
The Influence of Boss Phubbing on Employee Performance Mediated by Leader-member Exchange (LMX) and Trust in the Head Office of PT. Bank Aceh Syariah

*Ridwan J, Ridwan, & Sofyan

Department of Management, Universitas Syiah Kuala, Indonesia

DOI- <http://doi.org/10.37502/IJSMR.2022.5615>

Abstract

This study was find out how the boss phubbing role in employee performance is mediated by the leader-member exchange (LMX) and trust in the head office of PT. Bank Aceh Syariah (BAS). The total population was 228 people, and the research respondents were taken as much as the population and analyzed through SEM-AMOS. The results found that boss phubbing negatively affects employee performance, trust, and LMX, meanwhile, LMX positively affects employee performance and partially mediates the boss phubbing effect on employee performance, and trust also positively affects employee performance and partially mediates the boss phubbing effect on employee performance. This means that the BAS employee performance improvement model is a function of lowering the phubbing boss and increasing LMX and trust.

Keywords: Boss Phubbing, Employee Performance, Leader-Member Exchange (LMX), Trust.

1. Introduction

Every company always strives to achieve good performance. One of the criteria for achieving good performance is through employees with qualified performance. Employee performance in providing services to the community is an important factor that can affect the success of the organizational activity. Therefore, employee performance must receive special attention. To create high performance, it is necessary to increase work and optimal utilization of human resources, so that can make a positive contribution to the development of the company. Also, a company needs to pay attention to various factors that can affect employee performance.

Leader-member exchange (LMX) focuses on discussing the relationship between the leaders and subordinates independently rather than the leader-subordinate relationship as a whole, where there are differences in the quality of the relationship between different individuals (Lunenburg, 2011). Wang, (2016) in his research concluded that the LMX accounts for a significant additional variance over the others concerning rated performance, salary advancement, and employee promotion levels. With a good working relationship with the supervisor, it has been seen to be more likely to have greater job satisfaction, decreased turnover, and higher productivity. Absolutely, LMX affects employee performance. The same

thing was also found in the studies conducted by (Bauer & Green, 1996), (Schriesheim, Scandura, Eisenbach, & Neider, 1992), and (Gonzales & Wu, 2016).

Trust is an important factor that can overcome crises and difficulties among business partners. Besides, it is also an essential asset in developing long-term relationships among organizations (Ellena, 2011). A study conducted by (Mukri, Indrawati, & Hidayat, 2019) pointed out that trust has significant effects on employee performance. Abeele, (2020) in his research concluded that boss phubbing affects subordinates' trust in their supervisors. A recent study investigated the impact of "partner phubbing", such as being harassed by your partner or significant other using their phone in your company (Roberts & David, 2017). Phubbing ("phone snubbing") happens when the person in front of you is distracted by his/her phone instead of communicating with you. Roberts & David, (2017) found that partner phubbing can damage the relationship satisfaction of the phubbed partner, which reduces life satisfaction, and increases reported depressive symptoms among aggrieved romantic partners.

2. Literature

Using a smartphone during a conversation at work is not considered reasonable. When a leader feels disturbed by a smartphone used during conversations with employees, it is considered not following the rules of politeness and very disturbing information conveyed properly. Ideally, even if the phubbing behavior takes place, it should not interfere with the communication and information that is expected to occur between a leader and subordinates (LMX). Boss phubbing in the end often undermines the relationship between leaders and subordinates (Gonzales & Wu, 2016). Phubbing behavior has been considered to be normal behavior, even though it often has negative impacts on the LMX (Richard Ling, 2012).

Boss phubbing is defined as "employees' perception that the leader is disturbed by their communication tools (smartphones) when interacting with each other in the work environment" (Roberts & David, 2017). This study concluded that boss phubbing has a negative relationship with the trust given by a leader to the subordinates.

