

EXAMINING THE MODERATING ROLE OF PHUBBING IN THE IMPACT OF WORKPLACE INCIVILITY ON ORGANISATIONAL OSTRACISM

Mehmet Ali Canbolat¹, Esra Yildiz¹ and Morena Paulišić^{2, *}

¹Karamanoğlu Mehmetbey University
Karaman, Türkiye

²Juraj Dobrila University of Pula
Pula, Croatia

DOI: 10.7906/indecs.23.6.2
Regular article

Received: 26 January 2025.
Accepted: 1 November 2025.

ABSTRACT

The study examining the moderating role of phubbing in the impact of workplace incivility on organisational ostracism was conducted with a sample of 423 employees. A quantitative survey method was employed as the data collection technique in the study. Frequency, correlation, reliability, and validity analyses were conducted on research data, followed by hypothesis testing. Hypotheses were examined using an ordinary least squares model with a predictor–moderator interaction. The findings indicate a moderate positive relationship between workplace incivility and organisational ostracism, as well as a low-level positive association between phubbing and both workplace incivility and organisational ostracism. However, no significant effect of workplace incivility on organisational ostracism was found, nor did phubbing have a significant effect on organisational ostracism. Nonetheless, the interactional effect of workplace incivility and phubbing on organisational ostracism was found. Specifically, among participants with low levels of phubbing, higher perceived workplace incivility corresponds with a lesser increase in organisational ostracism, while those with high levels of phubbing exhibit a more substantial increase in perceived organisational ostracism as workplace incivility perceptions rise, especially beyond a moderate threshold. Thus, it is possible to assert that phubbing has a moderating effect. Consequently, phubbing emerges as an individual behaviour, suggesting that individuals should avoid phubbing to reduce their exposure to workplace incivility.

KEY WORDS

workplace incivility, organisational ostracism, phubbing

CLASSIFICATION

JEL: M12, M54

*Corresponding author, *η*: mpauli@unipu.hr; +385 52 377 050;
Fakultet ekonomije i turizma "Dr. Mijo Mirković", Preradovićeve 1/1, HR – 52 100 Pula, Croatia

INTRODUCTION

Advancements in technology and the communication era have steadily escalated individuals' use of phones, computers, and overall screen time. Smartphones, which function almost as pocket computers and allow numerous tasks to be performed, have become essential tools in daily life. With the rise of social media platform usage, smartphone addiction, which is considered a new form of addiction, has emerged. This situation sometimes leads individuals, even when in social settings, to engage with their phones rather than conversing or interacting with those around them. Recognised as a modern-age addiction, smartphone and social media dependency has given rise to the term "phubbing", derived from the combination of "phone" and "snubbing." In the Turkish literature, "phubbing" is defined as the act of focusing on one's smartphone and ignoring or not listening to people present in one's company [1; p.224, 2; p.27]. In the workplace, this phenomenon has been conceptualised as Boss Phubbing (BPhubbing) or "Manager Phubbing". Manager phubbing is defined as a manager's distraction due to engaging with their mobile phone while with employees [3]. This behaviour leads to adverse outcomes in employees' workplace commitment and trust in their manager. Phubbing is also considered a negative aspect of the workplace as it impacts employees' intentions to leave their jobs. Employees who feel excluded tend to experience isolation in the workplace, negatively affecting their job performance. Workplace incivility, first identified by Andersson and Pearson [4], refers to inappropriate behaviours within an organisation that undermine interpersonal respect, often with unclear purpose and intent but aimed at causing harm (as cited in [6; p.52]). Workplace incivility, which may manifest as behaviours such as belittling others, not listening to them, ignoring them, or withholding important information, contributes to employees feeling distanced from and excluded by the organisation. Exclusionary behaviours – including ignoring, avoiding, remaining silent, avoiding eye contact, not initiating conversations, preventing or omitting individuals from important events, withholding critical information, and not listening – can negatively impact employees' psychological well-being.

Research has shown that managerial incivility influences social ostracism, and workplace incivility contributes to organisational ostracism; that rude behaviours by colleagues are associated with ostracism; that ostracism and incivility generally hinder individuals' work-related efforts and lead to emotional exhaustion; that organisational ostracism and workplace incivility affect organisational culture; and that jealousy among employees leads to individuals being excluded and others exhibiting uncivil behaviours. Furthermore, ostracism and incivility negatively impact innovative work behaviour and increase turnover intentions [5]. Behaviours stemming from incivility are often intentional and hurtful, whereas behaviours resulting from phubbing generally arise unintentionally because of employee neglect. Uncivil behaviours can be easily denied due to their low intensity and ambiguous intention to harm. Therefore, it is difficult to characterise a behaviour as uncivil [6; p.53]. Although the concept is similar to other concepts, such as psychological harassment, workplace bullying, mistreatment, or employee abuse, workplace incivility has three most prominent characteristics, unlike other concepts. A behaviour that has these three characteristics together can only be defined as workplace incivility. These characteristics are as follows: low intensity of the relevant behaviour, ambiguous intention of the perpetrator to harm and non-compliance with workplace rules [7]. Individuals exhibiting phubbing behaviour are generally perceived as inconsiderate and inattentive. Therefore, while these two variables are distinct, they are considered related. Consequently, both behaviours are seen to contribute to perceptions of organisational ostracism among individuals. In the literature, it is seen that phubbing, workplace incivility and organisational exclusion are examined together in many sectors with different concepts. For example, the mediating role of manager sociability and trust in the relationship between workplace incivility and social exclusion was examined among people working in different sectors [8]. In this context, the study was conducted with employees in the manufacturing sector to identify the effects of phubbing and workplace incivility on

organisational ostracism. It is expected that the research will support the literature with its original value and contribute to new research by conducting it with employees from different sectors and revealing whether phubbing has a moderating role in the effect of workplace incivility on organisational exclusion and its results. In addition, although there are studies in which the research variables are examined individually and in interaction, to our best knowledge, there is no research in which the model established in the research is tested. The study, which tests the effects of phubbing and workplace incivility on organisational ostracism, is structured into sections on introduction, conceptual framework, methodology, and conclusion.

CONCEPTUAL FRAMEWORK

This section addresses the concepts of phubbing, workplace incivility, and organisational ostracism, with an examination of relevant studies in the literature. Following this, the research model and hypotheses are presented.

