

## Do People High in Dark Traits Have a Better Life? The Role of Dark Personality Traits on Objective and Subjective Career Success in an Indonesian Collective Society

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### Abstract

Maintaining harmony in social relations, a fundamental value of a collective society, is completely opposed to the dark personality traits that are egocentric and antisocial. This fact has an impact on criticism and increased social pressure for individuals with dark personalities in a collective society, as well as on objective and subjective success. This cross-sectional study was conducted to elucidate the impact of dark personalities on success in a collective society. The results ( $N = 522$ ) revealed that dark personality traits, particularly narcissism, were the most consistent traits in predicting subjective career success in participants with ( $n = 273$ ) or without managerial positions ( $n = 249$ ). Furthermore, participants with and without managerial positions showed no difference in subjective career success. The findings are expected to provide reliable information on the influence of dark personalities on success in a collective society.

**Keywords:** dark personality, narcissism, Machiavellianism, psychopathy, career success

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### Introduction

Objective career success is typically measured in terms of salary, job title, and other external indicators of accomplishment (Briscoe et al., 2021; Ng et al., 2005). Meanwhile, subjective career success is based on an individual's personal satisfaction and fulfillment in their work (Briscoe et al., 2021; Ng et al., 2005). Objective career success is important, but subjective career success reflects an individual's internal evaluation of career achievements and alignment with personal values and

goals, often serving as the key to long-term career happiness and well-being (Kauffeld & Spurk, 2022). While objective career success provides tangible achievement markers, it may not result in personal contentment or purpose (Kauffeld & Spurk, 2022). Hence, subjective career success can foster long-term motivation, engagement, and mental health. Ultimately, career fulfillment and satisfaction enhance life satisfaction, leading to a more balanced and meaningful professional life.

Dark personality traits (i.e., narcissism, Machiavellianism, and psychopathy) have been shown to be positively correlated with objective career success (Kholin, Kückelhaus, & Blickle, 2020; Nuzulia & Why, 2020). Individuals who exhibit these traits tend to be more competitive and driven, which can aid in career advancement. However, the same traits can also lead to negative outcomes (Tariq, Amad, & Lingjie, 2021).

Subjective career success is influenced by factors such as work–life balance, job satisfaction, feeling accepted, and feelings of autonomy and control (Briscoe et al., 2021; Gaile et al., 2022). Individuals who feel a sense of purpose and fulfillment in their work are more likely to experience subjective success, regardless of their objective accomplishments. Dark personality traits may help individuals achieve objective success, but they can also harm their subjective well-being and long-term career happiness. Overall, while individuals high in dark traits may initially appear successful owing to their manipulative behavior and lack of empathy, these traits can ultimately hinder their ability to form meaningful relationships and make sound decisions, leading to less success in the long term.

People high in dark traits may experience less success in life for several reasons. These traits are often associated with manipulative and exploitative behavior, which can damage relationships and reputations (Paulhus & Williams, 2002; Rogoza et al., 2022). Thus, individuals high in dark traits may have difficulty forming and maintaining healthy personal and professional connections. Individuals high in dark traits may also struggle with empathy and understanding the emotions and perspectives of others. This can make it difficult for them to navigate social situations and build meaningful relationships, which can limit their opportunities for success. Furthermore, individuals high in dark traits may be more likely to engage in impulsive and risky behavior (Murriss et al., 2017), which can

lead to negative consequences, such as financial losses or legal issues. This can make it difficult for them to achieve long-term success and stability in their personal and professional lives.

However, dark personality traits can lead to both objective and subjective success. Studies have found that people high in dark personality traits experience more positive emotions and report higher levels of success compared with those with other personality types (Aghababaei, 2019; Grijalva & Newman, 2015; Jonason, Slomski, & Partyka, 2012; Spurk, Keller, & Hirschi, 2016). While seemingly counterintuitive, individuals with dark personality traits may possess qualities that contribute to their success in the workplace.

