

## **Psychological Entitlement and Cyberloafing: Mediating Role of Perceived Organizational Justice among Employees of Nepali Commercial Banks**

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### **Abstract**

Drawing on social learning and equity theories, this study investigates the mediating role of perceived organizational justice (POJ) in the relationship between psychological entitlement (PE) and cyberloafing (CL) among employees of Nepali commercial banks. Data were collected through a cross-sectional survey using a self-reported questionnaire from 250 employees selected via purposive sampling. Partial least squares structural equation modeling was employed to test the proposed model. The results indicate that PE significantly influences POJ, and POJ partially mediates the relationship between PE and CL. This study underscores the importance of understanding CL in the banking sector and its organizational implications. Notably, it is among the first to explore the mediating role of POJ in the relationship between PE and CL within the context of Nepali bankers. The limitations of the study are highlighted and directions for future research are indicated.

*Keywords:* Cyberloafing, perceived organizational justice, psychological entitlement

### **Introduction**

The rapid development of information technology (IT) has largely contributed to changes in the behavior of individuals. The internet enables IT to be readily accessible in a variety of business sectors, becoming a crucial tool for decision-making, organizational development, and competitiveness (Szymkowiak, 2021). Along with the increase in the use of the internet in organizational activities, employee's involvement in non-job-related activities during their office hours is evident. It is estimated that employees spend 10 to 30 percent of their work time in cyberloafing (CL) (Agrawal, 2019). The inappropriate use of organizational resources in office time for personal purposes using personal devices, such as smartphones has drawn organizational attention to CL (Batabyal & Bhal, 2020). CL is the convenient and unnoticeable employee behavior in non-job-related tasks, as opposed to their traditional physical absence (Jiang et al., 2023). This unprofessional behavior has made the problem of CL even more complicated, raising a technological abuse issue. It is a serious phenomenon that must be addressed to improve employee performance.

According to social exchange theory (SET), individuals tend to maintain and reciprocate behavior in the interaction between two parties based on cost-benefit analysis (Homans, 1961). In the organization, when people positively behave, they tend to receive positive responses or few negative responses (Cropanzano, et al., 2017). It suggests that relationship between employee and employer is the result of exchange process,

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where both the parties weigh the potential benefits. Drawing on this theory, negative workplace behavior such as CL can be predicted as the response to certain initiated actions. Additionally, equity theory explains that when individuals perceive fair treatment and indiscriminate resource allocation, it motivates them to exert higher effort (Adam, 1963). The worker's comparison of rewards, resource distribution, and compensation may harbor feelings of injustice within the organization. These inclinations can potentially result in the emergence of disruptive behavior in individuals within the organizational context. Such disruptive behavior can lead to CL in the organization. Earlier studies found that perceived organizational justice (POJ) (Restubog et al., 2011; Kim, 2015), and psychological entitlement (PE) (Schwarz et al., 2023; Rahaei & Salehzadeh, 2020; Lee et al., 2019), are among the crucial predictors of workplace behavior such as CL. However, there is a dearth of research on how POJ affects the CL behavior of psychologically entitled employees.

In the context of Nepal, the number of internet users in the beginning of 2023 is 15.85 million, when internet penetration is 51.6 percent of the total population (Kemp, 2023). The increased use of technology-driven devices has raised the likelihood of CL behavior in Nepali organizations too, which further emphasizes the need for research in this area. Similarly, research scholars have prioritized the effect of technology-related behaviors in the workplace (Tandon et al., 2022; Lim & Teo, 2005). Despite this, CL remains a relatively new concept without adequate research (Cinar & Karcioglu, 2015), especially in the context of Nepal. Since CL behavior is likely to negatively affect employee performance, there is a need to identify the determinants and the mechanism through which such determinants influence CL. As PE could be one of the important predictor of CL, this study investigated the influence of PE on CL through POJ.

