

The Moderating Role of Nomophobia in the Effect of Psychological Contract on Employee's Networking Ability

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Abstract

Employees in business life establish relationships with many people inside or outside the organization and have a very wide network. These positive relationships happen every day, also depending on their psychological state. However, these relationships may be negative or interrupted from time to time. Nomophobia is important in reducing this negativity. This study aims to determine the moderator role of nomophobia in the effect of psychological contracts on the ability of employees to form a network. The study sample consists of employees of food manufacturing enterprises in Bolu province (n=357). According to the research findings, it has been determined that nomophobia does not have a moderating effect on the effect of the psychological contract on the network ability.

Keywords: Psychological Contract, Networking Ability, Nomophobia.

Psikolojik Sözleşmenin Çalışanların İlişki Ağı Kurma Yeteneği Üzerine Etkisinde Nomofobinin Düzenleyici Rolü

Öz

İş hayatında çalışanlar örgüt içi veya örgüt dışı birçok kişiyle ilişkiler kurmakta ve çok geniş bir ağa sahip olmaktadır. Bu ilişkilerin olumlu yönde olması ve her geçen gün olması psikolojik durumlarına da bağlıdır. Ancak bu ilişkilerin olumsuz yönde olması veya kesintiye uğraması zaman zaman ortaya çıkabilir. Bu olumsuzluğun azaltılmasında nomofobi önem taşımaktadır. Bu çalışmada amaç, psikolojik sözleşmenin çalışanların ilişki ağı kurma yeteneği üzerine etkisinde nomofobinin düzenleyici rolünü tespit etmektir. Çalışmanın örneklemini Bolu ilindeki gıda imalat işletmelerinin çalışanları oluşturmaktadır (n=357). Araştırma bulgularına göre, psikolojik sözleşmenin ilişki ağı kurma yeteneği üzerine etkisinde nomofobinin düzenleyici ekiye sahip olmadığı tespit edilmiştir.

Anahtar Kelimeler: Psikolojik Sözleşme, İlişki Ağı Kurma Yeteneği, Nomofobi.

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Introduction

The addiction to mobile phones, which is of great importance in our business and social life, is increasing day by day. Due to this addiction, individuals establish relationships and meet new people constantly. The network of relations established is expanding day by day, both through social media and normal conversations. The expansion of these relations networks is especially important for organizations. Thanks to the network of relations established by the employees in the organization, business processes can be completed faster, and organizations can increase their performance. At this point, trust between employees and managers is also important. Although this element of trust is expressed as the psychological climate, it provides the establishment and acceleration of a network of relations between employees. Therefore, it can be said that the psychological climate will be effective in establishing the relationship network, and the effect of nomophobia is important in this effect.

Psychological capital, the first subject of the research, is defined by psychologists as personality traits that contribute to individual productivity (Gohel, 2012: 35). Luthans et al. (2007: 542) psychological capital; define it as "the study and practice of positively oriented human resource strengths and psychological capacities that can be measured, developed and effectively managed to improve today's working life." The second subject of the research, the ability to build a network, is the political skill that is defined as the ability of employees in an organization to understand and influence other employees effectively and to act in a way that enriches the goals of the organization by benefiting from their knowledge and experience (Ferris et al., 2005: 127). Those who have developed the ability to establish a network of relationships can quickly mingle with people they meet in new environments and form coalitions with them in order to achieve some of their personal goals (Blass & Ferris, 2007: 7). The last subject of the research, nomophobia, was developed by shortening the expression No-Mobile-Phone, and this name appeared as nomophobia. The diagnosis of this disease, which many smartphone users are caught without realizing, is found in almost everyone (Bhattacharya et al. 2019: 1298). If nomophobia is reinforced by stress or panic, if one stays away from smartphones, and occurs in cases of not perceiving the events in the environment and constantly having the feeling of controlling the mobile device, the patient is still in the first stage (Bragazzi and Puente, 2014: 156).

When the literature on the psychological contract, networking and nomophobia is examined, no study that holistically deals with these three concepts has been found. With this study, the interactions between these concepts are revealed and it is thought to contribute to this gap in the literature. This study will also guide the managers of the organizations and those who will conduct research on these issues in the future. The study focuses on the psychological contract that can be effective on networking and nomophobia, which can play a role in increasing this effect. The main problem of the study is that the psychological climate is a solution to increase the ability to establish a network of relationships that can be difficult to establish. The study's main purpose is to determine the interactions between the psychological contract, networking, and nomophobia. Depending on this purpose, the research question was determined as *"does the psychological contract have a moderator effect on the ability to establish a network of relationships."* The research was carried out in the sample of Bolu, and it was carried out for the employees of the food manufacturing sector to understand the importance of the psychological climate. It increases the network of relations among the employees or customers, which is important for the organization and raises awareness about the importance of nomophobia.

