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**Aspects of Psychopathic Personality Relate to Lower**

**Subjective and Objective Professional Success**

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**Abstract**

Which aspects of psychopathic personality, if any, contribute to professional success? Previous research suggests that fearless dominance does so. Yet, it also suggests that self-centered impulsivity impairs professional success. Here, we address this differential pattern in a preregistered, multi-wave study involving a large, nationally representative sample (*N* = 2,969 New Zealanders). We test the (a) replicability of prior findings using a new objective measure of professional success, and (b) stability of our findings across two annual assessments from 2011 and 2012. Fearless dominance is positively associated, but self-centered impulsivity is negatively associated, with subjective professional success. Controlling for age, gender, education level, and time in the current job does not alter these associations. Further, self-centered impulsivity and coldheartedness are negatively related with objective professional success. However, only the effect of coldheartedness remains after considering demographic variables. These relations hold for predicting subjective and objective professional success one year later. Together, aspects of psychopathic personality are linked *negatively* to objective professional success, a finding that challenges popular beliefs about the functional benefits of psychopathy in the workplace.

*Keywords*: Psychopathic personality, professional success, occupational prestige, fearless dominance, self-centered impulsivity

The functional benefits of psychopathy have been the subject of ongoing debate (Blickle & Genau, 2019; O’Boyle et al., 2012; Smith & Lilienfeld, 2013). Specifically, do psychopathic personality characteristics promote professional success? Previous literature has relied on aspects of psychopathic personality, drawn from small samples, and reported divergent results. Here, we approach this debate by drawing from a large, nationally representative sample and examining stability of responses over time.

Psychopathic personality entails superficial charm, unreliability, dishonesty, lack of remorse, and loss of insight or presence of unresponsiveness during interpersonal interactions (Cleckley, 1941). The Psychopathic Personality Inventory (PPI; Lilienfeld & Widows, 2005) draws on a model characterizing these manifestations by two main aspects. The first aspect, *fearless dominance*, is characterized as fearless, socially dominant, bold, and low on empathy and emotion. This aspect is linked to the primary psychopathy concept (Levenson et al., 1995; Sellbom & Drislane, 2020) despite some debate of its role within psychopathic personality (Lilienfeld, Patrick, et al., 2012; Miller & Lynam, 2012; Sellbom & Drislane, 2020). The second aspect, *self-centered impulsivity*, is characterized as self-centered, impulsive, antisocial, and disinhibited, linked to the secondary psychopathy concept (Levenson et al., 1995; Seibert et al., 2011; Sellbom & Drislane, 2020). A third aspect that is covered by this model but not featured as a factor is *coldheartedness*, characterized by lack of empathy and guilt (Berg et al., 2015; Lilienfeld & Widows, 2005).

Despite these unfavorable characterizations and commonly reported harmful outcomes of psychopathic personality in social or professional settings (Boddy, 2015; Boddy & Taplin, 2017; Landay et al., 2019; Testori et al., 2019), there is some empirical support for psychopathic aspects contributing to one’s success (i.e., attaining positive outcomes and avoiding negative ones). For example, the performance of U.S. presidents, measured by historians’ evaluations of leadership, persuasiveness, and crisis management, is associated positively with fearless dominance. This reflects an ability to obtain political support by skills of persuasion and conveying a strong and reassuring leadership, but it is unassociated with self-centered impulsivity (Lilienfeld, Waldman, et al., 2012). The moderated-expression model (Hall & Benning, 2006; Lilienfeld et al., 2015; Steinert et al., 2017) could explain this pattern, as it posits that aspects of psychopathic personality can be linked with success due to protective factors (e.g., high intelligence, positive parenting), which buffer negative outcomes (e.g., antisocial behavior). Based on recent findings, however, different variants of psychopathy might be conducive to positive or negative outcomes (Sellbom et al., 2021), a pattern that is accounted for by the differential-configuration model (Lilienfeld et al., 2015). Given that prior results point to differential associations of fearless dominance and self-centered impulsivity with professional success, the differential-configuration-model seems more applicable.

Professional success can be conceptualized as subjective (e.g., personal satisfaction with one’s career) or objective (e.g., income or number of field sales; Spurk et al., 2019). When professional success is measured subjectively, it manifests mainly negative (Paleczek et al., 2018; Spurk et al., 2016), but also null (Jonason et al., 2015), correlations with summary scores for psychopathic personality. However, these studies typically use a psychopathy summary score, so differentiating among aspects of psychopathic personality may account for their inconsistency in the results of these studies. For example, fearless dominance is associated positively (Blickle & Genau, 2019; Eisenbarth et al., 2018), but self-centered impulsivity negatively (Eisenbarth et al., 2018), with subjective professional success.

When professional success is measured objectively, its relationship to psychopathic personality becomes more complex. Specifically, fearless dominance and attributes related to self-centered impulsivity are negatively associated with social wealth and status when operationalized by income, social class, home characteristics, and number of employees supervising in the job (Ullrich et al., 2008). Moreover, although fearless dominance is positively associated with income, this association only holds for individuals with higher educational levels, and reverses for those with lower educational levels (Blickle & Genau, 2019). Additionally, field sales increase among those moderate on fearless dominance, but decrease among those low *and* very high on it (Titze et al., 2017). Similarly, fearless dominance and attributes related to self-centered impulsivity are negatively associated with academic success (i.e., course grades; Hassall et al., 2015). Attainment of power and leadership positions paints yet another controversial picture: a meta-analysis found a positive association between psychopathic personality with leadership emergence, but a negative association with leadership effectiveness, and transformational leadership (O’Boyle et al., 2012). Coldheartedness, a third aspect of psychopathic personality (Psychopathic Personality Inventory; Lilienfeld & Widows, 2005; Neumann et al., 2008) has not been investigated regarding its relationship with either form of professional success, despite reflecting low empathic concern (Sorman et al., 2016) and low agreeableness and openness (Berg et al., 2015), which are relevant to workplace behavior (Smith et al., 2014).

