Nexus between Boss Phubbing and Nurses' Cyberloafing: In the Light of Social Exchange Theory

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ARTICLE INFO	ABSTRACT
	The prevalence of cyberloafing is increasing, and researchers are keen to figure out the root cause and impact of this behavior at the workplace. The study examines the impact of boss phubbing (BP)—the act of a supervisor ignoring employees in favor of mobile phone use—on nurses' cyberloafing behaviors through the lens of Social Exchange Theory (SET). Data were collected from 391 nurses of both public and private hospitals of Pakistan. The data analysis was conducted by using Smart PLS software. This approach considers as robust method for evaluating the proposed relationships within research framework. The findings reveal a significant positive relationship between BP and cyberloafing, suggesting that nurses who experience higher levels of BP are more likely to engage in non-work-related internet activities during work hours. The findings show significant positive relationship between Boss phubbing and Cyberloafing whereas Stress has mediating effect on said relationship. The findings of the study underscore the worth of fostering a nurturing workplace and executing employee-focused organizational policies and procedures. In this case, the study highlights the necessity for healthcare organizations to address BP to foster a more engaged and productive workforce. Furthermore, this study helps demonstrate the why and how on the need to understand boss phubbing and its consequential impact on the nurse individual. The results highlight the importance of having a positive work environment and/or encouraging organizational policies and practices that are supportive of the needs of employees. Revoking cyber-loafing requires attention since it could result in adverse consequences. Moreover, these are the fronts which needimmediate attention. This is the pioneering study which examines the novel nexus among boss phubbing, stress and cyberloafing in the light of social exchange theory. Moreover, earlier literature has largely overlooked phubbing at workplace. This study helps delineate how the phubbing behavior of a boss actually changes the employees' cyberloafing tendencies. In addition, this study contributes significant additions to the literature in this domain, strengthens the overall theoretical framework pertaining to boss phubbing and cyber-loafing, and provides methodological and theoretical validation.

Keywords: Boss Phubbing, Cyberloafing, Stress, Nurses, Social exchange thoery |

Introduction

The mass adoption of the internet has led to an increase in access information, communication and working in a more convenient way, internet have largely solved many areas of our lives by enabling and convenient solutions. This deep effect is the reason why professional life among businesses has become so entirely digitalized, enjoying a direct internet boost to create efficiency, grow networks, and develop communication (Jha, Malik, Patel & Cvetkoska 2024). For instance, this change which is a very important transition to implement has resulted in a number of consequences at work in the form of a cyber-loafing, this time stealing practice can unfortunately lead to adverse outcomes in the workplace. The existing literature demonstrates an increasing prevalence among employees who have a low productivity try to use more time for engage in other activities that employees do during working hours on the Internet(cyber-loafing)is a major form of time mismanagement at work (Batabyal and Bhal 2020; Mercado et al.,2017).

"Cyber-loafing," which involves employees partaking in things like online shopping, Facebook, or other social media. On the job cyberloafing interrupt employees in performing their duties effectively, efficiently and productively (Khan et al., 2022).Those who once again indulge in cyber-loafing or reclaim that item end up delaying or postponing that work, which in turn denies them the opportunity to concentrate well on a particular task. Social media is something that ismeant to be fun and light and people use it for fun, and also because the devices through which people access social media are highly engaging- both interactive and aesthetically pleasing (AKKUŞ ÇUTUK, 2021).

Cyber-loafing is not particularly synonymous with some wicked thing. Cyber-loafing will depend on some variables (education, age, position, working year, internet use skill, and frequency of use). This act is dependent on the background of an individual, his/her level of experience, skills, digital literacy and how frequent he/she uses the internet. In light of the findings by Andel et al. (2019), who discovered that employees, who work under abusive or stressful work conditions or who experience unrealistic demands from colleagues or inconsistent treatment from management, engage in cyber-loafing behaviors to cope with adverse situational challenges. Furthermore, Van Doorn (2011) provided four motivations for engaging in cyberloafing: habitual persistence, recovery activities, deviant behavior, and individualdevelopment behaviors. Agarwal and Avey, (2020) stated that previous studies have shown that employee cyberloafing has been linked to a variety of factors, including the organizational culture, supervisor attitudes, and colleague behavior. One of major factor that encourage employees for cyberloafing is boss attitude towards employees.

