

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**Leader Member Exchange  
Influence on Employee Cyber  
Loafing Via Meaningful Work:  
Supervisor Phubbing as  
Moderator**

by

**Muhammad Usman Khan**

A thesis submitted in partial fulfillment for the  
degree of Master of Science

in the

Faculty of Management & Social Sciences  
Department of Management Sciences

2021

Copyright © 2021 by Muhammad Usman Khan

All rights reserved. No part of this thesis may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, by any information storage and retrieval system without the prior written permission of the author.

*I want to dedicate this achievement my parents, teachers and friends who always  
encourage and support me in every crucial time*



## CERTIFICATE OF APPROVAL

### **Leader Member Exchange Influence on Employee Cyber Loafing Via Meaningful Work: Supervisor Phubbing as Moderator**

by

**Muhammad Usman Khan**

**Registration No: (MMS183023)**

### THESIS EXAMINING COMMITTEE

S. No.	Examiner	Name	Organization
(a)	External Examiner	Dr. Khurram Shahzad	R.I.U, Islamabad
(b)	Internal Examiner	Dr. S. M. M. Raza Naqvi	C.U.S.T, Islamabad
(c)	Supervisor	Dr. Mueen Aizaz Zafar	C.U.S.T, Islamabad

---

Dr. Mueen Aizaz Zafar

Thesis Supervisor

March, 2021

---

Dr. Lakhi Muhammad

Head

Dept. of Management Sciences

March, 2021

---

Dr. Arshad Hassan

Dean

Faculty of Management & Social Sciences

March, 2021

## *Author's Declaration*

I, **Muhammad Usman Khan**, hereby state that my MS thesis titled “**Leader Member Exchange Influence on Employee Cyber Loafing Via Meaningful Work: Supervisor Phubbing as Moderator**” is my own work and has not been previously submitted by me anywhere else for taking any degree. At any time if my statement is found to be incorrect even after my graduation, the University has the right to withdraw my MS Degree.

**(Muhammad Usman Khan)**

Registration No: (MMS183023)

## *Plagiarism Undertaking*

I solemnly declare that research work presented in this thesis titled “**Leader Member Exchange Influence on Employee Cyber Loafing Via Meaningful Work: Supervisor Phubbing as Moderator**” is exclusively my research work with no remarkable contribution from any other individual. Small contribution/help wherever taken has been dully acknowledged and that complete thesis has been written by me.

I understand the zero tolerance policy of the Higher Education Commission and CUST towards plagiarism. Therefore, I as an author of the above titled thesis declare that no part of my thesis has been plagiarized and any material used as reference is properly cited.

I undertake that if I am found guilty of any formal plagiarism in the above titled thesis even after award of MS Degree, the University reserves the right to withdraw/revoke my MS degree and that HEC and the University have the right to publish my name on the HEC/University website on which names of students are placed who submitted plagiarized work.

**(Muhammad Usman Khan)**

Registration No: (MMS183023)

## *Acknowledgement*

In the Name of Allah, The Most Gracious, The Most Merciful. Praise be to God, the Cherisher and Sustainer of the worlds. All thanks to Almighty Allah, The Lord of all that exist, who bestowed me with His greatest blessing i.e. knowledge and Wisdom to accomplish my task successfully.

Thousands of salutations and benedictions to the Holy prophet **Hazrat Muhammad (PBUH)** the chosen-through by whom grace the sacred Quran was descended from the Most High.

I am very thankful to **Dr. Mueen Aizaz Zafar**, a great teacher, mentor and supervisor who made a difference in all aspect of my life. I am indebted to **Dr. Mueen Aizaz Zafar** for his valuable guidance, encouragement and dedicated support that enabled me to complete my MS Degree Program.

I want to express my heartiest regards to my parents who always supported me morally, spiritually & prayed for my success.

**(Muhammad Usman Khan)**

## *Abstract*

The current research investigates the degree of leader member exchange on the employee's cyber- loafing in the banking sector of Pakistan. Particularly, this research used the leader member exchange theory. Supervisor phubbing was used as moderator and the mediator was meaningful work. Data were collected from the 415 respondents who were working in banking sector across different cities of Pakistan. The leader member exchange has shown the negative significant impact on employees cyber loafing. Leader member exchange has shown the positive significant impact on the work meaningful. These results showed that the work meaningful have the negative significant impact on the employees cyber loafing. It is suggested to investigate the moderated and mediation in the Pakistan and the other third world countries. The study significantly contributes to the area of research specifically in the domain of leader member exchange and employees cyber loafing. The practical implications and theoretical implication, limitations and the future direction are discussed.

**Keywords: Leader Member Exchange, Supervisor Phubbing, Meaningful Work, Employees Cyber Loafing.**



# Contents

<b>Author’s Declaration</b>	<b>iv</b>
<b>Plagiarism Undertaking</b>	<b>v</b>
<b>Acknowledgement</b>	<b>vi</b>
<b>Abstract</b>	<b>vii</b>
<b>List of Figures</b>	<b>xi</b>
<b>List of Tables</b>	<b>xii</b>
<b>Abbreviations</b>	<b>xiii</b>
<b>1 Introduction</b>	<b>1</b>
1.1 Background of the Study . . . . .	1
1.2 Gap Analysis . . . . .	4
1.3 Problem Statement . . . . .	6
1.4 Research Questions . . . . .	7
1.5 Research Objectives . . . . .	8
1.6 Significance of the Study . . . . .	9
1.7 Supporting Theory . . . . .	10
<b>2 Literature Review</b>	<b>11</b>
2.1 Operational Definitions of Variables . . . . .	11
2.2 Leader Member Exchange . . . . .	11
2.3 Meaningful Work . . . . .	11
2.4 Supervisor Phubbing . . . . .	12
2.5 Employees Cyber Loafing . . . . .	12
2.6 Leader Member Exchange and Employees Cyber Loafing . . . . .	12
2.7 LMX Impact on Meaningful Work . . . . .	17
2.8 Meaningful Work Impact on Employees Cyber Loafing . . . . .	22

---

2.9	Meaningful Work Mediates between LMX and Employees Cyber Loafing . . . . .	27
2.10	Supervisor Phubbing Moderates the Relationship between LMX and Meaningful Work . . . . .	31
2.11	Research Model . . . . .	34
2.12	Research Hypotheses . . . . .	35
<b>3</b>	<b>Research Methodology</b>	<b>36</b>
3.1	Methodology . . . . .	36
3.2	Research Design . . . . .	37
3.2.1	Type of the Study . . . . .	37
3.2.2	Research Philosophy . . . . .	38
3.2.3	Research Approach . . . . .	39
3.2.4	Study Setting . . . . .	39
3.2.5	Unit of Analysis . . . . .	39
3.2.6	Time Horizon . . . . .	39
3.3	Population and Sample . . . . .	40
3.3.1	Sample Size . . . . .	40
3.4	Data Collection Procedure . . . . .	40
3.5	Sampling Technique . . . . .	41
3.6	Handling of Received Questionnaires . . . . .	42
3.7	Data Collection Technique . . . . .	43
3.8	Data Analysis Tool . . . . .	43
3.8.1	Analytical Techniques . . . . .	43
3.9	Sample Characteristics . . . . .	43
3.9.1	Gender . . . . .	44
3.9.2	Age . . . . .	44
3.9.3	Qualification . . . . .	45
3.9.4	Experience . . . . .	45
3.10	Research Instrument . . . . .	46
3.11	Measurement . . . . .	46
3.11.1	Statistical Software . . . . .	46
3.11.2	Leader Member Exchange . . . . .	47
3.11.3	Meaningful Work . . . . .	47
3.11.4	Employees Cyberloafing . . . . .	47
3.11.5	Supervisor Phubbing . . . . .	47
3.12	Pilot Testing . . . . .	48
3.13	Reliability Analysis . . . . .	49
3.14	Data Analysis . . . . .	50
3.15	Research Ethics . . . . .	50
<b>4</b>	<b>Data Analysis and Discussion</b>	<b>52</b>
4.1	Confirmatory Factor Analysis . . . . .	52
4.2	Measurement Model . . . . .	53

4.3	Descriptive Statistics . . . . .	54
4.4	Control Variable . . . . .	55
4.5	Correlation Analysis . . . . .	56
4.6	Multi Collinearity Analysis . . . . .	58
4.7	Regression Analysis . . . . .	58
4.8	Moderation Role Supervisor Phubbing . . . . .	61
4.9	Summary of Hypotheses . . . . .	62
<b>5</b>	<b>Discussion and Conclusion</b>	<b>63</b>
5.1	Introduction . . . . .	63
5.2	Discussion . . . . .	63
5.2.1	H1: Leader Member Exchange has Negative Impact on Employee's Cyberloafing . . . . .	64
5.2.2	H2: Leader Member Exchange has Positive Impact on Meaningful Work . . . . .	64
5.2.3	H3: Meaningful work has Negative Significant Impact on Employee's Cyberloafing . . . . .	65
5.2.4	H4: Meaningful work Mediates the Relationship between Leader Member Exchange and Employees Cyberloafing . . . . .	65
5.2.5	H:5 Supervisor Phubbing Moderates the Relationship between Leader Member Exchange and Meaningful Work such that Supervisor Phubbing Weakens the Relationship between Leader Member Exchange and Meaningful Work with Increase in Supervisor Phubbing . . . . .	66
5.3	Theoretical Implications . . . . .	67
5.4	Practical Implications . . . . .	68
5.5	Limitations of Research . . . . .	69
5.6	Future Research Directions . . . . .	69
5.7	Conclusion . . . . .	70
	<b>Bibliography</b>	<b>72</b>
	<b>Appendix-A</b>	<b>87</b>

# List of Figures

2.1	Research Model of Leader Member Exchange Influence on Employee Cyber Loafing Via Meaningful Work: Supervisor Phubbing as Moderator . . . . .	34
4.1	Measurement Model . . . . .	53

# List of Tables

3.1	Frequency by Gender . . . . .	44
3.2	Respondent's Age Distribution . . . . .	44
3.3	Respondent's Qualification . . . . .	45
3.4	Respondent's Experience . . . . .	46
3.5	Instruments . . . . .	48
3.6	Pilot Testing . . . . .	48
3.7	Scale Reliability and Validity Analysis . . . . .	49
4.1	Measurement Model . . . . .	53
4.2	Descriptive Analysis . . . . .	55
4.3	Control Variables . . . . .	56
4.4	Correlations Analysis . . . . .	57
4.5	Collinearity . . . . .	58
4.6	Simple Regression . . . . .	59
4.7	Simple Regression . . . . .	59
4.8	Simple Regression . . . . .	60
4.9	Mediation Analysis . . . . .	60
4.10	Moderation Analysis . . . . .	61
4.11	Moderated Mediation . . . . .	61
4.12	Summary of Hypothesis . . . . .	62

# Abbreviations

<b>ECL</b>	Employee Cyber Loafing
<b>LMX</b>	Leader Member Exchange
<b>SPH</b>	Supervisor Phubbing
<b>WMF</b>	Meaningful Work

# Chapter 1

## Introduction

### 1.1 Background of the Study

In the previous few years, leader–member exchange (LMX) has attracted too much attention from different researchers because of its impacts on employees' work performance in the organization. Some employees are more skilled they see the high leader member exchange as opportunity to develop their relation with the leader. They develop the high quality relationship with their leaders. Good relations with the supervisor lead to the greater satisfaction.

The Leader-member exchange (LMX) relationship defines social exchange relationship that happens between the manager and employees. LMX basically explain the relationship between the leader and employees which means high LMX and the low LMX. High LMX means that leader gives the time to the employees and they are highly motivated to do more work. Low LMX means that leader does not give their time to some employees and they are not motivated. Leaders maintain the different types of relations with the employees. Leadership is about behavior of the person as a leader and follower and it is the ability and motivation is to manage own performance (Graen & Uhl-Bien, 1995). Leader member exchange is related to employee job satisfaction internationally and externally. Leader member exchange were associated with team conflict, with lower levels of employees and their job satisfaction (Hooper & Martin, 2008).

Leader has the stronger influence on their employees. Leader Member exchange also play the role clarity but the clear understanding is different while assigning the assignment (Sears & Hackett, 2011).

The logic and honesty and the trust are create high quality LMX and it is leads to high performance (Graen & Uhl-Bien, 1995). Ledford (1999) it is possible that efficient worker receive higher pay, faster promotion more appreciation or other things that may increase his/her happiness. Our belief is that the same thing can be applied on the relationship between high quality performance and better performance. But it is not proved from it that high quality LMX is lead to high performance because there is complete theoretical logic and empirical evidence. The manger and employees engage in LMX relationship to increase their own benefits and minimize their own cost. Mangers needs to develop the relationship with everyone in the organization (Graen & Uhl-Bien, 1995). For the good self-interest better LMX relationship is important. For the in-groups it is beneficial to the members and the mangers but it is not being beneficial for the out group and for overall organization. In some places the high quality LMX relationship between the managers and the subordinates of the in group maybe not good (Yu & Liang, 2004).

Cyber loafing defines that any act of the employees in the organization using their internet, for mail and other things in office hours which is not job related and the misuse of internet for the personal things called cyber loafing. Employees do cyber loafing in the organization because their work is not appreciated and the employees think that it is wrong to use internet in office hours for personal use but they still do it because they think using the internet for personal use is a type of payment in the company of the work I do.

Employers retaliate against their employees when they do such kind of activities. Cyber loafing can be detected by using a proper setup in the organization it can be reduced by using proper check and balance. Once cyber loafing is detected organization should impose some penalty to control it. Employees do cyber loafing when they think that they are not appreciated or not treated well (Lim, 2002). To reduce cyber loafing in the organization by two ways to intrusiveness and the



proper and the complete control by management (Khansa, Barkhi, Ray, & Davis, 2018).

Cyber loafing is costly and it is too much harmful for the organization. It is harmful from all other cyber loafers. Cyber loafing can be hide by the employees very easily. But some organization have banned certain website in the organization to stop the cyber loafing. When employees in the organization feel bored they seek for the entertainment purpose and they do cyber loaf. Too much job stress or job burnout motivate them for cyber loafing. Without proper intention of cyber loafing they have the habit they to use phone in office hours unintentionally. Unfairly behavior at workplace leads to cyber loafing. Organization control the employees cyber loafing by imposing disciplinary measures internet monitoring system etc (K.-Y. Koay & Soh, 2018).

LMX is almost 50 years old most popular theory within leadership and organizational research. This theory suggested that leaders develop different relationship with their followers. Leader and follower relations are critical (Gottfredson, Wright, & Heaphy, 2020). Non work related activities on internet during office work is called Cyber loafing (Lim, 2002).

If employers do not give time to their employees and their work is not appreciated than they are less motivated, they are not interested in their work, they use office time for personal use, for example they are using internet, emails, and face book, YouTube etc. They are wasting organization time; sometime they are opening different unknown links which can cause damage to the organization data etc. Employees showing negative behavior. Employees use their phones during officer hours unintentionally. When leader shows positive attitude to employees, and when they trust each other employees are loyal and honest. Their work is appreciated incentives bonuses are given to them employees shows positive attitude and they work hard they are motivated. To control cyber loafing in the organization there is more different ways like to ban websites, YouTube etc. Good relationship between employees and the employers leads to efficient and productive organization. Employees do not move towards cyber loafing. Good relation in the organization is based on the respect, trust, honesty, loyalty appreciation of their

work while negative behavior in the organization is based on the less stress, and when leader behavior is not good than employees do cyber loafing ,they are not interested in the work (K.-Y. Koay & Soh, 2018).

Meaningful Work have many different definitions but researchers agree on it that it means different things to the different people (Christopher Michaelson, 2019). Meaningful work is the character problem which is concerned with the agreement of others and the over selves, it explores that is there any explainable characteristics of meaningful work. That what rights we have and what duties we have (Christopher Michaelson, Pratt, Grant, & Dunn, 2014).

Supervisor Phubbing (phone snubbing) is defined as when the supervisor uses their cell phone when they are interacting with their subordinates. Mobile phones use as the best medium to interact with the people but using it too much it effects the relations with the employees (Yasin, Bashir, Abeele, & Bartels, 2020).

Importance of our study is that there is lack of study on the LMX impact on cyber loafing in human resource management. We are conducting this study to know the result of LMX on employees cyber loafing that how its effects and how to overcome the employees cyber loafing in the organization. What leaders should do to control it or to manage it. LMX and the cyber loafing relationship. There is lack of study between these two variables. There is a lack of empirical studies, so there is gap exist in the literature of human resources management (Yasin et al., 2020). The model can be supported by leader member exchange theory. This research has effectively contribute to the literature of our model.

## 1.2 Gap Analysis

Previous research recommended that the future direction for the research is that the research needs to be conducted on LMX and Cyber loafing relationship (Usman, Javed, Shoukat, & Bashir, 2019). There is lack of study between these two variables. There is a lack of empirical studies, so there is gap exist in the literature of Human Resources Management (Yasin et al., 2020). Data about LMX can also be collected as employee's perspective. Managers can discourage employee's

engagement in cyber loafing by increasing employees thinking that their work is more valuable for others and greater work making them concerned to their work in organization and to make the new relationship with everyone.

Importance of our study is that there is lack of study on the LMX impact on cyber loafing in human resource management. We are conducting this study to know the result of LMX on employees cyber loafing that how its effects and how to overcome the employees cyber loafing in the organization. What leaders should do to control it or to manage it. LMX and the cyber loafing relationship. There is lack of study between these two variables. There is a lack of empirical studies, so there is gap exist in the literature of human resources management (Yasin et al., 2020).

