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# **A Systematic Review**

## **Psychopathy and Personality in Subclinical Populations**

A thesis

submitted in fulfilment

of the requirements for the degree

of

**Master of Management Studies in Human Resource Management**

at

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by

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# Abstract

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Literature concerning psychopathy has grown since the early 1940s, when it was described as a clinical psychological disorder by Cleckley, 1941. Psychopathy was defined by factors such as callousness, manipulateness, superficial charm, egocentricity, impulsivity, risk-taking and antisocial behaviour. There has been a longstanding debate concerning the appropriate models and measures related to psychopathy, which encouraged the development of many measures to capture psychopathic personality factors.

Through the development of different measures and in addition to psychopathy's clinical and criminal form, there have been advancements towards a subclinical form of psychopathy. The subclinical form of psychopathy involves factors which conceptualise psychopathy, however rather than only existing in a clinical or criminal population, they also exist in subclinical populations. Subclinical populations are portrayed as the range of normal personalities in general populations also defined as noninstitutionalised populations, such as the workplace. In this systematic review, the term subclinical will be referred to as psychopathy in the workplace, due to the variety of definitions which exist, of the word 'subclinical'.

In addition to the development of clinical and criminal measures of psychopathy, recent research has emerged in literature, prompting interest in subclinical psychopathy and its relationship with the Five-Factor Model of personality (FFM; McCrae & Costa, 1987). The concept of subclinical psychopathy and how it's measured in subclinical populations using the (FFM) of personality is essential in highlighting the potential outcomes that occur at an interpersonal and organisational level (subclinical) when considering the workplace.

In exploring existing literature concerning psychopathy and personality as the Five-Factor Model (FFM), the current systematic review aims to investigate the relationship between clinical or criminal psychopathy and subclinical psychopathy, and how subclinical psychopathy is measured. An extensive systematic review was implemented using 7 databases and three key features; psychopathy, personality (FFM) and the workplace. After removing 7149 duplicates and studies which were deemed ineligible, 418 studies were appraised as being relevant to the inclusion and exclusion criteria with only 5 studies examining the relationship between psychopathy and personality, (FFM) and how psychopathy is measured in subclinical settings, such as the workplace.

These findings suggest future research should aim to develop a measure of subclinical psychopathy through the use of the FFM, to detect psychopathic factors in subclinical populations. The FFM is used within subclinical populations such as the workplace, measuring personality successfully through five factors; openness, conscientiousness, extraversion, agreeableness and neuroticism. The FFM factors overlap with constructs of clinical psychopathy, and therefore, could be used to measure subclinical psychopathic personality factors in subclinical populations.

**Keywords:** *psychopathy, personality, five-factor model, subclinical, workplace outcomes*

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# Chapter One

## Introduction

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Researchers have proposed that psychopathy is maladaptive, which differs when referring to Cleckley (1941) who argued that psychopathic factors are adaptive in subclinical populations, such as the workplace. Within Cleckley's book "The Mask of Sanity", (1976), he believed that his psychiatric patients had pathological conditions, which were hidden by their mental health. By observing these psychiatric patients, he was able to see that psychopaths can present themselves as being confident and personable during early stages of interaction, however overtime, their pathological condition is exposed (Cleckley, 1976). Psychopaths who exist in populations such as the workplace, will often present with subclinical factors opposed to clinical factors and can maintain their positions. The idea that psychopaths can be successful within the workplace, allows us to define these individuals as subclinical (normal population), rather than clinical or criminal psychopaths.

The workplace can be an unstable and erratic environment forcing individuals within this setting to be competitive, brutal, impulsive, and confident (Van Scotter & Roglio, 2018). High-status roles within an organisation are often encompassed with stimulation and thrill, which is an ideal setting for a psychopath to gain power, prestige and control (Smith & Lilienfeld, 2012). Babiak (1995) suggests that psychopaths will usually do this through manipulation by deceiving others to achieve their own personal gain. Individuals who possess factors which may be destructive are masked by more attractive factors such as poise, charm and glibness, presenting themselves to the outside world as leaders (Cleckley, 1941). Being aware of the ability psychopaths have to conceal their less than desirable psychopathic personality factors allow us to distinguish between clinical, criminal and subclinical psychopathy, and be responsive to outcomes within the subclinical population such as the workplace.

The history of psychopathy and its conceptualisation will be examined in this literature, as well as the different assessments and measures used to define psychopathy to date. Firstly, this systematic review seeks to assess the gap in the literature surrounding psychopathy in its clinical or criminal form, and its relationship to personality, specifically the Five-Factor Model (FFM; Costa & McCrae, 1999). Secondly, it suggests several implications for defining subclinical psychopathy within the workplace through the use of the FFM. Third, the relationship between psychopathy and personality (FFM) is discussed, emphasising the importance of understanding psychopathy in the workplace; a subclinical population. Finally,

it considers using the FFM of personality to capture factors of psychopathy, generating an alternative tool or measure to conceptualise ‘psychopathy’ and outcomes in a subclinical setting, enabling better identification of potential harm to organisations and the people who work within them (see Table 4).

## **1.1 The Evolution of Psychopathy**

The first person to introduce the term psychopath in the 19<sup>th</sup> century was Julius Ludwig August Koch, who was a German psychiatrist whose work influenced concepts of personality disorders. Koch published his book “Die Psychopathischen Minderwertigkeiten (Psychopathic Inferiorities)” in 1891 (Herve & Yuille, 2012). Initially, Koch defined the ‘psychopathic inferiorities’ as differences in predisposed and learnt forms. In addition, Koch believed that psychopathy was related to personality and mental illnesses that were predisposed by biological factors opposed to environmental factors (Herve & Yuille, 2012). Further, Koch’s theory that psychopathy is associated to personality disorders, orchestrated further conceptualisations of psychopathy in the 20<sup>th</sup> century by other influential clinicians and theorists (Herve & Yuille, 2012). (see Table 3).

The first comprehensive conceptualisation of psychopathy was defined by Hervey Cleckley (1941) when publishing his book “The Mask of Sanity” (Herve & Yuille, 2012). His success in defining psychopathy was related to his work with psychiatric patients at a hospital in Georgia and believed that psychopathic was personality factor based and included 16 key capturing characteristics of: 1. Superficial charm and good intelligence, 2. Absence of delusions and other signs of irrational thinking, 3. Absence of nervousness and psychoneurotic manifestations, 4. Unreliability, 5. Untruthfulness and insincerity, 6. Lack of remorse or shame, 7. Inadequately motivated and social behavior, 8. Poor judgement and failure to learn from experiences, 9. Pathologic egocentricity and incapacity for love, 10. General poverty in major affective reactions, 11. Specific loss of insight, 12. Unresponsiveness in general interpersonal relations, 13. Fantastic and uninviting behavior with drink and sometimes without, 14. Suicide threats rarely carried out, 15. Sex life impersonal, trivial, and poorly integrated, 16. Failure to follow any life plan (Herve & Yuille, 2012).

Opposed to Koch, Cleckley’s conceptualisation of psychopathy captured the ability of psychopaths to present as personable, confident, and well-adjusted opposed to other psychiatric patients who behind the mask, revealed personality factors related to psychological disorders

(Herve & Yuille, 2012). Accordingly, this was explored by Cleckley observing psychiatric patients' behaviour through a clinical lens by describing in detail what he believed to define psychopathy, (Herve & Yuille, 2012). The Cleckley psychopath was shaped by clinical conception, with the belief that there were no psychological disorders, insanity, or psychosis, leading him to define the 16 core factors of psychopathy, (Herve & Yuille, 2012). Cleckley defined psychopathy as a "mask of sanity; in which persuasive emotional deficits are hidden behind a veneer of overtly normal cognitive and linguistic behaviour" (Herve & Yuille, 2012, p.209). To clarify, Cleckley conceptualised a psychopath through observation and able to present themselves as confident and charming with underlying psychological deficiency (Smith & Lilienfeld, 2012).

In addition, this research was followed by The Henderson psychopath that emerged in 1947 and exists to the present day. The Henderson conceptualisation of psychopathy, theorised that psychopathy should be confined to one syndrome such as a personality disorder, opposed to a clinical syndrome, (Herve & Yuille, 2012). Henderson like Koch, believed psychopathy to be related to the diagnosis of a personality disorders upon individuals who were predisposed to antisocial, unstable, and irresponsible lifestyles (Herve & Yuille, 2012). He also identified that impulsivity, explosiveness, egocentricity, and entitlement was associated to a lack of emotions, poor judgment living egocentrically, rather than socially (Herve & Yuille, 2012). Henderson described that psychopath's live a more selfish lifestyle encompassed by a lack of no feelings or care for others around them (Herve & Yuille, 2012).

Similar to Henderson, Karpman (1941) was driven to clarify the distinction of the diagnosis of psychopathy, (Herve & Yuille, 2012). Karpman was influential in encouraging other researchers to be more specific about the term, where he defined psychopathic individuals as: engaging in an antisocial lifestyle, a strong need for immediate gratification (impulsivity), lack of guilt, anxiety and remorse of their behaviour, a grandiose sense of self, entitled, callous, and irresponsible (Herve & Yuille, 2012). Karpman described that a psychopaths positive emotions emerge through instinctual needs such as money, power, greed and lust and their negative emotions are evoked by threats to their own success (Herve & Yuille, 2012). The lack of emotional regulation between the positive and negative emotions and need for immediate gratification are largely the catalyst for an individual leading an antisocial lifestyle (Herve & Yuille, 2012).

Moreover, the McCord and McCord (1964) theory is central to the idea that parental rejection and neglect can influence an individual being biologically predisposed to psychopathy, where

the child is unable to relate emotionally towards others (Herve & Yuille, 2012). Due to the lack of social emotions present within an individual who is psychopathic, there is a chance that their personality could be dangerous and maladaptive. Consequently, a McCord and McCord psychopathic approach suggests an individual is likely to act aggressively and impulsively, encompassing a disregard for others with a propensity to ignore consequences. (Herve & Yuille, 2012). Psychopathic individuals in this sense, are explained by theorists as unable to regulate their emotions, acting out when they don't get their own way, and tendencies to engage in immediate gratification (Herve & Yuille, 2012). McCord and McCord emphasized that the criminal psychopath is found in offender populations and are likely to engage in criminal acts, being vicious and exploitative through rage and a lack of social conscience (Herve & Yuille, 2012).

Ultimately, modern conceptualisations of psychopathy are linked to the work of Cleckley (1941) and the 16 core factors he used to define psychopathy, as outlined above. Cleckley's framework has been used throughout the years to develop measures which assess psychopathy. Namely, an influential measure of psychopathy, based on Cleckley (1941) descriptions was developed by Dr. Robert Hare, who defined psychopathy as having 22 core factors that he operationalized as psychopathic personality (Hare, 1985). Hare (1985) developed a measure which clinicians use by rating psychopathy through a semi structured interview. The Psychopathy Checklist (PCL; Hare, 1991) was revised by Hare (PCL-R; Hare, 1991, 2003) shortly after developing the measure, reducing the 22-item checklist to a 20-item checklist conceptualising psychopathy (see Table 5). Table 3 outlines the historical conceptualisations of psychopathy discussed above.

## **1.2 Clinical Psychopathy**

Through early work of the conceptualisations of psychopathy, personality measures have developed from focus in a psychiatric setting (clinical), to criminal offenders assessed by criterion checklists and self-report measures. As previously mentioned, Cleckley (1941, 1976) attributed 16 factors associated to the construct of psychopathy, which he believed encompassed the key features necessary to determine psychopathic personality. These key factors were as follows: superficial charm, intelligence, poor judgement, failure to learn, lack of remorse, unreliability, untruthfulness and insecurity, absence of nervousness, impersonal sex life, absence of suicidal acts, antisocial behaviour, loss of insight, no affective reactions,

egocentricity, and no ability to love, (Cleckley, 1941, 1976). Cleckley's definition of psychopathy did not include violence or dangerous behaviours contrary to other researchers such as Hare (1985) as he argued that any harmful action was caused by secondary result of an individual's shallow character and underlying pathology masked by their mental health.

Hare (1985) on the other hand, elaborated on the work of Cleckley and developed a measure named the Psychopathy Checklist; PCL (Hare, 1991), which was then revised by Hare himself becoming the Psychopathy Checklist Revised (PCL-R; Hare, 1991, 2003). Hare's work was particularly focused on the criminal population suggesting that impulsivity and aggression were core features within psychopathic personality and its definition. We can conclude from these two researchers that Cleckley's approach was revolved around the psychiatric population (clinical) and Hare's work was focused on the criminal population. (see Table 5).

Given the above, a number of self-report measures that have been developed are: Psychopathic Personality Inventory, which was revised becoming PPI-R (Lilienfeld & Widows 2005), Levenson Self Report Psychopathy measure (LSRP; Levenson et al., 1995) and Self-Report Psychopathy measure version two, which now has a version three (SRP – II; SRP - III; Williams & Paulhus, 2004).

There has been concern around conceptualising psychopathy in non-clinical or criminal settings, such as the workplace and how subclinical psychopathy is measured. The interest around how to measure subclinical psychopathy has prompted the development of self-report psychopathy measures. The use of self-report measures is appropriate within a subclinical setting, such as the workplace to identify factors which may be harmful at an interpersonal and organisational level. How psychopathy is measured, is central to determine potential impacts psychopathic personality in the general population. Self-report measures combined with behavioural observation, could increase the possibility in recognising what is missing when measuring psychopathic personality factors (Van Scotter & Roglio, 2018). Together, self-report and observational methods of assessing psychopathy could examine which factors are hidden "behind the mask" when considering subclinical psychopathy (Van Scotter & Roglio, 2018).

The first part of the section below will outline the eight clinical measures used today to assess psychopathy including; the Psychopathy Checklist Revised (PCL-R; Hare, 1991, 2003), the Psychopathic Personality Inventory Revised (PPI-R; Lilienfeld & Andrews, 1996, Lilienfeld & Widows, 2005), the Levenson Self-Report Psychopathy measure (LSRP; Levenson et al.,

1995), the Triarchic Psychopathy Measure (TriPM; Patrick, 2010), the Self-Report Psychopathy measure version three (SRP – III; Paulhus, et al., 2016), the Comprehensive Assessment Psychopathic Personality (CAPP; Cooke et al., 2012), the Elemental Psychopathy Assessment (EPA; Miller et al., 2011) and the Dark Triad (DT3; Paulhus & Williams, 2002), (Fritzon, Brooks & Croom (2020)). (see Tables, 5,6,7, 8, 9 and Figures 2,3,4).

The second part of this section looks at measures used to assess subclinical psychopathy; however, it is important to note that these measures have not been used enough within research to count as validated measures. The subclinical (workplace) measures are as follows; Psychopathy Measure Management Research Version (PM-MRV; Boddy et al., 2010) Business-Scan 360 (B-Scan 360; Mathieu et al., 2013) and the Logical Inference Exercise (LIE; James & LeBreton, 2012) (Smith & Lilienfeld, 2012). (see Table 10 and Figure 5).

Furthermore, where relevant in the research below, there will be a small summary between the relationship of the clinical measure or subclinical measure with the Five-Factor Model measure of personality factors (FFM; McCrae & Costa, 1999). (see Table 4).

### ***1.2.1 The Psychopathy Checklist – Revised (PCL-R)***

The Psychopathy Checklist – Revised (PCL-R; Hare, 2003) uses an interview style method, which is semi-structured and aims to collect data assessing the construct of psychopathy in conjunction with file information from the criminal population. There are 20 items within the PCL-R measure, which is used to measure behaviour and personality factors of psychopathy. Factor 1 contains mostly affective and interpersonal factors of psychopathy named the affective-interpersonal factor, whereas factor 2 contains behavioural indicators associated to criminal deviance and other antisocial behaviours, named the lifestyle-antisocial factor, (Harpur et al., 1989). (see Table 4).

Recent research and study done on the PCL-R measure has encompassed subdividing factors 1 and 2 even further into narrower facets. The first feature is the interpersonal feature including: grandiose sense of self-worth, manipulation, pathological lying glibness, and superficial charm. The second feature is the affective feature including: shallow affect, lack of empathy/callousness, inability to accept responsibility for one's behaviours, and a lack of guilt or remorse. The third feature being the lifestyle feature includes: lack of realistic goals, impulsivity, proneness to boredom, irresponsibility, and a parasitic lifestyle. The fourth feature

being the antisocial feature includes: juvenile delinquency, poor behavioural control, criminal versatility, childhood/early behavioural problems (Fritzon et al., 2020).

While the PCL-R may be useful within criminal populations and is a validated measure in assessing psychopathy and its relevant factors, research into the workplace requires a more efficient subclinical measure, such a self-report measure. The PCL-R is excellent for those who have a criminal background paired with file information, however, there remains an absence for an appropriate tool for assessing psychopathy in subclinical populations (Benning et al., 2003).

### ***1.2.2 Psychopathic Personality Inventory – Revised (PPI-R)***

The Psychopathic Personality Inventory (PPI) was developed as a self-report measure by Lilienfeld and Andrews (1996) detecting the factors central to their definition of psychopathy in subclinical settings. The PPI was revised in 2005, becoming the (PPI-R; Lilienfeld & Widows, 2005) containing eight facets from three separate factors: fearless dominance (FD), self-centred impulsivity (SCI), and cold-heartedness (CO). Within the three separate factors exists the PPI-R Factor 1, named fearless dominance entailing three factors; social influence, fearlessness and stress immunity, assessing emotional resilience. Factor 2 of the PPI-R named self-centred impulsivity has four factors; rebellious nonconformity, blame externalisation, carefree Nonplanfulness, and Machiavellian egocentricity, assessing poor impulse control. The third factor cold-heartedness is a standalone factor which remains primarily independent of the other two factors (Lilienfeld & Widows, 2005). (see Table 6).

