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The Relationship between the Dark Triad and the Different Dimensions of Time Banditry

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Abstract

The personality traits of the Dark Triad (Machiavellianism, narcissism, and psychopathy) are the subject of numerous studies in psychology. Individuals who score high on these traits are characterized by manipulation, lack of empathy, and engaging in unethical behavior. Such individuals can pose a threat to organizations. Time banditry (classic, technology, and social) is a form of counterproductive work behavior that involves misusing time at work, surfing the internet for personal use, and taking long breaks. The purpose of this study was to investigate the relationship between the Dark Triad and the different dimensions of time banditry, as well as to explore the influence of perceived accountability and the influence of remote work. It was hypothesized that the Dark Triad personality traits would be positively related to engagement in all three different dimensions of time banditry. A total of 252 participants from diverse occupations and industries were collected via an online survey over two weeks, answering questions that measured the Dark Triad personality traits, time banditry, social desirability, and perceived accountability. Results of multiple linear regression analyses indicated a positive relationship between the Dark Triad traits and engagement in all dimensions of time banditry. This study provides valuable insight into this relationship that may further assist in the impact of negative and unethical behaviors in the workplace.

Keywords: *Dark Triad, Time Banditry, Social Desirability, Perceived Accountability*

Despite the presence of time banditry in most workplaces and its effects on organizations, there is a lack of existing research that explores the relationship between the Dark Triad personality traits and different dimensions of time banditry. While previous research has found that the Dark Triad traits are positively associated with other counterproductive work behaviors (CWB), little attention has been paid to time banditry, a form of CWB (Fayyaz et al., 2020; Islam et al., 2021). The impact of the Dark Triad in the workplace highlights the influence of these personality traits on job performance, job satisfaction, leadership, and overall employee well-being (LeBreton et al., 2018). Therefore, organizations need to understand and manage the Dark Triad traits to create a positive and productive work environment and thereby reduce potential CWB.

This thesis aims to explore the relationship between the Dark Triad personality traits (psychopathy, narcissism, and Machiavellianism) and the different dimensions of time banditry. In addition, this study will also consider factors such as social desirability, perceived accountability, and the impact of working from home regarding the relationship between the Dark Triad personality traits and time banditry.

The Dark Triad

The Dark Triad personality traits - psychopathy, narcissism, and Machiavellianism - are all characterized by malevolent traits. Psychopathy is characterized by high impulsivity, lack of empathy, and remorse. One of the primary traits of psychopathy is the tendency to use charisma to reach goals while ignoring social norms, engaging in antisocial behavior, and manipulating others (Muris et al., 2017; Paulhus & Williams, 2002). Further, narcissism is characterized by high levels of self-importance, impulsivity, and lack of empathy (Ying & Cohen, 2018). Narcissistic individuals have a strong need for status and power, exhibit unethical behavior, and use

exploitation to achieve their goals (Paulhus & Williams, 2002). Lastly, Machiavellianism is characterized by unethical behavior and using strategic manipulation in social interactions towards personal gain (Jonason & Webster, 2010). Individuals high in Machiavellianism have a lack of morality and are therefore more willing to lie and cheat to achieve their goals (Jones & Paulhus, 2014).

Research has demonstrated that although these traits are distinct constructs, they tend to correlate with each other, with correlations ranging from 0.54 to 0.65 (Paulhus & Williams, 2022). Individuals who exhibit any of these traits display manipulative behavior, take advantage of others, lack empathy, and behave unethically in both their personal and professional lives (Paulhus & Williams, 2002). Muris et al. (2017) reported that high scores on the Dark Triad traits are generally associated with lower levels of well-being, poor interpersonal relationships, and a greater likelihood of engaging in illegal behavior. In addition, research has also shown that individuals who score higher on these three traits are skilled manipulators, have a strong desire for power and status, make unethical decisions, and engage in exploitative behavior to achieve their goals (Muris et al., 2017; Paulhus & Williams, 2002; Ying & Cohen, 2018).

The measurement of the Dark Triad traits has faced challenges, as studies have often used measures for each of the Dark Triad traits, which has resulted in a very extensive and long item list (Rogoza & Cieciuch, 2020). In the context of work and organizational psychology, the goal is not to diagnose these Dark Triad traits clinically, but rather to measure them at a subclinical level (LeBreton et al., 2018). Research has suggested a higher prevalence of these traits at the subclinical level in the general population (LeBreton et al., 2018). LeBreton et al. (2006) argue that the difference in measuring these traits on clinical or subclinical levels differs in terms of the “degree,

magnitude, or frequency of those behaviors and cognitions" (p.389). Therefore, the present study aims to measure these personality traits on a subclinical level.

Time Banditry

Time banditry is considered a variant of counterproductive work behavior. CWB refers to any intentional behavior by an employee that is not in the best interest of the organization, such as theft, sabotage, or harming the organization in any way. These behaviors are intentional and cause serious problems for the company, such as decreased productivity, legal problems, or employee turnover (Gruys & Sackett, 2003).

Activities or behaviors that steal or waste time, such as procrastination, surfing the internet for personal use, or taking long breaks to socialize with colleagues, are considered engaging in time banditry. Time banditry is defined as "the propensity of employees to engage in non-work related activities during work time" (Martin et al., 2010, p. 26). These actions may seem unintentional and harmless, but they still have a serious negative impact on an organization because time is considered an asset, and misusing time that could be used to complete tasks costs organizations money (Martin et al., 2010). Additionally, it can hurt the morale, mission, and productivity of an organization (Ketchen et al., 2008). On the other hand, time banditry can also have a positive effect, as socializing with colleagues can be regarded as relationship building and this could improve team cohesion (Brock et al., 2013).

In their article, Ketchen et al. (2008), define causes why time banditry happens, reasons why it is tolerated by organizations, and techniques to work against it. They describe that time banditry happens gradually and is done because the employee is lacking interest in his work or is frustrated with the environment he is working in (Ketchen et al., 2008). Found as one key cause

were individual differences in motivation, interests, and ways of working which can cause employees to withdraw and be time bandits if the manager or organization does not respect and manage these differences. Thus, treating individuals as one group and not the individual can cause time banditry (Ketchen et al., 2008). One of the reasons why time banditry is tolerated in organizations is the avoidance of confrontation and conflict. Managers could be hesitant to address time banditry as they fear the negative consequences, e.g., a decrease in morale or backlash from the employee (Ketchen et al., 2008). There are several techniques to deal with time bandits. One of the examples targets the cause mentioned above. When designing jobs, organizations should pay attention to the individual and adapt the job to his or her needs and motivation. In this way, time banditry could be reduced or even prevented (Ketchen et al., 2008).

Brock et al. (2013) distinguish between three different dimensions of time banditry: classic, technology, and social. Classic time banditry occurs when a worker takes unnecessarily long breaks or falsifies his or her actual work time, i.e., clocks in but does no work. Technology time banditry is referred to as "computer abuse" (Brock et al., 2013, p. 312) and concerns the use of the computer for private purposes, e.g., checking personal e-mails, doing non-work related research, or playing games. Finally, social time banditry refers to engaging in social interactions, such as socializing with colleagues or making private phone calls while at work (Brock et al., 2013).

The Dark Triad and Time Banditry

The direct relationship between the Dark Triad personality traits and time banditry has received little research. It has tended to focus more on counterproductive work behaviors or cyberloafing – using the internet at work for personal reasons (Lowe-Calverley & Grieve, 2017). According to Jonason et al. (2012), individuals who exhibit higher levels of the Dark Triad traits

are more likely to achieve their goals at work by using manipulation and their lack of empathy. However, this might come at the expense of creating a toxic work environment that negatively impacts job satisfaction and overall workplace outcomes (Jonason et al., 2012). In addition, individuals who exhibit high scores on one of the facets of the Dark Triad may be more prone to unethical behavior at work. However, the question remains as to the specific conditions that may trigger such behavior.

Research on the Dark Triad and counterproductive work behavior has shown that Dark Triad personality traits have a primarily negative impact on counterproductive work behavior, but some studies show a positive impact. The positive impact of the Dark Triad – in this case, Machiavellianism – is that people who score high on Machiavellianism and are aware of their position of power and want to remain in that position are less likely to engage in counterproductive work behaviors (Kessler et al., 2010). Moreover, research has found that individuals who exhibit one or more Dark Triad traits are more likely to engage in unethical behavior in the workplace such as using manipulation to achieve their goals, bullying in the workplace, and disrupting colleagues to further their own interests, which is considered counterproductive work behavior (Cohen, 2015; Islam et al., 2012; O'Boyle et al., 2012).