In this preregistered study (https://bit.ly/39cwEGx), we systematically investigate the relationship between subjective and objective professional success on the one hand, and the three aspects of psychopathic personality—fearless dominance, self-centered impulsivity, coldheartedness—on the other using national-scale longitudinal data from the New Zealand Attitudes and Values Study (NZAVS). We implement a proxy measure of the PPI-R factors model to operationalize primary and secondary variants of psychopathic personality (Sellbom & Drislane, 2020), and to be able to compare the results with previous findings (Eisenbarth et al., 2018). We operationalize subjective professional success as job satisfaction, and objective professional success as occupational prestige (the latter differs from the suggested method in the preregistration, as we re-evaluated the usefulness of the variables available in the NZAVS). Furthermore, we adjust for age, gender, job tenure, and education levels—variables that can confound the relationship between psychopathic personality and professional success (Blickle & Genau, 2019; Ng et al., 2005). Finally, we assess the impact of subjective and objective professional success one year later by aspects of psychopathic personality at the first time point, again adjusting for gender, education levels, age, and job tenure.

**Method**

**Sample**

We used Times 3 (2011) and 4 (2012) of the NZAVS, an annual, longitudinal panel study of New Zealanders (for sampling and retention details, see Sibley, 2020). Participants who had responded to all relevant study variables[[1]](#footnote-2) and reported being currently employed at Time 3 constituted the final sample. The Time 3 (to which we refer as T0) wave included responses from 2,367 participants (1,429 women, 938 men), ranging in age from 20 to 82 years (*M* = 50.11, *SD* = 11.18). The mean education level was 5.29 (*SD* = 2.73) on a scale from 1-10, which represented a Diploma level based on New Zealand’s Qualifications Framework–Qualification Level (Stats NZ, 2020). Participants’ average job tenure was 10.32 years (*SD* = 9.67, *Range* = 0-60 years). Of participants, 74.94% identified predominantly as European/Pākēha, 9.13% as Māori, 1.73% as Pasifika, 1.65% as Asian, and 12.55% as other ethnicity.

The Time 4 (to which we refer as T1) wave included responses from 2,021 participants (1,211 women, 810 men), ranging in age from 21 to 83 years (*M*= 51.26, *SD* = 10.77). We included those participants because they had remained in the same job during that year. The NZAVS was approved by The University of Auckland Human Participants Ethics Committee.

**Measures**

***Psychopathic Personality***

We based assessment of the three aspects of psychopathic personality—fearless dominance, self-centered impulsivity, coldheartedness—on the structure of the Psychopathic Personality Inventory Revised (PPI-R; Lilienfeld & Widows, 2005). Τo derive a PPI-R - equivalent measure relying on items included in the NZAVS, we conducted two validation studies (Supplementary material: Table A1 for items, Section B for the two studies).

***Subjective Professional Success***

We operationalized subjective professional success as job satisfaction. We used two NZAVS items: “How satisfied are you with your current job?” (1 = *not at all*, 10 = *very much*), “How secure do you feel in your current job?” (1 = *not at all*, 7 = *very much*). Prior research found a positive association between job security and job satisfaction (Aletraris, 2010), matching the conceptualization of subjective professional success as subjective experience of the job (Spurk et al., 2019). See Table 1 for descriptive statistics of all variables.

**Table 1**

*Descriptive Measures of All Variables*

|  |  |  |
| --- | --- | --- |
|  | M | SD |
| NZVAS PPI SUM | 3.14 | 0.50 |
| NZAVS FD | 4.15 | 0.93 |
| NZAVS SCI | 2.55 | 0.83 |
| NZAVS CO | 2.72 | 0.83 |
| Job satisfaction T0 | 5.19 | 1.45 |
| Job security T0 | 5.29 | 1.64 |
| Job tenure T0 | 10.32 | 9.67 |
| Occupational prestige T0 | 57.34 | 16.56 |
| Job satisfaction T1 | 5.19 | 1.48 |
| Job security T1 | 5.24 | 1.61 |
| Job tenure T1 | 11.33 | 9.72 |
| Occupational prestige T1 | 56.97 | 16.61 |
| Education level T1 | 5.29 | 2.73 |

*Note: N* = 2,367; FD = Fearless Dominance, SCI = Self-Centered Impulsivity, CO = Coldheartedness.

***Occupational Prestige***

To measure objective professional success, we used the New Zealand Socioeconomic Index (NZSEI; Milne et al., 2013), which involves participants’ occupation to calculate their socioeconomic status by assigning a score ranging from 10 (*lowest*) to 90 (*highest*). The NZSEI implicates weights derived from census data, rendering it an objective measure of occupational prestige. Participants responded to the open-ended question, “What is your current occupation?”. We categorized their responses according to the Australian and New Zealand Standard Classification of Occupations. We then converted these categories to an NZSEI score (Milne et al., 2013). Examples of occupations in the 10-20 range include *Food Preparation Assistants*, *Cleaners and Laundry Workers*, and *Packers and Product Assemblers,* whereas examples in the 70-90 range included *Business and Systems Analysts and Programmers*, *Legal Professionals*, and *Medical Practitioners*. This specific measure has been used in research to control for occupational status (Yogeeswaran et al., 2018). Similar census-derived scales are frequently employed to assess socioeconomic status and occupational prestige (Fernandez et al., 2015; Ganzeboom et al., 1992).

**Data Analysis**

For the cross-sectional analysis, we computed zero-order correlations among all variables of interest. Next, we used linear regression, predicting a summary variable for subjective professional success (job satisfaction, job security) and objective professional success (occupational prestige). We calculated two relevant comparison regression models, adding as predictors age, gender, job tenure, and education levels. We did not run a cross-validation analysis (as suggested in the pre-registration) due to the external validation Study 2 (Supplementary material). We conducted all analyses in R (R CORE team, 2014). Syntax for the reported models and Supplementary material are available at OSF (<https://bit.ly/39cwEGx>).

**Results**

**Descriptive Statistics and Zero-Order Correlations**

We report (a) means and standard deviations in Table 1, (b) zero-order correlations between T0 personality scores and T0 outcomes in Supplementary material Table A2, and (c) zero-order correlations between T0 personality scores and T1 outcomes in Supplementary material Table A3.