Research (Aghababaei, Lefdahl-Davis, & Blachnio, 2022; Conard, 2021; Judge & LePine, 2007; Tariq, Amad, & Lingjie, 2021) has identified that individuals with dark personality traits possess adaptive functions that enable them to achieve success and experience a sense of fulfillment. While extreme narcissism can have a detrimental impact on one's career advancement, moderate levels of narcissism can be advantageous (Aghababaei, Lefdahl-Davis, & Blachnio, 2022). Narcissists are known to possess traits that can aid them in navigating the often-competitive world of business with ease, including confidence, assertiveness, and self-assuredness. They are also commonly perceived as natural leaders, an asset in many work settings (O'Boyle et al., 2012). Additionally, some individuals with psychopathic tendencies achieve great success in various fields, including business, owing to their ability to manipulate others, read people well, and make calculated decisions. Although these traits may appear to be negative, they can prove to be valuable in certain career contexts, such as politics or business (Lyon, Evan, & Helle, 2019). People high in Machiavellianism may employ deceit, flattery, and other tactics to gain an edge over their competitors, and they may be willing to exploit others to achieve their own objectives. These qualities can contribute to their professional success, as they enable the individual to adeptly maneuver office politics and outsmart rivals (Lyon, Evan, & Helle, 2019).

Notably, research on the impact of dark personality traits on objective and subjective success is inconclusive (Aghababaei & Bachnio, 2015). Narcissism has been found to have a positive relationship with success at moderate levels; meanwhile, the influence of psychopathy and

Machiavellianism is less clear (Aghababaei & Bachnio, 2015; Egan, Chan, & Shorter, 2014). The behavioral manifestations of people with dark personalities who disregard social norms are egocentrism and manipulateness, which counter the fundamental values of a collective society—harmony, group integrity, and long-term interpersonal relationships (Markus & Kitayama, 1991). Friction with these social norms in collective societies undoubtedly leads to criticism and increased social pressure for individuals with dark personalities (Kim et al., 2010; O’Boyle et al., 2012), thereby impacting success. However, the growing prevalence of individualistic values in collective societies attributed to globalization (Hamamura, 2012; Liu & Wang, 2009) plays a role in strengthening collective societies’ acceptance of dark personality behaviors. As such, research on the impact of dark personality traits on objective and subjective career success in collective societies is critical.

To investigate these issues, we conducted a cross-sectional study. We investigated the impact of dark personality traits on career success between people with a leadership position (i.e., school headmaster, representing a high level of objective career success) and without a leadership position (i.e., teacher, representing a lower level of objective career success) in Indonesia, representing a collective cultural background. We hypothesized that dark personality traits (narcissism, Machiavellianism, and psychopathy) predict objective and subjective career success.

## **Method**

### *Participants*

The minimum target number of the research sample was 479, assuming the effect size of the odds ratio (OR) = 2.03 (Nuzulia & Why, 2020), alpha = .05, and power = .95. Our participants were headmasters and teachers working in both public and private schools in Indonesia; they were recruited online. We divided the 522 participants into two groups: those with leadership positions (n = 273) and those who did not have leadership positions (n = 249). Their ages ranged from 22–59 years, with a mean (standard deviation [SD]) of 48.144 (9.0) years; and their work experience ranged from 1–39 years, with a mean (SD) of 23.158 (7.769). Women comprised 62% (323) of the participants.

### *Measures*

We assessed dark personality traits using the 27-item Short Dark Triad Scale (SD3 Scale; Jones & Paulhus, 2014), which had been translated into Indonesian and back-translated to English (Nuzulia & Why, 2020). The adapted SD3 Scale measured aspects of Machiavellianism, narcissism, and psychopathy using seven items for each dimension. Participants recorded their response to each statement using a 5-point scale (1 = *strongly disagree*, 5 = *strongly agree*).

For measuring subjective career success, we used the 24-item Subjective Career Success Inventory (SCSI; Shockley et al., 2016). Two independent translators translated the SCSI scale using a back-translation technique from English to Indonesian and then from Indonesian to English. The SCSI scale consists of eight aspects: recognition, quality work, meaningful work, influence, authenticity, personal life, growth and development, and satisfaction. Each aspect consists of three items in the form of statements. The participants rated their agreement or disagreement with each statement on a 5-point scale (1 = *strongly disagree*, 5 = *strongly agree*).

### *Procedure*

We provided the participants with information on the research procedures. They then filled out a consent form before completing the instruments. After completing all research instruments, they received an explanation of the research objectives.

## **Results**

Table 1 (all table in appendix) displays the results of the descriptive statistical analysis, zero-order correlations, point biserial correlations, between-groups *t*-tests, internal consistencies (Cronbach's alpha) for each variable, and maximum reliability (for dark personality traits). We found that the leadership position group had higher narcissism and lower psychopathy compared with the non-leadership position group. Meanwhile, the two groups showed no difference in Machiavellianism. The leadership position group had higher subjective career success (i.e., recognition, quality of work, influence, and satisfaction) compared with the other group.