### ***1.2.3 The Levenson Self Report Psychopathy measure (LSRP)***

When first developed, The Levenson Self Report Psychopathy measure (LSRP; Levenson et al., 1995) had two factors consisting of primary and secondary psychopathy. The aim of this measure was to assess personality factors and behaviours related to psychopathy in community samples. The LSRP focuses on behaviour associated to the general population, rather than criminal behaviours. According to Levenson et al. (1995), primary psychopathy first factor (factor 1) focuses on the manipulative, selfish and uncaring profile, whereas the secondary psychopathy second factor (factor 2) focuses more on antisocial and criminal behaviour, aiming to measure impulsivity and a self-defeating lifestyle (Smith & Lilienfeld, 2012). (see Table 7).

Some researchers have criticized the LSRP first factor of primary psychopathy, stating that it operates largely as a measure of secondary psychopathy, as the primary psychopathy factor has correlated with other measures of antisocial behaviour over and above the secondary factor (Smith & Lilienfeld, 2012).

#### ***1.2.4 The Triarchic Psychopathy Measure (TriPM)***

Psychopathy is conceptualised as a personality disorder associated with egocentricity, callousness, manipulateness, egocentricity, impulsivity, risk taking and antisocial behaviour (Hare, 1985). A more recent measure is the Triarchic Measure of Psychopathy encompassing three separate factors including Boldness, Meanness and Disinhibition measured using the (TriPM; Patrick; 2010). (see Figure 2).

Boldness entails factors such as confidence, social assertiveness, emotional resilience, and fearlessness (Benning et al., 2003). Meanness assesses the lack of empathy, and capacity for affiliation as well as concern for others and their tendency to exploit others, (Lilienfeld & Smith, 2012). Disinhibition indexes impulsivity with a lack of being able to control oneself, including hostility and mistrust towards others (Patrick et al., 2009). The three factors have made contribution to the literature in conveying psychopathy, which suggests that the TriPM could be appropriate to use as a measure of psychopathy within the workplace, (Smith & Lilienfeld, 2012). The reason that the triarchic model has been seen to be appropriate to use within the workplace comes down to the measures ability to assess psychopathy within the subclinical population, rather than just clinical or criminal. (see Figure 2).

#### ***1.2.5 The Self Report Psychopathy measure version three (SRP – III)***

The SRP – III is the third version of the SRP measure, which was first developed by Hare (1985) and his colleagues, deriving from items of the PCL (Lilienfeld et al., 2012) used to detect psychopathy in non-criminal populations. The SRP measure is a self-report measure able to assess psychopathic factors in subclinical populations, first assessing the interpersonal/affective factors, and second assessing the lifestyle/antisocial factors. (Smith & Lilienfeld, 2012). The SRP has gone from a two to three factor structure including factors; Interpersonal Manipulation being the interpersonal factor (pathological lying and manipulation), Callous Affect being the affective factor (low empathy and lack of concern for others), Erratic Lifestyle being the lifestyle factor (recklessness and impulsivity) and Criminal

Tendencies being the antisocial factor (criminal acts and antisociality), (Smith & Lilienfeld, 2012). (see Figure 3). The SRP is an efficient and affordable measure being self-report, however there is little research showing construct validity for use in subclinical populations (Smith & Lilienfeld, 2012).

### ***1.2.6 The Comprehensive Assessment of Psychopathic Personality (CAPP)***

The Comprehensive Assessment of Psychopathic Personality-Concept Map (CAPP-CM; Cooke et al., 2012) is a conceptual model of psychopathy, which contributes to understanding personality factors associated to psychopathy. It has six overarching factors, which defines the CAPP-CM, (Fritzon et al., 2020). The six overarching factors are the: self, emotional, dominance, attachment, behavioural and cognitive, which are drawn theoretically from 33 different personality factors, (Fritzon et al., (2020). (see Table 8). This model only encompasses personality factors specifically related to psychopathy, rather than behavioural tendencies of psychopathy as the authors suggest that behaviours are often divergent depending on age, gender, and culture just to name a few (Fritzon et al., 2020).

The self-factor of the CAPP-CM displays problems such as being self-centred reflecting factors of individuality and identity, (Fritzon et al., 2020). The emotional factor includes concerns with emotional regulation (the ability to regulate one's moods), having shallow and lack of empathetic emotions, (Fritzon et al., 2020). The dominance factor is associated with excessive status and want for power and control, where individuals who display this factor will often be over-assertive, which can come across as being aggressive, (Fritzon et al., 2020). The attachment factor is concerned with a lack of being able to form and maintain interpersonal relationships with others, (Fritzon et al., 2020). The behavioural factor encompasses factors such as impulsivity and excitement seeking tendencies, (Fritzon et al., 2020). Lastly, the cognitive factor reveals issues with adaptability revolving around suspiciousness, being intolerant and a lack of mental flexibility due to a low level of information processing, (Fritzon et al., 2020).

### ***1.2.7 Elemental Psychopathy Assessment (EPA)***

The Elemental Psychopathy Assessment (EPA) has been developed to measure maladaptive psychopathic normal range personality factors, through the 30 facets of the five FFM factors of personality (Lynam et al., 2011). Researchers (Lynam, 2002; Miller & Lynam, 2003; Miller,

et al., 2001) suggest that psychopathy can be understood via the basic factor model; FFM (McCrae & Costa, 1992) high and low scores (Miller et al., 2011). The PCL-R (Hare, 2003) factors were translated in the basic FFM factors synthesizing psychopathic factors as subclinical psychopathic factors.

The EPA has 18 facets, six facets from the FFM factor agreeableness, (manipulation, arrogance), six facets from neuroticism, (unconcern, anger, hostility) three from conscientiousness, (rashness, disobliged, and three from extraversion (coldness, dominance). No facets were derived from the FFM trait; openness (Lynam et al., 2011). (see Table 9).

### ***1.2.8 The Dark Triad (DT3)***

The dark triad is made up of three separate factors of: Psychopathy, Machiavellianism and Narcissism, (see Figure 4.) which overlap and are interpersonally maladaptive (Smith & Lilienfeld, 2012). The first factor Machiavellianism, concerns the disregard of an individual's morals and deliberately manipulating and being dishonest to gain and maintain power, (Smith & Lilienfeld, 2012). The second factor, narcissism is associated to grandiosity, attention seeking, domineering interpersonal style and entitlement with an individual lacking in empathy, (Smith & Lilienfeld, 2012). Psychopathy, the third factor is traced back to Cleckley (1941) and Hare (1991) with factors such as, egocentricity, lying, lack of empathy and remorse, superficial charm, irresponsibility, and impulsivity (Miller et al., 2011). All three factors are related to callous and manipulative behaviour as well as self-promotion, detachment, and dishonesty being moderately to strongly related (Paulhus & Williams, 2002).

## **1.3 Subclinical Psychopathy**

As outlined above there are 8 relevant measures of clinical psychopathy, however, there are also 3 measures which have been developed to use within a subclinical setting. The current measures relating to corporate or subclinical psychopathy are: the Psychopathy Measure-management research Version (PM-MRV; Boddy et al., 2010), Business-Scan 360 (B-Scan 360; Mathieu et al., 2012), The Logical Inference Exercise (LIE; James & LeBreton, 2012) and which are outlined next.

*The Psychopathy Measure-Management Research Version* is an 8-item observer-report measure which is modelled from the PCL-R Factor 1 criteria, with the (PM-MRV; Boddy et

al., 2010) being relevant to conceptualising psychopathy. (see Table 10). The eight items which are scored on a three-point scale include: glibness and superficially charming, pathological lying and grandiose sense of self-worth, manipulative, calculating, lack of empathy, and lastly, refusal of responsibility (Boddy et al., 2010). There have been no attempts to date that have tried to validate this measure, such as self-report indicators of psychopathy (Smith & Lilienfeld, 2012). This measure could be well suited to business settings as the focus is particularly on affective features of psychopathy and mirroring the PCL-R Factor 1 (Smith & Lilienfeld, 2012).

*The Business-Scan 360* (B-Scan 360; Mathieu et al., 2012), is centred around the PCL-R four-factor model of psychopathy by Hare, (2003). It entails the use of a questionnaire, requiring employees to rate their managers on statements related to psychopathy named ‘the Psychopathic Thoughts Questionnaire’ (Herve & Yuille, (2012). Factor analysis of the measure includes two factors; leadership-orientated thought and one’s attitude to another. A collection of 200 items were explored and studied that related to psychopathic behaviour. A final number of 20 items consisted of factors relevant to psychopathy as well as business performance, after factor analysis (Smith & Lilienfeld, 2012). Short measures of 20 items include four factors: Manipulative/Unethical, Callous/Insensitive, Unreliable/Unfocused, and Intimidating/Aggressive (see Figure 5).

The future of the B-Scan 360 remains unclear as there have been no reliable data published comparing psychopathy with the B-Scan 360 measure (Smith & Lilienfeld, 2012). It is included in this review as this could be a promising method of measurement in the future as items are tailored specifically to the workplace, however, published construct validation is critical. (see Figure 5).

The *Logical Inference Exercise* (LIE; James & LeBreton, 2012) is a subclinical measure of psychopathy, which is used to identify self-promotion behaviours within the workplace. Self-promotion has been found to be a variant within psychopathic personality and specifically common in workplace settings (Smith & Lilienfeld, 2012). The measure entails questions similar to a logical reasoning test, to assess biases that define subclinical psychopathy including “an assumption of superiority over others, and an exemption from the moral codes followed by ordinary people”, (Smith & Lilienfeld, 2012 p.209). The assessment is not done face to face, which eliminates social desirability response styles.

The LIE requires a trained assessor to interpret scores. Further, some suggest the measure might be limited as researchers have found that there is bias in the measurement as it assesses narcissism more so than the core effective factors of psychopathy, for example an absence of guilt and empathy (Smith & Lilienfeld, 2012). This measure is still at the beginning stages of its use and requires greater construct validation and could be seen as a promising self-report measure.

#### **1.4 The FFM as an Alternative Measure of Psychopathy**

The Five-Factor model has been used to define psychopathy by mapping 20 items from the PCL-R measure of psychopathy into the FFM factors and the six facets within each factor, using NEO-PI; Costa & McCrae, (1992), (Lynam & Miller, 2015). (see Table 11). Through many years of research and debate concerning the assessment of psychopathy, it has emerged that psychopathy can be conceptualised through features of personality, specifically factors of the Five-Factor Model (FFM). The FFM factors being Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness, examines extreme presentations of factors, which can often lead to personality disorders (Lynam & Miller, 2015). This will be elaborated on further within this review, clarifying the meaning of the differing scores of the FFM and certain personality factors that have a relationship with psychopathy.

Within research by Lynam & Miller (2015), all the items of the Psychopathy Checklist Revised (PCL-R), measure of psychopathy developed by (Hare 1991), map onto the factors of the FFM. To expand on this, Miller et al. (2001) sought experts to develop an analysis using the FFM scoring. (see Table 4). As a result, psychopathy was characterised through the FFM to score as follows; low Agreeableness, low Conscientiousness, low in Neuroticism (low in self-consciousness, anxiety, depression, and vulnerability to stress and high in Neuroticism being emotionally unstable (high in hostility and impulsivity) and mixed Extraversion, (high excitement seeking, low warmth and positive emotionality), (Lynam & Miller, 2015).

Researchers Lynam & Miller (2015) expressed their reasons for using the FFM as a preference to capture psychopathy. The factors within the FFM include important aspects of personality from the origin of the language surrounding personality, (Lynam & Miller, 2015). The NEO-PI-R is an assessment among other alternative measures of FFM, covering a range of 30 different facets (within the 5 factors of FFM), presenting a comprehensive and absolute FFM assessment. It is important to note that there are other existing FFM assessment models that do

not have a complete coverage of the facets, covering fewer facets than the NEO-PI-R (see Table 11). Other models such as The Big Five Aspects Scale, was developed by DeYoung, Quilty, and Peterson (2007), (Lynam & Miller, 2015), which focuses on two opposed to six facets per factor describing Conscientiousness and Agreeableness differently, showing inconsistency (Lynam & Miller, 2015). Another assessment which was developed is The Big Five Inventory (John, Naumann, & Soto, 2008), provides data on the five different factors (Openness, Conscientiousness, Extraversion, Agreeableness and Neuroticism), and nothing at a facet level (Lynam & Miller 2015).

In addition, there is empirical support of the FFM through discriminant and convergent validation, at a factor and facet level. For instance, empirical support varies from “self, peer and spouse ratings (Costa & McCrae, 1992), temporal stability across the life span (Roberts & DelVecchio, 2000), etic and emic cross-cultural support (Church, 2001; McCrae, Martin, & Costa, 2005), behavioural genetic support for the FFM structure (Yamagata et al., 2006) and relations to important outcomes, including academic achievement (Poropat, 2009), physical (Bogg & Roberts, 2004) and psychological health (Malouff, Thorsteinsson, & Schutte, 2005; Samuel & Widiger, 2008), work (Judge, Heller, Mount, 2002) leadership (Judge, Bono, Ilies, & Gerhardt, 2002), antisocial behaviour (Jones, Miller, & Lynam 2011), substance abuse (Kotov et al., 2011), and risky sexual behaviour (Hoyle, Fejfar, & Miller, 2000)”, (Lynam & Miller, 2015, p.611).

Psychopathy was historically considered to be clinically focused, however, as outlined above research has been emerging by examining the characteristics of psychopathic personality in subclinical settings (Smith & Lilienfeld, 2012). With the development and validation of measures which assess psychopathy, there has been increasing amounts of research focusing on psychopathy within the workplace. This is due to the large amount of literature concerning corporate scandals and frauds that occur within organisations. Emphasis on the relationship between individuals who have psychopathic factors at executive levels within the workplace, and how they enter and remain within that workplace needs to be explored in order to understand potential workplace outcomes that are related to psychopathic factors.

While the range of measures of psychopathy are vast, as outlined above personality factors have been explored with relation to psychopathic personality and specific personality patterns. Broad & Fritzon (2005) used criminal, clinical and subclinical populations, where the subclinical population included chief executive and senior business managers (Fritzon et al., 2020). Findings indicated that the senior business managers in subclinical settings possessed

higher levels of personality patterns than the criminal and clinical populations. Senior business managers had characteristics of narcissism and obsessive-compulsive personality factors mapping the PCL-R interpersonal and affective factors. The display of grandiosity, superficial charm, and egocentricity, lack of empathy, rigidity, exploitation, and manipulation were more significant in business managers (subclinical) than the criminal sample. Business managers were also low in antisocial personality disorder compared to the criminal sample, showing that they have higher levels of prosocial orientation and ability to function within a social setting and mask psychopathic factors (Broad & Fritzon, 2005). This emphasizes the need for a self-report subclinical psychopathy measure of psychopathic personality within subclinical populations.

Further research was done by Babiak et al. (2010) in a study that was done in America of professionals in a subclinical setting. Within the sample investigated 4% were deemed to meet the criteria for psychopathy reaching a score of 30 or higher using the (PCL-R: Hare, 2003). Higher levels of psychopathy were found in the subclinical setting and significant in individuals who held executive and leadership titles such as supervisor, director, and vice president, compared to community samples of psychopathy at 1% (Hare, 2003).

More recently, the examination of psychopathic factors being present in the supply chain management industry was carried out by Fritzon et al., (2020). Participants psychopathic traits were assessed using Psychopathic Personality Inventory Revised (PPI-R; Lilienfeld & Widows, 2005). The rate of psychopathy being present within the subclinical sample were equal to psychopathy rates in the criminal sample, indicating presence of psychopathic traits in subclinical settings.

Lilienfeld et al. (2012) examined past presidents exploring fearless dominance (PPI-R; Lilienfeld & Widows, 2005) and psychopathic factors. Expert raters included in the study, evaluated the behaviour and personality of the presidents using the NEO-PI-R (Costa & McCrae, 1992). The Five-Factor Model (FFM) was used to compare their six facets within the five factors of the FFM, with the facets from Factor 1 and 2 of the PCL-R (Lilienfeld, et al., 2012). Findings indicated that psychopathic factors were present in a subclinical population, even though the presidents were not considered to be psychopathic.

The overlap between the triarchic model and other definitions of psychopathy have originated from basic personality research (Lynam & Miller, 2015). Basic personality research refers to the five FFM factors, which includes 30 facets within the five factors (Lynam & Miller, 2015).

Furthermore, a specific overlap is evident between TriPM and the Five-Factor Model (FFM) of personality, which includes factors such as Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness). Indeed, many studies have proposed a strong relationship between TriPM and FFM, more specifically, across five independent studies (Lynam & Miller, 2015) found that boldness is strongly related to Extraversion and Neuroticism, Meanness is strongly related to Agreeableness and moderately to Conscientiousness and Disinhibition is highly correlated to Agreeableness and Conscientiousness. The triarchic model needs reconfiguration in order to capture the FFM factors (Lynam & Miller, 2015). The FFM factors can capture the three factors within the TriPM, without reconfiguration. This again, enhances the importance of understanding psychopathy through the FFM.