Research conducted by (Li & Tan, 2013) concluded that supervisor trust affects employee performance through ideal psychological conditions with boss phubbing who tend to be controlled. (Roberts & David, 2017) in their research stated that boss phubbing has negative influences on employee performance. Specifically, boss phubbing reduces employee performance and undermines supervisor trust, which can reduce employee performance through psychological conditions.

(Wang, 2016) in his research integrated LMX theory and creativity. This study pointed out that employee engagement has a mediating role in the influence of LMX on employee creativity. Meanwhile, employee engagement and creativity have a mediating role in the influence of LMX on employee performance. The results of this study concluded that LMX has effects on employee performance.

(Mukri et al., 2019) in his research analyzed that leadership style and trust either partially or simultaneously affect the employees' performance. The results of this study indicated that

leadership style and trust variables simultaneously have a significant effect on employee performance.

The sequential mediation model presented here predicted that the perception of boss phubbing is negatively related to employee performance and that this relationship is mediated by supervisor trust and job satisfaction. The more employees trust their boss, the more likely they will be satisfied with their job. Since supervisors have significant control over the workplace environment, it is possible that the perception of boss phubbing is not only negatively related to supervisor trust but may also be negatively related to job satisfaction and employee performance. Across three studies, (Roberts & David, 2017) found that boss phubbing was negatively associated with employee engagement – a self-reported measure of the effort employees put forth to do their best job.

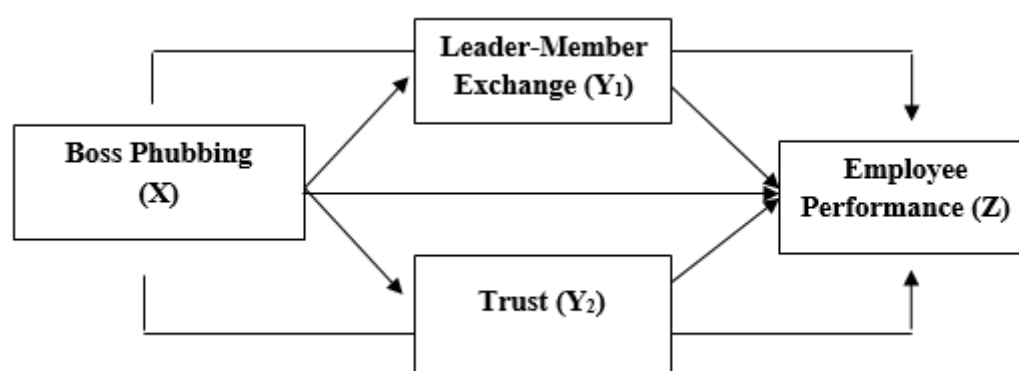


Figure 1. Model Framework

- H1 : boss phubbing affects LMX
- H2 : boss phubbing affects trust.
- H3 : boss phubbing affects employee performance.
- H4 : LMX affects employee performance.
- H5 : trust affects employee performance.
- H6 : LMX mediates the boss phubbing effect on employee performance.
- H7 : Trust mediates the boss phubbing effect on employee performance.

3. Method

The population was 228 employees of the head office of PT. Bank Aceh Syariah (BAS). Because the population was relatively small, the research respondents were taken as much as the population (census) so the whole of the population was used as the research sample.

The questionnaires were used to collect the data. The questionnaire contains questions and statements related to employee performance indicators, boss phubbing, LMX, and trust. Each question and statement was provided with alternative answer choices in the form of agreement levels. The employees were asked to choose the alternative answer choices by determining the level of agreement they consider most appropriate for each of the related statements. The data analysis used Structural Equation Modelling (SEM) using the AMOS application.

