WFH to Phubbing insignificance shows that in normal situations, WFH might not lead to phubbing behavior, but when WFH interacts with a pandemic, it becomes significant. Thus, WFH during the pandemic has led to phubbing behavior. Similarly, WFH and Social Networking Need (SNN) interaction is not significant, which means that

Table 3. Correlations and discriminant validity of latent variables

Fornell-Larcker Criterion						
	1	2	3	4	5	6
1. Role of pandemic	0.847					
2. Social Interest	0.405	0.822				
3. Perception of others cyberloafing behavior	0.233	0.328	0.774			
4. Work from Home	0.384	0.209	0.276	0.793		
5. Phubbing	0.605	0.649	0.368	0.292	0.777	
6. Cyberloafing	0.126	0.315	0.187	0.247	0.298	1.000
Heterotrait-Monotrait (HTMT) Ratio						
1. Role of pandemic						
2. Social Interest	0.452					
3. Perception of others cyberloafing behavior	0.296	0.438				
4. Work from Home	0.374	0.254	0.443			
5. Phubbing	0.681	0.741	0.481	0.317		
6. Cyberloafing	0.140	0.334	0.230	0.293	0.317	

Note: All the coefficients are significant at $p > 0.05$. For Fornell-Larcker criterions, the values on the diagonal are square root of AVE

before the pandemic, employees used to have social interactions in a controlled way, which did not yield phubbing behavior and, hence, cyberloafing.

As shown in Table 4 and Figure 3, the paths are significant for H1, H2, H3, H6, and H7, while H4 and H5 are insignificant. Hence, Hypothesis H1, H2, H3, H6, and H7 were supported, and H4 and H5 were not supported. The path coefficients clearly show that Social Networking Need, pandemic, and POOB are positively related to Phubbing behaviour, while WFH does not lead to phubbing behavior. Also, Phubbing is positively related to cyberloafing.

Table 5 highlights the structural model indices and shows the acceptable values for the Cross-validated redundancy index, R^2 and Goodness of fit (GOF) (Dhir & Shukla, 2019; Hair *et al.*, 2019). The values for Q^2 should be more than 0, which is very well acceptable as shown in Table 5. R^2 square shows the percentage of variance explained by all the endogenous variables. The results indicate that Social Networking Need, pandemic and POOB explain around 61% of phubbing behavior variance, and phubbing explains 8% variance of cyberloafing variance. Though the GOF Index is not a Smart PLS output, it was nevertheless manually calculated using the formula as $\sqrt{(R^2 \times \text{Communality})}$. These values appear so be well within the appropriate 0-1 range.

6. DISCUSSION

The current paper has attempted to understand, a) if there is a relation between individual factors of SNN and phubbing, b) if there is a relation between POOB and phubbing behavior, b) if there is a relation between the role of pandemic in causing phubbing behavior, c) the relation between phubbing and cyberloafing, and finally d) if WFH has a moderating role on the relationship between SNN and Phubbing. For this purpose, the study has been carried out systematically with seven proposed hypotheses concerning the variables. Among the seven hypotheses formulated, support was found for five hypotheses and the other two hypotheses are not supported.

Figure 3. Path coefficients

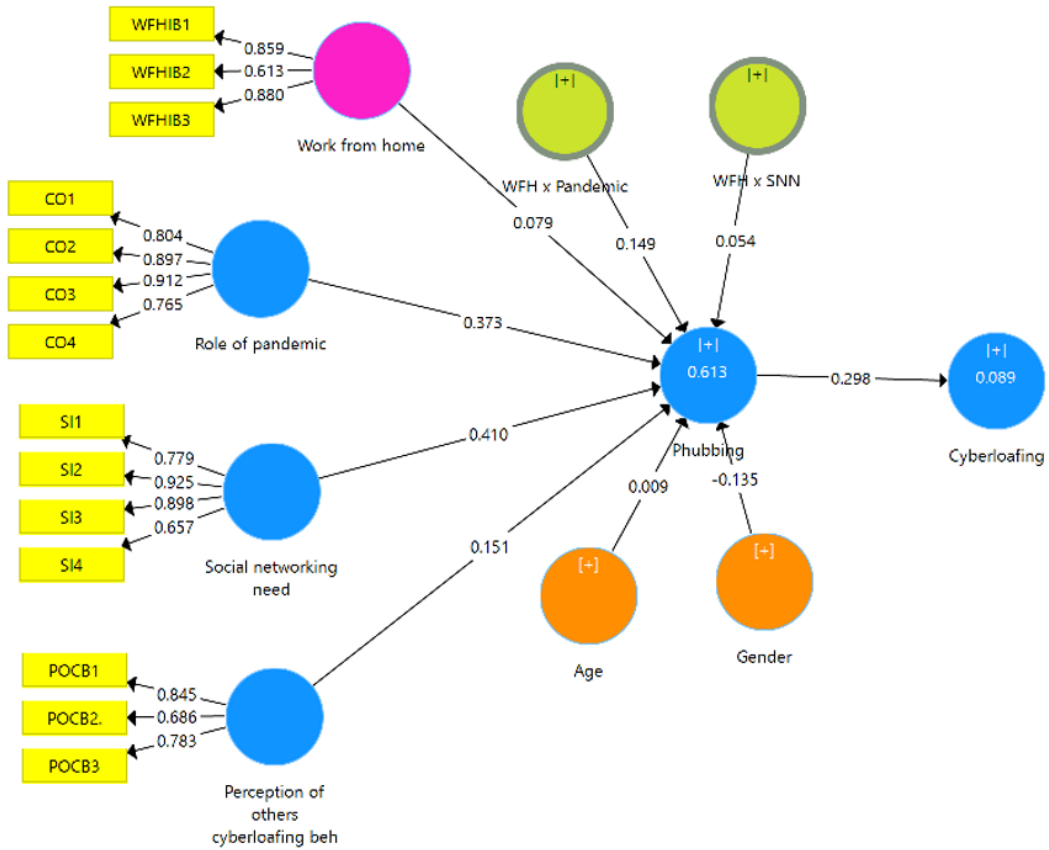


Table 4. Path coefficients among latent variables

Hypotheses Statements	Path Coefficient	Result	Bootstrapping
H1: Social Networking Need is positively related to Phubbing behavior.	0.41*	Supported	Significant
H2: Pandemic is positively related to phubbing behavior	0.373*	Supported	Significant
H3: Perceptions of other's online behavior (POOB) is positively related to phubbing behavior	0.151*	Supported	Significant
H4: Work from home (WFH) is positively related to Phubbing behavior	0.079	Not Supported	Insignificant
H5: Work from home moderates the relation between Social Networking Need and Phubbing behavior	0.054	Not Supported	Insignificant
H6: Work from home moderates the relation between role of pandemic and Phubbing behavior	0.148*	Supported	Significant
H7: Phubbing behavior is positively related to cyberloafing behavior	0.298*	Supported	Significant

*Path coefficients are standardized beta coefficients and significant at *p<0.05

Table 5. Structural model fit indices

	Cross Validated Redundancy Index Q ²	R ²	GOF
Phubbing	0.357	0.613	.608
Cyberloafing	0.079	0.089	.298

The results of the study are presented in this section. The findings indicate a positive relationship between Social Networking Need and Phubbing behavior. The Role of Pandemic is also positively associated with phubbing behavior, as is the perception of others' online behavior. Work from Home was found to moderate the relationship between the Role of Pandemic and Phubbing behavior, and Phubbing behavior was found to be positively related to cyberloafing behavior. However, the study did not find support for a positive relationship between Work from Home and Phubbing behavior, nor did it find evidence that Work from Home moderates the relationship between Social Networking Need and Phubbing behavior.