### **1.5 Psychopathy & Personality (FFM)**

Psychopathy has been defined as a maladaptive personality disorder that entails factors such as manipulateness, egocentricity, shallow affect, superficial charm, and lack of remorse (Cleckley 1941; Hare 1985). The debate around how to conceptualise psychopathy has been investigated for 25 years or more, and recently researchers state that psychopathy can be understood through general factors expressed by the Five-Factor Model of personality (FFM; McCrae & Costa, 1990). Not only is there research that supports the FFM factors being able to assess psychopathy, it follows that the FFM has a solid foundation considering psychopathy from the perspective of the FFM. The use of FFM to assess psychopathy through the FFM's own constellation of factors should be considered.

The starting point of assessing psychopathy through the language of the FFM factors and facet levels suggested by Lynam & Miller (2015), is looking at the Psychopathy checklist Revised (Hare, 1991) and profiling the PCL-R into FFM descriptions. Lynam and Widiger (2001) looked at the descriptions of the PCL-R items and applied NEO-PI-R facets to the 20 items within the PCL-R, they thought matched the criteria for each item. The outcomes from profiling the PCL-R items to match FFM descriptions found that psychopathic individuals would present with a low level of depression when considering Neuroticism; specifically high in angry hostility and impulsiveness, positive emotions as well as warmth considering Extraversion; specifically excitement seeking, straightforwardness, altruism, compliance, modesty, tender-mindedness minus trust considering Agreeableness, all of the facets named previously, (competence, order, dutifulness, achievement striving, self-discipline, deliberation) from

Conscientiousness and no facets from Openness were related to psychopathy (Lynam & Miller, 2015).

Researchers Miller, et al. (2001), used experts within the field of psychopathy, gaining greater consensus of how personality as the FFM can be linked to psychopathy. Experts were asked to describe the personalities of psychopaths by comparing 30 bipolar scales with the 30 facets that exist within the FFM five factors. By translating psychopathic personality through the FFM factors, experts were able to rate the 'prototypical psychopath' with following the Cleckley (1941) criteria (Miller et al., 2001).

The findings from the expert ratings proved consistency in responses of the 'prototypical psychopath', with agreement on the descriptions of psychopathy. The 'prototypical' psychopath was described as: "low in anxiety and depression, self-consciousness and vulnerability from Neuroticism, low in warmth from Extraversion, low in Openness to feelings, low in all facets of Agreeableness, and low in dutifulness, self-discipline, and deliberation from Conscientiousness" (Lynam & Miller, 2015, p.613-614). As a result, the prototypical psychopath also scored high in impulsiveness with relation to Neuroticism, high in assertiveness and excitement seeking from Extraversion and open to actions related to Openness and the competence facet from Conscientiousness, (Lynam & Miller, 2015).

In addition to the expert ratings, Lynam & Miller (2015) strived to develop an FFM profile which defined psychopathy by using a precise measure of psychopathy with a FFM measure. Typically, psychopathy is assessed in several different ways, (PCL-R; Hare, 1991, SRP – III; Williams, Paulhus, & Hare, 2007, LSRP; Levenson, Kiehl, & Fitzpatrick, 1995, PPI-R; Lilienfeld & Widows, 2005). The existence of the broad conceptualisation highlights the need for one measure of subclinical psychopathy, such as the FFM, to eliminate confusion.

The results of the empirical profile correlations found "psychopathy is consistently negatively correlated with anxiety from Neuroticism, warmth from Extraversion, all facets of Agreeableness, especially straightforwardness, altruism, and compliance, and almost all facets of Conscientiousness except for achievement striving. Psychopathy is positively correlated with angry hostility and impulsiveness from Neuroticism and excitement seeking from Extraversion. Psychopathy was not characterized by any facets from Openness" (Lynam & Miller, 2015, p.614). Eleven factors were found to be conceptualised by psychopathy, impulsiveness from Neuroticism, low warmth and high excitement seeking from Extraversion, low straightforwardness, low altruism, low compliance, low modesty, and low

tendermindedness from Agreeableness, and low dutifulness, low self-discipline, and low deliberation from conscientiousness. Four other factors from the FFM were expressed as characterising psychopathy, low anxiety, high angry hostility, and low depression from Neuroticism and low trust from Agreeableness (Lynam & Miller, 2015).

Through revealing a reliable profile discussed above, between psychopathy and FFM, research suggests that we could use FFM to assess psychopathy. Consequently, psychopathy is a constellation of the FFM factors (Smith & Lilienfeld, 2005), hence the consideration of using the FFM to assess psychopathy. Hare (1991) stated that psychopaths often avoid incarceration due to their ability to function within society. To summarise, by examining the FFM, researchers will be able to develop together, which features are crucial for conceptualising psychopathy. Lynam & Miller (2015) found that agreeableness is central to the notion of psychopathy, with large as well as dependable correlations, meaning that this finding is consistent within research. Conscientiousness relating to deliberation and dutifulness is the next most central. Low Neuroticism, as well as high Extraversion is less significant, having smaller relationships to the negative outcomes when considering psychopathy (Lynam & Miller, 2015). The FFM has a strong link to research focused primarily on personality, and not many other measures of psychopathy have this ability of analysis and future direction to conceptualise subclinical psychopathy through the FFM. (see Table 4).

## **1.6 Subclinical Psychopathy & Misconduct**

Increasing reports of misconduct within the workplace with specific focus on CEO's behaviours, have led to outcomes such as firings, financial losses for organisations and scandals (Van Scotter & Roglio, 2018). Studies have examined Chief Executive Officer's (CEO's) personality using the Five-Factor Model (FFM) to explore misconduct and whether CEO FFM and prototypical FFM facet profiles from previously diagnosed individuals are similar. (Van Scotter & Roglio, 2018).

Within the workplace, CEO's have an important role internally as well as externally to represent the organisation they work for. Research to date has grown in the field with specific focus on misconduct and the behaviours that CEOs engage in. Additionally, misconduct leads to a decrease in trust of top executives, and an increase in scandals which become publicized, weakening the reputation of the organisation. (Van Scotter & Roglio, 2018). The misconduct

that occurs can at times lead to lawsuits, massive financial deficits, and a lack of external investing opportunities, (Van Scotter & Roglio, 2018).

Further, misconduct that occurs within a workplace has negative impacts on employees or subordinates within the organisation, reinforcing feelings of inequality, decrease in job performance and satisfaction, and enabling a toxic environment by setting a precedence that unethical behaviour may be tolerated, (Greve et al., 2010). Misconduct has been explored by many researchers, often among students, the offender population, and employees or subordinates, however, there is little research among individuals in leadership roles such as top executive or CEO positions, (Van Scotter & Roglio, 2018).

The importance of focusing on top executives, CEOs or any individual in a leadership role is crucial due to their influence at work as they have greater control of resources, more job autonomy, and seeking of one's personal gain, (Van Scotter & Roglio, 2018). When CEOs participate in misconduct, it doesn't only endorse failure in the policies and procedures, it also goes against the aim of preventing unethical behaviour (Van Scotter & Roglio, 2020). In the same way, it results in people maximising their own outcomes, at the expense of others for personal gain, (Van Scotter & Roglio, 2018). Alternatively, looking at specific personality factors in this sense, will allow us to identify relevant behaviours associated with psychopathy.

Given the above, the role of the Five-Factor Model (FFM) personality factors is increasing in research looking at aspects of leadership, flexibility, and change, (Van Scotter & Roglio, 2018). Leader effectiveness and different types leadership have been studied within the workplace but missing from the literature are personality factors that result in counter productive workplace behaviours assessed by the FFM. Some behaviours which are counterproductive, deviant and unethical, include the likes of fraud, excessive risk taking, and sexual harassment. To clarify, the investigation of misconduct having a relationship with CEOs FFM personality is fundamental to understand the consequences upon organisations and outcomes on a subclinical level.

## **1.7 Clinical Psychopathy Measures used in Subclinical Populations**

Psychopathy is commonly conceptualised as a form of personality disorder (PD), including factors such as impulsivity, lack of empathy, egocentricity and manipulateness. Personality disorders such as psychopathy, are usually diagnosed with existing clinical measurements of psychopathy, however, there is still debate around which measure captures psychopathic

personality factors in subclinical populations. While there is uncertainty around which measure assesses subclinical psychopathy, researchers have previously tried to use clinical psychopathy measures to assess subclinical psychopathy in the workplace.

Firstly, Jones & Hare (2016) argue that a subclinical measure of psychopathy named *Psychopathy Measure – Management Research Version* (PM-MRV) developed by Boddy (2010) did not describe the antisocial and lifestyle factors of psychopathy. Conversely, Smith & Lilienfeld (2012) were in support of the (PM-MRV) and its use in subclinical populations when assessing psychopathy. They suggest that the measure focuses on affective and interpersonal aspects of psychopathy. (see Table 10).

In addition, another example of a clinical measure used to assess psychopathy in a subclinical population such as the workplace is the *Psychopathic Personality Inventory Revised* (PPI-R) developed by (Lilienfeld & Andrews, 1996). This measure of psychopathy was seen to mainly focus on the dark factors related to psychopathy such as narcissism, Machiavellianism opposed to the five FFM factors, and therefore was not a preferred measure of psychopathy in subclinical populations, (Furnham et al., 2013).

Moreover, the well-known measure *Psychopathy Checklist Revised* (PCL- R Hare, 1991, 2003) has a four-factor structure, which conceptualises psychopathy through interpersonal, affective, lifestyle and antisocial aspects. The PCL-R is widely used and shares some commonality with antisocial personality disorders (APD) however the PCL-R only looks at behaviours and factors which are related to APD, without an actual diagnosis of APD. According to Lilienfeld (1994), the PCL-R is not an ideal measure to use to assess subclinical psychopathy as an individual may score high on the behavioural criteria, without having the psychopathic personality factors (Lilienfeld, 1994). The main use of the PCL-R as well as APD assessments are for the offender and psychiatric population, which can only be carried out by qualified professionals, and therefore is harder to use in subclinical or business settings (Lilienfeld, 1994).

Ultimately, as described above, the clinical measures of psychopathy that do exist, seem poorly suited in assessing psychopathy in subclinical populations. This provides more evidence that a personality factor measure such as the FFM (Costa & McCrae 1992) could be the most preferred measure of subclinical psychopathy. The FFM is the most used measure of personality within subclinical settings, such as the workplace and organisational psychology. Job performance, leadership and deviant behaviour are predicted through personality in several studies such as (Van Scotter & Roglio, 2018).

Drawing this all together, understanding and measuring subclinical psychopathy is complex. There are many measures of clinical and criminal psychopathy, that have shaped our understanding of psychopathy in our psychiatric and offender populations. There are only three measures of subclinical psychopathy, used specifically in subclinical populations, such as the workplace. Therefore, evidence suggests that one of the most used measures in the workplace, the FFM, may also be investigated in a way that also assess psychopathic factors in subclinical populations. This is important to understand, given the substantial use of the FFM assessing personality, and the differences in measurement of criminal, clinical and subclinical psychopathy. That is, this review intends to assess the literature published, that could aid in the FFM being used in the workplace to detect not only positive workplace outcomes, but also those associated with subclinical psychopathy.

## Chapter Two

### Method

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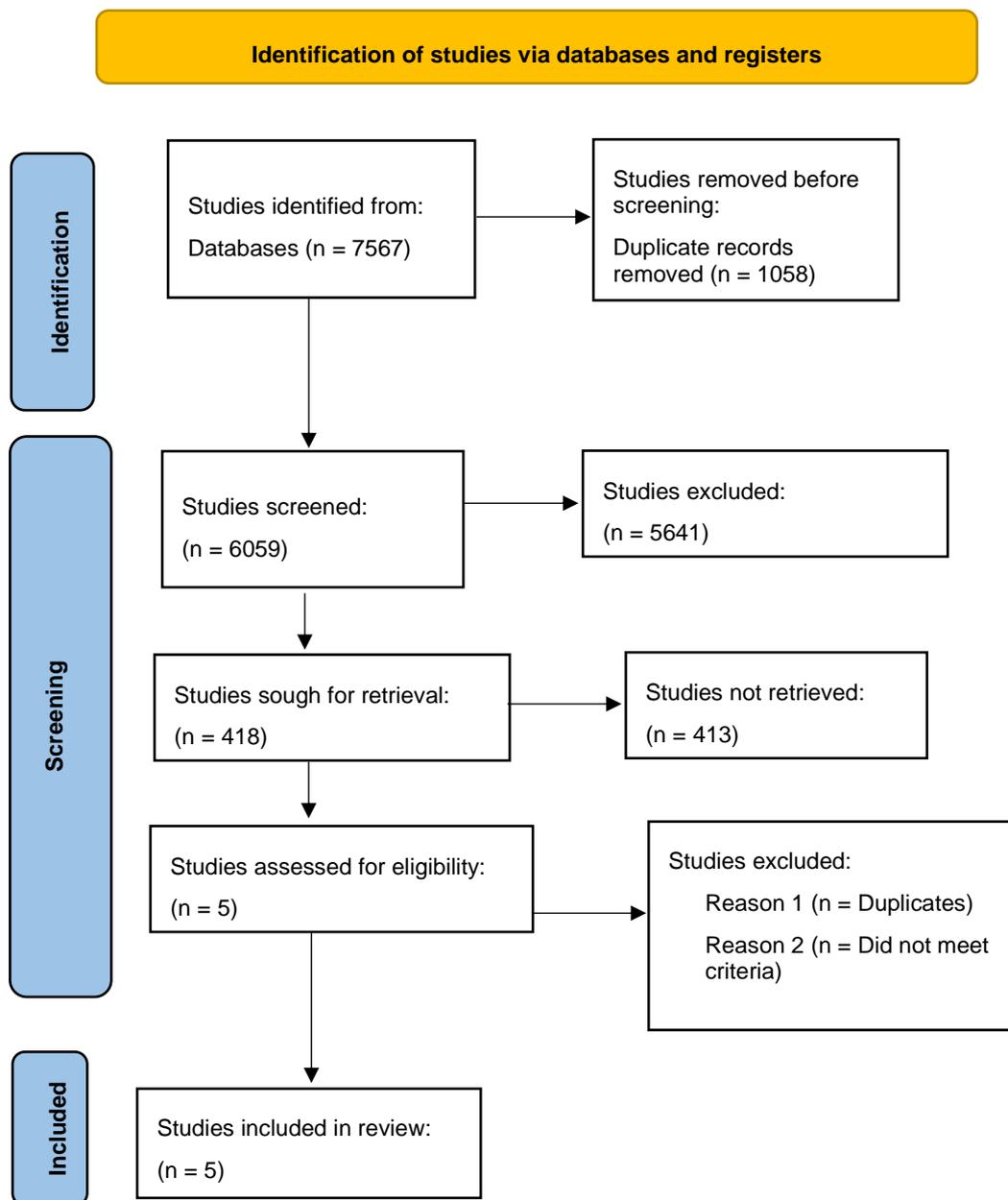
#### 2.1 Search strategy

This systematic review was conducted following the guidelines of the Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA 2020 Statement), framework to ensure a robust systematic review and limit inclusion bias. Following the framework requires a sequence of steps directly related to PRISMA, allowing for the selection of the most relevant literature for review. The key stages as outlined by PRISMA framework are as follows; identification, screening, eligibility, and selection, which addressed in the following sections.

In total, 7567 studies were identified as being relevant to the aims of this review. Of these studies, 1508 studies were removed as they were duplicates. The studies were subjected to screening with relation to the topic, abstract and full text. A further 6059 were removed as they did not meet the criteria for the review, leaving 418 studies. After screening the 418 studies, followed by a second instance screening only 5 studies were included for the qualitative synthesis, with the final studies included being  $n = 5$ . (see Figure 1).

Eligible studies focused on the different conceptualisations of psychopathy and its relationship with personality (FFM; Five-Factor Model, Costa & McCrae, 1999) to illustrate the ability to detect psychopathic factors in subclinical populations, such as the workplace.

**Figure 1** PRISMA 2020 Flow Diagram of Final Selection of Studies



*Note. Adapted from “The PRISMA 2020 statement: an updated guideline for reporting systematic reviews”, by M. J. Page, J.E. McKenzie, P.M. Bossuyt, I. Boutron, T.C. Hoffmann, C.D. Mulrow, ...D. Moher, 2021, Systematic Reviews, 10(1), p. 5*

## **2.1.1 Inclusion and exclusion criteria**

### *2.1.1.1 Population*

Adults within the general population in subclinical (workplace) settings were included. Studies using only criminal or clinical psychopathy populations were excluded. Studies which did not include the use of the Five-Factor Model of personality (FFM; McCrae & Costa, 1999) were also excluded. Further, studies using psychopathy (clinical and criminal) and the FFM of personality were excluded, due to the absence of a subclinical population. Studies that were essential and met the criteria of this review included psychopathy assessed by the FFM of personality to detect subclinical psychopathic factors in subclinical populations, such as the workplace.

### *2.1.1.2 Outcome*

Firstly, the search included databases that publish research in the areas of ‘psychopathy’, ‘personality’ and the workplace. These keywords identified studies that were specific to how the different measures of psychopathy have been researched with personality (FFM), and to what outcomes. ‘Workplace’ was added as a keyword to the search terms to identify potential subclinical psychopathic personality factors and outcomes within the workplace.

Secondly due to the broad conceptualisation of psychopathy, it was imperative to focus on all the existing measures of clinical, criminal and subclinical psychopathy. Investigating these existing measures of psychopathy and any relationship present with personality, specifically the FFM of personality, was key. As a result of examining the relationship between psychopathy and personality, we can clarify whether the FFM can measure psychopathic factors in subclinical populations, detecting subclinical psychopathy.