A single study explored the correlation between the Dark Triad personality traits and decision-making styles. Fayyaz et al. (2020) found that individuals who exhibit the Dark Triad traits are more prone to engage in unethical behavior at work for self-gain, which may result in unethical decision-making and decreased employee trust. Given that time banditry can be viewed as an exploitation of an organization, it is important to investigate whether individuals who exhibit the Dark Triad traits are also more likely to engage in time banditry. Fayyaz et al. (2020) recommend that incorporating constructive work ethics such as accountability, justice, and honesty

can provide a useful framework for promoting ethical behavior in the workplace. Based on these results, it appears that certain factors can mitigate the adverse effects of dark personality traits in the workplace. As individuals who score high on these traits have a greater tendency to engage in unethical behavior, it raises the question of whether they are also more likely to engage in time banditry at work. As previously mentioned, the Dark Triad personality traits are positively correlated with each other. Given this intercorrelation, the current study will not focus on exploring each Dark Triad trait separately. Instead, the study will use a mean score of the Dark Triad traits to represent the overall score of these traits in individuals. Consequently, we propose the following hypotheses:

Hypothesis 1: The Dark Triad personality traits are positively related to engagement in time banditry.

Hypothesis 1a: The Dark Triad personality traits are positively related to engagement in classic[1] time banditry.

Hypothesis 1b: The Dark Triad personality traits are positively related to engagement in technology[1] time banditry.

Hypothesis 1c: The Dark Triad personality traits are positively related to engagement in social time banditry.

[1] The content of the hypotheses remains unchanged compared to the pre-registration. To improve the quality of the text, some changes were made to the grammatical style.

Social Desirability

Social desirability bias has been identified as one of the most common biases that researchers must address when assessing the validity of their studies (Nederhof, 1985). Given that the Dark Triad traits and time banditry comprise characteristics and tendencies that can be considered socially undesirable behavior, participants might be reluctant to disclose such information and therefore try to present themselves in a socially favorable light. Therefore, controlling for social desirability was important in this study because the goal was to minimize the potential bias and gain insights into the relationship between the Dark Triad traits and time banditry. In addition, there are various methods for mitigating the issues of social desirability bias, whether by direct or indirect means. A study by Larson (2019) has shown that the effect of social desirability on the Dark Triad traits can be managed by using neutralizing questions, anonymity, online surveys, or incorporating a measurement of social desirability (Larson, 2019).

Moreover, social desirability can be considered a personality trait, characterized by an individual's desire for approval from others (Grimm, 2010). Therefore, the association between social desirability and the Dark Triad personality traits has received attention. Since the Dark Triad traits involve a lack of consideration for the opinions of others and manipulative tendencies, they have been associated with lower levels of social desirability in individuals who exhibit these traits (Kowalski et al., 2018).

Looking at social desirability and its connection to CWBs or time banditry, there is barely any research done on this specific relationship. Peterson et al. (2011) looked at applicant faking, social desirability, and counterproductive work behavior in their study and proposed that

individuals scoring high on the social desirability scale[2] are more prone to engage in socially acceptable behavior. They conclude that those people are thus less likely to engage in CWB (Peterson et al., 2011). As far as the authors are aware, there has been no research on the personality traits of the Dark Triad, social desirability, and time banditry, so this study aims to address this research gap.

Perceived Accountability

Perceived accountability is described as an individual's understanding of their responsibilities and expectations in an organization (Cohen, 2015). Being accountable for one's actions is crucial for organizations and their employees to ensure a positive outcome (Breaux et al., 2009; Pfeffer, 1997). In an organization, the manager plays a significant role in the perceptions of accountability of the employee. According to Mero et al. (2014), "managers provide important cues to their employees that clarify tasks and reinforce personal obligation and control of important organizational behaviors and outcomes" (p. 1630) through their monitoring behavior. This is also supported by Frink and Klimoski (2004) who report that accountability can be explicit, i.e., through organizational demands and policies, or implicit, i.e., through expectations from society and societal norms. Additionally, Frink and Klimoski (2004) distinguish between formal and informal mechanisms of accountability. They mention performance evaluations, employment contracts, and reward systems as formal mechanisms of accountability. Loyalty to coworkers, supervisors, and customers falls under the informal source of accountability (Frink & Klimoski,

[2] Peterson et al. (2011) used the short form of the Marlowe-Crowne SD scale.

2004). Both colleagues and supervisors play an influential role in an employee's accountability, as employees may find their work more motivating because they feel accountable to them (Thoms et al., 2002). Research by Mahmood et al. (2021) focused on the relationship between the Dark Triad personalities and CWBs with perceived organizational politics and perceived accountability as mediators. It showed that counterproductive work behaviors declined when people with Dark Triad personalities felt they were being held accountable for their job (Mahmood et al., 2021). For exploratory purposes, this study will look at the role of perceived accountability in the relationship between time banditry and the Dark Triad, as the previous research focused on CWBs.

Working from Home

Recently, there has been a significant shift toward remote work compared to pre-Covid-19 times. *Statistics Sweden* (2022) reported that within the age range of 15-74, there was a peak in the number of employees doing remote work in March 2021, with 46.5% of Sweden's workforce operating remotely. The impact of remote work on employee productivity has been found to show different results. Malik et al. (2020) argue that while organizations had to resort to a range of different measures to monitor their employee's productivity, by monitoring their internet activity, tracking idle times, and viewing file access, although legal, such practices may increase negative emotions in employees towards their organization. Further, as the organizational changes during the pandemic happened abruptly, Malik et al. (2020) propose that sudden changes may contribute to potential counterproductive work behaviors and might reduce individuals' sense of control over their work environment and their levels of ambiguity. This is supported by recent research on the impact of remote work during the pandemic. Belkin et al. (2022) found that loss of job control due to remote work increases the likelihood of counterproductive work behavior. Additionally, the

emphasis on maintaining a work-life balance might increase stress levels and have negative psychosocial consequences (Malik et al. 2020). Given the increasing trend towards remote work and mixed findings in research regarding its effects on counterproductive work behavior, there is a need for a better understanding of its effect. Therefore, in accordance with the pre-registration, the study will also explore the relationship between remote work and time banditry. We propose the following hypothesis for exploratory purposes: People who work from home more than 80% of the time report higher levels of time banditry.

Method

The study was registered on Open Science Framework (OSF) using a pre-registration template. This was done to provide more transparency. An analysis plan including the research question, hypotheses, design, and sampling plan, as well as measures was uploaded. This study will follow the registered analysis plan and any deviations from it will be reported accordingly. In addition to the pre-registration, the dataset is also added to OSF to again increase transparency. The information can be found here: https://osf.io/sy4nu/.

Before publishing the survey (see Appendix A), the authors conducted a trial run with $N = 6$ participants, primarily to ensure that all questions were understandable and to measure the time it took participants to complete the survey. It was found that the completion took between 5-10 minutes. Feedback from participants led the authors to mark one item of the SD3 scale as voluntary instead of mandatory, in contrast to how it was stated in the pre-registration. The item "*I enjoy having sex with people I hardly know.*" (Jones & Paulhus, 2014) was considered too personal and showed that especially the older target group might decide to drop out of the questionnaire. The data collected in this trial run was not used in the final analysis.

Ethical Consideration

This work followed the form of ethical self-evaluation and all items on the checklist were followed according to compliance with the guidelines.

Participants

A total of 252 participants were recruited for this study. No participants were excluded from the analysis, which is why the final data sample that was analyzed consisted of $N = 252$ participants. Participants were predominantly in the 25- to 34-year-old age group ($n = 104$) and accounted for 41.3% of the sample. Women accounted for 54.6% ($n = 137$), men for 44.6% ($n = 112$), and others for 0.8% ($n = 2$). Of the participants, 38.9% ($n = 98$) had earned a bachelor's degree and 38.5% ($n = 97$) had earned a master's degree. In terms of occupation, 23% ($n = 59$) of the total sample worked in management, 14% ($n = 36$) in health care, 12% ($n = 29$) in education, and 11% ($n = 27$) in scientific or technical services.

