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## **THE EFFECT OF BOSS PHUBBING ON EMPLOYEE ENGAGEMENT AND EMPLOYEE PERFORMANCE: THE MEDIATION ROLE OF TRUST AND JOB SATISFACTION**

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### **ABSTRACT**

*This research aims to investigate the influence of Boss Phubbing on Trust, Job Satisfaction, Employee Engagement, and Employee Performance. The study was carried out at the Head Office of the Ministry of Education, Culture, Study and Technology in Jakarta. Data collection was done using an online survey approach, and a basic random sample strategy was used. The participants in this research were government employees who were employed in the main office of the Ministry of Education, Culture, Research and Technology in Jakarta. The research included a total of 191 participants, who were recruited via online questionnaires. This research reveals that Boss Phubbing has a detrimental effect on Trust, Employee Engagement, and Employee Performance. The phenomenon of Boss Phubbing has a detrimental effect on Employee Performance, which is influenced by Trust and Job Satisfaction. Consequently, an escalation in Boss Phubbing will result in a decline in Trust, Job Satisfaction, and ultimately, Employee Performance. The study findings indicate that Boss Phubbing has a substantial impact on employee performance levels by affecting Trust and Job Satisfaction. The phenomenon of Boss Phubbing has a detrimental effect on the levels of employee performance, such that an escalation in Boss Phubbing will result in a decline in staff performance levels.*

**Keywords:** *Boss Phubbing, Trust, Job Satisfaction, Employee Engagement, Employee Performance.*

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## INTRODUCTION

Phubbing, also known as "phone snubbing," refers to the situation when someone in your presence is preoccupied with the smartphone you are using to communicate. Roberts and David (2016). Roberts & David, (2016) found that bad perceptions of phubbing can damage performance, which ultimately affects work morale and increases depressive symptoms that occur among employees, causing harm. It is difficult to argue against the assertion that "smartphones are ubiquitous". The contemporary work environment has seen the effects of the growing use and prevalence of cellphones. According to Vanden Abeele (2019), a caring employer demonstrates their concern by consistently maintaining eye contact and responding promptly.

Phubbing will cause a negative impact in the form of decreasing worker productivity because more time is spent using smartphones than working, this is considered to result in working time being less than the standard working hours that have been determined Gonzales & Wu, (2016). 20% of businesses said that their workers had fewer than 5 hours of productivity each day, with 55% of these employers attributing employee smartphone usage as the main source of workplace interruptions. According to Farber (2016), 28% of employers believe that the usage of smartphones in the workplace has a detrimental effect on the interactions between employers and employees.

In two previous studies conducted by Roberts & David (2016 & 2017) it was said that Boss Phubbing was associated with lower trust in superiors and lower employee performance. In particular, the findings also show that bosses who use smartphones continuously during working hours disrupt the work process and are considered rude by employees, this is because significant boss phubbing can have a significant effect on their performance Roberts & David, (2016).

Trust is a strong indicator of employee effectiveness inside an organization Abeele, Antheunis, and Schouten (2016). The findings from three distinct questionnaire evaluations indicate a noteworthy inverse correlation between supervisor phubbing and employee work performance (Roberts & David, 2017). The presence of smartphones is also considered to damage the immediacy and quality of conversations in daily activities Przybylski & Weinstein, (2013). Trust is a person's willingness or readiness which aims at surrendering himself to another party with certain effects. For example, belief in a brand can be formed from past experiences and previous interactions Garbarino & Johnson, (1999). Trust can reflect credibility, credibility will influence consumers' long-term orientation by thinking about risks which are still related to the level of opportunism for the company Lau & Lee, (1999).

Job satisfaction is the emotional response to one's employment, which arises from weighing actual outcomes against expected, desired, and merited outcomes (Castaneda & Scanlan, 2014). It constitutes a thorough evaluation of one's job, considering both its favorable and unfavorable facets (Weiss & Merlo, 2015). High job satisfaction is characterized by an individual's contentment and pride in fulfilling their job responsibilities (Noermijati et al., 2020).

Performance refers to the outcome that may be attained by an individual or a group of individuals inside an organization, measured both in terms of quality and quantity, based on their respective authority, tasks, and responsibilities (Stolovitch & Keeps, 1992). According to Donnelly (1994), performance refers to an individual's degree of accomplishment in completing activities and their capacity to attain pre-established objectives. Achieving the targeted aims effectively might be seen as a successful and commendable performance. The Theory of Reasoned Action posits that an individual's conduct is influenced by their inclination to either engage in or abstain from a certain action. Fishbein and Ajzen (1975). Ajzen's Theory of Reasoned Action pertains to the attitudes individuals have towards certain behaviors, namely their positive or negative evaluations of these behaviors. This theory elucidates the determinants that impact human behavior and clarifies the connection between beliefs, attitudes, subjective norms, individual goals, and conduct. Ajzen (1991). The theory of reasoned action is significantly used to understand human desires and actions in various social situations Millar & Shevlin, (2003).