The term boss phubbing is also related to rude behavior of boss. "boss phubbing" where people use their smartphones to ignore those around them, process mail, etc. It consider a rude behavior introduced by the McCrindle Research Center in Australia in 2016. It describes boss phubbing as"the act of snubbing someone in a social setting by looking at your phone" (McCrindle, 2016). Roberts and David, (2020) phubbing is also decreasing levels of job satisfaction and job performance because phubbing is destroying workplace relationship and workplace communication. According to previous studies, suspicion that employers are being unfair in treating them or the distribution of outcomes causes a high degree of carelessness and irregularities among employees (Jeewandara & Kumari, 2021, Putri et al., 2017). Since employees feel as they are unequal and lack of appreciation, then employees eventually involvedin negative behavior which called cyberloafing (Lim, 2002).

In addition, Cyberloafing is posing a major serious problem, especially in health sector too. It leads to huge losses. Such a behavior can be huge obstacle for nurses during work time in terms of being distracted from patients, a risk of making mistakes when handling patients whose mayendanger their lives in hospice care (Demir et al., 2017; Kemer & Özcan, 2021). Because the direct associations between nurse's cyberloafng behaviors and low-level healthcare services provided in the present study represent a threat to patient safety. It is hoped that the fndings of this study may lead to the establishment of policies and guidelines around personal communication device use. Since cyberloafng behavior is believed to be a danger (Aciksoz et al.,2024). Therefore, cyberloafing is a problem that can contribute to a deficiency among nurseswith respect to their concentration, attention and focus during their working hours (Yıldırım, 2020). Nurses spending time on cyberloafing activities during work hour's results in a reduced amount of time and attention that can be applied to performing their professional roles; this couldresult in task delays, reduced production and inefficiencies in workflow. As a result, the level of nursing care can have a major effect on a hospital's reputation and even influence its operational efficiency as well (Elhanahy, 2018). Additionally, the use of an organization's web for personal use by staff during working hours has been a major concern to healthcare organizations as well. Yet, it is next to impossible to imagine a contemporary company conducting business without theinternet. Allowing hospital employees to access the internet, which they typically utilize in their free time, encourages cyberloafing.

Furthermore, stress is help to increase cyberloafing through phubbing behavior of boss. Vitak et al., (2011) and Anandarajan and Simmers, (2005) stated that stress is the reason that employees opt themselves towards negative behavior that leads to squandering of organizational resources. Koah et al., (2017) and Chen, Chen, Andrasik and Gu, (2021) suggested that people resort to counterproductive behaviour (cyberloafing) in order to avoid high stress. Several academicsmaintain that employees chose to cyberloaf for the purpose of stress and anxiety reduction (Ivarsson and Larsson, 201I).

This study aims to address literature gap by exploring various antecedents of cyberloafing. Although research on this topic is still scarce. Lu, Wang and Chen, (2020) suggested to assess theimpact of boss phubbing on employee cyberloafing behavior. Researchers like Talan, Doğan, & Kalinkara, (2024) recommended to investigate the role of those variables which help to contribute in cyberloafing through boss phubbing such as variables such as internet addiction, SMS addiction, loneliness, depression, anxiety, stress, gender, and age. For example, one study by Agarwal and Avey (2020) found that workplace cyberloafing was a way for employees to getback at their boss after the boss behaved uncivilly. Erzen, Odaci, and Yeniçeri (2019) have recently pointed out that the effects of workplace phubbing are even more severe than they appear to be.

In the context of phubbing relationship with cyberloafing, social exchange theory explains the relationship more precisely than other concepts. In the view of social exchange theory, human participate in social exchange with cost benefit calculation. In addition, at the level of the workplace, research on organizational internet misuse by workers, particularly cyberloafing, shows that workers are more satisfied and work harder when

management provides good working conditions for them (Lim, Koay, & Chong, 2020). In addition to the theoretical implications, the current study has direct relevance to organizations that are struggling with the practical challenges of operating in the new landscape of remote work and digital engagement. The subsequent parts will discuss the review of literature, detail the methodology and data, results and discussion, and conclusion .In this research, aim to make a worthwhile contributionby engaging in the present discourse of cyberloafing to provide a comprehensive understanding of how insights can be leveraged to design effective responses that help to promote a productive and safe digital work environment.

