

Exploring the Situational Factor at Work: On Time Banditry

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Abstract

Objective: Time banditry behavior is often overlooked as counterproductive work behavior (CWB) even though it has a hidden negative impact and can disrupt organizational performance. This study will explore situational factors sourced from the organization, namely narcissistic leadership, workload, and boredom, that trigger stress at work, namely emotional exhaustion. Emotion exhaustion will impact time banditry behavior.

Design/Methods/Approach: This study involved 181 civil servants in western Indonesia. Data were collected through a survey and analyzed using partial least squares-structural equation modelling (PLS-SEM).

Findings: The findings revealed that narcissistic leadership and boredom have a significant and positive influence on time banditry behavior; boredom at work also has a significant and positive effect on time banditry. Meanwhile, boredom at work has the greatest influence on time banditry. Workload has a significant and negative influence on time banditry behavior. There are two insignificant influences, namely emotional exhaustion to time banditry behavior and narcissistic leadership to emotion exhaustion. Furthermore, both workload and boredom have a significant and positive influence on emotional exhaustion.

Originality/Value: This study provides theoretical and practical contributions to the workplace that can trigger time banditry. Situational factors, including narcissistic leadership, workload load, and boredom, can cause emotional exhaustion. They will do time banditry.

Practical/Policy Implications: The results of this study have practical implications, such as boredom at work being prone to trigger the emergence of time banditry behavior. Organizations need to redesign work so that work is more varied and less boring through rotation, transfer, or job enrichment arrangements and job functions.

Keywords: Boredom, Narcissistic leadership, Emotional exhaustion, Time banditry, Productive employment

JEL Classifications: M54, J53



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1. Introduction

Time banditry is a counterproductive work behavior (CWB) that leads to organizational, yet often ignored, behavior that can jeopardize organizational growth and profitability (Nemteanu et al., 2021). Time banditry behavior is a new construct in the literature, a harmful work behavior that describes the behavior of employees who engage in off-task activities during work. Furthermore, Baskin et al. (2013) state that time banditry behavior is defined as the propensity of employees to engage in non-work related activities during work time. Time is also seen as one of the organization's assets, so time banditry is considered just as bad as the misuse or theft of other assets (Baskin et al., 2017). Time banditry can interfere with organizational productivity if perpetrators work in teams, as it can slow down the team's overall performance (Baskin et al., 2016).

Considering the negative impact of time banditry behavior, it is important for organizations to know the factors that cause employees to commit time banditry in the workplace. Most of the existing literature discusses the factors influencing time banditry from the viewpoints of individual employees, such as personality and traits (Junça-Silva & Silva, 2023; Serenko, 2023), the work complexity at the work level (Baskin & McKee, 2019), organizational commitment, organizational justice, and social pressure as an organizational level (Baskin et al., 2017; Henle et al., 2010; Liu & Berry, 2013). This study integrates the viewpoints of individuals, work, and organizations and focuses on the influence of situational factors (namely narcissistic leadership, workload, and boredom) on time banditry behavior. Situational factors such as narcissistic leadership, workload, and boredom are sources of stress that affect negative emotions. Emotion exhaustion triggers time banditry. Time banditry is a counterproductive work behavior. Stressor-Emotion-CWB theory builds a conceptual framework (Bhattacharjee & Sarkar, 2024).

Some scholars have tried to explore the mechanism of time theft from the perspective of leadership style, for example, empowerment leadership style (Lorinkova & Bartol, 2021; Lorinkova & Perry, 2017). However, no research has empirically explored the relationship between dark leadership traits (i.e., narcissism) and employee time theft. Narcissistic leadership typically strives to achieve personal success and power and favors a self-centered point of view (Rosenthal & Pittinsky, 2006). A study (Ouimet, 2010) shows that narcissism tends to motivate deviant behavior (e.g., time banditry behavior) in the workplace. Spector (2005) perceives criticism from leaders as a threat, triggering anger that leads to CWB. A person's pressure or tension can cause deviant behavior (Agnew, 2020). One of the pressures often felt by employees in the work environment is workload (Harold et al., 2022; Ugwu, 2018). Meanwhile, previous research states that a positive and significant relationship exists between excessive workload and deviant behavior in the workplace (Anis & Emil, 2022; Bayram et al., 2009; Radzali et al., 2013). Specifically, Harold et al. (2022) have proven that workload influences time banditry behavior. In addition, time banditry behavior will increase along with employees' boredom at work, in line with the study by Toscanelli et al. (2022), which states that boredom at work is the most powerful and consistent variable in influencing time banditry, compared to other individual variables such as cynicism, job satisfaction, burnout, engagement, and time management skills which are also proven to have a significant influence on time banditry.