We also analyzed the data using multiple regression. The results (Table 2) showed that after controlling for gender, work experience, education, and age, narcissism positively predicted subjective career success in both leadership/non-leadership position groups, whereas psychopathy negatively predicted it in both groups. Only narcissism consistently predicted all eight aspects of subjective career success. Meanwhile, Machiavellianism did not predict any aspect of subjective career success.

## **Discussion**

The findings revealed differences in narcissism levels between people in leadership and non-leadership positions—the former had higher levels of narcissism. In other words, individuals high in narcissism were more successful compared with those with low narcissism. Furthermore, narcissism was the most consistent predictor of all aspects of subjective career success, both in people with and without leadership positions.

We also found that the level of psychopathy differed between people in leadership and non-leadership positions—the former group had lower levels of psychopathy. Furthermore, psychopathy negatively predicted almost all aspects of subjective career success, excluding only work quality. Machiavellianism, sex, education level, job tenure, and age predicted several aspects of subjective career success. Our findings support earlier conclusions that narcissism also contributes to subjective career success in collective societies (Aghababaei & Blachnio, 2015; Jonason et al., 2015; Nuzulia & Why, 2020).

Several arguments can be used to explain the relationship between narcissism and career success. First, the attributes of people high in narcissism, namely, an inflated self-view and a sense of superiority over others, make them better in negotiations and suited for a job with greater degrees of responsibility (Judge & LePine, 2007). Additionally, these people, who have a constant need for recognition, behave in a way that propels them to the top of the organization. People with high levels of dark personality traits, particularly narcissism, are also more adaptable when dealing with stress and anxiety (Judge & LePine, 2007). Narcissism is positively related to well-being because it

resists the effects of life that cause stress, which cause psychosis and depression (Lyons, Evan, & Helle, 2019). As such, while people with high levels of narcissism tend to cause stress in others owing to their characteristics, they have the mental resilience to overcome disappointment or rejection. A strong drive for success, which is based on the need for recognition from others, is assumed to be the root of mental resilience. As such, narcissists' superiority and mental resilience to deal with stressors help them attain higher levels of objective and subjective career success even in a non-leadership position. Second, certain jobs suit people with dark personalities (Furnham, Richards, & Paulhus, 2013). Some aspects of narcissism are considered necessary in the workplace, whereas others are detrimental to career success. For example, boldness, as manifested by self-confidence and the courage to act, is linked to CEO success in running a company (Furnham, Richards, & Paulhus, 2013).

In collectivist cultures, people who exhibit high levels of communal narcissism are accepted because they emphasize their contributions to the group rather than exaggerate their accomplishments. Since communal narcissism appears to be rooted in inflated communal self-esteem, individuals who engage in communal narcissism likely have higher social well-being compared with persons who are high in agentic narcissism. The more a person excels in their role in the group, especially in a collective society, the more such a person is concerned about the group, and the more recognized the group will be. As such, someone with communal narcissism will always receive support for their self-esteem, resulting in increasing subjective success. However, because the nature of communal narcissism is akin to agentic narcissism, it may only be related to aspects of subjective success that refer to the self and its role in the social world. In the present study, the instrument used (SD3 Scale) lacked the capability to distinguish between agentic and communal narcissism.

The findings also indicated that people holding leadership positions had low levels of psychopathy. Indeed, psychopathy negatively predicted almost all aspects of subjective career success. This validates previous research findings that psychopathy negatively correlates to work and life success (Spurk, Keller, & Hirschi, 2016; Ulrich, Farrington, & Coid, 2008). An explanation is that individuals with high levels of psychopathy are frequently associated with antisocial traits. They have trouble performing interpersonal tasks and maintaining interpersonal relationships because they have strong

antisocial traits. Moreover, they are unable to fit in with their group because collective societies uphold group harmony. Social networking has a significant impact on one's success in a collective society.

Success, however, was unrelated to Machiavellianism. Our findings were consistent with some prior research that demonstrated contradictions between Machiavellianism and success. Machiavellianism may only have a good chance of manifesting itself in loosely structured or less-organized settings (Jones & Paulhus, 2009); in other words, Machiavellianism thrives in flexible settings (Jones & Paulhus, 2009). Therefore, it is not suited to social contexts governed by prescriptive laws or rigid rules that forbid behavior deemed improper. The successes of Machiavellians seem to decline as the organizational or social environment structure increases. Although not exactly despised, people with a high level of Machiavellianism do not excel particularly well in politics in a setting with strict rules (Ferris et al., 2005).