Literature Review and Hypothesis DevelopmentBoss Phubbing and Cyberloafing

Everyday tech tools contribute to phubbing, the new generation of boss snubbing Killing organization engagement both have been increasingly investigated in organizational research given their broader implications for workplace behavior and employee well-being (Jena, 2015). Boss phubbing is defined as the use of a cellphone or other device while in the presence of employees, such as checking email, texting, browsing social media or taking calls during meetings, performance evaluations or other kinds of interaction with employees, which with timewill likely cause the employee to feel disregarded (Roberts & David 2020). In the last few years, the use of the telephone for private purposes was increasing in organizations. This use of online services during the work hours could bring about positive outcomes, such as a strengthened motivation, but also a range of negative outcomes that could have a serious potential to harm the efficiency of organizations (Van Bommel 2020). Based on the literature, professionals have about the effects of phubbing, studies have recently identified phubbing as one of the acts thatcause the most anger of the phubbe, caused by the leader. (Ranie & Zickuhr, 2015). With regard to the present study, research on boss incivility suggests that the rude behavior of the leader has acontagious effect on employees, leading them to engage in deviant behavior in the workplace.butwhen a corporation, firm, or company awards prizes, bonus, honor, rights, autonomy and provides a good atmosphere to staff, this will bring a strong relation and trust between corporation and personnel so that the more motivation and force of trust relations between corporation and personnel are created, thus, this will make personnel more effort and dedication (Sora et al., 2021).

Additionally, many studies have examined the downstream effects of boss phubbing on employees' mood, job satisfaction, and performance. A number of studies show that boss phubbing is associated with significant declines in employee well-being (yasin et al., 2023 & Roberts and David 2020). when bosses phub, employees report feeling frustrated, disrespected, and disengaged, as their bosses turn their attention to something – or someone – else. In a similarvein, boss phubbing has been linked to poor job satisfaction and high turnover intentions among employees, as well as low levels of perceived supervisor support and organizational commitment(Chernyak et al., 2019).

Similarly, research has explored the impact of boss phubbing on employee performance and productivity (Zhen & Wen 2022). A few studies showed that when supervisors engage in boss phubbing, employees judge them to be less effective and competent, thereby reducing their trust and confidence in their leadership (Roberts & David 2020). According to Social exchangetheory, when supervisors mistreat employees at workplace they deplete emotional favor, consciousness, and psychological assets, leading to worker relationship problems (Islam et al., 2022; Yu et al., 2020) are caused by employees doing less work and indicating low organizational identification (Lim, Koay & Chong 2021; Song, 2022).

Based on above discussion, hence the following hypothesis is proposed H-1 Boss Phubbing is positively associated with Cyberloafing.

Mediating Role of Stress

Social exchange theory provide a lens which through we can understand the dynamics of boss phubbing, stress and their impact on cyberloafing. When thought of this way, employees are experiencing their work environment as a social exchange with treatment and outcomes being reciprocal for their contributions. Boss phubbing violates the original balance, imposing high costs on employees, reducing trust between boss and employees, and reducing the perceived rewards (Calvin et al., 2024). At the same time, the experience of job stress exacerbates these negative effects of job demands, making the give-and-take in the social exchange between employer and employee more strained. Stress is a mediater in this process.as stress rises, employees indulge themselves in cyberloafing to overcome this stress and put no extra effort at workplace.

Stress is essentially a person's relationship with their environment, which is thought to beunstable in terms of the person's physical, psychological resources and requirements in the circumstance (Lazarus and Folkman, 1984).Stress at work has a significant negative impact onan organization's attendance, attrition rate, injury claims, infection rates, patient treatment errors, productivity, and health care resources (Hanson, Onasoga & Babalola, 2017). Research has indicated that feelings of anger and anxiety are linked to abusive behavior (Mawritz, Folger & Latham, 2014). A study by Lee, Kang and Choi, (2022) stated that employees who have been ignored and neglected by their supervisors and perceive lack of fair treatment in the workplace, experience emotional conflict among them. (Ali, Hussain, Shahzad & Afaq, 2022). Moreover, Vitak et al. (2011) and Anandarajan & Simmers (2005) discovered that stress is a reason that provoke employees to indulge themselves in negative behavior like cyberloafing at workplace.

