

Retraction Notice

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History

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The paper is withdrawn because of the author's own decision.

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Nomophobia and Organizational Commitment in the Service Sector: The Role of Organizational Ethical Climate

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Abstract

This study investigates how nomophobia dimensions affect organizational commitment in the service sector. We specifically shed light on how the inability to communicate, loss of connection, inability to access information and giving up convenience individually affect organizational commitment. More importantly, the contingent role of Organizational Ethical Climate (OEC) within the framework of the Job Demands-Resources (JD-R) model and the Ethical Climate Theory is assessed. A quantitative survey of 370 employees of all 23 commercial banks in Ghana is conducted. Direct and moderated paths were assessed with bias-corrected bootstrapping. The results revealed that losing connectedness ($\beta = -0.229, p < 0.000$) and not being able to access information ($\beta = -0.486, p < 0.000$) negatively impacted on organizational commitment. OEC moderated the negative effect of not being able to communicate ($\beta = -0.101, p < 0.04$) and losing connectedness ($\beta = -0.088, p < 0.015$) on organizational commitment. This result implies that a stricter ethical climate which is rigid or rule-based can reduce or weaken employees' commitment, potentially exacerbating the negative effect of these nomophobia dimensions. Conversely, OEC moderated the effect of not being able to access information on organizational commitment ($\beta = 0.164, p < 0.028$). The results suggest that an effective ethical climate can buffer the negative outcomes of nomophobia. Practically, this study highlights the need for a balanced ethical climate which upholds flexibility, empathy and integrity to help employees deal with digital stress and sustain commitment.

Keywords

Nomophobia, Organizational Commitment, Organizational Ethical Climate,

Inability to Communicate, Loss of Connection, Inability to Access Information, Giving up Convenience

1. Background and Objectives

Mobile phone dependency has been a cornerstone within current work environments, especially within the service industry, where constant connectivity has come to be a basis for communication, information accessibility, customer service, and personal productivity. Correspondingly, nomophobia, or fear/anxiety of being away from one's cell phone, has been emerging as a significant psychological stress. *Yildirim and Correia (2015)* proposed a theorization of nomophobia with four dimensions: 1) inability to communicate, 2) loss of connectedness, 3) inability to access information, and 4) giving up convenience. All these dimensions subsume a variety of internet dependency aspects—from emotional distress to internet resource dependency toward managing daily tasks.

Whilst increasing recognition pervades with respect to the mental impact of nomophobia, organizational attitudes consequences, such as organizational commitment—the emotional commitment and organizational allegiance employees possess toward their organization (*Meyer & Allen, 1991*), have been rarely explored. In a services environment, communication disruption (Dimension 1) or connectivity disruption (Dimension 2) can dissipate emotional commitment, but a decrease in information accessibility (Dimension 3) and loss of convenience (Dimension 4) can reduce perceived competence and affiliation. Empirical work has found that excessive dependency on smartphones results in higher workplace anxiety, job satisfaction, and work decrement (*Farooqui & Nagendra, 2022; Gökçearsan et al., 2018*), but these are seldom using organizational commitment as a consequence variable.

Also, organizational ethical climate—the employees' perception as a whole of their organization's ethical values (*Victor & Cullen, 1988*)—has never been linked to nomophobia. Principle-based and supporting ethical climate can generate psychological safety, fairness, and reciprocity (*Appelbaum et al., 2022; Martin & Cullen, 2006*), which could cushion against detrimental consequences from nomophobia by providing support structures and minimizing anxiety. Conversely, poor organizational ethical climates could compound stresses, leading to poor commitment outcomes.

Within Ghana's extremely rapidly expanding service economy—with rampant use of smartphones and shifting organizational values—the kind of processes are especially timely. Explaining how every element of nomophobia has a unique effect on commitment, and how ethical climates might buffer those effects, fills a critical theoretical and practical gap. Prior work has, to a significant degree, embraced nomophobia as a unidimensional construct or abdicated its organizational consequences (*Morshed et al., 2023*). Concurrently, research on ethical climate

has depended on stress or trust outcomes, but never simultaneously with digital stress.

This study addresses these flaws by 1) assessing nomophobia using the four established dimensions, and how they individually affect organizational commitment; 2) investigating the moderating role of organizational ethical climate in the relationship between nomophobia and organizational commitment and 3) adding context-specific knowledge with implications for commercial banks in Ghana, where mobile technology pervades work roles. By doing so, this study contributes to both theory and practice by bridging the gap between organizational behavior theorization and technology addiction literature, broadens knowledge on ethical contexts as resilience levers, and imprints practical understanding into their applications by human resource strategies and digital wellbeing initiatives within emerging economies contexts.

1.1. Literature Review

Concepts and Definitions

1) The Definition of Nomophobia

Nomophobia or “no-mobile-phone phobia,” is a term referring to emotional distress or anxiety from being offline or being unable to access mobile technology (Yildirim & Correia, 2015; Das et al., 2021). Increasing research has been expanding definitions of nomophobia from mere addiction to mobile phones to thoughts as a stressor affecting cognitive capacity, social connections, and mental well-being (Morshed et al., 2023). Rather than viewing nomophobia as a unidimensional construct, scholars now view the concept as a multidimensional construct comprising of inability to communicate, loss of connectedness, inability to access information, and sacrificing convenience (Yildirim & Correia, 2015; Gezgin, 2018). Some empirical studies outlined the effect of nomophobia to include reduce work focus and stress, whereas others link it to emotional strain, technostress and distraction (Singh & Kaur, 2022; Arpaci, 2021). Smartphone overreliance can reduce concentration, further stir anxiety, and disturb work patterns—all situations that then reduce worker interest and productivity (Farooqui & Nagendra, 2022).

2) Organizational Commitment

Organizational commitment refers to emotional involvement and commitment by employees with their organization. Meyer and Allen (1997) defined it into three components: affective (emotional involvement), continuance (perceived loss that one incurs by departing), and normative (obligation toward remaining). High commitment has been positively associated with employee turnover, job satisfaction, and behavioral outcome measures (Jena, 2015; Panova & Lleras, 2016; Dadzie-Dennis et al., 2018). There are mixed results regarding the effect of nomophobia on organizational outcomes. While some studies (e.g. Kerse & Bayrak, 2020) identify that digital connectivity impacts positively on engagement and communication efficiency, others (e.g. Arpaci, 2022) finds that mobile phone dependence could reduce commitment and deplete emotional resources. These mixed results suggest that nomophobia dimensions could have a varied influence

on organizational commitment. According to Bakker and Demerouti (2017), some of the dimensions could challenge while others could hinder demand, and these depend on the availability of resources and organizational context as explained by the Job-Demands-Resource (JD-R Model).