**Cross-Sectional Models Predicting Subjective Professional Success**

A linear regression model predicting subjective professional success by psychopathic personality showed a positive contribution of fearless dominance (*b* = 0.50, *p* < .001) and a negative contribution of self-centered impulsivity (*b* = -0.36, *p* < .001), but no significant contribution of coldheartedness (*b* = -0.08, *p* = .224, AIC = 11203, BIC = 11232; Table 2). A comparison model including gender, education, age, and job tenure partially improved fit (AIC = 11196, BIC= 11248; *F*[4, 2359] = 3.911, *p* = .004), with a positive predictive contribution of job tenure (*b* = 0.23, *p* = .001), whereas contributions of the psychopathic personality aspects were unchanged (FD: *b* = 0.50, *p* < .001, SCI: *b* = -0.35, *p* < .001, CO: *b* = -0.07, *p* = .310; Table 2).

**Table 2**

*Regression Model Results Predicting Subjective Professional Success (T0)*

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | Subjective Professional Success T0 | | | Subjective Professional Success T0 | | | |
| *Predictors* | *Estimates* | | *95% CI* | *p* | | *Estimates* | *95% CI* | *p* | |
| (Intercept) | 9.53 | | 8.84 – 10.22 | <.001 | | 9.12 | 8.17 – 10.06 | <.001 | |
| SCI | -0.36 | | -0.49 – -0.23 | <.001 | | -0.35 | -0.48 – -0.21 | <.001 | |
| FD | 0.50 | | 0.39 – 0.62 | <.001 | | 0.50 | 0.39 – 0.62 | <.001 | |
| CO | -0.08 | | -0.21 – 0.05 | .224 | | -0.07 | -0.21 – 0.07 | .310 | |
| Gender |  | |  |  | | -0.26 | -0.74 – 0.21 | .278 | |
| Education T1 |  | |  |  | | -0.00 | -0.04 – 0.04 | .958 | |
| Age T0 |  | |  |  | | 0.00 | -0.01 – 0.01 | .595 | |
| Job tenure T0 |  | |  |  | | 0.23 | 0.10 – 0.36 | .001 | |
| AIC/BIC | 11203/11232 | | | | | 11196/11248 | | | |

*Note: N* =2,367; FD = Fearless Dominance, SCI = Self-Centered Impulsivity, CO = Coldheartedness; Participant gender was coded as 1 for females and 0 for males; un-standardized coefficients.

**Cross-Sectional Models Predicting Occupational Prestige**

A linear regression model predicting occupational prestige by psychopathic personality was significant, with no significant contribution of fearless dominance (*b* = -0.57, *p* = .124), and a negative contribution of both self-centered impulsivity (*b* = -1.93, *p* < .001) and coldheartedness (*b* = -2.80 *p* < .001; AIC = 19926, BIC = 19955; Table 3). A comparison model including gender, education, age, and job tenure improved model fit (AIC = 19023, BIC = 19075, *F*[4, 2359] = 276.790, *p* < .001), with a negative predictive contribution of gender (*b* = -7.30, *p* < .001), and a positive contribution of education level (*b* = 3.42, *p* < .001) and tenure (*b* = 1.77, *p* < .001). Of the psychopathic personality traits, only coldheartedness remained a significant predictor (*b* = -1.57, *p* = .021; Table 3).

**Table 3**

*Regression Models Results Predicting Occupational Prestige Cross-Sectional (T0)*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Occupational Prestige T0 | | | Occupational Prestige T0 | | |
| *Predictors* | *Estimates* | *95% CI* | *p* | *Estimates* | *95% CI* | *p* |
| (Intercept) | 72.25 | 67.91 – 76.59 | <.001 | 42.57 | 37.63 – 47.52 | <.001 |
| SCI | -1.93 | -2.78 – -1.09 | <.001 | -0.61 | -1.32 – 0.10 | .092 |
| FD | -0.57 | -1.29 – 0.16 | .124 | -0.09 | -0.69 – 0.52 | .782 |
| CO | -2.80 | -3.64 – -1.97 | <.001 | -0.85 | -1.57 – -0.13 | .021 |
| Gender |  |  |  | -7.30 | -9.77 – -4.83 | <.001 |
| Education T1 |  |  |  | 3.42 | 3.21 – 3.62 | <.001 |
| Age T0 |  |  |  | 0.09 | 0.04 – 0.15 | .001 |
| Job tenure T0 |  |  |  | 1.77 | 1.08 – 2.47 | <.001 |
| AIC/BIC | 19926/19955 | | | 19023/19075 | | |

*Note: N* = 2,367;FD = Fearless Dominance, SCI = Self-Centered Impulsivity, CO = Coldheartedness; Participant gender was coded as 1 for females and 0 for males; un-standardized coefficients.

**Zero-Order and Partial Correlations Predicting Outcomes One Year Later**

The correlation coefficients between 2011 psychopathic personality scores and 2012 outcomes were stable (Supplementary material Table A3). Correlations of psychopathic personality at T0 with subjective and objective professional success at T1 (2012), controlling for success variables at T0 (2011), were not significant, matching the high correlations between 2011 and 2012 outcome variables with *r* = .63 (*p* < .001) for subjective professional success and *r* = .77 (*p* < .001) for objective professional success (Figure 1).

Diagram

Description automatically generated

*Figure 1:* Zero-order and partial correlations between psychopathy factors, subjective professional success, and occupational prestige at T0 and T1 (grey lines and coefficients for T1 controlled for T0); all correlations are significant at *p* < .01 level, unless italicized.

**Models Predicting Subjective Professional Success One Year Later**

A linear regression model predicting the sum variable for subjective professional success by psychopathic personality yielded a positive contribution of fearless dominance (*b* = 0.51, *p* < .001), a negative contribution of self-centered impulsivity (*b* = -0.27, *p* < .001), and no significant contribution of coldheartedness (*b* = -0.08, *p* = .274), matching the model for the cross-sectional analysis (AIC = 9494, BIC = 9522; Table 4). A comparison model including gender, education, age, and job tenure partially improved model fit (AIC = 9488, BIC = 9539, *F* [4,2005] = 3.312, *p* = .010), with a positive predictive contribution of job tenure (*b* = 0.20, *p* = .017), and similar significant contributions of psychopathic personality factors (FD: *b* = 0.51, *p* < .001, SCI: *b* = -0.25, *p* = .001, CO: *b* = -0.07, *p* = .369; Table 4).