Future research on phubbing should need to be examined the different relationship in the different aspects. Effects of phubbing should be explored. There is lack of research on phubbing. The Independent Variable - of LMX is to be explored on employee's cyber loafing in HR domain. Our mediator is Meaningful Work which we are using here. Meaningful work is that one spends whole life in a one job and believing that one's job is meaningful. Meaningful job is more than organization commitment, and job satisfaction. Meaningful work is studied before but here we are using here it as a mediator in our variables because it is important variable. Our moderators is supervisor phubbing which is less used with the leader member exchange variable and we are using it here as a moderator which is the variable to complete our model. Supervisor Phubbing comes at that place when supervisor use mobile phone with their subordinate during discussion and it leads employees to dis satisfaction. The problem in the previous literature is that the leader member exchange is not yet tested with the employees cyber loafing. There is lack of study in this that how to overcome the cyber loafing how to increase the relationship of the leader and the employees to increase the effectiveness in the organization. Our research is fill the gap of LMX that how to deal with the employees and how to motivate them what effects of the cyber loafing brings in the organization. How the employees have motivated and how they can be motivated we work research about that and are give the future suggestions. Based on the finding that so

far no study has been conducted on the leader member exchange that aims to analyze its impact on the employee's cyberloafing. Meaningful work as mediator and supervisor phubbing as moderator. So therefore current study has contribute here significantly towards literature.

### 1.3 Problem Statement

We have observed in the banking sector of Pakistan, that working in the banks is challenging task in the context of Pakistan. Bad behaviors of the leaders, lack of planning, favoritism, work load and not giving the incentives can lead to the cyber loafing activities. There are also other factors that may lead the employees to cyber loafing, During the cyber loafing activities and the bad behaviors of the employees leads heavy loss to the organization. Leaders are also important factor when they show negative behavior that can lead the organization to the failure. Bad behavior of the leaders are also leads to the cyber loafing.

Vast literature is available on the multiple characteristics of the employees, such as the job stress and the dissatisfaction in the job. Many number of expect of leader member exchange is yet to be disclosed. The leader member exchange with employees cyber loafing is the novel area. Also the moderating role of supervisor phubbing is untouched. In the banking sector of the Pakistan high involvement of the managers with employees keep them involved, interested and responsible that make the work task meaningful for them.

We have seen in banking sector that in capable employees do not accomplish their job role because they show irresponsible behavior which leads the employees towards cyberloafing at work place. That is what present study address the current problem. In the banking sector we have observed that helping mangers with employees get them involved in the job and make them ease for the job and the employees are more committed towards work task or job role, the commitment with work and boss avoid them from waste the timing from the cyberloafing.

In the banking sector it is observed that when the leader give the time to the employees and listen them carefully then employees has motivated if the leaders

do not give the times to the employees they are de motivated. Organizations have a duty to present near steps in the working environment to shield their employees from the conflict to perform their task. The dangers postured by our working conditions is that if the relation-ship between the leaders and followers is not good it is move towards loss? Employees are use the organization services internet emails etc. For their personal use and employees are not interested in the work it is directly leads to heavy loss in the organization the performance has decreased and has effected. Especially, when we talk about Pakistan we are socially exceptionally fearless and careless. Along these lines, Stable environment is an important for organizations to perform better.

The leader-member exchange (LMX) theory of leadership focuses on the quality of relationships between leaders and employees; LMX measures are designed to check the quality of these relationships. Since the leader and employees are jointly attached in the relationship, it is reasonable to collect the ratings of the relationship in some reasonable extent. The supervisor–and employee’s relationships has shown that the leaders do not behave consistently and similarly toward all employees. A good and valid instrument helps to evaluate how clearly leaders behave toward their subordinates. If the leaders don’t give their time to employees, then the employees also don’t focus on their work they use the office assets for their personal etc. Therefore, the objective of this research is to verify that how its impact on employees cyber loafing. 5

## 1.4 Research Questions

### Question: 1

Does LMX impact employees cyber loafing?

### Question: 2

Does LMX impact meaningful work?

### Question: 3

Does meaningful work impact on employees cyber loafing?

**Question: 4**

Does meaningful work mediate the relationship between LMX and employees cyber loafing?

**Question: 5**

Does supervisor phubbing moderate the relationship between LMX and meaningful work?

## 1.5 Research Objectives

Research objective is to explore the relation between the variables according to the proposed model, that all of the variables are interrelated with each other to provide the desired results.

The major objective of the study is to analyze the relationship between LMX and meaningful work and employees cyber loafing. Meaningful work has study as a mediator between Leader Member Exchange and employees cyber loafing. The moderator is supervisor phubbing which is between Leader Member exchange and meaningful work. The planned association among all the variables that is independent variable, dependent variable, mediating variable and moderating variables is mention in the research model of the study. Getting more specified towards the objective of the study, the study aims. To analyze and discuss the following objective in the study. The specific objectives of the study are stated below;

**Research Objective 1:**

To examine the impact of LMX and employees cyber loafing.

**Research Objective 2:**

To examine the impact of LMX on meaningful work.

**Research Objective 3:**

To examine the impact of meaningful work on employees cyber loafing.

**Research Objective 4:**

To examine the mediating role of meaningful work between LMX and employees cyber loafing.

**Research Objective 5:**

To examine the moderating role of supervisor phubbing between LMX and meaningful work.

## 1.6 Significance of the Study

The world has gradually transformed into a global village and the organizations maintain competitive edge through innovation. This study examines the personal dispositional abilities of leaders and the followers in the organization. The present study is helpful for the organization because of the governance of leaders, it gives the internal organizational control, and due to which organizations is able to ensure that they are following the right practices. They know better that how the leaders and followers can contact each other and how they have work. Also they know that how to save the employees in the organization from less interest in work and how to stop them from wasting of organization work time in using internet emails and other things for their personal use. The focus of the current study is the internal customer of the organization i.e. its employees and the employers.

This study aims to identify the LMX issue in private organization of Pakistan and its impact. Research is yet to investigate how smartphones impact on employee outcomes in the organization. And how the leaders and follower interact which other and how many employees are motivated to work and how to motivate them to work hard and save them from mental stress. This phenomenon has detrimental impacts on the well-being of employees and on the organization as a whole. This study help the management of the banking sector to encourage interpersonal communication so that employees can discuss the important ideas, concerns and information with their supervisors timely. No such study has been conducted where the association of LMX and Employees cyber loafing is tested via mediating role meaningful work and the moderation role of supervisor phubbing. This aid a theoretical contribution in literature to study all of them and how to

overcomes these issues in the organization like wasting of organization time and use organization time for their personal use also from lack of interest etc.

This research have further elaborate the moderating role of supervisor phubbing and meaningful work between the Leader member exchange and employees cyber loafing in organization of (Rawalpindi/ Islamabad K.P.K) Pakistan.

## 1.7 Supporting Theory

The Leader-Member Exchange Theory first emerged in the 1970s. It focuses on the relationship that develops between managers and members of their teams. The theory states that all relationships between managers and subordinates go through these three stages. These are:

1. Role-Taking.
- (2) Role-Making
- (3) Reutilization

This theory, also known as LMX or the Vertical Dyad Linkage Theory, explores how leaders and managers develop relationships with team members; and it explains how those relationships can either contribute to growth or hold people back.

LMX theory basically explains the employees and supervisor relationship. High LMX means some employees are more close to supervisors which means they are their favorite and they care their employees. And Low quality means supervisors ignores some employees and they don't prefer their employees. When there are high LMX then meaningful work have more and because of that he has not adopt negative behavior. But when there are low LMX supervisor are not give importance to his employees and further more when he talk with his employee's supervisor while using his mobile phone then the relationship of supervisor with employees are more effected.

Because of supervisor phubbing the relationship is worst and thus the employees are more go towards negative behavior. Because all the relationship is on the basis of exchange. The more you are put effort the more you are get satisfactions. But when the supervisor does not put the effort in the relationship then employees also not put their efforts. And because of that the overall organization is affected.



# Chapter 2

## Literature Review

### 2.1 Operational Definitions of Variables

### 2.2 Leader Member Exchange

According to Dansereau Jr, Graen, and Haga (1975) LMX theory focuses on the quality of the relationship between leader and the follower. Employees have strong relationship with the leaders because they have given more suggestions and would be beneficial for the organization (D. Wang, Gan, & Wu, 2016). Leader member exchange theory has vast area of evaluation.

LMX is including in the degree of decision making, performance, communicating between the employees and the leaders and the job satisfaction. LMX is also reducing the turnover. LMX relationship can be understood very easily if someone can study it outside of the organization context (Liden, Sparrowe, & Wayne, 1997).

### 2.3 Meaningful Work

Meaningful work is an important variable to know the job quality. Workers existing of meaningful workness can be measured by their skills, training and their retirement intentions (Nikolova & Cnossen, 2020). Supervisor should adopt positive attitude towards employees in the organization for the events and many other

things. Leaders should adopt good behaviors. Good leader provide better support to the team members. To develop positive and proper relationship with the employees to be more effective (Frémeaux & Pavageau, 2020).

## **2.4 Supervisor Phubbing**

Phubbing is when he/she using phone during communication in the organization. Using of phone in the organization while interacting with employees leads to negative behavior (Roberts & David, 2016). It is possible that supervisor phubbing is because of poor relationship between employees and the supervisor.

## **2.5 Employees Cyber Loafing**

Cyber loafing is complex. Cyber loafing is harmful for organization but in some organization cyber loafing is allowed to overcome the stress of employees. Sometime stress leads to turn over intentions. Employees don't have job satisfaction when they do cyber loafing (Andel, Kessler, Pindek, Kleinman, & Spector, 2019).

## **2.6 Leader Member Exchange and Employees Cyber Loafing**

Berle, (2015) who once indicate that, 'If opportunity doesn't knock, build a door'. The leaders and members can never satisfied, the leader and the member relationship can disturbed when their have lack of justice in the organization and nothing have been fair the employees have go towards cyber loafing and it have directly impact the organization performance. The up and down behavior in the organization have create negative and positive impact. Negative emotion of employee can be harmful to the organization. Employees do cyber loafing(Cropanzano, Dasborough, & Weiss, 2017). When the LMX have may high organization in which

dysfunctional and it's harmful because here the leader is not fair with the employees (Gooty & Yammarino, 2016). There are insecure attachments and that is lower level of leader member exchange. Manager need more close relationship and should be anxious about their employees and to encouraging them to put their more efforts to achieve more high quality relationship with the leaders and manager need to stop negative emotions of the employees (Park, Kim, Yoon, & Joo, 2017).

If supervisor are serious about quality work in the different diverse work place they need to spend time with their subordinates to increase the relationship of supervisor and subordinates to overcome the negative behavior of the employees (Brimhall et al., 2017). Now a days world becomes a global village so there is fast changes happening in the world. The leaders need to realize the better interaction of the employees to overcome the employee's negative behavior and to increase the employee's motivation to perform better in competitive world (Khan & Malik, 2017).

Different other variables show the relationship with the leader member exchange. These variables include work attitudes (Sherony & Green, 2002). Economic and social leader member exchange (Sherony & Green, 2002) and the perceived organization support and the subordinate disability.

Some supervisor is using abusive language during work which is low LMX and in the result sometime personal problem is generated in the organization between the supervisor and the employees (Pan & Lin, 2018). High quality in social relationship can be reduced and the economic leader member exchange can be increased because follower try to full fill the organization goals.

In case of high turnover our business maybe effected and the performance of the job have been reduced. Because of extra work load sometime there is cyber loafing to reduce stress level (Kuvaas & Buch, 2018). The leaders who adopt good behavior in the organization structure there is organization support and the subordinates are happy to perform well and to reduce the cyber loafing . There is higher support in the organization because leaders get respect from the employees. In the end there is stronger support in the organization and the organization is more

effective and efficient (Kuvaas & Buch, 2018). Majority of the leaders have different kinds of relationship with the employees and are different team member's. With every member different relationship is made. To make the good outcomes better relationship is required in case of bad relationship with the employees it leads to harmful actions (Robin Martin, Thomas, Legood, & Dello Russo, 2018; Robin Martin, Thomas, Legood, & Russo, 2017).

Too much high relationship of the leader with employees can be problematic. More than too High relationship between the leader and the employees can adopt negative behavior for example using of unethical words etc in the organization (Greenbaum, Mawritz, Bonner, Webster, & Kim, 2018). Supervisor is not only treated better for himself but also the duty of the supervisor is that how well he treated their own group members (W. He, Fehr, Yam, Long, & Hao, 2017). Employees shows innovation in work when there is high LMX than their work is appreciated (W. He et al., 2017).

Relationship of the leaders should be improved to achieve the advisable task. Different culture of the different countries sis different their behaviors are different so they act differently if the employees are not satisfied than they are doing cyber loafing in the reaction simply they are not interested in the work. Employees show negative behavior when they are not satisfied. Good relationship of the leaders increases the job satisfaction. To avoid cyber loafing better relationship with the employees and high motivation of the employees is important (Yukl, O'Donnell, & Taber, 2009). There was negative relationship of leader member exchange on the performance on the employees in the workplace (Kuvaas, Buch, Dysvik, & Haerem, 2012)

Interestingly previous research suggested in some places that the cyber loafing in the work place have positive impact and it is not an issue for them to use that internet for their personal use during office hours. Employees feel relax and for their emotions it is good to use sometime but when they use it for emailing purposes it have negative impact. Browsing internet in the office hours is positive. And we do not want to do check on balance on them when they use it for browsing only. Proper mechanism is not required to check the cyber loafing of employees

during office hours (Lim & Chen, 2012). Low level of employees is more involved in the cyber loafing because their job engagement is low. The main point is that leader attention is required. Leader main responsibility is to create the organization environment better and then those employees realize that their work to the organization is meaningful and they work hard to do the contribution in the organization. To reduce cyber loafing in the organization they have been focus on every individual and overall the organization factor. Cyber loafing have been the continuous issue in the organization. The employees do cyber loafing because of the leaders and the overall organization behavior (Lieberman, Seidman, McKenna, & Buffardi, 2011).

The organization aim is to increase the job internal involvement, and to do training of the employees to perform better. The frustrating work means low job involvement (Robinson & Bennett, 1995). If no one in the organization is treated well this is the main another reason of cyber loafing and it's all because of poor management of the leaders. Using of the organization internet for the personal matter is not too much different but the main point is some time employees use the organization telephone for the personal use. Some organization decides that cyber loafing is acceptable and or other company decides to prevent the uses of internet in organization or monitor the servers that what is happening on the server. Leaders need to decides that how to control this. Leaders should explain polices of the organization and what action have been taken when someone involves in cyber loafing. Rules and regulations must be clearly defined (Lim & Teo, 2005).

To decreasing the cyber loafing in the organization proper HR practices, need to apply. The internet in the organization creates negative impact on the employees. Better work environment in the organization by the supervisor reducing cyber loafing. Internet is the main backbone of the organization but its usage is important, to overcome the dark side of the internet in the organization proper check and balanced is required (Al-Shuaibi, Shamsudin, & Subramaniam, 2013). Leaders in the organization should be think that what types of cyber loafing can be allowed and what is not to be allowed in the organization. In case of cyber loafing activities strictly action may be taken and have been block the websites

e.g. Facebook messenger, yahoo (Ronnie Jia & Heather H Jia, 2015; Ronnie Jia & Heather H Jia, 2015). Now a days in the organization internet is necessary in the organization function because it leads the organization into advantage. The use of internet for personal activities put the companies into losses because wastage of time, cost, and it also effect the productivity of the organization. The person who do cyber loaf justifies their behavior (Rajah & Lim, 2011).

Now days in the organization the internet is the desire of every individual subordinate for cyber loafing. In the organization to fix the current problem institution can do the job rotation and to make that supportive traditions in the workplace and in the employees to move on the business. Limited access of the internet can be giving to the needs of every employee. Leader of the organization can set a close circuit television (CCTV) to monitor the every individual. According to the researcher they can adapted by all the similar companies like Banks, insurance companies, tourism because they have easy approach to internet. Leaders of the organization can be fully aware of the employees. The new technique has been decreases the negative behavior in each employee (Saghieh & Nosrati, 2020).

Increasing the high quality connection with supervisor are not only lead to extreme pleasure and to the positive feelings for the common understanding. It is also possible that if we have high quality connection it have leads to good and to the best job resources (Jussi, Viitala, & 2018; Tanskanen, Mäkelä, & Viitala, 2019). Different workgroup people in the organization does not make contrasting leader member exchange relationship between leader and employees but it does effect comparative relationship with the leaders and the employees if they are similar in the nationality. Organization need to be care full about the employees and the supervisor in the organization that what kind of relation they have to continuously monitor them.

In case of any problems between supervisor and the employees it have directly affect the organization in terms of cyber loafing or they have less job satisfaction. Organization need to identify the problematic groups who create problems between the groups and are the different relationships of the leaders (Pichler et al., 2019). According to (Matthew J Quade, McLarty, & Bonner, 2019; Matthew J Quade,

McLarty, & Bonner, 2020) provides proof that those leaders who have low bottom line mentality consider as a low quality by LMX subordinates and in the results the performance of the employees have been low. Ironically in the company the performance have low because of the lower level connection but the leaders want the result as primary things. When the leaders and the employee's relationship have not good the performance in the organization have been more damaging. Leaders should move careful and with caution about adopting behavior and should know how managerial approach effect the subordinates.

Previous researcher mostly found that LMX have insignificantly negative impact on the employee's cyberloafing in the offices. And we have applied this LMX and the employee's cyberloafing variable in the current model.

Based on the leader member exchange there is still need of exploration of particular influence of leader member exchange on the employee cyber loafing has ignored. This research asserts that the leader member exchange may need to investigate.

**H1. LMX has negative impact on employees' cyber loafing.**

## 2.7 LMX Impact on Meaningful Work

High quality LMX perform the major role in decreasing the doubt and inspiring the subordinates playing the positive role that is not formal in the organization. High LMX reduces the subordinate's role ambiguity and raises the levels of physiological or nervous activity in the employees and creating the best and relax climate in company/organization it improves the behavior of the employees in the organization. Best quality of the LMX and the trust, caring and the support of the leaders have been lead to meaningful work (Chen & Zhang, 2020).

The role of a manager needs to be strong as adopting best strategy to stop the communication displeasure and decreasing the turnover plan in to the teacher in the South Africa. The communication and the satisfaction why these things are important in the companies and in the organization to positive sense they are studied. Lower level organization operation can improve the internal management operation and can promote the communication and also the satisfaction and to

leaving the job idea can be cancelled means to reduce the turnover. Positive relation is inspected.