3) Organizational Ethical Climate

Organizational ethical climate is collectively held perceptions regarding what is ethically acceptable organizational behavior (Victor & Cullen, 1988; Appelbaum et al., 2022). The Ethical Climate Theory espoused by Victor and Cullen (1988) provides an alternative lens on how organizational norms impact on the emotional and moral connection of employees to their workplace. Ethical climate as used in this study denotes shared perception of what is right or wrong in a given organisation. It includes dimensions such as egoism, principle and benevolence. In some prior studies (e.g., Demirtas & Akdogan, 2015; Cullen et al., 2003b), the authors show that a climate of benevolence and support breeds commitment, identification and trust. However, it is important to state that the effect is not always positive, as there could be other negative unintended outcomes. For example, Arnaud and Schminke (2012) argued that when employees view the organizational ethical standard as overly punitive, inconsistent or rigid, this can lead to moral strain instead of a buffer. Additionally, Huang et al (2020) in their research found that when organizations enforce ethical rules without taking into account the needed psychological support, it could trigger emotional fatigue and cynicism. These results suggest that under certain conditions, ethical climate could hinder demand in line with the JD-R model.

1.2. Empirical Review

Yildirim and Correia (2015) in their seminal paper developed and tested the Nomophobia Questionnaire (NMP-Q) scale as one of the more popular instruments used to assess nomophobia. In accordance with anxiety-related psychological theories, research sought to unveil latent dimensions of nomophobia among a sample population from 2446 students from Portugal. Exploratory and confirmatory factor analysis were used to test the instrument, and four prominent dimensions were yielded to be: inability to communicate, losing connectedness, unable to access information, and giving up convenience. The instrument demonstrated high internal reliability and construct validity. The constraint was that research was focused on students with no implementation within workplace environments, particularly organizational ones such as those from the services sector.

Das, Kumar, and Satpathy (2021) added to existing literature by examining the influence of mobile phone dependency among working Indians. Using the addiction-stress model, they administered a survey of 600 employees from various industries. Using regression analysis, they found a significant positive association between nomophobia and mental ill-health such as anxiety and stress. In contributing to workplace well-being and technology-related anxiety, the study provided valuable new insights. However, it did not establish whether these psychological

impacts have organizational outcomes such as commitment or productivity, and so suggests a research agenda where job attitudes are linked to nomophobia.

Similarly, [Morshed, Islam, and Khan \(2023\)](#) conducted a systematic review and meta-analysis to examine psychological determinants and outcomes of nomophobia, specifically across young adults. Although not workplace-centered, the work did provide empirical support to the proposition that nomophobia is a significant predictor of negative mental health outcomes such as depression, anxiety, and reduced well-being. The meta-analytic process combined outcomes across a number of studies, though they showed robustness to these relationships. Importantly, a limitation was that no studies incorporated organizational factors such as commitment or job satisfaction, where a promising area to address this theoretical omission within work environments exists.

[Panova and Lleras \(2016\)](#) contributed to scholarship by studying the motivational roots of smartphone usage and their mental health consequences. A Uses-and-Gratifications framework led researchers to ask 310 adults whether boredom or avoidance motives to use technology yielded different psychological consequences. Via moderated regression analysis, they found that technology use yielded by avoidance motives was more associated with detrimental mental health consequences. Although organizational commitment or ethical climate were not specifically operationalized as measures by this research, their findings suggest that motivations behind digital action could be a mediator or moderator between workplace action, a useful correlative to keep in mind during future scholarship into nomophobia within organizational settings.

[Appelbaum, Deguire, and Lay \(2022\)](#) shifted their focus to organizational ethical climate and employee commitment. Based on [Victor and Cullen's \(1988\)](#) ethical climate theory, a study questioned approximately 400 employees from various sectors within the United States. The authors used structural equation modeling (SEM) to analyze data and concluded that healthy ethical climates featuring fairness, shared values, and integrity were positive predictors of affective and normative commitment. While this study did not consider nomophobia, it provided a solid theoretical and empirical foundation regarding organizational ethical climates' influence on employee commitment and thus potential protection from stressors such as nomophobia.

[Cullen, Victor, and Bronson \(2003b\)](#) contributed valuable work by validating the Ethical Climate Questionnaire (ECQ) and by examining its relationship with organizational attitudes. The study employed a large sample size of 1200 employees across several U.S. organizations, and factor analysis and correlational approaches were employed. The findings corroborated that diverse types of ethical climates, such as caring, law and code, or instrumental climates, are associated with diverse levels of organizational commitment and work satisfaction. The cross-sectional data, however, did not permit causal inference, and research environments were restricted to the U.S., thus there remains a need to have similar studies from sub-Saharan Africa, such as Ghana.

Farooqui and Nagendra (2022) especially focused on workplace performance with job stress and satisfaction as mediators being affected by smartphone addiction. According to the stress-strain-performance model, 350 employees from the service sector of India were surveyed, and mediation analysis by PROCESS macro were used to analyze data. The outcome was that smartphone addiction increased job stress but diminished job satisfaction, hence reducing job performance. While organizational commitment wasn't taken up directly, indirect strong evidence was observed toward how excessive use of technology might negatively affect workplace behaviors with a likely spill-over into commitment-based outcomes.

Jena (2015) focused specifically on organizational commitment by considering its antecedents among Information Technology employees working in India. Taking Meyer and Allen (1997)'s three-component idea of commitment— affective, continuance, and normative—the research survey questionnaire was returned by 230 practitioners and multiple regression analysis was employed. It concluded that stress and job satisfaction were significant predictors across all three types of commitment. The research is particularly valuable with respect to theorization and practicality, but no consideration was given to digital behavioral factors such as organizational ethical climate or nomophobia, further limiting its relevance within today's work worlds where digitization becomes a bigger factor.

Kidwell, Stevens, and Bethke (2013) researched ethical climate's role in facilitating service recovery performance and employee loyalty among hospitality employees. Although organizational commitment was not specifically focused on, but measures were conceptually related, they applied SEM to data from approximately 300 employees. Using these, they found that ethical climate did significantly affect trust and loyalty, antecedents to commitment. The research gave particular focus to work environments with consideration for ethics within services work and how they might affect better employee attitudes where jobs are stressful. It did, however, overlook new sources of psychological stress such as nomophobia.

Finally, Atanasoff and France (2009) explored the incidence and impact of nomophobia among 500 American businesspeople. Using correlational designs, they reported that higher levels of nomophobia were associated with lower job satisfaction and higher levels of psychological distress. Although better measures like the NMP-Q did not arrive until later and commitment was not an area of focus, it is an early experimental illustration of how misuse of mobile technology could be harmful to professional environments. The flaws were outdated measures and lack of a robust theoretical construct, but it is an initial work correlating organizational outcomes with nomophobia.

Comparatively, ethical climate research has demonstrated its resilience to work attitudes and commitment. Appelbaum et al. (2022) showed employees who perceive strong ethical expectations are more committed and engaged despite job stress. Similarly, Cullen et al. (2003a) established that ethical climate types—at caring or rules-based climates, say—are significant determinants of commitment and job satisfaction levels. Despite these, no research study was found to simulta-

neously examine nomophobia, organizational commitment, and ethical climate as an interacting set of variables among African service organisations. This indicates a significant research gap and justifies the present study. In empirically examining this triadic relationship, the study adds to organizational behaviour, occupational health psychology, and business ethics research, especially within less represented regions.