Third, on the contrary, the search also generated literature concerning the Dark Triad (Paulhus & Williams, 2002) yielding an equal amount of literature concerning its relationship with the FFM. As a result, the literature associated to the Dark Triad was excluded for the final selection of studies, to prevent psychopathy being conceptualised as a factor within the dark triad factors alongside Machiavellianism and narcissism. It was important that the Dark Triad measure was excluded to avoid any potential cross-over between the accompanying factors (see Figure 4).

Finally, there is a large amount of literature on the FFM of personality due to the wide validation and use of the measure within subclinical populations such as the workplace. More

importantly, there is a gap in the literature concerning subclinical psychopathy and its relationship with the FFM, and the potential workplace outcomes associated to subclinical psychopathy. This suggests that it is possible that psychopathy could be assessed using FFM within the workplace to detect subclinical psychopathy outcomes.

#### *2.1.1.3 Study characteristics*

Studies selected were predominantly primary research and had cross-sectional designs.

This systematic review did not include published meta-analysis, systematic reviews or thesis in selection of studies.

#### *2.1.1.4 Report characteristics*

Studies included were all published between 1990 and 2022 reflecting the growth in literature surrounding psychopathy, and its conceptualisation. Titles and abstracts were selected for screening if they met all the following inclusion criteria: peer-reviewed research, published studies, English language, and full-text publication available.

### **2.1.2 Verification of eligibility criteria**

#### *2.1.2.1 Information sources*

Electronic Bibliographic Databases Search date: 17 November 2021

Databases searched: Business Source, Emerald, ProQuest Management, ProQuest Social Sciences, PsycINFO, SAGE, and Web of Science.

#### *2.1.2.2 Search terms*

The following search terms were used in all searches: 17 November 2021

Boolean search strategy was employed, using the operators 'AND' and 'OR', and the database searching consisted of the following search strings: psychopathy AND personality AND at work; workplace AND psychopathy AND personality; dark AND workplace AND personality; destructive AND (leadership OR leaders OR leader) AND personality; deviant AND (leadership OR leaders OR leader) AND personality; toxic AND (leadership OR leaders OR

leader) AND personality; (organisational OR organizational) AND psychopathy AND personality; (organisational OR organizational) AND psychopaths AND personality; subclinical AND (psychopathy OR psychopaths) AND personality; dark triad AND (leader OR leaders OR leadership) AND personality; dark AND (leadership OR leader OR leaders) AND personality; corporate AND (psychopathy OR psychopath OR psychopaths) AND personality; abusive AND (leaders OR leader OR leadership) AND personality; abusive AND (supervision OR supervisor OR supervisors) AND personality; employer AND (psychopathy OR psychopaths OR psychopath) AND personality; employee AND (psychopathy OR psychopaths OR psychopath) AND personality; dark power AND work AND personality; corrupt AND supervisor AND personality; abuse of power AND leadership AND personality.

#### *2.1.2.3 Study selection*

Studies were compared with relation to the inclusion and exclusion criteria. If there were studies that did not meet the criteria, they were removed in the final selection. Eligible studies focused on the relation between psychopathy and personality (FFM) and subclinical psychopathy workplace outcomes. Due to the large number of studies screened from searching the 7 databases included, a second instance screening took place to exclude any studies which did not meet the criteria. After a second instance screening, five studies met the eligibility criteria for this review and included in the final selection for the qualitative synthesis.

#### *2.1.3 Data collection and quality assessment*

To synthesize the selection of studies, the table below was created for readers to refer to when reading the results and major findings of this systematic review. The studies are reviewed in sequence of the table below.

The title, the databases, authors, year of publication, and the citations counts of 5 studies selected for the systematic review and are listed below for analysis.

**Table 1***Studies selected for this systematic review*

<b>Database</b>	<b>Title</b>	<b>Citation</b>
Business Source	How to Spot a Careerist Early On: Psychopathy and Exchange Ideology as Predictors of Careerism	Chiaburu et al. 2013
PsycINFO	Predicting counterproductive work behaviours with sub-clinical psychopathy: Beyond the Five Factor Model of personality	Scherer et al. 2013
PsycINFO	Determining the Relationship Between Employee Psychopathy and Strain: Does the Type of Psychopathy Matter?	Johnson et al. 2015
Web of Science	Do psychopathic traits predict professional success?	Eisenbarth et al. 2018
PsycINFO	CEO Bright and Dark Personality: Effects on Ethical Misconduct	Van Scotter & Roglio, 2018

*Note: Adapted from Chiaburu et al. (2013); Scherer et al. (2013); Johnson et al. (2015); Eisenbarth et al. (2018); Van Scotter & Roglio (2018).*

Furthermore, to support the synthesis of the data from the selected studies above, a data extraction sheet was created. This data extraction sheet includes publication characteristics of the studies (e.g., author, year of publication, country of origin), sample characteristics (e.g., participants, sex, occupation), the measure of psychopathy used, the measure of personality used, limitations, and the main outcomes and findings of the studies.

#### **2.1.4 Data synthesis**

A qualitative data collection was chosen to investigate the state of the literature concerning psychopathy and personality (FFM) and subclinical psychopathy outcomes. The potential for a quantitative data synthesis was not warranted due to the diversity of population samples, differences in assessment measures, differences in study design and differences in data reported.

**Table 2***Summary of findings of psychopathy and personality (FFM) within subclinical populations*

<i>Author (Year)</i>	<i>Article title</i>	<i>Country</i>	<i>Sample characteristics</i>	<i>Psychopathy measure</i>	<i>Personality measure</i>	<i>Relationship between psychopathy and personality measure</i>	<i>Workplace findings</i>	<i>Limitations</i>
Chiaburu et al. (2013)	How to spot a careerist early on: Psychopathy and exchange ideology as predictors of careerism	USA	University student sample. Females (% = 41) Males (% = 59)	LSRP (Levenson et al., 1995)	Mini-IPIP (Donnellan et al., 2006)	Negative correlation between primary psychopathy and agreeableness.	The negative correlation between primary psychopathy and agreeableness explains a lack of concern for others and the way they feel. Extraverted, emotionally stable and agreeable individuals engage in a weak exchange within the workplace. Low emotional stability is linked to job satisfaction and high intentions to quit. Scoring low on Neuroticism is able to predict misbehaviour in the workplace. Low emotional stability is also related to inability to regulate emotions, and could	The FFM factors could be difficult to estimate by external observers. Some researchers have questioned the validity of explicit measures of psychopathy, as psychopathy and FFM factors are more likely to predict rather than are outcomes of, careerism.

<i>Author (Year)</i>	<i>Article title</i>	<i>Country</i>	<i>Sample characteristics</i>	<i>Psychopathy measure</i>	<i>Personality measure</i>	<i>Relationship between psychopathy and personality measure</i>	<i>Workplace findings</i>	<i>Limitations</i>
							struggle to achieve their career goals.	
Scherer et al. (2013)	Predicting counterproductive work behaviours with sub-clinical psychopathy: beyond the five-factor model of personality	USA	University student sample. Females (% = 48) Males (% = 52)	SRP – III (Williams et al., 2007)	FFM (Goldberg, 1999)	SRP – III was found to increase the prediction of counterproductive workplace behaviours when accounting for the FFM factors.	FFM and SRP – III as a sub-clinical measure of psychopathy could be useful for predicting Counterproductive workplace behaviours (CWBs). Conscientiousness and agreeableness have a negative correlation when predicting CWBs, and neuroticism correlated significantly positively.	The SRP – III predicted CWBs when accounting for FFM factors. If FFM factors were controlled, would SRP – III still predict the same results as it did with the FFM factors would be interesting to investigate by other researchers.
Johnson, et al. (2015)	Determining the relationship between employee psychopathy and strain: does the type of	USA	Full time employees. Females (% = 57) Males (% = 43)	LSRP (Levenson et al., 1995)	IPIP (Goldberg, 1999)	The FFM factors are related to primary and secondary psychopathy, and therefore, the FFM factors were controlled. Primary and secondary	The extent of whether psychopathy contributed as a personality factor to predicting workplace outcomes was examined alongside neuroticism. Secondary psychopathy was	All effects remained significant when the FFM factors were controlled. Between primary and secondary psychopathy, secondary psychopathy had stronger ties within this study in relation to stress variables. If the

<i>Author (Year)</i>	<i>Article title</i>	<i>Country</i>	<i>Sample characteristics</i>	<i>Psychopathy measure</i>	<i>Personality measure</i>	<i>Relationship between psychopathy and personality measure</i>	<i>Workplace findings</i>	<i>Limitations</i>
	psychopathy matter?					psychopathy were related to the variance over and above neuroticism from the FFM factors. Neuroticism accounted for the variance between primary psychopathy and emotional exhaustion, however, secondary psychopathy accounted for the variance in emotional exhaustion above neuroticism. All the hypothesized effects remained significant, when the FFM factors were controlled.	prompted to account for the variance in exhaustion beyond neuroticism. Secondary psychopathy has been found to be problematic for healthy and productive relationships within the workplace and their behaviours be difficult for supervisors to deal with who have authority over their employees.	FFM factors were not controlled, the results may have been different, as the FFM factors already have relationships with primary and secondary psychopathy, as well as emotional exhaustion.
Eisenbarth et al. (2018)	Do psychopathic factors	USA	Full time employees. Females (N = 262)	PPI-R-40 (Eisenbarth et al., 2015)	TIPI (Gosling et al., 2003)	When accounting for the FFM, professional	Extraversion is a stronger and validated predictor	When controlling the Big Five, extraversion predicted professional

<i>Author (Year)</i>	<i>Article title</i>	<i>Country</i>	<i>Sample characteristics</i>	<i>Psychopathy measure</i>	<i>Personality measure</i>	<i>Relationship between psychopathy and personality measure</i>	<i>Workplace findings</i>	<i>Limitations</i>
	predict professional success?		Males (N = 177)			satisfaction was reduced. FD no longer predicted material success, but extraversion FFM did. SCI predicted professional satisfaction, but only when it was paired with extraversion. This suggests that extraversion could have a stronger ability to predict, opposed to psychopathy components.	over the other factors of psychopathy, when focusing on success and should be used in future studies to cross validate this outcome.	satisfaction and material success. When Big Five were not controlled, FD and SCI predicted professional satisfaction and material success.

<i>Author (Year)</i>	<i>Article title</i>	<i>Country</i>	<i>Sample characteristics</i>	<i>Psychopathy measure</i>	<i>Personality measure</i>	<i>Relationship between psychopathy and personality measure</i>	<i>Workplace findings</i>	<i>Limitations</i>
Van Scotter & Roglio, (2018)	CEO bright and dark personality: effects on ethical misconduct	USA	Chief Executive Officers (CEOs) (N = 259)	DSM-5 clusters A, B & C (APA, 2013)	FFM-RF (Costa & McCrae, 1995)	The FFM PD prototype matching approach matches individuals FFM facets to prototypical FFM facet profiles of the 10 major categories of clinical personality disorders.	Understanding a CEO's FFM PD similarity to prototypical clinical disorder profiles may be useful in predicting misconduct, fraud, excessive risk taking, or sexual misconduct.	The study developed prototype similarity indices that were developed and used in prior research. Authors within this study are not clinical psychologists, and they are not able to and have not diagnosed the mental health of the CEOs used within the study.

*Notes.* SRP – III (Williams et al., 2007); LSRP (Levenson et al., 1995); PPI-R-40 (Eisenbarth et al., 2015); DSM – 5 (APA, 2013); Mini-IPIP (Donnellan et al., 2006); FFM (Goldberg, 1999); IPIP (Goldberg, 1999); TIPI (Gosling et al., 2003); FFM-RF (Costa & McCrae, 1995).

## Chapter Three

### Results

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#### 3.1 Study Characteristics

The five studies included were all published between 1990 and 2022, reflecting the growth in literature surrounding psychopathy, and its conceptualisation. All of the studies included male and female participants, three studies reported their participant data through percentages and two studies reported their participant data through numerical values. The occupation of the participants are as follows; two studies included university students or undergraduate students, one study included full time employees, another study considered CEOs and the last study had a range of participants from upper management, middle management, junior management, administrative staff, support staff, trained professionals, skilled labourers, consultants, and self-employed individuals. All of the studies examined were conducted in the United States to assess psychopathic factors in subclinical populations.

All five studies used measures of clinical and subclinical psychopathy to assess psychopathic factors in a subclinical setting. The most common psychopathy measure used within this review was the first and third studies which utilised the Levenson Self Report Psychopathy measure (LSRP; Levenson et al., 1995). The second study within this review utilised the Self Report Psychopathy form version three (SRP – III; Hare & Neumann, 2012) followed by the fourth study using the short version of the Psychopathic Personality Inventory revised (PPI-R-40; Eysenck, Lilienfeld & Yarkoni, 2015). The fifth and last study used the Five-Factor Model Personality Disorder (FFM-PD; Miller & Lynam, 2001). This measure of psychopathy was developed to assess the antisocial personality disorder (APD) factors alongside the FFM factors, which were found to mirror one another creating the FFM-PD.

All five studies used different assessment methods such as; study one used descriptive statistics and study variable intercorrelations, hierarchical regression analysis, relative weight analysis and common method variance, study two used descriptive statistics and bivariate correlations hierarchical regression analysis and relative weights analysis, study three used hierarchical regression analysis, common method variance, model fit and mediation testing (direct and indirect effects), study four used confirmatory factor analysis, t-tests, zero order correlations, hierarchical regression, comparative fit index (to assesses model fit) and the last study used logistic regression and variable intercorrelations.

Personality specific measures such as the ‘Big Five’ also known as the Five-Factor Model of personality (FFM; Goldberg, 1999) were used alongside the psychopathy measures stated above in all five studies as a measure of subclinical psychopathic personality. Researchers have developed other measures and assessment tools, which have been drawn from the original FFM of personality factors. The first study used the Mini-International Personality Item Pool (Mini-IPIP; Donnellan, et al., 2006), the second study used the original FFM (Goldberg, 1999), followed by the third study using the International Personality Item Pool (IPIP; Goldberg, 1999), and the fourth study utilising the Ten Item Personality Inventory (TIPI; Gosling, Rentfrow & Swann, 2003), and finally the last study used the Five-Factor Model Rating Form (FFM-RF; Lynam & Widiger, 2001). A final breakdown of the studies used in this study can be found in Table 2.

### **3.2 Major findings**

Below summaries the findings and outcomes from the five studies examined in this systematic review. As a result, the outcomes are as follows; study one; careerism, study two; counterproductive workplace behaviours, study three; emotional exhaustion, turnover intentions and supervisor support, study four; professional satisfaction and material success and study five; ethical misconduct, fraud, excessive risk taking and sexual misconduct. The full review for each follows:

#### ***3.2.1 Study 1: Primary psychopathy, exchange ideology & FFM to predict careerism***

The main focus in this study was to examine whether relying on FFM factors to predict careerism is appropriate, or if primary psychopathy and exchange ideology predict careerism over and above the FFM.

##### *Careerism*

Careerism can be defined as a person wanting to achieve their goals being personal, or career related through non-performance-based actions (Chiaburu et al., 2013). Individuals have the capacity to misrepresent their abilities in a subclinical population such as the workplace, concealing their personalities in order to gain employment. This study focused on predictors of careerism to understand careerists’ approach in accomplishing their successes through

behaviour unrelated to competence through primary psychopathy as a factor from the LSRP, and exchange ideology.

#### *Exchange Ideology to predict Careerism*

The concept of exchange ideology is defined by an employee's belief that their work efforts are dependent on how they are treated at work or by the organisation. Exchange ideology allows an employee's expectations of treatment to be reciprocal, (Chiaburu et al., 2013) where individuals with high exchange ideology will work hard when they are treated well, opposed to those with low exchange ideology, even if they are treated unfairly.

Weak exchange ideology was found to predict careerism, alongside FFM. Extraverted, emotionally stable and agreeable individuals engage in a weak exchange within their workplace, (Chiaburu et al., 2013).

#### *Psychopathy (LSRP Primary Psychopathy) to predict Careerism*

Prior research found that individuals who are psychopathic engage in actions that are not compatible with social exchange, based on ones felt sense of social obligations. Therefore, within this study careerism does not specifically relate to primary psychopathy (antisocial tendencies), (Chiaburu et al., 2013).

Primary psychopathy as a factor from the (LSRP) entails behaviours which are premeditated and strategic when considering counter-productive workplace behaviours. Although careerism is not manifested through specific behaviours, it is an indicator of the type of attitude an individual may possess when deciding how to accomplish their goals, (Chiaburu et al., 2013). Further, those who entail primary psychopathic traits are likely to manipulate the way others perceive them, in making themselves appear as capable within the workplace through deceit, (Chiaburu et al., 2013). In addition, superficial charm, another psychopathic trait enables achievement of desired outcomes. Consequently, through their self-centred nature, there is a lack of interest in how this may affect someone else, (Chiaburu et al., 2013). Accordingly, psychopaths' selfishness, manipulateness and callousness can be defined by careerism as individuals advance through their career based on success opposed to competence, which can affect other employees negatively as well as the organisation, (Chiaburu et al., 2013).

Researchers used LSRP primary psychopathy due to primary psychopaths' likelihood of engaging in calculated behaviours, (Chiaburu et al., 2013). Secondary psychopathy from the (LSRP) was not included. Researchers believed secondary psychopathy entails features such as impulsivity, aggression and a lack in goal setting, being unlikely that they would enter the workforce and be successful, (Chiaburu et al., 2013). It is important to keep in mind that careerism is a set of beliefs and are not related to behaviour, advancing in their work through impression management, networking, and other non-task related efforts (Feldman and Weitz, 1991).