Procedure

Recruitment for the survey was done via the Internet, mainly through social media (Facebook, Instagram, LinkedIn, and WhatsApp) and by recruiting participants at Linnaeus University. Data collection lasted 14 days, from March 18, 2023, to March 31, 2023. Participants were informed that all information during the survey would be kept confidential and no person would be able to identify themselves in the work. Participants were also informed that their participation was voluntary and that they could discontinue their participation at any time. Additionally, to be able to assess the Dark Triad personality traits and social desirability, the participants were not informed that the questionnaire measures these two factors. They were just aware that their personality is being assessed and no comment was made on social desirability. All

the data for the research was collected as part of this survey; there was no data collected prior to this.

Measures

Time Banditry Questionnaire (TBQ)

The dependent variable time banditry is measured with the Time Banditry Questionnaire (TBQ) developed by Brock et al. (2013). The scale has three dimensions with a total of 31 items, which are answered on a 5-point Likert scale ranging from 1 = *never* to 5 = *always*. The classic subscale consists of 18 items, the technology subscale of seven items, and lastly, the social dimension with six items. The Cronbach's Alpha for the entire questionnaire is a = .90. Example items are "*I purposely take longer in the restroom than necessary*.", "*I spend time on the internet for reasons not related to work.",* and "*I take time out of my day to talk with my boss about non-work-related topics."* (Brock et al., 2013). The analysis showed that the TBQ was a reliable measure in this study with a Cronbach's Alpha of a = 0.90. Deferring from the pre-registration, seven items from the TBQ were reverse-coded before continuing with the data analysis as the reliability analysis revealed that these items negatively correlated with the total scale. This is not mentioned in the article by Brock et al. (2013), but as these items negatively correlated with the rest of the items and it made sense to reverse-code them, the authors decided to do so. In reversed form, the items more accurately reflect the construct. An example item that was reverse coded is "*I start working as soon as I arrive at work.*" (Brock et al., 2013).

Short Dark Triad Scale (SD3)

The independent variable, the Dark Triad personality traits, are measured with the Short Dark Triad developed by Jones and Paulhus (2014). The scale has three dimensions with a total of

27 items, which are answered on a 5-point Likert scale ranging from 1 = *strongly disagree* to 5 = *strongly agree*. All subscales consist of nine items, the psychopathy subscale (a = .77), the narcissism subscale (a = .79), and the Machiavellianism subscale (a = .73). The Cronbach's Alpha for the entire measurement is a = 0.67. Example items are "*Payback needs to be quick and nasty.*", *"I like to get acquainted with important people.*", and "*It's not wise to tell your secrets*." (Jones & Paulhus, 2014). For the present study, the SD3 showed sufficient reliability (a = 0.88).

Overall, the SD3 is considered a reliable and valid measure of the Dark Triad personality traits. The validity for the SD3 scale has acceptable levels, as it is related to a longer and more extensively validated measure of the Dark Triad traits. Jones and Paulhus (2014) argue that the scale is useful in predicting multiple outcomes in individuals, for example, academic cheating, aggression, and sexual behavior. However, the scale has been subject to some measurement issues. For example, using self-report to measure the Dark Triad personality traits can lead to social desirability bias, which is the tendency of individuals to present themselves in a favorable light to others (Jonason & Webster, 2010). Paulhus and Williams (2002) argue that individuals who score high on the Dark Triad traits are more inclined to respond in a more deceitful and manipulative way when answering self-report surveys rather than providing accurate self-assessments. Despite these criticisms, the SD3 was selected as the measurement instrument for assessing the Dark Triad traits because it comprehensively captures the traits and has been shown to be valid for capturing the overall expression of these traits in individuals (Bonfá-Araujo et al., 2021; Jones & Paulhus, 2014).

Accountability to Coworkers Scale (ACS)

Perceived accountability was measured with the Accountability to Coworkers Scale (ACS). The scale was adapted to statements instead of questions and thus the ratings of the items were adapted accordingly. The adjustment was made to give survey participants only statements that they could answer on either a 5-point or 7-point Likert scale so as not to confuse them. The questionnaire measures accountability on the individual level and consists of nine items with a 5-point Likert scale ranging from 1 = *strongly disagree* to 5 = *strongly agree*. The Cronbach's Alpha for the measurement is $a = 0.89$. An example item is "*My level of performance in my job has an impact on my coworkers.*" (Thoms et al., 2002). The scale showed satisfactory reliability in the study at hand with a Cronbach's Alpha of $a = 0.78$.

Social Desirability Scale (SDS-17)

The Social Desirability Scale-17 (SDS-17) by Stöber (2001) was used to assess social desirability. Initially, the scale consisted of 17 items, but the item "*I have tried illegal drugs (for example, marijuana, cocaine, etc.).*" was removed from the final version as it showed that the item-total correlations were around zero. Thus, the scale consists of 16 items, which participants have to answer on a 7-point Likert scale from 1 = *strongly disagree* to 7 = *strongly agree*. This answer key is different from the original dichotomous response scale (*true* or *false*), but research has shown that continuous scaling is a better fit for these types of scales (Larson, 2019; Stöber et al., 2002). An example item from the scale is "*In traffic I am always polite and considerate of others.*" (Stöber, 2001). In this study, the SDS-17 showed acceptable reliability with $a = 0.81$.

Data Diagnostics

Before conducting any statistical analysis, the data were screened for errors, outliers, and missing data. Because one item on the SD3 scale was optional ("*I enjoy having sex with people I hardly know.*" (Jones & Paulhus, 2014)), there were $n = 4$ participants who did not answer this item. These participants were nevertheless included in the final analysis. As part of the pre-registration, a scatter plot was utilized to identify outliers, and it showed a couple of outliers. Upon further inspection, the authors determined that these outliers did not violate the integrity of the data. Instead, the respondents who were identified as outliers had a rather high score on time banditry, Dark Triad traits, and social desirability. This information was considered valuable and therefore these outliers were not excluded from the study.

In this study, ChatGPT-3.5 was used to improve the overall quality of the speech and to modify parts of the text to shorten it. Each output of ChatGPT-3.5 was systematically reviewed and cross-checked with existing research. It was not used as a primary source for writing this paper, but rather as a tool to improve the flow and quality of the text.

Assumptions

The specific assumptions underlying the statistical analysis were checked and confirmed before conducting the analysis. For the confirmatory multiple linear regression analysis, two assumptions were evaluated: collinearity and normality of residuals using the Shapiro-Wilk test. For the exploratory multiple linear regression analysis, the same assumptions were evaluated. For the exploratory independent t-test, two assumptions were evaluated: the Shapiro-Wilk normality test and Levene's homogeneity of variance test.

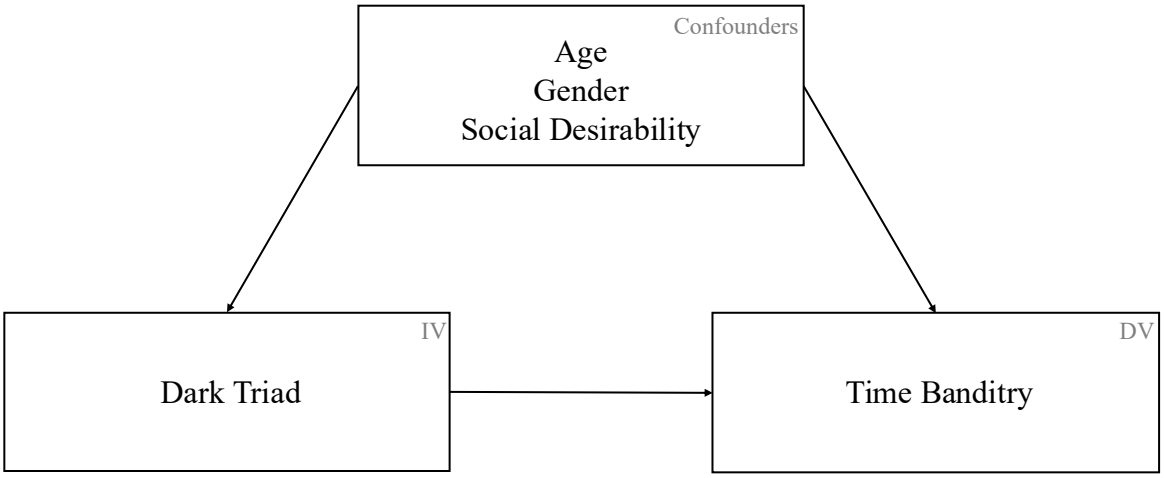
The normality of residuals was violated for hypothesis 1 and hypothesis 1a. However, the sample size was quite large ($N = 252$), which may have reduced the impact of the violation on the results as according to the central limit theorem (CLT), the "sampling distribution of the mean will be approximately normal no matter what your population distribution looks like" (Navarro & Foxcroft, 2028, p. 165). Therefore, the authors decided to continue with the analysis (see Appendices B-E). Further, for the exploratory multiple linear regression, the normality of residuals was also violated (see Appendix F). The authors decided to continue the analysis but with a test that is appropriate when the normality assumption is violated (Navarro & Foxcroft, 2018). Lastly, for the independent t-test, the normality of residuals was also violated (see Appendix G).