1. Psychological Contract (Psychological Contract)

Although the concept of the psychological contract was first put forward by Argyris (1960), it was expressed as a secret and unwritten agreement between two parties. The psychological contract can also be defined as the individual belief system that a person develops during the exchange with the organization (Rousseau, 1989:123). Although it takes place outside the employment contracts, the psychological contract that strengthens the relationship between the employee and the organization (Çakmak, 2012: 57), can also be expressed as unwritten expectations based on reciprocity, dynamic and yet unwritten (Cihangiroğlu and Şahin, 2010: 3). Based on these definitions, psychological contract is the realization of the responsibilities and wishes of the parties to each other without the need for a written contract between the employee and the manager of the organization.

Transactional contracts express that individuals completely internalize the organization's value and associate their identity with the organization. In operational contracts, there are situations in which the individual's identity is based on abilities and competencies, and individuals are emotionally attached to the organization, at least a little. While transactional contracts explain the honest relationship between work and wages,

they focus on the short-term economic exchange or monetary settlement. Therefore, it can be said that the employee is more interested in wages and personal benefits rather than being a good organizational citizen. Relational contracts, on the other hand, are the fulfillment of responsibilities such as gaining skills and career development for the employees and providing training opportunities for the employer and focusing on long-term relationships. It involves exchanging monetary and non-monetary benefits such as loyalty, support, and career between the person and the organization. Although the responsibility lies with the employer, the employees remain loyal to the organization and the employer in the face of commitments such as job security, personal and career development (Rousseau, 1995: 91-92; Millward and Hopkins, 1998: 1531-1532; Grimmer and Oddy, 2007: 155; Erdem, 2021; 517).

A psychological contract establishes the relationship between the manager and the employee based on trust, and a more productive working environment is provided; otherwise, negative results may occur. In addition to employment contracts that include mutual written commitments between the employer and the employee, psychological contracts that contain mutual expectations, although they cannot be expressed verbally, may not cause problems in the execution of the processes if trust is established (Akmaz and Erbaşı, 2017: 126). However, due to a disagreement in the employment contract and the possibility of disappointment in the psychological contract, trust in the employer may be shaken (Faruk et al., 2019: 314). On the other hand, psychological contracts have a dynamic structure compared to written contracts, as they allow bargaining in the relations between the parties, and they can gain superiority at this point because psychological contracts offer flexibility to the parties within certain limits (Cihangiroğlu and Şahin, 2010: 3-4).

If the psychological contract works effectively in the organization, positive thoughts arise from both the employer and the employee. With the psychological contract, the employee perceives that his performance will be rewarded and that he will achieve his personal goals and the perception that the employee's motivation will increase and he will be more effective and productive when the employer fulfills his obligations. Therefore, the parties are aware of what they should do against each other and act accordingly (Çakmak, 2012: 58). From this point of view, it can be said that the psychological contract is a situation related to the belief that the employer will fulfill the promises made and that the

employee may violate the psychological contract when he feels that these promises are not fulfilled (Callea et al., 2014: 404). Therefore, it may not always be possible to fail to fulfill the promises and obligations given, and this can be expressed as the concept of violation of the psychological contract (Büyükyılmaz and Çakmak, 2014: 583).

Employees sometimes enter into expectations even if they are not promised, and if their dreams are not realized, they blame the employer or the organization. The main reason for this is the lack of communication between the employee and the employer. Communication between the parties, in other words, what is wanted, what is not wanted, and expectations are clear or no matter how they are spoken at the beginning of the work, there will be no unnecessary expectations, and there will be no violations (Tarakcı and Akin, 2017: 1223). Therefore, everything should be stated in detail and acted within this framework before starting work. Otherwise, disappointment will be inevitable for the employee and the employer.