High primary psychopathy, was found to predict careerism, when the FFM factors of personality were controlled for, (Chiaburu et al., 2013). To clarify, if the FFM factors were not controlled for, primary psychopathy and exchange ideology may not have predicted careerism over and above the FFM factors, (Chiaburu et al., 2013). Controlling the FFM factors removes their influence on predicting careerism, with the emphasis on primary psychopathy and exchange ideology. FFM factors, already have strong correlations with workplace outcomes in other research.

There was a negative correlation between primary psychopathy from (LSRP), and agreeableness from (FFM), which is not uncommon due to individuals scoring high in psychopathy lacking concern for others and the way they feel (Chiaburu et al., 2013). Agreeableness is also associated to prosocial behaviour opposed to antisocial behaviours in other research, (Chiaburu et al., 2013). Again, this shows consistency in this finding and increases knowledge in understanding that scoring high in agreeableness, is less likely to be related to negative outcomes in subclinical populations.

#### *The Five-Factor Model to predict Careerism*

The FFM factors (McCrae & Costa, 1987) are significant in predicting outcomes in subclinical populations, for example, job performance (Barrick et al., 2001) and counter-productive workplace behaviours (Chiaburu et al., 2013). The FFM is a broadly accepted measure relating to the workplace, and for this reason researchers within this study wanted to understand whether the FFM factors were sufficient in predicting careerism, (Chiaburu et al., 2013). Furthermore, the FFM was included to see whether there is a noticeable difference between FFM factors, exchange ideology, and primary psychopathy in predicting careerism, or whether

the FFM factors as predictors are sufficient to understand careerist behaviours, (Chiaburu et al., 2013).

Alternatively, researchers acknowledged that they could have focused on all five factors from the FFM, however, their main focus was emotional stability (low in Neuroticism), (Chiaburu et al., 2013). Further, having low emotional stability reflects emotional distress as well as limited coping strategies to regulate emotions. In this sense, low emotional stability is linked to reduced job satisfaction and higher intentions to quit (Chiaburu et al., 2013). This statement adds to existing literature that the usefulness of personality factors, especially scoring high in Neuroticism is able to predict misbehaviour within the workplace, (Chiaburu et al., 2013). Employees who are low in emotional stability may engage in behaviours that are counterproductive within the workplace such as, manipulation, deception, and misrepresentation, (Chiaburu et al., 2013). Low emotional stability is also connected to inability to regulate emotions and a low self-esteem, highlighting that individual low in emotional stability could struggle to enact their careerist beliefs, (Chiaburu et al., 2013).

Emotional stability from the FFM was negatively related to careerism. In addition, these findings show that emotional stability as well as careerism are associated with lower levels of job satisfaction and intentions to quit, which is consistent with research conducted by Ashton & Lee (2001). Moreover, low emotional stability was also found to relate to antisocial behaviours opposed to prosocial behaviours, playing a role in predicting misbehaviour within subclinical populations, (Chiaburu et al., 2013). Low emotional stability is also related to withdrawal, low use of emotion and low levels of self-appraisal. Manipulation and deception are both related to low emotional stability, increasing the likelihood of individuals to engage in non-performance-based actions when trying to progress within their career, (Chiaburu et al., 2013).

There is a growing body of research which encompasses personality factors, especially, high levels of neuroticism aiding in the prediction of unethical behaviour within the workplace (Chiaburu et al., 2013). Ultimately, this study highlights that primary psychopathy, exchange ideology and the FFM factor neuroticism can predict careerism (as opposed to being outcomes of careerism). Although primary psychopathy and exchange ideology equally predicted careerism, this was only significant when the FFM factors were controlled for, (Chiaburu et al., 2013).

### ***3.2.2 Study 2: Subclinical psychopathy & FFM to predict CWBs***

The main focus in this study was to examine whether the SRP – III measure along with the FFM predict counterproductive workplace behaviours (CWBs).

#### ***Counterproductive workplace behaviours***

Counterproductive workplace behaviours (CWBs) result in harm interpersonally between individuals within the workplace and directly upon organisations themselves. Within organisational psychology, a common measure used to predict CWBs is the FFM, (Scherer et al., 2013). The FFM factors in tandem with subclinical psychopathy have been found to increase the prediction of CWBs within the workplace, (Scherer et al., 2013).

This study used the SRP – III as a measure of ‘subclinical psychopathy’ to predict CWBs. Authors suggested that the SRP – III enhances the prediction of antisocial behaviour within the workplace, given its ability to predict antisocial behaviour within clinical and criminal populations (Jones & Paulhus, 2010). It is important to note that throughout the rest of this systematic review, the term subclinical has been referred to as subclinical populations, such as the ‘workplace’, to clearly define subclinical populations from clinical and criminal populations. This study uses the SRP – III personality factors; interpersonal manipulation, callous affect and erratic lifestyle, excluding the criminal behaviour factor to remove potential inflation of results relative to deviant behaviour, (Scherer et al., 2013).

#### ***Subclinical psychopathy to predict CWBs***

Psychopaths have traits such as impulsivity, arrogance, manipulation, and a lack of empathy towards others, when considering Hare (1985) conceptualisation. On a clinical level, psychopaths lack the ability to maintain healthy relationships whether it be at work, within their family or friendships, (Scherer et al., 2013). Further, subclinical psychopaths engage in day-to-day tasks, which do not cause them any grief and can still function with levels of psychopathy, (Scherer et al., 2013). There are certain behaviours which subclinical psychopaths engage in that are similar to the clinical psychopath, affecting their judgement in certain situations and relationships with others, where psychopathy is present, at a low level, (Scherer et al., 2013).

The SRP – III was utilised as a subclinical measure as a consequence of the lack of a subclinical measure other than the FFM, in predicting workplace outcomes, (Scherer et al., 2013). Accordingly, the following personality factors of the SRP – III were used to measure subclinical psychopathy and CWBs. Firstly, *interpersonal manipulation* is a personality factor which describes an individual's propensity to lie, manipulate, and deceive with high levels of selfishness. Secondly, *erratic lifestyle* refers to individuals who are extremely impulsive, acting or doing things without thought, and have a lack of skills to self-regulate. Third *callous affect* is a personality factor which conceptualises an individual who is high on this factor as; unempathetic and unable to feel guilt, lacking concern for their hurt towards other, (Scherer et al., 2013). The last factor is the behaviour factor; *criminal tendencies*, entailing an inclination in criminal behaviours and is a behavioural factor opposed to personality like the other three factors within the SRP – III measure, (Scherer et al., 2013).

Given the above, subclinical psychopathy significantly correlated with CWBs and accounted for 46.7% of the variance in predicting CWBs, (Scherer et al., 2013). Subclinical psychopathy predicted CWB over FFM when the five FFM factors were explored independently, (Scherer et al., 2013). While all the FFM factors were examined as separate factors, (openness, conscientiousness, agreeableness, extraversion and neuroticism), together, they account for 53.3% of the variance in predicting CWBs, (Scherer et al., 2013).

#### Five-Factor Model (FFM) to predict CWBs

The FFM includes five factors such as openness (tendency to embark on new experiences), conscientiousness (dutifulness), extraversion (sociability), agreeableness (cooperation) and neuroticism (psychological maladjustment). Research done previously has found a negative relationship between agreeableness and interpersonal CWBs (verbal abuse) and conscientiousness and organisationally directed CWBs (theft), (Scherer et al., 2013).

Agreeableness and conscientiousness correlated significantly with CWBs, (Scherer et al., 2013). The remaining factors of, openness, extraversion and neuroticism were also included in the analyses, even though the main focus was on agreeableness and conscientiousness, (Scherer et al., 2013). Researchers included all five FFM factors since subclinical psychopathy (SRP – III) correlated with all of the FFM personality factors (Nathanson et al., 2006; Paulhus & Williams, 2002, Williams et al., 2007).

When looking at the contribution of the FFM in predicting CWBs, the FFM factors accounted for a total of 53.3% as predictors of CWBs, (Scherer et al., 2013). Interestingly, looking at the FFM factors separately, openness contributed 8%, conscientiousness contributed 5.9%, extraversion contributed 1.4% and agreeableness contributed 11.6%, neuroticism contributed 26.4% in predicting CWBs, (Scherer et al., 2013). Accordingly, this study suggests that subclinical psychopathy has greater prediction of CWBs, in contrast to agreeableness and conscientiousness factors only, (Scherer et al., 2013). Interestingly, this study assessed the FFM factors separately and their prediction of CWBs, where the SRP – III factor’s interpersonal manipulation, erratic lifestyle and callous affect were assessed together, which researchers named subclinical psychopathy (SCP), (Scherer et al., 2013).

There is limited research that has successfully linked subclinical psychopathy to negative outcomes within the workplace. Prior research has found Neuroticism to positively correlated with CWBs (Scherer et al, 2013), and in this study, Neuroticism was significantly positively correlated to CWBs. The outcomes in the prediction of CWB is dependent on whether the five factors within the FFM are looked at as separated factors, or all together as a construct, (Scherer et al., 2013). If the factors are looked at separately, they may account for less variance in the prediction of CWB opposed to others. For example, the FFM factor neuroticism may have a larger ability to predict CWB over the openness trait. To illustrate, this study highlights the need for reliable subclinical (noncriminal and nonclinical) measure, such as the FFM to measure psychopathic personality factors, which predict CWBs instead of relying on clinical and criminal measures to assess subclinical psychopathic personality in subclinical populations.

### ***3.2.3 Study 3: Psychopathy & FFM to predict workplace outcomes***

The main focus in this study was to determine whether the LSRP primary and secondary psychopathy predict workplace outcomes such as supervisor support, emotional exhaustion and turnover intentions over and above the FFM.

#### ***Workplace Outcomes***

Contributing to empirical research of psychopathy within the workplace, (Johnson et al., 2015) examined the effects of psychopathy on employees related to interpersonal relationships (supervisor support) work-related strain (emotional exhaustion), and individuals’ turnover

intentions. Employee psychopathy and workplace outcomes have been discussed through a broad range of research, and this study adds to the interpersonal effects within an organisation when subclinical psychopathy is present, (Johnson et al., 2015).

#### *LSRP primary & secondary psychopathy & workplace outcomes*

Levenson's self-report psychopathy measure (LSRP; Levenson et al., 1995) was used to assess subclinical psychopathy factors of primary and secondary psychopathy and the influence of its factors on workplace outcomes. Below outlines the purpose for including primary and secondary psychopathy from the LSRP and their relationship with emotional exhaustion, supervisor support and turnover intentions in this study.

#### *LSRP Primary psychopathy & emotional exhaustion*

Researchers looked at primary psychopathy and its relationship with emotional exhaustion. Factors related to primary psychopathy have lower levels of stress and therefore, are more likely to react to stressors within the workplace. Researchers included neuroticism from the FFM factors and proposed that high levels of neuroticism could describe the negative relation between emotional exhaustion and primary psychopathy, (Johnson et al., 2015). Primary psychopathy was positively, not negatively, related to emotional exhaustion in this study, (Johnson et al., 2015).

#### *LSRP Secondary Psychopathy & emotional exhaustion*

Individuals who have secondary psychopathic factors from the (LSRP) are inclined to experience workplace stressors more than primary psychopaths, (Johnson et al., 2015). Secondary psychopathy involves unstable emotionality and rebellious tendencies as well as factors including anger, anxiety and depression (Benning et al., 2003). Accordingly, researchers argued that secondary psychopathy would be positively related to emotional exhaustion, (Johnson et al., 2015). If secondary psychopathy encompasses both the emotional and behavioural aspects of an individual's emotional exhaustion, then it could predict emotional exhaustion above and beyond neuroticism from the FFM factors, (Johnson et al., 2015). Findings showed that secondary psychopathy was positively related to emotional exhaustion, (Johnson et al., 2015). Secondary psychopathy was stronger in relation to

emotional exhaustion than primary psychopathy, (Johnson et al., 2015). Primary psychopathy and its correlation were in the opposite direction to the expected and its correlation was also weaker overall than secondary psychopathy, (Johnson et al., 2015).

#### LSRP Secondary psychopathy supervisor support

When considering supervisor support, individuals that have secondary (LSRP) psychopathic factors are more likely to be hostile and anxious dominant, being at greater risk of less support from supervisors, (Johnson et al., 2015). Further, being able to maintain interpersonal relationships with others lacks in secondary psychopathy, meaning that it could be difficult for individuals to have healthy working relationships with their supervisors which can also increase the risk of emotional exhaustion, (Johnson et al., 2015). Accordingly, this study found that secondary psychopathy was negatively related to supervisor support, (Johnson et al., 2015).

#### LSRP Secondary psychopathy and turnover intentions

Individuals who are high in secondary psychopathy have an antagonistic and hostile attitude which can often be the driving force behind turnover intentions, (Johnson et al., 2015). Their inability to regulate their emotions and communicate their exhaustion or need of support from supervisors can contribute to turnover intentions, (Johnson et al., 2015). Secondary psychopathy was related to turnover through supervisor support as well as emotional exhaustion in this study, (Johnson et al., 2015).

#### Five-factor Model and emotional exhaustion

FFM factors are related to primary and secondary psychopathy, as well as showing prior relationships with emotional exhaustion in past and present literature, (Johnson et al., 2015). The FFM has been examined throughout research encompassing emotional exhaustion, where neuroticism has been strongly linked to individuals being burnt out, (Johnson et al., 2015). Consequently, there is already a trend that neuroticism is strongly linked to emotional exhaustion compared to the other FFM factors, (Johnson et al., 2015).

Primary and secondary psychopathy have been found to correlate with neuroticism. Primary psychopathy has anti neurotic features such as a lack of guilt, fearlessness and stress immunity

(Lilienfeld et al., 2012) and secondary psychopathy includes factors of anxiety, depression and impulsivity, displaying neurotic features opposed to anti neurotic features like primary psychopathy, (Johnson et al., 2015). Although Neuroticism was the main focus in this study, all of the FFM factors were examined to see whether primary and secondary psychopathy could predict workplace outcomes beyond FFM factors.

Authors in this study, Johnson et al. (2015) used hierarchical regression to examine whether primary and secondary psychopathy was related to the variance over and above the effects of neuroticism and other FFM factors, (Johnson et al., 2015). Neuroticism accounted for the variance between primary psychopathy and exhaustion, (Johnson et al., 2015). Primary psychopathy and its correlation with emotional exhaustion was reduced when Neuroticism was controlled, (Johnson et al., 2015).

The extent to whether LSRP primary and secondary psychopathy contributed as a personality factor to predicting workplace outcomes was examined alongside neuroticism, (Johnson et al., 2015). A reduce in supervisor support, increased emotional exhaustion and greater turnover intentions were present with higher levels of secondary psychopathy, (Johnson et al., 2015). The FFM factors have been found to relate to both psychopathy types in past research, as well as relating to emotional exhaustion (Johnson et al., 2015). Ultimately, all five factors of the FFM were included in examination within this study and as the controlled variable, (Johnson et al., 2015).

#### ***3.2.4 Study 4: Psychopathic factors & FFM to predict professional success***

The main focus in this study was to examine whether the PPI-R factors; fearless dominance (FD), self-centred impulsivity (SCI) and cold-heartedness (CO) alongside the FFM could predict professional satisfaction and material success.

##### *Professional Success*

The definition of professional success within this study was outlined as one; professional satisfaction and two; material success. Psychopathy is factor within the Dark Triad (see Figure 4), and has strong relations to power and success Cleckley (1941) proposed that psychopathic factors have successful aspects and since then, there has been limited research concerning the conceptualisation of successful psychopathy, (Eisenbarth et al., 2018). This study focuses on

psychopathic factors that are common within the workplace, opposed to community populations (Babiak, Neumann, & Hare, 2010). Further, leaders' personalities are seen as high on self-representation and charisma, but low on concern for employee's performance and job satisfaction and wellbeing resulting in counterproductive workplace behaviours (Eisenbarth et al., 2018).

The relationship between the PPI-R (Lilienfeld & Widows, 2005) factors; self-centred impulsivity, fearless dominance and cold-heartedness and the outcome; professional success was examined in a subclinical population, (Eisenbarth et al., 2018). The FFM has been linked to professional success in other research, and therefore, have been included in this study to look at the relation, if any, between psychopathic factors and professional satisfaction and material success, (Eisenbarth et al., 2018).

#### *PPI-R to predict professional satisfaction and material success*

Psychopathy measured by the PPI-R (Lilienfeld & Widows, 2005) is a two-factor model, with the first factor being self-centred impulsivity (SCI) including blame externalisation, Machiavellian egocentricity, carefree and rebellious nonconformity, (Eisenbarth et al., 2018). Fearless dominance (FD) is the second factor, including stress immunity, social influence and fearlessness. Cold-heartedness is the third and stand-alone factor separate to the two-factor model, (Eisenbarth et al., 2018).

Findings showed that FD was related to higher professional satisfaction, and material success, and SCI was associated with lower professional satisfaction and unrelated to material success, (Eisenbarth et al., 2018). There is limited literature looking at the negative relations between psychopathic factors and variables including success and wealth. FD which entails resistance to stress, influence in social interactions, and low fear was positively related to material success and professional satisfaction, (Eisenbarth et al., 2018). Conflicting with this finding was that SCI which entails blame externalisation, Machiavellian egocentricity, carefree, and rebellious non-conformity was conversely related to professional satisfaction, (Eisenbarth et al., 2018).

