



SYSTEMATIC LITERATURE REVIEW OF BOSS PHUBBING FROM 2013 – 2023

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ABSTRACT

This study conducted a systematic literature review analysis to examine the growing research around the phenomenon of boss phubbing from 2013 to 2023. Boss phubbing refers to bosses doing phone snubbing, which has the potential to impact workplace dynamics and employee well-being. Through a systematic review of academic literature, this study aims to identify the main themes, article information, and content of article extraction. To provide a comprehensive review of boss phubbing, nine English-language research articles were generated between 2013 and 2023 from the Scopus database. Data were analyzed using Watase, presented by descriptive analysis and content analysis. This research contains a discussion of the theory that underlies the article so as to provide insight to understand the direction of research and its potential implications for organizational behavior and management practices. This research is also complemented by ideas for future developments in the topic, thus encouraging the need for future research to investigate more deeply whether certain manifestations of *Boss Phubbing* can provide positive results for individuals, teams, or organizations.

Keyword: *Boss Phubbing*, Systematic Literature Review, Performance, Supervisor, Snubbing

INTRODUCTION

Today, smartphones are an important item for human life spread in various places (Roberts & David, 2020). Excessive smartphone use can weaken a person's social interaction. Such a thing is commonly called phone snubbing or known as phubbing, which occurs when someone feels disturbed by other people who use smartphones while doing social interactions (Pivetta, et al., 2024)(Roberts & David, 2016). Someone affected by phubbing from others will feel socially rejected, decrease the quality of interpersonal relationships, can even cause conflict.(Abee M. M., 2018) The phenomenon of phubbing is also found in the organizational environment, which is believed to have a negative impact on employees because it can damage performance, morale, reduce productivity because more time is spent using smartphones, and even increase symptoms of depression (Gonzales & Wu, 2016; Roberts & David, 2016). A study shows that one in five employers state that their employees are only productive for less than five hours each day, and the vast majority (55%) of those employers identify smartphone use by employees as a major cause of distraction in the workplace (Roberts & David, 2020).

Phubbing that occurs in the organizational environment can also be done by superiors, where it affects the poor performance of employees. (Xu, Wang, & Duan, 2022) The negative impact of phubbing in the organizational environment (especially if done by superiors) is important because it has an effect on both employees and the organization itself (Roberts & David, 2020). In addition to being associated with employee performance, boss phubbing has been discussed in a

number of studies that link to other topics such as trust, job satisfaction, and employee engagement. This scope shows that boss phubbing is a topic that is still debated in the world of research so that it can be dug deeper. This research is intended to enrich research on boss phubbing by using systematic literature review to deepen the topic of boss phubbing by answering research questions, namely:(Abeele, Antheunis, & Schouten, 2016)(Judge, Thoresen, Bono, & Patton, 2001)(David & Roberts, 2017)

RQ1: How has the topic of boss phubbing evolved in research over the past ten years?

RQ2: How has ground theory been used as a foundation for discussing the topic of boss phubbing over the past ten years?