PHUBBING

The concept of “phubbing”, which is derived from the combination of the words “phone” and “snubbing,” is defined as an individual’s engagement with their phone instead of interacting with the people present in social settings [9]. Known in Turkish literature as “sosyotelizm”, phubbing describes a behaviour in which individuals, while in social settings with others, shift their attention to their smartphones, diverting focus away from those around them, failing to listen, and remaining constantly occupied with their phones [1, 2]. Phubbing is the behaviour of underestimating other people in social environments by paying attention to one’s phone [10]. It is when a person suddenly turns his/her gaze downward and gets “lost” in his/her smartphone during a social interaction [11]. It is when an individual focuses on his/her cell phone and ignores the people he/she interacts with [12]. The term “phubbing” was first introduced in May 2012 during a campaign conducted by the Macquarie Dictionary in collaboration with the advertising agency McCann Group Melbourne. The purpose of this campaign was to examine the behaviour of ignoring others while engrossed in electronic devices and to establish a term to define it. To this end, the company involved a range of lexicographers, writers, poets, and psychologists in the campaign’s development. The term *phubbing* was introduced by the agency’s Account Manager, Adrian Mills. Through posters and media reports under the title “Stop Phubbing Campaign”, the behaviour gained widespread recognition and social awareness [13; pp.82-83]. In social interactions, a “phubber” is the individual who initiates the act of ignoring a friend by phubbing. At the same time, the “phubbee” is the person on the receiving end of this behaviour [10; pp.304-305]. In general, the reason for phubbing is seen as addiction to smartphones. Although it is not possible to control smartphone use and addiction, self-control of users in this regard becomes important in terms of solving the problem [14]. Phubbing behaviour is also seen in business life. In this direction, the concept of Boss Phubbing or “Manager Phubbing” has come to the agenda. Manager phubbing is explained as the distraction of a superior due to using his/her cell phone while he/she is in the presence of subordinates [3]. Managers who exhibit phubbing behaviour have difficulty focusing on the subject or problem described by their employees [8]. According to studies on manager phubbing, this behaviour negatively affects employee loyalty and trust in the manager [3]. It is also stated that manager phubbing increases social exclusion, decreases job satisfaction and job performance [3; p.5, 8; pp.112-113]. Manager phubbing is a form of negative behaviour in terms of the workplace, which is seen as a source of stress for employees and at the same time reduces productivity. This behaviour affects the emotional bond of managers with their subordinates and causes negative consequences due to the negative messages sent to subordinates. Employees believe that training/seminars should be provided at workplaces to reduce manager phubbing [15, 16; p.95]. Phubbing negatively affects the quality of interpersonal communication. It reduces respect and causes negative situations between the interacting parties [14].

Phubbing is also characterised as “the dark side of the workplace” [15], like many other behaviours [17, 18]. Research suggests that employees with low satisfaction levels in businesses show phubbing behaviour at a higher rate. It is stated as another finding that this situation has adverse effects on productivity and business psychology [19]. Research also reveals that phubbing increases the feeling of loneliness. Therefore, to reduce the feeling of loneliness and exclusion, individuals turn to social media channels and spend more time, and this behaviour starts in adolescence [19]. [20] concluded in their research with school counsellors that the increase in phubbing behaviours increases the level of loneliness, and that the increase in the level of exposure to general phubbing of psychological counsellors leads to an increase in their phubbing behaviours. In addition, phubbing is also defined as a new type of addiction that emerged with the addiction to smartphones and has a connection with many other types of addictions. These addictions can be counted as smartphone addiction or problematic smartphone use, internet addiction, social site addiction, social media addiction, high rate of ICTs (ICTs smartphone, SMS, games, social media, internet SNSs and SMS) use [1]. Recent studies reveal that phubbing behaviour is more common in individuals due to the increase in “Fear of Missing Out” (FoMO). According to this finding, phubbing behaviour increases as individuals spend more time on social media [21]. In addition, it was concluded that social media addiction has a strong effect on phubbing behaviour. In the literature, it has been stated that messaging, online game addiction and social network addiction, especially in millennials or Generation Y, and excessive time allocation to Instagram and Instagram Stories, which have been frequently used as a social media channel in recent years in Generation Z, increase the susceptibility to phubbing behaviour. For this reason, it was suggested that phubbing could potentially be expressed as a “new type of addiction” in these generations [13]. It is seen that many studies have been conducted in the literature on phubbing. In one of these studies, the level of exposure of adult individuals to phubbing was investigated. As a result of the analyses, it was determined that adults were moderately exposed to phubbing due to their lower usage of social media [22]. In addition, it is another finding that there is no difference between men and women in terms of exposure to phubbing [23]. Chatterjee [14], in his research with 302 participants, emphasised the need for businesses to make various regulations to reduce people’s use of smartphones. To solve the problem of phubbing, it is important to conduct awareness studies on the dangers of smartphone addiction and to develop informative programs on both phubbing and smartphone addiction. To control smartphone addiction and employees at the same time, it is thought that restrictions should be applied regularly. It is also argued that determining the factors that cause phubbing will help to develop solutions to control this behaviour [14].

WORKPLACE INCIVILITY

While the concept of courtesy is defined in the Turkish Language Association (TDK) as “acting respectfully and politely towards others; kindness”, the concept of incivility is defined as “the state of not being polite and courteous” [24]. The concept of workplace incivility, defined for the first time by Andersson and Pearson [4], is defined as inappropriate behaviours that occur by destroying the rules of interpersonal respect in an organisation, and that damage the target as a result of low intensity and unclear purpose (cited in [6; p.52]). Among the behaviours that can be counted within the scope of workplace incivility; gossiping, interrupting, addressing with an inappropriate tone of voice/accents, being unresponsive to mutual requests/needs, saying humiliating words, being indifferent to those who want to reach by mail/phone, making provocative statements, listening to phone conversations, avoiding greetings, staring, rummaging through personal belongings, using other people’s belongings without permission, interfering with private life, undermining each other, excluding each other [5; p.1063, 25; p.13]. The behaviours that can be shown as examples of workplace incivility put forward by Andersson and Pearson [4] are generally stated as follows (cited in [27]).

- Insulting people,
- Making condescending comments,
- Not listening to people,
- Ignoring people,
- Gossiping and spreading rumours about colleagues,
- Not using polite expressions such as “please” and “thank you” even when necessary,
- Disparaging other people’s work,
- Addressing co-workers with unprofessional terms (sister, brother, sir, etc.),
- Withholding information,
- Not responding to phone calls and emails,
- Leaving the working environment untidy,
- Not valuing the opinions of others around them,
- Getting angry when asked for a favour,
- Avoiding people,
- Capturing resources that someone needs, and
- Using other people’s belongings without permission.

Workers, managers, and businesses can develop various remedial policies and practices in order to create a peaceful and quality environment for workplace incivility. In order to prevent the occurrence of workplace incivility, employees can show simple and effective behaviours such as showing courtesy, thanking, greeting, and addressing each other in a way that reflects the corporate climate. When managers witness workplace incivility behaviour, they can take the situation under control and manage it effectively through interventions such as direct communication and persuasion. Organisations can raise awareness about the concept of workplace incivility and organise programs to strengthen virtuous behaviours during the orientation period and periodically thereafter [5].

When the uncivil behaviours exhibited in the workplace are examined, they have seven general characteristics. Those seven general characteristics of workplace incivility are as follows:

- It occurs in the workplace,
- It takes place between two or more parties,
- It can be verbal or non-verbal,
- There is a violation of norms of mutual respect,
- It can take place in public or in private,
- It can take place physically or electronically, and
- It lacks physical aggression.