**Table 4**

*Regression Models Results Predicting Subjective Professional Success Longitudinal (T1)*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Subjective Professional Success T1 | | | Subjective Professional Success T1 | | |
| *Predictors* | *Estimates* | *CI* | *P* | *Estimates* | *CI* | *p* |
| (Intercept) | 9.30 | 8.56 – 10.03 | <.001 | 8.31 | 7.27 – 9.34 | <.001 |
| SCI | -0.27 | -0.42 – -0.13 | <.001 | -0.25 | -0.39 – -0.10 | .001 |
| FD | 0.51 | 0.39 – 0.63 | <.001 | 0.51 | 0.39 – 0.63 | <.001 |
| CO | -0.08 | -0.22 – 0.06 | .274 | -0.07 | -0.22 – 0.08 | .369 |
| Gender |  |  |  | -0.15 | -0.66 – 0.36 | .570 |
| Education T1 |  |  |  | 0.02 | -0.02 – 0.06 | .300 |
| Age T1 |  |  |  | 0.01 | -0.00 – 0.02 | .113 |
| Job tenure T1 |  |  |  | 0.20 | 0.04 – 0.36 | .017 |
| AIC/BIC | 9494/9522 | | | 9488/9539 | | |

*Note: N* = 2,013;FD = Fearless Dominance, SCI = Self-Centered Impulsivity, CO = Coldheartedness; Participant gender was coded as 1 for males and 0 for females; un-standardized coefficients.

**Models Predicting Objective Professional Success One Year Later**

A linear regression model predicting objective professional success by psychopathic personality produced no significant contribution of fearless dominance, and a negative contribution of both self-centered impulsivity (*b* = -1.49, *p* = .002) and coldheartedness (*b* = -2.74, *p* < .001), matching the equivalent cross-sectional model (AIC = 17044, BIC = 17073). A comparison model including gender, education, age, and job tenure improved model fit (AIC = 16225, BIC = 16276, *F* [4, 2010] = 254.560, *p* < .001), with a negative predictive contribution of gender (*b* = -7.48, *p* < .001), as well as a positive contribution of education level (*b* = 3.50, *p* < .001), and job tenure (*b* = 1.97, *p* < .001). In comparison to the cross-sectional model, coldheartedness was no longer a significant predictor (*b* = -0.77, *p* = .055; Table 5).

**Table 5**

*Regression Models Results Predicting Occupational Prestige Longitudinal (T1)*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Occupational Prestige T1 | | | Occupational Prestige T1 | | |
| *Predictors* | *Estimates* | *CI* | *p* | *Estimates* | *CI* | *p* |
| (Intercept) | 70.74 | 65.99 – 75.50 | <.001 | 44.84 | 39.38 – 50.29 | <.001 |
| SCI | -1.49 | -2.42 – -0.55 | .002 | -0.20 | -0.97 – 0.58 | .621 |
| FD | -0.55 | -1.35 – 0.24 | .170 | 0.10 | -0.55 – 0.75 | .772 |
| CO | -2.74 | -3.66 – -1.83 | <.001 | -0.77 | -1.55 – 0.02 | .055 |
| Gender |  |  |  | -7.48 | -10.16 – -4.80 | <.001 |
| Education T1 |  |  |  | 3.50 | 3.28 – 3.72 | <.001 |
| Age T1 |  |  |  | -0.02 | -0.08 – 0.05 | .625 |
| Job tenure T1 |  |  |  | 1.97 | 1.11 – 2.82 | <.001 |
| AIC/BIC | 17044/17073 | | | 16225/16276 | | |

*Note: N* = 2,018;FD = Fearless Dominance, SCI = Self-Centered Impulsivity, CO = Coldheartedness; Participant gender was coded as 1 for males and 0 for females; un-standardized coefficients.

**Discussion**

Here, for the first time, we investigated the association between different aspects of psychopathic personality and subjective as well as objective measures of professional success in a preregistered and multi-wave study. Replicating earlier findings from a much smaller convenience sample (Eisenbarth et al., 2018), we obtained a positive association between subjective professional success (indicated by job satisfaction and job security) and fearless dominance, but a negative association between subjective professional success and self-centered impulsivity. Additionally, we obtained negative associations between objective professional success (occupational prestige) and both self-centered impulsivity and coldheartedness. Also replicating previous findings, gender, education, age, and job tenure explained significant variation, but only reduced the predictive value of psychopathic personality aspects for occupational prestige, not for subjective professional success.

Furthermore, for the first time, we investigated the stability of those associations over one year across model populations and found stability in key features of the cross-sectional models. Regarding subjective professional success, we replicated previous results (Eisenbarth et al., 2018; Lilienfeld et al., 2012) and studies using different measures for aspects of psychopathic personality (Blickle & Genau, 2019; Titze et al., 2017). Specifically, we obtained a positive relationship between fearless dominance—the aspect of psychopathy reflecting low empathy, reduced sensitivity to fear, and dominance in interpersonal interactions—and subjective professional success. Also, we obtained a negative relationship between subjective professional success and self-centered impulsivity, the aspect of psychopathy reflecting egocentrism and impulsivity. This finding aligns with prior research illustrating a negative link between self-centered impulsivity and effective bargaining (Berg et al., 2013). Coldheartedness was unassociated with subjective professional success. These findings are consistent with the differential-configuration model of successful psychopathy (Lilienfeld et al., 2015), which posits that a constellation of high fearlessness, high coldheartedness, and low self-centered impulsivity is related to a reduced likelihood of antisocial behaviour.

The inclusion of gender, education, age, and job tenure in the models did not change the relevance of aspects of psychopathic personality in accounting for subjective professional success, despite job tenure adding a significant contribution to the model, a pattern that aligns with previous findings (Eisenbarth et al., 2018; Ng et al., 2005). This pattern further suggests that subjective professional success is explained by high fearless dominance and low self-centered impulsivity as well as the time individuals have been in their job. Those findings were stable for subjective professional success one year later. Prior research has shown that psychopathic personality is associated with lower neuroticism, agreeableness, and conscientiousness, as well as higher extraversion (Seibert et al., 2011). Indeed, conscientiousness (Barrick & Mount, 1991)—in particular, the dependability facet of conscientiousness (Dudley et al., 2006)—is one of the most robust personality-level predictors of generic job performance. In regard to the debate about the centrality of fearless dominance for psychopathy (Lilienfeld, Patrick, et al., 2012; Miller & Lynam, 2012; Vize et al., 2016), our findings point to a differential contribution of fearless dominance in comparison to self-centered impulsivity, and potentially reflect the primary and secondary variants (Sellbom & Drislane, 2020). On the other hand, self-centered impulsivity might reduce the ability to do well in the context of self-defeating behavior (Vazire & Funder, 2006). Additionally, gender, education levels, or age played no significant role for subjective professional success, suggesting the potential independence of these demographical characteristics.