2. Networking Ability

The ability to network can be defined as a goal-oriented behavior that focuses on creating, developing and using interpersonal relationships inside and outside of an organization (Gibson et al., 2013: 150). In other words, the ability to build a network can be expressed as the ability of individuals to develop and maintain their relationships with people who help them in their relationships and careers (Forret and Dougherty, 2004: 420). Alternatively, it is the behavior towards establishing and maintaining individual and professional connections to establish a network of relationships, information, communication, and support systems (Hwang and Francesco, 2004: 139). Based on these definitions, the ability to build a network is the ability of the individual to work, socialize, gain a career, benefit, etc. It can be expressed as the individual's developing relationships and creating connections with people in his business and social life.

Networking has two different perspectives: a focus on power and politics and a focus on career. The focus on power and politics implies that organizations are political entities and informal processes affect career life. On the other hand, focusing on a career argues that creating opportunities inside and outside the organization through networking is important in achieving a career (Wolff and Kim, 2012: 45). The common point of these two views includes reaching the goals about careers whether or not individuals are helped (Forret and Dougherty, 2004:420). On the other hand, networking supports the individual

in a career and provides friendship and emotional support, expressed as a personal network, to improve and develop the individual's life in various aspects (Casciaro et al., 2014: 707).

While networking is a characteristic of employees and employers, employees have to participate in this relationship network of organizations while maintaining networks between businesses and organizations (Fryczyńska et al., 2015: 27). The aim here is for networkers to develop their network connections to reach a wide range of resources, regardless of the information, physical, material resources and time, without being connected to official channels (Albourini et al., 2020: 2523).

It reveals six types of network behaviors: establishing a network of relationships, establishing internal connections, maintaining internal contacts, using internal relations, establishing external connections, maintaining external contacts, and using external relations (Wolff and Kim, 2012: 45-46). Thanks to these established relationship networks, communication and relations within and outside the organization will bring positive results. Therefore, the networks that the organization members will establish both with each other and with those outside the organization will help the organization reach its goals and make it stronger. It can be said that enriching the relationship networks established for this is important for the individual and the organization.

3. Nomophobia

Due to the increase in smartphone use and excessive and uncontrolled use of the internet, phone addiction has increased, and this situation is called nomophobia. Although the word nomophobia comes from the combination of the English words "No Mobile Phone Phobia," that is, the word nomophobia, it is expressed as the involuntary fear of being deprived of a mobile phone, not being able to reach mobile devices, not being able to communicate using mobile devices (Güler and Veysikarani, 2019: 76). Nomophobia can also be defined as the discomfort, anxiety, nervousness and sadness caused by staying away from the use of mobile phones and computers in the digital and virtual world (Bragazzi and Puente, 2014: 156). Alternatively, nomophobia is when individuals are dependent on accessing information and communicating with their relatives while dealing with their daily routines, such as paying bills and placing orders in their daily lives (Sarioğlu, 2019: 915). Based on these explanations, nomophobia can be expressed as the

anxiety of breaking the networks created by communication tools such as an individual's mobile phone or smartphone.

In the form of fear of losing the connection with a mobile phone or virtual communication device (Ak and Yildirim, 2018: 12). Although nomophobia means being addicted or addicted to mobile phones, it is included in the scope of phobias and is expressed as physical and mental conditions caused by unwarranted fears (Erdem et al., 2016: 924). In nomophobic cases, signs and symptoms such as anxiety, respiratory distress, tremor, sweating, excitement, disorientation, and heart palpitations are observed (Bhattacharya et al., 2019: 1298). It can be said that individuals who follow mobile technology closely are under the influence of nomophobia. These signs and symptoms are seen because they stay away from smartphones, which negatively affects the individual's life and activities (Yorulmaz, 2018: 2990).

As a result of nomophobia, which can be seen in most smartphone users, there are situations such as difficulty perceiving the events in the environment and the desire to control the mobile device constantly. With the increase in smartphone usage and incoming notifications, the happiness of the individual increases, but stress and panic are experienced with the feeling that something will happen at any moment, and this situation will deteriorate in a moment. Therefore, users need to know how long they use smartphones, use them consciously, keep themselves under control, and limit themselves (Polat, 2017: 168).