In studies on workplace incivility, it has been found that workplace incivility increases job stress and burnout, decreases job satisfaction and job dedication, and thus increases the tendency to quit [5]. It has also been found that workplace incivility affects social loafing behaviours, emotional exhaustion and turnover intention. In other words, the incivility environment that employees perceive in the workplace directly leads them to exhibit social loafing behaviour. Employees think of quitting their jobs after experiencing emotional exhaustion in an environment where they perceive incivility. Perceived incivility may lead individuals to experience emotional exhaustion first if they cannot find an alternative job, and to consider quitting if the incivility persists. Workplace incivility wears out employees psychologically, and individuals who are exhausted and worn out may consider leaving their current organisation and moving to another organisation [25]. Workplace incivility increases turnover intention in employees [26]. There are many studies in the literature on workplace incivility. According to the results of a study conducted with nurses, it was revealed that nurses were exposed to uncivil behaviours mostly by doctors, and that incivility among colleagues,

doctors, and managers was at a low level in general. That colleague's incivility, which is one of these types of incivility, differed according to working years [6]. In the literature review on workplace incivility [27], it was concluded that most research on the subject was conducted in the USA, and that the studies were mainly conducted on nurses in the health sector and public institutions. It was also observed that the study with the highest sample size was the study including 16 519 public employees [28], in which the employees of three different institutions were included, with the uncivil behaviours and their effects on factors such as race, gender and age in the workplace examined [27, 28]. Research with academicians revealed that workplace incivility causes burnout in individuals [29]. A study on a sample of retail sector employees concluded that incivility negatively affects the organisational commitment of employees [30]. Therefore, it was determined that more courteous and level behaviour of managers and employees towards each other will help increase their commitment to the organisation [30]. The relationship between workplace incivility and organisational silence was studied among the personnel working in the Regional Directorate of Highways [31]. As a result of the study, it was revealed that there is a weak negative relationship between workplace incivility and organisational silence. According to this result, the incivility behaviours faced by employees in the workplace have a low-level effect on their silence. This result also shows that employees react to incivility and do not remain silent [31]. In another study conducted with hospitality sector employees, it was found that incivility at work decreases work engagement and job performance [32].

WORKPLACE OSTRACISM

The concept of ostracism is defined as marginalisation in TDK [24]. Organisational ostracism is defined in the literature as the emergence of ostracism behaviour in businesses [33]. Organisational ostracism is seen as hidden attitudes and behaviours that are carried out by ignoring, leaving individuals alone in the organisation, in some cases consciously leaving the environment they are in, or treating the people in question silently. Again, ostracization can also take place in the form of removing an employee from important mail or WhatsApp groups, starting meetings without the relevant employee, or ignoring the ideas and requests of an employee [5; p.1062, 34; pp.2-3]. Since employees who are exposed to ostracism are negatively affected emotionally, their commitment to work decreases [35; p.143].

Workplace ostracism, social ostracism, and rejection are distinct concepts that interact with each other. In general, behaviours that can be considered as ostracism include ignoring, avoiding, staying silent, avoiding eye contact, and not initiating the interview. Behaviours that can be seen as social ostracism, in addition to ignoring people, occur in the form of preventing or not inviting them to participate in important activities, depriving them of important information, and not listening to them. Rejection, on the other hand, includes behaviours such as not accepting, not preferring to participate, and refusing to change or think. Social ostracism is seen as a more comprehensive concept that includes rejection and exclusion. In the phenomenon of ostracism, ignoring or avoiding behaviours are more common [36]. Ostracism in the workplace increases stress in employees. This situation leads employees to quit their jobs more [37]. Again, since ostracism in the workplace causes employees to be negatively affected emotionally, it also negatively affects their service-oriented behaviours [38]. It is seen that ostracism behaviour, especially by managers, creates reluctance towards work in employees. At the same time, managerial ostracism causes the spread of incivility in businesses [39].

To create a happy and peaceful environment without organisational ostracism in businesses, employees, business managers, and businesses can develop various remedial policies and practices. By empathising with the person who is subjected to organisational ostracism behaviour, employees can avoid the act of uniting with the excluding party against the excluded

person. Managers can work to improve cooperation in case of organisational ostracism behaviour. Organisations can carry out projects such as establishing guidelines to prevent organisational ostracism behaviour and providing mental support to the excluded person through training [5]. When the studies on organisational ostracism were examined, it was concluded that organisational ostracism increases job stress, decreases job satisfaction, and thus increases the tendency to quit the job [5]. The effect of individuals' perceptions of organisational ostracism on organisational silence and reporting negative situations was examined in a study conducted with hotel employees [40]. Authors concluded that organisational ostracism affects organisational silence and reporting negative situations. Some researchers also report that ignoring individuals in organisations can sometimes cause the employee to put more effort and performance in order to adapt to the group. However, it can also cause more negative consequences by conflicting with the group. Employees who feel excluded do not provide negative feedback that will contribute to the organisation, but, on the contrary, may remain silent more due to this situation [40]. The results of another study with 95 individuals revealed that exposure to ostracism in the workplace is significantly related to individuals' attitudes, well-being and behaviours. It was also found that ostracism in the workplace has effects on belonging, job satisfaction, emotional exhaustion, and organisational citizenship behaviour [41].

THE RELATIONSHIP BETWEEN WORKPLACE INCIVILITY, ORGANISATIONAL OSTRACISM AND PHUBBING

Many studies exist in the literature on the concepts of workplace incivility, organisational ostracism and phubbing. When the relationship between the concepts is examined, it is seen that there are differences between them. For instance, phubbing behaviour and incivility are considered as two different concepts due to the reasons for their emergence. While the behaviours caused by incivility are more intentional and hurtful, phubbing behaviour is usually unintentional and occurs as a result of employee negligence. Those who show phubbing behaviour are generally considered to be inconsiderate and careless. Therefore, it is thought that there may be a relationship between these two variables, although they are distinct. Phubbing behaviour can be considered as a type of incivility behaviour. In terms of politeness theory, it has been determined that manager phubbing hurts communication, manager incivility affects manager phubbing, and manager phubbing affects social exclusion and trust in the manager. In addition, it is stated that employees' perceptions of manager incivility and manager phubbing decrease trust in managers and increase social ostracism [8]. On the other hand, employees generally interpret and perceive phubbing behaviour as ostracism or social ostracism. When individuals experience social ostracism, they perceive a threat to their belonging, self-esteem, existence and self-control over their lives. Prolonged and repetitive behaviours such as humiliating, belittling, ignoring, spreading rumours about people at work, not responding to messages and phone calls can cause organisational ostracism. In addition, the detection of incivility is difficult due to the low intensity of the incivility and the uncertainty of the intention of the person showing the behaviour. As a result of being exposed to incivility, the individual who thinks that they are excluded from the organisation gradually distances themselves from the environment and reduces their communication. This situation may cause the individual to turn to phubbing behaviour in the future.

HYPOTHESIS DEVELOPMENT AND THE RESEARCH MODEL

Based on the literature review, there are no studies which examine the direct relationship between the concepts of phubbing, workplace incivility and organisational ostracism. On the other hand, there are studies on the relationship between the related variables and different concepts. For example, [8] found that employees' perceptions of managerial incivility and

managerial phubbing increase social ostracism among employees. The research was conducted with 278 working adults. Similarly, [14] revealed that phubbing behaviour causes organisational ostracism. In the literature, it has been suggested that there is a significant positive relationship between colleague incivility and ostracism [42]. At the same time, it is suggested that there is a significant positive relationship between workplace incivility and organisational exclusion [43-45]. [5] found that the perception of organisational exclusion has a positive and significant effect on workplace incivility.

Within this context, in order to test the effect of phubbing and workplace incivility on organisational ostracism, the conceptual model of the study was formed as shown in Figure 1.