1.3. Theory

1.3.1. JD-R Model and Organizational Commitment

This study is premised on the basis of the Job Demands-Resources (JD-R) model by Demerouti et al. (2001). According to Bakker, Demerouti & Sanz-Vergel (2023), the JD-R model postulates that employees are faced with demands at work which demands a sustained psychological or physical effort which can lead to resource depletion and at the same time resources or job which can promote motivation and buttress the effect of demands. Specifically, job demands are characterized as physical, emotional, or psychological demands asking for constant effort, which very often results in burnout or strain. Nomophobia, as a psychological strain triggered by a feeling of dependency on a smartphone, may be conceptualized as a techno-stressor, or a new-age job demand. When the demands of the job exceed the resources available, it leads to negative outcomes such as weak organizational commitment and engagement. This theory is used in the study to contextualize how nomophobia can function as psychosocial demands on employees. When employees are constantly worried about inability to get access or loss of access to information, it consumes their emotional resources and attention raising the risk of limited engagement and organizational commitment.

Nomophobic employees are prone to further anxiety, cognitive overload, and inability to switch off from work, which leads to less affective and normative organizational commitment. If employees are overwhelmed by or fear losing constant digital connectivity, they are less devoted to their organization and less emotionally attached. In line with JD-R models, where job demands (e.g., stress from nomophobia) outweigh personal and organizational resources, employees are faced with negative attitudinal outcomes, including less organizational commitment (Bakker & Demerouti, 2007). In line with the JD-R model, such high demands caused by inability to communicate, loss of connection, inability to access information, and giving up convenience could undermine attachment to the company or reduce the level of commitment through depletion of resources. Thus, the JD-R model justifies a direct negative relationship between nomophobia dimensions and organizational commitment especially within service sectors where using a smartphone is integral to core work tasks.

1.3.2. Ethical Climate Theory and Organizational Commitment

The ethical climate theory (Victor & Cullen, 1988) gives the desired theoretical justification for the moderating role of organizational ethical climate as applicable in this study. This theory creates a perception of 'what a correct or right behavior

is' and 'how issues of ethics should be handled'. This shared perception creates an organizational climate which could influence the attitudes and behaviors of employees. Ethical climate can act as a moderator by deciding how employees view and react to stressful incidents, such as nomophobia. According to Cullen, Parboteeah and Victor (2003a), positive ethical climate gives rise to organizational resources such as fair practices, role clarity, normative framework and social support. These resources can enhance the impact of job demands on organizational commitment. That is, when there is a strong ethical climate, the negative effect of nomophobia demands on organizational commitment will be weakened. This is because there are strong organizational resources for employees to cope, stay attached to and maintain the level of commitment. In a company with high ethical climate, employees are less stressed, disrespected, or inconsistent with organizational values. This kind of work life can protect employees from negative psychological outcomes arising from having nomophobia by promoting fairness, employee well-being, and open communications.

On the other hand, in an environment where is lack of such resources (that is low ethical climate), the effect is absent or weak and therefore the negative relationship between nomophobia and organizational commitment is stronger (Martin & Cullen, 2006). In essence, where there are weak ethical climates, nomophobia might serve to exacerbate alienation, pressure, or exploitation, which could further reduce the level of organizational commitment.

1.4. Conceptual Model and Hypotheses (Figure 1)



Figure 1. Conceptual model.

Nomophobia, or fear of being without one's mobile phone, has gained prominence as a psychological phenomenon affecting individuals' wellbeing and workplace attitude. In organizational work, employees are relying increasingly on smartphones to communicate, work, and socialise, making nomophobia to be re-

garded as a probable stressor capable of impacting their emotional attachment to the organisations, referred to as organizational commitment. According to the conceptual model above, nomophobia is operationalized by four dimensions: not being able to communicate, losing connectedness, inability to access information, and giving up convenience (Yildirim & Correia, 2015). Additionally, organizational Ethical Climate which is the contingent factor, is seen as shared understanding of ethically right or wrong workplace behaviour (Victor & Cullen, 1988), and is assessed with each dimension.

1.4.1. Not Being Able to Communicate and Organizational Commitment

The first dimension of nomophobia, that is, inability to communicate, is used in this study to refer to fear from inability to communicate with other persons by means of phone, texts, or internet sites (Yildirim & Correia, 2015). Within organizational context, mobile-communication-dependent employees are likely to panic during inability to communicate resulting from policies, poor connectivity, or device constraints. This isolation could negatively affect their sense of belonging and emotional link with organisation. According to Cognitive Dissonance Theory (Festinger, 1957), persons who are deprived of taking part in valued communication develop dissonance, thus potentially lessening organizational commitment. Empirical work reveals job satisfaction erosion and increased stress with lower capacity to communicate (Gezgin et al., 2018). Even so, a strong ethical organizational climate could buffer this effect by fostering open, supporting, and psychologically-safe work environments. Similar to Social Exchange Theory (Blau, 1964), organizational employees who work within an ethical organizational climate assess fairness and reciprocity, potentially narrowing down negative effects from communication anxiety. Thus, it's expected that organizational ethical climate could buffer their relationship.

Hypothesis 1: The fear of not being able to communicate negatively affects organizational commitment.

Hypothesis 1a: Organizational ethical climate moderates the relationship between fear of not being able to communicate and organizational commitment, such that the negative effect is weaker in organisations with a strong ethical climate.

1.4.2. Losing Connectedness and Organizational Commitment

The second dimension, losing connectedness, refers to the fear of being isolated from one's internet networks and social presence. This type of digital isolation might affect employees who derive their psychological reinforcement and identity from constant mobile connectivity (Yildirim & Correia, 2015). In line with Social Identity Theory (Tajfel & Turner, 2004), inability to interact with digital media can undo an employee's sense of identity and belonging, leading to a less strong organizational commitment. A study by Sharma et al. (2020) indicates that such isolation tends to lower job satisfaction and emotional withdrawal. However,

where the organisation instils a robust ethical climate, employees are inclined to be respected, valued, and emotionally secure, so their detrimental psychological effects from losing connectedness are minimized. Ethical climates, having instilled empathy and respect, can help employees to be included within the physical work culture even where connectivity digitally remains limited (Martin & Cullen, 2006).

Hypothesis 2: The fear of losing connectedness negatively affects organizational commitment.

Hypothesis 2a: Organizational ethical climate moderates the relationship between fear of losing connectedness and organizational commitment, such that the negative effect is weaker in organisations with a strong ethical climate.

1.4.3. Not Being Able to Access Information and Organizational Commitment

Third dimension, inability to access information, relates to anxiety arising from inability to access needed digital information or difficulty in retrieving needed information. In the information era, employees are no strangers to employing their phones to obtain real-time access to documents, data, and sources of expertise. Consistent with the Job Demands-Resources (JD-R) Model espoused by Demerouti et al. (2001), inability to access useful resources leads to intensified job strain and a reduction in work engagement and organizational commitment. Empirical studies, including Gökçearslan et al. (2018), have verified that information-dependent employees who are denied access report feelings of frustration, ineffectiveness, and disengagement. It is, however, likely that a facilitating organizational ethical climate could mitigate tension from loss by encouraging transparency, mentorship, and access to complementary resources. In such climates, employees may appreciate that organisation compensates digital shortfalls with ethical leadership and fair procedure, thereby reducing negative effect on commitment.

Hypothesis 3: The fear of not being able to access information negatively affects organizational commitment.