The first hypothesis, H1: Social Networking Need is positively related to Phubbing behavior, finds support. With the widespread use of internet and mobile phones, social networking has surged, varying among individuals based on their SNN. SNN reflects a relatedness need, consistent with the Social Determination Theory (Deci & Ryan, 2000), where individuals with a higher need for social connection tend to stay tethered to their social networks via mobile phones. This inclination towards social connection may lead to FoMo, as evidenced in studies linking FoMo to phubbing (Przybylski et al., 2013) and other adverse responses. While previous research has explored the associations of social media and internet addiction with phubbing (Al-Saggaf & O'Donnell, 2019), the role of SNN in phubbing remains uncharted. Thus, the present study posits that a heightened need for relatedness, as reflected by SNN, drives individuals to prioritize online connections over physical interactions, resulting in phubbing behavior.

Regarding H2, the study found a significant positive relationship between the pandemic and phubbing behavior. This indicates that the pandemic has had a notable influence on phubbing behavior, potentially leading to increased instances of cyberloafing in organizations. The pandemic has prompted individuals to seek connectivity and stay updated through virtual platforms, which may contribute to the phenomenon of Fear of Missing Out (FoMo). While existing research has explored various dimensions of phubbing, including its psychological, technological, communicative, and social aspects, the specific impact of the pandemic on phubbing behavior has remained largely unexplored. Previous studies on phubbing have primarily been descriptive and qualitative, focusing on understanding its implications (Garrido et al., 2021). However, recent literature suggests that FoMo has emerged as a crucial factor contributing to phubbing, particularly with the surge in online information availability during the pandemic (Al-Saggaf, 2021; Fang et al., 2020). Additionally, studies on boss phubbing by employees (Roberts & David, 2020) and its repercussions on work behaviors (Khan et al., 2022; Roberts and David, 2017) shed light on contemporary aspects of phubbing. The study contributes to this body of literature by establishing that the pandemic-induced social isolation has led individuals to seek social connection through increased internet use, aligning with previous findings that highlight the importance of social connection for life satisfaction (Hawton et al., 2011). Thus, the study confirms a positive relationship between the pandemic and phubbing behavior.

The study supported H3, indicating that the perception of others' online behavior (POOB) positively influences phubbing behavior. This finding is consistent with the idea that individuals' behaviors are influenced by their perceptions (Chiang and Hsieh, 2012; Yıldırım et al., 2021), with perceptions about the external world guiding their actions (Rösner et al., 2022). This aligns with established findings in consumer behavior research (Hwang et al., 2019; Su and Swanson, 2019). However, prior to this study, the influence of POOB on an individual's own online behavior had not

been extensively explored. Drawing from activation theory (Donohew et al., 1980), which suggests that individuals are influenced by others' actions even if they only observe or hear about them, it is proposed that individuals reflexively act based on their perceptions. In the context of phubbing, individuals engaging in this behavior may perceive that others are also engaging in similar behavior, which may reinforce their own phubbing behavior. This finding adds a novel perspective to the understanding of phubbing behavior, highlighting the role of social perception in shaping individual behaviors. It suggests that interventions aimed at reducing phubbing behavior may benefit from addressing individuals' perceptions of others' online behavior.

Moreover, these findings contribute to the broader literature on social influence and behavior. They suggest that individuals' behaviors, particularly in digital environments, are not only influenced by direct interactions but also by their perceptions of others' behaviors. This has implications for understanding and managing behaviors in online contexts, where social perceptions and influence play a significant role. Furthermore, the study extends the literature on phubbing by examining the role of POOB, providing new insights into the factors that contribute to this behavior. By highlighting the influence of social perceptions on phubbing behavior, the study contributes to a more nuanced understanding of the mechanisms underlying this phenomenon.

Although "Work from home" as an independent variable does not contribute to phubbing behavior, and support for H4 (work from home is positively related to Phubbing behavior) was not found, however, H5, which examines the moderation and interaction effect of "Work from home" with the pandemic, was found to be detrimental, leading to phubbing and cyberloafing. This suggests that while "Work from home" alone may not directly lead to increased phubbing behavior, the combination of remote work and the stressors of the pandemic may exacerbate feelings of isolation and the need to stay connected virtually, thereby increasing the likelihood of phubbing and cyberloafing. Furthermore, the interaction between WFH and SNN was also found to be insignificant in impacting phubbing and cyberloafing behavior. This implies that while individuals may have a high social networking need, the nature of remote work does not significantly impact their phubbing or cyberloafing behavior. This could be attributed to the fact that remote work provides individuals with more control over their time, allowing them to balance work and social networking activities more effectively. The findings however, suggest that while WFH alone may not directly lead to increased phubbing behavior, its interaction with the pandemic and other factors such as SNN can influence individuals' behavior. Organizations should be aware of these dynamics and implement strategies to mitigate the negative effects of phubbing and cyberloafing in remote work environments.

H6 suggests that WFH moderates the relationship between the pandemic and Phubbing behavior. Despite the potential benefits of WFH (Gajendran & Harrison, 2007), it is not immune to counterproductive behaviors such as increased phubbing. Research indicates that sneaky phone behavior is prevalent even among individuals who feel guilty about it (McDaniel & Coyne, 2016), likely due to the rewarding effect of neurotransmitters during multitasking (Mamok, 2021). The absence of managerial monitoring in WFH environments creates opportunities for increased phubbing, as individuals may feel more inclined to check their phones to stay connected with the external world (O'Neill et al., 2014). Consequently, WFH intensifies the relationship between the pandemic and phubbing behavior.

Hypothesis H7 suggests that Phubbing behavior positively correlates with cyberloafing behavior. CL has emerged as a common coping mechanism for dealing with stress in both workplace and academic settings (Lim & Chen, 2012). Studies have shown high prevalence rates of cyberloafing among respondents, indicating its widespread occurrence (Blanchard and Henle, 2008). Research has explored various factors contributing to cyberloafing, including its causal factors, impact, and management strategies (Bock & Ho, 2009; Jandaghi et al., 2015; Koay & Soh, 2018; Smale, 2016). Stress has been identified as a significant predictor of cyberloafing behavior (Henle & Blanchard, 2008), along with other individual characteristics such as self-efficacy, achievement motivation, and conscientiousness (Andel et al., 2019; Prasad et al., 2010). The present study adds to this body

of literature by establishing a positive relationship between phubbing behavior and cyberloafing. Individuals who regularly engage in phubbing are more likely to extend this behavior to work hours and use their phones for non-work-related purposes, contributing to cyberloafing tendencies. While it may be challenging to restrict internet usage in the workplace, managers should implement policies that strike a balance between personal web usage and work responsibilities, taking into account the detrimental effects of excessive cyberloafing on productivity (Askew et al., 2014).