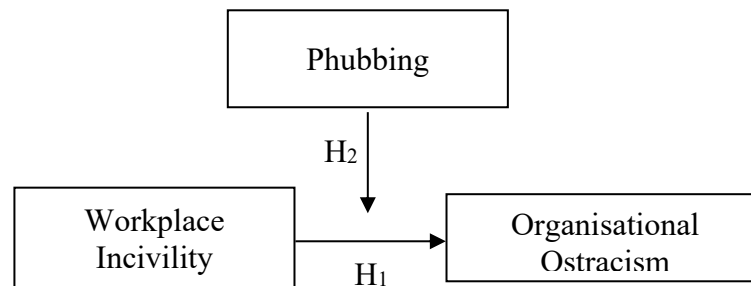


Figure 1. Conceptual model of the study.

The following hypotheses were developed in line with the conceptual model of the study in Figure 1:

H₁: *Workplace incivility has a positive effect on the perception of organisational ostracism.*

H₂: *Phubbing has a moderating role in the effect of workplace incivility on the perception of organisational ostracism.*

METHODOLOGY

The study, which was carried out using a quantitative research design, employed the questionnaire technique. This section presents the population and sample, data collection form, data analysis and findings.

POPULATION AND SAMPLE

The population of the study consists of employees working in workplaces with 20 or more employees in Konya, Türkiye. The total number of workplaces in this criterion is 2 327, and the total number of employees is 180 297. At the same time, Konya is among the top ten cities in Türkiye in terms of economic size [46]. The research was conducted with employees working in 43 randomly selected enterprises across all sectors. According to the simple random sampling method, the goal was to reach at least 387 participants with a confidence interval of 95% and a 5% margin of error. The researchers collected the data in July-August 2024. The number of valid questionnaires included in the analysis is 423.

DATA COLLECTION FORM

The data collection form comprises 4 sections. The first section includes four questions about the demographic characteristics of the participants, the second section includes the workplace incivility scale, the third section includes the general phubbing scale, and the last section includes the organisational ostracism scale. The first scale, which is the Workplace Incivility

Scale, was developed by [28], and the Turkish validity and reliability study of the scale was conducted by [47]. The scale consists of one dimension and seven items. For the measurement of phubbing, the “Generic Scale of Phubbing”, developed by [10], and the Turkish validity and reliability study conducted by [48], were utilised. The scale consists of 15 items and four dimensions. In order to measure the participants’ perceptions of organisational ostracism, the scale consisting of 11 items and a single dimension developed by [36] was used. The Turkish validity and reliability study of the scale was conducted by [49]. Phubbing and organisational ostracism scales were used with a five-point Likert scale ranging from “1 – Strongly disagree” to “5 – Strongly agree”. The Workplace Incivility Scale was used with a five-point Likert scale, including “1 – Never”, “2 – Rarely”, “3 – Sometimes”, “4 – Often” and “5 – Always”.

DATA ANALYSIS AND FINDINGS

First, the frequency distribution of the participants was analysed. The findings are as shown in Table 1.

Table 1. Frequency Analysis Results ($N = 423$).

Variable	Frequency	%	Variable	Frequency	%
Gender			Marital Status		
Female	182	43,0	Single	187	44,2
Male	241	57,0	Married	236	55,8
Age			Educational Status		
18-25	101	23,9	Primary school	22	5,2
26-30	108	25,5	High school	82	19,4
31-38	111	26,2	Associate degree	83	19,6
39-45	71	16,8	Undergraduate degree	191	45,2
46 and older	32	7,6	Postgraduate degree	45	10,6

According to Table 1, the majority of the participants were male (57%), married (55,8%), between 31-38 years of age (26,2%) and had an undergraduate degree (45,2%).

Cronbach’s Alpha coefficients were examined to determine the reliability of the research data, and correlation analysis was used to determine the relationships between the scales. The findings are presented in Table 2.

Table 2. Reliability and Correlation Analysis Results ($N = 423$). Values in parentheses are Cronbach’s Alpha coefficients of the scales.

	Average	St. Dev.	(1)	(2)	(3)
Workplace incivility (1)	2,00	0,921	(0,920)		
Organisational ostracism (2)	1,75	0,814	0,542**	(0,956)	
Phubbing (3)	2,59	0,862	0,274**	0,229**	(0,925)

**significant at the $p = 0,01$ level

When Table 2 is examined, it is observed that the scales have a high level of internal consistency; in other words, the data obtained are reliable. On the other hand, a moderate, statistically significant and positive relationship was found between workplace incivility and organisational ostracism. There is a low-level, statistically significant, and positive relationship between phubbing and workplace incivility and organisational ostracism. At the same time, the participants’ perceptions of workplace incivility, organisational ostracism and phubbing are below average.

To test the construct validity of the scales, single-factor confirmatory factor analysis (CFA) was used for the workplace incivility and organisational ostracism scales and first-order multifactor CFA was used for the phubbing scale. The obtained CFA models are shown in Figure 2.