Employee engagement is the practice of accepting views and input from employees for making major decisions within the scope of work Moletan, et al. (2019). Organizations around the world implement various employee engagement practices to improve employee morale in achieving the desired organizational results. To be more precise, there are three main elements that make up employee engagement: vigor, which is energy and mental toughness; dedication, which is a feeling of importance, excitement, and challenge; and absorption, which is being enthralled with one's job. Schaufeli & Associates (2006). Engagement-based incentive processes tend to improve workers' willingness to put in more physical, mental, and emotional effort when they believe that the resources provided by the workplace are acceptable, i.e., they help satisfy functional and developmental requirements. As a result, workers put in longer hours and complete their work with more participation, intensity, and attention. The propensity to over focus on work suggests that employee performance and available resources are mediated by engagement Demerouti & Bakker (2017).

## **LITERATURE REVIEW**

This study builds on a research by Roberts & David (2020) that investigated the connections between employee performance, job happiness, trust, and supervisor phubbing. The employee engagement variable was added according to Bakker & Bal's (2010) suggestions for further research. Baker & Bal (2010) say that when employees are involved in their work, employees tend to work beyond expectations. Individuals who are involved in a job will be more likely to use their behavioral, cognitive and emotional energy at work, employee efforts can be directly connected to organizational goals and superior employee performance because the energy generated makes individuals more concentrated and attentive to organizational achievements Kaya et al. (2010).

The existence of boss phubbing behavior at the head office of the Ministry of Education, Culture, Research and Technology in Jakarta can be detected from preliminary research that researchers have conducted. This research involved 30 BSKAP Civil Servants (PNS) of the Jakarta Ministry of Education, Culture, Research and Technology whose data was taken through an online questionnaire. Respondents considered the existence of boss phubbing as a normal thing that could be taken for granted or felt little negative impact. Despite its effect on employee productivity during office hours. According to Circular (SE) Number 16 of 2022 issued by the Minister for Empowerment of State Apparatus and Bureaucratic Reform, civil servants are required to work a minimum of 37.5 hours per week. Unfortunately, effective working hours cannot be optimized because they are disturbed by the boss's phubbing behavior, which affects productivity.

Nakamura (2015) concluded that holding a conversation with someone but that person tends to keep looking at their smartphone will cause a bad emotional influence on the person they are talking to. Shellenbarger (2013) argues that frequently using a smartphone will reduce the amount of eye contact a person makes in the presence of other people. insufficient eye contact diminishes the feeling of emotional bonding. Similarly, the act of Boss Phubbing has the capacity to disturb and hinder relationships between supervisors and employees, which is likely to be linked with decreased levels of confidence that employees have in their superiors. Roberts and David (2013). Based on this, it can be concluded:

**H1: Boss Phubbing has a negative influence on Trust.**

According to Rich (1997), work satisfaction rises when sales managers are trusted. According to related studies, workers who have faith in their managers also express greater levels of job satisfaction Rich, Podsakoff, and Mackenzie (2001). Mulki, Jaramillo, and Locander (2006) discovered a favorable correlation between overall work satisfaction and trust—both toward superiors and vice versa. According to Stolovitch & Keeps (1992),

performance is the outcome that an individual or group of individuals in an organization may accomplish in terms of both quality and quantity, given their respective roles, responsibilities, and authority. The more an employee trusts his superiors, the more likely the employee is to feel satisfied with his work and vice versa Gilstrap & Collins, (2012). Based on this, it can be concluded:

**H2a: Trust has a positive influence on job satisfaction.**

**H2b: Job satisfaction has a positive influence on employee performance.**

Trust has a crucial role in reducing uncertainty and anxiety among workers under unforeseen circumstances, such as changes in the organizational framework. Leaders need to build reliable relationships with their teams to increase employees' ability to deal effectively with organizational change Judge et al., (2006). According to this argument, the way employees perceive their bosses ignoring them for their phones (phubbing) affects their faith in their superiors, leading to decreased performance. Engaging in boss phubbing is expected to result in decreased confidence in superiors and, subsequently, reduced performance levels Roberts and David (2017). The sequential mediation model demonstrates a correlation between job satisfaction and employee performance. Specifically, when an employee has a higher level of confidence in their superiors, there is a larger probability that they will experience job satisfaction. Conversely, job satisfaction may also influence an employee's level of trust in their superiors Gilstrap and Collins (2012). Based on this, it can be concluded:

**H3: Boss Phubbing has a negative indirect effect on employee performance through the mediation of Trust and Job Satisfaction.**

According to Roberts & David (2016), telephone insults, also known as phubbing, occur when individuals intentionally decrease eye contact, resulting in a diminished emotional bond between the people involved. Roberts & David (2016) contend that boss phubbing constitutes a counterproductive managerial behavior in the workplace. This act not only impairs the emotional rapport between supervisors and subordinates but also leads to a multitude of adverse outcomes for the employee. It sends a message to the employee that they are not a priority for their superiors. Hence, the act of boss phubbing serves as a significant stressor for staff. Boss phubbing is considered a trigger for employee stress that will affect the resources employees need to work well Yousaf et al. (2019). Therefore, it may be inferred from this information:

**H4: Boss Phubbing has a negative influence on employee performance.**

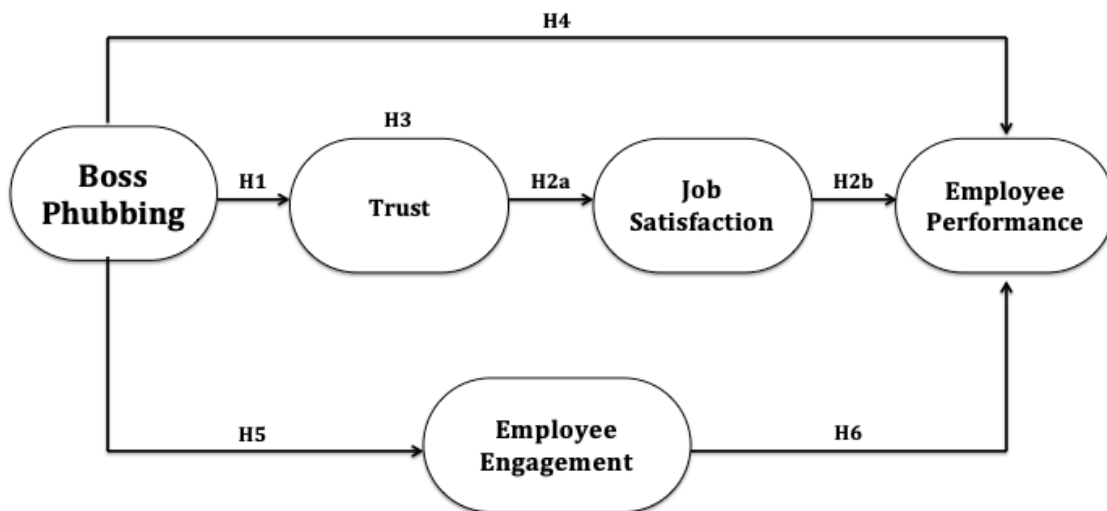
In their study, Roberts and David (2017) discovered that Boss Phubbing was negatively correlated with employee engagement, as it affected the degree of self-reported effort people put into their employment. Engaging in boss phubbing may lead to a decline in employees engagement and focus on their responsibilities. Engaging in boss phubbing conveys to workers a message of insignificance or lack of appreciation within the professional environment. Consequently, workers often experience a sense of neglect, leading to a decrease in their level of commitment and involvement in their work Meng, Tan, and Li (2017). Research conducted by Jian, Kwan, Qiu, Liu, & Yim, (2012) shows that employees who are ignored by superiors or vice versa will cause employees to be less involved in their work and not work well, this is counterproductive behavior. Other researchers argue that leaders' ethical behavior, such as expressing care, attention, and respect for their employees and showing that the leader listens to their employees' opinions, will make employees show greater involvement in the workplace Feng, Wang, Lawton, & Luo, (2019). This leads to the following conclusion:

**H5: Boss Phubbing has a negative influence on Employee Engagement.**

Employee involvement focuses on the work and dedication of employees to carry out their duties Schaufeli & Baker, (2004). Makikangas et al. (2010) and Nienaber & Martins (2020)

conducted empirical research and found that employee engagement is a powerful organizational tool that may enhance employee productivity and contribute to the long-term competitiveness of firms. The study conducted by Chamorro-Premuzic et al. (2018). Employee engagement is believed to lead to creativity and increased productivity. Parent and Lovelace (2018). The level of employee engagement will be higher when individuals use their skills to different extents based on their level of involvement with the business they work for Kahn (1990). The employee's performance will be evaluated based on the degree to which they have used their skills and abilities to complete their work tasks. Emotionally engaged individuals have a greater commitment to use their psychological and intellectual capabilities to fulfill their job responsibilities in innovative ways, resulting in increased productivity Fredrikson (2000). Therefore, it may be inferred from this information:

**H6: Employee Engagement has a positive influence on Employee Performance.**



## METHODOLOGY

In this research, quantitative research methods were used. This research is a cross-section. A cross-section study is data collection that is carried out only once, over a period of days, weeks or months Sekaran & Bougie, (2017). In this research, the unit of analysis used is the individual. In this instance, the researcher will examine each person's data and handle each employee's replies as a separate data source. Bougie & Sekaran (2017). This study's participants were solely civil servants working for the Educational Standards, Curriculum, and Assessment Agency (BSKAP), an entity under the Ministry of Education, Culture, Research, and Technology, headquartered in Jakarta.

Probability sampling, or plain random sampling, is the sample strategy used in this study. According to Sekaran & Bougie (2017), simple random sampling is a sampling strategy where every element in a population has the same probability and may be recognized as a study subject. This research uses primary data. In this study, primary data were collected using a variety of methods including interviews, observations, questionnaires, and experiments, following the framework proposed by Sekaran and Bougie (2016). However, the research predominantly utilized questionnaires for data gathering. The primary means of data collecting was disseminating an electronic survey to Civil Servants employed at the Ministry of Education, Culture, Research, and Technology in Jakarta. This questionnaire, deployed via the Lime Survey platform, utilized a Likert scale ranging from 1 to 4, where 4 indicated strong agreement, 3 meant agreement, 2 expressed disagreement, and 1 showed strong disagreement.

The validity and reliability of the questionnaire were assessed in this research using the Cronbach Alpha test conducted using the SmartPLS 3 software. The analysis of the P-value was used to do hypothesis testing, with a widely recognized threshold of 0.05. A P-value less than 0.05 signifies a statistically significant influence, whilst a P-value greater than 0.05 implies no statistically significant impact, resulting in the acceptance of the null hypothesis (Ho) and rejection of the alternative hypothesis (Ha). In addition, the commonly used T-Statistics value in the results is 1.96, which is deemed statistically significant at the 5% level.

## RESULT AND DISCUSSION

### Results

The survey, conducted through Lime Survey, garnered responses from 191 civil servants, creating a significant data pool for analysis. Table 1 thoroughly details the demographic profiles of these respondents, encompassing age, gender, educational background, and length of service, thus providing a detailed overview of the participant characteristics in the study.

**Table 1. Respondent Demographic**

Demographic	Frequency	Percentage
<b>Gender</b>		
Male	103	53,15 %
Female	88	46,85 %
<b>Age</b>		
< 25	2	1,07 %
26-35	37	19,37 %
36-45	55	28,79 %
46-55	66	34,55 %
56-65	18	9,42 %
> 65	13	6,80 %
<b>Length of work</b>		
1-3	11	5,75 %
4-5	32	16,77 %
>5	148	77,48 %
<b>Work unit</b>		
Secretariat of the Educational Standards, Curriculum and Assessment Agency (BSKAP Secretariat)	33	17,27 %
Book Center (Pusbuk)	34	17,80 %
Curriculum and Learning Center (Puskurjar)	61	31,93 %
Educational Assessment Center (Pusmendik)	24	12,56 %
Center for Educational Standards and Policy (PSKP)	25	13,12 %
Educational Testing Management Center (BP3)	14	7,32 %

According to Table 1, it can be inferred that the predominant gender among the respondents in this research was male, namely 103 individuals (53.15%). The predominance of male respondents in this research may be attributed to their relationship with work traits that need critical thinking abilities, perseverance, practicality, and resilience to effectively adjust to field settings. The age group of 46-55 years is the most prevalent among the respondents, including 66 individuals (34.55%), while the lowest number of respondents falls in the age group below 25, with just 2 individuals (1.07%). The bulk of responders were between the age range of 46 to 55

years, which is classified as the older age group. This phenomena may be attributed to the fact that the majority of respondents in the Jakarta Head Office of the Ministry of Education, Culture, Research and Technology are persons who are still employed or have chosen to delay their retirement. This is because the Jakarta Ministry of Education, Culture, Research and Technology still recognizes their significant contribution.