Hypothesis 3a: Organizational ethical climate moderates the relationship between fear of not being able to access information and organizational commitment, such that the negative effect is weaker in organisations with a strong ethical climate.

1.4.4. Giving up Convenience and Organizational Commitment

The fourth dimension, with a loss of convenience, refers to fear of no longer having access to task-management functions like calendars, maps, or productivity software (Yidirim & Correia, 2015). Staff who rely on similar features to stay efficient during daily activities may get stressed or lost with limited phone use, resulting in decreases in affective commitment to the organization. This finds support with the Technology Acceptance Model (TAM) by Davis (1989), where perceived usefulness of technology determines attitudes and satisfaction. In case convenience was lost, individuals may subconsciously associate resulting inefficient work

with the organization. Studies like Jena (2022) have blamed such experiences with a loss of job engagement and increased withdrawal intentions. However, where there is a moral environment where leadership demonstrates transparency and where support structures are established, employees may be better equipped to survive lost convenience, minimizing its negative impact. Ethical environments promote organizational equality and organizational justice, minimizing employees' susceptibilities to technological disruptions.

Hypothesis 4: The fear of giving up convenience negatively affects organizational commitment.

Hypothesis 4a: Organizational ethical climate moderates the relationship between fear of giving up convenience and organizational commitment, such that the negative effect is weaker in organisations with a strong ethical climate.

2. Methods

This study utilizes an explanatory cross sectional research design to assess the hypothesized relationships between nomophobia dimensions, organizational ethical climate, and organizational commitment (Creswell & Zhang, 2009; Asumadu-Basoah & Ghansah, 2025). Partial least squares structural equation modeling (PLS-SEM) was selected as the analytical tool, which is ideal for testing latent variable interactions and moderated paths in non-normal data. In terms of the population, all 23 commercial banks in Ghana were targeted using convenience sampling. The head offices of the banks were used as mobile dependency is high. The study assessed the perception of senior managers, managers, senior officers and officers regarding their mobile phone usage. In selecting the sample, 5 participants each from the four hierarchical ranks (senior managers, managers, senior officers and officers) were sampled due to their tactical positioning for assessing their perception based on their usage of mobile phones. Specifically, a mean of 16.09 of the 20 respondents approached from each of the banks returned final questionnaire from each of the commercial banks in Ghana. A total of 370 self-administered questionnaires were returned after the field work.

In terms of instrumentation, Yildirim and Correia (2015)'s Nomophobia scales which included 5-items each measuring inability to communicate, losing connectedness, unable to access information, and giving up convenience was used in the assessment; 6-item scale measuring organizational commitment (Meyer et al., 2002); and 8-item Ethical Climate Scale (Martin & Cullen, 2006) were also used (See appendix for questionnaire).

Data were collected from January to June 2025 via mixed modes: online (Google Forms) and in-person paper surveys to reduce access bias. Informed consent, anonymity, and voluntariness were ensured. No incentives were provided. Harman's single-factor test post-collection confirmed no common method bias (>50% variance unexplained). Screening addressed missing values (none) and outliers (Mahalanobis distance). SmartPLS 4.0 was used for analysis. Measurement model as-

sessed loadings (>0.708), Cronbach's α/CR (>0.70), AVE (>0.50), and HTMT (<0.85). Structural model used bias-corrected bootstrapping (5000 resamples) for paths, with SRMR (<0.08) for fit. Controls (age, gender, tenure, education) were included. Robustness checks via alternative models confirmed results.

3. Findings

This section presents the empirical findings from the analysis of survey data collected from 370 employees of 23 commercial banks in Ghana. Partial least squares structural equation modeling (PLS-SEM) was employed using SmartPLS 4.0 software, following confirmatory factor analysis (CFA) to establish construct validity and reliability. Bias-corrected bootstrapping (5000 resamples) was applied to assess path significance. The results examine the direct effects of nomophobia dimensions (not being able to communicate, losing connectedness, not being able to access information, and giving up convenience) on organizational commitment, as well as the moderating role of organizational ethical climate. Control variables (age, gender, tenure, and education) were included to enhance model robustness.

3.1. Demographic Profile of Respondents

The sample comprised 370 valid responses from service sector employees across various organizations in Ghana. Table 1 summarizes the demographic characteristics.

Table 1. Demographic characteristics.

Variable	Category	Frequency	Percent
Age Group	<25 years	107	28.9
	25 - 30 years	64	17.3
	31 - 40 years	90	24.3
	41 - 50 years	62	16.8
	51 - 55 years	23	6.2
	>55 years	24	6.5
Educational Level	JHS Certificate	4	1.1
	SHS Certificate	3	0.8
	Diploma	8	2.2
	Bachelor's Degree	141	38.1
	Master's Degree	203	54.9
	Postgraduate	11	3.0
Gender	Male	196	53.0
	Female	174	47.0
Tenure	<5 years	154	41.6
	5 - 10 years	179	48.4
	11 - 20 years	18	4.9
	21 - 30 years	7	1.9
	>30 years	12	3.2

The respondents were predominantly under 40 years old (70.5% cumulative for <25 to 31 - 40 years), reflecting a youthful workforce in Ghana's service sector. Education levels were high, with over 93% holding at least a bachelor's degree, and master's degrees being the most common (54.9%). Males slightly outnumbered females (53.0% vs. 47.0%). Most participants had tenure of 10 years or less (90.0% cumulative), indicating a relatively mobile or early-career sample.

3.2. Descriptive Statistics of Key Variables

The tables (Tables 2-7) provide the descriptive statistics for the measurement items across the study's constructs: giving up convenience (GUC), losing connectedness (LC), not being able to communicate (NBC), not being able to access information (NBI), organizational commitment (OC), and organizational ethical climate (OEC). All items were measured on a 7-point Likert scale (1 = Strongly Disagree to 7 = Strongly Agree), except for select OC items extending to 9 points where applicable.

Table 2. Descriptive for giving up convenience (GUC).

Item	Mean	Std. Dev.	Excess Kurtosis	Skewness
GUC1	5.681	1.646	0.784	-1.318
GUC2	5.649	1.775	0.752	-1.341
GUC3	5.897	1.567	2.184	-1.688
GUC4	5.392	1.609	0.191	-0.970
GUC5	5.876	1.699	1.493	-1.597

From Table 2, the means range from 5.39 to 5.90, with medians at 6 - 7, indicating moderate to high agreement on giving up convenience due to nomophobia. Negative skewness shows clustering at higher values, with positive kurtosis suggesting peaked distributions around agreement levels.

Table 3. Descriptive for losing connectedness (LC).

Item	Mean	Std. Dev.	Excess Kurtosis	Skewness
LC1	5.924	1.935	1.458	-1.730
LC2	5.792	1.879	0.718	-1.458
LC3	5.862	1.810	1.297	-1.612
LC4	5.838	1.759	1.256	-1.548
LC5	5.986	1.754	1.470	-1.704

From Table 3, the means between 5.79 and 5.99, all medians at 7, reflect strong agreement on losing connectedness. Pronounced negative skewness and positive kurtosis indicate responses heavily concentrated at the upper end, pointing to prevalent anxiety in this area.

Table 4. Not being able to communicate (NBC).