Koah et al. (2017); Chen, Chen, and Gu, 2021) high job stress as associated with more cyberloafing behaviors

(Gerasimova & Sosnin, 2019). Öçal (2018) conducted a study on travel agencies and found out that travel agency managers exhibit cyberloafing behavior, although weakly, due to job stress. Similarly, Uyanık, Umat & Gürdoğan (2021) in their studies announced that the marina employees' job stress resulted in cyberloafing. H-2 Stress mediates the relationship between Boss Phubbing and Cyberloafing.

Social Exchange Theory

Social exchange theory is a social psychological theory that postulates social exchange which views interpersonal interactions as potential exchanges taking into account the calculation of costs and rewards (Sun & Xia, 2018). Indeed, this framework is central to our understanding of anything from cooperative relationships and trust, to the give-and-take of social exchanges more generally (Holthausen 2013).

This proposition is a synthesis of the social exchange theory, a social psychological principle that assumes that people interact through relationships that are based on the exchange of resources for the mutual benefit of the involved parties and exchange organization behavior theories, which discusses exchanges among individuals in accordance with a market where the payoff is conditional on the behavior of two sides. Social exchange theory argues that people are looking to enter relationships and behave in forms of profit and loss to maximize rewards and minimize costs (Stafford & Kuiper 2021). In the realm of workplace relationships, social exchange theory has been used to understand how support, recognition, and respect can influence the attitudes and behaviors of subordinates (e.g., supervisor-subordinate exchanges). In the workplace, literature applying social exchange theory to supervision investigates how the tangible (e.g. feedback, opportunities for advancement) and intangible (e.g., emotional support) resources that supervisors provide influence employees' perceptions of justice, trustworthiness, and commitment. Similarly, social exchange theory would similarly provide understanding into the nature of reciprocal exchanges between supervisors and subordinates and the necessary trust, reciprocity and perceived equity that promote positive workplace relationships and organizational outcomes.

Theoretical perspective on the Relationships between Boss Phubbing and Nurses' Cyberloafing, , social exchange theory would argue that boss phubbing may interfere with support and recognition being claimed by nurses from their supervisors, instigating feelings of being forsaken, betrayal and apathy among employees. Cyberloafing behavior is used as a coping mechanism to allow time off from work demands to temporarily reduce job stress.

Methodology Research Design

The overall research design selected for the study is described in this subsection. The standard may indicate if the study is qualitative, quantitative or mix methods. If the research is quantitative, this description could include the planned methodology (e.g., survey, experiment) otherwise qualitative (even a description of the qualitative method — e.g. grounded theory, phenomenology, case study)

Research Approach

This section expands on the type of research approach chosen and is reasoning for why it was considered fit for the objectives and research questions of the study. Explain the quantitative- hypothesis based (deductive) design or the qualitative- data collection- inductive (inductive) nature of the study.

Measurement and ScaleBoss Phubbing

Boss phubbing is unidimensional construct utilizes a 5-point Likert scale. Boss phubbing scale which developed by Roberts and David, (2017). This scale consist on nine items. Sample item of this scale is "My boss glances at his/her cell phone when talking to me". This scale has 9 items.

Cyber-Loafing

This unidimensional construct utilizes a 5-point Likert scale. Cyberloafing scale was first developed by Lim, (2002), in which there were 11 items later on they were further modified by Lim and Teo (2005). Blanchard & Henle (2008) divided cyberloafing in major and minor activities. The scale used in this research study is developed by Rahman, Kistyanto & Surjanti (2022).the scale has 7 items. Sample item of this scale is "I check non work related emails during working hours".

Stress

This unidimensional construct utilizes a 5-point Likert scale. This scale developed by Jamal and Baba (1992) and sample item of this scale is "my job makes me nervous". It has 9 items.

Participants and Sample

The sample of this study consisted of 391 registered nurses. Data were collected from government and private hospitals of Pakistan. For this study a simple random sampling methodology was employed.

Analysis and Discussion

This is a significant strength of this study which investigates the effect of boss phubbing on cyberloafing from the perspective of nurses that the longitudinal study provides a complete dataset (no missing of any variable). I mean Gender, Age in Years, Qualifications, Job Experience, Sector of Hospital, and boss using mobile phone in front of nurses. All of these variables (N = 391) are of valid data and no data entry is missing. The full complement of data lends stability and credibility to the findings of this analysis, given there is no imputation or adjustment made for missing data. Therefore, this thorough data collection process has contributed to the fact that the insights from the analysis are generalizable to the full sample population, which constructed a firm base for understanding the potential relationships among boss phubbing, stress, and cyberloafing among nurses.