Further, these three variables (e.g., narcissistic leadership, workload, boredom) also stimulate the emergence of negative emotions such as feelings of pressure and exhaustion. Emotional exhaustion is a state of emotional and psychological resources, a feeling of personal emotional resources, and exhaustion of psychological resources associated with it (Lam et al., 2017). The study found the influence of narcissistic personality possessed by a supervisor on increasing employee emotional exhaustion. Another study found a significant and positive relationship between workload variables and emotional exhaustion (Lee & Ashforth, 1996; Toscanelli et al., 2022; Van Ruyseveldt et al., 2011). Therefore, our study aims to answer the situational factors sourced from the organization, namely narcissistic leadership, workload, and boredom that trigger stress at work, namely emotional exhaustion. Emotion exhaustion will impact time banditry behavior.

This research contributes significantly in several ways. Firstly, it investigates the impact of situational factors such as narcissistic leadership, workload, and boredom on stress in the workplace. Secondly, it emphasizes that employees experiencing stress are more likely to suffer from burnout, which manifests as emotional exhaustion. Thirdly, it recognizes that emotional exhaustion in employees is linked to time banditry. By including the time banditry variable, the study presents a more comprehensive understanding of time banditry behavior, which is often overlooked as a counterproductive work behavior despite its negative impact on organizational performance. Finally, it offers insights into human resources management practices for managing employee stress to reduce counterproductive work behavior.

Therefore, this study aims to examine the potential triggers of time banditry behavior, specifically focusing on situational factors such as narcissistic leadership, workload, and boredom. These stress-inducing factors can lead to negative emotions and emotional exhaustion, which in turn affect time banditry. The study employs quantitative research using a probability sampling method with a circular systematic random sampling technique. Data were collected through the distribution of questionnaires to selected samples, and analyzed using the SEM PLS method.

2. Literature Review and Hypotheses Development

2.1 Narcissistic Leadership and Time Banditry

According to Choi and Phan (2022), narcissism is an excessive focus on oneself, one's greatness, and fulfilling one's desires in others. Narcissistic leadership is a complex trait manifested in contradictory personality attributes within the same leader (Owens et al., 2015). Narcissistic leadership is also considered a self-confident trait (Ouimet, 2010) and an arrogant and selfish trait (Nevicka et al., 2018). Narcissistic leaders tend to be self-centered and are more likely than non-narcissistic leaders to engage in aggressive behavior if their integrity is threatened (Gardner & Pierce, 2011).

Time banditry refers to the behavior of someone who chooses not to fulfill some of the job responsibilities they have been assigned, yet they still get paid for full-time work. As also explained by Martin et al. (2010), time banditry behavior refers to the tendency of employees to engage in non-work related activities without sanction during work time. Employees spend time away from work during scheduled work hours, and this behavior is seen as unethical and detrimental to the organization because employees are given the same compensation for the non-productive activities they carry out (Harold et al., 2022).

Previous research found that many leader behaviors are influenced by the leader's narcissistic personality traits (Ding et al., 2018). This personality can have a negative impact on employees. So, employees do other things outside of work to relieve the pressure they feel. As a form of passive-aggressive organizational behavior, time banditry carried out by employees is very suitable for those who are disappointed, frustrated, and not appreciated by their leaders. According to Ding et al. (2018), this is in accordance with the conservation of resources theory (COR), where time banditry behavior is carried out by employees when they feel some stressor; they will try to protect it, retain and obtain the necessary resources to help them achieve their own goals. Therefore, narcissistic leadership has the potential to trigger the emergence of time banditry for its employees. So, a hypothesis can be formulated in this research:

H1: Narcissistic leadership has a significant positive effect on time banditry.

2.2 Workload and Time Banditry

The workload is a stressor in the work environment that can damage other valuable psychological, physical, or personal resources and ultimately trigger the process of psychological stress. This process produces negative emotional, cognitive, and behavioral outcomes of stress called strain (DiStaso & Shoss, 2020).

The pressure or tension felt by a person can cause deviant behavior (Agnew, 2020). Meanwhile, previous research has proven that workload as a source of stressor has a direct influence on deviant behavior at work. Harold et al. (2022) also found a relationship between workload and time theft. This is one of the problems that need to be studied. Because, through the large amount of work given, this will cause boredom for employees, which will trigger the emergence of time banditry. Therefore, research is needed regarding workload and time banditry, which is formulated with the research hypothesis:

H2: Workload has a significant positive effect on time banditry.