The present study, owing to its cross-sectional design, could not infer causal relations among the Dark Triad traits and career success. Despite this drawback, our study demonstrated that dark traits are predictors of both objective and subjective success in collective societies.

## **Conclusions**

The present study aimed to enhance the comprehension of the antecedents of objective and subjective career success in Indonesia's collective culture by investigating dark personality traits. The findings revealed that narcissism significantly predicted both objective and subjective career success in this cultural context. Future research could employ longitudinal studies to examine the enduring effects of narcissistic on various aspects of career development.

## **Acknowledgment**

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## **Conflict of Interest**

The researchers declare that this paper has no conflicts of interest.



### Author Contribution

All authors have contributed equally to the study's conceptualization, interpreting data, reviewing, and editing the manuscript.

### Data Availability

Data can be provided upon request to the author.

### Declarations Ethical Statement

The study followed the guidelines of the Declaration of Helsinki.

### Informed Consent Statement

Informed consent was obtained from all persons involved in the study.

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**Table 1**  
*Descriptive Statistics, Zero-Order Correlations, Point Biserial Correlations, t-Values, Maximal Reliability (ρMax), and Cronbach's Alpha (in brackets) of the Variables by Participant Group, N = 522*

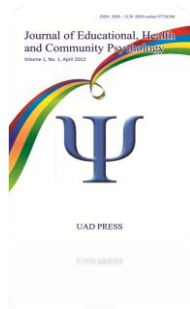
Variables	Mean ( SD )		t	Narcissism		Psychopathy		Machiavellianism	
	Group 1	Group 2		Group	Group	Group	Group	Group	Group
	Employees Without Leadership Role ( n = 249 )	Employees With Leadership Role ( n = 273 )		1	2	1	2	1	2
Narcissism [.672 ] <sup>a</sup>	2.77(0.46)	2.92 (0.52)	-3.60***	-	-				
Psychopathy [.628] <sup>a</sup>	1.94(0.39)	1.83(0.35)	3.39 **	.132*	.081	-	-		
Machiavellianism [.634] <sup>a</sup>	3.17(0.48)	3.21 (0.43)	-1.17	.206**	.293***	.066	.172**	-	-
Recognition [.720] <sup>b</sup>	11.13(1.88)	11.64 (1.8)	-3.18**	.378***	.426***	-.201**	-.206**	.162*	.160**
Quality of work [.749] <sup>b</sup>	9.28(2.47)	9.76 (2.37)	-2.29*	.415***	.475***	-.009	-.049	.077	.247 ***
Influence [.750] <sup>b</sup>	10.53 (2.12)	11.99(1.53)	-8.93***	.450***	.378 ***	-.058	-.209 **	.210**	.104
Authenticity [.760] <sup>b</sup>	11.4 (1.85)	11.36(1.62)	0.28	.146*	.190 **	-.143*	-.084	.045	.175 **
Personal life [.769] <sup>b</sup>	11.59(1.63)	11.43(1.67)	1.09	.143*	.210 ***	-.035	-.224***	.081	.203 **
Growth and development [.757] <sup>b</sup>	12.02 (1.33)	12.19(1.12)	-1.51	.166**	.258***	-.205**	-.158**	-.020	.046
Satisfaction [.738] <sup>b</sup>	11.25 (1.82)	11.81(1.48)	-3.78 ***	.235***	.251 ***	-.196**	-.143	.082	-.030
Meaningful work [.735] <sup>b</sup>	12.2(1.67)	12.44(1.3)	-1.86	.269***	.301 ***	-.221***	-.240 ***	.111	.047
Overall subjective career success [.870] <sup>b</sup>	89.4(9.47)	92.61 (8.86)	-4.01***	.454 ***	.472 ***	-.195 **	-.228***	.155 *	.195**
Job Tenure	2.6 (1.16)	2.91 (0.57)	-3.78***	-.244 ***	-.034	-.141 *	.126 *	-.099	-.025
Education	1.01 (0.12)	1.81 (0.39)	-32.53 ***	.003	.059	-.056	-.080	.090	.103
Age	45.27 (11.76)	50.77 (3.97)	-7.02 ***	-.301 ***	-.153 *	-.146 *	.180 **	-.142 *	.015
Gender <sup>c</sup>				-.045	-.017	-.150	-.055	.031	.062