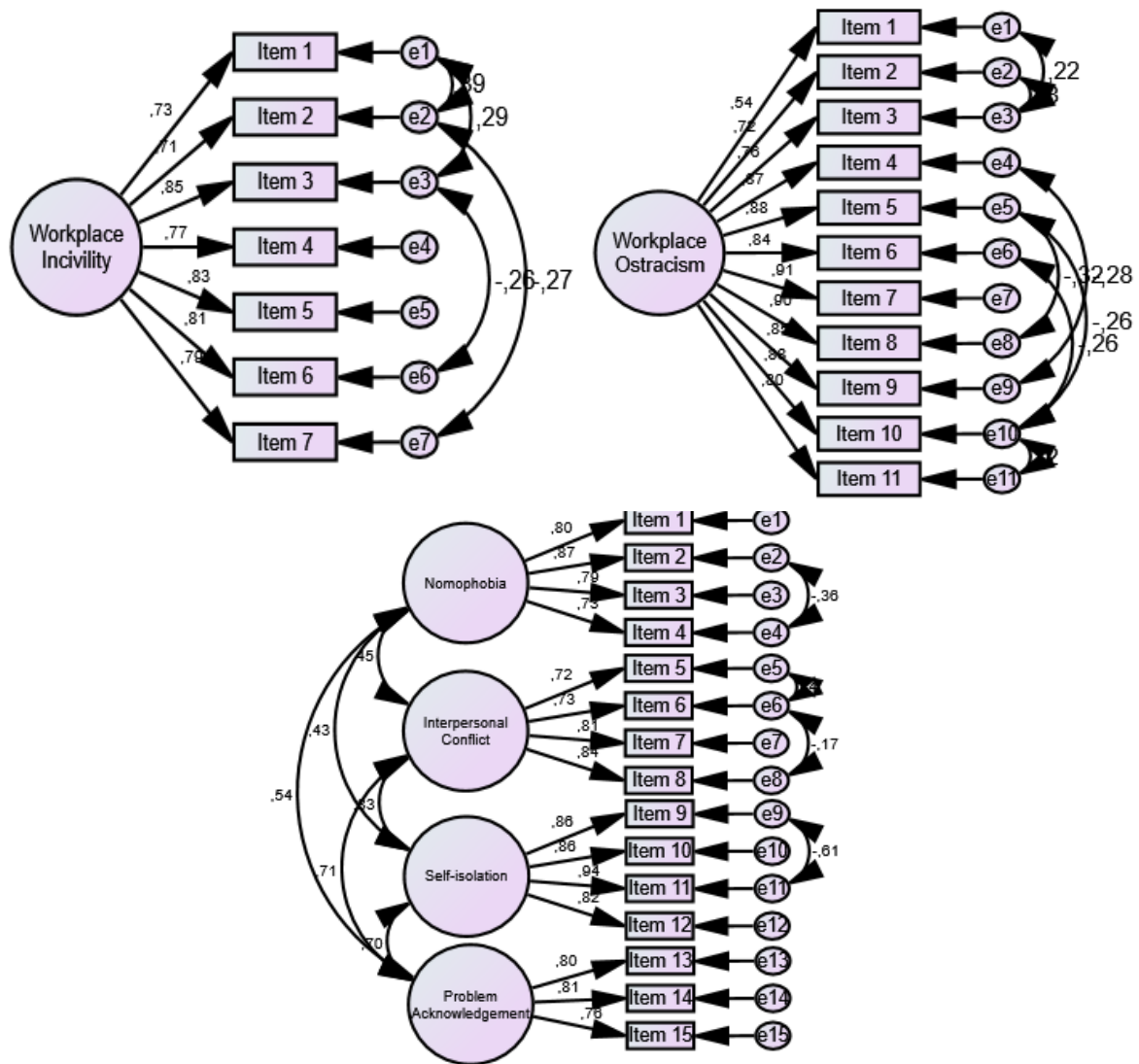


Figure 2. Scale CFA models.

The standardised path coefficients for each scale in Figure 2 are .50, which can be accepted as an indicator of model fit [50]. The goodness-of-fit values for the CFA findings conducted with SPSS AMOS are shown in Table 3. According to the findings in Table 3, X^2/df , SRMR, NFI, and CFI values of the workplace incivility scale, SRMR, NFI and CFI values of the organisational ostracism scale and CFI value of the phubbing scale have “good” goodness of fit values. In contrast, the other indices have “acceptable” goodness of fit values. It can be concluded that the scales have construct validity based on the data obtained.

Table 3. Confirmatory factor analysis model goodness of fit indices of the scales, adapted from [50, 51].

Indices	Workplace Incivility	Org. Ostracism	Phubbing	Good Fit Values	Acceptable Fit Values
X^2/df	2,863	4,355	3,725	< 3	$3 < (X^2/df) < 5$
RMSEA	0,066	0,079	0,079	< 0,05	< 0,08
SRMR	0,019	0,028	0,056	< 0,05	< 0,08
NFI	0,986	0,964	0,933	> 0,95	> 0,90
AGFI	0,949	0,900	0,871	> 0,95	> 0,90
CFI	0,991	0,972	0,950	> 0,95	> 0,90

After reliability and validity analyses, hypothesis tests were conducted. Hayes SPSS Process macro plug-in Model 1 was used to determine the moderating effect of phubbing on the effect of workplace incivility on organisational ostracism [52]. The findings obtained are presented in Table 4.

Table 4. Regression analysis results showing the moderating effect ($N = 423, R = 0,56$).

Variable	<i>b</i>	LLCI-ULCI	SE	t
Constant	1.21*	[.71, 1.71]	.779	2.49
Workplace incivility (X)	.17	[-.06, .40]	.245	.51
Phubbing (W)	-.14	[-.33, .04]	.205	-2.13
X.W	.107*	[.026, .19]	.065	1,99

*significant at the $p < 0,001$

According to Table 4, all predictor variables included in the regression analysis explained approximately 31% ($R^2 = 0,311$) of the change in organisational ostracism. However, it was observed that workplace incivility did not have a significant effect on organisational ostracism and similarly, phubbing did not have a significant effect on organisational ostracism ($p > 0,05$). In this case, H_1 hypothesis of the study is rejected. The interactional effect of workplace incivility and phubbing on organisational ostracism is statistically significant ($b = 0,107, p < 0,001$). The slope analysis graph, organised in line with this finding, is given in Figure 3.

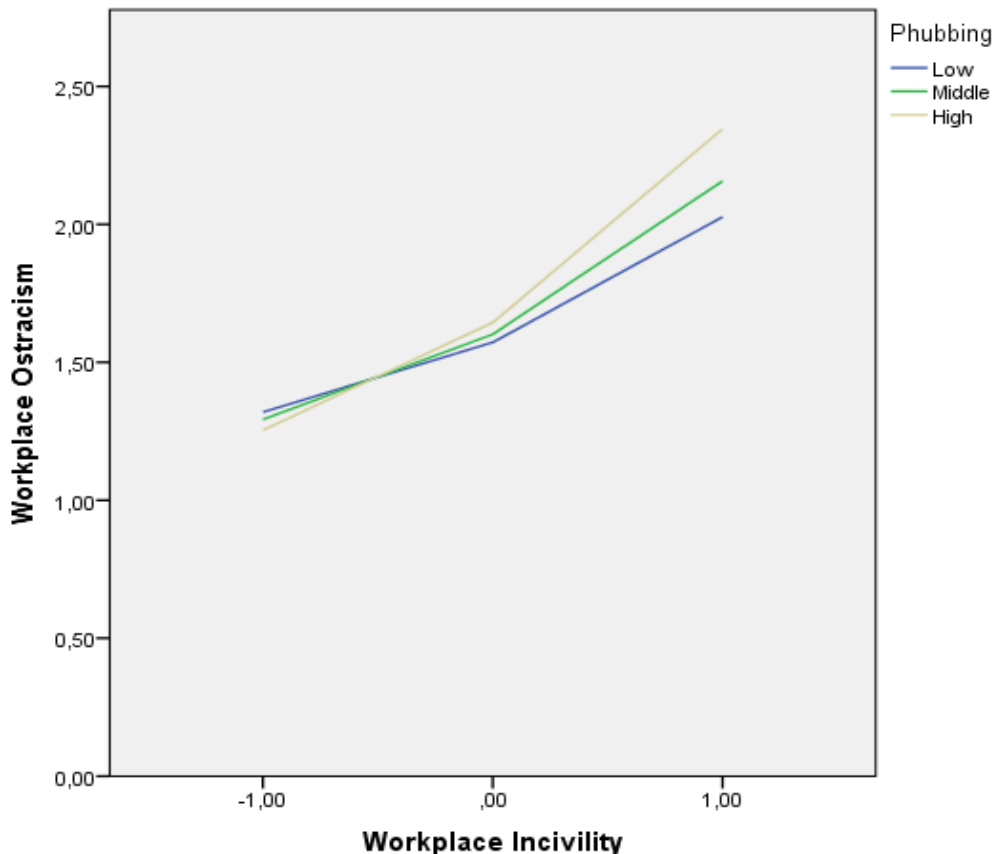


Figure 3. Graphical presentation of the moderating effect of phubbing.

According to Figure 3, as the perceptions of workplace incivility of the participants with low levels of phubbing increase, their perceptions of organisational ostracism decrease, while the perceptions of workplace incivility of the participants with high levels of phubbing increase. At the same time, these increases are more prominent when they exceed the medium level. In line with these findings, it is possible to say that phubbing has a moderating effect. Thus, the H_2 hypothesis of the study is accepted.

DISCUSSION

The study examining the moderating role of pubbing in the relationship between workplace incivility and organisational exclusion was conducted with 423 employees. According to the findings, a moderate, statistically significant, and positive relationship was identified between workplace incivility and organisational exclusion. This finding is consistent with the results of previous studies by [5, 43-45]. Accordingly, it can be generalised that there is a positive relationship between workplace incivility and organisational exclusion.