Item	Mean	Std. Dev.	Excess Kurtosis	Skewness
NBC1	5.678	1.722	0.889	-1.392
NBC2	5.659	1.782	0.502	-1.296
NBC3	5.857	1.660	1.509	-1.594
NBC4	5.932	1.655	1.440	-1.588
NBC5	6.084	1.628	2.258	-1.842

From **Table 4**, the Means from 5.66 to 6.08, medians mostly at 7, suggest high concern over communication loss. Negative skewness and varying positive kurtosis highlight a skew towards strong agreement, with distributions peaking at higher scores.

Table 5. Not being able to access information (NBI).

Item	Mean	Std. Dev.	Excess Kurtosis	Skewness
NBI1	5.119	1.770	-0.550	-0.710
NBI2	5.119	1.876	-0.449	-0.863
NBI3	5.178	1.882	-0.619	-0.797
NBI4	5.097	1.850	-0.433	-0.830
NBI5	4.511	1.916	-1.096	-0.326

From **Table 5**, the means around 4.51 - 5.18, medians at 5 - 6, show moderate agreement on information access issues, lower than other nomophobia constructs. Mild negative skewness and negative kurtosis imply less peaked, more platykurtic distributions with some spread towards neutrality.

Table 6. Organizational commitment (OC).

Item	Mean	Std. Dev.	Excess Kurtosis	Skewness
OC1	6.578	2.360	-0.441	-0.823
OC2	6.622	2.351	-0.365	-0.877
OC3	5.243	2.750	-1.374	0.035
OC4	7.211	2.260	0.996	-1.401
OC5	6.214	1.616	2.993	-2.063
OC6	5.857	1.692	1.621	-1.589

From **Table 6**, the means vary from 5.24 to 7.21, medians 5 - 8, indicating generally positive but varied organizational commitment. Skewness mostly negative (except OC3 near zero), with mixed kurtosis showing some peaked high scores and others more dispersed.

From **Table 7**, the Means from 4.50 to 5.28, medians 4 - 6, suggest moderately positive perceptions of ethical climate, with lower scores on later items. Negative skewness and mostly negative/mild kurtosis indicate responses leaning towards agreement but with flatter distributions and some neutrality.

Table 7. Organizational ethical climate (OEC).

Item	Mean	Std. Dev.	Excess Kurtosis	Skewness
OEC1	5.281	1.703	0.143	-1.055
OEC2	5.068	1.721	-0.052	-0.885
OEC3	5.076	1.672	0.362	-1.082
OEC4	5.162	1.659	0.441	-1.144
OEC5	5.170	1.748	-0.055	-0.961
OEC6	4.600	1.792	-0.685	-0.503
OEC7	4.635	1.787	-0.736	-0.493
OEC8	4.495	1.875	-1.054	-0.211

Overall, means were moderately high (above 5.0 for most items), indicating prevalent nomophobia tendencies and positive perceptions of organizational commitment and ethical climate. Negative skewness across items suggests responses clustered toward higher agreement levels, with some excess kurtosis indicating peaked distributions. No missing values were observed, ensuring data completeness for subsequent analyses.

3.3. Measurement Model Assessment

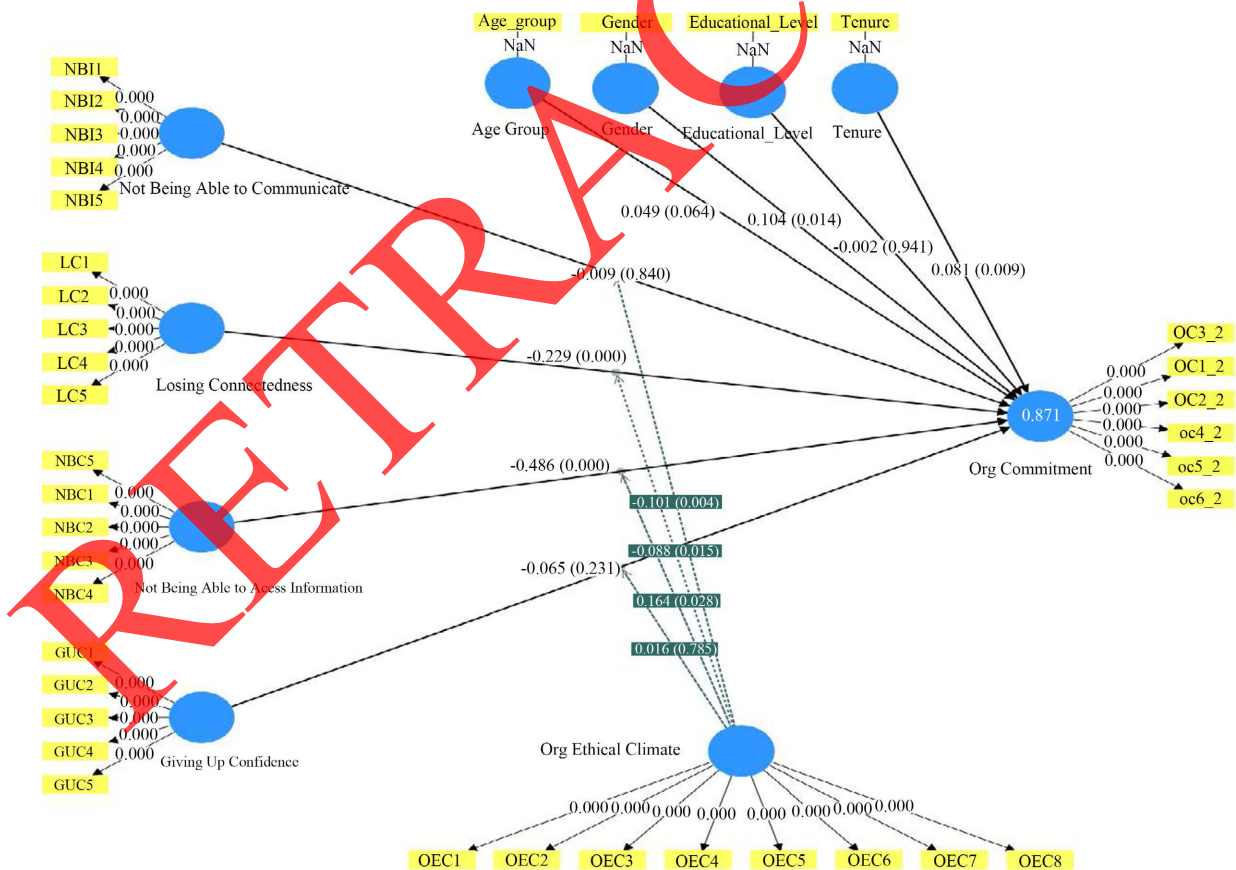


Figure 2. PLS-SEM measurement model with outer loadings.

All construct demonstrated adequate reliability and validity. Cronbach's alpha

values ranged from 0.78 to 0.92, composite reliability (ρ_c) from 0.85 to 0.94, and ρ_a from 0.80 to 0.93, exceeding the 0.70 threshold. Average variance extracted (AVE) values were above 0.50 (0.56 - 0.81), confirming convergent validity. Discriminant validity was established via the heterotrait-monotrait (HTMT) ratio, with all values below 0.85. Outer loadings were significant (>0.70), and variance inflation factors (VIF) for indicators were below 3, indicating no multicollinearity issues.