The main important point is that those who achieve anything in the college that can be realized no matter what is the outcomes (Usadolo, Usadolo, & Makwambeni, 2020). Going high to the socially in the organization at work, that store local area which crowding and it get team anti and threaten the main subordinates' growing high-LMX. To use the full strength of LMX in the organization feasible interference to look after the developing troop (Usadolo et al., 2020).

According to Anand, Vidyarthi, and Rolnicki (2018) that supervisor power thinking can influences the alliance into LMX and the subordinates actions. The power of the supervisor is important in to two groups during main high duty. In this global world the employee's good behavior is more important they need to be proactive and competent and compatible. Therefore, the companies need to do more efforts in the relationships and to play active role to encourage the employees in citizenship action or the behaviors. To counter balance, the anti-effect of job satisfaction in the companies or organization there is need to the empower the employees it is important (Emery, Booth, Michaelides, & Swaab, 2019).

The leader member exchange is related to the energetic capacity and a high level of satisfaction in the job. In the capital of turkey 390 worker shows that if there is too much satisfaction in the employees it has the positive and overall meaningful effect on its capabilities of the employees. To know about the dynamic and the capabilities of the employees in the field of services in the hotels. To improve the strength of the workers in the Istanbul lodges owner should focus on the satisfaction of their employees (Eşitti & Kasap, 2020). To check the level of the employees engagement and to check the performance of the employees management need to apply the HRM practices. In the current situation than main focus of the organization is on the customer satisfaction, authorization, inspiration and the performance of the employees and to promote them. Those workers whose involvement is regularly in the job and they are satisfied the organization need to retain them and organization need to take the immediate actions to take care of them and make them satisfied (Gupta & Sharma, 2018). To the subordinate's



task performance leaders need to set a goal and they need to communicate with the subordinates. LMX interfere in it (Kim, Choi, & Vandenberghe, 2018). When the employees are satisfied in the organization it means work is meaningful. It means that the subordinates have much involvement in the organization. Meaningful work in the organization gives better outcomes for the companies and to the person. To improve the organization give them power and let the leaders decides (Kim & Beehr, 2018).

In the hospitals there are many chances of incidents. If we look to the other organization in which there is risk they have the best reliability and the good system of implementing the strategies and the organizational studying and they have the best system to prevent loss or harm. The main hard work of the leaders is to promote the patient and caring of the patient by the staff. The main thing is that to improve the employees safety and the patient safety it should be increased (Jungbauer, Loewenbrück, Reichmann, Wendsche, & Wegge, 2018; Jungbauer, Loewenbruck, Reichmann, Wendsche, & Wegge, 2018). In the companies the relationship of the of the supervisor and the subordinates is high. Because here the management also need to try to provide better facility and increased the satisfaction among each other (Bakar & Omilion-Hodges, 2018).

Aggarwal, Chand, Jhamb, and Mittal (2020) study suggests that the organization need to change their behavior about the employees and review their current polices in a best way in which organization empower their workers and to provide them good opportunity to make the best interpersonal understanding to a group and with their leaders. The best quality understanding with the leaders has provide the good results in the individual level and with the and on the overall organization. In this study it is stated that if subordinates are engaged in higher level relationship with their supervisor than they are motivated and they are engaged in their task and goals and they perform in a better way. In such case high level leaders provide the good performance and lower levels relationship leads to low performance lower level effect the organization and meaningful work is not there.

Now days the organization are not stable internally and externally. To make the subordinates effective and efficient good strategies are required for the organization

and to the employees to save them from demotivation so they maybe involve and they have been productive. Workers should not insecure. The in security of the employees in the job have been decreased if they provide good status to the workers inside the organization and there have high level leader member exchange (Wang, Le Blanc, Demerouti, Lu, & Jiang, 2019). The supervisor silent behavior improve the positive behavior and the subordinates shared the great humanity (Carnevale, Huang, & Paterson, 2019).

Culture Intelligence in the work increases the involvement in the work and decreases the family and the work conflict. However we want to give suggestion to the HR leaders to do the training of the subordinates and also give them incentives and the others incentives to improve the culture intelligence (Carnevale et al., 2019; G. He, An, & Zhang, 2019). Superiors need to start the improvement of the employees and the events or programs or attachment many different styles to know that how the workplace area surroundings is affected. Because of such action supervisors has know about the subordinate's complexity in the organization and it solve the problems inside the organization and it have been robust the organization. The result have been more changes came in to the groups relationships (Kirrane, Kilroy, Kidney, Flood, & Bauwens, 2019).

Subordinates need to be active and careful when they try to interact with supervisor. Better display of the subordinates and the positive behavior shows that they are loyal and it have authenticity and they have been emotionally attached with each other. Acting too much in front of leader it is possible that it may weaken the relationship and the interaction with supervisor. Don't be deep so much it have been harmful to the person or sometime it is not harmful. Simply it means don't act too much in front of your supervisor.

If you have do too much negative acting it have may lead to exhaustion. Inside natural feeling have show negative expression and have been not beneficial for the employees it self (Yang, Huang, & Zhou, 2019). In this study it is confirmed that engaging supervisor is the primary need of the satisfaction.

Organization need to increase the subordinates wellbeing and it is necessary for the motivation (Robijn, Euwema, Schaufeli, & Deprez, 2020). Rewards and incentives

can be designed clearly to provide the rewards when there is innovation (Lee et al., 2019; Robijn et al., 2020).

Supervisor has the ability, intelligence, power and they can easily influence his own subordinates of the groups to make them efficient and to achieve the main goal of the organization in the specific time and in the limited budget of the organization. Motivation in the workplace is very important as an antecedent for the supervisor. It is very important to know that how to motivate the subordinates to achieve the task of the organization and to develop the subordinate's performance (Hassan, Jati, Majid, & Ahman, 2019).

To improve the subordinate's performance make the complete mechanism in the organization for the employees. Empowerment is present in that organization when there is trust and the loyalty of the leaders, and when everyone feels free to communicate in the organization between the leaders and the subordinates. Empowerment in the organizations lead towards self-punctuality (Jena, Bhattacharyya, & Pradhan, 2019). In the organization many cultures are here and have different factors, efficient and the active work can be designed to give the individual full power and satisfaction for himself it have been created the meaningful work for himself (Lysova, Allan, Dik, Duffy, & Steger, 2019).

Meaningful work is important in the organization dynamics and now a day the organizations is changing in the all over the global world. For a good future there is some dimensions and the first one is health and the other one is happiness and the last one is productivity and all these represent better life quality. Values, and the meaningful work and also the wellbeing of every individual need to put the light on it. The one is courage it helps the individual to resist in front of the many problems. It gives you desire for completing many things. If we see the time insecurity in the job and the risk and not stable environment like uncertainty and other some change is main notable things that can affect the meaningful in the work (Magnano, Santisi, Zammitti, Zarbo, & Di Nuovo, 2019). Fifty percent nurses results was that they have high quality relations with the leaders and others have two thirds have already and an moderate and in the workplace so there is positive relationship between them in total workplace empowerment (Mohamed,

Morsi, & Mahmoud, 2020). LMX have also friendly in nature (Lee, Thomas, Martin, & Guillaume, 2019). Sometime in the organization employees hide their own knowledge. To the leaders it is too much important to keep the best and the level relationships to their subordinates. Give them incentives it is very important. The employees go towards fight in the office and the employers need to care the workers lives. It have increase the trust of the subordinates and they have work good and efficiently and effectively and they have not hide skills. To the employee's work have been meaningful.

Leaders need to increase the good have the organization and their activities. It is important for the leaders to motivate the subordinates that they are like a family in the organization and to create the best image of the organization in the worker minds. Leaders also need to give the priority to the comparison.

Subordinates have differentiate with the other employees in the organization. Those subordinates who have extra knowledge tell them to share that with the organization and need to be active in the organization (Xu, Loi, Cai, & Liden, 2019). Previous researcher mostly found that LMX have positive impact on the meaningful work in the offices. And we have applied this LMX and the meaningful work variable in the current model.

**H2: LMX has positive impact on meaningful work.**

## 2.8 Meaningful Work Impact on Employees

### Cyber Loafing

According to Usman, Javed, Shoukat, and Bashir (2019) their study shows it is proved that negative relation is present in the meaningful work and in the cyber loafing. Leader member exchange is the last corner in these two meaningful work and the employees cyber loafing. Naturally it is very complex and complicated of its linkage and to our knowledge meaningful work is successful in demotivating the subordinates in cyber loafing. Leaders can demotivate the subordinates in the engagement which they do that actively and leaders remind them and tell

them that their performance is valuable for the organization and others. The organization need to improve the everyone motivation and make the relationship level of the subordinates high.

According to the researcher the study tells us that the manager can decrease the participation of workers in the cyber loafing from successful leader's interaction and to motivate them and to tell them to participate in the work engagement (Khattak, Ullah, & Awan, 2020). Meaningful work is the encouraging solution in the current area. It gives positive results to the subordinates and the also to the organization. Meaningful work can be in proactive way and the organization control it in every way. To make it successful there is two areas the first one in integration and the other one is balance (Chaolertseree & Taephant, 2020). Meaningful work have attracted too many researcher in few years in the philosophy and many more disciplines. But how the robots effect the meaningful work which is increasing. Meaningful work increases the job satisfaction and also it increased the subordinate's wellbeing. If there is robots and they are available in the working area. It has two effects which are positive and also the negative. Robots can be threat for the employees or it can be the best opportunity it should be both and in negative behavior it have leads to cyber loafing in the organization but in positive way it have leads to the profit (Smids, Nyholm, & Berkers, 2020).

The fairness and the good responsible managers are the good motivators for the meaningfulness in the organization. Hence it proved from the research that the owners need to participate and to play the active role in the organization to making the good behavior and the suitable conditions to take the benefits from the meaningful work (Lips-Wiersma, Haar, & Wright, 2020). Study says that the meaningful work want everyone in the groups of social status and the economic advantage which is significant in meaningful work and should be satisfied (Autin & Allan, 2020).

Relation with the meaningful employees in the work leads to good behavior and the other which is emotional experiences and the management. According to the study it is stated that meaningful work is explored as a secure meaningful work and it is a positive inner practices. But when someone is happy and feel the pride it means

it is too much positive and the work is meaningful for him but when someone have feeling negative from the other emotions it means work is not meaningful for him, and they have good satisfaction but they have been less meaningful it is linked with the negative feelings and there have no happiness and the stress have been here, and they have not positive but they have negative, he have angry always and have no job satisfaction. When there have been low meaningfulness it have been risky and it have create the negative emotions. Someone have hide and someone have show negative emotions. When there is not proper freedom in the organization than always negative relation have been generated. Here also if it shows negative emotion which means employees have do cyber loafing and it have impact the negative work (Patulny, Mills, Olson, Bellocchi, & McKenzie, 2020).

Meaningful work effects the depression in the organization negatively. If there is no job satisfaction in the work place means they are stress and the level of tension is increased. But when sometime the work is not meaningful it have been lead to cyber loafing. If the work is meaningful for the employees in the organization it means that the level of the stress and other tension is decreased (Blake A Allan, Dexter, Kinsey, & Parker, 2018).

Meaningful work is related with the positive behavior in to the underemployment and the other things it has the negative impact on the stress and the other thing is depression. Some employees with meaningful work in the organization did not use full skills in full capacity and they are at risk and because of the low performance well-being (Blake A Allan, Rolniak, & Bouchard, 2018; Blake A Allan, Rolniak, & Bouchard, 2020).

According to the study of the Tong (2018) importance and the concentration need to be given to meaningful work and giving the back. It helps it and the attention to better and increase the nursing overall work and their performance and to increase the quality and the care. Study tells us the leaders need to motivate the nurses to get the meaning in to the work to give them the good environment, other thinks to provide is learning and the training. Nurse's leaders need to increase the strength of the nurses in the daily work. Hospital need to increase the salary of the nurses to perform better. When the leader shows supportive in the family

and the supervisor behavior give them full support and caring the employees and recognized their work it leads to increase in meaningfulness of the employees. Good behavior of the leaders also increase in the work professional which means it increase the satisfaction in his current and future life and it save them from the cyber loafing (Chen & Zhang, 2020). The employees who work digitally they feel that the work they do on their own as a job. In his future career have been meaningful in his life. They feel demotivated when they take it as a job but not as a career or other feelings. Meaningful work is different everywhere in the organization. It depends according to organization context (Wong, Fieseler, & Kost, 2020).

Supervisor behavior is important in the daily work and the job resource to the teachers but it is also for the subordinates of other organizations (Breevaart & Bakker, 2018). Meaningful work in the organization dominates the work engagement and when there is jealousy at workplace it creates the boundary. In our present organization the demand is too much high because of the ethical leadership and subordinate try to find the meaning. Organization need to create the ethical leadership and try to do search of other ways in the organization and to generate the meaning of the employees. Emotion in the organization positively moderates relation in the ethical leadership and also the meaningful work. Ethical leadership has the negative impact into the workplace envy. And through meaningfulness it have the indirect impact on engagement and the identification (Demirtas, Hannah, Gok, Arslan, & Capar, 2017). According to J. Hu and Hirsh (2017) study many people in the world are ready completely to work with the normal salary in the organization if job is meaningful. There are many differences in the job it can be demographic. Ostracism in the workplace leads to the emotional exhaustion and because of that subordinate do cyber loaf. Workplace ostracism leads to negative behavior like employees have hide their knowledge and also the employees have do cyberloafing. Top level managers need to create the good environment of the workplace which is healthy and different culture people can work there and need to give the proper values to the groups and the co-operation should be there. Leader should allow the cyber loafing sometime when the subordinates

feel exhausted for the meaningful work (K. Y. Koay, 2018).

Those subordinate who are using the internet to reduce the coping can be handle them differently. They use the internet for avoiding the competition and the other subordinates who use the internet or the social media intentionally to hide themselves from the work which have the tough mechanism have not able to work on them on the former groups. Subordinate who are the trapped inside the organization are the highly motivated for the organization to work. And when they think that they are not trapped here in the organization they do cyber loafing and the cyber loafing in the organization have been not decreased (Ng, Shao, & Liu, 2016).

According to the study in Nigeria deviant have not came out in the organization in which the organization have meaningful work and the environment is good and the rules and regulation are there and the proper implementation of the polices is there and the workload is normal and no extra work pressure is their have which lead to meaningful work (Adeoti, Shamsudin, & Mohammad, 2020). The mindfulness and in the organization training to the workers were provide compassion in the work and was restrain the activities of cyber loafing. The leaders and the followers both mindfulness is equal and connected to each other. The relationship in two variables is not linear mindfulness and the cyber loafing and it means there is no meaningfulness in the job. High mindfulness or low has been impact on the cyber loafing significantly but here the overall relationship is not significant (Zoghbi-Manrique-de-Lara, Viera-Armas, & García, 2019).

Giving the authority to the manager's increase the quality of work engagement and the work meaningfulness. Management of the organization need to engage in the subordinates in the different work or in the different opportunities (M. C. C. Lee, Idris, & Delfabbro, 2017).

The potential which is untapped by the subordinates is very work meaningfulness and its mediates positive in the job characteristics in a specific skill. This research studies shows to give the opportunities to the employees and they go beyond (De Boeck, Dries, & Tierens, 2019). The relationship between the ethical leadership and in the engagement is in the mediated partially by the meaningfulness it is



stringer for those subordinates was stronger who have lower level not the higher level of the work meaningfulness and if no meaningfulness have been lead to cyber loafing. The public organization need increases the subordinates sense in the work meaningfulness to perform better and the cyber loafing is decreased (Mostafa & Abed El-Motalib, 2020).

Previous researcher mostly found that work meaningful has insignificantly negative impact on the employee's cyberloafing in the offices. And we have applied this meaningful work and the employee's cyberloafing variable in the current model.

**H3: Meaningful work has negative significant impact on employees 'cyber loafing.**

## **2.9 Meaningful Work Mediates between LMX and Employees Cyber Loafing**

According to the researcher meaningful work means simply that the different things for the different type of people. According to the normal expressions meaningful work can be meaning for the person by itself and to the others. It can be meaningful to the every individual (Christopher Michaelson, 2019). Fast and the growing changes in the organization internal environment they try to understand that where they are standing into the organization and what are the means of their work. For their self-sense of meaning and the satisfaction and for the performance expectations (Asik-Dizdar & Esen, 2016; Ayla Esen, 2016). Fulfill the basic need of the subordinates in the organization and create the sense of meaningful work.

The organization need to create the good and well environment. The job should be well designed and the employees should be fit in that environment give the best opportunities in the organization for the job craft. Need to build the high quality relationship in the organization with the employees that they feel motivates and the leader and their employee's relationship is to be good. The leader needs to be facilitative. Also need to be good culture in the organization and the polices the

rules and regulation need to be cleared to everyone. Easy approach to the decent work (Lysova et al., 2019).

In the organization when the employees try to high LMX or the increased the people welfare and they get more meaningfulness in the work. High the employees personal life wellbeing means that the progress and the productive of the companies or organization (Blake Allan, 2017). When we are taking about the meaningful work then we are talking about the three individual are different components. Blake Allan (2017) experience in the workplace is intrinsically significant and it has great worth.

The experience and the occurrence the oneself to the work and it is that one is serving in the broader area of concept. On the other side when we give the too much work then they feel that they are serving the broader purpose. We provide the people many opportunities then they feel that they are valuable and they feel that mine work is significant and its worthy they don't go to towards cyber loafing they feel motivates and energetic (Martela & Pessi, 2018).

Nursing leaders are playing the important role to increase care and bring up and the opportunities to search in work. According to the study it provides that nursing supervisor give the new path for making the work inside environment and the satisfaction of the job to increase the outcomes of the healthcare (Pavlish & Hunt, 2012).