## **Literature Review and Hypothesis Development**

### *Cyberloafing*

It is an employee engagement in internet surfing for non-job-related activities such as using social media, checking personal emails, e-shopping, and online gambling during office hours (Koay & Soh, 2018; Lim, 2002). Today, rapid technological developments, such as the proliferation of tablets and smartphones, have made CL more complex and widespread. These devices have enabled workers to carry their internet-enabled gadgets in the office, leading to a higher incidence of CL. It encompasses behaviors like using social networking platforms such as Facebook and Twitter, watching online videos on YouTube, and browsing non-work-related websites (Koay & Soh, 2018). These activities can distract employees from completing their designated duties which could create problems for managers and organizations (Jiang et al., 2023; Lim & Chen, 2012).

### *Perceived Organizational Justice*

Greenberg (1987) first coined the term "organizational justice" to describe the people's feeling about organizational impartiality or employees' perspective on the distribution of available resources. It consists of employees' judgment of fairness concerning reward distribution, decision-making process, and interpersonal behavior (Hussain & Shahzad, 2022). Hameed et al. (2019) define POJ as a phenomenon that deals with employee's perception of indiscriminate employment relationship in the workplace.

POJ is a multifaceted construct that has three main factors, namely distributive, procedural, and interactional justice (Forret & Love, 2008; Li & Cropanzano, 2009). Distributive justice is the impartiality of decisions concerning the distribution of salary, perks, promotion, or organizational resources (Lilly,

2016). Similarly, procedural justice is based on processes and procedures during decision-making. It is the perception of equality that justifies the management decision being impartial and equitable (Yilmaz & Tasden, 2009). Lastly, interactional justice is treating each individual with respect. It deals with fairness or equity in the relationship between supervisor and subordinates (Dai & Xie, 2016). This form of injustice occurs when an individual is not treated with respect and is often asked to provide an adequate explanation for decision-making.

### *Psychological Entitlement*

It is the attitude of exaggerated superiority or self-worthiness with the conviction linked to inherent preferential treatment at work (Jordan et al., 2017). The superiority can be based on different things, such as education, experience, skill, and knowledge. It is a persistent feeling of unrealistic deservingness and attention to get exceptional products or conduct without giving anything in return (Grubbs & Exline, 2016). Individuals and institutions develop a social agreement that leads them to perceive themselves as entitled to specific outcomes (Schwarz et al., 2023).

### *Psychological Entitlement and Perceived Organizational Justice*

The equity theory states that individuals have a higher chance of experiencing distress if they perceive discrimination, especially if their productivity is either greater or less than what they believe compared to another individual (Homans, 1961). Individuals compare the inputs they provide (such as skills, expertise, and effort) to the outcomes they receive (such as salary, recognition, and growth opportunities). If they feel that the output is not justifiable compared to the input, the feeling of injustice emerges. Previous studies indicate the existence of a PE-POJ relationship (Rahaei & Salehzadeh, 2020; Lee et al., 2019). Entitled individuals tend to possess narcissistic traits, creating higher expectations for themselves (Schwarz et al., 2023). Such individuals are more prone to dissatisfaction, which affects their perception of justice. When dissatisfied individuals tend to compare their output with others and find differences in pay, process, benefits, and respect, they tend to have lower POJ, which lead to deviant activities (Lee et al., 2019; Pokhrel, 2019).

*H1:* Psychological entitlement significantly influences perceived organizational justice.

### *Perceived Organizational Justice and Cyberloafing*

An individual generally ascribes to the morals of society, but one who can justify or redefine one's negative behavior makes it morally acceptable (Sykes et al., 1957). Earlier studies demonstrate that a worker's view of justice influences job-related outcomes (Fulford, 2005; James, 1993). The negative behaviors include being extremely pessimistic and mildly depressed. Such individuals are less motivated to put out effort or take more breaks to reduce the perceived injustice when they compare their share to those who slack off (Felps et al., 2006). Low POJ may act as a catalyst to display deviant workplace behaviors (Zheng et al., 2017). Several researches confirm that POJ has a significant positive correlation with CL (Rahaei & Salehzadeh, 2020; Restubog et al., 2011). According to Kim et al. (2015), the lack of any one type of justice results in an increment of CL. Individuals tend to neutralize the situation as they do not feel bad or guilty about engaging in such deviant behavior which further motivates CL to others. Therefore, it has been found POJ influences CL in the organization.