It is a fact that WFH has many advantages, it allows individuals the flexibility in time management and saving commute time to and from work (Nakrošienė et al., 2019). At the same time WFH requires self-control on the part of employees; otherwise, there can be resultant counterproductive behaviors (Nakrošienė et al., 2019). When employees constantly use technology for various purposes, they try to escape routine work and access the internet more often. This aligns with the study's discovery that satisfaction with electronic media use is largely predicted by attitude, with entertainment accounting for 90% of the explanation (Chimenti et al., 2014). Constant use of technology then may lead to phubbing and cyberloafing, which is a way for employees to escape from their work by accessing the internet to do non-work activities during work hours. During the WFH situation social distancing and non-interaction with others might also lead to boredom resulting in cyberloafing (Koay & Soh, 2018). Bock (2015) points out that Google's allowing 10% personal project time is a strategy to promote creativity and discourage cyberloafing. Allowing personal time during work could help prevent phubbing and cyberloafing in remote work settings.

6.1 Theoretical Contributions and Implications

The current paper has contributed to the existing theory in the area. This paper has been based on a) *Theory of Compensatory Internet Use* and b) *Theory of Self-Determination*. An important question addressed in the current research is whether physical social distancing increases compensatory internet use. Earlier research has supported the theory of social compensation, here specifically used as compensatory internet usage. The habit of phubbing has become a common feature of the present social structure and it is responsible for many personal and professional differences (Chi et al., 2022). But, the significant growth in the use of internet facility and subsequent rise in the urge to phub was noticed during the pandemic (Zhao et al., 2022). In this regard, the paper contributes to the theories in the following ways.

We have established that pandemic and WFH have impacts on phubbing and cyberloafing behavior. The study established that pandemic is positively related to phubbing behavior. This current study adds to the existing *Theory of Compensatory Internet Use* by justifying that during pandemic, physical interactions were reduced. Individuals wanted to compensate that by increased mobile usage to stay connected. This was supported, that individuals who have high SNN do more phubbing. In the present world of predominant internet use, individuals routinely use the internet and their devices connected on the internet platform. When face-to-face communication was reduced, individuals felt more comfortable and compensated by online communication. Internet's characteristics features allowed socialization and fulfilment of social needs even when confined within the walls of home.

Drawing from Self-Determination Theory (Deci & Ryan, 2000), the need for relatedness is considered a fundamental psychological need, driving individuals to seek its fulfillment enthusiastically. Social networking need is proposed in this study as a representation of this relatedness need. The findings contribute to this theory by demonstrating that in non-supportive conditions, where satisfying the need for relatedness is challenging, individuals may express alternative motives and engage in behaviors to sustain their need to relate with others. The variables studied collectively contribute to the existing body of literature related to Self-Determination Theory.

The study justifies the need for human relatedness, as evidenced by attempts to stay connected. SNN is positively related to Phubbing behavior, highlighting the importance of social connection. Secondly, the pandemic is positively related to phubbing behavior, suggesting that during non-supportive conditions such as social distancing, individuals may engage in phubbing to maintain

social connections. Additionally, the study found that WFH moderates the relationship between Social Networking Need and Phubbing behavior. This implies that when individuals are confined within their homes, the relationship between the need for social networking and phubbing becomes intensified. Similarly, the study confirms that WFH moderates the relationship between the role of the pandemic and phubbing behavior. Finally, the study reveals that individuals who engage in phubbing also tend to engage in cyberloafing. These findings provide insights into the complex interplay between work arrangements, psychological needs, and online behaviors, contributing to a deeper understanding of human behavior in digital environments.

It was found that work from home is not directly related to phubbing behavior. Scholars have found some contradictory results in their studies. In three studies by McDaniel et al., (2021), Mellner (2015), Steidelmuller et al., (2020), a group of individuals who did WFH reported that it allowed them to manage things in a more flexible manner, allocating their time for every activity easily. They mentioned that it had helped them in enhancing their productivity level due to their increased satisfaction. However, another group of employees mentioned that when home became office, individuals felt anxiety, depression and thereby affecting negatively their overall life satisfaction (Choi et al., 2020). These findings suggest that the impact of WFH on individuals' well-being and productivity can vary significantly based on individual circumstances and perceptions.

The study methodology and the research model adopted here can guide future researchers to take up the topic of phubbing and cyber loafing for their further research. Although, the two themes of phubbing and cyber loafing have been studied here in terms of pandemic effect, however, these themes can be explored as an independent idea of research also.

6.2 Implications for Practice

One of the major implications of this paper is that because phubbing is viewed as a social practice that impacts relationship disengagement, whether at home or at work, it is necessary to understand how it is going to affect workplace in the new normal. During work from home scenarios in the present, and also in the future, when future of work looks like more of work from home, the risk of relationship disengagement will increase with incidences of phubbing. The use of smart phones in the confines of an employee's home has more chances for phubbing. As phubbing leads to relationship disengagement, it also would lead to the hazard of disruptive social activities which is not desirable for both the smartphone user and the individuals present in the social environment. As phubbers give more attention over virtual sociality than individuals present in their environment, this might negatively impact team relations and might not be conducive to group cohesiveness. The phubbed people's feelings of psychological deprivation may cause relationship disengagement to work disengagement as phubbing is viewed as a relational disinterest. As phubbers are expected to phub more with the role of pandemic on them, it is likely that when back-to-physical work setting, phubbing might hamper social intimacy or behaviors that express attention and mutual engagement. In a formal meeting, employees might fail to establish rapport with clients, or sustain the rapport with their colleagues.

As phubbing has been found to be positively related with cyberloafing, another significant managerial implication is that those who are phubbers will cyberloaf more. To managers, it implies that there will be lesser productivity at work if cyberloafing is not controlled. Cyberloafing, though has been found to have rendered productivity gains when done in a limited way, organizations must have some ways to monitor employees' internet use at a level that might negatively impact performance and productivity. Job performance and work engagement are two major pillars of organizational effectiveness. If cyberloafing is not controlled, then employees will spend more time in non-work-related internet use. So organizations should devise methods to limit cyberloafing, and have norms for non-work related internet use. Where the chances of limiting this is less in the present-day context because of the bring-your-own-device-at-work model at workplace or when working from home, it becomes important to understand the employee personality predisposition during employee screening and employee-hyphenated job allocations during work-from-home model. Earlier studies

have shown conscientiousness of an employee influences cyberloafing behaviors (Hu et al. 2021, Wagner et al., 2012). Adopting this proposition, the recruitment and selection process should probe into the conscientiousness of the incumbent of a job. Other psychometric tests might be employed to see the inclination of the person in virtual social relationships.