Meaningful work is for the personal satisfaction that how one's satisfied and need to protect him from the daily stress and job characteristics for the best outcomes to the organization. Encourage the changes in the organization which is long term in the meaningful work and redesign the job and the career of the employees and the job crafting and to know that how the personality is made (Simonet & Castille, 2020). The good and reliable structure of the organization offers or provides the best salaries, and the interaction provides the opportunities developing the skills vast the goals. The best to be successful is that everyone should be co-operative and everything should be organized. Working in the groups together discussing the local issues and making the organization economically strong and the social back to maintain the balance to one another. Means there is high LMX and

employees were not go towards the cyber loafing (Westoby & Shevellar, 2019). According to the study it is said that meaningful work has not too much focused in the inside organization and engagement and as the subordinate's motivation. The human resource department can play the important role in the organization to improve meaningful work inside the organization (Fairlie, 2011). In now a day's organization need to provide the best cultures to every individual subordinates giving the opportunities to create the good feeling in the organization for the meaningful of the work. The supervisors need to understand and recognize the employee's work which they do and it is important. Meaningful work is a key human need (Grama & Todericiu, 2017).

High LMX in the organization increased the stress level for the senior employees but from the previous research it is said that influence on the leaders is immediate (Hesselgreaves & Scholarios, 2014). In the deeply meaningful work in the organization how the relationship is being tested? There is in the trust issue in the organization and its conflict in the organization relationships. The employees who are highly devoted in their work feels emotional gap in own relationship other in the organization don't value their work and may possible to leads towards cyber loafing it is conflict in the organization of time and also the loyalty conflict and which is known as relationship turbulence and or turmoil.

And when in the organization the leaders or the manager's gives value to the employee's work it is known as the occupational value. The emotional connections are increased and give the strong value and the work is over all better. Inside the work relationship is good means there is high LMX and employees have been not go towards the cyber loafing. It tells us that when work is deeply meaningful it means that it is high work devotion (Oelberger, 2019). Meaningful work predicts about the commitment, and the satisfaction and tell how much one's is involve in the job and also the turnover intentions. Meta-Analysis tell us about the meaningful work and the main outcome of it which may be directly in it can be indirectly (Blake A Allan, Batz-Barbarich, Sterling, & Tay, 2019).

According to Tummers and Knies (2013) shows the method that connect the LMX and its result is different in many organization or sectors. In the health area LMX

have direct and indirect impact on the meaningful work. In the educational institutions it is too much important process and it completely mediates in the LMX and in the work effort and the last one is work-to-family-enrichment relationships. If the relationship in the education sector is good between the teachers and with the leaders the meaningfulness have been increased in the work. It have been give positive impact to the organization and to the subordinates. Positive impact has been lead to high meaningful work and have been reduced the employees in security and also the cyber loafing. Employees would be highly motivated.

Happiness and the work cannot be different from one another. When we are doing all the work and we are not playing that its generates stress and our family life and interaction socially life is also suffering in it here if the work is meaningful. And when we are bored than it meaningfulness it is not happened that so quickly. Creating the balance in the life of employees is important. It can be mental or physical or inside the spiritual. It's better to learn and to be fit and to reflect. Meaningful means how we live not what is paid to us (Chalofsky, 2003).

Meaningful mediates between LMX and cyber loafing and the relationship between meaningful work and cyber loafing is the process of the discouraging the cyber loafing. Moreover, LMX have the negative relationship with the variable meaningful work and the dependent variable cyber loafing and the relationships have been strong at that time when the LMX have been high. Meaningful work and the high LMX it is possible that it can be censorious to stop the cyber loafing.

Subordinates who are happy in the high LMX that there is need to discourage the subordinates from the cyber loafing. Meaningful work is important. Those subordinates who have low LMX are the least sensitive for the meaningful work. On the one side it shows negative relationship and on the other hand it shows that discouraging cyber loafing quality. And here the meaningful work is important. And from previous research it is suggested that the leaders or the owners are able to decreased the participation of the subordinates in the cyber loafing. Increased the motivation of the employees in the organization and try to develop satisfaction and work have meaningful for them. Also try to create the high quality relationships with the employee's (Usman et al., 2019). Moreover ostracism in the organization

creates exhaustion and it lead to cyber loafing to non-work related activities means work is no more meaningful for them (K. Y. Koay, 2018). Moreover, cyberloafing is sometime good in the organization it decreased the stress. Workers in the organization are not machines they need to create or to maintain their own energy. Work is meaningful at that time when the subordinates are happy.

Meaningful work and little cyber loafing leads to the greater performance. But subordinates do not need to do cyber loafing daily because it can be harmful for the organization. But it is said to say that it's our bad luck that some organization do not encourage the cyber loafing hidden benefits. Mostly researcher found that meaningful work mediates the relationship between Leader member exchange and employees cyber loafing and we applied these variables in our current model.

**H4: Meaningful work mediates the relationship between LMX and employees 'cyber loafing.**

## **2.10 Supervisor Phubbing Moderates the Relationship between LMX and Meaningful Work**

According to study of (Chotpitayasunondh & Douglas, 2018) there is two measures. The one is to know the attitude or the behavior of the phubbing and the other one is to know the end behavior of the phubbing which is being received by the supervisor. These two construct are very important. Our knowledge has been increased that how cell phone can affect the social interaction and in the organization relationship between the leaders and the subordinates. Therefor because of phubbing work have not meaningful in the organization. Moreover, study shows in the research that many people phub the employees or in other places. Female are not involved in the daily phubbing they don't do that while males or involved in phubbing. Those people who belong from the rural areas do phubbing. And the research shows that the younger employees or peoples or phubbed too much. Those people or the employees or phubbed who are in the close relationship. And

those who are not close they not receive the phubbing. In face to face interaction people or the leaders or not conscious and they are using the mobile phone continuously. At workplace there is not much phubbing at home people also do more phubbing. Sometime supervisor phubbing is because of the demographics or with the other culture people or with the young people (Al-Saggaf & MacCulloch, 2019).

Moreover, the relationship in the organization and the supervisor phubbing inside the organization subordinate's performance is effected and negative emotion is generated into the employees. And the subordinate's performance is being effected by supervisory behavior and the trust and also the job satisfaction the job performance is effected (Di Fabio, Cheung, & Peiró, 2020).

Supervisor phubbing is when the supervisor tries to use the phone while interacting with the subordinates it can affect the subordinate's engagement in the work place have been demotivated and it have been lead him/her to cyber loafing. According to the previous study supervisor phubbing can affect the employee's engagement. Supervisor phubbing create low LMX on subordinates trust on the leaders and it is harmful for the subordinates Psychological or the mental condition for the meaningful work and possible that it leads to decrease in the low engagement of the subordinate. Supervisor phubbing have negative impact in the workplace on the subordinate's engagement. When supervisor is doing phubbing it can have decreased the subordinate's interest in the workplace. The outcomes of the boss phubbing is that employees in the organization have been lead to cyber loafing and the work have not meaningful for the employees. In the organization employees have feel ignored and it is possible that their satisfaction may be decreased. Moreover, previous research said that proper training is important for the leaders or the supervisor better and the clear rules and the regulation should be given to them about the cell phone in the organization (Roberts & David, 2017).

Those employees are the peoples are mostly too much effected from the phubbing who are closer and those who are not close are not affected. Phubbing have the different impacts at the different places. Sometime phubbing is because of the jealousy in to the two romantic partners or the relationship can be weekend in

them. The relationship can be decreased and in the other side satisfaction have been no more and continuously depression level have been go upward.

Phubbing is also considered as the rude behavior and offensive and also the violation. Sometime phubbing is happened because lack of self-control but if it is in front of employees while interaction means it leads to lower satisfaction and work cannot be meaningful for the employees any more (Al-Saggaf & O'Donnell, 2019).

Moreover, previous study said that relationship is strong in to the phubbing and the smart phone using duration. When someone is being phubbed it create negative feeling and the loneliness and leads to low satisfaction with life but into the organization context work cannot be meaningful for the employees because of low LMX. Anxiety in the organization and the negative self-shows that person is phubbed (Ergun, Goksu, & Sakız, 2020).

Phubbing is a new concept now a days and it have attracted many researchers. Supervisor phubbing in the organization prevents the employees from active roles in the social life inside the organization or outside. An employee's personality can be disturbed or the other peoples. Here still have assumptions that the phubbing have impact on the personality traits. Because of the phubbing in the organization by the supervisors can decrease the satisfaction or it have remove it when phubbing is involved. And the work have been not meaningful for them because of the supervisor or the others phubbing (Çikrikci, Griffiths, & Erzen, 2019).

According to the research it is cleared that supervisor phubbing is linked with low trust of the supervisors and decreased in the subordinate's job satisfaction and in their performance. The previous research identified that subordinate's interaction is disturbed by supervisor cell phone and which is negatively linked with the supervisor trust. Supervisor Phubbing is linked with subordinates and their trust and with the job satisfaction and if these are not present here their work is not meaningful if the employees are not satisfied means there is low LMX. Supervisor phubbing have the negative impact on the job performance of the employees. And the negative effect can lead to decrease in the job satisfaction and it is more harmful for the organization and also to low LMX which means decrease in the satisfaction.

Also inform the employees that do not use the phone in the meeting or power it off till it is necessary. In case anyone bring the cell phone in the meeting room and they want to respond to the text of call protocol is to go outside of the room and then answer the call (Roberts & David, 2020). Here the result in partner phubbing suggests if the relationship of the satisfaction has a good positive effect in the life satisfaction and also creates negative effect on the depression (Roberts & David, 2016). Smart phone created challenges now days about the psychological consequences in the use of the social relationship. Phubbing is defines is ignoring employees or the people in the social life and you busy in cell phone have been talking to others. According to few studies it is said that phubbing have wide range and it is socially recognized. But it has the negative impact on the individual and on his wellbeing (Pancani, Gerosa, Gui, & Riva, 2020). Mostly researcher found that supervisor Phubbing moderates the relationship between Leader member exchange and meaningful work and we applied these variables in our current model.

**H5: Supervisor phubbing moderates the relationship between LMX and meaningful work such that supervisor phubbing weakens the relationship between LMX and meaningful work with an increase in supervisor phubbing.**

## 2.11 Research Model

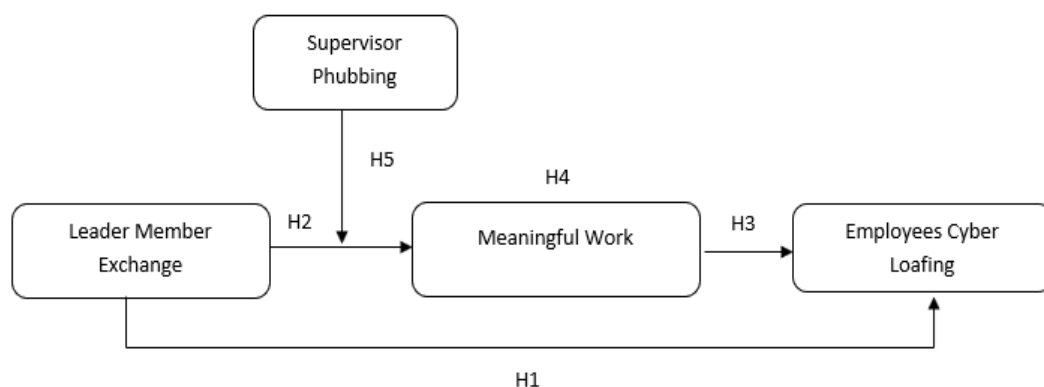


FIGURE 2.1: Research Model of Leader Member Exchange Influence on Employee Cyber Loafing Via Meaningful Work: Supervisor Phubbing as Moderator



## **2.12 Research Hypotheses**

### **Hypothesis:1**

LMX has negative impact on employees' cyber loafing.

### **Hypothesis:2**

LMX has positive impact on meaningful work

### **Hypothesis:3**

Meaningful work has negative significant impact on employees' cyber loafing.

### **Hypothesis:4**

Meaningful work mediates the relationship between LMX and employees' cyber loafing.

### **Hypothesis:5**

Supervisor phubbing moderates the relationship between LMX and meaningful work such that supervisor phubbing weakens the relationship between LMX and meaningful work with an increase in supervisor phubbing.

# Chapter 3

## Research Methodology

### 3.1 Methodology

It is very important to differentiate between research methods and research methodology because these two are very different from each other. Research method includes different techniques for orchestration of research. Research methods or techniques refer to the ways researcher utilizes in conducting research options. In other words, all those techniques, which has utilized by the researcher while studying the research problems, known as the research methods.

In contrast, research methodology is a way to solve the problems properly significantly and in the easy way or systematically. The contemplation of research methodology is broader than that of research methods. Hence, when we speak of methodology it doesn't mean only the methods but also the logic behind the methods utilize in the context of that study and explain the utilization of one technique or method over another, so that research results are capable of being assessed either by other or researcher himself.

This chapter specifically indicates the methodology to investigate the impact of Leader Member Exchange on the Employees cyber loafing with the mediating role of meaningful work and moderating role Supervisor Phubbing. The discussion in this chapter are related to research design, population and sampling techniques, characteristics of the sample and instruments of all the variables and items present

in each variable. This chapter focuses on the methodology that was followed for the analysis and the relationship between Leader Member exchange as independent variable, Meaningful Work as mediator, Supervisor Phubbing as moderator and Employees cyber loafing as dependent variable.

## **3.2 Research Design**

Better research design helps the researcher to obtain the excellent and the proper results. Also it helps in the increasing of the benefits in the research. Mostly there are main two approaches for the good research in the field of social sciences and they are known as the Qualitative approach and the other one is quantitative approach.

Mostly researchers are confident that qualitative research is not good and it is not reliable but quantitative research is reliable for the research design (De Vaus, 2001). Researchers can secure authenticated and trustworthy results with the assistance of quantitative research design (Chase, Teel, Thornton-Chase, & Manfredi, 2016). For our current study quantitative research design was used by using standardized techniques and all the tools. It is highly reliable data and by knowing the observable facts. And understand the concerns and the relationships, impact and the source.

Research design express the all new aspects when we do research it includes the all variables which is used in the research which is independent variable, dependent variable, mediator or moderator. Here correlation and regression analysis is included by which that process we do data collection and also the research problems. This aspect was used in the research design.

### **3.2.1 Type of the Study**

Our current study is explanatory study. According to (Baxter & Jack, 2008). Many researchers used this term when they explore answers of the questions and the main objective is to discuss the causal relation between the interventions.

Our current study points out the significance of the Leader member exchange on employee's cyber loafing for this study is conducted.

For this all the banks are targeted to get the proper and complete data and the authentic and verified data. Initially 450 questionnaires were distributed and more than 415 responses were received. Study was collected from population in the Pakistan.

Research design describes the process of investigation to managing research. The main objective of this study is to investigate the impact of LMX influence on employee cyber loafing via meaningful work: supervisor phubbing as moderator. In this study also present the mediating role of meaningful work and moderating role of supervisor phubbing. In this study independent variable was focused and data was collected from Banks.

### **3.2.2 Research Philosophy**

Our research philosophy is positivism. In this study we follow this positivism philosophy. The Quantitative research carried out with the or sustain the positivist paradigm. In the beginning the science used the positivist paradigm and in the field of natural sciences and it was the base of the research. Positivism is based on the or it is derived from the French philosopher Auguste Comte.

It was the initial approach and used quantitative approach which means collection of questionnaire is here so that's why positivist approach is being used. He suggested that all the knowledge came from the human observations (Bourdeau, 2010).

This research is conducted on hypothetical deductive method and also the scientific method in the research and is formed on determinism concept and former research and its base is on current theorizes and leads to understand the hypothesis and it was later on tested for the verification or confirmation of expected hypothesis.

Scientific method of research says that many tests are conducted for the verification and for the proper clarification and for the current main solution of error that is before indicated. To focus on the huge population of the different areas

quantitative study of the research is used to gather the high quality data for the aim of associating variables to each other's and for showing the relation or connecting in the variables which are being used for the particular research.

### **3.2.3 Research Approach**

This study uses deductive approach in its research methodologies

### **3.2.4 Study Setting**

The current study is related with the workplace and the main reason is that respondents in which different subordinates are working in the organization and their leaders or the managers also present their who supervise them.

Employees were present in the office time in the organization and we approached them in the banking time and some questionnaire were filled online and in the office with no pressure. Variables included in this study were neither manipulated nor controlled, and for this study no artificial setup were made.

### **3.2.5 Unit of Analysis**

Our unit of analysis was the employees of the Banks. Employees that working in banks who are directly related to banks and all the employees who are representatives as unit of analysis different culture and the organization, group or person in individual everyone is known as unit.

### **3.2.6 Time Horizon**

Cross sectional data collection time horizon is used for the study. To give the level of ease and confidence to the respondent, demographic factors should be asked in the end of the constructed questionnaire. To generate the true and honest responses from the consumers their anonymity and secrecy of the information was fully ensured.

### **3.3 Population and Sample**

Our population was the “bank employees” as whole population. We use Google source and little was fill directly visit the banks to calculate sample size from population (banks) where there is the use of computers. We collect data from those bank representatives taking as unit of analysis from population. Employees of the bank was providing the data. So, we are going to explore the impact of LMX influence on employee cyber loafing via meaningful work: supervisor phubbing as moderator.

Previous studies explore the other variables but did not show the data of LMX with these variables. We have selected the banking sector because here it is a lot of work load and not too much appreciation. The employees’ salaries are not too much that’s why banks are selected as the population. Because banks are in larger number and our population size were big that’s why banks are selected for the population.

#### **3.3.1 Sample Size**

Therefore, the sample size for the present study was 450 determine by taking whole population of the banks. Employees of the banks that how they are treated with each other and how to work. According to Sekaran and Bougie (2016) it is noted that the sample size for any particular study to carried on should be greater than 50 but smaller than 500 is termed as appropriate and suitable to give accurate results or outcome for any proposed construct under examination.

Due to less time, this study was limited in the twin cities of Pakistan Rawalpindi and Islamabad and into K.P.K province and the other cities in the banking sector.

### **3.4 Data Collection Procedure**

Primary data collection method was used in this study. Questionnaire were used to collect the data from respondents. Quantitative data collection strategy was

use in this study. There exist minimal interference of the researcher and therefore a total of 450 questionnaire were administered personally and online directly to employees of the organization (Sekaran & Bougie, 2016).

To approach those respondents we have used some references of the representatives of firms, and questionnaire form the respondents. Questionnaire distributed through email and mostly by personal meeting to the respondents. Along with constructed questionnaire, cover letter also attached to display the purpose of the study as well as research contact details in case of any query or questionnaire, respectively. The questionnaire was adopted in such a way that is was easy for the respondents to fill and as a result generate honest and truthful response. According Sekaran and Bougie (2016) the questionnaire mode is termed as the most efficient way of collecting data as researcher is well aware about the fact that what is required or demanded actually and how one should measure the construct or variable of interest correctly?