4. Method

4.1. Data Collection Tool and Analysis Methods

An online questionnaire (questionnaire form) was used to collect data in the study. The questionnaire consists of four parts. In the first part, seven questions, including demographic characteristics related to age, gender, marital status, education level, monthly income level, total experience in business life, and the level of reaching goals, are included. In the second part, Raja et al. (2004) developed a scale consisting of 18 statements. In the third part, a scale consisting of 44 statements developed by Wolff and Moser (2006) was used to measure the ability to establish a network. In the fourth part of the questionnaire, the scale developed by Yildirim and Correia (2015) was used to measure nomophobia, and this scale consists of 20 statements. A 5-point Likert scale was used for the answers of the participants to each item in these scales, and the scores were 1=

"Strongly Disagree," 2= "Disagree," 3= "Neither Agree nor Disagree," 4= "Agree," 5= "Strongly Agree" is in the form.

Within the scope of the research, the Ethics Committee Permission, dated 23.12.2021, numbered E-51450103-050.01.04-00000382938 and decision number 2021/9/24, was obtained from the Social and Human Sciences Scientific Research and Publication Ethics Committee of Kırşehir Ahi Evran University.

4.2. Sample of the Research

The universe of the study consists of the employees of the enterprises in the food manufacturing sector. The convenience sampling method, one of the non-random sampling methods, was used due to the lack of access to everyone who made up the universe, the difficult conditions due to the pandemic, and the cost and time constraints. The convenience sampling method is sampling in which some individuals are in the immediate environment, easy to reach, available and willing to participate in the research voluntarily (Erkuş, 2017: 138). The study sample consists of the employees of the enterprises in the food manufacturing sector in the province of Bolu. Within the scope of the study, printed questionnaires (survey) were hand-delivered to 500 employees in food businesses and data was collected from 357 people. The return rate of the survey is 71.4%.

4.3. Research Model and Hypotheses

The following model was established to guide the research and to form hypotheses.

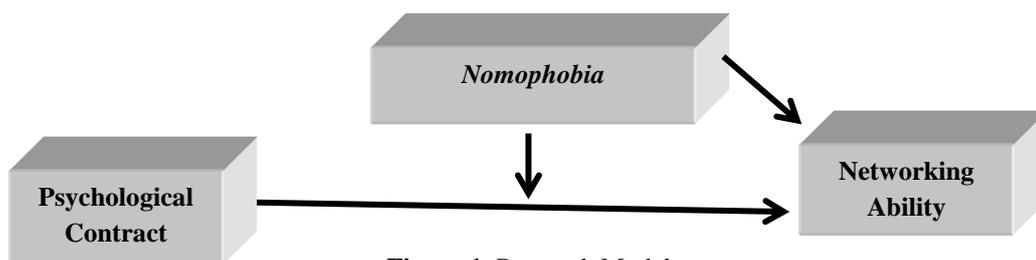


Figure 1. Research Model

The hypotheses formed according to the purpose of the study and the proposed research model are as follows:

There is no study in the literature examining the effect of psychological contracts on the ability to build a network. However, the psychological contract, which means that the relations between the employee and the manager are based on trust, can positively affect establishing the relationship network between the employees in the organization.

From this point of view, the following hypothesis was designed for the relationship between the ability to establish a psychological contract relationship network.

H1: Psychological contract has a positive effect on the ability to network.

When the literature is examined, it is not possible to find a sufficient level of study dealing with the relationship between nomophobia and the ability to build a network. Bilkay (2020) found in his study that there is a positive relationship between nomophobia and the ability to build a network. Nomophobia that is, staying away from the mobile phone and disconnecting from the internet, can increase the ability of individuals to establish a network. Based on these explanations, the following hypothesis was designed for the relationship between nomophobia and the ability to build a network.

H2: Nomophobia has a positive effect on the ability to network.

When the literature is examined, no study has found that nomophobia has a moderating effect on the relationship between psychological contract and the ability to build a network. However, in the H1 hypothesis, it was assumed that the psychological contract positively affected the networking ability, and in the H2 hypothesis, it was assumed that nomophobia positively affected the networking ability. In this context, nomophobia may play a moderator role in the relationship between the psychological contract and the ability to build a network. In this context, the following hypothesis was formed.

H3: Nomophobia has a moderating effect on the relationship between the psychological contract and the ability to build a network.

5. Results

Demographic information such as gender, marital status, education level, age, working time and monthly income of the participants in the study are explained in Table 1.