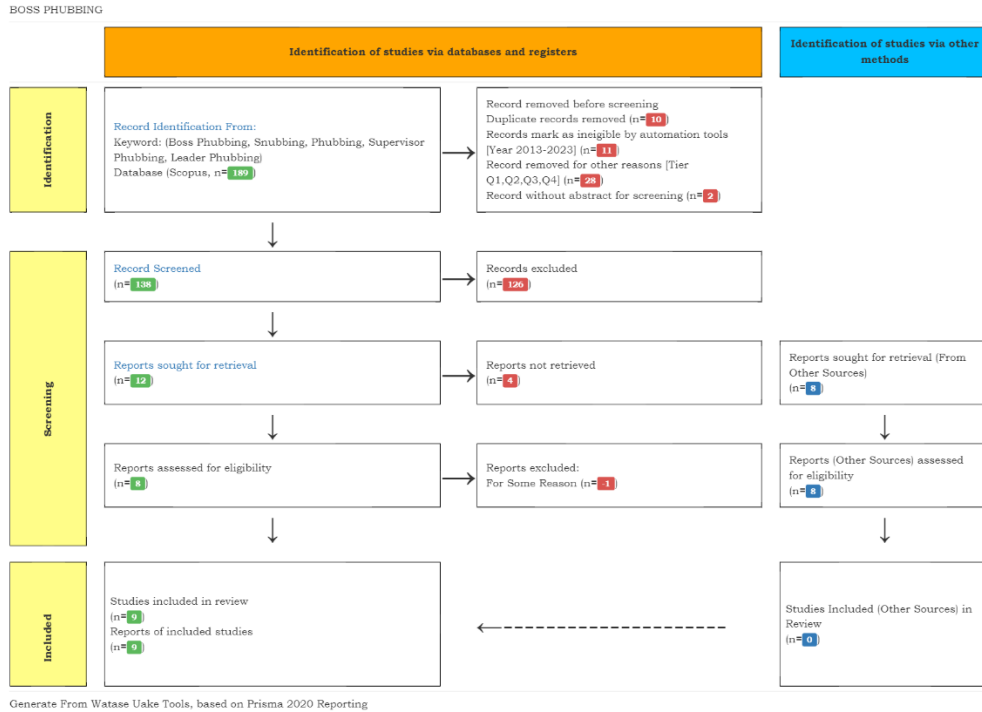
METHODS

This study uses a systematic literature review method or commonly called SLR using a database from Scopus by identifying keywords, time ranges, and other filters to select articles. The SLR method is a method to evaluate the collection of previous studies explicitly to provide an assessment and answer research questions. This research is focused on discussing boss phubbing that occurs in the scope of organizations which is developed into other topics using grounded theory. The use of grounded theory is based on the five stages described in Table 1 and followed by the PRISMA flowchart shown in Figure 1.(Crossan & Apaydin, 2010; Pizzolitto, Verna, & Venditti, 2022)(Wolfswinkel, Furtmueller, & Wilderom, 2011)

Table 1. Grounded Theory

Stages	Step
Define	1. Determination of article criteria both by inclusion and exclusion 2. Determination of research areas according to the topic 3. Determination of relevant sources 4. Define specific filters in search
Search	Perform an article search in the database
Select	Improvement of search by extracting articles through titles, abstracts, to the content of the article
Analyze	Review articles through coding such as open coding, axial coding, and selective coding
Present	Structuring the structure, content, and content of the article

Source: (Wolfswinkel, Furtmueller, & Wilderom, 2011)



Picture 1. Diagram PRISMA

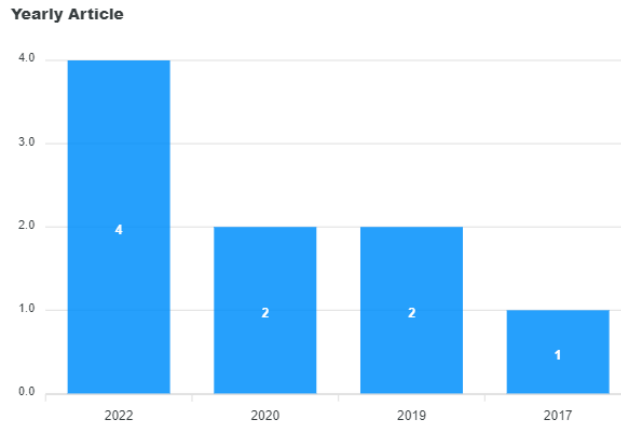
Figure 1 shows that there are 189 articles identified with keyword filters in the form of boss phubbing, snubbing, phubbing, supervisor phubbing, and leader phubbing. Of the 189 articles, there was an elimination of articles based on duplication, time span, ranking or quartile of journals, and without abstract review resulting in 138 articles. The selection of articles further narrowed with the existence of records excluded and reports not retrieved, so that there were nine articles that fit the topic of boss phubbing.

RESULT AND DISCUSSION

Identify Article Information

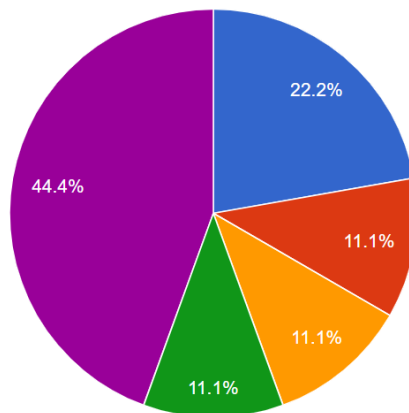
Based on the data processing system used in this study, namely Watase, articles with the topic of boss phubbing began in 2017 and have developed until 2022 as shown in Figure 2. The peak of the development of the topic of boss phubbing occurred in 2022 with four articles successfully published. Meanwhile, 2020 and 2019 both have one article on related topics. Meanwhile, boss phubbing is a topic that is developed more in various countries as listed in Figure 3. Pie chart Figure 3 shows that the United States is ranked one country with the most article production in purple which has four articles or 44.4%. The other green, yellow, and red circles

represent Turkey, Spain, and China with one article each. Meanwhile, there were countries that were not listed at 22.2% as many as the two articles shown in blue.



Picture 2. Article Development

Grafik Per Negara



Picture 3. Country Pie Chart

After knowing the development of articles each year and the countries that produce the most articles, here are the top five rankings of author citations shown in Table 2. Put down your phone and listen to me: How boss phubbing undermines the psychological conditions necessary for employee engagement written by Roberts and David in 2017 became the most cited article, with a total of 65 citations. Roberts and David then wrote an article in 2020 titled Boss phubbing, trust, job satisfaction and employee performance, which ranked second on the author citation with a total of 44 citations. Third place is occupied by authors Schneider and Hitzfeld with articles published by the journal Social Science Computer Review in 2021 as many as 24 citations.