Due to time constraints and to complete the responses, personally administrated questionnaire was used for the area of K.P.K Rawalpindi and Islamabad and other cities of Pakistan. To make a quick and appropriate decision, a type of close ended questionnaire was used as it saves respondent as well as researchers' time of obtaining the response by just selecting a particular given option efficiently (Sekaran & Bougie, 2016).

### **3.5 Sampling Technique**

Furthermore, convenience sampling technique which is type of non-probability sampling was used to collect data from some of the major cities of Pakistan i.e. Islamabad (ISL), Rawalpindi (RWP) and also in K.P.K province. The aim of the present study is to collect the data from the employees have taken as sample from the whole population.

They are easily and conveniently approachable and available to fill the questionnaire, that's why this study use convenience sampling type of non-probability sampling technique. To collect the employee's data from many cities of Pakistan,

the study used the convenience sampling type of non-probability sampling technique. Additionally, the non-probability sampling technique is a type of sampling where the sample subjects i.e. elements does not possess the probability to be chosen.

The aim of the present study is to collect the data from the members of the population who is easily and conveniently approachable and available to the researcher that's why this convenience sampling type- a type of non-probability sampling technique is used (Sekaran & Bougie, 2016).

### **3.6 Handling of Received Questionnaires**

Received questionnaires were carefully examined for missing data. The questionnaires received were having problem of missing values means that there are some questions in a questionnaire that were not answered by the respondents. In quantitative study, an important aspect is to handle missing data, and it creates some more serious problems. And it needs to constitute the statistical power of the main data. Statistical power means statistical technique analytical ability to discover any significant which have the effect on the data and it can be observed data. Secondly, missing data can also influence on the accuracy of estimated variables. To handle the missing data guidelines is available in the literature. The values which are not available dominant techniques for handle are regression imputation and the deletion one by one in case of the missing data. All the data is deleted according to the respondent.

All and each method have own pros and cons. If talk about list wise deletion approach it takes into consideration only respondents original responses and researcher doesn't not put any data but if little value is missing their than it can cause the loss in the large amount of the data and can influence sample size as well. Mean substitution approach assists saving large amount of data but the disadvantage is that it might interrupt original links that have been shown by the respondents. Although, this issue can be disparaged if complete section in questionnaire is missed or missing values are small in numbers. The current study



which is based on the questionnaire which is being received from the respondents and after putting all the data there was realized of some missing values. And the reason was that some values were missing in the questionnaires (Roth & Switzer III, 1995).

### **3.7 Data Collection Technique**

In the month of November and December 2020 close ended questionnaires were distributed. Almost 450 questionnaires were distributed through Google doc and printed questionnaires. 415 questionnaires were received out of almost 450. The response rate was 72%.

### **3.8 Data Analysis Tool**

The SPSS and AMOS software were used here to run the data that has been collected from the method used of Google doc and which was personally distributed data of close ended questionnaire. Correlation data is used that how the data and the variable is connected. To measure the hypothesis testing the regression analysis is used.

#### **3.8.1 Analytical Techniques**

Here we have used the SPSS and AMOS for all the analysis of data. To measure the internal reliability of the scale SPSS is used. Correlation has been performed to find the changes in the one variable and the changes in the other variables.

### **3.9 Sample Characteristics**

Demographics question were also asked from them. Many questions were asked in the questionnaire and I assured them that all their responses was kept confidential

and were only used for the purpose of analysis. In the demographics questions included questions was Gender, Age, Experience and Qualification. And the other entire sample is mentioned below.

### 3.9.1 Gender

The most asked questions were asked in the questionnaire was gender. Because it divides the male and female in the different population. In the present study I have tried about the gender equality but it has been seen that male employee's ratio is greater than the female employees.

TABLE 3.1: Frequency by Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	295	73.8	73.8	73.8
Female	105	26.3	26.3	100
Total	400	100	100	

**Table 3.1** shows that total sample size is 400. And here in 400 sample 295 is male and the percentage is 72.8% and the female is 105 and the their percentage is 26.3%. The overall percentage is calculated on the 100% and is already mentioned in the above table.

### 3.9.2 Age

Now a day's people don't like to tell or share their age because of some hesitation, and because of that age is divided in to the different ranges.

TABLE 3.2: Respondent's Age Distribution

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18-25	80	20	20	20
26-33	156	39	39	59
34-41	116	29	29	88
42-49	41	10.3	10.3	98.03
50 and above	7	1.8	1.8	100
Total	400	100	100	

The **Table 3.2** shows that the maximum age of the respondents were in between 26-33 and their percentage were 39% and have the age between 34-41 percentage is 29% furthermore having the age from 18-25 percentage were 20% and the age from 42-29 percentage is 10.3 and the last one having the age from 50 and above respondent's percentage is 7%. The percentage was calculated as 100. The respondents have the age ranges from 26-33 has the highest percentage.

### 3.9.3 Qualification

Qualification is the important part of demographics same as the age, gender because education is important for any country success. Education is the main source of the knowledge of any country. Education helps the individual personally. Qualification is important in the demographics of the questionnaire to know well.

TABLE 3.3: Respondent's Qualification

Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
Matric	3	0.8	0.8	0.8
Inter	10	2.5	2.5	3.3
Bachelor	151	37.8	37.8	41
Masters	163	40.8	40.8	81.8
MS/PHD	73	18.3	18.3	100
Total	400	100	100	

**Table 3.3** shows the qualification of the employees that 0.8% have matric and 2.5% have the inter and the other 37.8% have the education of the bachelor those who have masters qualification percentage is 40.8 and the MS/PhD have the 18.3%. The respondent who hold the highest percentage is who have the Master degrees and that is 40.8%.

### 3.9.4 Experience

To gather the data from the employees and to get to know the experience of respondent's different ranges of the experience were set that the respondent can select easily without any hesitation.

TABLE 3.4: Respondent's Experience

Experience	Frequency	Percent	Valid Percent	Cumulative Percent
1-5	145	36.3	36.3	36.3
6-10	114	28.5	28.5	64.8
11-15	73	18.3	18.3	83
16-20	57	14.3	14.3	97.3
21 and above	11	2.8	2.8	100
Total	400	100	100	

**Table 3.4** shows the information about the experience and tells that many respondents from 1-5 have the highest experience of 36.3% and have the experience from 6-10 have 28.5% respondent have the 11-5 years have the 18.3% and the experience who hold 16-20 years is 14.3% and the last one who are 21 and about have the 2.8%.

### 3.10 Research Instrument

Questionnaires are one adopted from the original papers or other is adapted from the other paper which is published in the good impact journals. Different scale detailed are used in the present study Leader member exchange, supervisor phubbing, meaningful work, employees cyber loafing.

### 3.11 Measurement

The measurement scale would be adopted. All assumed constructs of study is measured via scale of multiple items using a five-point likert scale ranging from 1= strongly disagree to 5= strongly agree, and for one variable 7-point liker scale is used.

#### 3.11.1 Statistical Software

Two kind of software's for generating the proposed hypothesized constructs. Firstly, SPSS- and the other AMOS for the model fitness were used.

### **3.11.2 Leader Member Exchange**

We measure the leader member exchange on 5 likert scale-items instrument developed by (Graen & Uhl-Blen,1995). The Item Included in the scale are “Do you know where you stand with your leader [and] do you usually know how satisfied your leader is with what you do ?”, “How well does your leader understand your job problems and needs? “how well does your leader recognize your potential?”. We measure this on five-point likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). Reliability of this scale was 0.886.

### **3.11.3 Meaningful Work**

We used 10-item scale which is used by (Steger, Dik, & Duffy, 2012) “ I have found a meaningful career”, “ I view my work as contributing to my personal growth”, “and I have a good sense of what makes my job meaningful”. Measurement of these variables is on five Likert scale ranging from 1 (Absolutely untrue) to 5 (Absolutely True). Reliability of this scale was 0.774.

### **3.11.4 Employees Cyberloafing**

We used a 11-item scale which is available in the paper of (Lim, 2002) Sports related Web sites”, “Investment related Web sites ”, “Entertainment related Web sites ”, “General news sites”, “Non-job related Web sites. ”This measure on five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Reliability of this scale was 0.900.

### **3.11.5 Supervisor Phubbing**

We take (Roberts & David, 2016) scale modified by (Roberts & David, 2017) “During a typical meeting where my boss and I are both present, my boss pulls out and checks his/her cell phone”. “My boss keeps his or her cell phone in hand when he or she is with me”. “My boss glances at his/her cell phone when talking

to me” Etc. This measure is on seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Reliability of this scale was 0.774.

TABLE 3.5: Instruments

S.No	Variable	Source	Items
1	Leader Member Exchange	Graen & Uhl-Blen,1995	7
2	Supervisor Phubbing	James A. Roberts,Meredith E. David 2017	9
3	Meaningful Work	Michael F. Steger,Baryan J. Dik Ryan D. Duffy	10
4	Employees Cyberloafing	Vivien K.G.Lim 2002	11

### 3.12 Pilot Testing

Before performing the analysis on the larger scale it would be a very effective and the proactive approach to do the pilot testing. Pilot testing was reduce many risk and that would be wastage of time and the resources. Hence, almost 40 questionnaires were carried out in order to know the validate results are familiar and in line with the hypothesis or not. After conducting the complete pilot testing the result was that there was no significant problem in the all variables and the scales were completely perfect and reliable for the study.

TABLE 3.6: Pilot Testing

Variables	Cronbach's alpha	Items
Leader Member Exchange	0.777	7
Supervisor Phubbing	0.826	9
Meaningful Work	0.864	10
Employees Cyberloafing	0.861	11

### 3.13 Reliability Analysis

Reliability is defined as a process which gives the same consistent results again and again when the main item is being tested many number of times, and also it is for the scale. When the reliability of the scale shows the ability of the scale to provide the consistent results when tested is being performed many number of times. I have performed the reliability test by using Cronbach alpha, because it tells about the internal reliability of the variables and also shows about those variables and that they have link between each other or no link and with that it can also measure the single construct. The significant line or range for the Cronbach alpha is 0 to 1 (Cronbach, 1951). When the value of the Cronbach alpha, is higher. Then then reliability of the scale to know or to measure the construct then it means that the measure is high. Cronbach is developed by in 1994 by Cronbach. Cronbach alpha or the coefficient alpha it is important that it should be greater than the minimum threshold that is 0.70 to give better estimates to retain the items. And if it is below the 0.70 then it is less reliable. Reliability test is a simple common test which is used in the research to measure the validity of the scale which is used for the research. Scale. Lower the value of Cronbach Alpha lowers the reliability of the scale when higher than it is higher. Table 3.7 mentions the details of Cronbach Alpha Coefficient. The Cronbach alpha values shows that the variables which were under research are above 0.7. It shows that these items are highly reliable which is used in the current study in the context of the Pakistan.

TABLE 3.7: Scale Reliability and Validity Analysis

Variables	Cronbach's alpha	Items
Leader Member Exchange	0.886	7
Supervisor Phubbing	0.774	9
Meaningful Work	0.855	10
Employees Cyberloafing	0.900	11

### **3.14 Data Analysis**

After the complete collection of my data which is relevant to the study are 400 respondents, for the purposes of the analysis. And there was no missing and double entries. SPSS was used to analyze the data. Much number of procedures was used to analyzing or processing the data. That procedure which are mentioned below.

1. First of all, those questionnaires are selected for the purposes of analysis which are filled completely and also those are selected which don't have double values.
2. Every item was coded properly and was used for the analysis further in the questionnaire.
3. Frequency table were used for explaining the respondent sample characteristics.
4. Descriptive statistics were measured while using the numerical values.
5. Cronbach alpha is used to check the reliability of the all variables.
6. Correlation analysis was conducted to know that there is significant relationship exist between all those variables.
7. Single linear regression analysis of Independent and Dependent variable was Conducted to determine or demonstrate the proposed relationship. Preacher and Hayes Process were used for conducting mediation and moderation to know or determine the current role of the mediation and moderator between the independent and dependent variable.

By using the Preacher and Hayes process method the hypothesis is being checked by testing to check the acceptance for the current hypothesis.

### **3.15 Research Ethics**

While doing this research thesis, complete ethics and standard were used during time of collecting the data. Aim of my research were conveyed them properly and



completely to the respondents, for the data and the analysis. I have given the guarantee that their data was confidential of the subordinates who was fill the thesis questionnaire. To stop the problems from the supervisor if they know that they rate him/her.

They was kept secret because it has supervisor related emotions personality and other things. In addition, data were filled completely in the natural setting in the organization and also filled online to keep the confidentiality and it's much easier to give us the response. Subordinates or respondents were not forced or pressurized for the feedback. Complete time was given to them to get the better response. Without all this some respondent does not give us the questionnaire back or someone completely filled wrong. With all this I responded them with a proper manner and or good behavior without using negative comments or bad words.

# Chapter 4

## Data Analysis and Discussion

For the complete data analysis two different software's were used such as the SPSS and AMOS. Confirmatory factor analysis was performed to check the model fitness using the Amos. In addition, to check the relationships between variables, descriptive statistics, Pearson correlation and moderation and mediation analysis SPSS software was used.

### 4.1 Confirmatory Factor Analysis

For the analyzing of the measurement of the model IBM AMOS was used. Model checked by the fit statistics. In the statistics many indices are involved, like chi square, comparative Fit Indices (CFI), Goodness of Fit Index (GFI) Root Mean Square Error of Approximation (RMSEA) and the adjusted goodness of Fit index (AGFI). Comparative fit index assumes that there are no correlations. The acceptance range is between 0 and 1 and for the good and excellent model fit its value should be near to 1. If the value above 0.90 it shows the good model fit and in case the value below it shows poor model fit. According to the (Gefen, Straub, & Boudreau, 2000) Goodness of Fit Index (GFI) asserts absolute fit. For measurement model (Raykov & Marcoulides, 2000). The GFI range is between 0 to 1 value should be near to 1. Goof model fit value GFI should be greater than 0.80 and it's below this threshold it means that it is poor model fit. According to

the (Byrne, 1998) (RMSEA) it evaluate model goodness with the population and the covariance matrix. For the root mean square error of approximation many researchers suggested many threshold values. L. t. Hu and Bentler (1999) they given suggestion that the range should be between the 0.006-0.08,and the other suggested (Schumacker & Lomax, 2004) proved the suggestions that for the good model fit its value should be less than 0.05. The other authors (MacCallum, Browne, & Sugawara, 1996)suggested that it should be 0.10 or less than 0.10 for the good model fit.

### 4.2 Measurement Model

By using the AMOS we found that model is good fit because CFI, GFI,TLI and RMSEA values were found here significant.

TABLE 4.1: Measurement Model

Model		CMIN/DF	CFI	TLI	IFI	GFI	RMSEA
Baseline Hypothe-sized Model		2.035	0.934	0.928	0.935	0.86	0.051

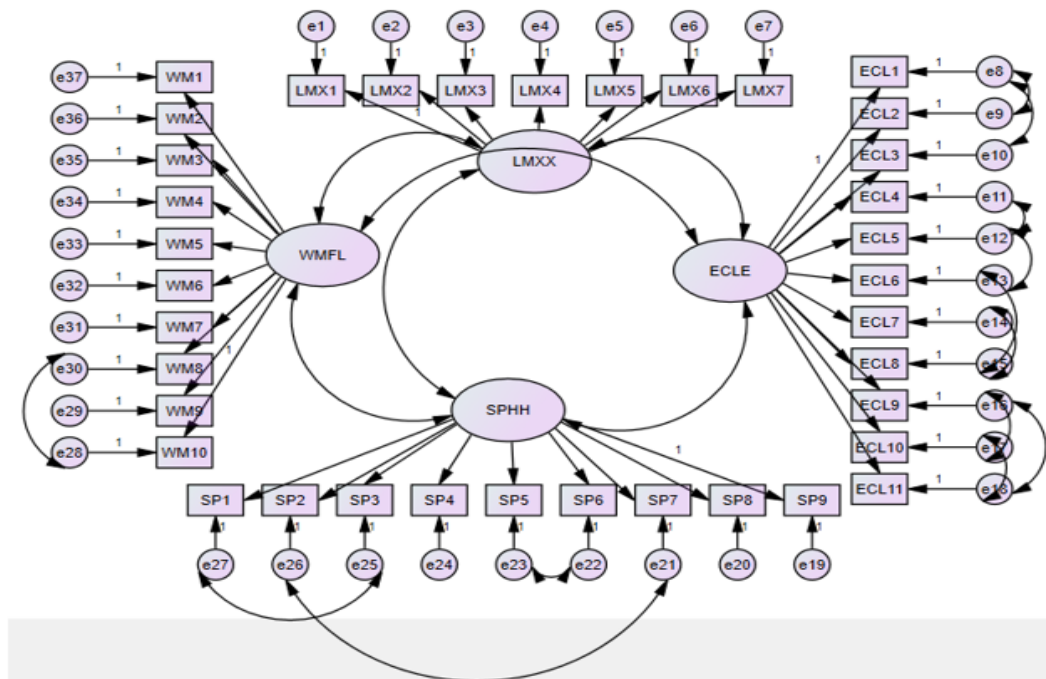


FIGURE 4.1: Measurement Model

Before explaining the table which is give above the important thing is to clarify the **Figure 4.1**. The WMFL it points out the or indicate the meaningful Work, LMXX shows that it is leader member exchange, and the SPHH indicates the supervisor phubbing, ECLE indicates towards employees cyberloafing. The above tables revealed that the model is completely fit because of good fit. Hence the tables depict that the all values are according to threshold values. The Incremental fit index (IFI) is greater than 0.90 which is 0.935, which shows the good fit, comparative fit index (CFI) value, must be greater than 0.90 which is now 0.934 which again shows the excellent model fit, root mean square error value should be less than 0.07 and it was 0.051 which depicts excellent model. Similarly, the Tucker-Lewis index must be greater than the 0.90 and it was 0.929 which is excellent model fit. And the value of goodness of fit index should be greater than then 0.80 and it was 0.860 which indicates that good model fit. But for the value if chi-square for model fit should be less than 3 and here the value is 2.035 which indicates the excellent model fit. The four factor model results are better and the excellent model as the values provides the evidence.