Finally, and again for the first time, we operationalized professional success as occupational prestige (i.e., socio-economic success based on a standardized classification scheme). As such, occupational prestige is both a balanced measure of material success and the product of a validated independent assessment (Milne et al., 2013). The relationship of objective professional success with aspects of psychopathic personality depends on variables in the models. A model including only aspects of psychopathic personality indicated no relationship with fearless dominance, and negative relationships between self-centered impulsivity and coldheartedness on the one hand and objective professional success on the other. However, subsequent inclusion of gender, education levels, age, and job tenure diminished these relationships, resulting in only coldheartedness still contributing significantly, but all additional variables explaining occupational prestige significantly. Thus, regardless of the variables we included, objective professional success (based on occupational prestige) was either negatively associated or unassociated with different aspects of psychopathic personality, and these patterns remained stable over a one-year period. As previous research documented the role of education as a moderator (Blickle & Genau, 2019) and other demographic variables are highly predictive of salary (Ng et al., 2005; Spurk et al., 2019), our findings fit with the strong prediction of those personal characteristics. Nevertheless, future studies might take situational characteristics into account, given that, on the basis of the Trait Activation Theory and its predictions of performance (Tett & Burnett, 2003), personality traits interact with the work environment to predict job performance (Wihler et al., 2017).

Taken together, aspects of psychopathic personality conduced to lower subjective and objective professional success. Thus, psychopathic personality appears to be problematic for success no matter if defined subjectively or objectively. The findings supply a more definitive answer to the debate of whether psychopathic personality contributes to success, countering claims of benefits (or denials of the inevitability of liabilities) conferred by psychopathic personality—claims made both in textbooks (Dutton, 2012) and online media (McGreal, 2014; Santos, 2014).

Our research has certain strengths. The size and characteristics of our large, stratified community sample, and the ability to follow-up outcomes over a year, allowed us to replicate results that were based on much smaller samples. Also, the occupational prestige measure allowed us to control for income linked to a profession. Furthermore, we established a proxy-measure for aspects of psychopathic personality based on personality questions in the database. Replicating earlier findings with our proxy-measure in this study and in validation Study 2 (Supplementary material) adds confidence in our findings, given the substantial overlap of the psychopathic personality scales derived from the NZAVS dataset with the scores using the PPI-R. Yet, our research also has limitations. Despite the high correlations between NZAVS items used to derive scores for psychopathic personality with the original NZAVS-R factors in our validation studies, the NZAVS derived scores for psychopathic personality had low reliability, which may be due to the small number of items per factor. As such, these factors represent a proxy measure of psychopathic traits and need further validation. In addition, future work based on full self-report measures of psychopathic personality traits could examine facet level associations as well as test other models of psychopathy related to the bold characteristics of fearless dominance (Miller et al., 2020).

To conclude, we addressed, in a large sample drawn from a nationally representative dataset, the debate on whether psychopathic personality conduces to professional success. We obtained no indication that psychopathic personality does so, except for a weak contribution of fearless dominance. Instead, psychopathic personality obstructed professional success. The findings challenge both textbook claims and popular beliefs regarding benefits of psychopathy in the workplace. Lastly, the findings highlight that the nuanced relevance of personality characteristics in the workplace, calling for a consideration of subtypes and different outcomes.

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**Supplementary material**

**Aspects of Psychopathic Personality Relate to Lower Subjective and Objective Professional Success**

**SECTION A:**

**Table A1**

*NZVAS Items Building the Psychopathic Personality Factors*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | NZAVS Item code | Item | *M* | *SD* | *rraw / rα* |
| SCI | Pers.C\_IPIP03.T3 | I make a mess of things. | 2.59 | 1.29 | 0.53 |
|  | Pers.HonHum03.T3 | I would like to be seen driving around in a very expensive car. | 2.71 | 1.63 | 0.63 |
|  | Pers.Narc01.T3 | I feel entitled to more of everything. | 2.55 | 1.35 | 0.64 |
|  | Pers.N\_IPIP01.T3 | I have frequent mood swings. | 2.94 | 1.56 | 0.61 |
|  | SDO03.T3 | To get ahead in life, it is sometimes okay to step on other groups. | 1.95 | 1.24 | 0.51 |
|  | Mean |  | 2.55 | 0.83 | 0.52 |
| FD | Pers.E\_IPIP01.T3 | I am the life of the party. | 3.33 | 1.41 | 0.69 |
|  | Pers.E\_IPIP03.T3 (-) | I keep in the background. | 4.08 | 1.48 | 0.65 |
|  | Pers.E\_IPIP04.T3 | I talk to a lot of different people at parties. | 3.96 | 1.64 | 0.74 |
|  | Pers.N\_IPIP02.T3 | I'm relaxed most of the time. | 4.70 | 1.33 | 0.52 |
|  | Pers.N\_IPIP03.T3 (-) | I get upset easily. | 4.68 | 1.47 | 0.53 |
|  | Mean |  | 4.15 | 0.93 | 0.62 |
| CO | Comp.World02.T3 (-) | Life is not governed by the ‘survival of the fittest.’ We should let compassion and moral laws be our guide. | 3.00 | 1.35 | 0.61 |
|  | Pers.A\_IPIP01.T3 (-) | I sympathize with others' feelings. | 2.51 | 1.15 | 0.70 |
|  | Pers.A\_IPIP03.T3 (-) | I feel others' emotions. | 2.79 | 1.23 | 0.66 |
|  | SDO06.T3 (-) | We should do what we can to equalise conditions for different groups. | 2.82 | 1.40 | 0.62 |
|  | Pers.A\_IPIP04.T1 | I am not really interested in others. | 2.48 | 1.31 | 0.63 |
|  | Mean |  | 2.72 | 0.83 | 0.64 |
| Mean |  |  | 3.14 | 0.50 | 0.51 |

*Note: N* = 2,367; *SCI= Self-Centered Impulsivity, FD= Fearless Dominance, CO = Coldheartedness, (-) reverse coded.*