4. Result

Table 1. Respondents Characteristics

Nos.	Characteristics	Frequency	Percentage
1.	Gender		
	- Male	139	60.9
	- Female	89	39.1
TOTAL		228	100
2.	Age		
	<30years old	90	39.5
	30 – 40years old	74	32.5
	41 – 50years old	55	24.1
	>50years old	9	3.9
TOTAL		228	100
3.	Marital Status		
	Unmarried	64	28.1
	Married	164	71.9
TOTAL		228	100
4.	Education Level		
	- Senior High School	3	1.3
	- Associate Degree	76	33.3
	- Bachelor Degree	128	56.1
	- Master Degree	21	9.2
TOTAL		228	100
5.	Length of Work		
	1 – 2 years	48	21.1
	> 2 years	180	78.9
TOTAL		228	100

Table 2. Validity Test Results

Nos.	Statement	Variable	Correlation Coefficient	Critical Value 5% (N=228)	Note
1.	KK1	Employee Performance (Z)	0.762	0.1891	Valid
2.	KK2		0.763		
3.	KK3		0.779		
4.	KK4		0.677		
5.	KK5		0.487		
6.	LMX1	LMX (Y ₁)	0.884	0.1891	Valid
7.	LMX2		0.924		
8.	LMX3		0.894		
9.	LMX4		0.748		
10.	K1	Trust (Y ₂)	0.759	0.1891	Valid
11.	K2		0.813		

Nos.	Statement	Variable	Correlation Coefficient	Critical Value 5% (N=228)	Note
12.	K3	Boss Phubbing (X)	0.716	0.1891	Valid
13.	K4		0.581		
14.	BP1		0.880		
15.	BP2		0.854		
16.	BP3		0.662		
17.	BP4		0.854		

Table 3. Reliability Test Results

Nos.	Variable	Variable Items	ALPHA VALUE	NOTE
1.	Employee Performance	5	0.686	Reliable
2.	LMX (Y ₁)	4	0.873	Reliable
3.	Trust (Y ₂)	4	0.610	Reliable
4.	Boss Phubbing (X)	4	0.816	Reliable

Data Analysis Results

Confirmatory Factor Analysis (CFA)