### 4.3 Descriptive Statistics

Descriptive Statistics table displays the key and important information which has been collected for the purposes of the analysis in the organization. Descriptive Statistics have the all respondents and the maximum and the minimum values of every variable also the means and the standard deviations of every individual variable. It can sum the data in the proper organized and also in the summarized foam completely. Three variables were measured on the 5 likert scales and only one variable is measured on the 7 likert scales. Descriptive statistics is complete information summary of the all data because it points out the significant statistic points. Some significant figures are presenting the all complete data.

In **Table 4.2** columns are displayed in which first column have the names of the variables and in the 2nd column have the sample size in the research in third column minimum values which is calculated to the response of the variable, fourth

column have the maximum value which have been received, fifth and the sixth column contain the mean and the standard deviation respectively.

TABLE 4.2: Descriptive Analysis

Variable	Sample Size	Min	Max	Mean	St.Dev
LMX	400	1	5	3.5196	0.76073
WMF	400	1.4	5	3.7185	0.60694
SPH	400	1.11	7	3.4642	1.0779
ECL	400	1	5	2.705	0.86713
Valid N list	400				

Above **Table 4.2** shows that sample size was 400 for all the four variables. The three variables which is on the 5 likert scale is (Leader Member exchange, Meaningful Work, and the Employees Cyber loafing). And the fourth one is on 7 likert scale which is (Supervisor Phubbing).

The independent variable that is Leader Member Exchange has the mean value of 3.5196 with the standard deviation of 0.76073. The dependent variable which is Employees Cyberloafing have the mean value is 2.7050 and the standard deviation is 0.86713. Meaningful work is the mediating variable it has the mean value is 3.7185 and standard deviation of 0.60694. The moderator is supervisor phubbing and the mean is 3.4642 and the standard deviation is 1.07790. Present analysis is measured on the 400 responses which have been selected for the analysis.

#### 4.4 Control Variable

I have run the one-way ANOVA test in SPSS to control variables. To conducting one-way ANOVA, the aim was to check that the demographic have any kind of impact on the dependent variable and the dependent variable is employees Cyberloafing. The aim is to see the relationships which are proposed in the model and

to see the influence. Many studies disclose the significance of the variables that maybe it can affect the present relationship. (Hunter & Hunter, 1984) (McDaniel, Schmidt, & Hunter, 1988) (Hunter & Hunter, 1984). The table 4.3 revealed information.

TABLE 4.3: Control Variables

Control Variables	F-Value	P-value
Gender	1.139	0.265
Age	2.051	0.000
Qualification	1.498	0.030
Experience	3.253	0.000

Significance value of gender is 0.265 is greater than 0.05, so gender is under significance level no need to control. But age, qualification and experience values are, 0.000, 0.030 and 0.000 respectively these three values are less than 0.05 significance level. So, there is need to control the impact of age and experience on dependent variable employee cyberloafing.

## 4.5 Correlation Analysis

Correlation analysis displays the association of the one variable on another variable. Our research key objective is to do correlation analysis among the leader member exchange and employees cyber loafing with the mediation role of meaningful work and moderating role supervisor phubbing to make the hypothesis valid. To understand the two variables correlation analysis was run on the SPSS that the variables vary to each other or not. In the below our table it shows that the correlation of variables is with level of the significance or not and it is also denoted with the positive (+) and the negative (-) sign.

Positive sign shows that the variables are moving in the same direction. When both are going in the same direction here it tells us that are on the positive way. Here negative sign indicated towards it that two variables are negatively related with one another and they are also heading towards the complete opposite direction. Pearson correlation analysis try to know the nature and know that what is the

strength of the relationships and the range of the correlation is from -0.1-0.1. In addition, the value of the “r” tells that what is the strength of the it. And the values of the zero indicated that there is no relationship found or there is no correlation found in those variables.

When the value of the coefficient is lies between 0.1-3 it means that here is weak relationship, and when the value lies between the 0.3-5 it means it have the moderate’s correlation and when the value is greater than the 0.5 it means high correlation is here. Positive sign have show that it have direct association and the negative sign display the indirect sign.

TABLE 4.4: Correlations Analysis

Variables	LMX	WMF	SPH	ECL
Leader Member exchange	1			
Meaningful Work	.649**	1		
Supervisor Phubbing	-.130**	-0.055	1	
Employees Cyberloafing	-.344**	-.273**	.199**	1

\* Correlation is significant at 0.05 levels (2-tailed). \*\*Correlation is significant at the 0.01 level (2-tailed).

Above **Table 4.4** display that the correlation of the all variables. When there is change in the magnitude that there is also change in the other variables. There is positive relationships between the leader member exchange and meaningful work ( $r=0.649^{**}$ ,  $P<0.01$ ). The coefficient values ( $p=-0.130^{**}$ ,  $p<0.01$ ) shows that there is significant negative relationship between supervisor phubbing and leader member exchange. There is significant negative relationship between supervisor phubbing and meaningful work with coefficient value ( $r=-0.055$ ,  $p<0.01$ ). The coefficient value ( $p=-0.344^{**}$ ,  $p<0.01$ ) shows that there is significant negative relationship between employees cyberloafing and leader member exchange.

The coefficient value ( $p=-0.273^{**}$ ,  $p < 0.01$ ) shows that there is significant negative relationship between employees cyberloafing and meaningful work which means that increase in cyberloafing decrease in meaningful work. The coefficient value ( $p=0.199^{**}$ ,  $p < 0.01$ ) shows that there is significant positive relationship between employees cyberloafing and supervisor phubbing.

## 4.6 Multi Collinearity Analysis

TABLE 4.5: Collinearity

Variables	Tolerance	VIF
LMX	0.57	1.756
1 WMF	0.578	1.731
SPH	0.982	1.019

a. Dependent Variable: ECL

**Table 4.5** shows that variance inflation factor of all values is less than 5 and tolerance level of leader member exchange, meaningful work, supervisor phubbing all values of tolerance level is greater than 1. So the multi collinearity is not problematic for the analysis.

## 4.7 Regression Analysis

Regression analysis is used to find the exact and the real relationship which is present in the variables. Regression analysis checks the dependency of one variable on the variables. It has two types or form the first one is simple regression and the other second is multiple regressions. To create the causal relationship, we run the simple or linear regression in the SPSS between the two variables. When the



variables are two or more than two at that time multiple regression is used or conducted for the moderation or mediation. I have conducted simple and multiple regressions below in the different tables.

TABLE 4.6: Simple Regression

<b>Employees Cyberloafing</b>			
Step 1	$\beta$	R <sup>2</sup>	$\Delta R^2$
Age	0.065		
Qualification	0.124		
Experience	-0.33	0.146	0.146
Step 2			
LMX	-.346***	0.232	0.086

Hypothesis 1 enunciates that leader member exchange negatively influences on the employees cyberloafing. In the above table it gives the strong justification. In the initial step we control the three variables (age, qualification, experience) in the one-way ANOVA is used that regress the demographics variables on employees cyberloafing. Result shows that leader member exchange has the negative link with employees cyberloafing. The R<sup>2</sup>=0.232 and  $\beta$ =-0.346 with the significant p<0.000. In addition and R<sup>2</sup> tells us that one unit change in leader member exchange that brings 23% change in the employees' cyberloafing. Hence H1 is accepted.

TABLE 4.7: Simple Regression

<b>Meaningful Work</b>			
Step 1	$\beta$	R <sup>2</sup>	$\Delta R^2$
Age	-0.035		
Qualification	0.172		
Experience	0.076	0.069	0.069
Step 2			
LMX	0.502***	0.44	0.371

Hypothesis 2 states that leader member exchange have the positive influence on meaningful work and for this hypothesis the above results in the table provide us the strong justification. So control variables like (age, qualification, experience) has positive and significant impact on the meaningful work. So we have control the age, qualification, and the experience in the step 1 and in the step 2 regress the demographics on the meaningful work. The beta value is  $\beta=0.502$ ,  $p<0.000$ ,  $R^2=0.44$ . So it demonstrate that when there is one unit change it leads to approx. 37% in meaningful work.so hence H2 is accepted.

TABLE 4.8: Simple Regression

<b>Employees Cyberloafing</b>			
Step 1	$\beta$	$R^2$	$\Delta R^2$
Age	0.065		
Qualification	0.124		
Experience	-0.33	0.14	0.146
Step 2			
Meaningful Work	-0.379***	0.204	0.066

Hypothesis 3 shows that meaningful work have the negative significant impact on the employees Cyberloafing and the above in the table it gives us strong justification. We have already control the variables and these are age, qualification and the experience. The beta value is  $\beta=-0.379$   $p<0.000$ ,  $R^2=0.204$ .here it brings 20% change in it.

TABLE 4.9: Mediation Analysis

	<b>Effect</b>	<b>SE</b>	<b>Boot LLCI</b>	<b>Boot ULCI</b>
Indirect effect	-0.0879	0.0471	-0.1719	0.0051

In Hypothesis 4 tables shows that indirect effect of leader member exchange on employees cyber loafing through meaningful work as mediator. The **Table 4.9** shows that boot LLCI and ULCI signs are not same it means that at any level

values crossing from zero which means that this is not in same direction. Boot LLCI, ULCI value -0.1719, 0.0051 signs different which means that mediation is not occurring. So the hypothesis of mediation is not supported. Similar results found that work meaningful did not mediate the relation between organizational resources and work engagement (Nawrin, R. 2018).

## 4.8 Moderation Role Supervisor Phubbing

TABLE 4.10: Moderation Analysis

Variables	$\beta$	SE	T	P	LLCI	ULCI
Constant	1.9873	0.03916	5.0755	0	1.2175	2.7571
Int term	0.0397	0.0302	1.3173	0.1885	-0.0196	0.099

For moderation 5 hypotheses are already given. Hypothesis 5 tells that Supervisor Phubbing moderates the relationship between the leader member exchange and meaningful work such that supervisor phubbing weakens the relationship between leader member exchange and meaningful work with an increase in supervisor phubbing. **Table 4.10** shows that the lower limit and the upper limit confidence interval level so the lower limit is -0.0196 and the upper limit level is 0.0990 both have not the same sign. So it indicates no moderation and the interaction terms indicate ( $\beta=0.0397$ ,  $p<.05$ ) which means that supervisor phubbing moderates the relationship between leader member exchange and the meaningful work. Hence we can say that hypothesis 5 of moderation is rejected it is not supported.

TABLE 4.11: Moderated Mediation

Mediator	Supervisor Phubbing	Indirect effect	SE	Boot LL	Boot UL
Conditional Indirect effects at M 1					
Supervisor Phubbing	- 1 SD	-0.084	0.0448	-0.173	-0.0004
Supervisor Phubbing	M	-0.0889	0.0474	-0.1828	0.0001
Supervisor Phubbing	+1 SD	-0.0964	0.0512	-0.2029	0-.0022

Moderated mediation is not supported.

## 4.9 Summary of Hypotheses

TABLE 4.12: Summary of Hypothesis

Hypothesis	Statement	Result
H1	Leader member exchange has negative impact on employee's cyberloafing.	Accepted
H2	Leader Member exchange have positive impact on meaningful work.	Accepted
H3	Meaningful work has negative significant impact on employee's cyberloafing.	Accepted
H4	Meaningful work mediates the relationship between leader member exchange and employees cyberloafing.	Not-Supported
H5	Supervisor phubbing moderates the relationship between leader member exchange and meaningful work such that supervisor phubbing weakens the relationship between Leader Member Exchange and meaningful work with increase in supervisor phubbing.	Not-Supported

# Chapter 5

## Discussion and Conclusion

### 5.1 Introduction

In the chapter 5 here I have discuss about the outcomes and also do discussion on the all hypothesis, and the strength and what are the weaknesses of the current study what are the limitations and also the future directions of the study. Complete conclusion have also be discussed.

### 5.2 Discussion

Utilizing the leader member exchange theory in the early 1970s this theory is being reviewed and it have been categorized according to the different consequences of leader member exchange (Liden et al., 1997).

The objective of the present study was to propose and the model of leader member exchange, supervisor phubbing and the meaningful work and the employees cyber loafing.

For this purpose, data were collected in Islamabad and in few cities of Pakistan. In this leader member exchange influence on employee cyber loafing via meaningful work: supervisor phubbing as moderator. The details discussion of each hypothesis is following.

### **5.2.1 H1: Leader Member Exchange has Negative Impact on Employee's Cyberloafing**

To examine the answer here of the very first hypothesis that leader member exchange is related with employees cyber loafing hypothesis 1 was framed. Hypothesis was states that leader member exchange negatively significantly associated with employees cyberloafing. The results for this particular was found significant and hypothesis 1 was accepted as the findings suggests that leader member exchange have significantly linked with employees cyber loafing. Our findings are consistent with leader member exchange theory. Similarly, previous studies have discerned that leader member exchange is also linked with emotion. To reduce the negative emotion by adapting the different behaviors (Little, Gooty, & Have iams, 2016).

Research shows that some organization are provoking the cyber loafing behavior. It can be private organization. Private organization is predictive sometime. Study shows that some organization encourage the cyber loafing in the organization (Hussain, Thurasamy, & Malik, 2017). In addition, more especially every work in the organization has constraint. That how employees can be motivated how we can stop them from cyber loafing. The behavior of the leaders matters in the organization. Issue in the organization is created at that time when there are no proper attentions towards employees. Harsh words, bad behavior, negative comments etc create loss and bad effect towards the organization. Therefore, these above arguments provide strong justifications for hypothesis 1 acceptance that leader member exchange is negatively associated employees cyber loafing. When their have be no proper attention to employees there have be cyber loafing. There have be lack of meaningful work.

### **5.2.2 H2: Leader Member Exchange has Positive Impact on Meaningful Work**

To examine answers for hypothesis 2. Related to meaningful work hypothesis 2 was framed. Hypothesis 2 describes that leader member exchange have positively

and significantly linked with meaningful work. The result of this hypothesis shows strong justification. In addition, if we see that the leader member exchange predicted the work attitudes and leader member exchange provide the independent influence on the variables. Work have meaningful at that time. When the employees have satisfied (Green & Anderson, 1997; Green, Anderson, & Shivers, 1996). And hence from the above justification it is proved that it when there have understanding between the leaders and the follower work have meaningful. And the organization have in profit. So, it shows that hypothesis 2 is accepted and it is positively and significantly linked with meaningful work.

### **5.2.3 H3: Meaningful work has Negative Significant Impact on Employee's Cyberloafing**

To examine answers for hypothesis 3 that meaningful work has influence on employees cyber loafing. Hypothesis 3 describes that meaningful work has negative significant linked with employees cyber loafing. The hypothesis 3 result shows strong justification. Hence it is proved from the previous research that the meaningful work is directly or indirectly it is negatively related with the cyber loafing. It is suggested from the previous research that the leaders can decrease the employee's engagement in the cyber loafing different activities. By increasing the subordinate's experiences of the meaningful work needs to develop the high-quality relations with the employees. When the meaningful workness of the subordinates is decreased there have no longer meaningful work (Usman et al., 2019).

### **5.2.4 H4: Meaningful work Mediates the Relationship between Leader Member Exchange and Employees Cyberloafing**

For investigating the hypothesis no 4, that meaningful work have mediate the relationship between leader member exchange and employees cyber loafing hypothesis 4 was formulated. Hypothesis 4 describes that meaningful work have mediate

the relationship between these two variables and that is leader member exchange and employees cyberloafing. The result does not support the hypothesis 4 that meaningful work mediates the relationship of leader member exchange and the employees cyber loafing. It is shown from the research that leader member exchange is a very rich construct to know the or judge the relationships between the managers and the employees (Green et al., 1996). The table shows that boot LLCI and ULCI signs are not same it means that at any level values crossing from zero which means that this is not in same direction. Boot LLCI, ULCI value  $-.1719$ ,  $0.0051$  signs different which means that mediation is not occurring. Result explores that meaningful work have no significant relationship as a mediator between the leader member exchange and employees cyber loafing. Hence the mediator is rejected. But in a future it should be asked properly in detail to know the result and surely it would give us different result. Moreover, the above discussion of the mediation gives little justification about the rejection. In the contextual setting of Pakistan and third world countries its rejections are because of many things like in the banking sector different culture people are working and rejection comes from this also. Different cast people are working because of that its impact on the organization and rejections comes. Rejection is present in the third world countries also.

### **5.2.5 H:5 Supervisor Phubbing Moderates the Relationship between Leader Member Exchange and Meaningful Work such that Supervisor Phubbing Weakens the Relationship between Leader Member Exchange and Meaningful Work with Increase in Supervisor Phubbing**

For knowing the hypothesis 5. If we look to **Table 4.10** that shows that the lower limit and the upper limit confidence interval level so the lower limit is  $-0.0196$  and the upper limit level is  $0.0990$  both have not the same sign. So, it indicates no moderation and the interaction terms indicate ( $\beta=0.0397$ ,  $p<.05$ )



which means that supervisor phubbing moderates the relationship between leader member exchange and the meaningful work. So, the supervisor phubbing is not significant it means it is not supported. We have asked the questions about this from the respondent but they were not clear and because of less time we don't talk about it too much. But in future such questions can be asked in details. In the contextual setting of Pakistan and third world countries its rejections are because of many things like in the banking sector different culture people are working and rejection comes from this also. Different cast people are working because of that its impact on the organization and rejections comes. Rejection is present in the third world countries also.

### **5.3 Theoretical Implications**

It is accepted that generally in the work place sometime there is lack of intention of leaders towards employees which is harmful for the organization and it cost the organization up to great extent. leader and the follower's relationship should be good in the organization to perform better. Supervisor may not use their phone while talking to their subordinates and the work have meaningful for the employees. To reduce the employee cyber loafing organization must need to focus on the employees.

In the research it gives suggestions that whenever the leader have good to their subordinate's high performances are there. It is identified through the study that the organization is efficient and effective and it leads to greater and to the higher performance. High LMX is required in the organization. And whenever there have low LMX the work have not meaningful for the employees and the employees have move towards cyber loafing in the organization.