The sex distribution of the sample is constituted by 158 males (40.4%) and 233 females (59.6%).The 'Valid Percent' column reflects this proportion, so the %age of each gender out of the valid responses. This age distribution indicates that over half of the participants are in the middle age group (2.00), and smaller proportions in the younger (1.00) and older (3.00) groups. Thisvariation might be significant to explain the age differences on boss phubbing and nursescyberloafing behavior as both age affects how perceives the phubbing as well as the chance of being a cyberloafer. Error! Missing data would compromise the validity of these insights, makingsure everything is accounted for and that we have a full, truly representative sample. Most respondents hold an FSC/Diploma (52.4%) followed by Bachelor (32.7%) and Matric (14.8%) with a minimum of 5 years' work experience. This distribution suggests that most nurses in the sample posted secondary diploma as their highest education, as expected in the nursing professionals. More participants who have this profession have been employed between 1 to 2 years (59.1%), the next group of respondents has 0 to 1 year of experience (34.8%), and the last are employed between 2 to 5 years (6.1%). This implies that most of the nurses in this sample arerelatively new to their roles, and this might shape their perception of boss phubbing and its impact on their work behavior.

Sixty-three percent of the responses from private sector and the remaining 37% come from the public sector. This spread indicates a relatively high percentage of nurses working in the private health-care sector, a likely reflection of overall patterns of health-care employment. This iscritical because if sectors have particular cultures that might extend to the workplace, and therefore, how often boss phubbing occurs.

In their study, Hayes et al. Therefore, Hayes and Scharkow (2017) executed a more detailed analysis by comparing the use of structural equation modeling (SEM) with the PROCESS macro.Some of the issues were related to measurement errors, which may call into question thereliability of any findings established by the means of the the PROCESS tool. This paper makesa compelling case for SEM software that fully combines both measurement and structuralmodels and presented MSEA for that purpose, by the authors. While this reasoning is respectable, it is important to unpack the motivation behind it. Although the study was not without its drawbacks, including the fact that primary data on outcome and effect mechanisms were sometimes not accessible for us to perform sensitivity analysis, it is hoped that an overviewsuch as this will highlight some of the complexities and variations of effect mechanisms for researchers to pursue. The purpose of the paper was to help clarify the different functionality andoutcomes between the PROCESS macro and SEM. However, the study has identified similar results for both methods The PROCESS software automates these steps behind the scenes,getting results that would normally take extensive time and a lot of programming work.

Analysis of data in the SmartPLS process macro technique is utilized in the present study In comparison to structural equation modeling (SEM), less literature is present on process macro techniques (Hayes et al., 2017). So, this research should contribute on methodological validation of the exiting literature. Composite reliability and average variance extracted (AVE) from constructs.

Table 1

Convergent and Discriminent Validity						
	CA	CR	(AVE)			
Boss Phubbing	0.911	0.928	0.595	0.771		
Cyber-loafing	0.851	0.887	0.533	0.631	0.730	
Stress	0.924	0.937	0.627	0.629	0.700	0.792

The present research aims to establish the convergent and discriminant validity of three basic constructs: Boss Phubbing, Cyber-loafing, and Stress. As expected, a good convergent validity-the internal consistency of measurements within the same construct-was shown in the assessment phase. All three constructs have shown high Composite Reliability (CR)values, which are higher than the recommended cut-off of 0.70 (Wasko & Faraj, 2005), suggesting superior internal consistency. The Average Variance Extracted (AVE) values for the observed variables, which indicate how much of the variance is accounted for by the underlying constructs, are also higher than the threshhold of 0.5. The more the correlations of the measured variables within the constructs of Boss Phubbing, Cyber-loafing, and Stress, the more they willbe accepted the convergent validity

(Fornell and Larcker, 1981).