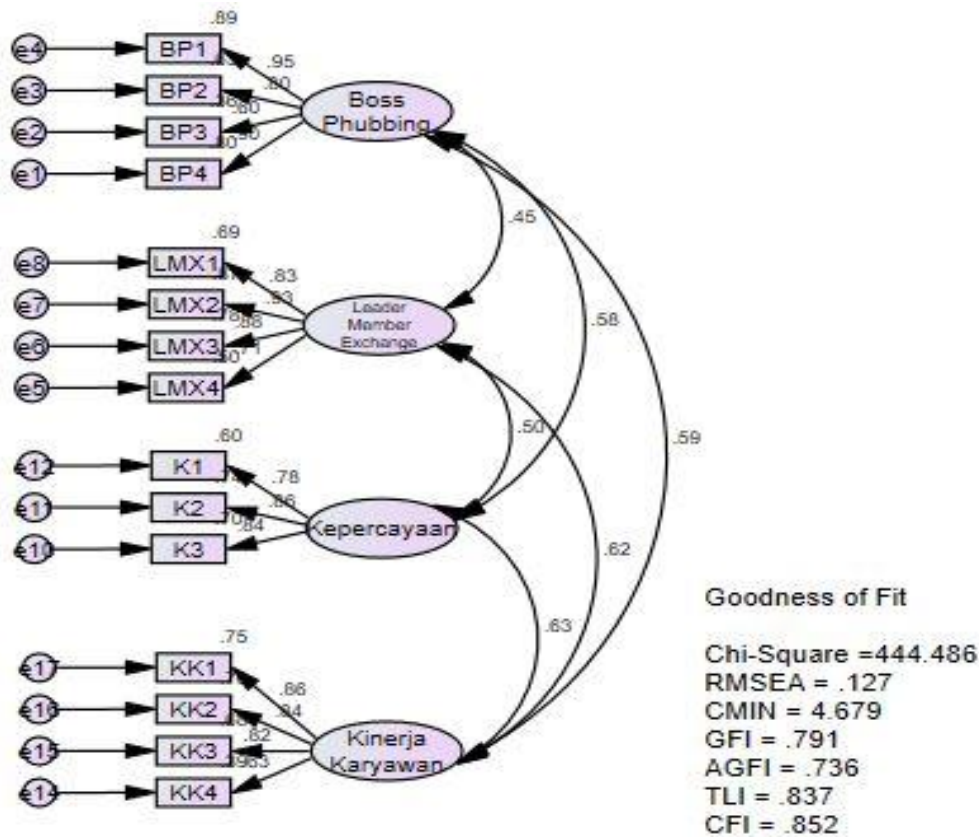


Figure 2. CFA

Table 4. Loading Factor After Disposal Indicator

			Estimate
BP4	<---	Boss Phubbing	.896
BP3	<---	Boss Phubbing	.602
BP2	<---	Boss Phubbing	.797
BP1	<---	Boss Phubbing	.945
LMX4	<---	LMX	.705
LMX3	<---	LMX	.882
LMX2	<---	LMX	.931
LMX1	<---	LMX	.833
K3	<---	Trust	.837
K2	<---	Trust	.863
K1	<---	Trust	.775
KK4	<---	Employee Performance	.626
KK3	<---	Employee Performance	.823
KK2	<---	Employee Performance	.835
KK1	<---	Employee Performance	.863

The table above reveals that all indicators have met the requirements because all loading factor values > 0.5.