It is important to the leaders that the proper time should be given to the employee and listen the employees include them in the discussion give them proper time organization have more effective, the employees have happy and the work may meaningful for them. We have analyzed the variables in the few contextual cities of Pakistan, the unique research comes out which have significantly contributed

in the literature. Moreover, the result of the moderation showed that it is not significant and same as the mediator which is the meaningful work between the leader member exchange and the employee's cyber loafing shows that it is also in significant.

## **5.4 Practical Implications**

This study is equally important in the practical business work. In the age of modernization where the world is moving too much rapidly towards globalization, leader member exchange along with employees cyber loafing is considered one of the significant and important side. This research is help for the organization to know that employees cyber loafing need to be reduced and increased in the importance of the employees in the organization. The organization should change the policy and the policy should be flexible and acceptable for the employees it have help the organization to be effective. Incentives and the proper bounces should be given to the employees. Further this research have help the organization to knowing the issues and the proper polices should be given to the leaders to how to treat with their employees.

In day-to-day practice leaders need to be flexible, time given and listen the issue of the employees. In the future the focus of the study should be extend to the whole Pakistan and the other sectors in the countries where there is use of computers. Also, in the future it is required to know the issues and check the leader member exchange with the supervisor phubbing and with the meaningful work. In this study, new relationships have been tested, those relationships are important and give the high advantage in creating the environment in the new and the old emerging organizations. Our current study played the important role in the literature by showing the negative impact of leader member exchange on the employee's cyberloafing. Current study also shows that how badly the performance of the employees is being effected by leader member exchange if there is low LMX. The leader member exchange serves a very unique role. This study is not only important for the perspectives of leaders but it also important for the

perspective of employees and for the whole banking sector. Pakistan is facing the high level of failure in the banking sector in achieving its goals. Our study indicates that leader and employee's relationship is effected if there is low LMX.

## **5.5 Limitations of Research**

There are always few limitations in the research that it is not possible to cover the all different aspects on our study. This study has filled the research gap by adding some knowledgeable facts in the literature. On the other side some limitations are also associated with this study and that is the time and the resource constraint.

The study is directed to the banks of different cities of Pakistan. The target of the population of the study was difficult in the recent day because of the corona and the security concerns. The current study result was not same according to our expectations if we look to previous study and the literature. In addition, it is important to discuss that presents study has used the convenience sampling method because of limited time and resources.

The limiting factor is use of the convenient sampling where data is collected randomly from the large populations of the different banks. Due to the busy schedules leaders of the organization was not focused too much. Some time it was more difficult to collect the data from them and taken the time from them.

Limitations should be reduced that data can be collected from the all over the country. The Data should be also collected using the other sample techniques in that proper population should be targeted and the expected result should be achieved.

## **5.6 Future Research Directions**

In the future other directions of the study maybe need to tested with the other variables. There is always some space in everything, which provides the future direction. There is little suggestion regarding the current research on which future

research should be conducted in the future. First we have mentioned that the research is conducted in the banking sector of Pakistan. Yes it is possible that the other theories may give the alternate explanation.

Secondly, the current study used the cross-sectional method for the collection of the data, in the future research longitudinal study needs to be conducted. Thirdly my sample size was large and someone can use the small sample size. My area was few cites of Pakistan. In future it can be expanded to the all over the Pakistan and to the different cites or larger cities of Pakistan.

Fourthly it is still a lot of direction that it should need to be study my moderation and mediation is rejected and in future it can study further in details that why mediation and the moderation is not supported. The meaningful work which was my mediation is not supported and the other variable which is moderation and that is supervisor phubbing. It is also possible that target the other organizations by changing the one variable. For the further research it is recommended that the same model can be tested or by adding the variable this model should be checked in the public sectors. The mediator and the moderator should be study in the future in the detail also that why it is being not supported.

## **5.7 Conclusion**

Due to its universal nature and the costly impact of the leader member exchange on the individuals and the to the entire organization, here it is important to start the research to complete examine the situation. In the present study leader member exchange was tested with the employees cyber loafing the moderated variables were supervisor phubbing and the mediator variables was meaningful work. Questionnaire survey was adopted to see that whether the leader member exchanges behaviors are the possible causes of the employee's cyber loafing.

Approximately 550 questionnaires were distributed in the banking sector of Pakistan. In which many was online and few was in personal meeting. But in all that 400 questionnaires was utilized here for the data analysis. The result of the statistical analysis shows that reliability and validity of the model is suitable as

well as our model is completely fit. Leader member exchange was tested with the employees cyber loafing and the moderator was supervisor phubbing and the mediator was meaningful work.

In our study 5 hypothesis are being analyzed and tested in the context of Pakistan. SPSS was used for the purpose of the analysis. H1, H2, H3, were accepted and H4 and H5 were not supported according to the Pakistani context. And the rejections are sometime because of different culture people are working and sometime language barriers and cast issues.

Every study has some limitations. The main limitation was the small number of data which is only collected from Rawalpindi, Islamabad and few other cities of KPK from the banking sector of Pakistan. This study covers the many dimensions of the leader member exchange but still to be covered. For this in the future it is highly recommended that leader member exchange should be also again tested as the moderator.

# Bibliography

- Adeoti, M. O., Shamsudin, F. M., & Mohammad, A. M. (2020). Opportunity, job pressure and deviant workplace behaviour: does neutralisation mediate the relationship? A study of faculty members in public universities in Nigeria. *European Journal of Management and Business Economics*.
- Aggarwal, A., Chand, P. K., Jhamb, D., & Mittal, A. (2020). Leader–member exchange, work engagement, and psychological withdrawal behavior: the mediating role of psychological empowerment. *Frontiers in Psychology*, 11.
- Al-Shuaibi, A. S. I., Shamsudin, F., & Subramaniam, C. (2013). Do human resource management practices matter in reducing cyberloafing at work: Evidence from Jordan. *Paper Presented at the WEI International Academic Conference Proceedings, Istanbul, Turkey*.
- Al-Saggaf, Y., & O'Donnell, S. B. (2019). Phubbing: Perceptions, reasons behind, predictors, and impacts. *Human Behavior and Emerging Technologies*, 1(2), 132-140.
- Allan, B. A. (2017). Task significance and meaningful work: A longitudinal study. *Journal of Vocational Behavior*, 102, 174-182.
- Allan, B. A., Batz-Barbarich, C., Sterling, H. M., & Tay, L. (2019). Outcomes of meaningful work: A meta-analysis. *Journal of Management Studies*, 56(3), 500-528.
- Allan, B. A., Dexter, C., Kinsey, R., & Parker, S. (2018). Meaningful work and mental health: Job satisfaction as a moderator. *Journal of Mental Health*, 27(1), 38-44.

- Allan, B. A., Rolniak, J. R., & Bouchard, L. (2018). Underemployment and Well-Being: Exploring the Dark Side of Meaningful Work. *Journal of Career Development*, 1-15.
- Allan, B. A., Rolniak, J. R., & Bouchard, L. (2020). Underemployment and well-being: Exploring the dark side of meaningful work. *Journal of Career Development*, 47(1), 111-125.
- Anand, S., Vidyarthi, P., & Rolnicki, S. (2018). Leader-member exchange and organizational citizenship behaviors: Contextual effects of leader power distance and group task interdependence. *The Leadership Quarterly*, 29(4), 489-500.
- Andel, S. A., Kessler, S. R., Pindek, S., Kleinman, G., & Spector, P. E. (2019). Is cyberloafing more complex than we originally thought? Cyberloafing as a coping response to workplace aggression exposure. *Computers in Human Behavior*, 101, 124-130.
- Asik-Dizdar, O., & Esen, A. (2016). Sensemaking at work: meaningful work experience for individuals and organizations. *International Journal of Organizational Analysis*.
- Autin, K. L., & Allan, B. A. (2020). Socioeconomic privilege and meaningful work: A psychology of working perspective. *Journal of Career Assessment*, 28(2), 241-256.
- Ayla Esen, O. A.-D. (2016). Sensemaking at work: meaningful work experience for individuals and organizations. *International Journal of Organizational Analysis*, 1-31.
- Bakar, H. A., & Omilion-Hodges, L. M. (2018). Relative leader-member relationships within group context. *Corporate Communications: An International Journal*.
- Baxter, P., & Jack, S. (2008). Qualitative case study methodology: Study design and implementation for novice researchers. *The Qualitative Report*, 13(4), 544-559.
- Berle, M. (2015). If opportunity doesn't knock, build a door.

- Breevaart, K., & Bakker, A. B. (2018). Daily job demands and employee work engagement: The role of daily transformational leadership behavior. *Journal of Occupational Health Psychology, 23*(3), 338.
- Brimhall, K. C., Mor Barak, M. E., Hurlburt, M., McArdle, J. J., Palinkas, L., & Henwood, B. (2017). Increasing workplace inclusion: The promise of leader-member exchange. *Human Service Organizations: Management, Leadership & Governance, 41*(3), 222-239.
- Byrne, B. M. (1998). Structural equation modeling with Lisrel, Preliis, and Simplis: Basic concepts, applications, and programming.
- Carnevale, J. B., Huang, L., & Paterson, T. (2019). LMX-differentiation strengthens the prosocial consequences of leader humility: An identification and social exchange perspective. *Journal of Business Research, 96*, 287-296.
- Chalofsky, N. (2003). An emerging construct for meaningful work. *Human Resource Development International, 6*(1), 69-83.
- Chaolertseree, S., & Taephant, N. (2020). Outcomes of Meaningful Work with a Focus on Asia: A Systematic Review. *The Journal of Behavioral Science, 15*(3), 101-116.
- Chase, L. D., Teel, T. L., Thornton-Chase, M. R., & Manfredi, M. J. (2016). A comparison of quantitative and qualitative methods to measure wildlife value orientations among diverse audiences: A case study of Latinos in the American Southwest. *Society & Natural Resources, 29*(5), 572-587.
- Chen, N., & Zhang, L. (2020). Mediating role of meaningful work and vocational identity on the relationship between perceived family supportive supervisor behaviour and career satisfaction. *Journal of Psychology in Africa, 30*(4), 295-299.
- Chotpitayasunondh, V., & Douglas, K. M. (2018). Measuring phone snubbing behavior: Development and validation of the Generic Scale of Phubbing (GSP) and the Generic Scale of Being Phubbed (GSBP). *Computers in Human Behavior, 88*, 5-17.



- Çikrikci, Ö., Griffiths, M. D., & Erzen, E. (2019). Testing the mediating role of phubbing in the relationship between the big five personality traits and satisfaction with life. *International Journal of Mental Health and Addiction*, 1-13.
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16(3), 297-334.
- Cropanzano, R., Dasborough, M. T., & Weiss, H. M. (2017). Affective events and the development of leader-member exchange. *Academy of Management Review*, 42(2), 233-258.
- Dansereau Jr, F., Graen, G., & Haga, W. J. (1975). A vertical dyad linkage approach to leadership within formal organizations: A longitudinal investigation of the role making process. *Organizational Behavior and Human Performance*, 13(1), 46-78.
- De Boeck, G., Dries, N., & Tierens, H. (2019). The experience of untapped potential: Towards a subjective temporal understanding of work meaningfulness. *Journal of Management Studies*, 56(3), 529-557.
- De Vaus, D. (2001). The context of design. *Research Design in Social Research*, 279.
- Demirtas, O., Hannah, S. T., Gok, K., Arslan, A., & Capar, N. (2017). The moderated influence of ethical leadership, via meaningful work, on followers' engagement, organizational identification, and envy. *Journal of Business Ethics*, 145(1), 183-199.
- Di Fabio, A., Cheung, F. M., & Peiró, J. M. (2020). Editorial to special issue "Personality and individual differences and healthy organizations". *Personality and Individual Differences*, 166, 110196.
- Emery, C., Booth, J. E., Michaelides, G., & Swaab, A. J. (2019). The importance of being psychologically empowered: Buffering the negative effects of employee perceptions of leader-member exchange differentiation. *Journal of Occupational and Organizational Psychology*, 92(3), 566-592.

- Ergün, N., Göksu, İ., & Sakız, H. (2020). Effects of phubbing: Relationships with psychodemographic variables. *Psychological Reports*, 123(5), 1578-1613.
- Eşitti, B., & Kasap, M. (2020). The impact of leader–member exchange on lodging employees' dynamic capacities: The mediating role of job satisfaction. *Tourism and Hospitality Research*, 20(2), 237-244.
- Fairlie, P. (2011). Meaningful work, employee engagement, and other key employee outcomes: Implications for human resource development. *Advances in Developing Human Resources*, 13(4), 508-525.
- Fremaux, S., & Pavageau, B. (2020). Meaningful Leadership: How Can Leaders Contribute to Meaningful Work? *Journal of Management Inquiry*, 1056492619897126.
- Gefen, D., Straub, D., & Boudreau, M.- C. (2000). Structural equation modeling and regression: Guidelines for research practice. *Communications of the association for information systems*, 4(1), 7.
- Gooty, J., & Yammarino, F. J. (2016). The leader–member exchange relationship: A multisource, cross-level investigation. *Journal of Management*, 42(4), 915-935.
- Gottfredson, R. K., Wright, S. L., & Heaphy, E. D. (2020). A critique of the leader–member exchange construct: back to square one. *The Leadership Quarterly*, 31(6), 101385.
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The Leadership Quarterly*, 6(2), 219-247.
- Gramă, B., & Todericiu, R. (2017). What makes work meaningful. *Studies in Business and Economics*, 12(2), 46-52.
- Green, S. G., & Anderson, S. E. (1997). Demographic and Organizational Influences on Leader–Member Exchange and Related Work Attitudes. *Organizational Behavior and Human Decision Processes*, Vol. 66, No. 62, May, pp. 203–214.

- Green, S. G., Anderson, S. E., & Shivers, S. L. (1996). Demographic and organizational influences on leader–member exchange and related work attitudes. *Organizational Behavior and Human Decision Processes*, 66(2), 203-214.
- Greenbaum, R. L., Mawritz, M. B., Bonner, J. M., Webster, B. D., & Kim, J. (2018). Supervisor expediency to employee expediency: The moderating role of leader–member exchange and the mediating role of employee unethical tolerance. *Journal of Organizational Behavior*, 39(4), 525-541.
- Gupta, N., & Sharma, V. (2018). Relationship between leader member exchange (LMX), high-involvement HRP and employee resilience on extra-role performance. *Journal of Indian Business Research*.
- Hanasono, L. K. (2017). Leader-Member Exchange 7 Questionnaire (LMX-7) (Graen & Uhl-Blen, 1995). The Sourcebook of Listening Research: *Methodology and Measures*, 354-360.
- Hassan, S., Jati, M. K. K., Majid, M., & Ahman, Z. (2019). The role of transformational leadership towards MAHB. *International Journal of Accounting, Finance and Business*, 4(17), 1-7.
- He, G., An, R., & Zhang, F. (2019). Cultural Intelligence and Work–Family Conflict: A Moderated Mediation Model Based on Conservation of Resources Theory. *International Journal of Environmental Research and Public Health*, 1-22.
- He, W., Fehr, R., Yam, K. C., Long, L. R., & Hao, P. (2017). Interactional justice, leader–member exchange, and employee performance: Examining the moderating role of justice differentiation. *Journal of Organizational Behavior*, 38(4), 537-557.
- Hesselgreaves, H., & Scholarios, D. (2014). Leader–member exchange and strain: A study of job demands and role status. *Human Resource Management Journal*, 24(4), 459-478.
- Hooper, D. T., & Martin, R. (2008). Beyond personal leader–member exchange (LMX) quality: The effects of perceived LMX variability on employee reactions. *The Leadership Quarterly*, 19(1), 20-30.

- Hu, J., & Hirsh, J. B. (2017). Accepting lower salaries for meaningful work. *Frontiers in Psychology*, 8, 1649.
- Hu, L. t., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: a Multidisciplinary Journal*, 6(1), 1-55.
- Hunter, J. E., & Hunter, R. F. (1984). Validity and utility of alternative predictors of job performance. *Psychological Bulletin*, 96(1), 72.
- Hussain, S., Thurasamy, R., & Malik, M. I. (2017). Determinants of cyberloafing: a comparative study of a public and private sector organization. *Internet Research*.
- Jena, L. K., Bhattacharyya, P., & Pradhan, S. (2019). Am I empowered through meaningful work? The moderating role of perceived flexibility in connecting meaningful work and psychological empowerment. *IIMB Management Review*, 31(3), 298-308.
- Jia, R., & Jia, H. H. (2015). An individual trait-based investigation of employee cyberloafing. *Journal of Information Technology Management*, 26(1), 58-71.
- Jungbauer, K.-L., Loewenbrück, K., Reichmann, H., Wendsche, J., & Wegge, J. (2018). How does leadership influence incident reporting intention in health-care? A dual process model of leader–member exchange. *German Journal of Human Resource Management*, 32(1), 27-51.
- Jussi, T., , M., Viitala, L., & , R. (2018). Linking Managerial Coaching and Leader Member Exchange on Work Engagement and Performance. *Journal of Happiness Studies*, 1-32.
- Khan, M. N., & Malik, M. F. (2017). “My leader’s group is my group”. Leader-member exchange and employees’ behaviours. *European Business Review*.
- Khansa, L., Barkhi, R., Ray, S., & Davis, Z. (2018). Cyberloafing in the workplace: mitigation tactics and their impact on individuals’ behavior. *Information Technology and Management*, 19(4), 197-215.