Table 2. Top 5 Author Citation

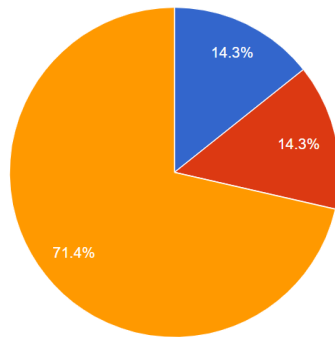
No	Writer	Year	Heading	Journal	Citation
1	Roberts, James A.; David, Meredith E.	2017	Put down your phone and listen to me: How boss phubbing undermines the psychological conditions necessary for employee engagement	Computers in Human Behavior	65
2	Roberts, James A.; David, Meredith E.	2020	Boss phubbing, trust, job satisfaction and employee performance,	Personality and Individual Differences	44
3	Schneider, Frank M.; Hitzfeld, Selina	2021	I Ought to Put Down That Phone but I Phub Nevertheless: Examining the Predictors of Phubbing Behavior,	Social Science Computer Review	24
4	Yousaf, Saira; Imran Rasheed, Muhammad; Kaur, Puneet; Islam, Nazrul; Dhir, Amandeep	2022	The dark side of phubbing in the workplace: Investigating the role of intrinsic motivation and the use of enterprise social media (ESM) in a cross-cultural setting,	Journal of Business Research	11
5	Çikrikci, Özkan; Griffiths, Mark D.; Erzen, Evren	2022	Testing the Mediating Role of Phubbing in the Relationship Between the Big Five Personality Traits and Satisfaction with Life,	International Journal of Mental Health and Addiction	9

Table 3 shows the top five most cited journals, with Computers in Human Behavior being the journal with the most cited Q1 category 130 times for a total of two articles. The next Q1 category journal ranks second most cited 88 times is Personality and Individual Differences with a total of two articles. Meanwhile, in last place is a journal called Computers & Education which is cited three times with a total of one article. Of the extracted articles, 71.4% of them used survey methods in the data collection process as shown by the pie chart in Figure 4. The other two sections of the blue and red pie chart indicate an article that uses interview and observation methods. Both interview and observation methods have the same percentage of 14.3%.

Table 3 Top 5 Journal Citation

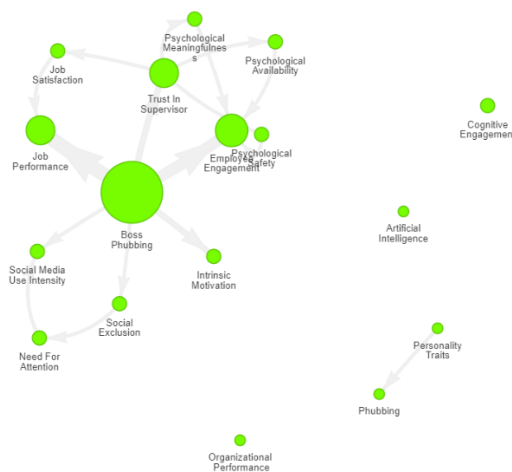
No	Journal	Tier	Citation	Total Arithcles
1	Computers in Human Behavior	1	130	2
2	Personality and Individual Differences	1	88	2
3	Psychology Research and Behavior Management	2	0	2
4	International Journal of Mental Health and Addiction	1	9	1
5	Computers & Education	1	3	1

Grafik Per Metode



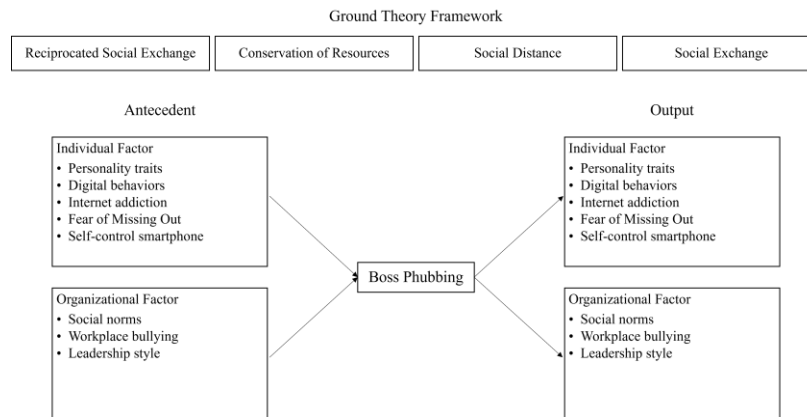
Picture 4. Pie Chart Method

In recent years, boss phubbing has become a topic that can still be developed if it is related to other topics. Figure 5 shows the network analysis of the extracted article, where there are arrows to connect between circles. The largest circle signifies the boss phubbing variable with two types of arrow directions, namely large and thick, and small and thin. The thickness of the arrow indicates the number of articles with related variables, while the thin arrow indicates the least number of articles with the intended variable. In Figure 5, it can be seen that boss phubbing is the variable most associated with job performance and employee engagement.