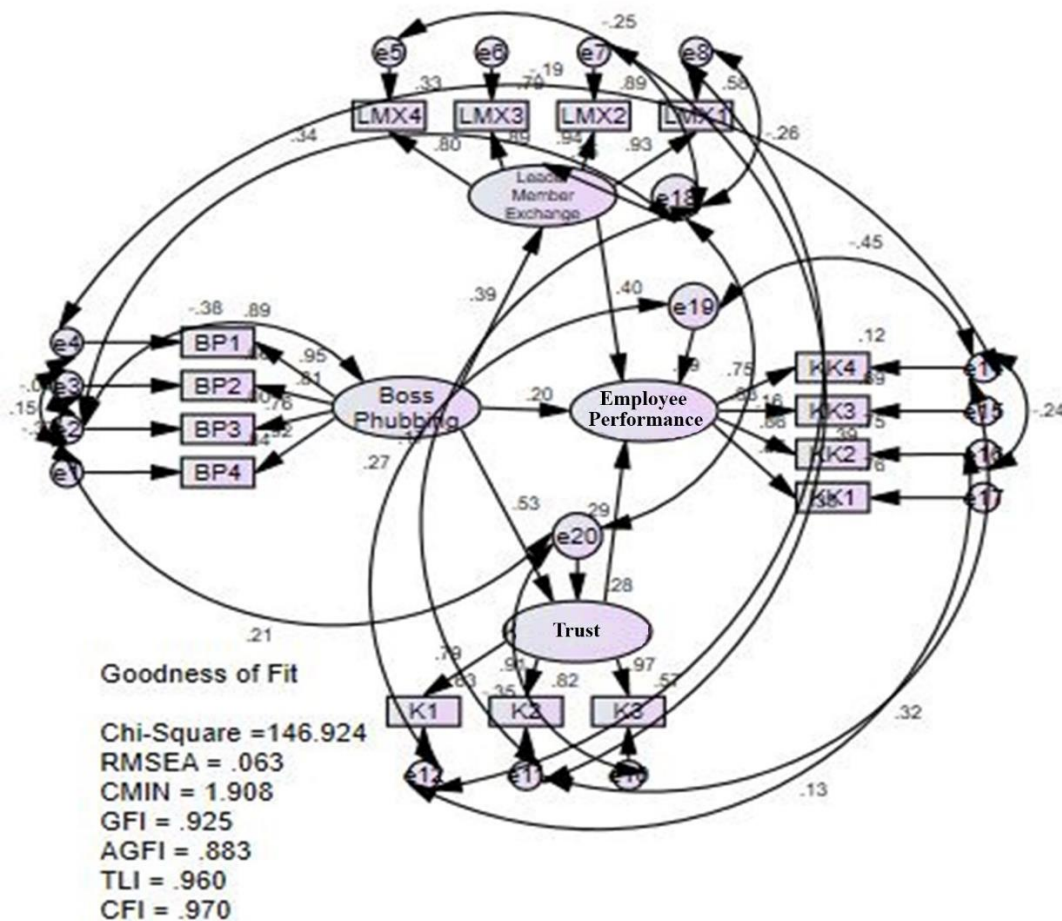


Figure 3. SEM Test Results after Respecification

Table 5. Goodness of Fit Index

Criteria	Cut off Value	Result	Model Evaluation
Chi-Square	< 240.995	146.924	Good
RMSEA	≤ 0.08	0.063	Good
GFI	≥ 0.90	0.925	Good
AGFI	≥ 0.90	0.883	Marginal
CMIN/DF	≤ 2.00	1.908	Good
TLI	≥ 0.90	0.960	Good
CFI	≥ 0.90	0.970	Good

Based on table 5 above, it shows that the results of the measurement model analysis obtained AGFI = 0.883 classified as marginal fit. Meanwhile, the chi-square value = 146,924; GFI = 0,925; $\chi^2/df = 1,526$; RMSEA = 0,070; TLI = 0,935; and CFI = 0,945 have met the criteria and the value shows fit.

Hypothesis Test

Table 6. Regression Weight

			Estimate	S.E.	C.R.	P	Label
LMX	<---	Boss Phubbing	-.391	.065	-6.659	***	
Trust	<---	Boss Phubbing	-.526	.050	-9.365	***	
Employee Performance	<---	Boss Phubbing	-.205	.048	-3.636	***	
Employee Performance	<---	LMX	.402	.038	8.223	***	
Employee Performance	<---	Trust	.291	.056	4.909	***	

The SEM analysis in the table 6 above is explained below:

LMX = -0,391 Boss Phubbing

Trust = -0.526 Boss Phubbing

Employee Performance = -0.205 Boss Phubbing+ 0.402 Leader-Member Exchange + 0,291Trust

Boss Phubbing Role in LMX (H1)

Testing the boss phubbing effect on LMX obtained CR -6.659, P 0.000. The influence magnitude of boss phubbing on LMX is -0.391 or -39.1%. This indicates that boss phubbing behavior has a negative and significant influence on LMX.

Boss Phubbing Role in Trust (H2)

Testing the boss phubbing effect on trust obtained CR -9.365, P 0.000. The influence magnitude of boss phubbing on trust is -0.526 or -52.6%. This indicates that the finding of boss phubbing behavior will have a negative and significant influence on trust.

Boss Phubbing Role in Employee Performance (H3)

Testing the boss phubbing effect on employee performance obtained CR -3.636, P 0.000. The influence magnitude of boss phubbing on employee performance is -0,205or -20,5%. This

indicates that boss phubbing behavior has a negative and significant influence on employee performance.

LMX Role in Employee Performance (H4)

Testing the LMX effect on employee performance obtained CR 8,223, P 0,000. The influence magnitude of LMX on employee performance is 0.402 or 40.2%. This indicates that the implementation of LMX has a negative and significant influence on employee performance.

Trust Role in Employee Performance (H5)

The results of the study show that trust affects employee performance. Testing the trust effect on employee performance obtained CR 4.909, and P 0.000. The influence magnitude of trust on employee performance is 0,291 or 29,1%. This indicates that the implementation of trust positively affects employee performance.

LMX Mediates the Boss Phubbing Role in Employee Performance (H6)