2.3 Boredom and Time Banditry

Boredom is a negative emotional state characterized by low activation and displeasure toward the activity being performed (Reijseger et al., 2013; van Tilburg & Igou, 2017). It has an effect on cognitive, emotional, behavioral, and motivational levels (Reijseger et al., 2013; van Tilburg & Igou, 2017). The unpleasant work environment includes a lack of challenge, stimulation, and meaning (Harju et al., 2022; Reijseger et al., 2013; Schaufeli & Salanova, 2013); it causes work-related boredom.

Research shows that there is a relationship between the experience of boredom felt by employees and counterproductive work behavior (Baratta, 2019). In this case, workers who are bored overcome it by adopting counterproductive behavior directed at the organization. More specific research related to time theft behavior is the research findings of Harold et al. (2022), which has shown empirical evidence that boredom has a direct positive influence on time theft behavior. Therefore, the research hypothesis is formulated:

H3: Boredom has a significant positive effect on time banditry

2.4 Emotional Exhaustion and Time Banditry

Emotional exhaustion is a dimension of tension that is one of the burnout variables (Lebrón et al., 2018). Individuals who experience emotional exhaustion may tend to engage in behavior that is counterproductive to the organization. In parallel, there is evidence that employees experiencing emotional exhaustion exhibit more frequent counterproductive behavior. What usually happens most often is that even though the worker is still actively working, those who experience fatigue become inefficient, and the quality of the activities they carry out is low (Turek, 2020).

According to Turek (2020), feelings of burnout lead to a strong cognitive or affective connection between the organization and negative personal experiences, such as demanding situations that are responsible for burnout. This is proven by research findings conducted by Ding et al. (2018) that showed emotional exhaustion has a positive influence on time banditry behavior in the workplace. Therefore, the researcher hereby hypothesizes that:

H4: Emotional exhaustion has a significant positive effect on time banditry

2.5 Narcissistic Leadership and Emotional Exhaustion

According to Maslach et al. (2001), individuals who experience stressors in the workplace are prone to emotional exhaustion. One source of employee stress in the workplace is the leadership (Skakon et al., 2010). A leader is an important factor that determines the behavior of his subordinates and the relationship between the organization, leaders, and subordinates (Jacobs, 2019). The pressure caused by the leader's personality can increase employees' feelings of boredom. This results in employees potentially committing time banditry to relieve boredom and frustration due to this pressure. Therefore, it is necessary to conduct research to determine the influence of narcissistic leadership on time banditry. Thus, the researcher formulates the hypothesis as follows:

H5: Narcissistic leadership has a significant positive effect on time banditry

2.6 Workload and Emotional Exhaustion

Workload is one dimension of the job demand variable that has an effect on the energy expenditure process (Van Ruyseveldt et al., 2011). This workload can cause stress-related problems, which can cause health problems such as emotional exhaustion (Demerouti et al., 2014; Ding et al., 2018). Workers feel they have too many responsibilities or activities compared to the working time provided. Demerouti et al., (2014) explained that the influence of workload on emotional exhaustion was built by referring to the control model of demand management explained by Hockey (1993), that individuals use performance protection strategies under the influence of environmental stressors such as workload. The boredom experienced by employees while doing their work triggers the emergence of time banditry. Therefore, the researcher formulates the hypothesis:

H6: Workload has a significant positive effect on emotional exhaustion

2.7 Boredom and Emotional Exhaustion

According to Boyes (2016), boredom can be seen as a function of non-ideal work situations, as explained by the job-demands resources (JD-R) model and the conservation of resources (COR) model. When faced with boredom, individuals may associate negative emotions with this experience and its results. Therefore, employees may feel bored, which they perceive as stress, and therefore become emotionally exhausted. According to Golparvar et al. (2012), there is a positive relationship between emotional exhaustion and deviant behavior, which is moderated by job stress. Employees who are continuously exposed to events that arouse negative emotions will increase the likelihood that a person will engage in behavioral responses that are not intended by the organization, such as time banditry. This has been confirmed by research findings by Ding et al. (2018) that emotional exhaustion can mediate the stressors experienced by employees in time theft behavior and also directly has an influence on time theft. Thus, the researcher proposes the following hypothesis:

H7: Boredom has a significant positive effect on emotional exhaustion

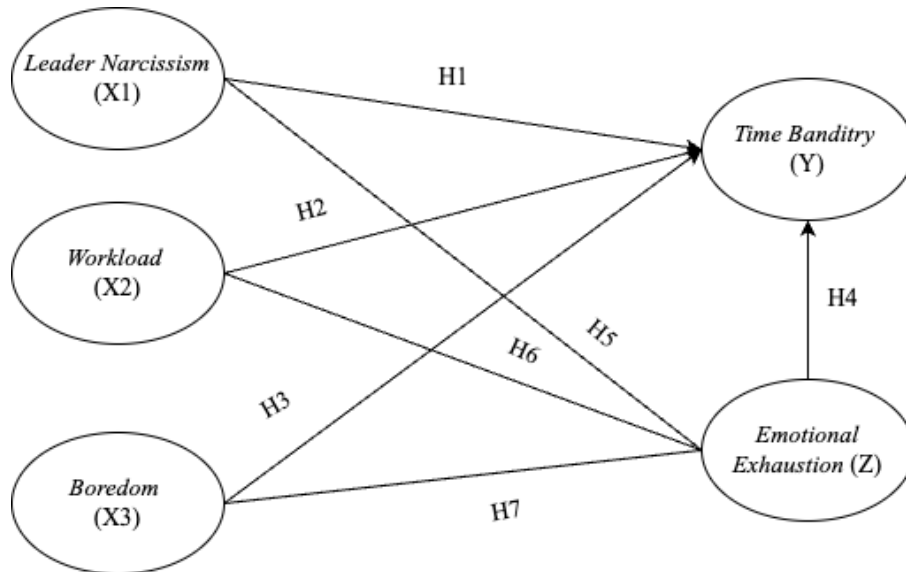


Figure 1. Conceptual Framework

3. Method

3.1 Research Design and Sample

The respondents of this research are civil servants who work at the Central Statistics Agency in West Papua, Indonesia, whose job is often to carry out surveys in the field. West Papua is the easternmost province in Indonesia, with a geographical area of 102,946.15 square kilometers. It has 13 regencies spread across the coast or mountainous regions (BPS, 2024). Its extensive geographical area results in offices being located far apart and transportation difficulties, which impacts workload and boredom, ultimately leading to time banditry.

The data were collected through an online self-reported questionnaire to the respondents via social media or personal email. The sampling technique applied in this study was probability sampling. If each branch office area is represented, then sampling is done using proportional stratified random sampling (Cooper & Schindler, 2014).

The present study used the partial least squares (SmartPLS 3.0) methodology to estimate the values of structural parameters within the framework of structural equation modeling (SEM). In research that uses data analysis SEM for research models that use less than seven constructs the minimum sample size required is 150 respondents (Hair et al., 2010) but this research can collect as many as 181 respondents. Following Podsakoff et al. (2012), to reduce bias in filling out questionnaires, we designed a survey without respondents' names (anonymous) and informed respondents that there were no right or wrong answers.

Table 1. Profile of Respondents

	Category	Percentage
Gender	Male	54.4
	Female	45.6
Age (years)	< 25	16.1
	25- <30	30.1
	30- < 35	14.1
	35-< 40	14.7
	>40	25.0
Education	High school	11.1
	Associate's Degree	8.90
	Undergraduate	75.6
	Graduate	4.40
Marital status	Married	64
	Not Married	36
Tenure (years)	< 1	5.90
	1 -< 3	3.60
	3 -< 6	11.0
	6 -< 10	35.3
	≥ 10	11.7

Note: n = 181

3.2 Instruments

The measurement scale for this study used a 5-point Likert scale, with a scale from 1 (strongly disagree) to 5 (strongly agree). Narcissistic leadership was assessed using measurements developed by Hochwarter and Thompson (2012) using six indicators. Workload uses the Quantitative Workload Inventory (QWI) questionnaire developed by Spector and Jex (1998) using five indicators. Boredom adopted the occupational boredom scale in the workplace developed by Reijseger et al. (2013) which uses six indicators. Emotional exhaustion uses the Maslach Burnout Inventory scale developed by Maslach et al. (2018) with nine indicators. Time banditry uses the Time Banditry Questionnaire (TBQ) developed by using three dimensions, namely classic time banditry, technological time banditry, and social time banditry with 21 indicators. As shown in Table 2, the variable operational definition is summarized as follows:

Table 2. Variable Operational Definition

Variable	Indicators	Resource
Leader Narcissism	1. Leaders at work are very selfish people 2. Workplace leaders have an inflated view of themselves 3. Leaders at work brag about themselves to gain positive views from others	Hochwarter and Thompson (2012)

