School of Management and Marketing

The masked prevalence and cost of working with female primary psychopaths in the Community Services Sector

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Declaration

To the best of my knowledge and belief this thesis contains no material previously published by any other person except where due acknowledgment has been made.

This thesis contains no material which has been accepted for the award of any other degree or diploma in any university.

The research presented and reported in this thesis was conducted in accordance with the National Health and Medical Research Council National Statement on Ethical Conduct in Human Research (2007) – updated March 2014. The proposed research study received human research ethics approval from the Curtin University Human Research Ethics Committee (EC00262), Approval Number #HRE2022-0171

Signature:

Date: *26th August 2024*

Abstract

Primary psychopathy is a term used to describe a personality which is characterised by ruthless charm, a win at all cost mentality, and a neglect for others hidden behind lies and manipulation (Clarke, 2005). The study of primary psychopaths sometimes known as successful or corporate psychopaths is not new to the psychology or business fields of research. Nevertheless, little is known on how gender influences psychopathic traits in females (Seara-Cardoso, Dolberg, Neumann, Roiser, & Viding, 2013). For example there is evidence to suggest females are more likely to display relational (covert) aggression than physical (overt) aggression (Czar, Dahlen, Bullock, & Nicholson, 2011). Hence, this PhD research project examined primary psychopathic traits in females with a focus on the Community Services Sector, a female dominated industry.

Research Design and Methodology

This research project applied a mixed methods approach across three phases: 1 – systematic literature review, 2 – qualitative data collection (semi-structured in-depth interviews) and 3 – quantitative data collection (online survey). A mixed paradigm (positivism and interpretivism) provided a holistic approach to understanding female primary psychopaths in the Community Services Sector.

Findings

This study collected qualitative and quantitative data from 85 participants about working with a difficult colleague. Primary psychopathy scores were measured based on the participant’s observations. In semi-structured interviews, 13 (female *n* = 11, male *n* = 2) Tasmanians participated, and in the online survey, 72 (female *n* = 56, males *n* = 16) Australians provided quantitative data. Research questions were supported, finding Community Services Sector employees with primary psychopathic traits (*n* = 11 (100%) males and *n* = 47 (64%) females) based on participant perceptions. Additionally, low job satisfaction correlated with higher psychopathic scores and females were more likely to use covert aggression such as gaslighting and relational aggression. Males also rated female colleagues less harshly than their same gender colleagues.

Limitations and Future Directions

Limitations included the participant sample being high in Tasmanian residents, a rural and remote state which could have changed the outcome of the results. As well as lower numbers than expected in the quantitative research, no male-to-male conflict comparison in the gender dyads. Additionally collecting data from comparison industries may have provided additional information on how female primary psychopaths' manifest.

Future research would benefit from having data from different industries with different gender mixes to better identify how the behaviour of primary psychopaths in the Community Services Sector may be similar or different. The nature of the helping profession and the types of people and motivations for helping others could also be explored. This would allow for further exploration of the issue of heroism as a form of power and control. Finally, future research which also focuses on the covert tactics of females could provide deeper insight into the issue and how to better mitigate the risks.

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List of Acronyms

Acronym	Full Name
AIHW	Australian Institute of Health and Welfare
CEO	Chief Executive Officer
CS	Community Sector
CSO	Community Services Organisation
CSS	Community Services Sector
IAT-T	Indirect Aggression Scale – Target Version
JAWS	Job-Related Affective Well-Being Scale
LSRP	Levenson Self-Report Psychopathy Scale
No.	Number
PCL-R	Psychopathy Checklist - Revised
PCL-RSV	Psychopathy Checklist – Revised Short Version
PM-MRV2	Psychopathy Measure – Management Research Version 2

Glossary

Term	Description	Other terms used
Community Services Colleague (CSC)	The term used to describe the difficult colleague in the survey text.	Difficult Colleague Toxic colleague/person
Difficult colleague	The description used in the **survey** to describe the person which the participant identified as difficult to work with.	Toxic colleague/person Community Services Colleague (CSC) Psychopathic *(PM-MRV2 Score = or >75%)* Non-psychopathic *(PM-MRV2 Score <75%)*

Gender(s)	Traditional genders: Male and Female	Male(s)
		Female(s)

Non-psychopathy	Used to describe a difficult colleague during data analysis where they did not meet the criteria for a primary psychopath. (i.e. PM-MRV2 Score <75%)	Difficult Colleague Toxic colleague/person Community Services Colleague (CSC)
Observer	A term used to describe the participant when discussing what behaviour they witnessed from the difficult colleague.	Participant Victim
Participant	The person who responded to the survey or participated in an interview.	Victim Observer
Primary psychopath	Used to describe a difficult colleague during data analysis where they met the criteria for a primary psychopath. (i.e. PM-MRV2 Score = or >75%)	Psychopath Difficult colleague Toxic colleague/person Community Services Colleague (CSC)
Toxic colleague/person	The description used in the **interviews** to describe the person which the participant identified as difficult to work with.	Difficult colleague Community Services Colleague (CSC) Psychopathic *(PM-MRV2 Score = or >75%)* Non-psychopathic *(PM-MRV2 Score <75%)*
Victim	A term used to describe the participant or someone else who they saw as the target of the difficult colleague. Also used to describe the role of the person targeted by the psychopathic person.	Participant Observer

Note: This table is also provided in Chapter 4 (Methodology) of this thesis.

1 - INTRODUCTION

1.1 Introduction

Psychopaths represent 0.2% - 1.6% of the population (Coid, Yang, Ullrich, Roberts, & Hare, 2009) with research suggesting it could even be as high as 3% (Clarke, 2005). Psychopaths display behaviour which is imbedded in a lack of empathy, manipulation and the absence of self-insight, caring only about personal success (Hare, 1999). Psychopaths have been categorised into two types, *'primary'* and '*secondary'*. *Primary psychopaths* is a term used to refer to those who are functional and operate in day to day society, while *secondary psychopaths* refer to those psychopaths who commit criminal acts with less ability to regulate and hide their behaviour (Mullins-Sweatt, Glover, Derefinko, Miller, and Widiger, 2010). This study will focus on the concept of primary psychopaths. Primary psychopaths have also been described as "corporate" or "successful", using manipulative behaviour traits to succeed and avoid authorities (Boddy, 2015; Boddy, Ladyshewsky, & Galvin, 2010b). Originating in the 1940's from the work of Hervey Cleckley (1988) who determined psychopathic personalities could be found in general society and amongst successful professionals. Primary psychopathic behaviour in organisations can be detrimental to workplace culture and employee mental health and well-being (Boddy, 2011c; Boey & Vantilborgh, 2016; Clarke, 2005). These individuals display a high volume of deviant behaviour, ruthlessness, and backstabbing, leading to employees feeling angry, anxious depressed and unmotivated (Boddy, 2014).

The term "psychopath" is often associated with males. Females with the same associated traits may be viewed as ambitious and determined. A societal focus on females occupying positions of power can lead to difficult behaviour traits being overlooked as success. Moreover, female psychopathic behaviour often differs from that of males, with females being less overt in their actions using relational rather than physical aggression (Czar et al., 2011). Past research has identified the need for further study examining the differences between male and female primary psychopaths (Boddy, 2014; Sheppard & Aquino, 2017). This can be more successfully achieved by examining this issue in female dominated industry.

The Australian Institute of Health and Welfare (AIHW) (2023) reported that in 2022, females were overrepresented in the welfare workforce at 83% as opposed to 48% in other Australian industries. The AIHW use the term '*welfare workforce'* to describe the Community Services Sector labour force, which is made up of counselling, aged care, disability support, child protection, family support and mental health services. The main professions included in this workforce are social work, psychology, and community welfare. This study will focus only on the Community Servies Sector excluding health as a much broader sector, however administrative professionals who work within the Community Services Sector will be included as employees of Community Service Organisations. A holistic approach to understanding workplace dynamics can provide a true picture from a different perspective.

Individual personalities and workplace interactions perform a vital role in organisational harmony. Bullying behaviour in the workplace can have long term detrimental effects on employee mental health and career success as well as organisational culture and productivity. Although not all bullies are psychopaths, bullying behaviour is strongly associated with primary psychopathy (Boddy & Taplin, 2017), a typified by a collection of behaviour traits which include lying, cheating and fraudulent behaviour masked by charm, poise and false intelligence. Although research into the topic of primary psychopaths has been conducted for many years, several gaps remain that warrant further investigation. These disparities include research into female primary psychopaths and female dominated industry such as helping professions like the Community Services Sector.

Researchers including Boddy (2014) and Sheppard and Aquino (2017) have demonstrated the need for further research into the role of gender in primary psychopathy traits and how they impact the workplace. Minimal work has been conducted on the existence and impact of psychopaths in female dominated industries such as the Community Services Sector (Jackson & Richards, 2012; Kreis & Cooke, 2011). This research project will examine the issue of female primary psychopathic behaviour in the Australian Community Services Sector and how psychopathic behaviour can influence employee well-being, mental health, and job satisfaction. This study expects to provide an understanding of the impact of female primary psychopaths in the workplace and recommendations on protecting employees in female dominated industries.