*H2:* Perceived organizational justice significantly influences cyberloafing.

### *Psychological Entitlement and Cyberloafing*

Individuals with high PE tend to have skewed opinions about the world, which makes them to ignore any moral dilemmas that can occur at work (Lee et al., 2019). Those who lack moral involvement tend to engage more in deviant behavior (Hystad et al., 2014; Lim & Teo, 2005). High moral disengagement makes

people more obsessed with imagined grievances and revengeful reprisals that fosters aggressive and antisocial behavior (Bandura, 1999). Prior studies show that PE at work has a direct connection with unwanted work outcomes (Neville & Fisk, 2019; Loi et al., 2020). Entitlement is considered as a narcissist personality with traits like arrogance and superiority, which lead to deviant behavior such as CL (Schwarz et al., 2023; Rahaei & Salehzadeh, 2020; Lee et al., 2019). Therefore, it is assumed that PE influences CL.

*H3:* Psychological entitlement significantly influences cyberloafing.

*Psychological Entitlement and Cyberloafing: Mediating Role of Perceived Organizational Justice*

Individuals tend to expect higher entitlement even though the expectations are unrealistic or unearned. Researchers have found that PE has negative consequences, such as low involvement, organizational cynicism, abusiveness, and subordinate-supervisor conflicts (Loi, et al., 2020; Hussain & Shahzad, 2022; Eissa & Lester, 2020). Conversely, an entitled individual tends to possess low POJ in the organization (Lee et al., 2019). Individuals with low entitlement tend to have low self-esteem (Campbell et al., 2004) and lower expectations (Lee et al., 2019). An organization not meeting individuals’ expectations might create anger or dissatisfaction. Anger in the workplace can lead to engaging in deviant activities such as CL (Zhang et al., 2019).

Limited research investigated the PE-POJ (Lee et al., 2019), POJ and CL (Kim et al., 2015; Henle et al., 2009; Lim, 2002), and PE and CL (Rahaei & Salehzadeh, 2020) relationship in the current scenario. It reveals that PE significantly influences POJ, and POJ influences CL. Rahaei and Salehzadeh (2020) studied the relationship between PE, POJ, and CL in university students. The result indicates a significant influence of PE on POJ and POJ on CL. Thus, it is assumed that POJ mediates the relationship between PE and CL.

*H4:* Perceived organizational justice mediates the relationship between psychological entitlement and cyberloafing.

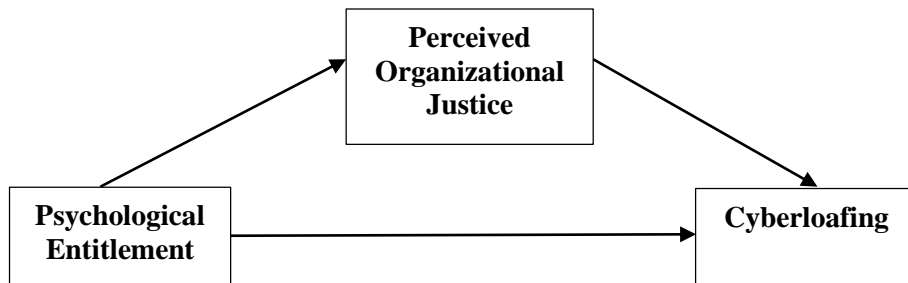


Figure 1. Conceptual Framework

**Methods**

*Population and Sample*

Population of this study included the employees working in Nepali banking sector. The rationale behind selection of the banking sector lies in the fact that it is the most attractive and growing sector in Nepal (Goyal & Pokhrel, 2023). Ten banks were purposively chosen for this study. The chosen banks are among

the leading banks in Nepal, renowned for their better performance and practices. Their well-defined system fosters justice, professional environment, effective governance, and enhanced career growth, allowing for clear observation of employee behaviors. Consequently, diverse insights from different commercial banks, facilitated the analysis of a comprehensive and meaningful conclusion. Additionally, Kathmandu Valley is a center of banking activities in Nepal, which makes it a perfect place to investigate the CL in a practical setting. The study used a purposive sampling method to collect data. Responses were collected from 250 employees of Nepali commercial banks.