Analytic Strategy

This study examines the causal relationship between Dark Triad personality traits and time banditry, controlling for confounding variables such as age, gender, and social desirability (see Figure 1). A directed acyclic graph (DAG) can aid to visualize the interrelation of variables, including mediators, colliders, and confounders. Confounders are "the presence of a common cause" (Rohrer, 2018, p. 31) that affect the independent and dependent variables (Rohrer, 2018). Ignoring confounders can lead to biased results, so controlling for them in multiple regression analysis can help to "achieve statistical control" (Rohrer, 2018, p. 32). Although there may be other confounders, only the variables in Figure 1 were controlled for in the present study. Additionally, the exploratory analysis investigates the mediating effect of perceived accountability on the relationship between Dark Triad personality traits and time banditry. This is not illustrated in Figure 1 as the focus of the figure is on the confirmatory rather than the exploratory analysis.

Figure 1

Hypothesized Relationship



Note: IV = Independent Variable, DV = Dependent Variable

Results

Confirmatory Analysis

Descriptive Statistics

The items of the different scales were combined, the negatively coded items were recoded accordingly, and the mean sum was taken for further calculation. The mean score, as well as the standard deviation for the TBQ, SD3, ACS, and SDS-17, can be found in Table 1.

Table 1

Descriptive Statistics TBQ, SD3, ACS, SDS-17

	N	Mean	Standard Deviation
Time Banditry	252	2.49	0.57
Classic Time Banditry	252	2.06	0.63
Technology Time Banditry	252	3.22	0.83
Social Time Banditry	252	2.91	0.64
Dark Triad	248	2.50	0.57
Machiavellianism	252	2.77	0.71
Narcissism	252	2.75	0.67
Psychopathy	252	2.00	0.68
Accountability to Coworkers	252	3.21	0.63
Social Desirability	252	4.85	0.80

Table 1 shows that participants scored highest in the dimension of technology time banditry out of the three dimensions. It further illustrates the mean results of the SD3 with participants scoring the highest in Machiavellianism and Narcissism, and lowest in Psychopathy. The results in Table 1 also indicate that the accountability to coworkers is rather high with 5 being the highest score. The SDS-17 shows a rather average to high result as this scale had response scores from 2.06 to 6.56.

The Dark Triad and Time Banditry

All analyses were conducted using jamovi version 2.3 (Jamovi, 2021). This study aimed to examine the relationship between time banditry (as a total and in the three dimensions of classic, technology, and social) and the Dark Triad personality traits while controlling for age, gender, and social desirability.

A multiple linear regression analysis was conducted with the dependent variable time banditry, and the independent variable the Dark Triad. The results indicated that the overall model

was statistically significant, $F(9, 237) = 16.04$, $p < .001$. The model explained 38% ($R^2 = 0.38$) of the variance in the dependent variable time banditry. After controlling for gender, age, and social desirability the model explained 35% of the variance in the dependent variable (adjusted $R^2 = 0.35$).

As shown in Table 2, there was a significant positive relationship between the Dark Triad personality traits and time banditry. Further, social desirability also had a small significant negative effect on the time banditry considering the 95% confidence interval (CI; $\beta = -0.20$, SE = 0.04, $t(237) = -4.38$, $p < .001$). The results suggest that the Dark Triad personality traits are a significant predictor of time banditry, controlling for gender, age, and social desirability (see Appendix B).

Table 2

Coefficients of Multiple Linear Regression Analysis for Time Banditry, the Dark Triad, and Social Desirability

			95% Confidence Interval				
Predictor	Estimate	SE	Lower	Upper	*t*	*p*	Stand. Estimate
Intercept	2.76	0.34	2.10	3.42	8.22	<.001	
Dark Triad	0.30	0.06	0.18	0.43	4.96	<.001	0.30
Social Desirability	-0.20	0.04	-0.28	-0.11	-4.38	<.001	-0.27

The Dark Triad and Classic Time Banditry

A multiple linear regression analysis was conducted with the dependent variable classic time banditry, and the independent variable the Dark Triad. The results showed that the model concerning the Dark Triad personality traits and classic time banditry was statistically significant, $F(9, 237) = 16.72$, $p < .001$. The model explained 39% ($R^2 = 0.39$) of the variance in the dependent variable time banditry. After controlling for gender, age, and social desirability the model explained 37% (adjusted $R^2 = 0.37$) of the variance in the dependent variable.

Furthermore, as shown in Table 3, the results indicated that there was a significant positive relationship between the Dark Triad personality traits and classic time banditry. There was also a small negative effect of social desirability on classic time banditry. The results suggest that the Dark Triad personality traits are a significant predictor of classic time banditry, controlling for gender, age, and social desirability (see Appendix C).

Table 3

Coefficients of Multiple Linear Regression Analysis for the Dark Triad and Classic Time Banditry

			95% Confidence Interval				
Predictor	Estimate	SE	Lower	Upper	*t*	*p*	Stand. Estimate
Intercept	2.38	0.37	1.66	3.11	6.48	<.001	
Dark Triad	0.33	0.07	0.19	0.47	4.67	<.001	0.30
Social Desirability	-0.21	0.05	-0.31	-0.12	-4.33	<.001	-0.27

The Dark Triad and Technology Time Banditry

A third multiple linear regression analysis was conducted with the dependent variable technology time banditry, and the independent variable the Dark Triad. The model was statistically significant ($F(9, 237) = 6.70$, $p < .001$). The model explained 20% ($R^2 = 0.20$) of the variance in the dependent variable time banditry. After controlling for gender, age, and social desirability the model explained 17% (adjusted $R^2 = 0.17$) of the variance in the dependent variable, which shows a very weak model. Moreover, as shown in Table 4, the results showed that there was a significant positive relationship between the Dark Triad personality traits and technology time banditry considering the 95% CI ($\beta = 0.22$, SE = 0.11, $t(237) = 2.06$, $p = .04$). This suggests that the Dark Triad personality traits are a predictor of technology time banditry, controlling for the above-mentioned variables (see Appendix D).

Table 4

Coefficients of Multiple Linear Regression Analysis for the Dark Triad and Technology Time Banditry

			95% Confidence Interval				
Predictor	Estimate	SE	Lower	Upper	*t*	*p*	Stand. Estimate
Intercept	4.12	0.55	3.04	5.21	7.50	<.001	
Dark Triad	0.22	0.11	0.01	0.43	2.06	.04	0.15
Social Desirability	-0.27	0.07	-0.42	-0.13	-3.69	<.001	-0.26

The Dark Triad and Social Time Banditry

A multiple linear regression analysis was conducted with the dependent variable social time banditry, and the independent variable the Dark Triad. The model was statistically significant ($F(9, 237) = 3.15$, $p = .001$). The model explained 15% ($R^2 = 0.15$) of the variance in the dependent variable time banditry. After controlling for gender, age, and social desirability the model explained 12% (adjusted $R^2 = 0.12$) of the variance in the dependent variable, which shows a very weak model.

As shown in Table 5, the results indicated a significant positive relationship between the Dark Triad personality traits and social time banditry. No significance was found in social desirability. This suggests that the Dark Triad personality traits are a predictor of social time banditry when controlling for age, gender, and social desirability (see Appendix E).

Table 5

Coefficients of Multiple Linear Regression Analysis for the Dark Triad and Social Time Banditry

			95% Confidence Interval				
Predictor	Estimate	SE	Lower	Upper	*t*	*p*	Stand. Estimate
Intercept	2.30	0.44	1.43	3.17	5.21	<.001	
Dark Triad	0.32	0.09	0.15	0.49	3.77	<.001	0.28
Social Desirability	-0.06	0.06	-0.18	0.05	-1.04	.298	-0.08

Exploratory Analysis

The Dark Triad and Perceived Accountability

For exploratory purposes, a multiple linear regression was conducted to examine the effect of the Dark Triad and perceived accountability on time banditry. The aim was to assess the extent to which perceived accountability can account for the variance of the confirmatory hypothesis. The variables gender and age were controlled for (see Appendix F).