Furthermore, a low-level, statistically significant, and positive relationship was found between pubbing and both workplace incivility and organisational exclusion. Research on pubbing in the context of friendships has shown that individuals may experience feelings of social exclusion when they are subjected to pubbing behaviour by a friend [8, 53, 54]. Similarly, studies have demonstrated that managerial pubbing reduces employees' feelings of belonging, self-esteem, and meaningful existence, thereby intensifying their sense of social exclusion. Moreover, this situation has been found to lead employees to engage in cyberloafing and may also encourage other employees to display pubbing behaviour themselves [16; p.95].

Exclusionary behaviour by managers has also been associated with the proliferation of uncivil behaviours in the workplace [39]. In their study, [55] examined the moderating role of self-esteem and power distance in the effect of managerial pubbing on workplace incivility and presenteeism. Conducted with employees in the information technology sector, the study concluded that managerial pubbing has a significant impact on workplace incivility, presenteeism, and self-esteem. Self-esteem was found to mediate the relationship between managerial pubbing and presenteeism. In contrast, power distance did not show a moderating effect on the relationship between managerial pubbing and self-esteem.

In another study, it was found that social distance and trust mediate the impact of managerial pubbing on employee performance. Notably, this adverse effect was more pronounced among employees with a higher need for social approval [56]. Similarly, another study indicated that employees who perceived pubbing behaviours from their managers during interpersonal interactions reported higher levels of social exclusion [57]. Overall, existing research suggests that pubbing behaviours generally contribute to organisational exclusion [14].

On the other hand, regression analysis results revealed that workplace incivility does not have a statistically significant effect on organisational exclusion. In contrast, [5] found that the perception of organisational exclusion has a positive and significant effect on workplace incivility. However, the interaction effect of workplace incivility and pubbing on organisational exclusion was found to be statistically significant.

CONCLUSION AND RECOMMENDATIONS

The study examining the moderating role of pubbing in the relationship between workplace incivility and organisational exclusion was conducted with 423 employees working in the manufacturing sector. Most participants were male, married, between the ages of 31 and 38, and held an undergraduate degree. According to the findings from the correlation analysis, workplace incivility, organisational exclusion, and pubbing were found to be positively correlated with each other.

To test the research model, Process Macro Model 1 for SPSS, developed by Hayes, was employed [52]. Based on the results, workplace incivility was not found to have a statistically significant direct effect on organisational exclusion. However, when the central hypothesis of the study was tested, it was found that pubbing had a moderating role in the interaction effect of workplace incivility on organisational exclusion. Specifically, among participants with low

levels of phubbing, increases in perceived workplace incivility were associated with a relatively minor increase in perceived organisational exclusion. In contrast, participants with high levels of phubbing showed a sharper increase in perceived organisational exclusion as their perceptions of workplace incivility increased – especially when those perceptions surpassed moderate levels.

Although workplace incivility did not have a direct effect on organisational exclusion in the manufacturing sector, the interaction effect between workplace incivility and organisational exclusion was found to be statistically significant. Considering the moderating role of phubbing, the following recommendations can be made for organisational leaders and managers:

- Implement preventive measures to reduce phubbing behaviour in the workplace.
- Foster an organisational culture that actively discourages both organisational exclusion and phubbing.
- Since workplace incivility, organisational exclusion, and phubbing are positively related, establish a work environment that minimises all three variables.
- To prevent organisational exclusion, initiate individual career development programs and create clear policies regarding promotion opportunities.
- Promote participative management practices that respect employees' thoughts and opinions, helping to reduce uncivil behaviour in the workplace by involving employees in decision-making processes.
- Apply the proposed research model in different cities, sectors, and regions to enable comparative analysis with the current study's findings.

This study should be interpreted in light of several limitations. The empirical evidence was collected from employees in manufacturing firms located in a single Turkish city, so sector-specific routines and local cultural norms may have shaped the observed relationships and thus restricted the external validity of the findings. In addition, the cross-sectional, self-report design raises the possibility of common-method variance and precludes firm causal inferences. The model focused solely on a singular boundary condition, phubbing, and one outcome, organisational ostracism, neglecting to differentiate the source of phubbing (managerial, peer, or customer) or its content (work-related versus personal use), thus disregarding details that may possess theoretical and practical importance. Future research could address these constraints by adopting longitudinal or experimental designs and drawing on multiple data sources, such as objective digital-usage logs or supervisor ratings. Comparative investigations across cultures, industries, and remote-work contexts would reveal whether the documented effects are generalisable or context-contingent while differentiating between forms of phubbing could illuminate hierarchical and role-specific dynamics. Incorporating additional moderators such as psychological safety or organisational justice, together with mediators like emotional exhaustion or trust erosion, would help map the wider causal chain through which digitally driven micro-incivility evolves into social exclusion. Finally, evaluating interventions, such as digital-mindfulness training, social support [58] and phone-free meeting norms, would offer an evidence-based appraisal of how to curb the detrimental impact of incivility in technology-saturated workplaces.

REFERENCES

- [1] Karadağ, E., et al.: *Sanal dünyanın kronolojik bağımlılığı: Phubbing (Phubbing)*. *Addicta: The Turkish Journal on Addiction* **3**, 223-269, 2016, <http://dx.doi.org/10.15805/addicta.2016.3.0013>,
- [2] Sepetçi, P.; Özdemir, S. and Sever, M.: *Canım sıkılıyor! Can sıkıntısı, phubbing ve gelişmeleri kaçırma korkusu*. *Mersin Üniversitesi Sosyal Bilimler Enstitüsü Dergisi* **5**(1), 26-36, 2021, <http://dx.doi.org/10.55044/meusbd.962572>,