1.1.1 Aims and Objectives

The aim of this study is to determine if female primary psychopaths are present in the Community Services Sector and if so, understand the impact on employees. The objectives are as follows:

1. To determine the prevalence of female psychopathic behaviour in Community Services Sector employees.
2. To gather case examples from Community Services Sector employees who have worked with a female displaying potentially primary psychopathic behaviour in the workplace.
3. To investigate the similarities and differences between male and female primary psychopathic behaviour.
4. To understand the effect of primary psychopathic behaviour on Community Services Sector employees.

1.2 Background

The following section will outline the background to this study and define the rational and importance of this research into female primary psychopaths.

1.2.1 Primary Psychopaths

Primary psychopaths are egotistical, ruthless and have no conscience (Hare, 1999). These non-criminal psychopaths can have a significant impact on the workplace through conflict, bullying, sabotage and deviance (Clarke, 2005). Primary psychopaths are manipulative and discard others who have assisted them to gain workplace status whilst charming and deceiving others through detrimental behaviour (Boddy, 2015; Boddy et al., 2010b; Dutton, 2012). Psychopaths have been known to be immune to therapy because they see themselves as superior to others, recognising fear and targeting insecurities (Dutton, 2012). Previous research on primary psychopaths, has focused on the leadership and professional relationships (Kipfelsberger & Kark, 2018), much of the literature coming from Dr. Clive Boddy and his associates (Boddy, 2011b, 2014, 2015, 2017b; Boddy, Ladyshewsky, & Galvin, 2010a; Boddy et al., 2010b; Boddy, Miles, Sanyal, & Hartog, 2015), however this body of research has attracted some criticism for the use of adapted psychological tools for business research purposes (Caponecchia, Sun, & Wyatt, 2012; Jones & Hare, 2016).

Nevertheless, Boddy has been one of only a few researchers who have looked at the Community Services Sector when examining primary psychopaths. This may be in part due to the result of a move away from research exclusively on psychopathy and instead a broader focus on the Dark Triad and Tetrad (Čopková & Araňošová, 2020).

1.2.2 The Dark Tetrad

The Dark Triad incorporates psychopathy, narcissism and Machiavellianism (Paulhus & Williams, 2002) and more recently sadism has been included to make the Dark Tetrad (Bonfá-Araujo, Lima-Costa, Hauck-Filho, & Jonason, 2022 & Jain, Kowalski, Johnson, & Saklofske, 2022). Like psychopathy, Machiavellianism has the same ruthless impulsive traits yet have the ability to focus on long term rather than short term gains (Jain et al., 2022). Sadism and psychopathy have significant overlap by displaying a callous reaction to grief, however a sadist will seek out opportunities to cause or view the pain of others (Bonfá-Araujo at al., 2022 & Thomas, & Egan, 2022). This is evident in the scales which independently measure psychopathy and sadism, with Blötner & Mokros (2023) finding they are comparable predictors of each other. Hence the behaviours which are displayed by a psychopath can at times be sadistic, just as a sadist can be psychopathic in nature. Alternatively, a psychopath will usually cause harm for personal gain. Finally, narcissism is often present within psychopathy and is characterised by an inflated sense of self and entitlement (Zheng & MacCann, 2023). Researchers agree that each malevolent trait holds enough individual merit to stand alone yet hold some common features (Jain et al., 2022). With psychopathy found to be the most destructive and most inclusive of all the dark tetrad traits it is therefore the most essential field to examine (Heym et al., 2019; Walsh, Yang, Dahling, Schaarschmidt, & Takahashi, 2020). Nevertheless, it could be assumed that dark traits would not be found in professional helping fields yet this is not necessarily true with other researchers suggesting the need for more examination into this issue (Čopková & Janitorová, 2021). Hence consider the case of the nurse in the United Kingdom who harmed young infants.

1.2.3 Female Psychopaths and the Media

The media has tended to idealise the psychopath (Keesler & DeMatteo, 2017) while reluctant at times to identify females as psychopathic. Consider the case Lucy Letby, a neonatal nurse in the United Kingdom who was found guilty of taking the life of seven infants and attempting to kill a further seven (CPS, 2014). Letby cared for helpless infants, who needed the upmost care and attention. The caring façade and over attentiveness to the infants contributed to the many years it took to identify the killer. Ms Letby was described as compassionate and likeable, yet underneath was clearly ruthless and callus. However, controversary surrounding the trial has left the media portrayal raising more questions. Some reporters suggest that Nurse Letby was doing her job and that the premature infants would have died anyway (Coffet & Moritz, 2024). It is important to consider the contradictions which are raised when considering a female as both a carer and a killer. It is easy to associate a female with the term 'caring', yet it is less comfortable to consider a female as a 'serial killer'. Nonetheless reports that female psychopaths are more widespread than first thought contributes to this lack of identification (Boddy, 2024). Boddy (2024) suggests the ability of the female psychopaths to be more covert is overlooked in the identification tools which are based on male populations. Hence it would be beneficial to further investigate the notion that females are capable of being both caring and ruthless simultaneously.

1.2.4 Community Services Sector

The Community Services Sector (also referred to as CSS) can be defined as the sector which supports people emotionally and mentally with difficult life experiences. Also referred to as the *welfare* or *helping*. The roles included in this group are therapists, family support workers, mental health workers, sexual assault and family violence support workers, advocacy, housing and homelessness services, childcare, child protection and employment support. These roles can be part of both government and non-government services as well as private practice. In 2023, the Australian Institute of Health and Welfare reported the workforce for the community services occupations to be 1,284,215 (AIHW, 2023). With the lowest average estimate of 1% of the population displaying primary psychopathic behaviour (Coid et al., 2009), this has the potential of 12,842 primary psychopaths working in the Community Services Sector across Australia with an undetermined number of impacted employees.

Helping professions are not a natural choice for a person who has a dark or psychopathic personality (Čopková & Janitorová, 2021). Yet recent studies have suggested psychopaths can be found in caring fields and those that are motivated by ego and the power over others in need (Čopková & Janitorová, 2021; Wynn, Høiseth, & Pettersen, 2012). In a study by Čopková and Araňošová (2020), they suggest that a dark personality types (including psychopathy) can more easily hide behind the helping of others while they control the resources clients receives. This has also been highlighted in research examining heroism (Čopková & Janitorová, 2021; Wynn et al., 2012) and rescuing behaviours (Bronchain, Raynal, & Chabrol, 2020; Čopková, 2022). The primary psychopath gains attention and reward from the behaviour which saved another, a decision they had complete control over. Hence, they can hold the wellbeing and even the life of another in their hands yielding ultimate power and control.

A psychopath is skilled at reading the emotions and feelings of others (Hare, 1999) through high emotional awareness (Smith, Chuning, Tidwell, Allen & Lane, 2022). Understanding the emotions of others aids the psychopath in manipulation of the targeted individual. This includes understanding the targets strengths and weaknesses so that they know which areas will have the biggest impact on the physical and emotional state of the person they want to harm (Brooks, 2020). Richell, Mitchell, Newman, Leonard, Baron-Cohen, and Blair (2003) considered if psychopathic individuals lacked a theory of mind (the ability to read and understand the feelings and emotions of other) suggesting that the destructive behaviour may be a result of the person not understanding the emotions of others. However, they found that psychopaths were not deficient in a theory of mind and that being skilled and aware of strengths and weaknesses of individuals they engage with is useful in harming and manipulating others for personal gain.

Primary psychopaths seek power and control over others (Hare, 1999). For an individual who has experienced familial or interpersonal violence working with an individual who seeks to gain power over them can be traumatising. The Community Services Sector has been known to attract people who have experienced trauma in their personal lives making them both more vulnerable to deviant personalities and susceptible to displaying psychopathic behaviour (Black, Jeffreys, & Hartley, 1993). Colins, Fanti, Salekin, and Andershed (2017) found females who displayed psychopathic behaviour had experienced sexual abuse, had mental health issues, and often displayed relational aggression because of psychological trauma. Hence, this study will seek to investigate an industry not expected to contain primary psychopathy.

Minimal research has been conducted on the prevalence of primary psychopaths in the helping professions with recruitment of participants sighted as an issue (Mullins-Sweatt et al., 2010). This has led to most of the research into primary psychopathic behaviour in the general population occurring in university settings. For example;

Litten, Roberts, Ladyshewsky, Castell, and Kane (2020) and Hassall, Boduszek, and Dhingra (2015) compared business and psychology students finding higher levels of psychopathic traits in business over psychology students. This suggested that although the number of individuals who met the self-report criteria for primary psychopathy in the psychology discipline were less, they were not non-existent. Hence understanding the prevalence and presence of primary psychopathic behaviour in the helping industry would benefit from an approach which studies individuals who are employed in the sector. This study will endeavour to take this approach, while applying caution to the labelling of individuals.

1.2.5 Labelling Caution

Labelling individuals by their possible mental health issues, gender, ethnicity, likes, and dislikes is considered taboo. However, there are benefits to labels which categorise a collection of behaviour traits and people for the purposes of supporting self-improvement and well-being. These include the ability to both identify and manage difficult workplace behaviours, understanding the impact a collection of traits may have on others in the workplace. However, *labelling* can also be damaging, degrading, and debilitating if used incorrectly, a point highlighted by Caponecchia et al. (2012).