Variable	Indicators	Resource
	<ol style="list-style-type: none"> 4. A workplace leader will do one favor as long as he gets two or more favors in return 5. Leaders in the workplace often go to great lengths to harm their subordinates for their own advancement 6. Leaders in the workplace should always be the center of attention no matter what 	
Workload	<ol style="list-style-type: none"> 1. Employees must work very quickly 2. Employees have to work very hard 3. The work received leaves little time to get things done 4. Employees have a lot to do 5. Employees have to do more work than they can do well 	Spector and Jex (1998)
Boredom	<ol style="list-style-type: none"> 1. Employees feel their work is boring 2. Employees experience long periods of boredom at work 3. Employees daydream during working hours 4. Employees often feel bored with work 5. Employees tend to do other things while working 6. Employees feel there is not much to do at work 	Reijseger et al. (2013).
Emotional Exhaustion	<ol style="list-style-type: none"> 1. Employees feel emotionally drained from work 2. Employees feel tired at the end of the workday 3. Employees feel tired when they wake up in the morning and have to face another day at work 4. Employees find working with people all day really tiring 5. Employees feel bored with work 6. Employees feel frustrated with their work 7. Employees feel they have worked too hard at work 8. Employees feel that working with people directly makes them too stressful 9. Employees feel like they are at the end of their rope 	Maslach and Jackson (1981).
Time Banditry	<p>Classic time banditry</p> <ol style="list-style-type: none"> 1. Employees spend more time than necessary on tasks 2. Employees pretend to work through lunch to leave early, even though they still take breaks to eat 3. Employees take long breaks (e.g. for coffee, smoking, etc.) without approval 4. Employees tell their bosses/co-workers that a task will take longer than they know they can complete so they can use the time for their personal needs 5. Employees use sick days to pursue personal matters 6. Employees will not do other work if they have just finished the work project 20 minutes before the end of the work day (before leaving work) 7. Employees claim to be sick just because they don't want to work, 8. Employees do not immediately start working immediately after arriving at work even though it is already within working hours 9. Employees go to the restroom even though they don't need to 10. Employees intentionally stay in the restroom longer than necessary 11. Employees rest at their desks during working hours (for example, when sleeping or reading books/magazines that are not related to work) 12. Employees put less effort into their jobs than they really can 13. Employees take longer lunch breaks than they should 14. When given a task, the employee completes it earlier than the expected time frame and uses the remaining time for personal use. 15. Employees daydream while working 16. Employees leave work early when the management leaves or is not at work 17. Employees do not put 100% effort into work tasks 	Brock Baskin et al.(2013)

Variable	Indicators	Resource
	18. When employees arrive at work in the morning, they grab coffee and/or breakfast first instead of working even though it is already work time	
	Time Banditry Technology	
	1. Employees check emails/messages on social media that are not related to work during working hours	
	2. Employees receive non-work related emails at work	
	3. Employees use email for things not related to work during working hours	
	4. Employees check non-work related emails at work	
	5. Employees send non-work related emails at work	
	6. Employees spend time on the Internet for reasons unrelated to work	
	7. Employees use the Internet for business purposes that are not related to work	
	Social Time Banditry	
	1. The employee takes time to talk to my supervisor about topics that are not related to work	
	2. Employees talk to coworkers about their families during work hours	
	3. The employee takes an amount of rest time that is not permitted by the office	
	4. Employees make personal telephone calls at work	
	5. Employees receive personal telephone calls at work	
	6. Employees spend time in and out of the office engaging in leisure activities (e.g., going out to lunch, drinks, and/or dinner) with clients	

4. Results

4.1 Respondent Demographics

The results of this data collection show that the majority of respondents were male (54.4%), aged less than 25 years, as many as 30 people (16,1%), 25-<30, as many as 55 people (30.1%), and 40 years and over as many as 46 people (25%). Most had an undergraduate degree (75.6 %) and were married (64%). Furthermore, 11 respondents had worked for less than one year (5.90%), worked in the range of one to 10 years with 148 people (82.4 %), and worked for more than 10 years with 22 people (11.7%). Table 1 shows information about the characteristics of our respondents.

The present study used the partial least squares (SmartPLS 3.0) methodology to estimate the values of structural parameters within the framework of structural equation modeling (SEM). Testing was carried out in two stages of model examination (Byrne, 2013), i.e., first, the measurement model was used to identify the relationship between indicators and their constructs or test reliability and validity (i.e., convergence and discriminant). Second, a structural model was used to test the relationship between variables appearing in the research hypothesis.