When individuals tend to believe that their behaviors are well justified because others also engage in similar behaviors and to a similar extent, it becomes more critical to inhibit undesirable behaviors. People's perceptions tend to influence their positive or negative behaviors (Ertaş & Kirlar-Can, 2022; Schweiker et al., 2020). To intervene in the way employees' perceive their and others' non-work practices, organizations can arrange for educative and counselling sessions where organizations' expectations about ethical practices at the workplace and counter-productive behaviors are communicated. This is more important during work from home situations where the employee is the sole authority to control his integrity and ethical behavior, in the absence of organizational control. As social distancing during the pandemic leads to more craving for social relationships, which is realized through a virtual mode of communication, it is pertinent that individuals will engage in social interactions on the web or try to procure some entertainment on the web. If organizations can arrange for such entertaining events, get-togethers, movie time, or breakout rooms in a formal way, providing employees opportunities for rejuvenating, it might refrain the employees from engaging in cyberloafing and wasting time at work.

It is also important that employees have an intrinsic motivation in the activity they do at work, whether at office or during WFH. If the job itself is satisfying and intrinsically motivating, the employee would need lesser organizational control to stay focused in the job. There would not be necessity for external reward or punishment to fashion ethical behavior, when the job is naturally satisfying. For managers, it implies that employees' job roles and goals should be set in consultation with the employee so that there is a lot of personal willingness of the employees to get rid of any challenges like phubbing intention or inclination to cyberloaf. Satisfaction should come from the job itself, not from external social media platforms or other entertainment websites. This refers that jobs should be designed with provision to employ autonomy, flexibility of work time, accept optimum challenges, and receive recognition for the jobs they do. Feeling intrinsically motivated at the job has better chances of engagement and achievement. Companies should have their employee recognition programmes at place and make work more customizable to employees to meet their needs.

While talking of a person's priority for Social Networking Need (SNN), perceptions about others' workplace behavior and the role of the pandemic to be influencing phubbing behavior, it is also important to bring the role of mentorship in the highlight of managerial implications. A mentor plays a major role in shaping up mentees attitudes, perceptions, and behavior; they are also sources of employee motivation. An open communication with a mentor can have scope for rectifying behaviors and attitudes that is not desirable at work. Hence, HR or the human resource team should arrange for mentorship programmes to help out employees who show counter-productive workplace behaviors or whose productivity declines because of some reason.

The paper contributes to the understanding that phubbing as well as cyberloafing behaviors are crucial factors for a sustainable and competitive workforce. As human inclination for Social Networking Need and their perception about others' behaviors are more individual in nature than organizational perspectives, they are complicated to control. Phubbing, though is a natural tendency, has been found to be impacted by the role of the pandemic, which is environmental and also moderated by WFH, which is again an environmental factor. The paper provides an impetus to the fact that organizations should work on the controllable factors related to phubbing and cyberloafing, rather than focusing too much on the individual factors. Indeed, individual factors cannot be ignored, and there must be psychometric testing to control the negative influences of personality factors on these variables. More effort should be given to managerial practices that will reduce the chances of phubbing and cyberloafing at work. Given the times of the post-pandemic period, when many companies are continuing and expected to continue WFH, the right choice of organizational policies and strategies

to reduce and overcome phubbing and cyberloafing eventually would lead to a productive, team-oriented, socially expecting workforce.

6.3 Limitations and Future Research Direction

The study has tried to capture the data from the employees working from home in different organizations. The study has collected the cross-sectional data during a specific time to study the impact of pandemic on phubbing and cyberloafing behavior. Future studies can study the temporal effect of pandemic on phubbing and cyberloafing behavior. Also, the longitudinal data collection can give better comparison of change in phubbing and cyberloafing behaviors pre-pandemic and post-pandemic. The future studies can focus on understanding the cyberloafing behaviors of employees under circumstances at office taking into account other relevant parameters.

7. CONCLUSION

The findings of the study, highlight the significant role of the human need for social networking in influencing phubbing behavior, suggesting that individuals with higher social networking needs are more inclined to engage in phubbing. While the pandemic has had an impact on phubbing behavior, the study indicates that working from home does not necessarily lead to increased phubbing. This suggests that organizations considering continuing remote work need not be overly concerned about phubbing. Additionally, the study reveals that perceptions of others' online behavior also influence one's attitude towards phubbing, indicating that individual factors are key determinants of phubbing behavior. Furthermore, the study concludes that individuals who engage in phubbing also tend to engage in cyberloafing, highlighting the role of human nature in contributing to counterproductive behavior. Therefore, the study suggests that individual-level policies, frameworks, and interventions are essential for fostering the right mindsets and attitudes among individuals engaged in remote work.

CONFLICTS OF INTEREST

We wish to confirm that there are no known conflicts of interest associated with this publication and there has been no significant financial support for this work that could have influenced its outcome.

FUNDING STATEMENT

No funding was received for this work.