Overall results from the multiple linear regression indicate that the Dark Triad and perceived accountability have significant effects on time banditry. Results are shown in Table 6. The results indicate that an increase in perceived accountability was associated with a decrease in time banditry ($\beta = -0.12$, $p = 0.017$), while an increase in the Dark Triad was associated with an increase in time banditry ($\beta = 0.49$, $p < .001$) considering the 95% CI. The multiple linear regression model revealed that both the Dark Triad and perceived accountability had significant effects on time banditry ($F(9, 237) = 13.82$, $p < .001$, $R^2 = 0.32$).

Table 6

Coefficients of Multiple Linear Regression Analysis for the Dark Triad, Time Banditry, and Perceived Accountability

			95% Confidence Interval				
Predictor	Estimate	SE	Lower	Upper	*t*	*p*	Stand. Estimate
Intercept	1.74	0.20	1.35	2.13	8.87	<.001	
Dark Triad	0.49	0.06	0.38	0.60	8.75	<.001	0.49
Perceived Accountability	-0.12	0.05	-0.22	-0.02	-2.41	.017	-0.13

Working from Home and Time Banditry

For exploratory purposes, the effect of working from home on time banditry was examined. Therefore, the research question “What effect does working from home have on time banditry?”

was followed. An independent sample t-test was conducted to compare the mean scores of people who work from home more than 80% of the time (M = 2.75, SD = 0.71) and those who don't (M = 2.40, SD = 0.50) to time banditry (see Table 7).

Table 7

Comparison of Mean Scores on Time Banditry between people who are not working from home and those who are working from home more than 80% of the time

	Group	*N*	Mean	*SD*	SE
Time Banditry	Not working from home	192	2.40	0.50	0.04
	Working from home more than 80% of the time	60	2.75	0.71	0.09

As the normality of residuals was violated, a Mann-Whitney U test was chosen to continue with the analysis. The sample consisted of 252 participants (People who work from home more than 80% of the time: n = 60, people who do not work from home: n = 192). It is important to note that the two groups differ in size. The Mann-Whitney U test showed a significant difference between the two groups in terms of time banditry scores (U = 4055.00, p = .001). Additionally, a moderate positive relationship was found between working from home and time banditry, as indicated by the rank biserial correlation coefficient (r = .30, p < .001). These results suggest that people who work from home may be more likely to engage in time banditry.

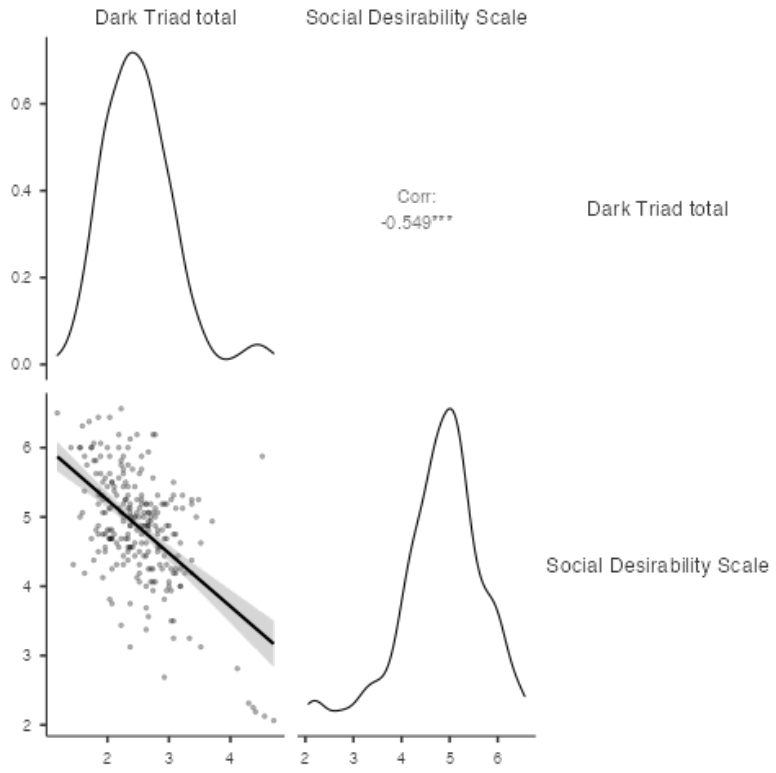
The Dark Triad and Social Desirability

To see whether there is a relationship between the Dark Triad personality traits and responding in a socially desirable way, a Pearson correlation was conducted. This analysis deviated from the pre-registered exploratory analysis because the authors determined during the writing process that it would be beneficial to the thesis and could potentially show interesting results

relevant to future research. It showed that there was a moderate negative correlation between the Dark Triad personality traits and social desirability, r = -0.55, n = 248, p < .001, 95% CI [-0.63, -0.46] (see Figure 2). This shows that people scoring higher on the SD3 tended to have lower scores on the SDS-17.

Figure 2

Correlation between the Dark Triad and Social Desirability



Discussion

In this study, the relationship between the Dark Triad traits and different forms of time banditry was explored. The study contributes to prior research on the Dark Triad traits and CWBs and sheds light on time banditry in this context. The main hypotheses were confirmed and are in line with previous research, indicating a positive relationship between the Dark Triad traits and all

dimensions of time banditry (Cohen, 2015; Islam et al., 2021; O'Boyle et al., 2021). In addition, the study controlled for social desirability to enhance the study's validity, as social desirability is a well-known issue in self-report studies (Holden & Passey, 2009). Moreover, the study confirmed the exploratory hypotheses on the role of perceived accountability and remote work. The role of perceived accountability was in line with previous research, that being held accountable decreases CWB at work (Mahmood et al., 2021). The hypothesis regarding remote work confirmed that people who work from home more than 80% of the time report higher levels of time banditry. These findings suggest that remote work may lead to increased time banditry and have negative impacts on organizations.

Regarding the relationship between the Dark Triad personality traits and time banditry, the results indicate a positive relationship. Even though the effect is rather small, the relationship is still significant. This suggests that an increase in the Dark Triad score is corresponding with an increase in the level of time banditry. This is in line with the findings of previous studies, which focused on counterproductive work behaviors or cyberloafing (Giacalone & Knouse, 1990; Lowe-Calverley & Grieve, 2017; O'Boyle et al., 2012). The study by Lowe-Calverley and Grieve (2017), for example, found that psychopathy directly relates to cyberloafing. As individuals scoring high on this trait are more prone to impulsive behavior, and thus not considering negative consequences, they are more likely to engage in time banditry behavior (Lowe-Calverley & Grieve, 2017).

Looking at the analyses, which focused on the relationship between the Dark Triad personality traits and the three dimensions of time banditry - classic, technology, and social - it indicates that there is also a positive relationship between these variables. All these effects were quite small, but nevertheless significant. Furthermore, the R^2 was always less than 40%, which shows that there is a rather big amount of unexplained variation. This is quite common in studies

that focus on the explanation of human behavior as humans are not as easily predicted (Frost, 2017). The present study provides evidence that individuals with higher levels of Dark Triad personality traits are more likely to engage in classic, technology, and social time banditry, after controlling for age, gender, and social desirability. These findings contribute to the understanding of the relationship between personality traits and time banditry. These findings support research done by Islam et al. (2021), who found a relationship between Machiavellianism, narcissism, psychopathy, and time banditry. Their study offered proof that the personality traits of the Dark Triad affect time banditry. The study at hand could serve for creating interventions in organizations that target the reduction of time banditry. The results remind organizations of the importance of understanding personality traits and how they can help predict employees' behavior and thus, tailor interventions accordingly. Since time is a valuable resource for organizations, it is drained by employees engaging in time banditry. In line with Ketchen et al. (2008), a technique to work against time banditry is to tailor the job to the individual's needs and motivation. Additionally, managers could assess their subordinates' personalities either already in the recruitment process or monitor their employees and then intervene with ethical practices (Islam et al., 2021). The personality assessment in the recruitment process is already a common practice in many organizations. Here, it would be important to not only assess the common personality traits, i.e., the Big Five but also to assess the dark personality traits, i.e., the Dark Triad as this could further help to understand the employee.