Most respondents had worked for more than 5 years, namely 148 people (77.48%). Of the total number of 191 respondents, there were 33 (17.27%) respondents who worked at the Secretariat of the Educational Standards, Curriculum and Assessment Agency (BSKAP Secretariat), 34 (17.80%) respondents worked at the Book Center (Pusbuk), 61 (17.80%) respondents 31.93%) respondents work at the Curriculum and Learning Center (Puskurjar), 24 (12.56%) respondents work at the Education Assessment Center (Pusmendik), 25 (13.12%) respondents work at the Education Standards and Policy Center (PSKP), and 14 (7.32%) respondents worked at the Educational Testing Management Center (BP3). The majority of respondents have work experience exceeding 5 years, this is due to the minimum standard of qualifications for high workforce capabilities required by the Jakarta Ministry of Education, Culture, Research and Technology. This condition causes many older generation workers to be retained as civil servants, resulting in an increase in the level of length of service among respondents.

**Table 2. Loadings Factor, Cronbach’s Alpha, and Average Variance Extracted (AVE)**

<b>Variable</b>	<b>Indicator</b>	<b>Loadings Factor &gt; 0.7</b>	<b>Cronbach’s Alpha &gt; 0.6</b>	<b>AVE &gt; 0.5</b>
Boss Phubbing	BP1	0,792	0,929	0,702
	BP2	0,838		
	BP3	0,831		
	BP4	0,837		
	BP5	0,851		
	BP6	0,859		
	BP7	0,854		
Trust	TR1	0,879	0,881	0,738
	TR2	0,826		
	TR3	0,892		
	TR4	0,836		
Job satisfaction	KK1	0,868	0,848	0,685
	KK2	0,773		
	KK3	0,841		
	KK4	0,827		
Employee Engagement	KKA2	0,795	0,952	0,634
	KKA3	0,768		
	KKA5	0,789		
	KKA6	0,808		
	KKD1	0,764		
	KKD3	0,762		
	KKD4	0,831		
	KKD5	0,798		
	KKV1	0,832		
	KKV2	0,792		
KKV3	0,815			
KKV4	0,781			

	KKV5	0,809		
Employee performance	KNR	1,000	1,000	-

In Table 2, the factor loading value is in accordance with the criteria  $>0.7$ . Cronbach's Alpha values for all variables exceeded 0.6. Therefore, it can be concluded that there is no problem in the reliability test. All variables in this study are considered valid because they have an AVE value  $> 0.5$ . Trust has the highest AVE value with a value of 0.738, while the Boss Phubbing variable has an AVE value of 0.702. On the other hand, the Employee Engagement variable has the lowest AVE value with a value of 0.634.

**Table 3. R - Square**

<b>Variable</b>	<b>R - Square</b>
Trust	0,553
Job Satisfaction	0,548
Employee Engagement	0,710

Hair et al. (2011) examine the interpretation of R Square values in structural equation modeling (SEM) analysis. The R Square, or coefficient of determination, reflects the variance in the dependent variable explained by the independent variables in the model. They propose standardized guidelines for interpreting these values. An R Square value of 0.75 signifies a substantial level of explanation, accounting for 75% of the variance in the dependent variable. A value of 0.5 indicates a moderate explanation level, explaining 50% of the variance, while a value of 0.25 is considered weak, explaining 25% of the variance.

Referring to Table 3, which likely shows SEM analysis results, the dependent latent variables—Trust, Job Satisfaction, and Employee Engagement—are deemed to have a moderate level of explanation based on their R Square values. This suggests that the independent variables in the model moderately explain the variance in these dependent variables.

**Model Fit Test**

The goodness of fit (GoF) test is an essential tool for evaluating the congruence between a statistical model and the observed data. Fornell and Larcker (1981) established criteria for interpreting GoF values, classifying them as small, medium, or large.

According to their criteria, a small GoF value, around 0.10, signifies a weak fit, implying the model's limited capability in capturing the data's inherent relationships. A medium GoF value, close to 0.25, indicates a fair fit, suggesting the model describes certain aspects of the data but could be improved to better represent the underlying dynamics. A large GoF value, in the vicinity of 0.36, denotes a strong fit, reflecting the model's proficiency in encapsulating the observed relationships and providing a dependable account of the phenomena being examined.

Hence, when analyzing the GoF test outcomes as shown in Tables 4 and 5, researchers should evaluate their models' sufficiency against these benchmarks. A GoF value in the small or medium category may signal the necessity for model enhancement or additional exploration. In contrast, a large GoF value denotes a model that offers a substantial explanation for the observed data.