PROCESS DATES

Received: February 9, 2024, Revision: February 29, 2024, Accepted: March 6, 2024

CORRESPONDING AUTHOR

Correspondence should be addressed to Yogesh Dwivedi, ykdwivedi@gmail.com

REFERENCES

- Al-Saggaf, Y. (2021). Phubbing, fear of missing out and boredom. *Journal of Technology in Behavioral Science*, 6(2), 352–357. doi:10.1007/s41347-020-00148-5
- Al-Saggaf, Y., & O'Donnell, S. B. (2019). Phubbing: Perceptions, reasons behind, predictors, and impacts. *Human Behavior and Emerging Technologies*, 1(2), 132–140. doi:10.1002/hbe2.137
- Andel, S. A., Kessler, S. R., Pindek, S., Kleinman, G., & Spector, P. E. (2019). Is cyberloafing more complex than we originally thought? Cyberloafing as a coping response to workplace aggression exposure. *Computers in Human Behavior*, 101, 124–130. doi:10.1016/j.chb.2019.07.013
- Anshari, M., Alas, Y., Hardaker, G., Jaidin, J. H., Smith, M., & Ahad, A. D. (2016). Smartphone habit and behavior in Brunei: Personalization, gender, and generation gap. *Computers in Human Behavior*, 64, 719–727. doi:10.1016/j.chb.2016.07.063
- Askew, K., Buckner, J. E., Taing, M. U., Ilie, A., Bauer, J. A., & Covert, M. D. (2014). Explaining cyberloafing: The role of the theory of planned behavior. *Computers in Human Behavior*, 36, 510–519. doi:10.1016/j.chb.2014.04.006
- Bandura, A., Grusec, J. E., & Menlove, F. L. (1966). Observational learning as a function of symbolization and incentive set. *Child Development*, 37(3), 499–506. doi:10.2307/1126674 PMID:4165810
- Beysens, I., Frison, E., & Eggermont, S. (2016). 'I don't want to miss a thing': Adolescents' fear of missing out and its relationship to adolescents' social needs, Facebook use, and Facebook related stress. *Computers in Human Behavior*, 64, 1–8. doi:10.1016/j.chb.2016.05.083
- Blanchard, A. L., & Henle, C. A. (2008). Correlates of different forms of cyberloafing: The role of norms and external locus of control. *Computers in Human Behavior*, 24(3), 1067–1084. doi:10.1016/j.chb.2007.03.008
- Bock, G.-W., & Ho, S. L. (2009). Nonwork-related computing (NWRG). *Communications of the ACM*, 52(4), 124–128. doi:10.1145/1498765.1498799
- Bock, L. (2015). *Work rules!: Insights from inside Google that will transform how you live and lead*. Twelve.
- Bracht, E. M., Hernandez Bark, A. S., She, Z., Van Dick, R., & Junker, N. M. (2024). The downside of phones at work: Exploring negative relationships between leader phubbing and follower engagement/performance. *Leadership and Organization Development Journal*, 45(1), 82–93. doi:10.1108/LODJ-03-2023-0129
- Buckle, C. (2016, September 14). *Mobiles seen as most important device*. Global Web Index. <http://www.globalwebindex.net/blog/mobiles-seen-as-most-important-device>
- Capilla Garrido, E., Issa, T., Gutiérrez Esteban, P., & Cubo Delgado, S. (2021). A descriptive literature review of phubbing behaviors. *Heliyon*, 7(5), e07037. doi:10.1016/j.heliyon.2021.e07037 PMID:34041393
- Chakraborty, T., Kumar, A., Upadhyay, P., & Dwivedi, Y. K. (2021). Link between social distancing, cognitive dissonance, and social networking site usage intensity: A country-level study during the COVID-19 outbreak. *Internet Research*, 31(2), 419–456. doi:10.1108/INTR-05-2020-0281
- Chang, I. C., & Liu, C. C. (2023). Are people addicted to social networks? *Journal of Global Information Management*, 31(1), 1–23. doi:10.4018/JGIM.334015
- Charpentier, C. J., Iigaya, K., & O'Doherty, J. P. (2020). A neuro-computational account of arbitration between choice imitation and goal emulation during human observational learning. *Neuron*, 106(4), 687–699.e7. doi:10.1016/j.neuron.2020.02.028 PMID:32187528
- Chatterjee, S. (2020). Antecedents of phubbing: From technological and psychological perspectives. *Journal of Systems and Information Technology*, 22(2), 161–178. doi:10.1108/JSIT-05-2019-0089
- Chi, L. C., Tang, T. C., & Tang, E. (2022). The phubbing phenomenon: A cross-sectional study on the relationships among social media addiction, fear of missing out, personality traits, and phubbing behavior. *Current Psychology (New Brunswick, N.J.)*, 41(2), 1112–1123. doi:10.1007/s12144-021-02468-y

- Chiang, C. F., & Hsieh, T. S. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior. *International Journal of Hospitality Management*, 31(1), 180–190. doi:10.1016/j.ijhm.2011.04.011
- Chimenti, P., Nogueira, R., Mazzon, J. A., Rodrigues, M., & Hupsel, L. F. (2014). Electronic media use: Towards an integrative model. *Journal of Global Information Management*, 22(1), 51–69. doi:10.4018/jgim.2014010104
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern Methods for Business Research*, 295(2), 295–336.
- Choi, E. P. H., Hui, B. P. H., & Wan, E. Y. F. (2020). Depression and anxiety in Hong Kong during COVID-19. *International Journal of Environmental Research and Public Health*, 17(10), 3740. doi:10.3390/ijerph17103740 PMID:32466251
- Chotpitayasunondh, V., & Douglas, K. M. (2018). The effects of “phubbing” on social interaction. *Journal of Applied Social Psychology*, 48(6), 304–316. doi:10.1111/jasp.12506
- Chu, X., Ji, S., Wang, X., Yu, J., Chen, Y., & Lei, L. (2021). Peer phubbing and social networking site addiction: The mediating role of social anxiety and the moderating role of family financial difficulty. *Frontiers in Psychology*, 12, 670065–670065. doi:10.3389/fpsyg.2021.670065 PMID:34421727
- David, M. E., & Roberts, J. A. (2017). Phubbed and alone: Phone snubbing, social exclusion, and attachment to social media. *Journal of the Association for Consumer Research*, 2(2), 155–163. doi:10.1086/690940
- Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268. doi:10.1207/S15327965PLI1104_01
- Dhir, S., Dutta, T., & Ghosh, P. (2020). Linking employee loyalty with job satisfaction using PLS–SEM modelling. *Personnel Review*, 49(8), 1695–1711. doi:10.1108/PR-03-2019-0107
- Dhir, S., & Shukla, A. (2019). Role of organizational image in employee engagement and performance. *Benchmarking*, 26(3), 971–989. doi:10.1108/BIJ-04-2018-0094
- Donohew, L., Palmgreen, P., & Duncan, J. (1980). An activation model of information exposure. *Communication Monographs*, 47(4), 295–303. doi:10.1080/03637758009376038
- Ertas, M., & Kirlar-Can, B. (2022). Tourists’ risk perception, travel behavior and behavioral intention during the COVID-19. *European Journal of Tourism Research*, 32, 3205–3205. doi:10.54055/ejtr.v32i.2606
- Fang, J., Wang, X., Wen, Z., & Zhou, J. (2020). Fear of missing out and problematic social media use as mediators between emotional support from social media and phubbing behavior. *Addictive Behaviors*, 107, 106430. doi:10.1016/j.addbeh.2020.106430 PMID:32289745
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *JMR, Journal of Marketing Research*, 18(1), 39–50. doi:10.1177/002224378101800104
- Fumagalli, E., Dolmatzian, M. B., & Shrum, L. J. (2021). Centennials, FOMO, and loneliness: An investigation of the impact of social networking and messaging/VoIP apps usage during the initial stage of the coronavirus pandemic. *Frontiers in Psychology*, 12, 620739. doi:10.3389/fpsyg.2021.620739 PMID:33633646
- Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *The Journal of Applied Psychology*, 92(6), 1524–1541. doi:10.1037/0021-9010.92.6.1524 PMID:18020794
- Gao, B., Liu, Y., Shen, Q., Fu, C., Li, W., & Li, X. (2023). Why cannot I stop phubbing? Boredom proneness and phubbing: A multiple mediation model. *Psychology Research and Behavior Management*, 16, 3727–3738. doi:10.2147/PRBM.S423371 PMID:37705851
- Grant, C. A., Wallace, L. M., & Spurgeon, P. C. (2013). An exploration of the psychological factors affecting remote e-worker’s job effectiveness, well-being and work-life balance. *Employee Relations*, 35(5), 527–546. doi:10.1108/ER-08-2012-0059
- Gupta, M., Jain, A., Nayak, N. B., Kumar, A., & Behl, A. (2021). Developing a framework for electronic engagement at work: A phenomenological study. *Journal of Global Information Management*, 30(5), 1–16. doi:10.4018/JGIM.292063