However, these results should be interpreted with caution as the study only focused on the presence of the Dark Triad personality traits. A subclinical sample was used for the study as research has indicated that the presence of these traits can be found in the general population

(Furnham et al., 2013). Therefore, the presence of these traits in the results should not be viewed as a clinical diagnosis of the Dark Triad traits.

In addition, researchers need to consider potential sources of bias, such as the social desirability bias (Nederhof, 1985), especially in studies involving sensitive topics like assessing personality and behavior at work. The respondents may have been inclined to answer the questions in a socially desirable way, which is why the authors included the SDS-17. The aim of controlling for social desirability was to increase the validity of the presented results. The results show that the participants scored rather high on the SDS-17, with a mean of 4.85 (SD = 0.8). This indicates that the participants portrayed themselves in a favorable light, rather than truthfully, and thus, responding in a socially desirable way. As this could have influenced their responses on other measures in the study, especially the SD3 measurement, controlling for it was crucial for the validity of the results. The authors discussed excluding participants with a very high score on the SDS-17, but in line with the pre-registration, all participants were kept in the final sample, as it provided valuable insight into the potential impact of social desirability bias on the study. Larson (2019) showed in his study that controlling for the social desirability bias has benefits for the research as it could improve its accuracy.

In line with the research by Kowalski et al. (2016), the correlation between the scores on the SD3 and the SDS-17 showed that participants with higher scores on Dark Triad have lower scores on the social desirability scale. This implies that individuals scoring higher on psychopathy, narcissism, and Machiavellianism may be more inclined to display behavior that differs from societal expectations and norms. This could be due to their lack of empathy and their manipulative behavior (Paulhus & Williams, 2002). This confirms Kowalski et al. (2016) research that social desirability is not seen as important for people who show evidence of dark personality traits.

Mahmood et al. (2021) explored in their study the relationship between the Dark Triad personality traits and counterproductive work behaviors with the mediating role of perceived organizational politics and perceived accountability. Moreover, Cohen and Liu (2021) proposed in their study that people who show Dark Triad personality traits are less likely to engage in CWB when they perceive to be accountable for their actions, as they "believe that this increases the possibility of being caught" (Cohen & Liu, 2021, p. 26). The data suggest that perceived accountability has an effect on the relationship between the two main variables - the Dark Triad personality traits and time banditry. It shows that an increase in perceived accountability decreases engagement in time banditry. This is in line with previous findings (Cohen & Liu, 2021; Ying & Cohen, 2018). The reason for this decline in time banditry may be that people who show signs of dark personality traits suppress their interests because high perceived accountability would give them away. Cohen and Liu (2021) also mention another plausible reason, which is that the high perceived accountability is because of preventive measurements from the organization, such as control systems, which makes CWB or time banditry almost impossible. They also mention that these people prefer to keep their narcissistic, psychopathic, or Machiavellian tendencies in the dark so as not to alert someone of their traits (Cohen & Liu, 2021). This research as well as the present study show that organizations could decrease time banditry by issuing more control systems and accountability to their coworkers or managers. With the monitoring behavior by the managers, it is possible to increase the perceived accountability and thus, decrease time banditry (Mero et al., 2014).

As remote work is becoming more popular, especially after the Covid-19 pandemic (*Statistics Sweden*, 2022), the authors were interested in whether people from home engage in more time banditry as the work environment and influence of colleagues and managers are missing

(i.e., perceived accountability). Previous research has shown mixed results (Bailey & Kurland, 2002; Martin et al., 2010). Martin et al. (2010) state that employees who work from home could be more inclined to engage in time banditry as supervision is missing and the setting at home is different from the office setting, i.e., the feeling of a work environment is not given. On the other hand, Bailey and Kurland (2002) found in their study that remote work benefitted the levels of productivity as the office setting could also contribute to engaging in time banditry, such as socializing with colleagues, which is not given in a home environment (Martin et al., 2010). The analysis in this study revealed that there is a significant difference between people who work remotely more than 80% of the time and people who don't. Further, the moderate positive relationship indicates that people may be more likely to engage in time banditry when they work from home more than 80% of the time. This is in line with the research of Martin et al. (2010) and also relates to perceived accountability. When people do not feel like they are being watched or tracked in what they are doing at home, they are more likely to engage in time banditry. These results suggest that organizations should track what their employees are doing when they work remotely, for example, by asking them to state exactly what they have achieved during the day. This should be done with caution, as Malik et al. (2020) argue in their article, that this supervision can also cause negative emotions toward the organization by the employee.

Limitations and Future Research

This study has several limitations which need to be addressed. The assumption of normality was violated in two of the multiple regression analyses - time banditry and classic time banditry - but the authors continued with their analysis as the sample size with $N = 252$ is large enough to reduce the impact of the violation. Time constraints and the length of the questionnaire may have

also affected the study. Since the time for data collection was limited due to the deadline of the thesis, a larger sample could have been obtained without a deadline. In addition, participant fatigue and decreasing motivation due to the length of the questionnaire could have affected the quality of the responses and led to inaccuracies in the answers. There is a possibility that participants might have rushed through the questionnaire or not read the questions properly. To try to minimize the effects of this, the survey was designed and presented in a clear and easy-to-read format. The survey was also sectioned into parts and complicated instructions were avoided to minimize confusion.

Continuing with the use of self-report measurement, which can increase the likelihood of social desirability bias. For example, participants may be inclined to underreport dark personality traits and attempt to mask them (Kay & Saucier, 2020). However, as the current study included the SDS-17, it might have helped to control for this bias to some extent. Additionally, the use of an online questionnaire could have reduced the likelihood of social desirability bias as well. However, Brenner and DeLamater (2016) argue that an anonymous study does not reduce social desirability bias as much as one would expect because participants are still trying to portray themselves in a favorable manner. Blinding, i.e., not informing participants about what is being measured in the survey, can reduce participants' own positive representativeness (Brenner & DeLamater, 2016). In this study, for example, participants were not informed that Dark Triad personality traits were being assessed, but rather personality in general. In addition, they were not informed that the items of the SDS-17 measured social desirability. These measures as well as blinding may also have contributed to reducing the social desirability bias.

Another limitation is the interpretation of the results of the exploratory analysis of remote work and its impact on the relationship between the Dark Triad and time banditry. Because the

study did not report participants' current employment status, participants may have responded based on previous work experiences rather than their current ones. Thus, there is a possibility that participants reflected on job experiences where they were more inclined to time banditry or those where they were less inclined. Despite these various limitations, each plays an important role in enabling further improvements in the study of time banditry and personality traits.

The final limitation of this study is the factors that have not been included in the analysis. Several factors can have an influence on time banditry, e.g., job satisfaction, job demands, or organizational culture. Martin et al. (2010) propose several organizational, individual, and work factors that could impact time banditry. Further, mediators such as the perceived ability to deceive (Lowe-Calverley & Grieve, 2017) can also affect the relationship between the Dark Triad personality traits and time banditry. Since these factors and mediators were not considered, the positive relationship between the two variables - the Dark Triad and time banditry - could be explained differently. This means that the factors not considered in this study could have had a mediating or moderating effect on the relationship between the two variables. However, the consideration of all these factors would have taken too much time and would have increased the length of the questionnaire considerably, which is why it was decided to focus on social desirability and perceived accountability.

Based on these limitations, there are several future research recommendations. Future research could replicate this study by using larger and more diverse samples to determine its generalization to other populations. The present sample consisted mostly of 18- to 34-year-olds (about 60%), so it would be interesting to gain even more insights with an older sample. In terms of the different occupations, this sample was already well positioned, especially compared to previous studies (e.g., Cohen & Liu, 2021; Ying & Cohen, 2018). However, the analysis did not

include the different occupations because the respective groups were too small for a valid analysis. A study investigating whether certain occupational groups are more prone to time banditry is certainly relevant and interesting for the future.

Future research should also explore the potential mediators (e.g., job demands, organizational culture, or psychological processes) that can impact the relationship between the Dark Triad traits and time banditry. This could reveal important insights into the mechanism of these traits in an organizational setting. Finally, it would be of interest to explore if it is possible to minimize the impact of Dark Triad characteristics on time banditry through interventions. This would be the case if interventions could reduce time banditry, especially among employees who exhibit high levels of Dark Triad characteristics. Developing interventions that address the challenges posed by the Dark Triad's time-stealing characteristics could improve well-being and benefit both organizations and individuals.