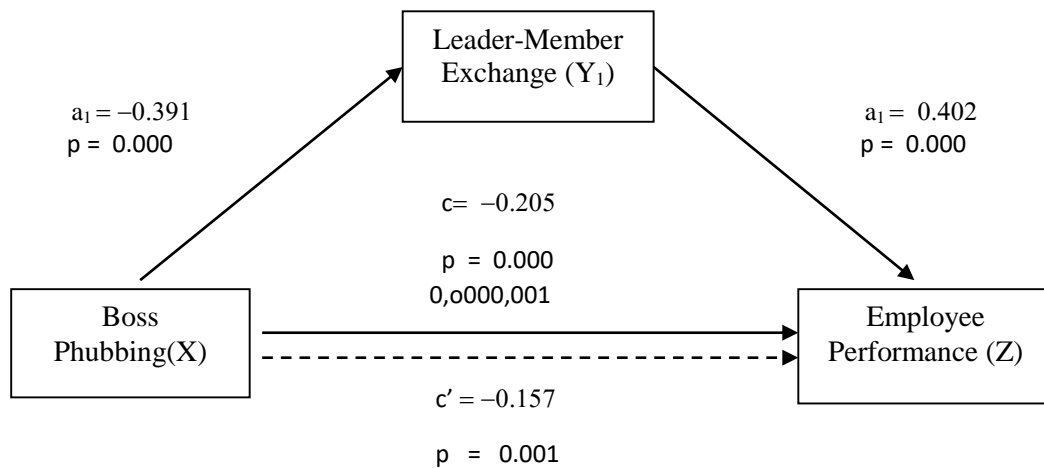


Figure 4. Mediation Testing of H6

Based on the picture above, from the result of the Sobel test calculation, it was found that the z-value obtained was $-5.22 > 1.96$ with a significance level of 5%. This result indicates that there is a direct influence between boss phubbing on employee performance, which is partially mediated by LMX (partially mediation).

Trust Mediates the Boss Phubbing Role in Employee Performance (H7)

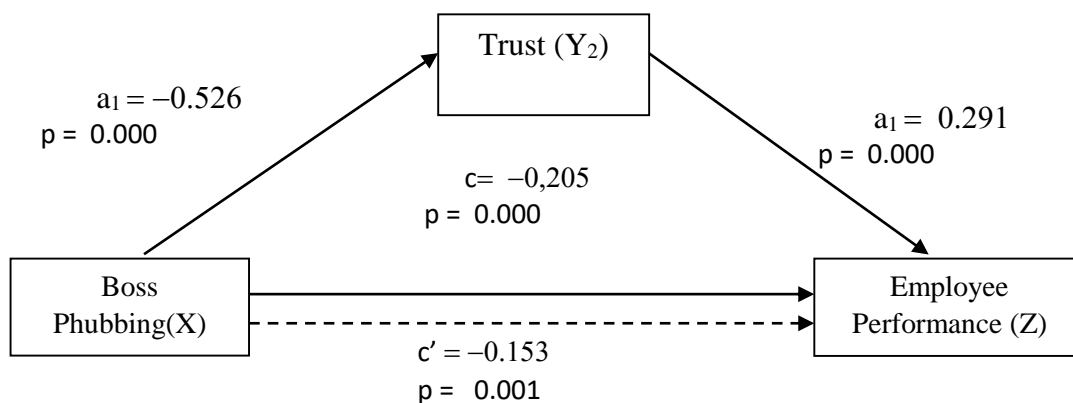


Figure 5. Mediation Testing 2 of H7

Based on the picture above, from the result of the Sobel test calculation, it was found that the z-value obtained was $-4.65 > 1.96$ with a significance level of 5%. This result indicates that there is a direct influence between boss phubbing on employee performance, which is partially mediated by trust (partially mediation).

5. Conclusion

Based on the results of the discussion above, The results found that boss phubbing negatively affects employee performance, trust, and LMX, meanwhile, LMX positively affects employee performance and partially mediates the boss phubbing effect on employee performance, and trust also positively affects employee performance and partially mediates the boss phubbing effect on employee performance. This means that the BAS employee performance improvement model is a function of lowering the phubbing boss and increasing LMX and trust. These findings can be a new premise for further theory development so that it can be used academically.

Practically, there are several facts based on the findings of this study, and can be the basis for setting the further BAS head office strategy. Various forms of boss phubbing behavior have proven to be very disruptive to ongoing work activities. The inability of gadget users at this time to control themselves to not depend too much on everything on it. Another instance of the negative effect that is always present is the interlocutor experiencing interference due to the information conveyed being hampered because of boss phubbing behavior.