- Hair, J. F., Gabriel, L. D. S., da Silva, D., & Braga, S. Junior. (2019). Development and validation of attitudes measurement scales: Fundamental and practical aspects. *RAUSP Management Journal*, 54(4), 490–507. doi:10.1108/RAUSP-05-2019-0098
- Hair, J. F. Jr, Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, 109, 101–110. doi:10.1016/j.jbusres.2019.11.069
- Hair, J. F., Sarstedt, M., Pieper, T. M., & Ringle, C. M. (2012). The use of partial least squares structural equation modeling in strategic management research: A review of past practices and recommendations for future applications. *Long Range Planning*, 45(5–6), 320–340. doi:10.1016/j.lrp.2012.09.008
- Hawton, A., Green, C., Dickens, A. P., Richards, S. H., Taylor, R. S., Edwards, R., Greaves, C. J., & Campbell, J. L. (2011). The impact of social isolation on the health status and health-related quality of life of older people. *Quality of Life Research: An International Journal of Quality of Life Aspects of Treatment, Care and Rehabilitation*, 20(1), 57–67. doi:10.1007/s11136-010-9717-2 PMID:20658322
- Henle, C. A., & Blanchard, A. L. (2008). The interaction of work stressors and organizational sanctions on cyberloafing. *Journal of Managerial Issues*, 383–400.
- Henseler, J., Dijkstra, T. K., Sarstedt, M., Ringle, C. M., Diamantopoulos, A., Straub, D. W., Calantone, R. J., Hair, J. F., Hult, G. T. M., Calantone, R. J., & Calantone, R. J. (2014). Common beliefs and reality about PLS: Comments on Rönkkö and Evermann (2013). In G. A. Marcoulides et al. (Ed.). *Organizational Research Methods Modern Methods for Business Research*, 17(2), 182–209. <https://doi.org/10.1177/1094428114526928>
- Higuchi, S., Holle, H., Roberts, N., Eickhoff, S. B., & Vogt, S. (2012). Imitation and observational learning of hand actions: Prefrontal involvement and connectivity. *NeuroImage*, 59(2), 1668–1683. doi:10.1016/j.neuroimage.2011.09.021 PMID:21983182
- Hu, Y., Chen, Y., & Ye, M. (2021). Eager to belong: Social cyberloafing as a coping response to workplace ostracism. *Current Psychology (New Brunswick, N.J.)*, 1–10.
- Hwang, J., Lee, J. S., & Kim, H. (2019). Perceived innovativeness of drone food delivery services and its impacts on attitude and behavioral intentions: The moderating role of gender and age. *International Journal of Hospitality Management*, 81, 94–103. doi:10.1016/j.ijhm.2019.03.002
- Jandaghi, G., Alvani, S. M., Zarei Matin, H., & Fakheri Kozekanan, S. (2015). Cyberloafing management in organizations. *Iranian Journal of Management Studies*, 8(3), 335–349.
- Kesgin, M., & Murthy, R. S. (2019). Consumer engagement: The role of social currency in online reviews. *Service Industries Journal*, 39(7–8), 609–636. doi:10.1080/02642069.2018.1553237
- Khan, M. N., Shahzad, K., & Bartels, J. (2022). Examining boss phubbing and employee outcomes through the lens of affective events theory. *Aslib Journal of Information Management*, 74(5), 877–900. doi:10.1108/AJIM-07-2021-0198
- Khedhaouria, A., Montani, F., Jamal, A., & Hussain Shah, M. H. (2024). Consequences of technostress for users in remote (home) work contexts during a time of crisis: The buffering role of emotional social support. *Technological Forecasting and Social Change*, 199, 123065. doi:10.1016/j.techfore.2023.123065
- Koay, K. Y., & Soh, P. C. H. (2018). Should cyberloafing be allowed in the workplace? *Human Resource Management International Digest*, 26(7), 4–6. doi:10.1108/HRMID-05-2018-0107
- Koban, K., Neureiter, A., Stevic, A., & Matthes, J. (2022). The COVID-19 infodemic at your fingertips. Reciprocal relationships between COVID-19 information FOMO, bedtime smartphone news engagement, and daytime tiredness over time. *Computers in Human Behavior*, 130, 107175. doi:10.1016/j.chb.2021.107175 PMID:35035063
- Konradt, U., Hertel, G., & Schmook, R. (2003). Quality of management by objectives, task-related stressors, and non-task-related stressors as predictors of stress and job satisfaction among teleworkers. *European Journal of Work and Organizational Psychology*, 12(1), 61–79. doi:10.1080/13594320344000020
- Kossek, E. E., & Lautsch, B. A. (2018). Work–life flexibility for whom? Occupational status and work–life inequality in upper, middle, and lower level jobs. *The Academy of Management Annals*, 12(1), 5–36. doi:10.5465/annals.2016.0059

- Lal, B., & Dwivedi, Y. K. (2009). Homeworkers' usage of mobile phones; social isolation in the home-workplace. *Journal of Enterprise Information Management*, 22(3), 257–274. doi:10.1108/17410390910949715
- Li, Y. X., Zhang, Y. H., Yang, R., Lian, S. L., Yan, L., & Zhu, X. M. (2023). Relationship between perceived social norms and phubbing: Individual control and fear of missing out as mediators. *International Journal of Mental Health and Addiction*, 21(3), 1898–1913. doi:10.1007/s11469-021-00696-8
- Lim, V. K. G., & Chen, D. J. Q. (2012). Cyberloafing at the workplace: Gain or drain on work? *Behaviour & Information Technology*, 31(4), 343–353. doi:10.1080/01449290903353054
- Mamlok, D. (2021). Learning through disturbance. In *The great promise of educational technology* (pp. 129–140). Palgrave Macmillan. doi:10.1007/978-3-030-83613-9_7
- Mashal, H. M. (2020). A review of cyberloafing predictors in literature. *Sustainable Business and Society in Emerging Economies*, 2(1), 21–27. doi:10.26710/sbsee.v2i1.1196
- McDaniel, B. T., & Coyne, S. M. (2016). 'Technoference': The interference of technology in couple relationships and implications for women's personal and relational well-being. *Psychology of Popular Media Culture*, 5(1), 85–98. doi:10.1037/ppm0000065
- McDaniel, B. T., O'Connor, K., & Drouin, M. (2021). Work-related technoference at home and feelings of work spillover, overload, life satisfaction and job satisfaction. *International Journal of Workplace Health Management*, 14(5), 526–541. doi:10.1108/IJWHM-11-2020-0197
- McPhail, R., Chan, X. W., May, R., & Wilkinson, A. (2024). Post-COVID remote working and its impact on people, productivity, and the planet: An exploratory scoping review. *International Journal of Human Resource Management*, 35(1), 154–182. doi:10.1080/09585192.2023.2221385
- Mellner, C., Kecklund, G., Kompier, M., Sariaslan, A., & Aronsson, G. (2016). Boundaryless work, psychological detachment and sleep: Does working "anytime-anywhere" equal employees are "always on"? In *New ways of working practices*, 16. Emerald Group Publishing Limited. doi:10.1108/S1877-636120160000016003
- Nakrošienė, A., Bučiūnienė, I., & Goštautaitė, B. (2019). Working from home: Characteristics and outcomes of telework. *International Journal of Manpower*, 40(1), 87–101. doi:10.1108/IJM-07-2017-0172
- O'Neill, T. A., Hambley, L. A., & Bercovich, A. (2014). Prediction of cyberslacking when employees are working away from the office. *Computers in Human Behavior*, 34, 291–298. doi:10.1016/j.chb.2014.02.015
- Prasad, S., Lim, K. G., & Chen, D. J. Q. (2010). Self-regulation, individual characteristics and cyberloafing. In *PACIS, 2010 - 14th Pacific Asia Conference on Information Systems*, (pp. 1641–1648). Scholar Bank. <https://scholarbank.nus.edu.sg/handle/10635/44672>
- Przybylski, A. K., Murayama, K., DeHaan, C. R., & Gladwell, V. (2013). Motivational, emotional, and behavioral correlates of fear of missing out. *Computers in Human Behavior*, 29(4), 1841–1848. doi:10.1016/j.chb.2013.02.014
- Purwanto, A., Asbari, M., Fahlevi, M., Mufid, A., Agistiawati, E., Cahyono, Y., & Suryani, P. (2020). Impact of work from home (WFH) on Indonesian teachers performance during the Covid-19 pandemic: An exploratory study. *International Journal of Advanced Science and Technology*, 29(5), 6235–6244.
- Roberts, J. A., & David, M. E. (2016). My life has become a major distraction from my cell phone: Partner phubbing and relationship satisfaction among romantic partners. *Computers in Human Behavior*, 54, 134–141. doi:10.1016/j.chb.2015.07.058
- Roberts, J. A., & David, M. E. (2017). Put down your phone and listen to me: How boss phubbing undermines the psychological conditions necessary for employee engagement. *Computers in Human Behavior*, 75, 206–217. doi:10.1016/j.chb.2017.05.021
- Roberts, J. A., & David, M. E. (2020). Boss phubbing, trust, job satisfaction and employee performance. *Personality and Individual Differences*, 155, 109702. doi:10.1016/j.paid.2019.109702
- Rösner, M., Sabo, M., Klatt, L. I., Wascher, E., & Schneider, D. (2022). Preparing for the unknown: How working memory provides a link between perception and anticipated action. *NeuroImage*, 260, 119466. doi:10.1016/j.neuroimage.2022.119466 PMID:35840116