Table 2

Direct/Indirect Effect	
	Total effects
Boss Phubbing -> Cyber-loafing	0.631
Boss Phubbing -> Stress	0.629
Stress -> Cyber-loafing	0.501

The purpose of this paper is to investigate the relationships between boss phubbing, stress and cyberloafing among nurses, as well as the role of stress as a mediator of the relationshipsbetween boss phubbing, and cyberloafing Theoretical framework There is a direct effect: when nurses see their supervisors using a mobile phone more frequently during interactions, they tend to indulge more in cyberloafing. This indicates that when nurses believe bosses are not paying attention or do not value them, the nurses shift their focus to live non-work activities online. Furthermore, boss phubbing causes the level of nurse to increase stress directly, as the nurse feelsdisregarded with their boss, the phubbing will interrupt the communication to be completed properly. The increased stress only compounds the cyberloafing propensity. Indirect effect showsthat boss phubbing is related to cyberloafing through the mediation of stress, suggesting thatstress as a result of boss phubbing explains the extent to which bosses phubbing leads to generation and reinforcement of cyberloafing among nurses. In combination, these findings suggest boss phubbing depletes the psychological resources and increases the perceived stress of employees and provide insights into potential consequences of boss phubbing in workplace behaviors, reinforcing the need to mitigate negative effects of boss phubbing in the work context,both its immediate negative effect of digital distraction, and the longer-term stress induced.

Table 3

	R-square	R-square adjusted
Cyber-loafing	0.550	0.547
Stress	0.396	0.394

R-square = 0.550, which indicates that 55% variance in Cyber-loafing can be explained by Boss Phubbing and Stress (predictors). This is a good confirmation due to the adjusted R-square (0.547) indicates enough sample size was selected and not all predictors randomly contribute. This clearly indicates a high level of explanation of Cyber-loafing through the model.

The R-square value (0.396) represents 39.6% of the variance in Stress and can be explained by Boss Phubbing. That a value of 0.394 for the adjusted R-square, which is the R-square corrected for the number of predictors and the sample size, corroborates this. This indicates that the model is an okay predictor of Stress.

As we can see the R-square values provide evidence that the predictors in the model(Boss Phubbing & Stress) account for the percentage of variance in Cyber-loafing (55.0%) and Stress (39.6%), which is incredibly significant. The adjusted-R squares are a bit lower than the R- squares but suggest that the model has retained its strong explanatory capability, after correcting for the number of predictors and the sample size. This points up the important effect of Boss Phubbing on Stress as well as Cyber-loafing in nurses.

Table 4

Path Coefficients					
Mean, STDEV, T values,p values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T Statistics	P Values
Boss Phubbing -> Cyber-loafing	0.315	0.318	0.049	6.487	0.000
Boss Phubbing -> Stress	0.629	0.631	0.041	15.247	0.000
Stress -> Cyber-loafing	0.502	0.501	0.052	9.617	0.000

A positive impact of Boss Phubbing on Cyberloafing was supported by the significant path coefficient of 0.315. This is evidenced by the high T statistic (6.487) and its P value (0.000) which is statistically significant since p value is lesser than 0.05. Hence, Nurse Cyber-loafingwill increase as Boss Phubbing increases.
The quite strong positive relationship between Boss Phubbing and Stress as the value of path coefficient is majorly and with a value of 0.629. This T statistic is very high (15.247) and the P value (0.000) confirms that this relationship is highly statistically significant. So, higher levels ofBoss Phubbing are strongly associated with higher levels of Stress in nurses.
As shown in Table 4, the path coefficient of 0.502 is positively significant; Stress has a considerable positive