Caponecchia et al. (2012) viewed labelling employees as ‘primary psychopaths’ as stigmatising, and due to the low prevalence, labelling of employees far exceeds the actual occurrence. Not all bullies are psychopaths, yet all psychopaths are bullies and labelling can inflate perceptions and stigmatisation of individual employees. Caponecchia et al. (2012) studied workplace bullying in Australia and 28% of participants were from the health and community services sector. The study found that 61% of bullies were female with 67% in a leadership or management role placing them in a position of power over the victim. Participants who had experienced bullying scored the perpetrator higher on a psychopathic scale which was also found by Boddy (2011b). Hence, observer ratings where the participant was treated unfavourably, should be treated with caution, and analysed against other factors. The role of gender and gender dyads is one such consideration.

1.2.6 Gender Differences and Stereotypes

The Community Services Sector is classed as a female dominated industry with the workforce being 83% female in 2022 (AIHW, 2023). Therefore, this suggests that primary psychopathic behaviour in females may be easier to examine and more likely to find in this industry. Competitive female behaviour and conflict is more problematic than male same-sex conflict, with female bullying affecting career progress and workplace relationships (Sheppard & Aquino, 2017). It is suggested that males are less affected by interpersonal relationships in the workplace than females. There is an expectation that females are more caring than males and are often criticised for cold or malicious behaviour more so than males (Sheppard & Aquino, 2017). Therefore, stereotyping of female behaviour with the expectation they will be nurturing, and caring could influence the ability of others to notice poor behaviour in females. Females are expected to display a sense of community and when they isolate themselves from female colleagues, they are perceived as out for their own self-interest and unwilling to assist others (Sheppard & Aquino, 2017). Sheppard and Aquino (2017) suggested the need for more research in female-to-female conflict in the workplace. Hence this will be a key focus of this research project.

The gender differences and similarities in primary psychopaths have not been widely examined, in particular how psychopathic behaviours manifest in females (Boddy, 2015). Pemment (2015) examined the adaptive manifestation of primary psychopaths and gender differences looking at genetics and environmental factors. He suggested the male mind was more vulnerable to the influence of trauma which could account for the larger number of male psychopaths. Yet other studies have suggested female primary psychopaths are more likely to have a trauma history than males (Colins et al., 2017; Miller, Watts, & Jones, 2011). Colins et al. (2017) found that many females who displayed primary psychopathic behaviour had experienced sexual abuse, had mental health issues, and often displayed relational aggression. With a noticeable gender gap in the research, hence more investigation is needed to better understand how female primary psychopathic behaviour manifests in female dominated environments.

The reference to ‘gender’ in this study, refers only to traditional gender labels: male and female. Non-traditional gender and sexuality descriptions within the lesbian, gay, bisexual, transgender, intersex, queer/questioning, asexual (LGBTIQA+) community are continually evolving. Therefore, with little research on how these groups apply to primary psychopathy research it has been decided that they would not be included.

1.2.7 Female to Female Conflict

Females are natural allies (Mavin, 2008) with an expectation that females will support other females in the workplace to succeed. Yet this is not always the case with some studies suggesting that self-group distancing is common amongst females in high level positions. Sobczak (2018) and Faniko, Ellemers, and Derks (2021) propose that females act in masculine ways to mimic males in leadership. Faniko et al. (2021) examined females in high academic and competitive positions, finding females described themselves in masculine terms. The purpose of this behaviour is to exclude other female competition (Faniko et al., 2021; Staines, Tavris, & Jayaratn.Te, 1974) which is sometimes referred to as the Queen Bee Syndrome. The *Queen Bee Syndrome* is a term occasionally used to describe female to female bullying where one female holds another back for personal gain (Johnson & Mathur-Helm, 2011). However, this has been referred to as a sexist term with no equivalent syndrome for males (Mavin, 2008; Mufti, Moazzam, & Basit, 2021; Sobczak, 2018). Nevertheless, there is some merit to its use with studies reporting high levels of female to female conflict. Harvey (2018) found 70% of females reported being bullied by another female in the workplace and other studies have reported it could be as high as 95% over a females' career (Marques & Coffman, 2021). Consequently, females have reported experiencing less anxiety when working under a male manager (Schieman & McMullen, 2008). Therefore, in this study an examination of the role of gender in both the judgement of others and bullying will be explored.

1.2.8 Relational Aggression and Primary Psychopathy

Female primary psychopaths have been reported to use relational aggression as a bullying tactic when targeting other females (Crick & Grotpeter, 1995; Czar et al., 2011). Relational aggression is a form of non-physical aggression which uses behaviours such as gossip and rumours to damage social standing and relationships (Reardon, Tackett, & Lynam, 2018; Voulgaridou & Kokkinos, 2018). Relational aggression is perpetration of behaviour which creates social exclusion, impacting on psychological health (Czar et al., 2011). Primary psychopathic studies show males are more overtly aggressive whereas females are more likely to use relational aggression (Thomson, Bozgunov, Psederska, & Vassileva, 2019). Thomson et al. (2019) used a 4-facet model of psychopathy to examine the male and female differences in a community sample, finding females displayed more relational aggression than males. This contradicted findings by Heym et al. (2019) who found that relational aggression was unrelated to psychopathy when examining levels of empathy and aggression. However, this study only focused on university students in the United Kingdom of which the sample only contained 13% males and therefore could not be generalised to the population. Whereas, Czar et al. (2011) found that relational aggression was related to psychopathic traits among college students and gender was not a factor. They also noted that relational aggression is often used by non-criminal psychopaths in the absence of physical violence and hence they avoid the criminal justice system. Both Czar et al. (2011) and Heym et al. (2019) appear to be small student-based studies not representative of the general population. Therefore the Thomson et al. (2019) study is potentially a better indication of how relational aggression differs between male and female genders and highlights the need for further exploratory research in the area of relational aggression and psychopathy. Hence, this study will include data collection on the role of relational aggression in the primary psychopathic behaviour of males and females.

1.2.9 Workforce Impact

Primary psychopathic behaviour in the workplace can damage culture, workplace morale and increase employee turnover (Boddy, 2011b), harming employees who are the target of detrimental behaviour (Kipfelsberger & Kark, 2018). The experience of negative psychopathic behaviour reduces workplace commitment and motivation resulting in high levels of absenteeism including sick leave and extended workplace absence (Boddy, 2017b; Boddy, Malovany, Kunter, & Gull, 2020). Oyewunmi, Akinnusi, and Oyewunmi (2018), examined the relationship between primary psychopathic behaviour in organisations and employee burnout, finding open reporting pathways and positive workplace culture reduced the negative impact. Oyewunmi et al. (2018) suggests further research on primary psychopathic behaviour in the workplace should use mixed methods approaches and involve public (government) and private (non-government) sector workforces. Hence a mixed methods approach which encompasses government and non-government employed participants will be applied to this study.

Contrary to the view that primary psychopaths are detrimental in the workplace, Neo, Sellbom, Smith, and Lilienfeld (2018) claimed that some psychopathic traits can be adaptive such as boldness. Yet this study will rely heavily on self-reporting which could skew the results in favour of psychopathic traits, with primary psychopaths less likely to recognise ethical decision making (Valentine, Hanson & Fleischman, 2017). Watson, Teaque, and Papamarcos (2017) highlighted the need to continue to develop recruitment tools to better screen new employees. This approach could reduce the employment of unsuitable or psychopathic candidates which are often hard to dismiss from organisations. Moreover, organisations require good quality policies to mitigate the risks associated the with primary psychopaths in the workplace (Watson et al., 2017). Thus, understanding how organisations responded to workplace bullying and associated issues resulting from psychopathic behaviour will be examined through participant case studies to better understand workplace risk mitigation.

1.2.10 The Impact of Primary Psychopathic Behaviour at Work

Mitigating workplace risks can be challenging in the face psychopathic behaviour which is sometimes hard to see and evaluate. Organisations will often avoid dismissing or performance managing a primary psychopath due to the financial implications associated with unfair dismissal and workers compensation claims. Therefore, good recruitment and probation practices are essential to ensuring risks are mitigated and the benefits outweigh the costs (Watson et al., 2017). Moreover, if a position requires the traits of a psychopath such as a level of ruthlessness to deliver staff reductions, then a short-term contract could be useful to undertake this task swiftly and without empathy. This is where a service must consider the cost benefit analysis of the situation: *Does the cost of employing a psychopath outweigh the benefits they will achieve?* The ability of primary psychopaths to be brutal during tough times (Dutton, 2012), maybe a necessary approach in business and even in some organisations. Nevertheless, not all researchers agree that psychopaths should be banished from the workplace with Dutton (2012), believing society needs psychopaths' to do the hard work and make critical decisions without being caught up in empathy and emotion (Dutton & McNab, 2015). There may be a place for psychopaths in large companies however the Community Services Sector requires compassion for the staff and clients alike.

1.3 Conclusion

There are a number of gaps in the research on primary psychopaths at work which warrant further investigation. As detailed above, much of the research on primary psychopaths has focused on men in the corporate world and little to no research has focused on female dominated industries such as the Community Services Sector. Much of the research acknowledges that primary psychopaths are attracted to positions of power with high financial gain (Clarke, 2005) . Nevertheless, this can also be said for high level positions in large Community Service organisations such as a Chief Executive Officer (CEO) or board president. Power may also be sought in the helping industry through control over resources provided to support clients. Hence a better understanding of how primary psychopaths infiltrate and impact Community Service Sector Organisations is vital to improving workplace well-being in helping professions.