4.2 Measurement Model

Table 3 shows the results of convergent validity and reliability tests. Convergent validity is indicated by factor loading values (based on Standardized loading estimates) and average variance extracted (AVE), while reliability is indicated by construct reliability (CR) values. Based on Hair et al. (2010), our study maintains an indicator with a minimum factor loading value of .7. Five items of banditry indicators are dropped because they have a factor loading value of less than 0.7. The analysis results also show convergent validity and reliability of constructs. AVE has a value of more than .5 and a CR value of more than .7 (Hair et al., 2010).

Table 3. The results of convergent validity and reliability tests

Construct	Item	Outer Loading	AVE	CR
Narcissistic leadership	6	.71-.88	.66	.92
Workload	5	.69-.81	.57	.86
Boredom	6	.72-.89	.60	.90
Emotional Exhaustion (EE)	9	.70-.80	.55	.91
Time Banditry (TB)	16	.61-.81	.51	.94

Table 4 shows the results of the analysis of discriminant validity. Since the square root of each construct's AVE has a greater value than the correlation value between the construct and the other constructs, there is discriminant validity between the research constructs.

Table 4. Discriminant Validity

Construct	Boredom	Emotional Exhaustion	Narcissistic leadership	Time Banditry	Workload
Boredom	.77				
Emotional Exhaustion	.58	.74			
Narcissistic leadership	.46	.33	.81		
Time Banditry	.66	.28	.45	.71	
Workload	-.22	.25	-0.11	-.51	.75

Table 5 shows the result of the coefficient of determination (R^2) and predictive relevance (Q^2). Based on Table 5, it can be seen that the two emotional exhaustion variables have a coefficient of determination value of more than .33 and are included in the moderate coefficient value category. Meanwhile, the coefficient value of the time banditry variable is more than .67 and is in the good category. The coefficient of determination for emotional exhaustion of .50 can be interpreted as meaning that 50.8% of the variance in the emotional exhaustion variable can be explained by the independent variables included in the model, and the remaining 49.2% is explained by other variances outside the model. Meanwhile, for the time banditry variable, 60.8% of the variance can be explained by the independent variables in the model, and 39.2% by other variables outside the model. In addition, based on the results of PLS estimation using the blindfolding procedure, the Q^2 values obtained for the emotional exhaustion and time banditry variables are .26 and .29, respectively. So, it can be concluded that the structural model formed provides moderate predictive relevance values for the emotional exhaustion and time banditry variables.

Table 5. Coefficient of Determination (R^2) and Predictive Relevance (Q^2)

Construct	R Square (R^2)	R Square Adjusted (R^2 adj)	Q Square (Q^2)	Remarks
Emotional Exhaustion	.50	.49	.26	Moderate
Time Banditry	.60	.59	.29	Good

Table 6 shows the result of the effect size (f^2) value calculated by recording the change in R^2 when certain constructs are removed from the model (Hair et al., 2010). Based on the PLS estimation results, the variable that has a major contribution to emotional exhaustion is boredom. Workload has a moderate contribution to emotional exhaustion. Meanwhile, leader narcissism does not contribute to emotional exhaustion, as with the time banditry variable. The variables that contribute significantly to time banditry are workload and boredom. Leader narcissism only has a small contribution to time banditry. Meanwhile, emotional exhaustion does not contribute to time banditry.

Table 6, Effect Size (f^2) Value

Variable	Effect Size (f^2)	
	Emotional Exhaustion	Time Banditry
Boredom	.63	.24
Emotional Exhaustion		.00
Leader Narcissism	.01	.06
Workload	.31	.30

4.3 Hypothesis Testing

After assessing the validity and reliability of the constructs, our proposed hypotheses were tested by assessing the p-value for each structural path. The resume of hypotheses testing results is exhibited in Table 7. Our result confirms that narcissistic leadership and boredom have significant and positive effects on time banditry, hypotheses 1 ($\beta = .17$; $p < .05$) and 3 ($\beta = .45$; $p < .05$) are supported. Workload has a significant but negative effect on Time Banditry. These results support hypothesis 2 ($\beta = -.40$; $p < .05$). However, hypotheses 4 ($\beta = .06$; $p > .05$) and 5 ($\beta = .07$; $p > .05$) are not supported because the effect of emotional exhaustion on time banditry and narcissistic leadership on emotional

exhaustion is not significant. Hypothesis 6 ($\beta = .04$; $p < .05$) and 7 ($\beta = .64$; $p < .05$) are supported; workload and boredom have significant and positive effects on emotional exhaustion.