### *Measures*

In order to measure three constructs, this study used twenty-nine items, with responses anchored on a 5-point Likert Scale ranging from 1 to 5 (Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5).

### *Cyberloafing*

Eight-items related to CL were adapted from Lim (2002) to measure CL. The respondents were asked to rate each item based on their experience and interest. Sample items include: “I browse sports websites at work” and “I send and receive personal email at work.”

### *Perceived Organizational Justice*

Fourteen-items presented by Niehoff and Moorman (1993) were used to measure POJ. The sample items included: “I think my pay level is fair” and “The employees are allowed to express their opinions about the decisions made”.

### *Psychological Entitlement*

Seven-items sourced from Campbell (2004) were used to measure PE. The sample items included: “I deserve the best” and “Excellent events should happen to me”.

Table 1

### *Demographic Profile of Respondents*

Variable	Frequency	Percent
<b>Age (in Years)</b>		
Below 20	2	0.8
21-30	82	32.8
31-40	140	56
Above 40	26	10.4
<b>Gender</b>		
Male	125	50
Female	125	50
<b>Education</b>		
Below Bachelor Level	7	2.8
Bachelor Level	64	25.6
Master’s Level	176	70.4
Above Master’s Level	3	1.2

### *Data Collection Procedure*

From September 2023 to November 2023, printed and digital questionnaires were distributed to employees 10 different commercial banks. All the participants were informed about the confidentiality and privacy of the information. 300 questionnaires were distributed to the participants. Among these, 250 responses were used for subsequent statistical analysis. The data analysis excluded 50 responses due to missing data.

As indicated in Table 1, the majority of participants were within the age group of 31-40 (56.0%) constituting male participants (50%) and female participants (56%). The majority of participants held a master's degree qualification (70.4%), while a significant portion had a bachelor's degree qualification (25.6%).

### *Common Method Biases*

The Harman single-factor test was used to determine if a single factor accounts for a sizable percentage of variability. Unrotated single factor variance in the sample is 22.52 percent, which is less than the necessary 50 percent criterion (Podsakoff et al., 2003). This result implies that there are no common method biases in the dataset.

## **Results**

### *Measurement Model*

To assess the validity and reliability of the scales used, the study used three measurement model criteria, including discriminant validity, convergent validity, and composite reliability (Ringle et al., 2015). Cronbach's alpha and composite reliability are the two most widely used techniques for assessing scale reliability. Cronbach alpha and composite reliability values are greater than .70 (see Table 2), demonstrate the reliability of the scales used. The average variance extracted (AVE) values of all constructs are greater than .50 (see Table 2), which indicate that the scales have adequate convergent validity (Fornell & Larcker, 1981).

### *Discriminant Validity*

Fornell and Larcker criterion (1981) and the Heterotrait-Monotrait ratio (HTMT) were used to estimate the discriminant validity. The Fornell and Larcker criterion demonstrates discriminant validity if the square root of a construct's AVE value exceeds its correlation with all other constructs. The study found that the square roots of AVE (CL = .78, POJ = .77, PE = .73) were higher than their correlation with other constructs (-.33, -.26, and .48) (Table 3). Similarly, the estimate of correlation between the constructs is used to calculate HTMT. The HTMT ratio is used to determine discriminant validity has been debated in the literature. Kline (2011) advises a threshold of .85 or lower, whereas Teo et al. (2008) offer a more forgiving threshold of 0.90 or lower. The HTMT results show that every ratio (.34, .30, and .59) exceeded the minimum requirement. These values suggest that the constructs demonstrate adequate discriminant validity.

### *Structural Model*

The structural model was estimated by 5000 resample bootstrapping technique. This study tested multicollinearity assumptions and after getting satisfactory results, the structural model was tested (See Figure 2).