**Table 4. Average R - Square**

<b>Variable</b>	<b>R - Square</b>
Trust	0,553
Job Satisfaction	0,548
Employee Engagement	0,710
<b>Total</b>	<b>0,603</b>

**Table 5. Average AVE**

<b>Variable</b>	<b>R - Square</b>
<i>Boss Phubbing</i>	0,702
Trust	0,738
Job Satisfaction	0,685
Employee Engagement	0,634
<b>Total</b>	<b>0,689</b>

Based on Table 4 and Table 5, the average AVE value is 0.689 and the average R Square value is 0.603.

$$\text{GoF} = \sqrt{(\text{AVE} \times R^2)}$$

$$\text{GoF} = \sqrt{(0,689 \times 0,603)}$$

$$\text{GoF} = \sqrt{(0,415467)}$$

$$\text{GoF} = 0,644$$

The goodness of fit (GoF) value of 0.644, calculated using the GoF formula, is categorized as Large. This suggests that the model formulated in this study aligns well with the observed data and the theoretical model. Essentially, the model shows a considerable degree of fit, indicating that it effectively captures the relationships between the variables under investigation.

### **Hypothesis Test**

Hypothesis testing is a crucial component of statistical analysis, serving to evaluate the validity of hypothesized relationships between variables. In this research, SmartPLS software was employed for such testing. The analysis entailed assessing the significance of the variable relationships, determined by the T-statistics and p-value. The T-statistics indicate the strength and direction of the variable relationships. They are compared to a T-table value, here 1.96, which is the critical value for deeming statistical significance. A T-statistics value above this critical value, coupled with a p-value of 0.05 or lower, signifies a 5% significance level and leads to the acceptance or support of the hypothesis.

**Table 6. Hypothesis Testing Results**

<b>Hypothesis</b>	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T - Statistics ((O/STDEV))</b>	<b>P Values</b>	<b>Results</b>
Boss Phubbing -> Trust	<b>-0,744</b>	<b>-0,745</b>	<b>0,031</b>	<b>24,346</b>	<b>0,000</b>	<b>Significant</b>
Boss Phubbing -> Employee Engagement	<b>-0,842</b>	<b>-0,843</b>	<b>0,024</b>	<b>35,809</b>	<b>0,000</b>	<b>Significant</b>
Boss Phubbing -> Employee Performance	<b>-0,224</b>	<b>-0,220</b>	<b>0,097</b>	<b>2,310</b>	<b>0,021</b>	<b>Significant</b>
Trust -> Job Satisfaction	<b>0,740</b>	<b>0,741</b>	<b>0,030</b>	<b>25,093</b>	<b>0,000</b>	<b>Significant</b>
Job Satisfaction -> Employee Performance	<b>0,346</b>	<b>0,357</b>	<b>0,109</b>	<b>3,166</b>	<b>0,002</b>	<b>Significant</b>
Employee Engagement -> Employee Performance	<b>0,216</b>	<b>0,208</b>	<b>0,098</b>	<b>2,194</b>	<b>0,029</b>	<b>Significant</b>
Boss Phubbing -> Trust -> Job Satisfaction -> Employee Performance	<b>-0,191</b>	<b>-0,197</b>	<b>0,062</b>	<b>3,072</b>	<b>0,002</b>	<b>Significant</b>

According to the data in Table 6, we may infer that all hypotheses are accepted since each hypothesis value has a t-statistic more than 1.96 and a p-value less than 0.05. The bootstrapping analysis in Table IV.21 reveals that the Boss Phubbing variable has the most substantial impact on Employee Engagement, as shown by a p-value of 0.000 and a t-statistic of 35.809. The act of Boss Phubbing has a detrimental impact on Trust, as shown by the first sample's negative coefficient of -0.744, a p-value of 0.000, and a t-statistic of 24.346. The act of the boss phubbing on employee engagement has a significantly negative impact, as shown by the original sample correlation coefficient of -0.842, a p-value of 0.000, and a t-statistic of 35.809. The act of the boss phubbing on employee performance has a detrimental impact, as shown by the original sample's negative effect of -0.224, a statistically significant p-value of 0.021, and a t-statistic of 2.310. The relationship between trust and job satisfaction is positively influenced, as shown by a significant original sample correlation coefficient of 0.740, a p-value of 0.000, and a t-statistic of 25.093.