**Table A2**

*Zero-order Correlations Between T0 Personality and T0 Outcomes*

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Variable | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|  |  |  |  |  |  |  |  |  |  |
| 1. PPISUM |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| 2. FD | .47\*\* |  |  |  |  |  |  |  |  |
|  | [.43, .50] |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| 3. SCI | .61\*\* | -.20\*\* |  |  |  |  |  |  |  |
|  | [.58, .63] | [-.24, -.16] |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| 4. CO | .68\*\* | -.07\*\* | .31\*\* |  |  |  |  |  |  |
|  | [.66, .70] | [-.11, -.03] | [.28, .35] |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| 5. JobSatT0 | -.00 | .20\*\* | -.15\*\* | -.08\*\* |  |  |  |  |  |
|  | [-.04, .04] | [.16, .24] | [-.19, -.11] | [-.12, -.04] |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| 6. JobSecureT0 | -.00 | .15\*\* | -.12\*\* | -.05\* | .47\*\* |  |  |  |  |
|  | [-.04, .04] | [.11, .18] | [-.16, -.08] | [-.09, -.01] | [.44, .50] |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| 7. OccPrestigeT0 | -.17\*\* | -.00 | -.13\*\* | -.17\*\* | .03 | .04\* |  |  |  |
|  | [-.21, -.13] | [-.04, .04] | [-.17, -.10] | [-.21, -.13] | [-.01, .07] | [.00, .08] |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| 8. Education | -.16\*\* | -.01 | -.12\*\* | -.15\*\* | -.02 | .03 | .56\*\* |  |  |
|  | [-.20, -.12] | [-.05, .03] | [-.16, -.08] | [-.19, -.11] | [-.06, .02] | [-.01, .07] | [.53, .59] |  |  |
|  |  |  |  |  |  |  |  |  |  |
| 9. AgeT0 | -.05\* | .07\*\* | -.14\*\* | -.04 | .13\*\* | -.00 | .01 | -.14\*\* |  |
|  | [-.09, -.01] | [.03, .11] | [-.18, -.10] | [-.08, .00] | [.09, .17] | [-.04, .04] | [-.03, .05] | [-.18, -.10] |  |
|  |  |  |  |  |  |  |  |  |  |
| 10. YearsInJob.T0 | .03 | .03 | -.01 | .03 | .11\*\* | .07\*\* | .02 | -.13\*\* | .40\*\* |
|  | [-.01, .07] | [-.01, .07] | [-.05, .03] | [-.01, .07] | [.07, .15] | [.03, .11] | [-.02, .06] | [-.17, -.09] | [.36, .43] |
|  |  |  |  |  |  |  |  |  |  |

*Note: N* = 2,367; FD *=* fearless dominance, SCI = self-centered Impulsivity, CO = coldheartedness, Pearson’s correlation coefficients; Values in square brackets indicate the 95% confidence interval for eachcorrelation. The confidence interval is a plausible range of population correlations that could have caused the sample correlation (Cumming, 2014). \**p* < .05. \*\**p* < .01.

**Table A3**

*Zero-Order Correlations Between T0 Personality and T1 Outcomes*

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Variable | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|  |  |  |  |  |  |  |  |  |  |
| 1. PPISUM |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| 2. FD | .46\*\* |  |  |  |  |  |  |  |  |
|  | [.43, .50] |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| 3. SCI | .61\*\* | -.20\*\* |  |  |  |  |  |  |  |
|  | [.58, .63] | [-.24, -.16] |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| 4. CO | .68\*\* | -.08\*\* | .32\*\* |  |  |  |  |  |  |
|  | [.66, .71] | [-.12, -.04] | [.28, .36] |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| 5. JobSatT1 | .01 | .19\*\* | -.13\*\* | -.06\*\* |  |  |  |  |  |
|  | [-.03, .06] | [.15, .23] | [-.17, -.09] | [-.10, -.02] |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| 6. JobSecureT1 | .01 | .15\*\* | -.10\*\* | -.06\*\* | .50\*\* |  |  |  |  |
|  | [-.03, .05] | [.11, .20] | [-.14, -.05] | [-.10, -.01] | [.46, .53] |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| 7. OccPrestigeT1 | -.15\*\* | -.01 | -.11\*\* | -.16\*\* | .03 | .02 |  |  |  |
|  | [-.19, -.11] | [-.05, .04] | [-.15, -.07] | [-.20, -.11] | [-.02, .07] | [-.02, .07] |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
| 8. Education | -.17\*\* | -.01 | -.13\*\* | -.15\*\* | -.00 | .04 | .58\*\* |  |  |
|  | [-.21, -.12] | [-.06, .03] | [-.18, -.09] | [-.20, -.11] | [-.04, .04] | [-.01, .08] | [.55, .61] |  |  |
|  |  |  |  |  |  |  |  |  |  |
| 9. AgeT1 | -.04 | .07\*\* | -.12\*\* | -.04 | .11\*\* | .03 | -.06\*\* | -.13\*\* |  |
|  | [-.08, .00] | [.03, .12] | [-.16, -.08] | [-.08, .01] | [.06, .15] | [-.01, .08] | [-.10, -.02] | [-.18, -.09] |  |
|  |  |  |  |  |  |  |  |  |  |
| 10. YearsInJob.T1 | .04 | .01 | .00 | .06\*\* | .08\*\* | .07\*\* | -.01 | -.12\*\* | .39\*\* |
|  | [-.00, .08] | [-.03, .05] | [-.04, .05] | [.02, .10] | [.04, .12] | [.03, .11] | [-.05, .03] | [-.16, -.08] | [.36, .43] |
|  |  |  |  |  |  |  |  |  |  |

*Note: N* =2,021;FD = Fearless Dominance, SCI = Self-Centered Impulsivity, CO = Coldheartedness, AGR = Agreeableness, CON = Conscientiousness, NEU = Neuroticism, OPN = Openness, Pearson’s correlation coefficients; Values in square brackets indicate the 95% confidence interval for each correlation. The confidence interval is a plausible range of population correlations that could have caused the sample correlation (Cumming, 2014). \**p* < .05. \*\**p* < .01.