#### *FFM to predict professional satisfaction and material success*

The FFM factors have been used within research linked to professional success and was found to be responsible for 41% of the variance in psychopathy, (Eisenbarth et al., 2018). Out of the

five factors, neuroticism and extraversion have been mostly linked to job satisfaction (professional satisfaction variable) and extraversion has predicted promotion numbers and material success, (Eisenbarth et al., 2018).

When the Big Five were controlled in this study, FD no longer predicted material success yet extraversion from the FFM did. SCI predicted professional satisfaction, but only when extraversion was present, (Eisenbarth et al., 2018). Therefore, extraversion predicted professional satisfaction as well as material success, without the company of FD, and SCI, (Eisenbarth et al., 2018). Accordingly, this study highlights that there is a potential positive relationship of FD and negative relationship of SCI when considering professional satisfaction, however, only when extraversion is taken into account. (Eisenbarth et al., 2018).

### ***3.2.5 Study 5: FFM factors to predict subclinical misconduct***

#### ***Five-Factor Model and misconduct***

The FFM which is also known as the ‘Big five’ is the most widely used measure when looking at subclinical (non-criminal and non-clinical) personality factors, however, linking the FFM factors to behaviours within the workplace is still emerging (Van Scotter & Roglio, 2018). The FFM personality factors have the ability to predict job performance outcomes, leadership outcomes and deviant behaviour (Scherer et al., 2013). There is still a gap in understanding deviance and ethical misconduct in subclinical populations, and how the FFM factors are able to measure subclinical psychopathic factors.

For instance, high levels of subclinical psychopathy could result in negative outcomes from deviant leadership styles within an organisation, (Judge, Piccolo, & Kosalka, 2009). The link between CEO psychopathic personality factors, and counterproductive behaviours is essential to predict deviance and misconduct within the workplace, (Van Scotter & Roglio, 2018). This study uses CEO FFM PD similarity to personality disorder profiles to predict misconduct, fraud, excessive risk taking and sexual misconduct, (Van Scotter & Roglio, 2018).

#### ***Five-Factor Model Personality Disorder to predict misconduct***

This study looked at FFM Personality Disorder (FFM-PD) in predicting unethical workplace outcomes such as ethical misconduct, fraud, excessive risk taking and sexual misconduct. There has been little research conducted on psychopathy in the workplace and the outcomes

which result from subclinical psychopathy, such as misconduct. Psychopathy is seen as a collection of personality factors as well as an overlapping factors of antisocial personality disorder (Van Scotter & Roglio, 2018) both being able to assess criminality.

The FFM personality factors highlight characteristics of personality which may be harmful. Van Scotter & Roglio (2018) wanted to explore if CEO FFM personalities match the prototypical FFM facet profiles of individuals who have been diagnosed with a personality disorder stating the following; “This FFM PD prototype matching approach matches people’s FFM factors to prototypical FFM facet profiles of the 10 major categories of clinical personality disorders. The DSM-5 disorder types are categorized into three separate families, or clusters, based on their similarities” (Van Scotter & Roglio, 2018, p. 459).

#### *Antisocial Personality Disorder similarity to FFM*

There are many descriptions of psychopathy and its factors, (see Table 3.) to understand the differing conceptualisations from theorists and clinicians over the years. Individuals who have been diagnosed with APD are often able to mask their true character and personality factors, (Van Scotter & Roglio, 2018). CEOs who possess high levels of FFM PD are more likely to engage in psychopathic behaviours, which match the diagnostic criteria for APD, (Van Scotter & Roglio, 2018). Consequently, if diagnosed with APD, the individual will have the propensity to engage in harmful behaviours being selfish in nature and a lack of empathy or concern for others, (Van Scotter & Roglio, 2018).

Cluster A, B and C personality disorders (see Table 12.) will generate different results on relationships they have with different forms of misconduct within the workplace, (Van Scotter & Roglio, 2018). Cluster A factors entail ‘odd’ personality disorders such as schizophrenia, paranoia and schizotypal personality disorders. CEOs Cluster B factors conceptualise ‘erratic’ personality disorders such as narcissistic, antisocial, borderline and histrionic. Cluster C entails ‘anxious’ personality disorders such as dependent, avoidant, and obsessive compulsive (American Psychiatric Association, 2013), (Van Scotter & Roglio, 2018, p.459). This study proposes that misconduct (ethical misconduct, fraud, excessive risk taking and sexual misconduct) in the workplace is associated with Cluster A, B and C, which is represented by the FFM factors, (Van Scotter & Roglio, 2018).

### Each FFM factor and its relationship with misconduct

#### *Openness to experience and misconduct*

CEOs are often creative with a high sense of vision, thriving in technological and evolution within society, or on the other hand, are more operational when executing tasks, thinking of how to plan for effectiveness, (Van Scotter & Roglio, 2018). Research conducted by Barrick & Mount (1991), explored openness being related to training proficiency, which it was related, however they did not find relations to job performance. Factors associated to an individual being high in openness are intelligence, curiosity, imagination, and artistic, and on the other hand are described as, autonomous, unconventional, and likely to non-conform, (Judge et al., 2002). McCrae and Costa (1987) associate openness with creativity among leaders, and are more likely to encourage divert ways of thinking. As explained by Judge et al., (2002), leadership effectiveness and emergence are often linked to openness, as well as being linked to narcissism (Paulhus & Williams 2002).

CEOs who are high in openness would project different ways of thinking and would be more open to exploring new ideas. This could be looked at in a negative light, as this could also open gateways to engage in behaviour which violates the norm of the organisation, potentially being involved in unethical behaviour. Another link from openness is with sexual behaviours, increasing the likelihood of CEOs engaging in adventurous actions leading to corporate scandals, (Van Scotter & Roglio, 2018).

Within this study, Van Scotter & Roglio (2018) expected openness to experience to increase behaviours of fraud, excessive risk taking, sexual misconduct, and general ethical misconduct. Researchers found that openness correlated significantly with ethical misconduct, sexual misconduct and fraud, however, not with excessive risk taking. Openness also predicted scandals which was a part of the ethical misconduct section and individuals who score high in openness are more likely to be involved in some form of misconduct such as an unethical scandal, (Van Scotter & Roglio, 2018). The creativity and curiosity components of openness could have factors encouraging the aspect of trying new things, which could lead to violating ethical standards, (Van Scotter & Roglio, 2018).

#### *Conscientiousness and misconduct*

With relation to Costa & McCrae's (1992) definition of conscientiousness, individuals who are low on conscientiousness are seen to be less considerate of rules and consequences, careless,

lack responsibility and more likely to engage in ethical misconduct, (Van Scotter & Roglio, 2018). Conscientiousness has been largely studied and is the biggest predictor of job performance including behaviours such as dependability, organisation and achievement striving, (Barrick et al., 2001). The undesirable qualities encourage the unconscientious individuals to tackle dangerous situations without thinking, resulting in unethical behaviours, (Van Scotter & Roglio, 2018). When considering the FFM factors, research has proven that low conscientiousness is linked to counterproductive workplace behaviours (Van Scotter & Roglio, 2018) as well as organisational deviance (Van Scotter & Roglio, 2018) and interpersonal deviance toward other employees within the workplace (Van Scotter & Roglio, 2018).

Overall, low conscientiousness needs to be researched further to find what the relationship is toward ethical misconduct; however, low levels of the factor promote a lack of self-discipline, carelessness, and the violation of rules and lack in care for consequences, (Van Scotter & Roglio, 2018). Further, Van Scotter & Roglio (2018) suggested that low conscientiousness will be related to higher likelihood in CEOs engaging in fraud, excessive risk taking, sexual misconduct and general ethical misconduct, (Van Scotter & Roglio, 2018). Results showed that conscientiousness had a significant correlation to ethical misconduct, fraud, excessive risk taking, however, did not correlate with sexual misconduct, (Van Scotter & Roglio, 2018).

#### *Extraversion and misconduct*

Extraversion is one of the factors within the FFM factors that does not have clear correlations to counterproductive, deviant, or unethical behaviours within the workplace, (Van Scotter & Roglio, 2018). Kalshoven et al. (2011) looked at extraversion and unethical leadership where he found no relation between the two factors. Van Scotter & Roglio (2018), suggested that there would be no relationship between extraversion and ethical misconduct (Van Scotter & Roglio, 2018). In the study, extraversion correlated with ethical misconduct, fraud and sexual misconduct, however did not correlated to excessive risk taking, (Van Scotter & Roglio, 2018). Further results surrounding extraversion were not explained.

#### *Agreeableness and misconduct*

Achievement in obtaining high executive positions within an organisation can encompass ruthlessness, arrogance, competitiveness opposed to achieving status through being empathic,

compassionate and friendly, (Van Scotter & Roglio, 2018). Looking into CEOs who behave in a more aggressive manner are more likely to be involved in ethical misconduct within the workplace (Van Scotter & Roglio, 2018). From the FFM personality factors, agreeableness is most associated and negatively correlated to psychopathy, which is a part of the dark triad factors along with Machiavellianism and narcissism, (Van Scotter & Roglio, 2018). CEOs who display the opposite of agreeableness so disagreeableness, has been found to correlate with counterproductive workplace behaviours through low agreeableness, (Van Scotter & Roglio, 2018). Interpersonal deviance has also been predicted by low agreeableness as well as organisational deviance placing harm upon the workplace (Van Scotter & Roglio, 2018). Disagreeableness has been described through terms such as cynicism, greediness, selfishness, antagonistic, calculating, arrogant, and unsympathetic behaviours. Van Scotter & Roglio (2018) suggested that individuals who are low on agreeableness or (disagreeable) are more likely to engage in fraud, excessive risk taking, sexual misconduct and general ethical misconduct. Their findings were that agreeableness correlated significantly with ethical misconduct, fraud, excessive risk taking and sexual misconduct, (Van Scotter & Roglio, 2018).

#### *Neuroticism and misconduct*

Poor work performance has been predicted by neuroticism consistently through research and entails features such as anger, depression, anxiety, insecurity and instability (Barrick & Mount, 1991). Being in a CEO role involves self-confidence and hopefulness, which does not occur when an individual has high levels of neuroticism, (Van Scotter & Roglio, 2018). Any leader throughout their career is likely to experience being vulnerable and lack in self-confidence and security, however, these factors are not often linked to CEOs, (Van Scotter & Roglio, 2018). Neuroticism also entails factors such as volatility, hostility, frantically and unstableness where individuals low on emotional stability will often be impulsive, and will refrain from behaviours that are more withdrawn or fearful, (Van Scotter & Roglio, 2018). Instead, individuals will make themselves heard by taking risks financially, asserting dominance, which will in turn affect the interpersonal relationships within an organisation and the organisation itself, (Van Scotter & Roglio, 2018).

The link between neuroticism and unethical behaviours has been mixed in relation to prior studies, the hostile and impulsive characteristics of neuroticism should correlate to excessive risk taking as well as ethical misconduct, (Van Scotter & Roglio, 2018). Van Scotter & Roglio

(2018) also suggested that fraud and sexual misconduct to be related to high levels of neuroticism, and low levels of emotional stability. Findings from this study showed that neuroticism predicts sexual misconduct, and was related to ethical misconduct in the areas of sexual behaviour scandals. Neuroticism was also correlated to fraud and excessive risk taking, (Van Scotter & Roglio, 2018).

#### *Findings of FFM factors predicting misconduct*

Findings in this study suggested that four types of misconduct correlated significantly with the items in Cluster B. Ethical misconduct, fraud and sexual misconduct were correlated to all the items in Cluster C, however excessive risk taking only correlated to two of the items in Cluster C, not all three, (Van Scotter & Roglio, 2018). Ethical misconduct and fraud correlated significantly with two of the three items in Cluster A, but not the paranoid facet, (Van Scotter & Roglio, 2018). The FFM PD similarity clusters A, B and C were averaged at a 90% accuracy for all four types of misconduct, with excessive risk being slightly lower than the other three types, (Van Scotter & Roglio, 2018).

Ethical misconduct and fraud correlated with all of the FFM factors, sexual misconduct correlated with four out of the five factors of the FFM, however conscientiousness did not and excessive risk taking was related to three of the FFM factors but not extraversion or openness, (Van Scotter & Roglio, 2018). The following percentages are related to the accuracy of the of prediction that the FFM factors are related to misconduct in the workplace, (Van Scotter & Roglio, 2018). Ethical misconduct predicted an accuracy of 91.6%, involvement in fraud predicted 91.5%, excessive risk taking accounted for 84.04%, and sexual misconduct predicted an accuracy of 90%, (Van Scotter & Roglio, 2018).

This is the first and most recent study to successfully predict workplace outcomes through the use of the FFM. Relating the FFM factors to subclinical personality has been has been the leading paradigm throughout research, however, linking these psychopathic factors within the workplace to specific behaviours is still evolving.

## Chapter Four

### Discussion

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The aim of this systematic review was to examine whether there is an existing relationship between psychopathy and personality and whether psychopathy in its clinical or criminal form can be understood through subclinical personality factors measured by the FFM. Additionally, this review sought to synthesis this with research that measures psychopathic factors in subclinical populations, such as the workplace and the relevant outcomes, if any. Clinical or criminal measures of psychopathy were found to be weaker predictors of workplace outcomes, when the FFM factors were not controlled (studies one, two, three and four use hierarchical regression). This suggests that the FFM could be used to predict subclinical psychopathic personality, over and above clinical or criminal measures of psychopathy.

Psychopathy has been studied as a psychological disorder since the 1940s (Cleckley, 1941). Psychopathy in its clinical and criminal form, is also being studied on a subclinical level, such as the workplace (Levenson, et al., 1995). From this, researchers have gained interest in organisational settings to try and understand the impacts that may arise, when subclinical psychopathy is present, (Babiak, 1995). In this sense, outcomes such as counterproductive workplace behaviours, are driving researchers to relate psychopathy to potential negative outcomes, and how these outcomes affect employees within the organisation. For example, outcomes such as; workplace stress, employee wellbeing, burnout and emotional exhaustion could affect employees in destructive ways, encouraging the importance of a self-report measure to detect subclinical psychopathy.

#### 4.1 Synthesis of major findings

The synthesised research within this systematic review suggests that psychopathy could be conceptualised through the general factors measured by the Five-Factor Model, to detect subclinical psychopathic tendencies that in turn may predict workplace outcomes.

The first study focuses on primary psychopathy, exchange ideology and the FFM to predict careerism. Careerism is defined as an individual achieving their goals through actions that are not based on performance, which often involves concealing their personality.

Primary psychopathy and exchange ideology equally predicted careerism when FFM was controlled. This suggests that relying on the FFM to predict subclinical psychopathic outcomes

could be sufficient, if the FFM aren't controlled. Low emotional stability negatively predicted careerism, (Chiaburu et al., 2013). Future research could investigate individuals who score high on neuroticism (low emotional stability), as they are more likely to experience distress, and individuals who are high in emotional stability are often calm, patient and relaxed (McCrae & Costa, 1987).

The second study examined counterproductive workplace behaviours (CWBs) through the use of the SRP - III and FFM factors, (Scherer et al., 2013). The definition of CWBs refers to destructive behaviour which presents harm on an interpersonal and organisational level. Researchers proposed that using the SRP - III in tandem with the FFM, would increase the possibility in the prediction of CWBs, (Scherer et al., 2013). Subclinical psychopathy as the SRP - III predicted 46.7% as a predictor of CWB and the FFM factors predicted a total of 53.3%, (Scherer et al., 2013). Researchers reported that their focus was on agreeableness predicting 11.6% and conscientiousness 5.9% from the FFM, which significantly correlated with CWB equalling 17.5%, (Scherer et al., 2013). Therefore, the SRP - III predicted CWBs over and above the FFM, as the focus was only two of the FFM factors, (Scherer et al., 2013).

The third study investigated primary and secondary psychopathy factors leading to increased emotional exhaustion, reduced supervisor support and higher turnover intentions, (Johnson et al., 2015). Researchers used neuroticism from the FFM in line with existing research showing the relationship between neuroticism and emotional exhaustion, (Johnson et al., 2015).

Additionally, neuroticism also links with primary and secondary psychopathy, (Johnson et al., 2015). Moreover, researchers in this study tested whether psychopathy predicted workplace outcomes over and above the FFM. Primary psychopathy and its correlation with emotional exhaustion was reduced when neuroticism was controlled, suggesting a possibility in significance if neuroticism was not controlled, (Johnson et al., 2015). All the hypothesized effects remained significant, when the FFM factors were controlled (Johnson et al., 2015 p. 131). Using a longitudinal approach in future research opposed to controlling for the FFM, could reveal the extent to which the FFM influences workplace outcomes.

The fourth study explored factors fearless dominance and self-centred impulsivity of the PPI-R (Lilienfeld & Widows, 2005), alongside the FFM to predict professional satisfaction and material success. Prior research has found the FFM to explain variance in psychopathy (Eisenbarth et al., 2018) and therefore, researchers in this study controlled for the FFM factors. FD was no longer a predictor of professional satisfaction, and SCI had weaker

predictions of professional satisfaction and material success when the FFM factors were controlled, (Eisenbarth et al., 2018). Extraversion, a factor of the FFM remained a significant predictor of both professional satisfaction and material success, (Eisenbarth et al., 2018). Future research in this sense could focus on predictive validity of FFM rather than controlling for FFM, providing statistical differences in weighting.