- Khattak, S., Ullah, H., & Awan, M. (2020). Does Supervisor Communication Styles Reduce Cyber loafing. Important Roles of Work Engagement and Psychological Capital. *Global Social Sciences Review*, 1, 562-571.
- Kim, D., Choi, D., & Vandenberghe, C. (2018). Goal-focused leadership, leader-member exchange, and task performance: The moderating effects of goal orientations and emotional exhaustion. *Journal of Business and Psychology*, 33(5), 645-660.
- Kim, M., & Beehr, T. A. (2018). Organization-based self-esteem and meaningful work mediate effects of empowering leadership on employee behaviors and well-being. *Journal of Leadership & Organizational Studies*, 25(4), 385-398.
- Kirrane, M., Kilroy, S., Kidney, R., Flood, P. C., & Bauwens, R. (2019). The relationship between attachment style and creativity: The mediating roles of LMX and TMX. *European Journal of Work and Organizational Psychology*, 28(6), 784-799.
- Koay, K.-Y., & Soh, P. C.-H. (2018). Should cyberloafing be allowed in the workplace? *Human Resource Management International Digest*.
- Koay, K. Y. (2018). Workplace ostracism and cyberloafing: a moderated–mediation model. *Internet Research*.
- Kuvaas, B., & Buch, R. (2018). Leader-member exchange relationships and follower outcomes: The mediating role of perceiving goals as invariable. *Human Resource Management*, 57(1), 235-248.
- Kuvaas, B., Buch, R., Dysvik, A., & Haerem, T. (2012). Economic and social leader–member exchange relationships and follower performance. *The Leadership Quarterly*, 23(5), 756-765.
- Ledford, G. E. (1999). Comment: Happiness and productivity revisited. *Journal of Organizational Behavior*, 25-30.
- Lee, A., Legood, A., Hughes, D., Tian, A. W., Newman, A., & Knight, C. (2019). Leadership, creativity and innovation: a metaanalytic. *European Journal of Work and Organizational Psychology*, 1-36.

- Lee, M. C. C., Idris, M. A., & Delfabbro, P. H. (2017). The linkages between hierarchical culture and empowering leadership and their effects on employees' work engagement: Work meaningfulness as a mediator. *International Journal of Stress Management*, 24(4), 392.
- Liberman, B., Seidman, G., McKenna, K. Y., & Buffardi, L. E. (2011). Employee job attitudes and organizational characteristics as predictors of cyberloafing. *Computers in Human Behavior*, 27(6), 2192-2199.
- Liden, R. C., Sparrowe, R. T., & Wayne, S. J. (1997). Leader-member exchange theory: The past and potential for the future. *Research in Personnel and Human Resources Management*, 15, 47-120.
- Lim, V. K. (2002). The IT way of loafing on the job: Cyberloafing, neutralizing and organizational justice. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 23(5), 675-694.
- Lim, V. K., & Chen, D. J. (2012). Cyberloafing at the workplace: gain or drain on work? *Behaviour & Information Technology*, 31(4), 343-353.
- Lim, V. K., & Teo, T. S. (2005). Prevalence, perceived seriousness, justification and regulation of cyberloafing in Singapore: An exploratory study. *Information & Management*, 42(8), 1081-1093.
- Lips-Wiersma, M., Haar, J., & Wright, S. (2020). The effect of fairness, responsible leadership and worthy work on multiple dimensions of meaningful work. *Journal of Business Ethics*, 161(1), 35-52.
- Little, L. M., Gooty, J., & Williams, M. (2016). The role of leader emotion management in leader-member exchange and follower outcomes. *The Leadership Quarterly*, 27(1), 85-97.
- Lysova, E. I., Allan, B. A., Dik, B. J., Duffy, R. D., & Steger, M. F. (2019). Fostering meaningful work in organizations: A multi-level review and integration. *Journal of Vocational Behavior*, 110, 374-389.

- MacCallum, R. C., Browne, M. W., & Sugawara, H. M. (1996). Power analysis and determination of sample size for covariance structure modeling. *Psychological Methods*, 1(2), 130.
- Magnano, P., Santisi, G., Zammitti, A., Zarbo, R., & Di Nuovo, S. (2019). Self-perceived employability and meaningful work: The mediating role of courage on quality of life. *Sustainability*, 11(3), 764.
- Martela, F., & Pessi, A. B. (2018). Significant work is about self-realization and broader purpose: defining the key dimensions of meaningful work. *Frontiers in Psychology*, 9, 363.
- Martin, R., Thomas, G., Legood, A., & Dello Russo, S. (2018). Leader–member exchange (LMX) differentiation and work outcomes: Conceptual clarification and critical review. *Journal of Organizational Behavior*, 39(2), 151-168.
- Martin, R., Thomas, G., Legood, A., & Russo, S. D. (2017). Leader–member exchange (LMX) differentiation and work outcomes: Conceptual clarification and critical review. *Journal of Organizational Behaviour*, 1-18.
- McDaniel, M. A., Schmidt, F. L., & Hunter, J. E. (1988). A meta-analysis of the validity of methods for rating training and experience in personnel selection. *Personnel Psychology*, 41(2), 283-309.
- Michaelson, C. (2019). A Normative Meaning of Meaningful Work. *Journal of Business Ethics*, 1-16.
- Michaelson, C., Pratt, M. G., Grant, A. M., & Dunn, C. P. (2014). Meaningful work: Connecting business ethics and organization studies. *Journal of Business Ethics*, 121(1), 77-90.
- Mohamed, N. A. A., Morsi, M. M. E., & Mahmoud, S. I. (2020). The Perspective of Leader-Member Exchange and Its Relation with Workplace Empowerment and Organizational Citizenship Behavior among Nurses. *Evidence-Based Nursing Research*, 1-10.
- Mostafa, A. M. S., & Abed El-Motalib, E. A. (2020). Ethical leadership, work meaningfulness, and work engagement in the public sector. *Review of Public Personnel Administration*, 40(1), 112-131.

- Nawrin, R. (2018). Mediating role of meaningful work between resources and work engagement in Bangladesh's private banks. *Management & Marketing. Challenges for the Knowledge Society*, 13(1), 777-795.
- Ng, J. C. Y., Shao, I. Y. T., & Liu, Y. (2016). This is not what I wanted: The effect of avoidance coping strategy on non-work-related social media use at the workplace. *Employee Relations*.
- Nikolova, M., & Cnossen, F. (2020). What makes work meaningful and why economists should care about it. *Labour Economics*, 65, 101847.
- Oelberger, C. R. (2019). The dark side of deeply meaningful work: Work-relationship turmoil and the moderating role of occupational value homophily. *Journal of Management Studies*, 56(3), 558-588.
- Pan, S.-Y., & Lin, K. J. (2018). Who suffers when supervisors are unhappy? The roles of leader-member exchange and abusive supervision. *Journal of Business Ethics*, 151(3), 799-811.
- Pancani, L., Gerosa, T., Gui, M., & Riva, P. (2020). "Mom, dad, look at me": The development of the Parental Phubbing Scale. *Journal of Social and Personal Relationships*, 0265407520964866.
- Park, J. G., Kim, J. S., Yoon, S. W., & Joo, B.-K. (2017). The effects of empowering leadership on psychological well-being and job engagement. *Leadership & Organization Development Journal*.
- Patulny, R., Mills, K. A., Olson, R. E., Bellocchi, A., & McKenzie, J. (2020). The emotional trade-off between meaningful and precarious work in new economies. *Journal of Sociology*, 56(3), 333-355.
- Pavlish, C., & Hunt, R. (2012). An exploratory study about meaningful work in acute care nursing. *Paper Presented at the Nursing Forum*.
- Pichler, S., Livingston, B., Yu, A., Varma, A., Budhwar, P., & Shukla, A. (2019). Nationality diversity and leader-member exchange at multiple levels of analysis. *Equality, Diversity and Inclusion: An International Journal*.



- Quade, M. J., McLarty, B. D., & Bonner, J. M. (2019). The influence of supervisor bottom-line mentality and employee bottom-line mentality on leader-member exchange and subsequent employee performance. *Sage*, 1-25.
- Quade, M. J., McLarty, B. D., & Bonner, J. M. (2020). The influence of supervisor bottom-line mentality and employee bottom-line mentality on leader-member exchange and subsequent employee performance. *Human Relations*, 73(8), 1157-1181.
- Rajah, R., & Lim, V. K. (2011). Cyberloafing, Neutralization, and Organizational Citizenship Behavior. *PACIS*, 152, 24-40.
- Raykov, T., & Marcoulides, G. A. (2000). A method for comparing completely standardized solutions in multiple groups. *Structural Equation Modeling*, 7(2), 292-308.
- Roberts, J. A., & David, M. E. (2016). My life has become a major distraction from my cell phone: Partner phubbing and relationship satisfaction among romantic partners. *Computers in Human Behavior*, 54, 134-141.
- 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.
- Roberts, J. A., & David, M. E. (2020). Boss phubbing, trust, job satisfaction and employee performance. *Personality and Individual Differences*, 155, 109702.
- Robijn, W., Euwema, M. C., Schaufeli, W. B., & Deprez, J. (2020). Leaders, teams and work engagement: a basic needs perspective. *Career Development International*.
- Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of Management Journal*, 38(2), 555-572.
- Roth, P. L., & Switzer III, F. S. (1995). A Monte Carlo analysis of missing data techniques in a HRM setting. *Journal of Management*, 21(5), 1003-1023.
- Saghih, A. M. F., & Nosrati, S. (2020). The antecedents of job embeddedness and their effects on cyberloafing among employees of public universities in

- eastern Iran. *International Journal of Islamic and Middle Eastern Finance and Management*.
- Schumacker, R. E., & Lomax, R. G. (2004). A beginner's guide to structural equation modeling: *Psychology Press*.
- Sears, G. J., & Hackett, R. D. (2011). The influence of role definition and affect in LMX: A process perspective on the personality–LMX relationship. *Journal of Occupational and Organizational Psychology*, 84(3), 544-564.
- Sekaran, U., & Bougie, R. (2016). Research methods for business: A skill building approach: *John Wiley & Sons*.
- Sherony, K. M., & Green, S. G. (2002). Coworker exchange: relationships between coworkers, leader-member exchange, and work attitudes. *Journal of Applied Psychology*, 87(3), 542.
- Simonet, D. V., & Castille, C. M. (2020). The search for meaningful work: A network analysis of personality and the job characteristics model. *Personality and Individual Differences*, 152, 109569.
- Smids, J., Nyholm, S., & Berkers, H. (2020). Robots in the Workplace: a Threat to—or Opportunity for—Meaningful Work? *Philosophy & Technology*, 33(3), 503-522.
- Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). Measuring meaningful work: The work and meaning inventory (WAMI). *Journal of Career Assessment*, 20(3), 322-337.
- Tanskanen, J., Mäkelä, L., & Viitala, R. (2019). Linking managerial coaching and leader–member exchange on work engagement and performance. *Journal of Happiness Studies*, 20(4), 1217-1240.
- Tong, L. (2018). Relationship between meaningful work and job performance in nurses. *International Journal of Nursing Practice*, 24(2), e12620.
- Tummers, L. G., & Knies, E. (2013). Leadership and meaningful work in the public sector. *Public Administration Review*, 73(6), 859-868.

- Usadolo, S. E., Usadolo, Q. E., & Makwambeni, B. (2020). Influence of leader-member exchange on teachers' workplace outcomes at vocational colleges in South Africa. *Journal of African Business*, 21(2), 264-287.
- Usman, M., Javed, U., Shoukat, A., & Bashir, N. A. (2019). Does meaningful work reduce cyberloafing? Important roles of affective commitment and leader-member exchange. *Behaviour & Information Technology*, 1-15.
- Wang, D., Gan, C., & Wu, C. (2016). LMX and employee voice. *Personnel Review*.
- Wang, H.-J., Le Blanc, P., Demerouti, E., Lu, C.-Q., & Jiang, L. (2019). A social identity perspective on the association between leader-member exchange and job insecurity. *European Journal of Work and Organizational Psychology*, 28(6), 800-809.
- Westoby, P., & Shevellar, L. (2019). The possibility of cooperatives: a vital contributor in creating meaningful work for people with disabilities. *Disability & Society*, 34(9-10), 1613-1636.
- Wong, S. I., Fieseler, C., & Kost, D. (2020). Digital labourers' proactivity and the venture for meaningful work: Fruitful or fruitless? *Journal of Occupational and Organizational Psychology*, 93(4), 887-911.
- Xu, A. J., Loi, R., Cai, Z., & Liden, R. C. (2019). Reversing the lens: How followers influence leader-member exchange quality. *Journal of Occupational and Organizational Psychology*, 92(3), 475-497.
- Yang, J., Huang, Y., & Zhou, S. (2019). Emotional labor directed at leaders: the differential effects of surface and deep acting on LMX. *The International Journal of Human Resource Management*, 1-20.
- Yasin, R. M., Bashir, S., Abeele, M. V., & Bartels, J. (2020). Supervisor phubbing phenomenon in organizations: determinants and impacts. *International Journal of Business Communication*, 2329488420907120.
- Yu, D., & Liang, J. (2004). A new model for examining the leader-member exchange (LMX) theory. *Human Resource Development International*, 7(2), 251-264.

- Yukl, G., O'Donnell, M., & Taber, T. (2009). Influence of leader behaviors on the leader-member exchange relationship. *Journal of Managerial Psychology*.
- Zoghbi-Manrique-de-Lara, P., Viera-Armas, M., & García, G. D. B. (2019). Does supervisors' mindfulness keep employees from engaging in cyberloafing out of compassion at work? *Personnel Review*.

# Appendix-A

## Questionnaire

**Dear Respondent**

My name is Muhammad Usman Khan. As as MS research student as Capital University of Sciences And Technology, Islamabad, I am conducting data for my research paper titled as “**Leader Member Exchange Influence on Employee Cyber Loafing Via Meaningful Work: Supervisor Phubbing as Moderator**” in the contextual setting of Pakistan. It will take your 10-15 minutes to answer the questions by providing the valuable information. I assure you that data will be strictly kept confidential and will only be used for academic purposes. To ensure anonymity, you are not supposed to write your name or name of organization anywhere in the questionnaire.

Thanks a lot for your help and support!

Sincerely,

**Muhammad Usman Khan,**

**MS (HRM) Research Scholar,**

**Faculty of Management and Social Sciences,**

**Capital University Science and Technology, Islamabad.**

## Section 1: Demographics

Please provide following information.

Gender	1-Male 2-Female
Age	1(18-25), (26-33), 3(34-41), (42,49), (50 and above)
Qualification	1(Matric), 2(inter), 3(Bachelor), 4(Master), 5(MS/PHD)
Experience	1(1-5), 2(6-10), 3(11-15), 4(16-20), 5(21&above)

## Section 2: Meaningful Work

Please tick the relevant choices: 1=Absolutely untrue 2 = Untrue 3= Neutral 4 = True 5= Absolutely True.

Sr. No	Items	1	2	3	4	5
1	I have found a meaningful career.	1	2	3	4	5
2	I view my work as contributing to my personal growth.	1	2	3	4	5
3	My work really makes no difference to the world. (R).	1	2	3	4	5
4	I understand how my work contributes to my life's Meaning.	1	2	3	4	5
5	I have a good sense of what makes my job meaningful.	1	2	3	4	5
6	I know my work makes a positive difference in the world.	1	2	3	4	5
7	My work helps me better understand myself.	1	2	3	4	5
8	I have discovered work that has a satisfying purpose.	1	2	3	4	5
9	My work helps me make sense of the world around me.	1	2	3	4	5
10	The work I do serves a greater purpose.	1	2	3	4	5

### Section 3: Supervisor Phubbing

Please tick the relevant choices: 1= Strongly Disagree 2= Disagree 3 = somewhat disagree 4= neither agree not disagree 5 = somewhat agree 6 = Agree 7 = Strongly Agree.

Sr. No	Items	1	2	3	4	5	6	7
1	During a typical meeting where my boss and I are both present, my boss pulls out and check his/her cell phone.	1	2	3	4	5	6	7
2	My boss places his or her cell phone where I can see it when we are together.	1	2	3	4	5	6	7
3	My boss keeps his or her cell phone in hand when he or she is with me.	1	2	3	4	5	6	7
4	When my boss' cell phone rings or beeps, he/she pulls it out even if we are in the middle of conversation.	1	2	3	4	5	6	7
5	My boss glances at his/her cell phone when talking to me.	1	2	3	4	5	6	7
6	I always feel I am competing with my boss' cell phone for attention when we are talking.	1	2	3	4	5	6	7
7	My boss does not use his or her phone when we are talking.(R)	1	2	3	4	5	6	7
8	My boss uses his or her cell phone when we are in meetings.	1	2	3	4	5	6	7
9	When I am talking with my boss, he/she is constantly on his/her cell phone.	1	2	3	4	5	6	7

## Section 4: Employees Cyber Loafing

Please tick the relevant choices: Scale 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree .

Sr. No	Items	1	2	3	4	5
1	Sports related Web sites	1	2	3	4	5
2	Investment related Web sites	1	2	3	4	5
3	Entertainment related Web sites	1	2	3	4	5
4	General news sites	1	2	3	4	5
5	Non-job related Web sites	1	2	3	4	5
6	Download non-work related information	1	2	3	4	5
7	Shop online for personal goods	1	2	3	4	5
8	Adult-oriented (sexually explicit) Web sites	1	2	3	4	5
9	Check non-work related e-mail	1	2	3	4	5
10	Send non-work related e-mail	1	2	3	4	5
11	Receive non-work related e-mail	1	2	3	4	5

## Section 5: Leader Member Exchange

The following statements concern your practical views about LMX within the organization. For each item of the statements below, please indicate one choice by ticking the appropriate number. LMX is on 5 likert scale.



Sr. No	Items	1	2	3	4	5
1	Do you know where you stand with your leader [and] do you usually know how satisfied your leader is with what you do?	Rarely	Occasionally	Sometimes	Fairly open	Very often
2	How well does your leader understand your job problems and needs?	Not a bit	A little	A fair amount	Quite a bit	A great deal
3	How well does your leader recognize your potential?	Not at all	A little	Moderately	Mostly	Fully
4	Regardless of how much formal authority your leader has built into his or her position, what are the chances that your leader would use his or her power to help you solve problems in your work?	None	Small	Moderate	High	Very high

5	Again, regardless of the amount of formal authority your leader has, what are the chances that he or she would “bail you out” at his or her expense?	None	Small	Moderate	High	Very high
6	I have enough confidence in my leader that I would defend and justify his or her decision if he or she were not present to do so.	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
7	How would you characterize your working relationship with your leader?	Extremely ineffective	Worse than average	Average	Better than average	Extremely effective