The measurement model is shown in **Figure 2**.

Figure 2 presents the constructs with items and loadings as extracted: e.g., Giving Up Convenience (GUC1: 0.903, GUC2: 0.917, etc.), Losing Connectedness (LC1: 0.931, etc.), Not Being Able to Communicate (NBC1: 0.924, etc.), Organizational Commitment (OC1: 0.902, etc.), and Organizational Ethical Climate (OEC1: 0.869, etc.). Controls (Age_group, Educational_Level, Gender, Tenure) are single-item constructs with loadings of 1.000.

Internal consistency was measured using Cronbach's alpha, with values above 0.70 indicating reliability. All multi-item constructs exhibited high reliability, with Cronbach's alpha ranging from 0.904 (Organizational Commitment) to 0.971 (Losing Connectedness). Convergent validity was evaluated using average variance extracted (AVE), with thresholds above 0.50 (Fornell & Larcker, 1981). AVE values ranging from 0.682 (Organizational Commitment) to 0.896 (Losing Connectedness), all exceeding the criterion and confirming convergent validity. Discriminant validity was assessed using the heterotrait-monotrait ratio (HTMT), with values below 0.85 indicating distinct constructs (Henseler et al., 2015). HTMT ratios generally below 0.85, though some nomophobia dimensions (e.g., Giving Up Convenience and Not Being Able to Communicate at 0.930) exceeded this threshold, reflecting their conceptual relatedness as a factor of nomophobia. Ratios involving Organizational Commitment and Organizational Ethical Climate (0.757) were acceptable, supporting discriminant validity overall.

3.4. Structural Model Evaluation

With the measurement model validated, we evaluated the structural model for collinearity, explanatory power, and fit using bias-corrected bootstrapping (5000 resamples) (Hair et al., 2021). Collinearity diagnostic is examined using variance inflation factors (VIF). The composite VIF were all less than 5 indicating the absence of multicollinearity. The model's explanatory power was strong, with R^2 for Organizational Commitment at 0.871, indicating that 87.1% of variance in commitment is explained by the predictors. Model fit was assessed using SRMR, d_ULS, and d_G. The SRMR for the saturated model was 0.082 and for the estimated model 0.082, slightly above the 0.08 threshold but acceptable for complex PLS models (Hu & Bentler, 1999). Confidence intervals for SRMR, d_ULS, and d_G supported a reasonable fit. **Table 8** shows the model fit indices.

Table 8. Model fit.

Index	Model Type	Original Sample (O)	Sample Mean (M)	95% CI	99% CI
SRMR	Saturated	0.082	0.030	0.034	0.037
	Estimated	0.082	0.030	0.035	0.037
d_ULS	Saturated	5.025	0.670	0.879	0.994
	Estimated	4.997	0.688	0.906	1.022
d_G	Saturated	4.279	0.494	0.668	0.768
	Estimated	4.345	0.496	0.674	0.775

3.5. Hypotheses Testing and Interaction Effects

Direct and moderated paths were tested using bootstrapped path coefficients and significance values (Table 9). The results revealed notable shifts compared to earlier expectations. Among the direct paths, Losing Connectedness ($\beta = -0.229, p < 0.001$) and Not Being Able to Access Information ($\beta = -0.486, p < 0.001$) both had significant negative effects on organizational commitment, supporting Hypotheses 2 and 3. Giving Up Convenience also had a negative but nonsignificant influence ($\beta = -0.065, p = 0.231$), thus not supporting Hypothesis 4. Conversely, Not Being Able to communicate showed a nonsignificant negative relationship ($\beta = -0.009, p = 0.840$), rejecting Hypothesis 1.

Table 9. Path coefficients.

Path	Original Sample (O)	STDEV	T-Statistic	p-value
Age_group → Org Commitment	0.049	0.027	1.853	0.064
Educational_Level → Org Commitment	-0.002	0.022	0.074	0.941
Gender → Org Commitment	0.104	0.042	2.460	0.014
Giving Up Convenience → Org Commitment	-0.065	0.054	1.199	0.231
Losing Connectedness → Org Commitment	-0.229	0.051	4.491	0.000
Not Able to Access Information → Org Commitment	-0.486	0.073	6.626	0.000
Not Being Able to Communicate → Org Commitment	-0.009	0.044	0.202	0.840
Organizational Ethical Climate → Org Commitment	-0.244	0.035	6.875	0.000
Organizational Ethical Climate × Giving Up Convenience → Org Commitment	0.016	0.060	0.272	0.785
Organizational Ethical Climate × Losing Connectedness → Organizational Commitment	-0.088	0.036	2.445	0.015
Organizational Ethical Climate × Not Able to Access Information → Org Commitment	0.164	0.075	2.199	0.028
Organizational Ethical Climate × Not Being Able to Communicate → Org Commitment	-0.101	0.035	2.867	0.004
Tenure → Org Commitment	0.081	0.031	2.603	0.009

Interestingly, Organizational Ethical Climate exhibited a significant negative

relationship with organizational commitment ($\beta = -0.244, p < 0.001$), suggesting that in certain contexts, stricter or less flexible ethical climates may dampen employees' affective attachment rather than enhance it.

Regarding interaction effects, three moderation paths were significant. Specifically, Organizational Ethical Climate \times Losing Connectedness ($\beta = -0.088, p = 0.015$) indicated a strengthening negative moderation, implying that a more rigid ethical climate intensifies the adverse effect of losing connectedness on commitment. Conversely, Organizational Ethical Climate \times Not Being Able to Access Information ($\beta = 0.164, p = 0.028$) revealed a positive moderating effect, suggesting that a supportive ethical environment mitigates the negative impact of informational inaccessibility. Similarly, Organizational Ethical Climate \times Not Being Able to Communicate ($\beta = -0.101, p = 0.004$) showed a significant negative moderation, indicating that an ethical climate may exacerbate the negative impact of communication disruptions. However, the interaction between Organizational Ethical Climate \times Giving Up Convenience was nonsignificant ($\beta = 0.016, p = 0.785$).

Among the control variables, Gender ($\beta = 0.104, p = 0.014$) and Tenure ($\beta = 0.081, p = 0.009$) were significant predictors of organizational commitment, while Age Group and Educational Level were non-significant. A summary of the hypotheses is shown in Table 10.

Table 10. Summary of hypothesis testing.