**SECTION B: VALIDATION STUDIES**

**VALIDATION STUDY 1**

First, we selected 55 items from the NZAVS questionnaire sections on personality, wellbeing, ideology, and competitive worldview, all of which were agreed on reflecting manifestations of psychopathic personality by the authors of this study. We then recruited an online sample of 159 from New Zealand and Canada from Prolific Academic (www.prolific.co). We presented participants with the abovementioned 55 items and the 40 items of the short version of the Psychopathic Personality Inventory Revised (PPI-R-40; Eisenbarth et al., 2015). From this dataset, we selected the five items correlating most strongly with the three established factors of the PPI-R: fearless dominance (NZAVS-FD), self-centered impulsivity (NZAVS-SCI), and coldheartedness (NZAVS-CO). Correlations of the selected items with the PPI-R factors were: *r* = .39-.49 for fearless dominance, *r* = .39-.48 for self-centered impulsivity, and *r* = .42-.57 for coldheartedness (all *p*s < .001). The NZAVS based factors and the PPI-R factors correlated at: *r* = .67 for fearless dominance, *r* = .73 for self-centered impulsivity, *r* = .65 for coldheartedness, and *r* = .66 for the sum score of the three factors. Reliabilities of the NZAVS based scores for psychopathic personality in this validation study were: *r𝛼* = .52 (self-centered impulsivity), .61 (fearless dominance), .62 (coldheartedness), and .51 for the total score.

**VALIDATION STUDY 2**

**Sample**

We recruited a sample of *N*= 364 (146m, *Mag*e = 38.23, *SDag*e = 11.13, range: 19-69) via Prolific Academic. Participants were from a diverse occupational background, and had been on average 67.45 months (*SD* = 72.18, *Range* = 0-504) in their current job. We excluded homemakers, students, retired, and unemployed participants. We further excluded participants (*n* = 38) with inconsistent responding, calculated as divergent responding to similar items (Kelley et al., 2016). The remaining participants were from the UK (306) Canada (29), USA (24), or New Zealand (5).

**Method**

Included measures:

* PPI-R-40 (Eisenbarth et al., 2015; Lilienfeld & Widows, 2005)
* NZAVS based PPI items (see Section A)
* Professional success variables: Satisfaction with Job, Salary and Promotions; Own Office, Car Access, Budget Responsibility, Employee Responsibility, Annual Salary, Promotion Frequency (according to Eisenbarth et al., 2018)
* Control variables: gender, months in current job

**Results**

Correlations between the PPI-R-40 scores and the NZAVS variables derived scores were moderate: *r* = .60 (Self-centred Impulsivity) to *r* = .72 (Fearless Dominance) (Figure B1). Reliabilities for the NZAVS proxy factor scores: *r𝛼* = .64 (Self-Centered Impulsivity), .68 (Fearless Dominance), .80 (Coldheartedness), and .66 for the total score, slightly better than in the NZAVS dataset. For comparison, reliabilities for the PPI-R-40 factor scores: *r𝛼* = .78 (Self-Centered Impulsivity), .81 (Fearless Dominance), .70 (Coldheartedness), and .82 for the total score.

![A screenshot of a cell phone

Description automatically generated]()

*Figure B1: Correlations Between PPI-R-40 Factor Scores and NZAVS-Variables-Based Psychopathy Scores*

Zero order correlations (Table B1) and regression analysis (Tables B2-3) show a significant positive association between Fearless Dominance (FD) and Professional Satisfaction, and a negative association for Self-centred Impulsivity (SCI) and Professional Satisfaction for both, the real PPI derived scores as well as the NZAVS derived scales. No association for Coldheartedness (CO).

Zero order correlations (Table B1) and regression analysis (Tables B4-5) show a significant positive association between Fearless Dominance (FD) and Objective Variables of Professional Success for both, the real PPI derived scores as well as the NZAVS derived scales. No association for SCI or CO.

**Table B1**

*Means, Standard Deviations, and Correlations with Confidence Intervals*

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Variable | *M* | *SD* | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| 1. NZAVS\_PPI\_SUM | 46.75 | 9.87 |  |  |  |  |  |  |  |  |  |
| 2. NZAVS\_PPI\_FD | 18.35 | 5.49 | .55\*\* |  |  |  |  |  |  |  |  |
|  |  |  | [.47, .62] |  |  |  |  |  |  |  |  |
| 3. NZAVS\_PPI\_SCI | 15.35 | 5.45 | .66\*\* | -.03 |  |  |  |  |  |  |  |
|  |  |  | [.60, .71] | [-.13, .08] |  |  |  |  |  |  |  |
| 4. NZAVS\_PPI\_CO | 13.04 | 5.03 | .65\*\* | .01 | .24\*\* |  |  |  |  |  |  |
|  |  |  | [.58, .70] | [-.09, .12] | [.14, .33] |  |  |  |  |  |  |
| 5. PPI\_SUM | 83.56 | 11.85 | .67\*\* | .49\*\* | .41\*\* | .33\*\* |  |  |  |  |  |
|  |  |  | [.61, .72] | [.41, .56] | [.33, .50] | [.24, .42] |  |  |  |  |  |
| 6. PPI\_FD | 34.49 | 7.06 | .46\*\* | .72\*\* | .00 | .11\* | .72\*\* |  |  |  |  |
|  |  |  | [.37, .53] | [.67, .77] | [-.10, .11] | [.00, .21] | [.66, .76] |  |  |  |  |
| 7. PPI\_SCI | 38.91 | 7.28 | .49\*\* | .09 | .60\*\* | .22\*\* | .77\*\* | .16\*\* |  |  |  |
|  |  |  | [.41, .57] | [-.01, .19] | [.53, .66] | [.12, .31] | [.72, .81] | [.06, .26] |  |  |  |
| 8. PPI\_CO | 10.16 | 2.62 | .43\*\* | .02 | .19\*\* | .61\*\* | .45\*\* | .11\* | .27\*\* |  |  |
|  |  |  | [.34, .51] | [-.09, .12] | [.09, .29] | [.54, .67] | [.37, .53] | [.00, .21] | [.17, .37] |  |  |
| 9. Satisfaction | 16.44 | 5.78 | .04 | .31\*\* | -.24\*\* | -.00 | .06 | .31\*\* | -.19\*\* | -.03 |  |
|  |  |  | [-.06, .14] | [.22, .40] | [-.33, -.14] | [-.10, .10] | [-.04, .16] | [.21, .40] | [-.29, -.09] | [-.13, .08] |  |
| 10. Objective Success | 10.85 | 5.36 | .15\*\* | .24\*\* | -.04 | .07 | .19\*\* | .26\*\* | .04 | .03 | .43\*\* |
|  |  |  | [.05, .25] | [.14, .33] | [-.14, .07] | [-.03, .18] | [.09, .29] | [.16, .36] | [-.06, .14] | [-.08, .13] | [.34, .51] |

*Note: N =*364; *M* and *SD* are used to represent mean and standard deviation, respectively. Values in square brackets indicate the 95% confidence interval for each correlation. The confidence interval is a plausible range of population correlations that could have caused the sample correlation (Cumming, 2014). \**p* < .05. \*\**p* < .01.