2 - SYSTEMATIC LITERATURE REVIEW

2.1 Introduction

Traitorous people come in many forms, a friend, a partner, a colleague, or a boss. At the extreme end, harmful behaviour can be *psychopathic* which is where an individual has no empathy, is unable to self-reflect, is a pathological liar and will do whatever it takes to get what they want at the remorseless expense of others (Hare,1999). Psychopathic behaviour can be traumatising whether encountered in personal or professional life and impact substantially on an individual's mental health (Clarke, 2005; Gillespie, 2017). Much of the research in the field of psychopathy has focused on male criminals (Mullins-Sweatt et al., 2010), yet over the last few decades research in the field has expanded into the business world (Boddy, 2010, 2015). The inclusion of corporate industry in the study of primary psychopathy led to the term 'corporate psychopath' being coined to describe high level executives who ruthlessly exploit businesses and manipulate employees for personal gain (Clarke, 2005). Nevertheless, this has meant research has continued to focus on men neglecting the role of conventional gender in workplace interactions (Boddy, 2017a, 2017b; H Cleckley, 1988; Jackson & Richards, 2012; Ray & Ray, 1982; Vidal, Skeem, & Camp, 2010). This systematic literature review seeks to examine the current research in the field of primary psychopathy in the workplace and to better understand the role of gender in psychopathic behaviour traits.

2.1.1 Defining Primary Psychopathic Behaviour

A psychopath can be defined as a person who is egocentric, remorseless, without empathy, manipulative, impulsive, superficial and dishonest often showing early signs of antisocial behaviour (Hare, 1999). However the term '*psychopath*' is more complex than a list of traits which can be displayed in varying degrees (Itzkowitz, 2018; Sheehy, Boddy, & Murphy, 2020). Psychopathic behaviour can be divided into '*primary*' and '*secondary*'. In its simplest form primary psychopathic behaviour is non-criminal in nature with a person still able to function in the general population while conducting themselves in immoral and unethical ways (Boddy, 2011b; Stevens, Deuling, & Armenakis, 2012). Secondary psychopathic behaviour refers to a person who demonstrates strongly antisocial and criminal behaviour, lacking self-control and the ability to regulate emotions and responses (Vidal et al., 2010).

Primary psychopathic behaviour which occurs in the context of day to day workplace interactions can create unsafe workplaces, reduce job satisfaction and performance while increasing absenteeism (Sanecka, 2013). Primary psychopaths find it effortless to gain employment using the recruitment process to act like the perfect candidate through lies and manipulation. Hence, employers who do not perform appropriate due diligence checks on new employees can find themselves employing an individual with psychopathic behaviour traits (Babiak & Hare, 2006).

2.1.2 Origins of the Psychopath

Psychopathy was first called '*Mania without delirium'*, a term used by Philippe Pinel a French psychiatrist who discovered psychopathic traits in his patients (Kavka, 1949). Yet it was Hervey Cleckley in 1940's who named and defined psychopathy in his book *The Mask of Sanity* where he highlighted the characteristics he observed in his work including: superficial charm, lacking remorse and shame, having no self-insight as well as being a skilled liar (Cleckley, 1988). Cleckley (1988) described psychopaths as charming story tellers who inject themselves into the lives of unsuspecting individuals. Following Cleckley, Robert Hare (1999) built upon his work to scientifically test the traits emphasized by Cleckley and developed a checklist to evaluate and identify psychopathy. Where Hare had a diagnostic approach in his field of psychology, research on the topic began to expand into the business space in the 2000's, with researchers such as Boddy bringing a business lens which for the first time identified psychopathic behaviour through observer reports (Boddy, 2006, 2010, 2011b, 2015; Boddy et al., 2010a; Boddy et al., 2010b).

Interest in the field of corporate or primary psychopathy has continued to increase over the past two decades yet much of the research continues to focus heavily on males (Brooks, 2020; Jackson & Richards, 2012; Lilienfeld, 1998). It is believed gender stereotypes possibly influence females not being identified as psychopathic (Babiak & Hare, 2006). Nevertheless, studies which have examined gender differences in psychopathic behaviour have found males display more dominant and aggressive behaviour and while females use passive and nurturing traits to influence and manipulate others (Babiak & Hare, 2006).

2.1.3 Gender and Primary Psychopathy

Gender plays a role in brain development with a suggestion males and females experience adverse events such as trauma differently as a result (Pemment, 2015). Some studies have suggested that child abuse and genetic factors can influence the development of psychopathic behaviour in females more so than males (Pemment, 2015). Female primary psychopathic traits can be just as dangerous yet appears to be more covert (Mallett, 2017), with stereotypes and social expectations of females playing a role in how female primary psychopaths act (Smith, Gacono, & Cunliffe, 2021) . Female primary psychopaths are more manipulative (Mallett, 2017), with studies showing they display higher levels of indirect aggression than males who exhibit more direct aggression (Thomson et al., 2019).

2.1.4 Primary Psychopaths in the Workplace

Studies have shown primary psychopathic behaviour can have a significant impact on workplace well-being and mental health (Bhandarker & Rai, 2019; Boddy & Taplin, 2016). Nevertheless, much of the research into psychopaths in the workplace has not attempted to provide insight into the role of gender on primary psychopathic behaviour. Studies suggest gender differences include female psychopaths being more skilled at recognising shame and guilt (Djeriouat & Trémolière, 2020). Additionally, Brooks (2020) identified gender differences in lying, suggesting male psychopaths are better lie detectors, while females are better at the act of lying. Therefore, understanding the role gender plays in how primary psychopathic behaviours manifest is critical to workplace well-being. Hence, this systematic literature will explore the issue of female primary psychopaths in the workplace looking at how females may differ from males in how psychopathic behaviours are displayed.

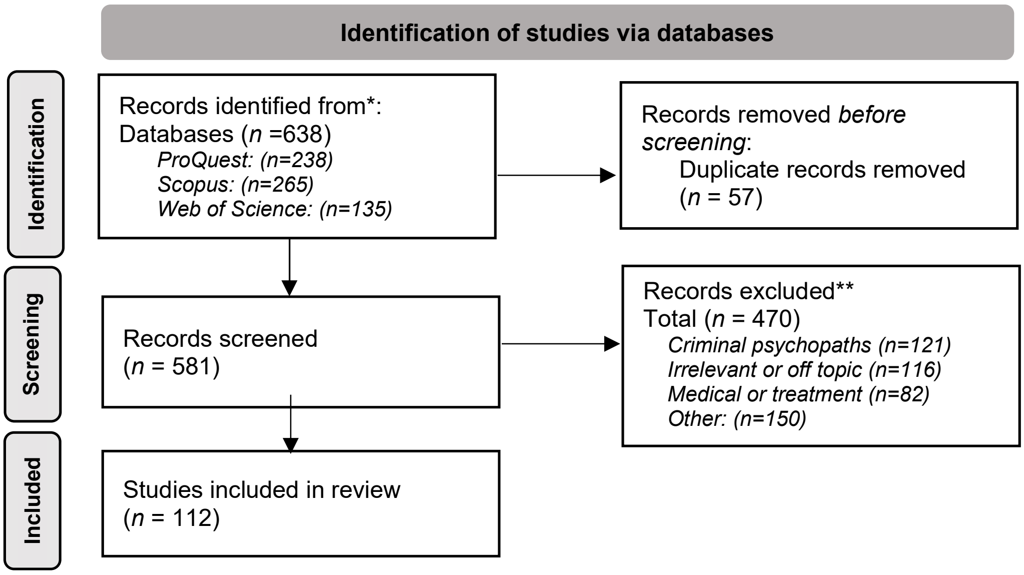
2.2 Literature Review Method

In conducting the systematic literature review a search strategy was developed outlining the concepts, parameters, exclusions, and inclusions for the systematic search. The search strategy is shown in Table 2.A. The initial search was conducted in September 2021 in year one of this project. A further search was conducted in March 2024 for the time between the previous search and current date for the purpose of ensuring this review was up to date with the current literature. Both searches used the same three databases which were ProQuest, Scopus and Web of Science. Other databases were also searched including SAGE, Emerald and Sematic Scholar however these were not included in these findings as they provided no new supporting material.

Table 2.A - Systematic literature review search strategy

Parameters of search	- English - Peer reviewed - Scholarly Or Academic Journals - Books
Exclusions	- Not peer reviewed - Grey Literature - Papers relating to secondary and criminal psychopaths - Papers on treatment or medical interventions
Key Search Terms	**Concept 1 – Primary Psychopaths** Psychopath AND Primary OR Subclinical OR Successful OR Corporate **Concept 2 – Workplace** Workplace OR Employment OR Employee/s OR Staff OR Workers OR Work
Included	- Primary, corporate, successful, clinical psychopathy - Female to female bullying - Workplace context
NOT included in Review	- Medical treatment - Diagnosis of psychopathy - Neuroscience - Causes - Children - Not on topic

As shown in Table 2.A, two key concepts were applied and searched. Concept 1 – “primary psychopaths” was searched in the first instance and then combined with concept 2 – “workplace”. Table 2.A shows the term variations used (See *Key Search Terms* in Table 2.A). Combined, these searches lead to in 638 identified results of which 57 duplicates were excluded. Initially the title and topic of 581 papers were screened resulting in 470 exclusions for three reasons; they were based on secondary or criminal psychopathy; they were medical or treatment in nature or they were not relevant to the topic. This resulted in 112 pieces of literature being included for review (104 full text papers and eight (8) books). These results are demonstrated in the PRISMA flow chart (Page et al., 2021), Figure 2.i.