Table 4 shows the results of the tested model. H1 investigated whether PE has any significantly effect on POJ. The results show that, PE has a statistically significant influence on POJ ( $\beta = .48$ ,  $t = 9.33$ ,  $p <$

.05), indicating the support of the first hypothesis. H2 posited that POJ has significant positive influence on CL. The results show that POJ has a substantial influence on CL (direct effect) ( $\beta = -.27$ ,  $t = 3.70$ ,  $p < .05$ ), supporting H2. The third hypothesis proposed the direct influence of PE on SL. The results showed that PE does not directly influence SL ( $\beta = -.13$ ,  $t=1.90$ ,  $p = ns$ ). Thus, H3 was not supported.

Table 2  
*Validity and Reliability of Constructs*

Constructs	Indicators	Loadings	VIF	CR(rho_a)	CR(rho_c)	CA	AVE
Cyberloafing	CL1	.71	1.58	.91	.92	.89	.61
	CL2	.71	1.81				
	CL3	.86	2.85				
	CL4	.84	2.56				
	CL5	.82	2.47				
	CL6	.79	2.27				
	CL7	.71	1.89				
Perceived Organizational Justice	POJ9	.82	2.45	.86	.90	.86	.60
	POJ10	.83	2.31				
	POJ11	.76	1.91				
	POJ12	.86	2.62				
	POJ13	.61	1.61				
	POJ14	.71	1.64				
Perceived Entitlement	PE1	.69	1.22	.71	.82	.71	.53
	PE3	.66	1.49				
	PE6	.74	1.68				
	PE7	.81	1.39				

Note: AVE-Average Variance Explained, CA-Cronbach Alpha, CR-Composite Reliability, VIF-Variance Inflation Factors

Table 3  
*Fornell-Larcker and HTMT Criterion*

Latent Construct	1	2	3
1. Cyberloafing	<i>.78</i>	<i>.34</i>	<i>.30</i>
2. Perceived Organizational Justice	<i>-.33</i>	<i>.77</i>	<i>.59</i>
3. Psychological Entitlement	<i>-.26</i>	<i>.48</i>	<i>.73</i>

Note: The values of the square root of AVE are diagonal italics. The correlation between the values of the construct is shown below the diagonal elements. The HTMT values are located above the diagonal elements.

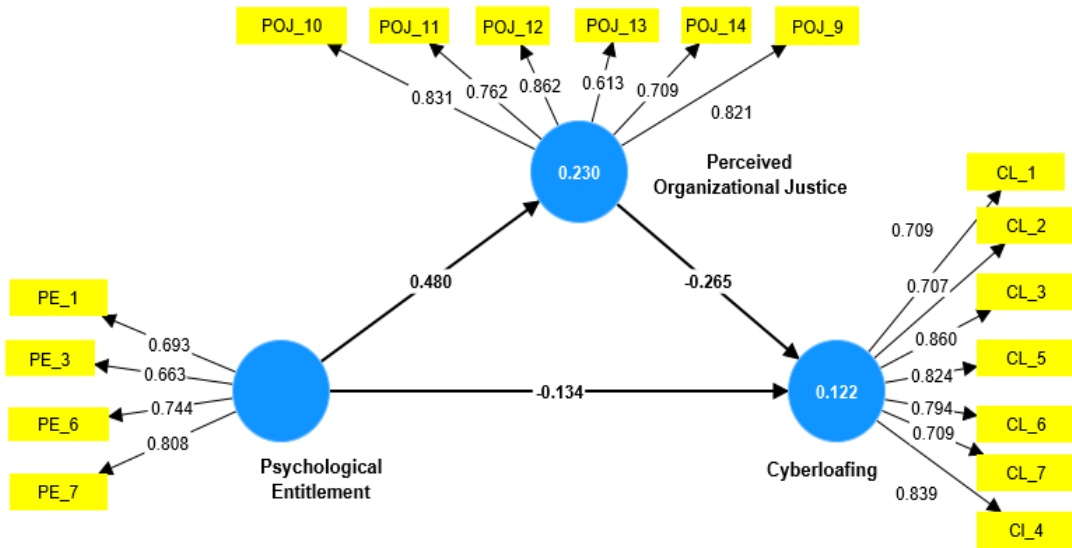


Figure 2. Structural Model

Table 4  
Structural Model

Hypotheses	Standardized Beta ( $\beta$ )	<i>t</i> - statistics	<i>p</i> - values
1. PE -> POJ	.48	9.33	.00
2. POJ-> CL	-.26	3.70	.00
3. PE -> CL	-.13	1.90	.06