Conclusion

Published research on the Dark Triad personality traits and time banditry is very rare and rather focuses on CWB as a whole or uses several moderating or mediating factors in the analysis. This study takes another approach by looking at the direct relationship between the Dark Triad and the three dimensions of time banditry. The findings confirmed the hypotheses that individuals who score higher on the Dark Triad are more prone to engage in time banditry, supporting previous research on counterproductive work behaviors. Additionally, it revealed that perceived accountability and remote work play a significant role in engagement in time banditry. Also aligning with previous research, higher levels of perceived accountability were associated with a

decrease in time banditry engagement. Further, individuals who predominantly did remote work reported higher levels of time banditry, suggesting that remote work could increase such behaviors.

The study's findings are significant for organizations because they show the importance of understanding personality traits and their influence on employee behavior. Interventions to reduce time banditry should take the role of personality traits into account as well as consider strategies such as adjusting job design and monitoring practices. Assessing dark personality traits, such as the Dark Triad, during the hiring process could help predict employee behavior and serve as a basis for intervention strategies.

Overall, this study improves our understanding of the relationship between Dark Triad characteristics and time banditry and provides insights for organizations to help alleviate time banditry. Further research into the underlying mechanisms and additional factors that have an effect on time banditry will lead to the development of comprehensive interventions and strategies for organizations to effectively address this problem.

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Appendix A

Online Survey

Thank you for your interest in this survey as part of our master thesis in Work and Organizational Psychology at Linnaeus University. The topic of our master thesis concerns different behaviors at the workplace and time management. The questionnaire is divided into five parts. First, you are asked to answer some questions about yourself. Then questions about how you organize your time at work will be asked. The third part asks about personality traits. Afterwards, you will answer questions about your relationship with coworkers. It ends with answering 16 questions about different daily situations. The completion time of this survey is about 5-10 minutes. Please answer the questions honestly. There are no right or wrong answers. All the information that we collect about you during the survey will be kept strictly confidential. The results will be part of our master's thesis and no individual will be able to identify themselves in the work. The anonymous answers will be stored in OSF, which is a interned-based data archive. Your participation is voluntary, and you can choose to cancel your participation at any time. If you have any questions about the study, please first contact Pia Kristina Könecke (*pk222te@student.lnu.se*) or Anna Hjálmveig Hannesdóttir (*ah225mh@student.lnu.se*) Supervisor: Andrea Strinic (andrea.strinic@lnu.se).

Thank you for your participation.

Anna Hjálmveig Hannesdóttir and Pia Kristina Könecke

What is your age?

18-24

25-34

35-44

45-54

55-64

65+

What is your gender?

Female

Male

Other

Do not want to disclose.

What is the highest level of school you have completed or the highest degree you have received?

Less than High School Degree

High School Degree or equivalent

Bachelor's degree

Master's degree

Doctorate degree

I prefer not to answer.

Which of the following best describe your current occupation?

Health care

Education

Finance

Government and Public Administration

Scientific or Technical Services

Construction

Management

Business Owner

Office and Administrative Support

Protective Service

Service Industry

Tourism

Other:

Do you work from home more than 80% of the time?

Yes

No

Time Banditry Questionnaire (TBQ)

1. I spend more time than necessary on tasks.
2. I pretend to work through lunch to leave early, even though I still take a break to eat.
3. I take long coffee/smoke breaks without approval.
4. I tell my boss/colleague a task will take longer than I know I can finish it in, so I can take my time.
5. I use sick days in order to catch up on personal things.
6. If I finished a project 20 minutes before the end of the work day, I would not start working on anything new.
7. If I didn't feel like going to work, I would call in sick, even if I wasn't.
8. I start working as soon as I arrive at work. (R)
9. I go to the restroom even if I don't have to.
10. I purposely take longer in the restroom than necessary.
11. I take breaks at my desk to catch up on a bestseller or to read a magazine.
12. I put less effort into my work than I know I can.
13. I take longer lunch breaks than I am supposed to.
14. When given a task, I finish it faster than the expected timeframe and use the remaining time for personal use.
15. I daydream while at work.
16. If my boss is gone for the day, I will leave early.
17. I always put 100% effort into my work task. (R)
18. When I arrive at work in the morning, I get coffee and/or eat breakfast before I start working.

19. I never check nonwork-related e-mails during work hours. (R)
20. I receive nonwork-related e-mails at work.
21. While at work, the only e-mail use I engage in is work-related. (R)
22. I check nonwork-related e-mails at work.
23. I send nonwork-related e-mails at work.
24. I spend time on the Internet for reasons not related to work.
25. I use the Internet for work-related business only. (R)
26. I take time out of my day to talk with my boss about nonwork-related topics.
27. I talk to coworkers about their families during work hours.
28. I only take the required amount of break time allowed in my organization. (R)
29. I never make personal phone calls at work. (R)
30. I receive personal phone calls at work.
31. I spend time in and out of the office engaging in leisure activities (e.g., golfing, going to lunch, drinks, and/or dinner) with clients.

Short Dark Triad (SD3)

Machiavellianism

1. It's not wise to tell your secrets.
2. I like to use clever manipulation to get my way.
3. Whatever it takes, you must get the important people on your side.
4. Avoid direct conflict with others because they may be useful in the future.
5. It's wise to keep track of information that you can use against people later.
6. You should wait for the right time to get back at people.

7. There are things you should hide from other people to preserve your reputation.
8. Make sure your plans benefit yourself, not others.
9. Most people can be manipulated.

Narcissism

1. People see me as a natural leader.
2. I hate being the center of attention. (R)
3. Many group activities tend to be dull without me.
4. I know that I am special because everyone keeps telling me so.
5. I like to get acquainted with important people.
6. I feel embarrassed if someone compliments me. (R)
7. I have been compared to famous people.
8. I am an average person. (R)
9. I insist on getting the respect I deserve.

Psychopathy

1. I like to get revenge on authorities.
2. I avoid dangerous situations. (R)
3. Payback needs to be quick and nasty.
4. People often say I'm out of control.
5. It's true that I can be mean to others.
6. People who mess with me always regret it.
7. I have never gotten into trouble with the law. (R)
8. I enjoy having sex with people I hardly know.
9. I'll say anything to get what I want.

Accountability to Coworkers Scale (ACS)

1. My coworkers are interested in how well I perform in my job.
2. My coworkers are interested in the methods I use to perform my job.
3. My level of performance in my job has an impact on my coworkers.
4. My coworkers are aware of the methods I use to perform my job.
5. My coworkers are aware of the effectiveness of my performance at my job.
6. I have to justify the methods that I use in performing my job to my coworkers.
7. The methods I use to perform my job have an impact on my coworkers.
8. I have to justify my effectiveness in performing my job to my coworkers.
9. I am consciously aware of the concerns of my coworkers when performing my job.

Social Desirability Scale-17 (SDS-17)

1. I sometimes litter. (R)
2. I always admit my mistakes openly and face the potential negative consequences.
3. In traffic I am always polite and considerate of others.
4. I always accept others' opinions, even when they don't agree with my own.
5. I take out my bad moods on others now and then. (R)
6. There has been an occasion when I took advantage of someone else. (R)
7. In conversations I always listen attentively and let others finish their sentences.
8. I never hesitate to help someone in case of emergency.
9. When I have made a promise, I keep it--no ifs, ands or buts.
10. I occasionally speak badly of others behind their back. (R)
11. I would never live off other people.