- [3] Roberts, J.A. and David, M.E.: *Put down your phone and listen to me: How boss phubbing undermines the psychological conditions necessary for employee engagement*. Computers in Human Behaviour **75**, 206-217, 2017, <http://dx.doi.org/10.1016/j.chb.2017.05.021>,
- [4] Andersson, L.M. and Pearson, C.M.: *Tit for tat? The spiralling effect of incivility in the workplace*. Academy of Management Review **24**(3), 452-471, 1999, <http://dx.doi.org/10.2307/259136>,
- [5] Demirel, Z.H. and Çetinkaya, S.: *Örgütsel dışlanma algısının iş gören devir hızı üzerindeki etkisinde işyeri nezaketsizliğinin aracılık rolü*. BMIJ **11**(3), 1058-1078, 2023, <http://dx.doi.org/10.15295/bmij.v11i3.2276>,
- [6] Işııkay, Ç.: *İşyeri nezaketsizliği ve demografik özellikler arasındaki ilişkiler: hemşireler üzerine bir inceleme*. Uluslararası Sağlık Yönetimi ve Stratejileri Araştırma Dergisi **5**(1), 51-68, 2019, <http://dx.doi.org/10.17719/jjsr.2019.3902>,
- [7] Canbolat, M.A.: *İş Yeri Nezaketsizliği*. In: Canbolat, M.A., ed.: *Uygulayıcılar İçin Güncel Kavramlarla Örgütsel Davranış*. Nobel Kitabevi, Ankara, 2023,
- [8] Özdemir, S. and Erdem, R.: *Yönetici nezaketsizliği sosyal dışlanmayı nasıl etkiler: yönetici phubbingi ve yöneticiye güvenin rolü*. İktisadi İdari ve Siyasal Araştırmalar Dergisi **6**(14), 103-116, 2021, <http://dx.doi.org/10.25204/iktisad.855534>,
- [9] Sun, J. and Samp, J.A.: *'Phubbing is happening to you': Examining predictors and effects of phubbing behaviour in friendships*. Behaviour & Information Technology **41**(12), 2691-2704, 2022, <http://dx.doi.org/10.1080/0144929X.2021.1943711>,
- [10] Chotpitayasunondh, V. and Douglas, K.M.: *The effects of "phubbing" on social interaction*. Journal of Applied Social Psychology **48**(6), 304-316, 2018, <http://dx.doi.org/10.1111/jasp.12506>,
- [11] Aagaard, J.: *Digital akrasia: a qualitative study of phubbing*. AI & Society **35**(1), 237-244, 2020, <http://dx.doi.org/10.1007/s00146-019-00876-0>,
- [12] Schneider, F.M. and Hitzfeld, S.: *I ought to put down that phone but I phub nevertheless: examining the predictors of phubbing behaviour*. Social Science Computer Review **39**(6), 1075-1088, 2021, <http://dx.doi.org/10.1177/0894439319882365>,
- [13] Sayiner, B. and Akbağ, M.: *Phubbing: farklı bağlamlarda bir değerlendirme*. Akademik Hassasiyetler **10**(21), 80-115, 2023, <http://dx.doi.org/10.58884/akademik-hassasiyetler.1224292>,
- [14] Chatterjee, S.: *Antecedents of phubbing: from technological and psychological perspectives*. Journal of Systems and Information Technology **22**(2), 161-178, 2020, <http://dx.doi.org/10.1108/JSIT-05-2019-0089>,
- [15] Yousaf, S.; Rasheed, M.I.; Kaur, P.; Islam, N. and Dhir, A.: *The dark side of phubbing in the workplace: investigating the role of intrinsic motivation and the use of enterprise social media (ESM) in a cross cultural setting*. Journal of Business Research **143**, 81-93, 2022, <http://dx.doi.org/10.1016/j.jbusres.2022.01.043>,
- [16] Kızıloğlu, E. and Orhan, B.: *Boss Phubbing: "Put The Phone Down, Look At Me"*. In: International Education and Science Congress INCES 2023. pp.94-102, 2023,

- [17] Khawaja, S.; Sokić, K.; Qureshi, F.H. and Miloloža, I.: *Impact of Personality and Psychopathy on Deviant Workplace Behaviour: Systemic Approach*. Business Systems Research: International journal of the Society for Advancing Innovation and Research in Economy **16**(1), 23-39, 2025, <http://dx.doi.org/10.2478/bsrj-2025-0002>,
- [18] Khawaja, S.; Sokić, K.; Qureshi, F.H. and Nikolić, H. : *Machiavellianism and Aggression as Predictors of Emotional Manipulation*. Business Systems Research: International journal of the Society for Advancing Innovation and Research in Economy **16**(2), 1-14, 2025, <http://dx.doi.org/10.2478/bsrj-2025-0016>,
- [19] Mihajlović, I.; Djevojić, C. and Stanković, M.: *Adolescent well-being and life satisfaction: Impact of digital technology usage*. Business Systems Research **14**(2), 124-144, 2023, <http://dx.doi.org/10.2478/bsrj-2023-0015>,
- [20] Yurtseven, C.N. and Küçükbaş Duman, F.K.: *Evaluation of boss phubbing in sports businesses*. Pakistan Journal of Medical Health Sciences **15**(2), 839-844, 2021,
- [21] Aydoğdu, F. and Çevik, Ö.: *Okul psikolojik danışmanlarının sosyotelist davranışlarının phubbinge maruz kalma ve yalnızlık düzeyleri üzerindeki etkisinin incelenmesi*. Humanistic Perspective **2**(3), 219-230, 2020, <http://dx.doi.org/10.47793/hp.810850>,
- [22] Vuković, D.; Kocijan, S. and Žunac, A.G.: *Contemporary Communication Model of Consumer Behaviour of Generation C*. ENTRENOVA-ENTerprise REsearch InNOVation **9**(1), 320-331, <http://dx.doi.org/10.54820/entrenova-2023-0030>,
- [23] Vangölü, M.S. and Padır, M.A.: *Sosyal ortamlarda bir iletişim bariyeri: phubbing*. In: 3rd International Congress Proceedings, p.145, 2023,
- [24] TDK: *Türk Dil Kurumu Sözlükleri*. <https://sozluk.gov.tr>,
- [25] Kanten, P.: *İşyeri nezaketsizliğinin sosyal kaytarma davranışı ve işten ayrılma niyeti üzerindeki etkisinde duygusal tükenmenin aracılık rolü*. Aksaray Üniversitesi İİBF Dergisi **6**(1), 11-26, 2014,
- [26] Namin, B.H.; Øgaard, T. and Røislien, J.: *Workplace Incivility and Turnover Intention in Organizations*. International Journal of Environmental Research and Public Health **19**(1), No. 25, 2021, <http://dx.doi.org/10.3390/ijerph19010025>,
- [27] Kumral, T. and Çetin, C.: *İşyeri Nezaketsizliği Üzerine Bir Yazın İncelemesi*. Kafkas Üniversitesi Sosyal Bilimler Enstitüsü, pp.153-171, 2016,
- [28] Cortina, L.M.; Magley, V.J.; Williams, J.H. and Langhout, R.D.: *Incivility in the workplace: incidence and impact*. Journal of Occupational Health Psychology **6**(1), 64-80, 2001, <http://dx.doi.org/10.1037/1076-8998.6.1.64>,
- [29] Çini, M.A.: *İş Yeri Nezaketsizliği, Tükenmişlik ve Örgütsel Sinizm Arasındaki İlişki*. Business & Management Studies: An International Journal **10**(2), 644-663, 2022, <http://dx.doi.org/10.15295/bmij.v10i2.2000>,
- [30] Karagöz, H.: *İşyeri Nezaketsizliği ile Örgütsel Bağlılık İlişkisinde Algılanan Yönetici Desteğinin Aracılık Rolü*. Politik Ekonomik Kuram **7**(2), 185-200, 2023, <http://dx.doi.org/10.30586/pek.1329671>,
- [31] Alhas, F.: *İş yeri nezaketsizliği ve örgütsel sessizlik arasındaki ilişkinin incelenmesi*. Business Economics and Management Research Journal **4**(2), 156-175, 2021,