- Samuelsson, K., Barthel, S., Colding, J., Macassa, G., & Giusti, M. (2020). Urban nature as a source of resilience during social distancing amidst the coronavirus pandemic (No. 3wx5a). Center for Open Science.
- Savci, M., & Aysan, F. (2017). Technological addictions and social connectedness: Predictor effect of internet addiction, social media addiction, digital game addiction and smartphone addiction on social connectedness. *Dusunen Adam : Bakirkoy Ruh Ve Sinir Hastaliklari Hastanesi Yayin Organi*, 30(3), 202–216. doi:10.5350/DAJPN2017300304
- Savić, D. (2020). COVID-19 and work from home: Digital transformation of the workforce. [TGJ]. *Grey Journal*, 16(2), 101–104.
- Schweiker, M., Ampatzi, E., Andargie, M. S., Andersen, R. K., Azar, E., Barthelmes, V. M., Berger, C., Bourikas, L., Carlucci, S., Chinazzo, G., Edappilly, L. P., Favero, M., Gauthier, S., Jamrozik, A., Kane, M., Mahdavi, A., Piselli, C., Pisello, A. L., Roetzel, A., & Zhang, S. (2020). Review of multi-domain approaches to indoor environmental perception and behavior. *Building and Environment*, 176, 106804. doi:10.1016/j.buildenv.2020.106804
- Shareef, M. A., Dwivedi, Y. K., Kumar, V., Davies, G., Rana, N., & Baabdullah, A. (2019). Purchase intention in an electronic commerce environment: A trade-off between controlling measures and operational performance. *Information Technology & People*, 32(6), 1345–1375. doi:10.1108/ITP-05-2018-0241
- Shareef, M. A., Kapoor, K. K., Mukerji, B., Dwivedi, R., & Dwivedi, Y. K. (2020). Group behavior in social media: Antecedents of initial trust formation. *Computers in Human Behavior*, 105, 106225. doi:10.1016/j.chb.2019.106225
- Shareef, M. A., Mukerji, B., Dwivedi, Y. K., Rana, N. P., & Islam, R. (2019). Social media marketing: Comparative effect of advertisement sources. *Journal of Retailing and Consumer Services*, 46, 58–69. doi:10.1016/j.jretconser.2017.11.001
- Şimşek, A., & Şimşek, E. (2019). Beneficial and detrimental effects of cyberloafing in the workplace. [Review]. *Journal of Organizational Behavior*, 1(1), 97–114.
- Smale, A. (2016). Dispatcher playing with cellphone is faulted in German train crash. *The New York Times*. <https://www.nytimes.com/2016/04/14/world/europe/bavaria-germanytrain-crash.html>
- Steidelmüller, C., Meyer, S. C., & Müller, G. (2020). Home-based telework and presenteeism across Europe. *Journal of Occupational and Environmental Medicine*, 62(12), 998–1005. doi:10.1097/JOM.0000000000001992 PMID:32796258
- Steidtmann, D., McBride, S., & Mishkind, M. C. (2021). Experiences of mental health clinicians and staff in rapidly converting to full-time telemental health and work from home during the COVID-19 pandemic. *Telemedicine Journal and e-Health*, 27(7), 785–791. doi:10.1089/tmj.2020.0305 PMID:33301354
- Su, L., & Swanson, S. R. (2019). Perceived corporate social responsibility's impact on the well-being and supportive green behaviors of hotel employees: The mediating role of the employee-corporate relationship. *Tourism Management*, 72, 437–450. doi:10.1016/j.tourman.2019.01.009
- Sun, J., & Wong, N. (2024). 'I Can't Believe I Phubbed Up Our Friendship!': Examining relationships between loneliness, problematic smartphone use, friend phubbing, and life satisfaction. *Human Behavior and Emerging Technologies*, 2024, 1–10. doi:10.1155/2024/5558587
- TeVrugt, M., Bickmann, J., & Wittkowski, R. (2020). Effects of social distancing and isolation on epidemic spreading modeled via dynamical density functional theory. *Nature Communications*, 11(1), 1. PMID:31911652
- Turkle, S. (2012). *Alone together: Why we expect more from technology and less from each other*. Basic Books.
- Valtorta, N., & Hanratty, B. (2012). Loneliness, isolation and the health of older adults: Do we need a new research agenda? *Journal of the Royal Society of Medicine*, 105(12), 518–522. doi:10.1258/jrsm.2012.120128 PMID:23288086
- Vander Elst, T., Verhoogen, R., & Godderis, L. (2020). Teleworking and employee well-being in corona times: The Importance of Optimal Psychosocial Work Conditions. *Journal of Occupational and Environmental Medicine*, 62(12), e776–e777. doi:10.1097/JOM.0000000000002059 PMID:33065732