Mediational Analysis

The bootstrap method with bias-corrected confidence intervals was used for the mediation analysis (Preacher & Hayes, 2008). Both direct and indirect effects are included in the total effects. 95% confidence interval was determined for the indirect effect by running 5000 resamples (Preacher & Hayes, 2008). The purpose of H4 was to determine whether POJ mediates the relationship between PE and CL. The outcome shows that PE significantly affected CL through POJ ( $\beta = -.13, t = 3.42, p < 0.01$ ). When the mediator POJ was taken into account, the overall effect of PE on CL ( $\beta = .48, t = 9.33, p < .01$ ) was found to be significant (Table 4). This demonstrated that POJ plays a complementary partial mediating role in the interaction between CL and PE. Therefore, H4 was supported.

Endogeneity

According to the Gaussian copula technique, endogeneity can be reduced by raising the *p*-value threshold above .05 (Park & Gupta, 2012). All seven of the Gaussian models show evidence of not having endogeneity. Upon closer examination of the Gaussian copula models, it becomes apparent that endogeneity is not present, given that the *p*-values are above 0.05. This leads to the conclusion that PE may also directly influence CL independent of POJ.



Table 5  
*Mediation Analysis Result*

Constructs	Standardized Beta ( $\beta$ )	T statistics	P-values
Direct Effects PE->CL	-.13	1.90	.06
Specific Direct Effects PE->POJ->CL	-.13	3.420	.001
Total Effects PE->CL	-.26	4.15	.00

Notes: CL - Cyberloafing; POJ - Perceived Organizational Justice; PE - Psychological Entitlement

### Discussion

This study investigated the mediating role of POJ to PE and CL among employees of Nepali commercial banks. The study also examined the direct influence of PE on POJ, PE on CL and PE on CL. The results confirm that PE has a significant positive influence on POJ. This result suggests that employees with low entitlement tend to have low perceived injustice in the organizational settings. However, the finding is inconsistent with previous studies due to the positive relationship between PE and POJ in different organization settings (Lee et al., 2019; Rahaei & Salehzadeh, 2020). Highly entitled individuals possess narcissistic characteristics, leading to higher expectations from organizations (Schwarz et al., 2023). When individuals feel that their expectations are not fulfilled, discrepancies occur between their perceptions and the actual reality, which results in perceived organizational injustice. In Nepal, banking is regarded as an impressive sector in terms of career, compensation, social status, and recognition. Along with it, work pressure, work-life imbalance, regular performance targets, and poor quality of work-life are challenges which employees face in their daily life. After overcoming all these challenges, they have some expectations which are mostly not fulfilled. This discrepancy occurs between their perceptions and the actual reality which results in the low POJ.

It is found that POJ significantly influences CL. The result indicates that individuals with low POJ tend to engage in CL. The result implies that employees with low perceived justice of Nepali commercial banks tend to engage in deviant activities such as CL. It is consistent with the earlier studies (Kim et al., 2015; Henle et al., 2009). Regarding distribution, procedures, and interactions, low POJ employees tend to regard deviant activities as retaliation against the organization (Pokhrel, 2019). The individuals engaged in such activities don't experience guilt or remorse as they blame the organization for their deviant behaviors. Such acts might further encourage CL to other individuals who might be putting in diligent efforts. Further, the rapid mergers and acquisitions in the banking sector have increased the perception of injustice especially among employees of the acquired banks (Pokhrel, 2019). They perceive discrimination in downsizing, promotion, transfer, job rotation, compensation, and training opportunities. Management often ignores the voice of employees which makes them feel left out and unwanted. This has further increased the chances of employees engaging in CL behaviors.

The result reveals that the mediation of POJ influences PE and CL relationship. It aligns with the findings previous study (Rahaei & Salehzadeh, 2020). Although the direct relationship between PE and CL was not established, the influence of PE on CL is indirectly occurring through the mediation of POJ. This implies that an employee with PE does not necessarily display CL. However, the inducement of organizational justice confirms the negative influence of PE on CL through POJ. Organizational factors such as leadership, organizational culture, and job redesign may affect employee's behavioral intentions.