Customer trust in BAS for its credibility in competition with various other Islamic banks and the purity of its various banking activities in terms of sharia also makes employees must have a high ability to explain the position of BAS which is often discussed. The work competence award has not been thoroughly distributed to all employees of the BAS Head Office, carried out by the leadership. This aspect is considered sufficient to affect the level of the relationship between the leaders and subordinates that is formed and also affects the performance of the employees of the Head Office of BAS.

Harmonious working relationships are not able to run well in the BAS. This is due to the high work intensity and demands of the company in its competitiveness against competitors who are quite massive, especially Islamic banking in Aceh. Consequently, it makes the interaction among the employees reduced due to each employee being too busy with the tasks and obligations assigned to them.

References

- 1) Abeele, M. M. P. Vanden. (2020). The Social Consequences of Phubbing: A Framework and Research Agenda. In Rich Ling, G. Goggin, L. Fortunati, S. S. Lim, & Y. Li (Eds.), *Handbook of Mobile Communication, Culture, and Information* (pp. 158–174). Oxford, Britania Raya.
- 2) Bauer, T. N., & Green, S. G. (1996). Development of leader-member exchange: A longitudinal test. *The Academy of Management Journal*, 39(6), 1538–1567. <https://doi.org/10.2307/257068>

- 3) Ellena, F. (2011). Analisis pengaruh kepercayaan, komitmen, komunikasi, dan penanganan keluhan terhadap loyalitas nasabah (Studi pada nasabah PT. BRI (Persero) Tbk Cabang Pematang. Universitas Diponegoro.
- 4) Gonzales, A. L., & Wu, Y. (2016). Public cellphones use does not activate negative responses in others unless they hate cell phones. *Journal of Computer-Mediated Communication*, 21(5), 384–398. <https://doi.org/https://doi.org/10.1111/jcc4.12174>
- 5) Li, A. N., & Tan, H. H. (2013). What happens when you trust your supervisor? Mediators of individual performance in trust relationships. *Journal of Organizational Behavior*, 34(3), 407–425. <https://doi.org/https://doi.org/10.1002/job.1812>
- 6) Ling, Richard. (2012). *Taken for grantedness: The embedding of mobile communication into society*. Cambridge, Massachusetts, Amerika: The MIT Press.
- 7) Lunenburg, F. C. (2011). Organizational Culture-Performance Relationships: Views of Excellence and Theory Z. *National Forum of Educational Administration and Supervision Journal*, 29(4), 1–10.
- 8) Mukri, I., Indrawati, M., & Hidayat. (2019). Pengaruh Gaya Kepemimpinan Dan Trust Terhadap Kinerja Karyawan Pada Koperasi Karyawan Redrying (KAREB) Kabupaten Bojonegoro. *MAP (Jurnal Manajemen Dan Administrasi Publik)*, 2(2), 178–190.
- 9) Roberts, J. A., & David, M. E. (2017). Put down your phone and listen to me: How boss phubbing undermines the psychological conditions necessary for employee engagement. *Computers in Human Behavior*, 75, 206–217. <https://doi.org/https://doi.org/10.1016/j.chb.2017.05.021>
- 10) Schriesheim, C. A., Scandura, T. A., Eisenbach, R. J., & Neider, L. L. (1992). Validation of a New Leader-Member Exchange Scale (Lmx-6) Using Hierarchically-Nested Maximum Likelihood Confirmatory Factor Analysis. *Educational and Psychological Measurement*, 52(4), 983–992. <https://doi.org/https://doi.org/10.1177/0013164492052004023>
- 11) Wang, C.-J. (2016). Does leader-member exchange enhance performance in the hospitality industry? The mediating roles of task motivation and creativity. *International Journal of Contemporary Hospitality Management*, 28(5), 969–987. <https://doi.org/https://doi.org/10.1108/IJCHM-10-2014-0513>