Identification of studies via databases
Identification
Screening
Included
Records identified from*:
Databases (n =638)
ProQuest: (n=238)
Scopus: (n=265)
Web of Science: (n=135)
Records removed before screening:
Duplicate records removed
(n = 57)
Records screened
(n = 581)
Records excluded**
Total (n = 470)
Criminal psychopaths (n=121)
Irrelevant or off topic (n=116)
Medical or treatment (n=82)
Other: (n=150)
Studies included in review
(n = 112)

(Page et al., 2021)

Figure 2.i- PRISMA Flow Diagram for Systematic Literature Review Database Searches

2.3 Findings

Studies into primary psychopathy are common, however many do not seek to better understand the role of gender in how the traits of a primary psychopath manifest in the workplace. The initial search strategy included females only or gender comparison studies, however fewer studies than expected were identified. This resulted in the use of a broader approach when examining the literature. The studies and papers (*n* =112) included in this systematic review have been summarised in Appendix A and Appendix B. Appendix A provides the list of original research (*n* = 76), including what method was used, the number and gender of the participants, country, and summary of the findings. Appendix B is a summary of the conceptual papers (*n*=36) which did not include original research instead were literature reviews or discussion papers. This list on conceptual papers includes the authors, type of paper and summary.

2.3.1 Literature Characteristics

Before 2010, publications on the topic of primary psychopaths in the workplace were few. Only 13% (*n* = 15) of the reviewed papers were found before 2010 which applied both the concept of primary psychopathy and workplace behaviours. Figure 2.ii shows the number of publications by year from 2004 till 2023. The current year (2024) was not included as the search occurred part way through the calendar year. Prior to 2004, eight (*n* = 8) publications were found from 1960 till 1999. No publications were identified (or included) from 2000 till 2004.

Interestingly, there appears to be a decline in the number of publications on psychopathy in the workplace since 2020. This may be the result of a move away from studies on primary psychopathic personality types known as the *Dark Tetrad*, which combines the four dark traits of psychopathy, narcissism, Machiavellianism and the recently added sadism (Katz, Harvey, Baker, & Howard, 2022). However, this approach was not chosen for this study as the research shows that of the four dark types, psychopathy continues to not only encompass all the dark traits but remains the most destructive (Heym et al., 2019; Walsh et al., 2020)

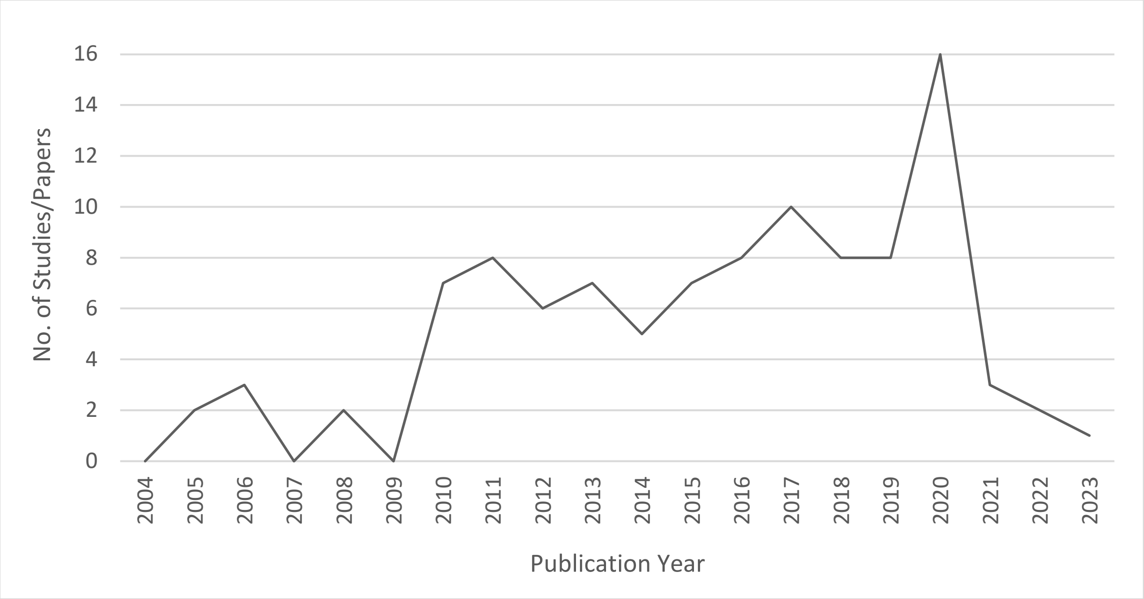


Figure 2.ii – Number of Studies by Year of Publication

Most of the publications originated from the United States of America (22%, *n* =25) and United Kingdom (13%, *n* =15) followed by Europe (10%, *n* =11) and Australia (7%, *n* =8). Cultural differences were not explored in this review; hence these results are provided here for information only.

The reviewed literature came from four main fields based on the journal topics which were psychology (43%, *n* =48), management and leadership (17%, *n* =19), business and organisations (18%, *n* =20), and psychiatry (4%, *n* =4). The final 19% (*n* =21) of the literature came from other various fields such as law, finance, and human resources.

In the empirical studies (*n* =76, Appendix A), participants came from a range of different industries and sectors as shown in Figure 2.iii. Most studies (26%, *n* =20) used participants from various sectors followed by university students (25%, *n* =19) as shown in Figure 2.iii. However, the industry of the participant group was not considered in this review as no one group provided enough substantial information on the topic.

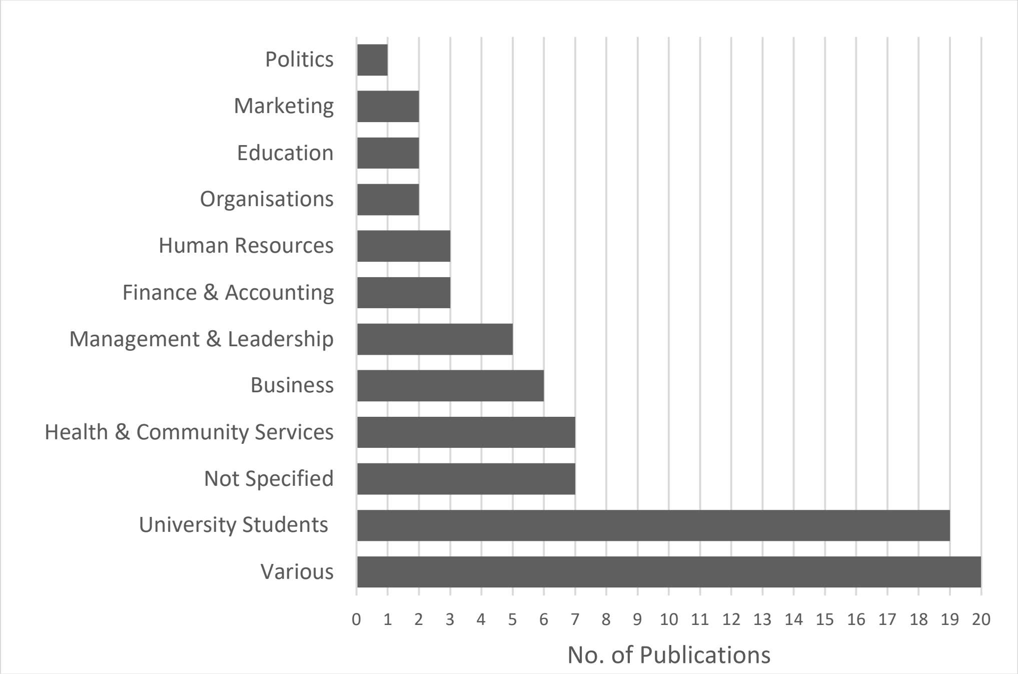


Figure 2.iii – Research Reviewed by Industry of Participants

2.3.1.1 Research Approaches and Methods

The reviewed empirical literature (*n* =76, Appendix A) used a range of methodologies with 20% (*n* =15) applying only qualitative methods such as interviews, 76% (*n* =58) applied quantitative methods such as surveys. Only three papers (4%) used a mixed methods approach to understanding psychopathic behaviour. The main method was survey (67%, *n* =51), followed by interviews (11%, *n* =8), case studies (8%, *n* =6) and two papers (3%) used focus groups. Of the 75 (67%) studies which used a measure of psychopathy 38 (51%) were self-reports with participants reporting on their own behaviours, and 37 (49%) were observer reports where the participant rated someone else such as a colleague.

2.3.1.2 Prevalence of Primary Psychopaths

The prevalence of primary psychopathic behaviour in the general population was cited in 35 (31%) papers with 1% being the most common figure. Only one (1) report split the general population prevalence into male (1-3%) and female (0.5%) (Clarke, 2005). Prevalence figures for psychopaths in the workplace were inconsistent with only 19 papers (21%) citing a prevalence figure. These figures varied across papers which cited a prevalence rate for primary psychopaths in the workplace, stating 11 different rates, with five providing a range. Nevertheless, the most cited figure for primary psychopaths was between 3.5% - 4% of employees. However, it is important to note primary psychopathic behaviour is believed to be more widespread than reported (Sheehy et al., 2020).