Tablo 1. Demographic Findings

Gender	Frequency (n)	Percentage (%)	Marital Status	Frequency (n)	Percentage (%)
Female	138	38,7	Single	131	36,7
Male	219	61,3	Married	226	63,3
Level of education	Frequency (n)	Percentage (%)	Age	Frequency (n)	Percentage (%)
Elementary education	89	24,9	18-25	13	3,6
Associate degree	138	38,7	26-30	64	18,2
Licence	126	35,3	31-35	53	14,8
Graduate	4	1,1	36-40	137	38,4
Operation time	Frequency (n)	Percentage (%)	41-45	71	19,9
1-3 years	46	12,9	46-above	18	5,0
4-7 years	155	43,4	Monthly Income	Frequency (n)	Percentage (%)
8-10 years	116	32,5	2000-5000	56	15,7
10 years-over	40	11,2	5001-10000	242	67,8
			10000-above	59	16,5

As shown in Table 1, 61.3% of the participants are men and 63.3% are married. When the education level is examined, it is seen that 38.7% of them are associate degree graduates. Looking at the age distribution, 38.4% of the participants are in the 36-40 age range. In the working time, it is observed that 43.4% of them work in the range of 4-7 years and when their monthly income is examined, it is observed that 67.8% of them have an income of 5001-10000 TL.

Table 2. Cronbach Alpha Values for Research Scales

Scales	Measuring Range	Number of Expressions	Cronbach α
Psychological Contract	5-point Likert	18	0,871
Networking Ability	5-point Likert	44	0,914
Nomophobia	5-point Likert	20	0,892

Within the scope of the research, first of all, the reliability analyzes of the scales were made and are shown in Table 2. Cronbach $\alpha=0.871$ for the psychological contract scale, Cronbach $\alpha=0.914$ for the networking ability scale, and Cronbach $\alpha=0.892$ for the nomophobia scale were obtained. These values show that the reliability of the scales is at a high level (Yıldız and Uzunsakal, 2018: 19; Tutar and Erdem, 2020: 328). Confirmatory factor analysis (CFA) was applied to the measurement model to determine the validity of the psychological contract, networking ability and nomophobia scales in the study model, and it is as described in Table 3.

As seen in Table 3, the standardized factor loads of the scale items vary between 0.523 and 0.962. These loads are above 0.50, indicating that the criterion has been met (Hair et al., 2006). As a result of confirmatory factor analysis, the 9th, 10th, 11th, 12th, 13th, 14th, 15th, 16th, 17th and 18th statements of the psychological contract scale; 1, 2, 3,

4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23 , 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43 and 44; Items 1, 2, 3, 4, 12, 13, 14, 15, 16, 17, 18, 19, 20 of the nomophobia scale were excluded from the analysis because their factor loads were low.

Table 3. CFA Results of the Measurement Model

Scale	Number of Expressions	Std. Factor Yükleri	t Değerleri***	CR	AVE
Psychological Contract	PC1	,724	*	.897	.552
	PC 2	,523	30,813		
	PC 3	,722	32,850		
	PC 4	,741	29,803		
	PC 5	,688	21,673		
	PC 6	,773	16,588		
	PC 7	,632	13,624		
	PC 8	,530	*		
Networking Ability	NA24	,901	9,314	.946	.719
	NA25	,942	12,546		
	NA26	,962	13,163		
	NA27	,932	12,235		
	NA28	,817	13,295		
	NA29	,703	11,034		
	NA30	,617	8,497		
Nomophobia	N5	,573	10,709	.891	.544
	N6	,615	11,551		
	N7	,720	13,766		
	N8	,759	14,625		
	N9	,871	16,926		
	N10	,808	20,219		
	N11	,771	*		

$\chi^2/df= 2.028$; $GFI=0.909$; $CFI=0.961$; $NFI=0.926$; $TLI=0.955$; $RMSEA= 0.54$

* Indicates that it is fixed to 1. *** $p<.001$

As can be seen in Table 3, according to the confirmatory factor analysis results, it is seen that $\chi^2/df=2.028$, $GFI=0.909$, $CFI=0.961$ $NFI=0.926$, $TLI=0.955$, $RMSEA=0.54$. These findings show that the goodness of fit values of the scales are at the level of good fit. In addition, it is observed that the factor loads of the expressions related to the variables are above 0.50, the CR values are above 0.70, and the AVE values are above 0.50. Thus, it can be said that convergent validity is provided for the scales. In addition, it is seen that the AVE (OAV) values for all the variables in the measurement model are above the desired minimum level of 0.50. Since the squares of the correlations between the variables were lower than the variables' OAV values, the scales' discriminant validity was also ensured (Kline, 2015).

Table 4 below contains the results of the correlation analysis showing the relationship between individual innovation, entrepreneurial intention and self-confidence.