\* p < .05. \*\* p < .01. \*\*\* p < .001, <sup>a</sup> Max = Maximal Reliability <sup>b</sup> internal consistencies (Cronbach's Alpha) <sup>c</sup> Male = 1, Female = 2

**Table 2**  
*Multiple Regression of Dark Triad Scores with Subjective Career Success by Participant Group, N = 522*

Variable	Employee Without Leadership Role						Employee with Leadership Role					
	B	SE	p	95% CI		p <sup>2</sup> <sub>Δ</sub>	B	SE	p	95% CI		p <sup>2</sup> <sub>Δ</sub>
				LB - UB						LB - UB		
RC	1	1.65	.246	<.001	1.16 – 2.13	.157	1.38	.193	<.001	1.00 – 1.76	.163	
	2	-1.23	.283	<.001	-1.79 – -.677	.073	-1.15	.283	<.001	-1.71 – -.595	.059	
	3	.366	.229	.112	-.086 – .817	.010	.314	.234	.181	-.147 – .775	.007	
	4	-.058	.218	.790	-.487 – .371	.000	-.217	.309	.483	-.825 – .391	.002	
	5	-.213	.190	.263	-.587 – .161	.005	-.207	.204	.311	-.610 – .195	.004	
	6	2.11	.985	.033	.173 – 4.05	.019	.350	.247	.158	-.136 – .837	.008	
	7	.023	.019	.227	-.014 – .060	.006	-.046	.030	.127	-.105 – .013	.009	
QW	1	2.34	.333	<.001	1.68 – 2.99	.170	1.98	.254	<.001	1.48 – 2.49	.187	
	2	-.499	.381	.191	-1.25 – .252	.007	-.666	.373	.075	-1.40 – .068	.012	
	3	.013	.309	.967	-.597 – .622	.000	.668	.309	.031	.061 – 1.28	.017	
	4	-.590	.294	.046	-1.17 – -.011	.016	-.034	.407	.934	-.835 – .767	.000	
	5	-.279	.256	.278	-.783 – .226	.005	.165	.269	.540	-.365 – .696	.001	
	6	.905	1.33	.497	-1.71 – 3.52	.002	.902	.326	.006	.260 – 1.54	.028	
	7	.033	.026	.203	-.018 – .083	.007	-.003	.040	.943	-.081 – .075	.000	
IN	1	2.28	.267	<.001	1.75 – 2.81	.232	1.12	.170	<.001	.770 – 1.44	.138	
	2	-.669	.306	.030	-1.27 – -.066	.019	-.959	.249	<.001	-1.45 – -.468	.053	
	3	.667	.249	.008	.177 – 1.16	.029	.074	.206	.722	-.333 – -.468	.000	
	4	-.586	.236	.014	-1.05 – -.121	.025	.354	.272	.195	-.182 – .890	.006	
	5	-.038	.206	.853	-.444 – .368	.000	-.144	.180	.425	-.499 – .211	.002	
	6	.453	1.07	.672	-1.65 – 2.56	.001	.199	.218	.363	-.230 – .628	.003	
	7	.042	.021	.044	.001 – .082	.001	-.024	.026	.366	-.076 – .028	.003	
AU	1	.741	.265	.006	.219 – 1.26	.031	.405	.195	.039	.021 – .790	.016	
	2	-.723	.304	.018	-1.32 – -.124	.023	-.487	.286	.089	-1.05 – .075	.011	
	3	.137	.247	.579	-.349 – .623	.001	.581	.237	.015	.115 – 1.05	.022	
	4	.404	.234	.086	-.057 – .866	.012	-.233	.312	.455	-.848 – .381	.002	
	5	.126	.204	.539	-.277 – .528	.002	.118	.207	.567	-.289 – .525	.001	