effect on Cyber-loafing. The T stat is 9.617 and P value is 0.000 this meansthere is a significant correlation between them. Higher levels of Stress are linked with higher levels of Cyber-loafing among nurses, this is indicated by the higher coefficient value related to Stress.
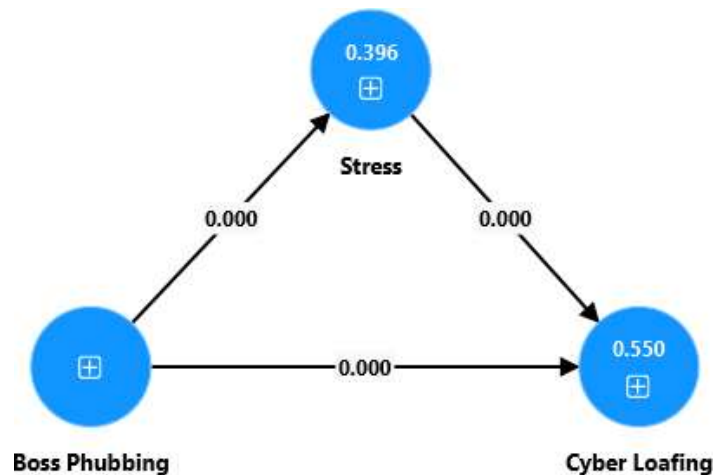
Healthcare sector is huge sector of Pakistan. Total of 391 registered nurses participated in the present study, and all of them reported that their supervisors use a mobile phone in theirpresence. This reliance on boss phubbing is in keeping with research showing digital interruptions in the modern workplace are wide spread. If for some time now, we have known that a boss phubbing his employees is directly associated to the decreased well-being, decreased job satisfaction, and decreased productivity of these employees. For example, research of Roberts and David (2017) and Vanden Abeele and (2018) stated that bad phone behavior makes employees feel disrespected. The current study identified a similar finding which demonstrated that those nurses who were phubbed directly were more likely engage in cyberloafing behavior for coping.

Accrding to Norman and Ricciardelli, (2022) study addressed that stress is a negative feeling at workplace. Employees feel frustration as a result of unsupportive behavior from supervisors. Similarly according to Derks and Bakker (2014) work-related digital distractions put an additional layer of stress over employees contributing to more stress and then, faster the manifestation of maladaptive workplace behaviors, such as cyberloafing. The current findings from our study offer evidence of a measurable association between boss phubbing, experienced stress, and cyberloafing, suggesting that stress plays an important role in this relationship.

Implications

Implications for Healthcare Management the results of this study have indirect implications on healthcare management. Awareness and training programs for supervisors (especially to address boss phubbing) would be effective to decreasing stress and cyberloafing among nurses. Managers need teaching about how their own digital activity is likely to affect employee well- being and productivity. Introducing clear communication norms and emphasizing digital etiquette in the workplace reinforces a supportive and interactive work culture. In addition, health institutions could adopt strategies to control and prevent boss phubbing, a significant mediating role in contextualizing the effects with workplace stress that in turn is an important joint where to intervene in these relationships with Cyberloafing. Resources to managestress, like counseling and stress relief activities, could mitigate the impact of boss phubbing.

Conclusion

The present study is crucial as it addresses the overlooked impact of boss phubbing on cyberloafing among nurses in Pakistan health care sector. Learning about the root cause and repercussions of this behavior could ultimately enable healthcare organizations to more proactively focus on rejuvenating their workplace cultures, increasing employee engagement andconsequently, patient care.

The understanding of the impact of boss phubbing on nurses' cyberloafing behaviors can be based on Social Exchange Theory. This theory suggests that relationships are developed and secured by means of the mutual exchange of rewards and costs. Behavior such as "boss phubbingis a violation of the unwritten social contract that exists among nurses. This is a lack of respect and consideration, destroying the quality of the relation between the leader and the subordinate. Boss phubbing can made nurses feel unvalued and not only create a contrast in their relationships within the organization, but also negatively affecting their organizational commitment and job satisfaction. Therefore, the staff might conduct cyberloafing viciously to return or defensive reaction (or coping strategy). Though unpaid cyberloafing may appear trivial, it could be seen as a passive aggressive response to an injustice done to obtain a sense of empowerment in the work setting. Overall, this study adds to the literature that examines the problem of digital distractions in the workplace and

emphasizes the large number of nurses who have experienced boss phubbing and its effect on cyberloafing. Grounded in Social Exchange Theory, the findingshighlight the significance of micro-level exchanges of respect and voice between supervisors andemployees. How can organizations in improving the work ambience organizations that want to promote a better work environment and increase productivity can absolutely start by addressing phenomena such as boss' phubbing and workplace stress.

Limitations and Future Recommendations

Finally, the sub-section ends by stating the limitations of the research study in term of design andmethodology. This study will cover one of the most important sectors of Pakistan; the healthcare sector, to explore the experience of registered nurses working in public and private hospitals. These findings might further create interest to other researchers for undertaking future study, specifically on different samples over different industries and settings for generalizing these results and practical implications. Future researchers can adopt and use this study in diverse cultures. Future research could also consider organizational norm as a moderator and include more mediators, such as employee commitment and satisfaction.

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