Table 7 Hypothesis result

Hypotheses	Relationship	Original Sample	P-Values	Remarks
H1	Narcissistic leadership -> Time Banditry	.17	.01	Supported
H2	Workload -> Time Banditry	-.40	.00	Supported
H3	Boredom-> Time Banditry	.45	.00	Supported
H4	Emotional Exhaustion -> Time Banditry	.06	.23	Not supported
H5	Narcissistic leadership -> Emotional Exhaustion	.07	.13	Not supported
H6	Workload -> Emotional Exhaustion	.40	.00	Supported
H7	Boredom -> Emotional Exhaustion	.64	.00	Supported

5. Conclusion and Discussion

This study aims to examine situational factors that trigger negative emotions, giving rise to time banditry behavior. Situational factors consist of narcissistic leadership, workload, and boredom, which influence emotional exhaustion and time banditry. After testing the proposed hypothesis, the result is that narcissistic leadership and boredom have a positive and significant effect on time banditry. An interesting finding is that workload has a significant effect on time banditry but in a negative direction. Two hypotheses are not proven, namely the influence of emotional exhaustion on time banditry and the influence of narcissistic leadership on emotional exhaustion. Meanwhile, the influence of workload and boredom on emotional exhaustion is positive and significant.

5.1 Discussion

The first finding of hypotheses (H1) of this research is supported, indicating that narcissistic leadership has a significant and positive influence on time banditry. These results are in accordance with the results of research conducted by Ding et al. (2018). As explained by Sharma (2018), leadership behavior is considered an important situational factor that encourages deviant behavior in the workplace. Also, Campbell et al. (2011) state that superior narcissism can increase employee negative behavior in the workplace, because a narcissistic personality tends to respond to negative behavior with others in a way that is destructive rather than constructive for the relationship. Leaders with high levels of narcissism will find it difficult to understand the behavior of their subordinates and have low levels of forgiveness. When subordinates make mistakes, they will really blame them.

The second finding of hypothesis (H2) is also supported, indicating that workload has a significant but negative influence on time banditry. This means that the higher the workload, the lower the employee's engagement in time banditry behavior. Several previous studies have proven that workload as a source of stressor has a direct influence on deviant behavior in the workplace whereby there is a positive and significant relationship between excessive workload and deviant behavior in the workplace (Anis & Emil, 2022; Bayram et al., 2009; Radzali et al., 2013). Employees tend to expose deviant workplace behavior in response to their work stress. The results of this study are in line with the study by Harold et al. (2022) which also found a negative relationship between workload and time theft. Harold et al. (2022) consider this to be because the data were collected in a short time, so they cannot speak about the long-term consequences of excess workload in relation to time theft. This phenomenon is in accordance with Rajan's (2018) statement that a high workload will reduce laziness and opportunities for employees to laze around and carry out non-productive activities.

The third finding of hypothesis (H3) is supported, indicating that the higher the experience of boredom, the higher the employee's tendency to be involved in unproductive things at work (Baratta, 2019; Fisher, 1993; Harold et al., 2022; van der Heijden et al., 2012; Wang et al., 2014). Activities commonly carried out by employees include taking extra breaks, daydreaming, doing personal tasks during working hours, writing letters, reading, playing games, sending emails, using the Internet, or smoking. There are also those who do it as a response from workers to the organization for the boredom they experience (Boyes, 2016).

The fourth and fifth hypotheses (H4 and H5) are not supported, indicating that emotional exhaustion is not proven to have a significant and positive influence on time banditry. These results are not in line with the study of Ding et al. (2018), which states that emotional exhaustion has a positive influence on time banditry behavior in the workplace. Employees who experience emotional exhaustion tend to engage in counterproductive behavior at work (Turek, 2020). The research results have shown a positive phenomenon: employees have good responsibility and involvement in their work tasks. A high level of emotional exhaustion does not make them neglect their work. They consistently prioritize their work over their own personal interests.

Furthermore, narcissistic leadership is not proven to have a significant and positive influence on emotional exhaustion. The results of this study are not in line with the study conducted by Ding et al. (2018), which showed that a supervisor's personality influences the time-theft behavior of his subordinates. The results of this study can be caused by the majority of employees understanding that the narcissistic personality seen by their leaders is solely an extension of the high job demands of the organization, not just for the personal interests of their leaders. Maybe they realize that, basically, their boss at work is not a person with a narcissistic personality. Narcissistic traits that appear are only related to work and not to individual personal matters outside of work. So that the narcissism they feel from their leaders cannot directly trigger excessive negative emotions that can drain their resources.