Variable	Employee Without Leadership Role						Employee with Leadership Role					
	6	-2.51	1.06	.019	-4.59 – -.417	.023	.182	.250	.467	-.310 – -.674	.002	
	7	.000	.020	.991	-.040 – -.041	.000	-.046	.030	.133	-.106 – -.014	.009	
PL	1	.457	.241	.059	-.018 – .933	.015	.518	.195	.008	.134 – .903	.026	
	2	-.269	.277	.332	-.814 – .276	.004	-1.29	.286	.000	-1.85 – -.726	.072	
	3	.183	.225	.417	-.260 – .625	.003	.797	.237	.001	.331 – 1.26	.041	
	4	-.049	.213	.819	-.469 – .371	<.001	-.228	.312	.466	-.842 – .387	.002	
	5	-.079	.186	.673	-.445 – .288	.001	-.007	.207	.972	-.414 – .400	.000	
	6	.310	.965	.748	-1.59 – 2.21	<.001	-.044	.250	.861	-.536 – .448	.000	
	7	.001	.019	.950	-.036 – .038	<.001	-.019	.030	.542	-.078 – .041	.001	
GD	1	.599	.190	.002	.225 – .973	.040	.573	.131	<.001	.316 – .831	.068	
	2	-.868	.218	<.001	-1.30 – -.439	.062	-.543	.192	.005	-.920 – -.165	.029	
	3	-.084	.177	.635	-.432 – .264	.001	-.025	.159	.876	-.337 – .288	.000	
	4	-.258	.168	.125	-.588 – .072	.010	-.265	.209	.207	-.677 – .147	.006	
	5	-.223	.146	.129	-.511 – .065	.010	-.319	.139	.022	-.592 – -.046	.020	
	6	-.974	.758	.200	-2.47 – .520	.007	.154	.168	.360	-.176 – .484	.003	
	7	.020	.015	.181	-.009 – .049	.007	.019	.020	.357	-.021 – .059	.003	
ST	1	1.11	.257	<.001	.605 – 1.62	.072	.769	.175	<.001	.424 – 1.11	.068	
	2	-1.04	.294	.001	-1.62 – -.458	.049	-.552	.256	.032	-1.06 – -.047	.017	
	3	.179	.239	.455	-.292 – .649	.002	-.292	.212	.170	-.711 – .126	.007	
	4	.127	.227	.577	-.320 – .573	.001	.007	.280	.981	-.545 – .558	.000	
	5	-.238	.198	.231	-.627 – .152	.006	-.087	.185	.639	-.452 – .278	.001	
	6	.817	1.03	.426	-1.20 – 2.84	.003	-.038	.224	.865	-.480 – .403	.000	
	7	.031	.020	.118	-.008 – .070	.010	-.036	.027	.182	-.090 – .017	.007	
MW	1	1.15	.227	<.001	.700 – 1,594	.096	.790	.146	<.001	.503 – 1.08	.100	
	2	-1.21	.260	<.001	-1.72 – -.693	.082	-.874	.214	<.001	-1.30 – -.453	.060	
	3	.318	.211	.134	-.098 – .734	.009	-.060	.177	.736	-.408 – .289	.000	
	4	-.514	.200	.011	-.909 – -.119	.027	.226	.234	.333	-.234 – .686	.004	
	5	-.112	.175	.524	-.456 – .233	.002	-.440	.155	.005	-.745 – -.136	.030	
	6	-.639	.907	.481	-2.43 – 1.15	.002	.184	.187	.327	-.184 – .552	.004	



Variable	Employee Without Leadership Role						Employee with Leadership Role					
7	.026	.018	.142	-.009	-.060	.009	.007	.023	.751	-.038	-.052	.000
OSJ	1	10.32	1.19	<.001	7.97 – 12.66	.238	7.53	.916	<.001	5.72 – 9.33	.204	
	2	-6.50	1.34	<.001	-9.19 – -3.81	.086	-6.52	1.34	<.001	-9.16 – -3.88	.082	
	3	1.78	1.11	.110	-.405 – 3.96	.011	2.06	1.11	.065	-130 – 4.24	.013	
	4	-1.52	1.05	.149	-3.60 – .549	.009	-.390	1.47	.791	-3.27 – 2.50	.000	
	5	-1.05	.917	.251	-2.86 – .752	.005	-.921	.970	.343	-2.83 – .989	.003	
	6	.480	4.76	.920	-8.89 – 9.85	.000	1.89	1.17	.109	-.421 – 4.20	.010	
	7	.175	.092	.057	-.006 – .356	.015	-148	.143	.301	-.428 – .133	.004	

Note: 1 = Narcissism, 2 = Psychopathy, 3 = Machiavellianism, 4 = Gender (1 = male, 2 = female), 5 = Job tenure, 6 = Education, 7 = Age  
 RC = Recognition, QW = Quality of Work, IN = Influence, AU = Authenticity, PL = Personal Life, GD = Growth and Development, ST = Satisfaction, MW = Meaningful of Work, OSJ = Overall Subjective Career Success