Finally, study five is the first and most recent research that predicts subclinical psychopathy successfully at a CEO level. Researchers Van Scotter & Roglio (2018) used the five-factor model factors openness, conscientiousness, extraversion, agreeableness, and neuroticism and the six facets within each factor (see Table 4) to predict ethical misconduct, fraud, excessive risk taking and sexual misconduct. Each facet in the FFM factors were matched by clinical professionals to profile similarity indices of individuals who had been diagnosed with a personality disorder (Van Scotter & Roglio, 2018).

Openness predicted ethical misconduct, fraud, and sexual misconduct, but not excessive risk taking. Conscientiousness predicted ethical misconduct, fraud, excessive risk taking, however, did not correlate with sexual misconduct. Extraversion predicted ethical misconduct, fraud and sexual misconduct, however did not correlated to excessive risk taking. Neuroticism predicts sexual misconduct, and was related to ethical misconduct in the areas of sexual behaviour scandals. Neuroticism also predicted fraud and excessive risk taking, (Van Scotter & Roglio, 2018).

CEOs in this study were rated on the FFM factors using Video Behavioural Assessment Method, which included the six facets of each FFM factor, as well as calculating personality disorder similarity scores to each facet, (Van Scotter & Roglio, 2018). Regression analysis revealed factors related to different kinds of misconduct and the logistic regression analysis generated odd ratios which explain the strength of the association between the FFM factors and forms of misconduct, (Van Scotter & Roglio, 2018). This is the only research known to use a video rating approach to date including psychopathy, the FFM and workplace outcomes.

## **4.2 Directions for Future Research and Limitations**

Using the FFM to measure subclinical psychopathy in subclinical populations such as the workplace, have been discussed in this review. From examination of the studies included, several outcomes were predicted by the FFM such as: study one; careerism, study two; counterproductive workplace behaviours, study three; emotional exhaustion, turnover

intentions and supervisor support, study four; professional satisfaction and material success and study five; ethical misconduct, fraud, excessive risk taking and sexual misconduct. Below I will discuss recommendations for future research and the systematic reviews limitations.

There are several proposed suggestions for future research commencing the five studies used. Firstly, the examination of how psychopathy influences specific workplace outcomes in countries other than the US could be beneficial. Understanding workplaces in other parts of the world would result in diverse implications, particularly in different societies and cultures. Culture is concerned with how individuals manage their relationships within interpersonally and within society. This means that specific factors could be common in some cultures compared to others and may not be seen as destructive and harmful in comparison. Accordingly psychopathic personalities may be tolerated and enabled in some countries, and might not be seen as problematic. Hence the importance of having one measure that assesses subclinical psychopathy, to understand interpersonal and organisational impacts. Moreover, as well as looking at psychopathy in different countries and cultures, it may be useful to investigate psychopathy across various industries, allowing for greater generalizability of findings in specific work environments.

Secondly, it is advised that future research carry out a longitudinal design opposed to cross-sectional designs when looking at the mediating effect of psychopathy or personality and outcome variables. This may strengthen conclusions of results from future research. Longitudinal research can be favourable when observing behaviour over a longer period to understanding the impacts, such as stress on employees within the workplace when psychopathy is present.

Third, another recommendation is understanding the Five-Factor Model of personality, and how the factors openness, conscientiousness, extraversion, agreeableness, and neuroticism influence outcome variables by assessing the moderating and mediating role of personality in the relationship between psychopathy and workplace outcomes. This would allow for a clearer understanding of the relationship between psychopathy and personality (FFM) when predicting outcomes in subclinical settings.

Fourth, majority of the studies controlled the FFM factors when conducting their research as the FFM factors were found to have strong correlations with psychopathy and the ability to predict outcomes within the workplace. This was a significant finding within this systematic review (Chiaburu et al., 2013; Scherer et al., 2013; Johnson et al., 2015; Eisenbarth et al., 2018;

Van Scotter & Roglio, 2018). A trend was present in the examination of studies included, where other predictors of psychopathy were weakened when FFM factors were included in the studies used for this systematic review. This could suggest that certain FFM factors may have a greater potential to predict workplace outcomes over and above psychopathy, or influence results. Future research could examine the predictive validity using the FFM, instead of controlling for FFM.

Fifth, while the current systematic review aimed to investigate the state of the literature concerning psychopathy and its relationship with personality in subclinical settings, a few mediation effects were recognised. There are many aspects that cause psychopathy to have an impact on outcome variables when including personality as a mediator, for example, subclinical psychopaths being emotionally unstable (high in Neuroticism), could influence outcomes such as emotional exhaustion. Future research in this sense could explore the FFM factors in assessing psychopathy as a personality factor to gain a better understanding through which factors within the FFM of personality influences specific workplace outcomes.

Sixth, the research that does exist around subclinical psychopathy as discussed in this systematic review revolves around professional satisfaction, material success, emotional exhaustion, turnover intentions, supervisor support, counterproductive workplace behaviours, and misconduct. The limitation in this sense is that the occupation of the participants within two of the studies in this systematic review were undergraduate or university students, who did not have employment. Researchers in one of the two studies that used university students as participants stated that the students previously had held employment. This, however, still limits the influence of participants who have experienced working within an organisation or workplace setting.

Seventh, the majority of the studies, except for one, relied on self-report measures. This may have resulted in common method bias, which can inflate results or reduce variable relations as well as reduce generalizability. The potential issue with self-report measures is that there could be a variety of response biases which result from social desirability. Within this systematic review, this could be an issue due to individuals with psychopathic factors being more prone to lying or manipulation. Contrary to this, Miller et al. (2011) have argued that individuals who engage in self-report assessments are capable of reporting their psychopathic factors and can also be persuaded easily in situations. Research provides mixed opinions on self-report assessments as measurement of psychopathy and whether or not data will be influenced by the type of responding.

Eighth, majority of the studies used cross-sectional data, however, because psychopathy is a factor and is developed early in life, (Johnson et al., 2015) it is likely to remain perpetual. Even though psychopathic factors are seen to be stable throughout a lifespan, research has shown that certain aspects of psychopathy could be intensified or weakened by stress, (Johnson et al., 2015).

Lastly, Personality as the FFM, has been used largely throughout research over the years concerning interpersonal and organisational outcomes. More specifically, employee burnout is reoccurring element within the workplace, and often leads to emotional exhaustion (Johnson et al., 2015). Accordingly, researchers found that the FFM factor; neuroticism, is often linked to individuals being predisposed to burnout through volatile emotionality and perceiving others in negative ways (Johnson et al., 2015). This suggests that neuroticism may be the most relevant factor linking psychopathy to burnouts core feature; emotional exhaustion (Johnson et al., 2015), which could be studied in future research.

The above suggestions could improve outcomes of the FFM in predicting subclinical psychopathy opposed to psychopathy predicting subclinical psychopathy.

### **4.3 Implications**

There is no unified subclinical measure of psychopathy to date, and psychopathy remains to be conceptualised in many ways. Prior research as well as research discussed in this review shows that psychopathy can be conceptualised through the FFM to score as low agreeableness and conscientiousness, low and high neuroticism (low in self-consciousness and vulnerability to stress and high in hostility and impulsivity) mixed extraversion (high excitement seeking and low warmth and positivity). All the items within the gold standard measure, the PCL-R (Hare, 1991) map onto items of the FFM, showing a clear relationship between psychopathy and its clinical to subclinical form in, which shows a clear relationship of psychopathy and the FFM of personality.

Findings show that if we can conceptualise psychopathy as a personality factor by using the FFM, there is a likelihood of being able to examine psychopathic personalities in a subclinical setting. This will enable greater comparison of findings through using one measure such as the FFM. The issue remains there are so many clinical forms of psychopathy, that are trying to measure subclinical personalities which entail psychopathic factors. The FFM of personality has a relationship with clinical assessments of psychopathy and is a well validated measure.

Not only can the FFM capture psychopathic personality, but it can also predict outcomes within subclinical settings.

This systematic review looks at the state of the literature relating psychopathy in its clinical and subclinical form, the Five-Factor Model (FFM; Costa & McCrae, 1999) and workplace outcomes. There is a large amount of research concerning psychopathy and personality and personality and the workplace, but very little on psychopathy its relationship with personality, and workplace outcomes all together. Out of the 7567 studies review, only 5 studies included psychopathy, personality as the (FFM) of personality specifically, and workplace outcomes.

While the research is limited when considering the FFM of personality to assess subclinical psychopathy, it could be useful for researchers to use a measure that is already validated. The FFM factors have been seen to overlap with many measures of clinical psychopathy and demonstrates effectiveness at measuring psychopathy, within subclinical populations. The fact that this systematic review looks at psychopathy as its own factor allows for more precise predictions of outcomes within the workplace, specifically related to psychopathic personalities.

The current systematic review guides readers to understanding that we can conceptualise psychopathy using the FFM factors, when considering subclinical settings such as the workplace. The identification of maladaptive factors related to psychopathy is important in sharing with the individual who have these factors. Providing support to individuals and helping them become aware of factors and behaviours of psychopathy will help them to function less dangerously, however this involves training opportunities which also costs money. The important idea here is that if there is more effort put towards personnel selection at early stages of employment, we can avoid hiring individuals who have dangerous personalities, which can negatively impact others and organisations.

The need for one measure that assesses subclinical psychopathy appropriately is crucial in revealing factors that are present, which are harmful in the workplace. This review finds evidence of the FFM predicting subclinical psychopathy and as only five studies of the 7567 did so, much more research in this area is needed. Future research may need to use a personality measure to identify psychopathic factors at screening stages of employment, however, it is also important to include other forms of data collection so that we aren't only relying on self-report. At the screening stage, factors which aren't related to negative outcomes, and rather, positive outcomes, can allow for success within the workplace, and capturing these factors early on.

Individuals could be an asset to their workplace, with the presence of factors which are more adaptive, and less factors which are maladaptive.

## Chapter Five

### Conclusion

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This systematic review investigated the state of the literature concerning clinical psychopathy and its relationship with the Five-Factor Model (FFM) of personality. The outcomes within a subclinical setting, such as the workplace, were also discussed. Psychopathy is seen to be a collection of factors that resemble facets of the personality factors openness, conscientiousness, agreeableness, extraversion and neuroticism within the FFM (Van Scotter & Roglio, 2018), however, there seems to be a lack of literature supporting this finding. Whilst there is a large amount of research with so many different conceptualisations of psychopathy, limited literature exists of an assessment or a reliable measure to measure subclinical psychopathy in the workplace. This is evidenced in this systematic review as 7567 studies were found in the initial database search concerning psychopathy, and only five of those 7567 captured subclinical psychopathy assessed by the five-factor model, and workplace outcomes.

Important implications have been presented within this systematic review for researchers to suggest the impact of psychopathic factors on individuals within the workplace and the organisation itself, including a variation of outcomes. Outcomes such as achieving career goals through non-performance-based activities, emotional exhaustion, supervisor support, turnover intentions, counter-productive workplace behaviours, professional satisfaction, material success, ethical misconduct, fraud, excessive risk taking, and sexual misconduct were found through the prediction of psychopathy alongside the FFM factors.

Overall, the five studies included in this systematic review indicates direction that researchers could follow. In doing so, evidence in supporting the use of the five-factor model to measure subclinical psychopathy could emerge. Accordingly, this increases knowledge of the relation between subclinical psychopathy and workplace outcomes such as forms of misconduct or counterproductive behaviours, as well as leadership behaviours, where uncertainty is still present.

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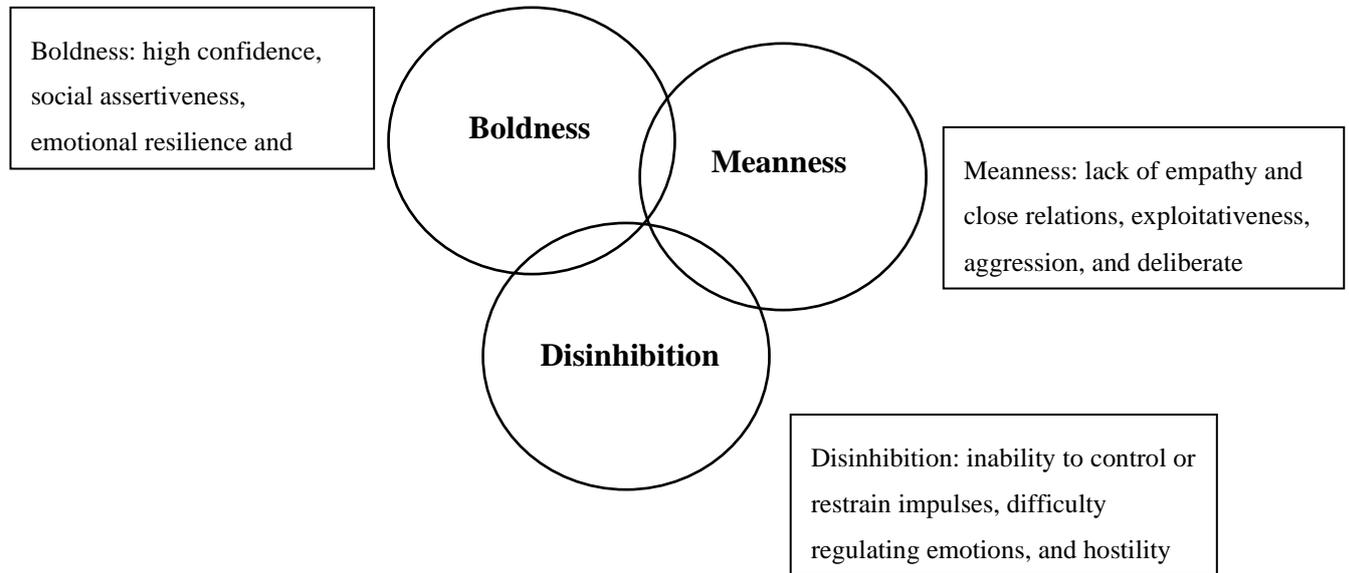
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## Appendix

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**Figure 2**

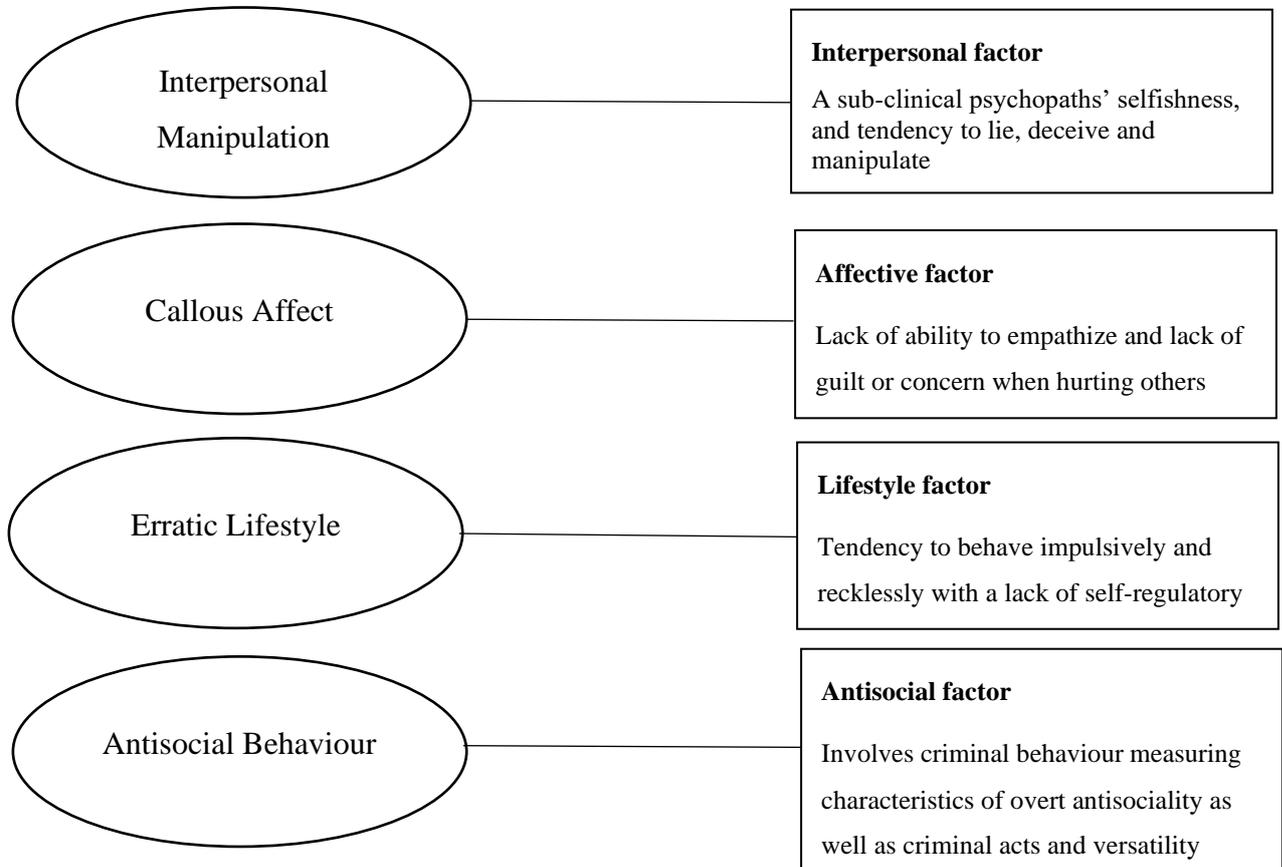
*Triarchic Measure of Psychopathy (TriPM)*