Hypothesis	Path	β	T-Stat	p-value	Decision
H1	Not Being Able to Communicate \rightarrow Organizational Commitment	-0.009	0.202	0.840	Not Supported
H1a	Org Ethical Climate \times Not Being Able to Communicate \rightarrow Organizational Commitment	-0.101	2.867	0.004	Supported
H2	Losing Connectedness \rightarrow Organizational Commitment	-0.229	4.491	0.000	Supported
H2a	Org Ethical Climate \times Losing Connectedness \rightarrow Organizational Commitment	-0.088	2.445	0.015	Supported
H3	Not Able to Access Information \rightarrow Organizational Commitment	-0.486	6.626	0.000	Supported
H3a	Org Ethical Climate \times Not Able to Access Information \rightarrow Organizational Commitment	0.164	2.199	0.028	Supported
H4	Giving Up Convenience \rightarrow Organizational Commitment	-0.065	1.199	0.231	Not Supported
H4a	Org Ethical Climate \times Giving Up Convenience \rightarrow Organizational Commitment	0.016	0.272	0.785	Not Supported

4. Discussion

4.1. Summary of Key Findings

The study's findings give important insight into the effect of nomophobia dimensions on organizational commitment in Ghana's service sector, giving credence to previous theoretical expectations. Using partial least squares structural equation modeling (PLS-SEM), the study revealed a number of significant direct and moderating relationships. The results emphasized that most of the dimensions of nomophobia negatively affected organizational commitment, and that, organizational ethical climate, contrary to traditional assumptions, weakened the interactive ef-

fects. These outcomes extend prior literature (Yildirim & Correia, 2015; Morshed et al., 2023; Victor & Cullen, 1988) by integrating nomophobia and organizational commitment with a contingent factor.

The results show that Losing Connectedness ($\beta = -0.229, p < 0.001$) and Not Being Able to Access Information ($\beta = -0.486, p < 0.001$) in the course of work, significantly and negatively influence organizational commitment, supporting Hypotheses 2 and 3. These results are in line with the JD-R model which maintains that when there are excessive psychological demands arising from losing connectedness and not being able to access information, it depletes employees emotional and cognitive resources. According to Bakker and Demerouti (2017), this leads to strain and withdrawal from attaining the organizational goals.

Specifically, losing connectedness as a dimension of nomophobia shows the fear of social isolation when an employees' phone is unable to connect. This is true in the sense that, in the current workplace, mobile connectivity has become an integral part of employees' inclusion and sense of belonging (Gezgin, 2018). When there is a disconnection, it produces feeling of reduced social support and exclusion which is a determinant of organizational commitment. In line with prior research, Kerse and Bayrak (2020) in their research noted that when there is an employee perception of digital communication interruptions, channels report lower organizational identification and engagement. Festinger (1957) also opines that, the constant dependency on mobile connectivity becomes a double-edged sword: when access is threatened, perceived organizational support may decline, which could lead to emotional withdrawal as supported by Gezgin et al., (2018), Das et al. (2021) and Bakker et al., (2023).

Additionally, there was support for the negative effect of not being able to access information and organizational commitment. This arises due to lack of control or fear of inefficiency when a digital tool fails. Immediate access to information support decision making and competence which is a psychological resource which maintains work commitment. When there is no access, employees may experience frustrations and cognitive strain. Recent empirical evidence suggested that perceived digital inefficiency is linked to high turnover intentions and lower organizational commitment (Singh & Kaur, 2022; Arpaci, 2021). Hence, this perceived negative impact is consistent with the notion that uncertainty in technology use could hinder demand leading to reduced commitment and resource loss. Practically, the results suggest that organisations should not denote the issue of dependence on smartphones as a mere personal issue, but rather, it should be viewed as a structural demand which is embedded in modern digital workplace.

Hypothesis 1 which postulated that Not Being Able to Communicate will impact negatively on organizational commitment was not supported. The result showed a negative but insignificant relationship ($\beta = -0.009, p = 0.840$), rejecting Hypothesis 1. This result implies that employees might have developed alternative communication channels or compensatory mechanisms that could accommodate the immediate impact. Finally, the effect of Giving Up Convenience is negative

but insignificant ($\beta = -0.065, p = 0.231$). This suggests that employees may view convenience-related mobile functions as personal tools rather than organizational resources, consistent with the Technology Acceptance Model (Davis, 1989). The reasons for these results stem from the fact that communication anxieties may not fully translate into long-term attitudinal outcomes by employees in the organisation. One possible reason is that temporal communication disruptions cause employees to adapt to alternative coping mechanisms. Such mechanisms could include in-person interactions, team platforms, emails and other multiple formal and informal channels (Spagnoli et al., 2019). According to Bakker et al (2023), the absence of a significant negative effect could indicate that the loss of communication is a challenge demand and could be dealt with by sufficient organizational and personal resources.

Although not hypothesized, Organizational Ethical Climate exerts a significant negative effect on commitment ($\beta = -0.244, p < 0.001$), diverging from most empirical evidence (Martin & Cullen, 2006; Appelbaum et al., 2022). This counterintuitive finding suggests that ethical climate shows the shared perception or viewpoint of what is seen as appropriate behavior and attitude in the organisation. When expectations of an ethical environment are seen as excessively punitive, rigid and misaligned with operational realities, it can lead to ethical strain instead of psychological safety. According to Arnaud and Schminke (2012), employees may feel mistrusted, constantly evaluated and morally constrained. Hence, an over-controlled or highly rule-bound ethical environment might reduce affective commitment unintentionally. This is particularly true for organisations undergoing behavior and digital transitions. Among control variables, Gender ($\beta = 0.104, p = 0.014$) and Tenure ($\beta = 0.081, p = 0.009$) are significant, indicating that men and longer-tenured employees exhibit slightly higher organizational attachment, possibly due to role familiarity and relational stability (Jena, 2015).

Relating to the moderating effect, the moderating role of Organizational Ethical Climate on the relationship between Losing Connectedness ($\beta = -0.088, p = 0.015$), Not Being Able to Communicate ($\beta = -0.101, p = 0.004$) and organizational commitment was negative and significant. These results imply that when ethical climate is stronger (that is, more stringent or rule-oriented), the detrimental effects of losing connectedness and not being able to communicate on commitment become more pronounced. This counterintuitive result means that an ethical environment where employees experience technological stress can amplify rather than buffer the negative effects. In this study, the negative moderating effects could be an indication that the perception of ethical climate is not seen as a supportive resource, but rather hinders demand. According to Bakker et al., (2023), this is consistent with the JD-R model which postulates that organizational factors could potentially convert potential resources into demands is viewed by employees as punitive or constraining.

The moderation result obtained shows an important paradoxical effect. That is, when there is an institution of ethical standards without empathy, it may weaken

organizational commitment rather than strengthen it. Prior studies have argued that when ethical standards are perceived as overly stringent or procedural, they can create emotional withdrawal or cynicism (Huang et al., 2020) as in the case of this study.

Conversely, Organizational Ethical Climate did not negatively moderate the effect of Not Being Able to Access Information ($\beta = 0.164, p = 0.028$) and organizational commitment. This result suggests that, although not expected, ethical climate can positively moderate the effect of not being able to access information on organizational commitment. The finding of this study implies that, in a workplace environment where there is a strong or effective ethical climate, the negative effect of not being able to access due to technological stress could be weakened and employees are likely to maintain their commitment to the organisation. This aligns with the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2017) and Ethical Climate theory (Victor & Cullen, 1988) where ethical norms function as a psychological resource that mitigates stress from technological barriers. Ordinarily, inability to access information could present an issue of job demand, but the positive moderating effect of ethical climate could provide job resource that will give rise to shared moral understanding, trust and psychological safety (Bakker et al., 2023). When such resource is available, employees may see the digital challenge as situational instead of a systemic failure in the organisation, thereby maintaining their organizational commitment.