Picture 5. Network Analysis

Article Content



Picture 6. Framework of Boss Phubbing

Figure 6 shows the framework of boss phubbing which has two influencing factors both from the individual level and the organizational level. One of the outputs released by boss phubbing as part of digital behavior, where the variables are influenced by emotional e-regulation, self-control from impulsive actions, and emotional e-independence. The extraction of existing articles states that there are four ground theories that oversee boss phubbing research. Social Exchange Theory is one of the ground theories used to explain reciprocal relationships or exchanges between individuals, in which basically individuals will respond to something in the same way according to the treatment of others . One article that uses Social Exchange Theory is one that suggests that employees will feel excluded by the phubbing boss associated with social media. Social media that is always ubiquitous erodes social skills, even individuals who use social media too intensely can feel depressed. (Cebollero-Salinas, Cano-Escoriaza, & Orejudo, 2022) (Lee, Capella, Taylor, Luo, & Gabler, 2014)(David & Roberts, 2017)(David & Roberts, 2017)

Another basic theory, Reciprocated Social Exchange, is a theory based on Social Exchange Theory, which is about exchange. Exchanges made between employees and their superiors will generate employee trust in their superiors as a result of beneficial social exchanges (Newman, Rose, & Teo, 2014; Roberts & David, 2020). If the boss appreciates his employees during social relations, then employees will reciprocate with more respect but if the exchange is not perfect it will damage trust (Roberts & David, Boss phubbing, trust, job satisfaction and employee performance, 2020). When superiors focus more on smartphones when chatting with employees, employee expectations decrease because employees expect attention from their superiors.(Roberts & David, Boss phubbing, trust, job satisfaction and employee performance, 2020)

Basically the Conservation of Resource Theory reveals how individuals obtain and maintain their resources, but when one of those resources is lost then the individual will experience stress . Bosses who phubbing make employees disappointed so that they reduce their resources (in this case psychological) and result in increased employee sensitivity to other stressors. A study used Conservation of Resource Theory to explain that low employee intrinsic motivation (in the form of loss of psychological resources) becomes a basic mechanism in superiors who phubbing poor employee performance and reduced employee work engagement. Meanwhile, Social Distance is a theory that explains that individuals will provide social distance with people who show less coldness to affiliate with the individual . Social distance theory is used to underlie leaders who engage in phubbing related to poor employee performance where the relationship is mediated

by social distance. (Hobfoll, 1989) (Yousaf, Rasheed, Kaur, Islam, & Dhir, 2022)(Yousaf, Rasheed, Kaur, Islam, & Dhir, 2022)(Magee & Smith, 2013)(Xu, Wang, & Duan, 2022)

Possible Next Research

Researchers have extracted articles that fit the topic of boss phubbing, where from these articles still have limitations. This opens up possibilities for researchers in the future. Table 4 shows the possible rearch questions for future studies as follows.

Table 4. Future Research Questions

No.	Possible RQ	Article
1	How is the use of causal and longitudinal methods in its contribution to the development of boss phubbing studies?	Çikrikci, Griffiths, & Erzen (2019)
2	What are the factors influenced by boss phubbing on industries in cross-cultural countries?	Winkelmann & Geber (2022)
3	Which measurement method has a smaller degree of bias in the topic of boss phubbing when associated with other variables?	Xu, Wang, & Duan (2022)
4	What are the variables that can be used to develop research on the topic of boss phubbing?	Roberts & David (2020)

CONCLUSION

The phenomenon of boss phubbing is an interesting topic that can still be developed to add to the richness of research literature so that further research is still needed. This is supported by Figure 2 which shows that the boss phubbing study began in 2017 so that the topic is a new topic. The results of research using the systematic literature review method are intended to answer research questions, where boss phubbing is a new topic that can still be developed and connected with other appropriate variables. In addition, there are a number of ground theories that are used as a basis for research development as listed in Figure 6. Article extraction using Watase shows the country with the most article production rates, namely the United States. Meanwhile, the article that was cited the most 65 times was an article with the title Put down your phone and listen to me: How boss phubbing undermines the psychological conditions necessary for employee engagement written by Roberts and David. In addition to displaying article information, this study also provides the application of ground theory to articles. Researchers also provide possible future research developments by providing possible research questions in Table 4. This allows subsequent researchers to develop the topic of boss phubbing, especially if it is related to other relevant variables.

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