The sixth and seventh hypotheses are supported, indicating that workload is proven to have a significant and positive influence on emotional exhaustion. Workers who have a high workload will feel unsure whether they can complete all the work. They may have to exceed their normal work schedule, work long hours, work weekends, or even reduce the number of breaks or holidays. In the end, workers feel tired due to the draining of their resources, which is called emotional exhaustion. Furthermore, the lack of these resources will trigger withdrawal behavior, which can disrupt employee performance, for example, with counterproductive behavior (Demerouti et al., 2014).

Boredom is also a factor that can become a stimulus or stressor for employees to experience emotional exhaustion (Boyes, 2016; Sousa & Neves, 2020). The stress felt by workers may be related to monotonous work and a lack of variety in tasks or challenges. Job monotony is common because the job level focuses more on carrying out fieldwork, which does not require many job skills. And there is a lack of enrichment and training of employees in other special skills that are more attractive, especially to young employees. Boredom is considered a source of stress, so people become emotionally tired.

5.2 Theoretical Implications

The results of this research provide an academic contribution by confirming that the negative influence of workload on banditry time applies in the public service sector with a fixed monthly payment system, not only in the industrial sector. This research also confirms that the boredom variable has a dominant influence on time banditry in all types of organizations, including government. In addition, this research enriches understanding of the impact of a leader's narcissistic personality on various counterproductive behaviors, such as time banditry. Based on the Stressor-Emotion-CWB theory, workload, narcissistic leadership, and boredom as stressors can directly influence time banditry, so the Stressor-Emotion-CWB mechanism does not always operate through emotion.

5.3 Managerial Implications

We find that higher leader narcissism leads to higher time banditry. Therefore, to achieve lower leader narcissism, organizations should provide details about standards of leadership and general behavior within the organization through broadly available means, including competency standards, training, general communications such as posters, and the establishment of robust complaint processes with multiple points of entry (Einarsen & Einarsen, 2021).

We also provide insight for human resources managers in terms of managing the stress within their employees to reduce CWB behavior by job design and strategy to manage workload. This study contributes to the fact that the situational factor that plays a very big role in banditry behavior is boredom at work by job design. It is important for organizations to redesign work to reduce boredom at work (Toscanelli et al., 2022) through rotation, transfer, or job enrichment arrangements and job function. Employee enrichment and empowerment can be done by providing more varied tasks across work teams. So, it can create new and non-monotonous task challenges that easily lead to boredom. In a way, boredom at work reflects a dysfunctional job design, and thus, restituting the balance between employees' needs and organizational demands would be beneficial to avoid a range of negative consequences for both parties (e.g., stress symptoms, counterproductive behavior, turnover, and so on) (Toscanelli et al., 2022).

Another thing that needs to be considered is that workload in the short term cannot yet be used to predict time banditry behavior; however, excessive workload in the long term can trigger time banditry behavior. Therefore, HR practitioners should treat employees as human beings instead of workers and identify their ability level to perform specific tasks. In other words, work roles should be divided based on the individual and how much they can do. In addition, in high workload environments, management should use well-being-oriented HRM to increase ability-enhancing resources by recognizing the distinct strengths, preferences, and potential for growth within each employee. Clear expectations and well-defined responsibilities help managers get the most out of all those highly trained employees.

5.2 Limitations and Further Research

Our study has several noteworthy shortcomings. First, all variables were measured using a cross-sectional design which limits conclusions about causality (Wang & Cheng, 2020). For this reason, future research should apply a longitudinal design to explicitly determine the causal relationship between situational factors (i.e., narcissistic leadership, job boredom, workload, emotional exhaustion, and time banditry). The second limitation is that this study only considers employees who work in the Central Statistics Agency in West Papua, Indonesia, as the object of the study. In order to

obtain the generalizability of study results, future researchers need to consider investigating research models on different samples that may be prone to work stress. Lastly, this research uses situational factors that trigger negative emotions (emotional exhaustion) and time banditry behavior. Future research can use individual factors (such as personality cynicism, job satisfaction, burnout, engagement, and time management skills) because they may have different implications for time banditry (Ding et al., 2018; Harold et al., 2022).

Author Contribution

Author 1: Conceptualization, writing original draft, data curation, formal analysis, investigation, methodology.

Author 2: Review and editing, writing and editing, supervision, correspondence, revisions.

Author 3: Review and editing, writing and editing.

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Conflict of Interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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