The study reveals a positive correlation between job satisfaction and employee performance, with an original sample value of 0.346. This correlation is statistically significant, evidenced by a p-value of 0.002 and a t-statistic of 3.166. Additionally, employee participation positively affects employee performance, as indicated by an original sample value of 0.216, a p-value of 0.029, and a t-statistic of 2.194. The research also investigates the effect of Boss Phubbing on Employee Performance, considering Trust and Job Satisfaction as mediating factors. The findings show a correlation coefficient of -0.191, a p-value of 0.002, and a T-statistic of 3.072, suggesting a significant negative impact of Boss Phubbing on Employee Performance, which is mediated by Trust and Job Satisfaction, confirmed by a p-value below 0.05 and a T-statistic greater than 1.96.

## Discussion

According to the findings of the initial hypothesis research, it is evident that Boss Phubbing has a detrimental effect on Trust. There seems to be a correlation between higher levels of Boss Phubbing and lower levels of Trust in civil servants. Therefore, it can be inferred that Hypothesis 1 is supported. In addition, prior research has demonstrated that Boss Phubbing can have a detrimental effect on Trust Robert & David. (2017). The practice of Boss Phubbing can create employees' feelings of being underappreciated Burgoon & Le Poire. (1993). The results of research

by Przybylski and Weinstein (2013) also support this finding by showing that Boss Phubbing contributes negatively to the level of Trust. Therefore, it can be concluded that Hypothesis 1 is supported.

Based on the findings of the Second (A) hypothesis investigation, it is evident that Trust has a beneficial influence on Job Satisfaction. Therefore, a positive correlation exists between the amount of confidence in government personnel and the level of job happiness. Thus, it may be inferred that Hypothesis 2a is substantiated. Furthermore, trust may serve as an indicator of credibility, and credibility, in turn, can have an impact on an individual's long-term perspective Ganesan & Shankar. (1994). The study conducted by Mulki, Jaramillo, & Locander (2006) reveals that there is a positive correlation between trust, both towards superiors and vice versa, and overall work satisfaction. Therefore, it may be inferred that Hypothesis 2a is corroborated.

The findings from the second hypothesis (B) indicate that job satisfaction positively influences employee performance. Consequently, there is a positive correlation between the job satisfaction of government officials and their performance levels. Thus, it may be inferred that Hypothesis 2b is substantiated. Furthermore, job satisfaction may be defined as a state of contentment and emotional happiness that stems from an individual's perception of their work, based on an assessment of job features that are believed to have a favorable influence on the work setting Iskandar et al. (2019). The research conducted by Noermijati et al. (2020) reveals that individuals who exhibit a high degree of job satisfaction are content with their job responsibilities and take pride in their accomplishments. Therefore, it can be concluded that Hypothesis 2b is supported.

Based on the findings of the Third hypothesis investigation, it has been shown that Boss Phubbing adversely affects employee performance by influencing Trust and Job Satisfaction. When the degree of Boss Phubbing rises, there is a corresponding decline in the performance of government workers, as well as a reduction in levels of Trust and Job Satisfaction. Therefore, it may be inferred that Hypothesis 3 is corroborated. In the sequential mediation model, there is a correlation between job satisfaction and employee performance. Specifically, if an employee has a high level of trust in their superiors, they are more likely to feel satisfied with their work. Conversely, if an employee is satisfied with their work, it increases the likelihood of them trusting their superiors. This relationship was identified by Gilstrap and Collins in (2012). The study done by Robert and David (2020) has shown that Trust and Job Satisfaction have a mediating role in the impact of Boss Phubbing on Employee Performance. Thus, it may be inferred that Hypothesis 3 is substantiated.

The results of the fourth hypothesis research, it is known that Boss Phubbing has a negative impact on employee performance. This means that increasing the level of Boss Phubbing will likely have an impact on reducing the performance of civil servants in the work environment. Thus, it can be concluded that Hypothesis 4 is supported. Furthermore, according to Roberts & David's (2016) study, boss phubbing is identified as a detrimental behavior exhibited by managers in the workplace. This behavior not only impacts the emotional connection between supervisors and subordinates, but also leads to various negative outcomes for employees. By conveying the message that they are not a priority, boss phubbing generates stress among employees. Engaging in boss phubbing is seen as a catalyst for employee stress, which in turn hampers the availability of resources necessary for optimal job performance Yousaf et al. (2019). Superior performance refers to optimal performance, namely performance that complies with company standards and contributes to achieving company goals Neely, Gregory, & Platts. (1995). Therefore, it can be concluded that Hypothesis 4 is supported.