Few studies have looked at the prevalence of primary psychopathy in the general population. Coid, Freestone, and Ullrich (2012) found prevalence to be 3.7% for males and 0.9% for females. Another study conducted with 2,500 university students in Sweden found the prevalence to be 12.9% for males and 12.4% for females which is much higher than previously reported for both genders (Coid et al., 2009; Colins et al., 2017). These findings also contradict reports that males score higher than females on psychopathic traits (Lyons, 2015; Miller et al., 2011). Kreis and Cooke (2011) focused the need to consider gender differences to ensure female psychopathic behaviour is not under diagnosed due to measures originating from male samples. Nevertheless, regardless of gender, the impact of primary psychopathic behaviour in the workplace regardless of gender appears to have the same impact on those who are targeted by the psychopathic individual.

2.3.1.3 Psychopathic Behaviour Traits

Initially, psychopathic behaviour is masked by a charming intelligent façade; a honeymoon period where interactions are positive (Boddy, 2011c; Boddy et al., 2015; Clarke, 2005). However this is short lived before harmful manipulative behaviour commences impacting on the health and well-being of other employees (Boddy, 2017a; de Silva, 2014), as well as motivation, productivity and job satisfaction (Sheehy et al., 2020) while increasing workplace conflict (Boddy & Taplin, 2016).

Primary psychopaths target victims, using a sound understanding of the emotions in others to identify weaknesses (Brooks, 2020 & Hare, 1999). High awareness of the emotions of others assists in the ability of the psychopath to target individuals more effectively (Smith, et al., 2022). This may include using personal charm and likeability to draw in the target and get to know them in-depth (Clarke, 2005). Nevertheless, studies show that risks can be mitigated when an individual target has shared values with the primary psychopath (Pimentel & Pedra, 2023) and when clear rules and punishment for poor behaviour are in place and implemented (Laurijssen, Wisse, Sanders, & Sleebos, 2024).

2.3.2 Gender and Primary Psychopathic Behaviour

Gender as a research construct provided mixed data with 8% (*n* =9) of studies not specifying the gender of participants, 18% (*n* =20) had a balanced mix between genders (a 45-55% split). With 7% (*n* =8) of studies having only male participants and 11% (*n* =12) having more males than females, 4% (*n* =4) of studies had all female participants and 21% (*n* =24) had more female participants (See Figure 2.iv). Although studies in psychopathy have very much been skewed toward males (Jackson & Richards, 2012; Lilienfeld, 1998), this review did not find this, which may be the result of a large portion of studies being conducted on students in fields such as psychology which are known to be substantially female. Interestingly one study by Ray and Ray (1982) which requested responses from only males saw a third of the surveys completed by females. It is also important to note that only two studies considered gender other than male and female (i.e. transgender).

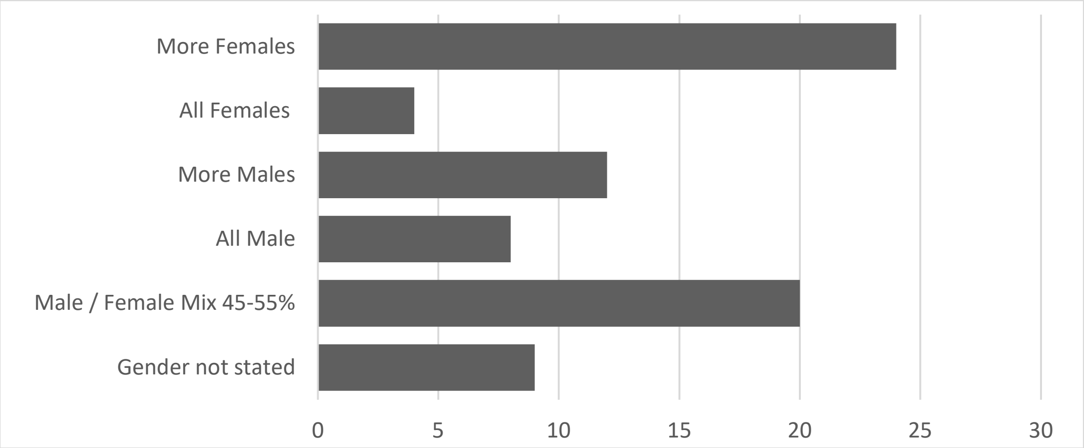


Figure 2.iv – Number of Studies by Gender of Participants

2.3.2.1 Gender Differences

Primary psychopathic traits have mainly been reported as consistent across genders yet differences in the way they manifest have been noted (Kreis & Cooke, 2011;

Seara-Cardoso et al., 2013). Nevertheless, one early study by Ray and Ray (1982) suggested no gender differences exist with later studies such as one by Seara-Cardoso et al. (2013) acknowledging males and females have similar patterns of empathy and moral processing. However, Seara-Cardoso et al. (2013) did find females to have higher affective-interpersonal traits and were more willing to sacrifice one person to save many. In a previous literature review of psychopathy in females by Wynn et al. (2012), they concluded that females are more likely to use relational and non-physical aggression, displaying behaviours such as jealously, self-harm, manipulation, and verbal abuse. Djeriouat and Trémolière (2020) found females who displayed psychopathic traits performed better at recognising shame and guilt and displaying relevant emotions. Other studies suggested females are more likely to use fake empathy (Kreis & Cooke, 2011) and fake social responsibility (Boddy, Taplin, Sheehy, & Murphy, 2022) to give the appearance of concern for others. Moreover females are also more likely to use relational aggression and seduction whereas males instead display grandiose and overt aggressive behaviour (Kreis & Cooke, 2011). Shank (2018) compared male and female business students finding 63% of females, compared to 59% of male students were more likely to be deceptive. With a further study by Brooks (2020) finding females to be better liars and emotional manipulators than males. Moreover, males were also found to be better at detecting lies than females who excelled more at differentiating between liars and non-liars.

Researchers appear to agree that primary psychopathic traits across genders are similar and that it is merely the way the behaviour manifests that is different (Kreis & Cooke, 2011; Miller et al., 2011). Miller et al. (2011) identified two key differences in female primary psychopathic behaviour; a history of childhood abuse causing impulsivity, and a high intention to self-harm without suicide ideation. Colins et al. (2017), Jackson and Richards (2012) and Walker and Jackson (2017) concurred, reiterated females may display psychopathic behaviour as a survival response to abuse. Moreover, early life trauma has also been associated with a lack of emotional connection in others (Itzkowitz, 2018) and in turn psychopathy. In a prison study researchers found female primary psychopaths were more likely to have experienced sexual abuse as a child than the control group whereas secondary psychopaths experienced more physical abuse (Hicks, Vaidyanathan, & Patrick, 2010). Therefore, psychopathic behaviour in females could be seen as a defence mechanism to complex trauma whereas males may be more likely to display deviance and physical abuse for other reasons such as honour.

2.3.2.2 Relational Aggression

Males who display psychopathic behaviour are often more overt and physical in interactions using fear to control others. Whereas females who display primary psychopathic behaviour display higher levels of relational aggression as a substitute for physical aggression (Colins et al., 2017; Kreis & Cooke, 2011), seeking to damage relationships and social standing, as a form of non-physical aggression often used by females (Czar et al., 2011). White (2015) conducted a study looking at the interactions between psychopathy, empathy, and relational aggression in young female undergraduate students. They found female primary psychopaths to be unsympathetic, uncaring and actively demonstrated relational aggression, which was increased by a lack of empathy. White's (2015) findings were consistent with previous studies on relational aggression and primary psychopathy (Czar et al., 2011), which have concluded that low empath and relational aggression are correlated. White (2015) found females who were uncaring and callous also demonstrated relational aggression and that low levels of empathy were correlated with high levels of relational aggression. Hence when looking at psychopathic behaviour across genders, differences in how traits are displayed plays a critical role in ensuring female primary psychopaths can be identified.

2.3.3 Impact of Primary Psychopaths in the Workplace

Working with a colleague who has psychopathic traits can impact the work environment in many ways. Sanecka (2013) found people to have reduced job satisfaction and poor work attitudes which is consistent with previous studies (Boddy, 2011c; Clarke, 2005; Hare, 1999). Even after leaving an organisation victims have reported experiencing long term side effects from the experience including post-traumatic stress disorder (Clarke, 2005; Colins et al., 2017; Hare, 1999). Oyewunmi et al. (2018) examined the personality of corporate (primary) psychopaths and the relationship they have with employee burnout, finding other employees reported feeling exhausted and depersonalised with a sense of decreased accomplishments. Other studies reported employees were fearful when at work (Holland, 2020), often withdrawing, taking leave (Boddy, 2017b) or resigning, leading to a loss of quality staff (Boddy & Croft, 2016; Boddy et al., 2020; Holland, 2020; Spencer & Byrne, 2016). Boddy et al. (2015) found a single primary psychopath impacted 5-15% of subordinate employees with 40% of staff turnover attributed to working with a primary psychopath. In 2010, 346 Australian white-collar workers were surveyed with the results reported across four papers (Boddy, 2010, 2011b; Boddy et al., 2010a; Boddy et al., 2010b), finding 32% of respondents had worked with a primary (corporate) psychopath (Boddy, 2010). The study found primary psychopaths led to employees feeling less appreciated, unrewarded, and less recognised for their work (Boddy et al., 2010a). This suggests that better recruitment strategies are needed to protect employees.