*Note.* Adapted from “Psychopathy in the workplace: The knowns and unknowns”, by S. F Smith, S. O Lilienfeld, 2012, *Aggression and Violent Behaviour*, 18(2), p. 207

**Figure 3**

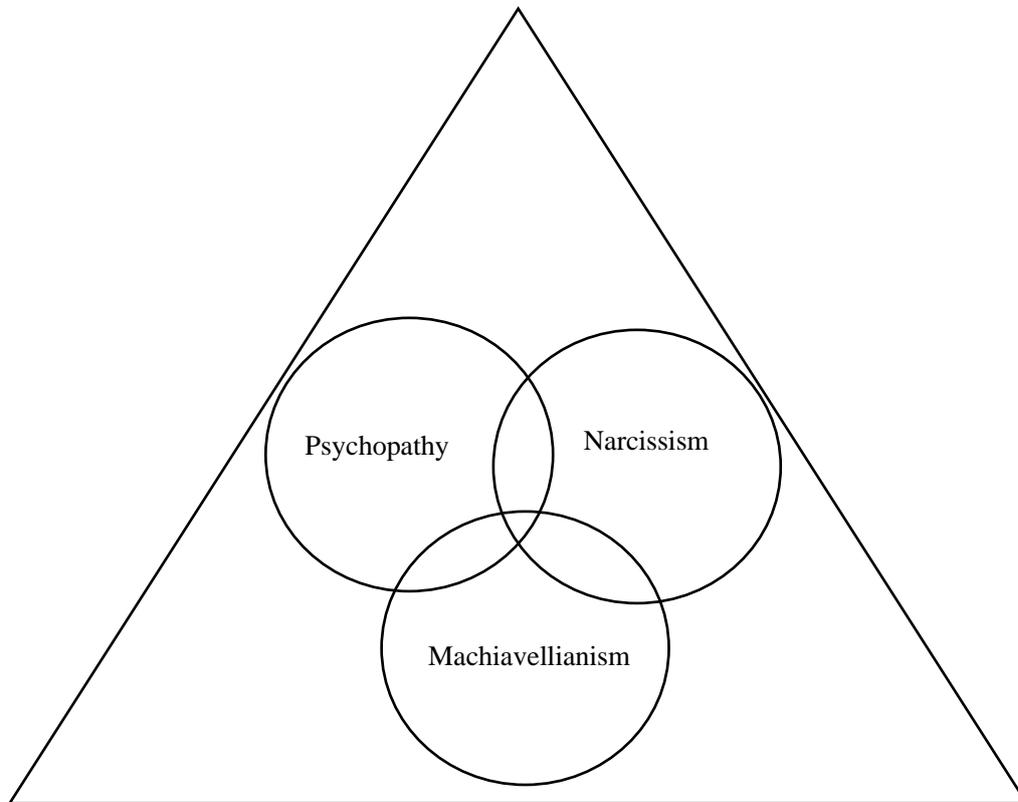
*Self-Report Psychopathy Measure (SRP – III)*



*Note. Adapted from “Psychopathy in the workplace: The knowns and unknowns”, by S. F Smith, S. O Lilienfeld, 2012, Aggression and Violent Behaviour, 18(2), p. 208*

**Figure 4**

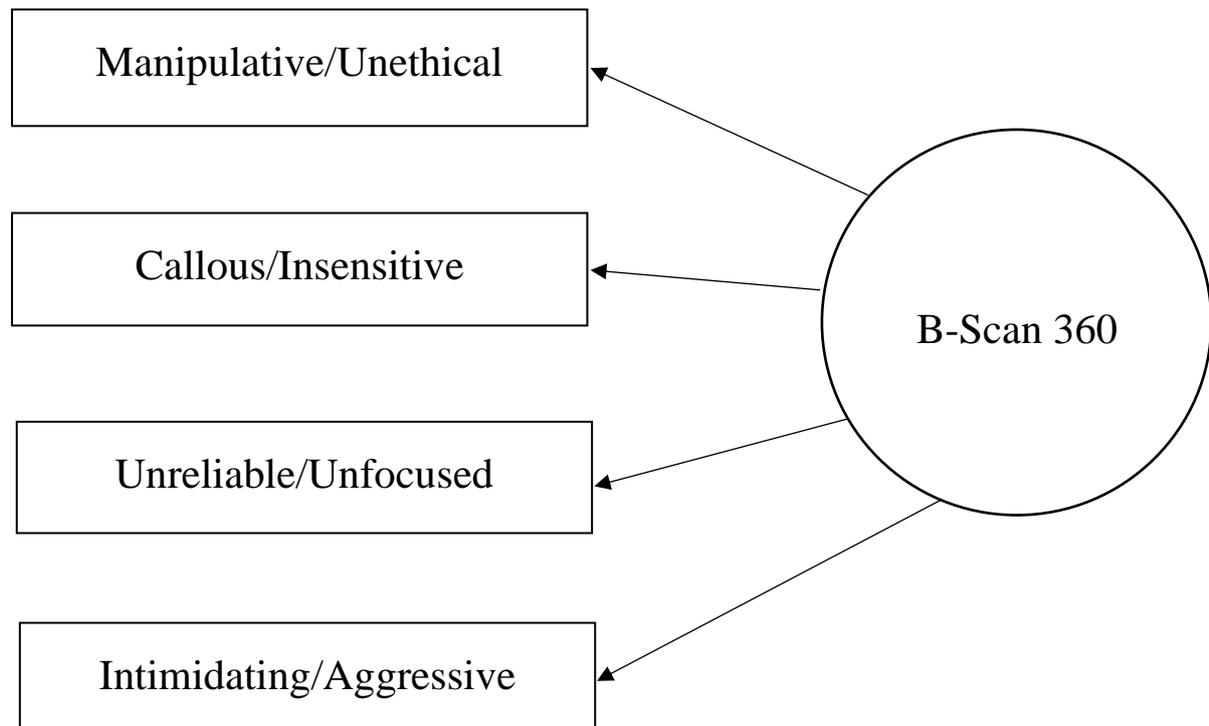
*The Dark Triad (DT3)*



*Note. Adapted from “Psychopathy in the workplace: The knowns and unknowns”, by S. F Smith, S. O Lilienfeld, 2012, *Aggression and Violent Behaviour*, 18(2), p. 206*

**Figure 5**

*Business Scan – 360 (B – Scan 360)*



*Note. Adapted from “Psychopathy in the workplace: The knowns and unknowns”, by S. F Smith, S. O Lilienfeld, 2012, *Aggression and Violent Behaviour*, 18(2), p. 209*

**Table 3***Historical Conceptualisations Of Psychopathy*

Personality Traits Of Psychopaths	Author (S)
<p>Antisocial personality disorder is a pervasive pattern of disregard for, and violence of, the rights of others that begins in childhood or early adolescence and continues into adulthood. This pattern has also been referred to as psychopathy, sociopathy, or dissocial personality disorder</p> <p>A persuasive pattern of three or more of the following:</p> <ol style="list-style-type: none"> <li>1.Failure to conform to social norms, unlawful behaviours, performing acts that are grounds for arrest</li> <li>2.Deceitfulness, repeated lying, use of aliases, or conning others for personal game</li> <li>3.Impulsivity, failure to plan</li> <li>4.Irritability and aggressiveness, physical fights, assaults</li> <li>5.Disregard for others safety or self</li> <li>6.Irresponsibility, failure to sustain constant work behaviour or honour financial obligations</li> <li>7.Lack of remorse, being indifferent to or rationalising having hurt, mistreated, or stolen from another</li> </ol>	DSM – 5: (APA, 2013)
<p>Distinguishing characteristics of the psychopath: based on work with psychiatric patients</p> <ol style="list-style-type: none"> <li>1.Superficial charm and good intelligence,</li> <li>2.Absence of delusions and other signs of irrational thinking,</li> <li>3.Absence of nervousness and psychoneurotic manifestations,</li> <li>4.Unreliability,</li> <li>5.Untruthfulness and insincerity,</li> <li>6.Lack of remorse or shame,</li> <li>7.Inadequately motivated and social behavior,</li> <li>8.Poor judgement and failure to learn from</li> </ol>	Cleckley (1941)

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experiences, 9. Pathologic egocentricity and incapacity for love, 10. General poverty in major affective reactions, 11. Specific loss of insight, 12. Unresponsiveness in general interpersonal relations, 13. Fantastic and uninviting behavior with drink and sometimes without, 14. Suicide threats rarely carried out, 15. Sex life impersonal, trivial, and poorly integrated, 16. Failure to follow any life plan

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Argued there was a two-factor structure to psychopathy including a psychodynamic theory entailing primary and secondary psychopathy

Karpman (1941)

1. Primary psychopathy: calculating, selfish, indifferent, calm  
2. Secondary psychopathy: depression, anxiety, neurosis, capacity for love, guilt and empathy, hot headed, impulsive, tough on the outside, soft on the inside, amenable to treatment

Karpman's conceptualization of a psychopath would engage in behaviors such as lie, cheat, swindle, irresponsibility, unreliable, undependable, fails to learn from mistakes, no feelings or regard for others and no feelings of guilt.

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Based on criminals and worked with criminal offenders opposed to psychiatric patients like Cleckley (1941)

McCord & McCord (1964)

Repetitive law breaking including a disturbed maladjusted personality including hostility, aggression, callousness, impulsivity, and exploitation, lack of motivation. McCord's description of psychopathy emphasizes impulsive-aggressive behavior that is cruel, whereas Cleckley (1941) outlined psychopathy as "a masked disturbance with inability to control behavior due to a lack of emotional regulation and social efficacy

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Two factor structure (interpersonal/affective and, lifestyle/antisocial) which can also be subdivided

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Hare (1985)

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into four factor structure of (interpersonal, affective, lifestyle and antisocial) based on criminal samples

A constellation of interpersonal/affective and, lifestyle/antisocial characteristics including: glibness, superficial charm, grandiose sense of self-worth, pathological lying, conning and manipulativeness, lack of remorse or guilt, shallow affect, callousness, failure to accept responsibility for actions, need for stimulation, parasitic lifestyle, lack of long-term goals, impulsiveness, irresponsibility and violation of social norms

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*Note. Adapted from “CEO Bright and Dark Personality: Effects on Ethical Misconduct”, by J. R Van Scotter and K. Roglio, 2018, *Journal of business ethics*, 164(3), p. 460*

**Table 4***FFM factors, facets and low/high descriptions*

FFM Domains	FFM Facets	Low/High FFM Descriptions
Openness	Fantasy, Aesthetics, Feelings, Actions, Ideas, Values	Prosaic/Imaginative, Uninterested/Absorption, Blunted/Receptive, Predictable/Unconventional, Narrow/Curious, Dogmatic/Broad-Minded
Conscientiousness	Competence, Order, Dutifulness, Achieving, Striving, Self-Discipline, Deliberation	Negligent/Perfectionistic, Disorganized/Methodical, Undependable/Scrupulous, Aimless/Workaholic, Distractible/Dogged, Hasty/Reflective
Extraversion	Warmth, Gregariousness, Assertiveness, Activity, Excitement Seeking, Positive Emotions	Cold/Affectionate, Withdrawn/Sociable, Unassuming/Forceful, Passive/Energetic, Cautious/Daring, Anhedonia/High-Spirited
Agreeableness	Trust, Straightforwardness, Altruism, Compliance, Modesty, Tendermindedness	Sceptical/Naïve, Deceptive/Sincere, Selfish/Generous, Oppositional/Cooperative, Arrogant/Self-Effacing, Callous/Empathic
Neuroticism	Anxiety, Angry Hostility, Depression, Self-Consciousness, Impulsiveness, Vulnerability	Unconcerned/Fearful, Easy Going/Angry, Optimistic/Glum Self-Consciousness, Self-Assured/Embarrassed, Restrained/Urgent, Unflappable/Fragile

*Note. Adapted from “Assessing the basic traits associated with psychopathy: Development and validation of the Elemental Psychopathy Assessment”, by D. R. Lynam, E. T. Miller, J. D. Miller, S. Mullins-Sweatt, T. A. Widiger, 2011, *Psychological Assessment* 23(1), 108-124*

**Table 5***PCL-R = Psychopathy Checklist Revised*

Factor 1	
Facet 1: Interpersonal	Facet 2: Affective
Glibness, superficial charm	Lack of remorse or guilt
Grandiose sense of self worth	Shallow affect
Pathological lying	Callousness, lack of empathy
Conning, manipulative	Failure to accept responsibility for actions
Factor 2	
Facet 3: Lifestyle	Facet 4: Antisocial
Need for stimulation/proneness to boredom	Poor behavioural controls
Parasitic lifestyle	Early behavioural problems
Lack of realistic, long-term goals	Juvenile delinquency
Impulsiveness	Revocation of condition, release
Irresponsibility	Criminal versatility

*Note. Adapted from “Corporate psychopathy: Investigating destructive personalities in the workplace”, by K. Fritzon, N. Brooks, S. Croom, 2020, Springer Nature, p. 162*

**Table 6**

*PPI-R = Psychopathic Personality Inventory*

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Factor 1: Fearless Dominance	Factor 2: Self-Centred Impulsivity	Coldheartedness
Social influence	Machiavellian	Coldheartedness
Fearlessness	Rebellious nonconformity	
Stress Immunity	Blame externalisation	
	Carefree Nonplanfulness	

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*Note. Adapted from “Psychopathy in the workplace: The knowns and unknowns”, by S. F Smith, S. O Lilienfeld, 2012, Aggression and Violent Behaviour, 18(2), p. 208*

**Table 7**

*LSRP = Levenson Self-Report Psychopathy Scale*

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Factor 1: Primary Psychopathy	Factor 2: Secondary Psychopathy
Selfish	Impulsivity
Uncaring	Self-defeating lifestyle
Manipulative	

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*Note. Adapted from “Psychopathy in the workplace: The knowns and unknowns”, by S. F Smith, S. O Lilienfeld, 2012, *Aggression and Violent Behaviour*, 18(2), p. 208*

**Table 8***CAPP = Comprehensive Assessment of Psychopathic Personality*

Attachment	Dominance	Behavioural	Emotional	Cognitive	Self
Detached	Antagonistic	Lacks perseverance	Lacks anxiety	Suspicious	Self-centred
Uncommitted	Domineering	Unreliable	Lacks pleasure	Lacks concentration	Self-aggrandizing
Unemphatic	Deceitful	Reckless	Lacks emotional depth	Intolerant	Sense of uniqueness
Uncaring	Manipulative	Disruptive	Lacks emotional stability	Inflexible	Sense of entitlement
	Insincere	Aggressive	Lacks remorse	Lacks planfulness	Sense of invulnerability
	Garrulous	Restless			Self-justifying
					Unstable self-concept

*Note. Adapted from “Corporate psychopathy: Investigating destructive personalities in the workplace”, by K. Fritzon, N. Brooks, S. Croom, 2020, Springer Nature, p. 115*

**Table 9***EPA = Elemental Psychopathy Assessment*

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Factor 1	Factor 2	Factor 3	Factor 4
Antagonism	Disinhibition	Narcissism	Emotional Stability
Callousness	Disobliged	Anger	Invulnerability
Coldness	Impersistence	Arrogance	Self-contentment
Distrust	Opposition	Self-assurance	Unconcern
Manipulation	Rashness	Dominance	
Self-Centredness	Urgency		
	Thrill-seeking		

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*Note. Adapted from "Assessing the basic traits associated with psychopathy: Development and validation of the Elemental Psychopathy Assessment", by D. R. Lynam, E. T. Miller, J. D. Miller, S. Mullins-Sweatt, T. A. Widiger, 2011, Psychological Assessment 23(1), 108-124*

**Table 10***PM-MRV = Psychopathy Measure—Management Research Version*

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Factor 1	
Facet 1: Interpersonal	Facet 2: Affective
Glibness, superficial charm	Lack of remorse or guilt
Grandiose sense of self worth	Shallow affect
Pathological lying	Callousness, lack of empathy
Conning, manipulative	Failure to accept responsibility for actions

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*Note. Adapted from “Corporate psychopathy: Investigating destructive personalities in the workplace”, by K. Fritzon, N. Brooks, S. Croom, 2020, Springer Nature, p. 124*

**Table 11***NEO-PI-R – A measure of the FFM*

Openness	Conscientiousness	Extraversion	Agreeableness	Neuroticism
Fantasy	Competence	Warmth	Trust	Anxiety
Aesthetics	Order	Gregariousness	Straightforwardness	Angry Hostility
Feelings	Dutifulness	Assertiveness	Altruism	Depression
Actions	Achievement Striving	Activity	Compliance	Self- Consciousness
Ideas	Self-discipline	Excitement Seeking	Modesty	Impulsiveness
Values	Deliberation	Positive Emotions	Tender-Mindedness	Vulnerability

*Note. Adapted from “Assessing the basic traits associated with psychopathy: Development and validation of the Elemental Psychopathy Assessment”, by D. R. Lynam, E. T. Miller, J. D. Miller, S. Mullins-Sweatt, T. A. Widiger, 2011, Psychological Assessment 23(1), 108-124*

**Table 12**

*The DSM-5 Major Categories of Clinical Personality Disorder*

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Cluster A
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Paranoid
Schizoid
Schizotypal

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Cluster B
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Antisocial
Narcissistic
Histrionic
Borderline

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Cluster C
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Obsessive compulsive
Avoidant
Dependent

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*Note. Adapted from “CEO Bright and Dark Personality: Effects on Ethical Misconduct”, by J. R. Van Scotter and K. Roglio, 2018, Journal of business ethics, 164(3), p. 459*