Trustworthy leadership can increase job stress leading to high CL, and reduce CL by creating felt responsibility among employees (Zhu et al., 2021). Besides, if employees are provided meaningful work, it largely contributes to organizational success through reduction of CL (Usman et al., 2021). Thus, organizations should be more focused on leadership and job content to decrease CL. Individuals with perceived entitlement tend to engage in more deviant activities due to the perceived injustice in distribution, procedure, and interactions (Pokhrel, 2019). Additionally, the country's culture and individual differences are likely to influence an individual's attitude affecting the PE and CL relationship. Deviant workplace behaviors such as CL can lead to productivity, well-being, commitment, and turnover issues that can adversely affect the organization. Thus, organizations need to develop better strategies to reduce CL.

## **Implications**

### *Theoretical Implications*

Limited previous research has investigated the relationship among PE, POJ, and CL (Rahaei & Salehzadeh, 2020; Lee et al., 2019). The existing literature focuses on the examining direct relationship among the stated variables. Based on SET and equity theory, this investigation contributes to develop and test the mediating role of POJ on the PE-CL relationship. The study found varied results from the perspective of employees within commercial banks on the PE-CL and PE-POJ relationship. The PE-CL and PE-POJ relationships were found to be contradictory to the findings of Rahaei & Salehzadeh (2020). This helps to enrich the domain of CL through the development of a broader perspective. The study assesses the mediating role of POJ on the relationship between PE and CL through the theoretical lens of SET and equity theory, which further helps to expand the management literature. Despite the prevalent discussion of CL, this paper contributed to validating it as a higher-order reflective formative construct. Consequently, this result helps the existing literature on CL by reducing the complexity and increasing the parsimony of the model (Hair et al., 2019). This paper addresses the issue of endogeneity within the existing model. The findings indicate that endogeneity is not a concern in the existing model. Specifically, the findings suggest that endogeneity is not the issue in POJ that might influence the estimated relationship between PE and CL.

### *Managerial Implications*

The study highlights CL as a critical issue that organizations must prioritize in this modern era of IT. The negative relationship between PE and CL suggests that individuals with low entitlement still harbor some form of expectation. When these expectations are unmet, individuals might resort to deviant activities such as CL. Commercial banks should consider measuring each individual's psychological entitlement to reduce CL behavior in the organization. Moreover, organizations can conduct personality assessments to understand the feelings of entitlement or narcissism among candidates. This would result in the selection of the most suitable candidate as an employee, who is less likely to exhibit deviant behaviors.

Similarly, the perceived injustice can stem from an individual's thoughts and perspectives. Thus, HR managers should develop and implement transparent performance criteria to showcase the reason behind rewards, incentives, or appraisals to certain individuals to control PE and POJ. Lastly, the influence of POJ on PE and CL can lead the individuals to develop low-esteem and organizational injustice which leads to CL. As a result, organizations can promote awareness regarding PE, POJ, and CL through training and development programs. Additionally, the HR department can enhance or improve the communication between employees through different programs, workshops, or training to discard employee isolation and discourage CL.

### Limitations and Direction for Future Research

Although this study contributed to the existing literature, its findings should be interpreted cautiously due to several limitations. First, the data was collected from Kathmandu valley only restricting its generalizability. Furthermore, the cross-sectional nature of data restricts the causal inference. Future research endeavors could use longitudinal design to establish causality. Besides PE, there could be several other factors that influence SL. A qualitative research may be conducted to identify other unknown factors or variables that influence CL. This study was conducted in the Nepali banking sector. Future studies could undertake different sectors to enhance the generalizability of these findings and interpret it in the different cultural settings. Lastly, prior studies have argued CL is a positive as well as counterproductive behavior in the workplace (Jiang et al., 2023; Zhang et al., 2019; Koay et al., 2018, Agrawal, 2019). Future studies could explore deeper into the positive outcomes associated to CL and its factors.

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