2.3.3.1 Psychopathic Screening in Recruitment

Most employers do not check for psychopathic traits during a recruitment process and prior to employment (Hanson & Baker, 2017; Hill & Scott, 2019; Michalak & Ashkanasy, 2020), in fact some employers inadvertently recruit people which psychopathic traits. In an analysis of position descriptions, Hill and Scott (2019) found 96% of high-level executive positions unintentionally contained key qualities which mirror that of a primary psychopath. They concluded by recommending testing for emotional intelligence to identify if an applicant has empathy and unlikely to be psychopathic. Boddy (2016a) and Hanson and Baker (2017) also suggested employers have a screening strategy to avoid promoting and employing individuals with primary psychopathic traits. Additionally, a number of studies recommended rigorous recruitment processes which are an important aspect of avoiding the employment of a person with primary psychopathic traits (Babiak & Hare, 2006; Boddy, Galvin, & Ladyshewsky, 2011; Boddy et al., 2015; Caponecchia et al., 2012; D'Souza & Oliveira, 2020; Valentine, Hanson, & Fleischman, 2017). Tudosoiu, Ghinea, and Cantaragiu (2019) conducted a study of human resource professionals finding that key traits interviewers look for in candidates are self-confidence, an ability to cope in stressful situations and remain calm under pressure. These traits are also found in psychopathic behaviour yet only 40% of human resource professionals were concerned about employing a primary psychopath. Highlighting the fact that concerns for the impact of primary psychopathic behaviour in workplaces continues to be overlooked. Nevertheless, some studies have investigated to better understand the positive benefits of working with a psychopath.

Stewart, Forth, and Beaudette (2022) conducted a mixed methods study in the United States surveying 285 employees across various industries. They examined interactions with primary psychopaths in the workplace, finding individuals achieve personal growth and resilience from adverse interactions. They found benefits to experiencing psychopaths in workplaces including improved coping strategies and high levels of personal growth. Yet they did recognise that not every individual is able to grow from an adverse experience. Consequently, it is important to consider both positive and negative factors when examining the issue of primary psychopathic behaviour in the workplace.

2.3.3.2 Bullying and Counterproductive Behaviour

Organisational deviance and bullying are associated with the presence of primary psychopath (Erkutlu & Chafra, 2019; Goldman, 2006; Preston et al., 2021). However, it is important to note that all psychopaths are bullies but not all bullies are psychopaths (Pheko, 2018). Pheko (2018) found rumours and gossip were common in a bullying workplace environment. In a study of white-collar workers primary psychopaths were found to use aggressive humour as a bullying tactic (Boddy et al., 2022). Boddy (2014) reported that primary psychopaths are responsible for up to 35% of bullying in the workplace with a significant correlation between workplace conflict and counter productive workplace behaviour. Other studies have also found a connection between counter productive workplace behaviour and primary psychopathic traits (Boddy, 2011c; Schilbach, Baethge, & Rigotti, 2020). Boddy (2014) also found 97% of employees who worked in the presence of a primary psychopath witnessed bullying with employees reporting feeling angry, anxious, depressed, and unmotivated (Boddy, 2014). Moreover, human resource processes are sometimes used as a tool by primary psychopaths to bully colleagues (Holland, 2020), leading to the victim concerns being ignored (Boddy, 2015). Employees who complain are often labelled as trouble makers not victims leading them to respond with anger, frustration, absenteeism and poor productivity (Michalak & Ashkanasy, 2020). Hence a transparent approach (Laurijssen et al., 2024) and good communication (Boddy et al., 2022) can assist in ensuring the undesirable behaviour is managed in a timely manner.

2.3.3.3 Primary Psychopathic Leadership

Employees who identified their supervisor as a potential primary psychopath showed levels of depression, anxiety, frustration, nervousness, tension and even rage coupled with a lack of trust (Clarke, 2005; D'Souza & Oliveira, 2020). How a leader engages with subordinates plays a vital role in how the follower feels about work (Khan, Khan, Bodla, & Gul, 2020) with employees often reacting negatively when faced with abusive supervision (Malik, Shahzad, Waheed, & Yousaf, 2020). Bhandarker and Rai (2019) found psychological distress caused by a primary psychopathic leader can be measured by a loss of self-worth, withdrawal, agitation. However, coping with psychopathic leadership styles has been found to be easier to manage if a subordinate also possesses psychopathic traits (Hurst, Simon, Jung, & Pirouz, 2019; Malik et al., 2020). Another study also found that maintaining a good relationship with the psychopathic leader protected subordinates from being targeted as long as they were willing to be manipulated and support the leaders bad behaviour (Lyons, Moorman, & Mercado, 2019). Moreover this suggests that having some psychopathic traits and being friends with the primary psychopath creates a shared connection and potentially shared values which can also assist in reducing the impact (Pimentel & Pedra, 2023). Additionally, when Landay, Harms, and Credé (2019) examined the interplay between gender, psychopathy and leadership they found males who display psychopathic behaviour were more likely rewarded with a promotion. Whereas for females the opposite is true, suggesting females are punished for displaying psychopathic behaviour while males are rewarded.

2.3.3.4 Psychopathic Transference

Non-psychopaths can be socialised to behave in psychopathic ways (Boddy, 2014, 2017a; Mortensen & Baarts, 2018). Studies support the notion that when a primary psychopath is present, subordinates also behave in negative ways, potentially learning from the behaviour of the primary psychopath (Boddy, 2014). One study identified workplace social pressure and the need to be included, led to participation in bullying and joking behaviour at the expense of others (Mortensen & Baarts, 2018). Bullying behaviour can be instigated by an individual with primary psychopathic traits with employees copying and including themselves in the bullying regime. Moreover, studies have found workplace culture plays a role in influencing employee behaviour and workplace interactions both positively and negatively (Rai & Agarwal, 2017).

2.3.3.5 Change Hides the Primary Psychopath

A ten (10) year review of primary psychopathy in organisations, Boddy (2015) found that primary psychopaths can use workplace change to hide. In depth case studies of known primary psychopaths by Babiak (1995) and Boddy (2017b) provided detailed insight into the behaviour and impact of working with a primary psychopath. Babiak (1995) found primary psychopaths can use change within an organisation (i.e. a restructure of organisational positions) to hide detrimental behaviour. A psychopathic person will often be rewarded with a promotion while blaming staff negativity on the change process not on their toxic behaviour (Babiak, 1995). In a case study by Boddy

(2017b), a charity Chief Executive Officer (CEO) displayed psychopathic behaviour by managing with fear, intimidating staff and using board meetings to seek to sign off documents with the board unaware of the gravity of what was going on. Employees were confused around why the person was appointed to the position when they did not have the skills and experience to do so, with all attempts to address the issues being unsuccessful (Boddy, 2017b).

2.3.3.6 Fraud

Primary psychopathic traits are said to be related to meanness, bad behaviour, poor workplace socialisation and high levels of deviance (Preston et al., 2021) with primary psychopaths lacking the ability to recognise ethical issues and conduct ethical reasoning (Stevens et al., 2012; Valentine et al., 2017). This was evident in the global financial crisis, which has been attributed to psychopaths in the financial sector (Boddy, 2011a, 2011b; Marshall, Baden, & Guidi, 2013; Shank, 2018). In a study examining accounting fraud, Andon, Free, and Scard (2015) looked at criminal cases referring to psychopaths who committed fraud as ‘deviance seekers’. They found fraudsters were three times more likely to plead not guilty than someone who had committed the crime due to personal hardship or an opportunistic circumstance (Andon et al., 2015). Workplace fraud can often be a sign of one or more employees without conscience or morals (Hare, 1999). Jeppesen and Leder (2016) also examined fraud as it related to primary psychopathic behaviour. Surveying auditors they reported 69% had encountered primary psychopathic behaviour of which 70% had encountered more than one individual and in 43% of cases the person had committed fraud. Alongside auditors, accountants would benefit from better understanding the types of organisations which attract psychopathic fraudulent behaviour. Boddy, Freeman and Karpacheva (2024) developed propositions about psychopathic fraud including how larger organisations are at more risk of fraud and that psychopaths will infiltrate businesses from the moment of employment. They also suggest that fraudulent behaviour is often coupled with bullying, dishonesty and management misbehaviour. Therefore, the issue of fraudulent behaviour is intertwined with bullying and psychopathic acts in the workplace.

2.4 Conclusion

This systematic literature review found gender differences between how females and males demonstrate primary psychopathic behaviour. Females were described as using relational instead of physical aggression and covert manipulative behaviour. Alternatively, males were more physically aggressive and more overt when displaying psychopathic and controlling behaviour. The reviewed literature also explored the origins of psychopathy in males and females, suggesting that males are potentially born psychopathic, and females possibly develop the behaviour because of early life trauma. In relation to the workplace manifestation of primary psychopathic behaviour, it was found that more diligence is required when recruiting employees where the appointee is moving into a position of power. Studies also highlighted that workplace change processes can sometimes hide poor behaviour from a psychopath who may position themselves as the 'hero' in a change process. Consequently, more research is needed to better understand the role of gender in workplace primary psychopathic behaviour.

Harm from a primary psychopath includes reduced productivity, loss of good long-term staff and reduced health and well-being of existing staff. The impact of psychopathic behaviour can influence an employee both psychologically and behaviourally. Table 2.B was developed from the literature providing a full list of psychological and behavioural impacts of working with an individual who demonstrates primary psychopathic behaviour. These detrimental impacts are the reason many studies suggest personality trait screening to avoid employing people who are potentially dangerous to other employees (Babiak & Hare, 2006; Boddy et al., 2011; Boddy et al., 2015; Caponecchia et al., 2012; D'Souza & Oliveira, 2020; Valentine et al., 2017). Nevertheless, screening out individuals with psychopathic traits can be seen as discriminatory behaviour in a recruitment process (Boddy et al., 2011) and therefore employers need to proceed with caution.