- Vaziri, H., Casper, W. J., Wayne, J. H., & Matthews, R. A. (2020). Changes to the work–family interface during the COVID-19 pandemic: Examining predictors and implications using latent transition analysis. *The Journal of Applied Psychology, 105*(10), 1073–1087. doi:10.1037/apl0000819 PMID:32866024
- Wagner, D. T., Barnes, C. M., Lim, V. K., & Ferris, D. L. (2012). Lost sleep and cyberloafing: Evidence from the laboratory and a daylight saving time quasi-experiment. *The Journal of Applied Psychology, 97*(5), 1068–1076. doi:10.1037/a0027557 PMID:22369272
- Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving effective remote working during the COVID-19 pandemic: A work design perspective. *Applied Psychology, 70*(1), 16–59. doi:10.1111/apps.12290 PMID:33230359
- Wang, X., Gao, L., Yang, J., Zhao, F., & Wang, P. (2020). Parental phubbing and adolescents' depressive symptoms: Self-esteem and perceived social support as moderators. *Journal of Youth and Adolescence, 49*(2), 427–437. doi:10.1007/s10964-019-01185-x PMID:31883099
- Whelan, E., Najmul Islam, A. K. M., & Brooks, S. (2020). Is boredom proneness related to social media overload and fatigue? A stress–strain–outcome approach. *Internet Research, 30*(3), 869–887. doi:10.1108/INTR-03-2019-0112
- Wold, H. (1983). *Systems analysis by partial least squares*.
- Wolniewicz, C. A., Tiarniyu, M. F., Weeks, J. W., & Elhai, J. D. (2018). Problematic smartphone use and relations with negative affect, fear of missing out, and fear of negative and positive evaluation. *Psychiatry Research, 262*, 618–623. doi:10.1016/j.psychres.2017.09.058 PMID:28982630
- Wu, Y., & Yang, X. (2021). Relative deprivation and phubbing: Fear of missing out as a mediator. *Social Behavior and Personality, 49*(7), 1–9. doi:10.2224/sbp.10503
- Xie, K., Liang, B., Dulebenets, M. A., & Mei, Y. (2020). The impact of risk perception on social distancing during the COVID-19 pandemic in China. *International Journal of Environmental Research and Public Health, 17*(17), 6256. doi:10.3390/ijerph17176256 PMID:32867381
- Yasin, R. M., Bashir, S., Abeele, M. V., & Bartels, J. (2023). Supervisor phubbing phenomenon in organizations: Determinants and impacts. *International Journal of Business Communication, 60*(1), 150–172. doi:10.1177/2329488420907120
- Ye, X., Wang, Z., & Li, D. (2022). Effects of Internet use on well-being in rural China: Relieving loneliness accounts for the different effects? *Journal of Global Information Management, 30*(1), 1–22. doi:10.4018/JGIM.309083
- Yıldırım, M., Geçer, E., & Akgül, Ö. (2021). The impacts of vulnerability, perceived risk, and fear on preventive behaviors against COVID-19. *Psychology Health and Medicine, 26*(1), 35–43. doi:10.1080/13548506.2020.1776891 PMID:32490689
- Yu, S. C., Chen, H. R., Liu, A. C., & Lee, H. Y. (2020). Toward COVID-19 information: Infodemic or fear of missing out? *Health Care, 8*(4), 550. doi:10.3390/healthcare8040550 PMID:33321949
- Zhao, J., Ye, B., Luo, L., & Yu, L. (2022). The effect of parent phubbing on Chinese adolescents' smartphone addiction during COVID-19 pandemic: Testing a moderated mediation model. *Psychology Research and Behavior Management, 15*, 569–579. doi:10.2147/PRBM.S349105 PMID:35281997
- Zhou, B., Li, Y., Hai, M., Wang, W., & Niu, B. (2021). Challenge-hindrance stressors and cyberloafing: A perspective of resource conservation versus resource acquisition. *Current Psychology (New Brunswick, N.J.)*, 1–10.

Tanusree Chakraborty, a Ph.D. holder in Applied Psychology from Calcutta University, brings over 20 years of experience to her role as a Faculty in the Centre for Management Studies at the Administrative Staff College of India (ASCI), Hyderabad. With an MA in Applied Psychology specializing in Organizational Psychology, PGDHRM, and an MBA (HR), she has worked in esteemed B-Schools and Universities. Dr. Chakraborty's academic prowess is evident through her publications in prestigious journals, books, and research paper presentations at international conferences, and she has earned multiple Best Paper Awards. She has conducted several Management Development Programs with reputed organizations in Behavioral Sciences and Human Resource Management. Dr. Chakraborty has published books with IGI Global Publishers and Taylor and Francis, CRC Press, with more forthcoming. She is dedicated to supporting students in academics, research and institution building activities. Dr. Chakraborty's commitment is further demonstrated through her active participation in clubs and committees, and her role as a reviewer and editor for reputed books and journals.

Swati Dhir is a Fellow of Indian Institute of Management Lucknow and completed the FPM in OB/HRM area in 2014. She is currently working as Associate Professor in OB/HRM area and Program Chair for PGDM (HRM) program at International Institute of Management New Delhi. She has published her research work in many National and International Journals, written a book on HR Analytics, and published a case book and edited book on Talent management for postgraduate students. Her research interests include workplace loneliness, workplace spirituality, work-related attitudes, organizational performance and workplace ethics culture. She has also been a reviewer for various referred International journals and conferences.

Adil S. Al-Busaidi is an assistant professor of organizational communication, Director of the Innovation and Technology Transfer Center at Sultan Qaboos University, and former Director of Research & Innovation at Smart City Platform. His interests revolve around research methodologies on computational social science, causal modeling, scale development, and psychometric testing. He developed R programming-based applications for social media opinion mining, sentiment analysis, social network analysis, and sample size calculation. Innovation & Technology Transfer Center, Sultan Qaboos University, P.O.Box 20 Al-Khoud 123, Oman. Email: abusaid@sq.ueom ORCID ID: <https://orcid.org/0000-0002-0959-7419>

Yogesh K. Dwivedi is a Professor of Digital Marketing and Innovation and Founding Director of the Digital Futures for Sustainable Business & Society Research Group at the School of Management, Swansea University, Wales, UK. In addition, he holds a Distinguished Research Professorship at the Symbiosis International (Deemed University), Pune, India. Professor Dwivedi is also currently leading the International Journal of Information Management as its Editor-in-Chief. His research interests are at the interface of Information Systems (IS) and Marketing, focusing on issues related to consumer adoption and diffusion of emerging digital innovations, digital government, and digital and social media marketing particularly in the context of emerging markets. Professor Dwivedi has published more than 600 articles in a range of leading academic journals and conferences that are widely cited (more than 70 thousand times as per Google Scholar). He has been named on the annual Highly Cited Researchers™ 2020, 2021 and 2022 lists from Clarivate Analytics. Professor Dwivedi is an Associate Editor of the Journal of Business Research, European Journal of Marketing, and Government Information Quarterly, and Senior Editor of the Journal of Electronic Commerce Research.