Then on the results of the Fifth hypothesis research, it is known that Boss Phubbing has a negative impact on Employee Engagement. This can be interpreted as increasing the level of Boss Phubbing will contribute to decreasing the level of involvement of civil servants in work. Thus, it can be concluded that Hypothesis 5 is supported. In addition, leaders' ethical behavior, such as expressing care, concern, and respect for their employees and showing that the leader listens to

their employees' opinions, will make employees show greater involvement in the workplace Feng, Wang, Lawton, & Luo. (2019). Research conducted by Jian, Kwan, Qiu, Liu, & Yim. (2012) also shows that employees who are ignored by superiors or vice versa will cause employees to be less involved in their work and not work well, this is counterproductive behavior. Therefore, it can be concluded that Hypothesis 5 is supported.

Finally, the results of the Sixth hypothesis research, it is known that Employee Engagement has a positive impact on Employee Performance. This means that when the level of involvement of civil servants increases, there is a positive correlation with an increase in the level of performance of civil servants in their work environment. Therefore, it can be concluded that Hypothesis 6 is supported. In addition, when employees are involved in work, this is thought to result in innovation and higher productivity Parent & Lovelace. (2018). Employee engagement will be higher when individuals use their skills to different extents based on their level of involvement with the company they work for Kahn. (1990). According to Fredrikson's (2000) research, employee performance is influenced by the level of investment workers have made in using their strengths to execute their job. Emotionally engaged individuals demonstrate a greater capacity to use their psychological and intellectual resources to fulfill their job responsibilities in innovative ways, resulting in increased productivity. Therefore, it can be concluded that Hypothesis 6 is supported.

## **CONCLUSION**

The research on the effects of Boss Phubbing on Employee Engagement and Performance can be summarized as follows: The study explores the intermediary roles of trust and job satisfaction among civil servants at the Ministry of Education, Culture, Research, and Technology's Head Office in Jakarta. It particularly examines how boss phubbing negatively affects trust levels. The results indicate that a rise in boss phubbing correlates with a decline in trust. Furthermore, the research shows that Boss Phubbing significantly affects Trust levels. Increased Trust positively influences Job Satisfaction, suggesting that improvements in Trust can boost Job Satisfaction. The research also reveals that Trust significantly affects Job Satisfaction levels. There is a direct link between increased job satisfaction and improved employee performance, suggesting that higher job satisfaction leads to better employee performance. Lastly, the research indicates that Job Satisfaction significantly affects Employee Performance levels.

The phenomenon of Boss Phubbing has a detrimental effect on Employee Performance, which is influenced by Trust and Job Satisfaction. Consequently, an escalation in Boss Phubbing will result in a decline in Trust, Job Satisfaction, and ultimately, Employee Performance. The study findings indicate that Boss Phubbing has a substantial impact on employee performance levels by affecting Trust and Job Satisfaction. The phenomenon of Boss Phubbing has a detrimental effect on the levels of employee performance, such that an escalation in Boss Phubbing will result in a decline in staff performance levels. The study findings indicate that Boss Phubbing has a substantial impact on the levels of staff performance. Boss Phubbing adversely affects Employee Engagement, resulting in a decline in engagement levels with an increase in Boss Phubbing. The study findings indicate that Boss Phubbing has a substantial impact on the degree of staff engagement. Enhancing Employee Engagement has a direct and favorable influence on Employee Performance. Therefore, by augmenting Employee Engagement, Employee Performance may be effectively enhanced. The study findings indicate that Employee Engagement has a substantial impact on the extent of Employee Performance. The restriction of this study is that it only includes Civil Servants who work in the Head Office of the Ministry of Education, Culture, study and Technology in Jakarta, specifically focusing on the BSKAP division. This determination was caused by situational limitations that prevented researchers from obtaining participation from all respondents in various offices owned by the Ministry of Education, Culture, Research and Technology. Therefore, it should be noted that this research cannot cover the entire picture

regarding the level of Boss Phubbing in all parts of the Ministry of Education, Culture, Research and Technology offices as a whole. Future research recommendations include expanding the respondent pool, which may lead to varied analytical results due to a larger sample size. Subsequent studies could also examine different types of organizations, such as State-Owned Enterprises (BUMN), Regional-Owned Enterprises (BUMD), or large private companies. This approach would allow for more generalized conclusions and deeper understanding of Boss Phubbing in diverse organizational contexts. Moreover, incorporating more variables related to Boss Phubbing could enhance the richness of the research findings.

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