Table 4. Correlation Coefficients Between Variables and Descriptive Statistics

Variables	\bar{x}	St. Deviation	1	2	3
1. Psychological Contract	3,16	0,98	1,00		
2. Networking Ability	2,75	1,26	- 0,132*	1,00	
3. Nomophobia	4,24	0,78	0,234**	- 0,097	1,00

* $p < 0.05$, ** $p < 0.01$

According to Table 4, there is a negative relationship ($r = - 0.132$; $p < 0.05$) between the psychological contract and the ability to build a network; It is observed that there is a positive relationship between psychological contract and nomophobia ($r = 0.234$; $p < 0.01$). No relationship was found between the ability to build a network and nomophobia.

In order to determine the moderator role of nomophobia in the effect of psychological contract on networking ability, modulatory effect analysis was conducted using Model-1 in the Process Macro extension developed by Hayes (2013). The results of the analysis are shown in Table 5.

Table 5. The Regulatory Role of Nomophobia in the Effect of Psychological Contract on Employees' Networking Ability

Değişkenler	β	Standard Error	t	Sig.(p)	LLCI	ULCI
Fixed	2.7504	0,0686	40,1116	0,000	2,6156	2,8853
Psychological Contract	- 0,1470	0,0684	-2,1498	0,032	-,2815	-,0125
Nomophobia	- 0,0778	0,0768	-1,0130	0,311	-,2288	,0732
Psychological Contract x Nomophobia	- 0,0217	0,0742	0,2925	0,770	-,1242	,1675
Model Summary	R		R²		F	
	0,1493		0,0223		2,6829	
R ² increased as a result of interaction	ΔR^2		F		p	
	0.0002		0,0855		352	

As seen in Table 5, the psychological contract has a positive and significant effect on the ability to build a network ($\beta = 2.75$, $t = 40.11$, $p < 0.05$). In this context, it is possible to say that the **H1 hypothesis is accepted**. According to the study's second hypothesis, no effect was observed between nomophobia and the ability to build a network ($\beta = - 0.07$, $t = - 1.01$, $p > 0.05$). Based on this result, the **H2 hypothesis is rejected**. Psychological contract x nomophobia interaction value ($\beta = -0.021$, $t = 0.29$, $p > 0.05$) was found to be insignificant. Changing the LLCI and ULCI values between negative and positive shows that it is meaningless. Therefore, in the third hypothesis of the study, it is possible to say that

nomophobia does not have a moderating effect on the relationship between psychological contract and the ability to build a network. Based on this result, the *H3 hypothesis is also rejected.*

CONCLUSION AND DISCUSSION

This study was conducted for the employees of the enterprises in the food manufacturing sector in Bolu province. When the demographic findings of the participants are evaluated, it is observed that the majority of them are men and are married. In addition, it is seen that the majority of them are associate degree graduates, they are between the ages of 36 and 40, they have worked for 4 and 7 years in their current job, and they have a moderate monthly income.

As a result of the analyses of the research model and hypotheses, it has been determined that the psychological contract positively affects the ability to build a network. According to this finding, as the psychological contract increases, the ability to establish a network will also increase. Therefore, increasing the psychological contract based on trust will be beneficial in facilitating the establishment of a network of relations between employees. Since there are not enough studies on this dual relationship in the literature, this result in the study is a contribution.

The study's second hypothesis assumed that nomophobia would positively affect the ability to build a network. Bilkay (2020) found a positive relationship between nomophobia and the ability to establish a relationship network. As a result of the study's analyses, it was determined that nomophobia was not associated with the ability to establish a network. Although this finding contributes to the literature, conducting other studies examining this dual relationship would be useful.

According to the regulatory effect result, it was determined that nomophobia did not have a regulatory effect on the effect of psychological climate on the ability to establish a network of relationships. Although the psychological climate increases the ability to network, it is observed that nomophobia does not increase this effect. Although this finding does not confirm the hypothesis, it contributes to the literature. Increasing studies on this interaction would be beneficial.

The study has limitations such as being carried out during the pandemic period, the intensity of the employees, indifference and not caring enough. Future studies will be useful to conduct quantitative studies in different sectors, which investigate the

psychological climate, ability to establish a network and relationships with nomophobia. In addition, employees need to focus on efforts to reduce nomophobia. In addition, studies should be conducted to investigate the effect of communication training to improve the ability to build a network.

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