The moderation of Ethical Climate \times Giving Up Convenience was positive and non-significant ($\beta = 0.016, p = 0.785$), suggesting that convenience-related disruptions are less influenced in an ethical environment, perhaps because they are viewed as external to core work ethics or routines. This also implies that ethical climate does not necessarily change how this digital stressor affects organizational commitment.

4.2. Theoretical Contribution

This study theoretically advances understanding on nomophobia and employee behavior in organisations by demonstrating that ethical climate is not universally protective; its effects are dependent on the type of stress faced by employees and how it relates to their job.

Furthermore, by segregating nomophobia into its four dimensions, this study moves beyond the recognition of the unidimensional measure. The diverse pathways observed showed that the interaction of nomophobia with other organizational factors could be complex and yield unintended outcomes. This study therefore adds granularity to the nomophobia theory (Yildirim & Correia, 2015) and have implication for future research works.

By integrating the Job Demands Resources (JD-R) model (Bakker & Demerouti, 2007) and ethical climate theory (Victor & Cullen, 1988), the study argues that ethical systems can sometimes increase stress when perceived as rigid or compliance-driven. Some sectors where connectivity and communication define performance,

restrictive moral environments may reduce tension rather than increase it.

4.3. Practical Implications

In terms of implications, the findings of the study signal an urgent need to address digital connectivity issues as organizational rather than personal challenges. Also, organizations should design ethical climates that are adaptive rather than prescriptive, encouraging responsible technology use while allowing flexibility. Leaders who emphasize fairness, care and open communication can turn ethical culture into a resource that mitigates rather than magnifies digital stress. Additionally, the negative effect of losing connectedness and not being able to access information shows the need to treat digital connectivity, not as a mere operational tool, but rather as a psychological resource. Leadership should ensure there is reliable access to work communication platforms, intranets and digital infrastructure for employees who work depend on digital connectivity.

Again, a way of enhancing organizational commitment, managers should regularly maintain their IT support channels and backup systems, as these could reduce the level of anxiety attributed to digital distractions. There is also the need to rethink the effect of ethical climate. This is because, while ethical standards are important, overly inconsistent, punitive or morally strained ethical codes may produce moral strain or other negative outcomes. Managers should endeavor to empower ethical climate with one that integrates ethical approach, digital well-being approach and more importantly discretion and empathy. Also, transparent leadership, participatory rule-settings and regular ethics dialogues can prevent ethical norms from being perceived as control mechanisms.

4.4. Limitations and Future Research

It is worthy to note that, while this study offers novel insights, future studies could employ longitudinal or experimental methods to observe how sustained exposure to nomophobia influences commitment over time. Comparative studies across African economies could reveal how infrastructural maturity and cultural differences shape the nomophobia-commitment nexus. Moreover, extending the model to include job satisfaction, burnout, or psychological empowerment would deepen understanding of the mechanisms through which digital stress affects organizational outcomes (Jena, 2015; Kidwell et al., 2013; Gökçearslan et al., 2018).

Methodologically, the R^2 value of 0.871 obtained for organizational commitment is not an indication of common method variance. This could be due to the cross-sectional research design adopted which inflates the variance explained. The use of the cross-sectional study focusing on a single country could be re-examined by researchers. A longitudinal research or cross-cultural approach could also be adopted to enhance generalizability in future studies.

5. Summary

In summary, this study has established that some nomophobia dimensions signif-

icantly undermine organizational commitment and that ethical climate's role is far more complex than previously assumed; it can both weaken or enhance digital stress depending on situational context. For theory, it broadens the conversation on workplace techno-stress; for practice, it calls for adaptive ethics and digital wellbeing integration; and for policy, it underscores the need for institutional frameworks that protect employees in increasingly digitalized economies like Ghana.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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Appendix A: Instruments

Not Being Able to Communicate

- 1) I would feel anxious if I couldn't communicate instantly with my family/friends via my mobile phone.
- 2) I would be irritated if I couldn't stay in contact with people through my mobile phone.
- 3) I would be nervous if I could not receive calls or messages when I wanted to.
- 4) When I cannot send instant messages, I feel anxious.
- 5) I would panic if I couldn't contact others immediately via my mobile phone.

Losing Connectedness

- 6) I would feel disconnected if I were unable to log into my social media accounts via my phone.
- 7) I would fear losing touch with my online identity.
- 8) I would feel anxious if I couldn't stay up-to-date on social media.
- 9) I would feel isolated from my social groups if I were not able to use my mobile phone.
- 10) I would be nervous if I were not visible or active online.

Not Being Able to Access Information

- 11) I would feel uncomfortable if I could not browse the internet via my phone.
- 12) I would be anxious if I could not access news or information when needed.
- 13) I would be upset if I couldn't access online information on my phone instantly.
- 14) I would panic if I couldn't look up information using my mobile phone.
- 15) I would feel frustrated if my access to digital information via phone was interrupted.

Giving Up Convenience

- 16) I would be annoyed if I couldn't use my mobile phone for everyday tasks (e.g., calendar, maps).
- 17) When my mobile phone features are unavailable, I feel inconvenienced.
- 18) I would feel irritated if I couldn't use my phone for banking, alarms, or reminders.
- 19) I would feel uncomfortable if I couldn't rely on my mobile phone to manage daily routines.
- 20) I would be upset if my phone couldn't support my productivity needs.

Source: Yildirim, C., & Correia, A.-P. (2015). Exploring the dimensions of nomophobia: Development and validation of a self-reported questionnaire. *Computers in Human Behavior*, 49, 130-137. <https://doi.org/10.1016/j.chb.2015.02.059>

Appendix B: Organizational Commitment

Sample items on a 5-point scale (1 = Strongly Disagree to 10 = Strongly Agree):

- 1) I enjoy discussing my organization with people outside it.
- 2) I really feel as if this organization's problems are my own.
- 3) I feel emotionally attached to this organization

- 4) I feel a strong sense of belonging to my organization.
- 4) I feel emotionally connected to this organization.
- 6) I would be happy to spend the rest of my career with this organization.

Source: Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective commitment scale adaptation—using the 6-item version. *Journal of Applied Psychology*, 87(3), 473-484.

Appendix C: Organizational Ethical Climate

- 1) My organization strives to be an ethical place.
- 2) Employees here behave ethically consistent with organizational values.
- 3) There is a shared understanding of what is right and wrong at my workplace.
- 4) Management in this organization makes decisions based on ethics.
- 5) I trust that the organization deals fairly with employees and clients.
- 6) Ethical behavior is encouraged and rewarded in this organization.
- 7) Employees here hold high moral standards.
- 8) Ethical considerations are central to decision-making here.

Source: Martin, K. D., Cullen, J. B., Johnson, J. L., & Parboteeah, K. P. (2006). Ethical climate single-factor scale development. *Journal of Business Ethics*, 69(2), 175-194.

Appendix D: Demographical Characteristics

Control Variable	The rationale for inclusion	Measurement
Age	Older employees often report higher commitment	Self-reported age in years
Gender	May affect affective or continuance commitment	Dummy coding: male/female
Tenure	Longer tenure → stronger organizational bonds	Years with organization
Education	Influences career mobility and value alignment	Highest attained qualification