- [32] Wang, C.H. and Chen, H.T.: *Relationships among workplace incivility, work engagement and job performance*.
Journal of Hospitality and Tourism Insights **3**(4), 415-429, 2020,
<http://dx.doi.org/10.1108/JHTI-09-2019-0105>,
- [33] Köse, S.; Çakan, S. and Terzi, D.: *Örgütsel adaletsizliğin örgütsel dışlanmaya etkisinde psikolojik dayanıklılığın aracı rolü*.
İşletme Bilimi Dergisi **6**(1), 245-262, 2018,
<http://dx.doi.org/10.22139/jobs.401113>,
- [34] Jahanzeb, S.; Fatima, T.; Javed, B. and Giles, J.P.: *Can mindfulness overcome the effects of workplace ostracism on job performance?*
The Journal of Social Psychology **160**(5), 589-602, 2020,
<http://dx.doi.org/10.1080/00224545.2019.1707465>,
- [35] Kayıkcıoğlu, T.: *İş yerinde dışla(n)ma*.
In: Canbolat, M.A., ed.: *Uygulayıcılar için güncel kavramlarla örgütsel davranış*. Nobel Kitabevi, Ankara, pp.131-147, 2023,
<http://dx.doi.org/10.58830/ozgur.pub302.c1395>,
- [36] Scott, K.D.: *The development and test of an exchange-based model of interpersonal workplace exclusion*. Ph.D. Thesis.
University of Kentucky, 2007,
- [37] Dash, S.; Ranjan, S.; Bhardwaj, N. and Rastogi, S.K.: *Workplace ostracism: a qualitative enquiry*.
Personnel Review **53**(4), 965-982, 2024,
<http://dx.doi.org/10.1108/PR-06-2022-0454>,
- [38] Rabiul, M.K.; Alam, M.M. and Karim, R.A.: *Workplace ostracism and service-oriented behaviour: employees' workload and emotional energy*.
Management Decision **62**(4), 1323-1340, 2024,
<http://dx.doi.org/10.1108/MD-07-2023-1299>,
- [39] Huang, W. and Yuan, C.: *Workplace ostracism and helping behaviour: a cross-level investigation*.
Journal of Business Ethics **190**(4), 787-800, 2024,
<http://dx.doi.org/10.1007/s10551-023-05430-z>,
- [40] Yarmacı, N. and Ayyıldız, T.: *İş görenlerin örgütsel dışlanma algılarının örgütsel sessizlik ve olumsuz durumları bildirme eğilimlerine etkisi: otel işletmeleri örneği*.
Türk Turizm Araştırmaları Dergisi **4**(3), 2699-2723, 2020,
<http://dx.doi.org/10.26677/TR1010.2020.505>,
- [41] Li, M.; Xu, X. and Kwan, H.K.: *Consequences of workplace ostracism: a meta-analytic review*.
Frontiers in Psychology **12**, No. 641302, 2021,
<http://dx.doi.org/10.3389/fpsyg.2021.641302>,
- [42] Uygungil Erdoğan, S.; Kobanoğlu, M.S. and Özgen Çiğdemli, A.Ö.: *Otel işletmelerinde nezaketsizlik ile dışlanma arasındaki ilişkide işgörenlerin narsistik kişiliğinin düzenleyici rolü*.
İnsan ve Toplum Bilimleri Araştırmaları Dergisi **12**(1), 419-444, 2023,
<http://dx.doi.org/10.15869/itobiad.1234112>,
- [43] Abubakar, A.M.; Yazdian, T.F. and Behraves, E.: *A riposte to ostracism and tolerance to workplace incivility: a generational perspective*.
Personnel Review **47**(2), 441-457, 2018,
<http://dx.doi.org/10.1108/PR-07-2016-0153>,
- [44] Samma, M.; Zhao, Y.; Rasool, S.F.; Han, X. and Ali, S.: *Exploring the relationship between innovative work behavior, job anxiety, workplace ostracism, and workplace incivility: empirical evidence from SMEs*.
Healthcare **8**(4), No. 508, 2020,
<http://dx.doi.org/10.3390/healthcare8040508>,

- [45] Jawahar, I.M.; Bilal, A.R.; Fatima, T. and Mohammed, Z.J.: *Does organizational cronyism undermine social capital? Testing the mediating role of workplace ostracism and the moderating role of workplace incivility.* Career Development International **26**(5), 657-677, 2021, <http://dx.doi.org/10.1108/CDI-09-2020-0228>,
- [46] İŞKUR: *İşgücü piyasası araştırması Konya ili 2023 yılı sonuç raporu.* <http://media.iskur.gov.tr/88130/konya.pdf>,
- [47] Gök, S.; Karatuna, I. and Başol, O.: *İşyeri nezaketsizliği ölçeği'nin Türkçe'ye uyarlanması.* Türk Psikoloji Yazıları **22**(44), 106-118, 2019, <http://dx.doi.org/10.31828/tpy1301996120181128m000009>,
- [48] Göksün, D.O.: *Sosyotelist olma ve phubbinge maruz kalma ölçeklerinin Türkçeye uyarlanması.* Afyon Kocatepe Üniversitesi Sosyal Bilimler Dergisi **21**(3), 657-671, 2018, <http://dx.doi.org/10.32709/akusosbil.505642>,
- [49] Karabey, C.N.: *İşyerinde dışlanma.* İmaj Yayıncılık, Ankara, 2014,
- [50] Gürbüz, S.: *AMOS ile yapısal eşitlik modellemesi.* Seçkin Yayıncılık, Ankara, 2021,
- [51] Schermelleh-Engel, K.; Moosbrugger, H. and Müller, H.: *Evaluating the fit of structural equation models: tests of significance and descriptive goodness-of-fit measures.* Methods of Psychological Research Online **8**(2), 23-74, 2003, <http://dx.doi.org/10.23668/psycharchives.12784>,
- [52] Hayes, A.F.: *Introduction to mediation, moderation, and conditional process analysis: a regression-based approach.* The Guilford Press, New York, 2018,
- [53] Chotpitayasunondh, V. and Douglas, K.M.: *The Effects of "Phubbing" on Social Interaction.* Journal of Applied Social Psychology **48**(6), 304-316, 2018, <http://dx.doi.org/10.1111/jasp.12506>,
- [54] Chotpitayasunondh, V. and Douglas, K.M.: *Measuring phone snubbing behaviour: development and validation of the Generic Scale of Phubbing (GSP) and the Generic Scale of Being Phubbed (GSBP).* Computers in Human Behaviour **88**, 5-17, 2018, <http://dx.doi.org/10.1016/j.chb.2018.06.020>,
- [55] Hasan, S.A.; Naseem, A.; Mahmood, M.; Sajjad, Z. and Mirza, M.Z.: *Impact of supervisor phubbing on workplace incivility and workplace presenteeism: mediation and moderation effect of self-esteem and power distance.* Journal of Management Development **43**(1), 68-86, 2024, <http://dx.doi.org/10.1108/JMD-08-2023-0230>,
- [56] Xu, T.; Wang, T. and Duan, J.: *Leader phubbing and employee job performance: the effect of need for social approval.* Psychology Research and Behavior Management, 2303-2314, 2022, <http://dx.doi.org/10.2147/PRBM.S370409>,
- [57] Yasin, R.M.; Bashir, S.; Abeele, M.V. and Bartels, J.: *Supervisor phubbing phenomenon in organizations: determinants and impacts.* International Journal of Business Communication **60**(1), 150-172, 2023, <http://dx.doi.org/10.1177/2329488420907120>,
- [58] Pejić Bach, M.; Ivančić, L.; Bosilj Vukšić, V.; Stjepić, A.M. and Milanović Glavan, L.: *Internet usage among senior citizens: self-efficacy and social influence are more important than social support.* Journal of Theoretical and Applied Electronic Commerce Research **18**(3), 1463-1483, 2023, <http://dx.doi.org/10.3390/jtaer18030074>.