12. I always stay friendly and courteous with other people, even when I am stressed out.

13. During arguments I always stay objective and matter-of-fact.

14. There has been at least one occasion when I failed to return an item that I borrowed. (R)

15. I always eat a healthy diet.

16. Sometimes I only help because I expect something in return. (R)

Appendix B

Assumption Checks and Multiple Linear Regression Analysis Hypothesis 1

Table B1: Assumption Checks for Dark Triad and Time Banditry

Collinearity Statistics		
	VIF	Tolerance
Dark Triad	1.26	0.79
Gender	1.05	0.96
Social Desirability Scale	1.22	0.82
Age categories	1.01	0.99

Normality Test (Shapiro-Wilk)	
Statistic	*p*
0.98	0.001

Table B2: Coefficients of Multiple Linear Regression Analysis for Time Banditry, the Dark Triad, Social Desirability, Age, and Gender

			95% Confidence Interval				
Predictor	Estimate	SE	Lower	Upper	*t*	*p*	Stand. Estimate
Intercept	2.76	0.34	2.10	3.42	8.22	< .001	
Dark Triad	0.30	0.06	0.18	0.43	4.69	< .001	0.30
Gender:							
1 – 0[a]	0.02	0.06	-0.11	0.14	0.26	0.792	0.03
2 – 0[a]	0.73	0.35	0.04	1.42	2.09	0.038	1.27
Social Desirability	-0.20	0.04	-0.28	-0.11	-4.38	< .001	-0.27
Age categories:							
25-34 – 18-24	0.06	0.08	-0.10	0.22	0.70	0.484	0.10
35-44 – 18-24	-0.21	0.10	-0.42	-0.00	-2.01	0.046	-0.36
45-54 – 18-24	-0.26	0.11	-0.48	-0.04	-2.30	0.022	-0.45
55-64 – 18-24	-0.48	0.11	-0.70	-0.25	-4.16	< .001	-0.82
65+ – 18-24	-0.25	0.20	-0.63	0.14	-1.27	0.206	-0.43

[a] Female = 0, Male = 1, Other = 2

Appendix C

Assumption Checks and Multiple Linear Regression Analysis Hypothesis 1a

Table C1: Assumption Checks for Dark Triad and Classic Time Banditry

Collinearity Statistics		
	VIF	Tolerance
Dark Triad	1.26	0.79
Gender	1.05	0.96
Social Desirability	1.22	0.82
Age categories	1.01	0.99

Normality Test (Shapiro-Wilk)	
Statistic	*p*
0.96	< .001

Table C2: Coefficients of Multiple Linear Regression Analysis for Classic Time Banditry, the Dark Triad, Social Desirability, Age, and Gender

			95% Confidence Interval				
Predictor	Estimate	SE	Lower	Upper	*t*	*p*	Stand. Estimate
Intercept	2.38	0.37	1.66	3.11	6.48	< .001	
Dark Triad	0.33	0.07	0.19	0.47	4.67	< .001	0.30
Gender:							
1 – 0[a]	0.01	0.07	-0.13	0.14	0.08	0.933	0.01
2 – 0[a]	1.07	0.38	0.31	1.83	2.79	0.006	1.68
Social Desirability	-0.21	0.05	-0.31	-0.12	-4.33	< .001	-0.27
Age categories:							
25-34 – 18-24	0.04	0.09	-0.14	0.22	0.43	0.667	0.06
35-44 – 18-24	-0.28	0.11	-0.51	-0.05	-2.44	0.016	-0.44
45-54 – 18-24	-0.34	0.12	-0.59	-0.10	-2.81	0.005	-0.54
55-64 – 18-24	-0.53	0.13	-0.77	-0.28	-4.22	< .001	-0.83
65+ – 18-24	-0.21	0.21	-0.64	0.21	-1.00	0.317	-0.34

[a] Female = 0, Male = 1, Other = 2

Appendix D

Assumption Checks and Multiple Linear Regression Analysis Hypothesis 1b

Table D1: Assumption Checks for Dark Triad and Technology Time Banditry

Collinearity Statistics		
	VIF	Tolerance
Dark Triad	1.26	0.79
Gender	1.05	0.96
Social Desirability	1.22	0.82
Age categories	1.01	0.99

Normality Test (Shapiro-Wilk)	
Statistic	*p*
0.99	0.085

Table D2: Coefficients of Multiple Linear Regression Analysis for Technology Time Banditry, the Dark Triad, Social Desirability, Age, and Gender

			95% Confidence Interval				
Predictor	Estimate	SE	Lower	Upper	*t*	*p*	Stand. Estimate
Intercept	4.12	0.55	3.04	5.21	7.50	< .001	
Dark Triad	0.22	0.11	0.01	0.43	2.06	0.040	0.15
Gender:							
1 – 0[a]	0.05	0.10	-0.15	0.25	0.52	0.606	0.06
2 – 0[a]	0.55	0.57	-0.59	1.68	0.95	0.342	0.66
Social Desirability	-0.27	0.07	-0.42	-0.13	-3.69	< .001	-0.26
Age categories:							
25-34 – 18-24	-0.04	0.14	-0.30	0.23	-0.27	0.791	-0.04
35-44 – 18-24	-0.27	0.17	-0.61	0.06	-1.60	0.112	-0.33
45-54 – 18-24	-0.28	0.18	-0.64	0.08	-1.54	0.124	-0.34
55-64 – 18-24	-0.63	0.19	-1.00	-0.26	-3.36	< .001	-0.75
65+ – 18-24	-0.59	0.32	-1.22	0.04	-1.84	0.068	-0.70

[a] Female = 0, Male = 1, Other = 2

Appendix E

Assumption Checks and Multiple Linear Regression Analysis Hypothesis 1c

Table E1: Assumption Checks for Dark Triad and Social Time Banditry

Collinearity Statistics		
	VIF	Tolerance
Dark Triad	1.26	0.79
Gender	1.05	0.96
Social Desirability	1.22	0.82
Age categories	1.01	0.99

Normality Test (Shapiro-Wilk)	
Statistic	*p*
0.98	0.009

Table E2: Coefficients of Multiple Linear Regression Analysis for Social Time Banditry, the Dark Triad, Social Desirability, Age, and Gender

			95% Confidence Interval				
Predictor	Estimate	SE	Lower	Upper	*t*	*p*	Stand. Estimate
Intercept	2.30	0.44	1.43	3.17	5.21	< .001	
Dark Triad	0.32	0.09	0.15	0.49	3.77	< .001	0.28
Gender:							
1 – 0[a]	0.01	0.08	-0.15	0.17	0.08	0.938	0.01
2 – 0[a]	-0.06	0.46	-0.97	0.85	-0.14	0.891	-0.10
Social Desirability	-0.06	0.06	-0.18	0.05	-1.04	0.298	-0.08
Age categories:							
25-34 – 18-24	0.22	0.11	0.01	0.44	2.06	0.040	0.35
35-44 – 18-24	0.07	0.14	-0.20	0.34	0.53	0.600	0.11
45-54 – 18-24	0.03	0.15	-0.26	0.32	0.23	0.820	0.05
55-64 – 18-24	-0.14	0.15	-0.43	0.16	-0.91	0.361	-0.21
65+ – 18-24	0.05	0.26	-0.46	0.55	0.19	0.853	0.07

[a] Female = 0, Male = 1, Other = 2

Appendix F

Exploratory Analysis: Assumption Checks and Multiple Linear Regression Analysis

Perceived Accountability

Table F1: Assumption Checks for Dark Triad, Time Banditry, and Perceived Accountability

Collinearity Statistics		
	VIF	Tolerance
Dark Triad	1.07	0.94
Perceived Accountability	1.03	0.97
Gender	1.04	0.96
Age categories	1.01	0.99

Normality Test (Shapiro-Wilk)	
Statistic	*p*
0.99	0.011

Table F2: Coefficients of Multiple Linear Regression Analysis for Time Banditry, the Dark Triad, Perceived Accountability, Age, and Gender

			95% Confidence Interval				
Predictor	Estimate	SE	Lower	Upper	*t*	*p*	Stand. Estimate
Intercept	1.74	0.20	1.35	2.13	8.87	< .001	
Dark Triad	0.49	0.06	0.38	0.60	8.75	< .001	0.49
Perceived Accountability	-0.12	0.05	-0.22	-0.02	-2.41	0.017	-0.13
Gender:							
1 – 0[a]	0.01	0.06	-0.12	0.13	0.09	0.928	0.01
2 – 0[a]	0.56	0.36	-0.14	1.27	1.57	0.118	0.97
Age categories:							
25-34 – 18-24	0.05	0.08	-0.12	0.22	0.59	0.556	0.09
35-44 – 18-24	-0.26	0.11	-0.47	-0.05	-2.45	0.015	-0.46
45-54 – 18-24	-0.28	0.11	-0.51	-0.06	-2.45	0.015	-0.49
55-64 – 18-24	-0.50	0.12	-0.73	-0.27	-4.28	< .001	-0.87
65+ – 18-24	-0.31	0.20	-0.71	0.08	-1.55	0.123	-0.54

[a] Female = 0, Male = 1, Other = 2

Appendix G

Exploratory Analysis: Assumption Checks Remote Work and Dark Triad

Table G1: Assumption Checks for Remote Work and Dark Triad

Normality Test (Shapiro-Wilk)		
	W	*p*
Time Banditry	0.98	0.002

Homogeneity of Variances Test (Levene's)				
	F	df	df2	*p*
Time Banditry	9.08	1	250	0.003