**Table B2**

*Regression Models for Professional Satisfaction (Satisfaction with Job, Salary and Promotions) Based on Real PPI and NZAVS Items*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Professional Satisfaction** | | | **Professional Satisfaction** | | |
| *Predictors* | *Estimates* | *CI* | *p* | *Estimates* | *CI* | *p* |
| (Intercept) | 14.24 | 10.29 – 18.19 | **< 0.001** | 13.65 | 10.92 – 16.39 | **< 0.001** |
| PPI\_SCI | -0.20 | -0.28 – -0.12 | **< 0.001** |  |  |  |
| PPI\_FD | 0.29 | 0.21 – 0.37 | **< 0.001** |  |  |  |
| PPI\_CO | 0.01 | -0.21 – 0.23 | 0.953 |  |  |  |
| NZAVS\_PPI\_SCI |  |  |  | -0.25 | -0.36 – -0.15 | **< 0.001** |
| NZAVS\_PPI\_FD |  |  |  | 0.32 | 0.22 – 0.42 | **< 0.001** |
| NZAVS\_PPI\_CO |  |  |  | 0.06 | -0.05 – 0.17 | 0.305 |
| Observations | 363 | | | 363 | | |

**Table B3**

*Regression Models for Professional Satisfaction (Satisfaction with Job, Salary and Promotions) Based on Real PPI and NZAVS Items Including Control Variables*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Professional Satisfaction** | | | **Professional Satisfaction** | | |
| *Predictors* | *Estimates* | *CI* | *p* | *Estimates* | *CI* | *p* |
| (Intercept) | 10.65 | 6.05 – 15.26 | **< 0.001** | 10.06 | 6.59 – 13.53 | **< 0.001** |
| PPI\_SCI | -0.18 | -0.26 – -0.10 | **< 0.001** |  |  |  |
| PPI\_FD | 0.27 | 0.19 – 0.35 | **< 0.001** |  |  |  |
| PPI\_CO | -0.04 | -0.26 – 0.17 | 0.700 |  |  |  |
| Gender (f) | -0.22 | -1.38 – 0.93 | 0.705 | -0.35 | -1.49 – 0.79 | 0.549 |
| Months In Job | 1.13 | 0.68 – 1.57 | **< 0.001** | 1.05 | 0.59 – 1.50 | **< 0.001** |
| NZAVS\_PPI\_SCI |  |  |  | -0.21 | -0.31 – -0.11 | **< 0.001** |
| NZAVS\_PPI\_FD |  |  |  | 0.30 | 0.20 – 0.40 | **< 0.001** |
| NZAVS\_PPI\_CO |  |  |  | 0.04 | -0.08 – 0.15 | 0.543 |
| Observations | 363 | | | 363 | | |

**Table B4**

*Regression Models for Objective Success (Own Office, Car Access, Budget Responsibility, Employee Responsibility, Annual Salary, Promotion Frequency) Based on Real PPI and NZAVS Items*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Objective Success** | | | **Objective Success** | | |
| *Predictors* | *Estimates* | *CI* | *p* | *Estimates* | *CI* | *p* |
| (Intercept) | 4.00 | 0.15 – 7.84 | **0.042** | 6.23 | 3.56 – 8.89 | **< 0.001** |
| PPI\_SCI | 0.00 | -0.08 – 0.08 | 0.989 |  |  |  |
| PPI\_FD | 0.20 | 0.12 – 0.28 | **< 0.001** |  |  |  |
| PPI\_CO | -0.00 | -0.22 – 0.21 | 0.983 |  |  |  |
| NZAVS\_PPI\_SCI |  |  |  | -0.05 | -0.15 – 0.05 | 0.347 |
| NZAVS\_PPI\_FD |  |  |  | 0.23 | 0.13 – 0.33 | **< 0.001** |
| NZAVS\_PPI\_CO |  |  |  | 0.09 | -0.02 – 0.20 | 0.113 |
| Observations | 363 | | | 363 | | |

**Table B5**

*Regression Models for Objective Success (Own Office, Car Access, Budget Responsibility, Employee Responsibility, Annual Salary, Promotion Frequency) Based on Real PPI and NZAVS Items Including Control Variables*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Objective Success** | | | **Objective Success** | | |
| *Predictors* | *Estimates* | *CI* | *p* | *Estimates* | *CI* | *p* |
| (Intercept) | 3.19 | -1.19 – 7.57 | 0.153 | 4.20 | 0.91 – 7.48 | **0.012** |
| PPI\_SCI | 0.01 | -0.06 – 0.09 | 0.734 |  |  |  |
| PPI\_FD | 0.15 | 0.08 – 0.23 | **< 0.001** |  |  |  |
| PPI\_CO | -0.12 | -0.32 – 0.09 | 0.263 |  |  |  |
| Gender (f) | -1.97 | -3.07 – -0.87 | **< 0.001** | -2.08 | -3.16 – -1.00 | **< 0.001** |
| Months In Job | 1.18 | 0.75 – 1.60 | **< 0.001** | 1.15 | 0.72 – 1.58 | **< 0.001** |
| NZAVS\_PPI\_SCI |  |  |  | -0.00 | -0.10 – 0.09 | 0.939 |
| NZAVS\_PPI\_FD |  |  |  | 0.19 | 0.09 – 0.28 | **< 0.001** |
| NZAVS\_PPI\_CO |  |  |  | 0.02 | -0.08 – 0.13 | 0.674 |
| Observations | 363 | | | 363 | | |

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1. To test for differences due to missing data, we used multiple imputation (with 20 iterations) on the complete dataset, and tested the regression models on those imputed data. Results in terms of direction and strength of effects matched those from the non-imputed dataset. Therefore, we report the results for the existing dataset only. [↑](#footnote-ref-2)