Table 2.B – Psychological and behavioural responses of working with a primary psychopath

Psychological **A person working with a primary psychopath may feel …**	Behavioural **As a response to working with a primary psychopath a person may display …**
depressed anxious tense depersonalised traumatised angry exhausted unmotivated fearful	anger frustration withdrawal avoidance conflict lack of productivity absenteeism dissatisfaction at work resignation

The impact of working with an individual who displays primary psychopathic behaviour can be traumatic and debilitating, affecting an employee's mental, emotional, and physical health (Boddy, 2017a; Clarke, 2005; de Silva, 2014; Sheehy et al., 2020). A primary psychopath homes in on weaknesses and vulnerabilities leading to an employee feeling unmotivated to complete tasks or attend work, with primary psychopaths known to be responsible for high staff turnover (Boddy & Croft, 2016; Spencer & Byrne, 2016). However, due to the positive way in which an individual with primary psychopathic traits presents themselves any effort to expose bullying behaviour is often discredited and the victim becomes labelled as the troublemaker (Boddy, 2015; Michalak & Ashkanasy, 2020).

This systematic literature review allowed for an examination of gender differences within the construct of primary psychopathy. Table 2.C shows the comparison between gender and primary psychopathic traits showing how they manifest differently. The gender differences in how primary psychopathic behaviour manifests is critical in identifying problem behaviours. Being mindful of the psychological impact of indirect and covert bullying can help avoid persecution of the victim rather than the primary psychopathic perpetrator. Moreover, the issue of trauma as a catalyst for females displaying psychopathic behaviour is important and allows for greater understanding and empathy for the psychopath. An understanding of complex childhood trauma could assist in better understanding why a person behaves in ruthless ways. Moreover the idea that victims of a psychopath could experience growth and better coping skills may benefit from further investigation (Stewart et al., 2022).

Table 2.C – Gender differences in primary psychopathic traits

Men	Women
Overt	Covert
Active	Passive
Physical Aggression	Relational Aggression
Deviance	Survival
Dominance	Defence

3 - RESEARCH DESIGN

3.1 Introduction

In this chapter, the research design and theoretical framework are outlined including the reason for choosing to adopt a mixed methods design with a dual paradigm applying both positivism and interpretivism. The preceding chapter (4 - Methodology) will provide further detail on the applied research approaches and procedure. This will include detailing the mixed methods methodology across two studies including semi structured in depth interviews (qualitative) and an online survey (quantitative). However, firstly a map of the theoretical framework and design underpinning the methodology will be explored.

There are three key approaches to research design which are qualitative, quantitative and mixed methods (Creswell & Creswell, 2018). Choosing the most suitable approach relies on understanding the strengths and weaknesses of each approach and what can be achieved. In this chapter, the research design will be outlined including how the approach will serve the results. Additionally, the research paradigm will also be summarized and considered in relation to the research questions and expected outcomes.

3.2 Research Paradigms

A research paradigm is a philosophical framework within which research is designed (Bibi, Khan, & Shabir, 2022). The two most common paradigms are positivism and interpretivism, which can be applied individually or together in mixed methods approaches. A mixed method approach provides the opportunity to counter the strengths and weaknesses of qualitative and quantitative research designs (Dawadi, Shrestha, & Giri, 2021). Table 3.A provides an understanding of both positivism and interpretivism as they relate to different elements of the research paradigms.

3.2.1 Positivism

Positivism is a philosophy which suggests that there is only one reality and that it is independent of an individual’s perception of the situation (Bibi et al., 2022). For example, in relation to this study a difficult colleague would either be a primary psychopath, or they would not be one. This truth would not be based on the participants view but instead be an objective fact. The positivist approach uses larger scale samples which are highly generalisable often through survey methods.

Table 3.A – Comparison between Positivism and Interpretivism paradigms

Paradigm	Positivism	Interpretivism
Research Type	Quantitative	Qualitative
Approach	Deductive	Inductive
Reality	Single	Multiple
Generalisable	Yes	No
Point of View	Objective	Subjective
Scope	Broad	Narrow
Sample Size	Large	Small
Data Collection	Survey	Interview or Case Study

(Bibi et al., 2022; Dawadi et al., 2021)

3.2.2 Interpretivism

An interpretivism approach to research design suggests that individuals hold knowledge and understanding of the world around them based on the meanings they derive from first hand experiences (Bibi et al., 2022). This also implies that unlike positivism, people can hold their own realities about the world and people around them. In terms of understanding primary psychopaths in the workplace, this applies to an individual's experience of a difficult colleague and how personal views could influence the experience and the outcome of interactions. Moreover, this also suggests that this may not be true for everyone and that holding a subjective view of the workplace and colleagues could lead to different experiences in the same situation. Consequently this often results in a key weakness of this approach and that is that findings from this approach are subjective (Bibi et al., 2022). Hence adopting a mixed methods approach can counter this issue.

3.3 Defining the Mixed Methods Approach

Mixed methods research design combines qualitative and quantitative research for an approach which allows for data with depth and breadth. Mixed methods although holding many benefits, they are often time consuming, expensive and hard to combine different types of data (Johnson & Onwuegbuzie, 2004). Early researchers merely focused on quantitative approach to data collection, the mixed method approach did not become prominent till the 1980's (Creswell & Creswell, 2018). Mixed methods has been referred to as ‘third wave’ research with the first wave being quantitative and the second wave qualitative (Johnson & Onwuegbuzie, 2004). This third wave provides a more well-rounded impactful approach to research even though it is yet to be seen as a distinct approach to research design. Hence understanding the two components which make up a mixed research approach will be defined in more detail below.

3.3.1 Qualitative Method

Qualitative methods provide greater insight into a participants experience (Dawadi et al., 2021). This is done through interviews, case studies and real-world individual experiences of a problem. Qualitative methods have a number of strengths including the ability to describe complex experiences in greater detail than quantitative methods (Johnson & Onwuegbuzie, 2004). However, its weakness is that this type of data collection can often not be generalised to the larger population and takes longer to collect and analyse (Johnson & Onwuegbuzie, 2004). Nevertheless, this approach is important in the present study to understand the idiosyncrasy of working with a primary psychopath through detailed case study examples. Previously, studies have suggested that measuring psychopathy with observer ratings can provide valid results (Van Scotter & Roglio, 2018). Hence this method will be applied along side a quantitative approach

3.3.2 Quantitative Method

Quantitative research has long been the focus of scientific discovery (Creswell & Creswell, 2018). This method includes approaches such as surveys, where the participant answers question that can be quantified. Quantitative methods have a number of strengths including the ability to be generalisable and independent of the researcher, as well as rapid data collection and analysis with large populations (Johnson & Onwuegbuzie, 2004). As with any method, there are often weaknesses and with quantitative data collection, phenomena which are not specifically collected may be missed and hence findings can often be too abstract and general (Johnson & Onwuegbuzie, 2004). Quantitative methods will be applied in this study to allow for a larger collection of data which could be generalisable to the broader population beyond the case studies. Moreover, the collection of quantitative data will allow for higher level scientific analysis, counteracting any researcher bias which may occur from listening to personal stories in the qualitative data collection.

3.3.3 Mixed Method Approach

This study will use a qualitative approach by interviewing people who have experienced a potential primary psychopath and quantitative data collection approach with an online survey. See Table 3.B, *Research paradigm and approach by research activity*. A mixed methods approach was chosen as it provides the opportunity for triangulated results (Dawadi et al., 2021). Hence the qualitative and quantitative data could be analysed in isolation and then combined in the discussion (Chapter 7) for a deeper insight this is referred to as *exploratory mixed method* (Creswell & Creswell, 2018). This holistic approach provides the opportunity to examine questions in depth and from multiple prospectives (Enosh, Tzafrir, & Stolovy, 2015), with generalisable of findings (Dawadi et al., 2021). Therefore, mixed methods provide the opportunity to balance the strengths and weaknesses of both approaches (Johnson & Onwuegbuzie, 2004; Sheppard & Aquino, 2017).

Table 3.B – Research paradigm and approach by research activity

Research Activity	**Paradigm**	**Approach**
Literature Review	Interpretive	Subjective
Qualitative data collection - Interviews	Interpretive	Subjective
Quantitative data collection - Survey	Positivism	Objective
Mixed methods data analysis	Interpretive & Positivism	Mixed

With both the qualitative and quantitative methods combining to develop a mixed data set. This is followed by a flow chart of the research design approach in Figure 3.i. The research design flow chart (Figure 3.i) shows that the original theorized idea was further informed by the literature review which established the problem of female primary psychopaths in the Community Services Sector. These three components (idea, literature, and problem) all contributed to develop research questions as well as the research design. The research design then informed the choice of both paradigm and method. With the decision to use a mixed methods approach (combining qualitative and quantitative design) the qualitative (interpretive component) leading to the design of interview questions which are both informed by the study design and research questions. The results of the qualitative component will then contribute to the survey questions along with contributions from the research questions. This resulted in two data sets for each research type (qualitative & quantitative) will be combined to provide mixed method results for this study.

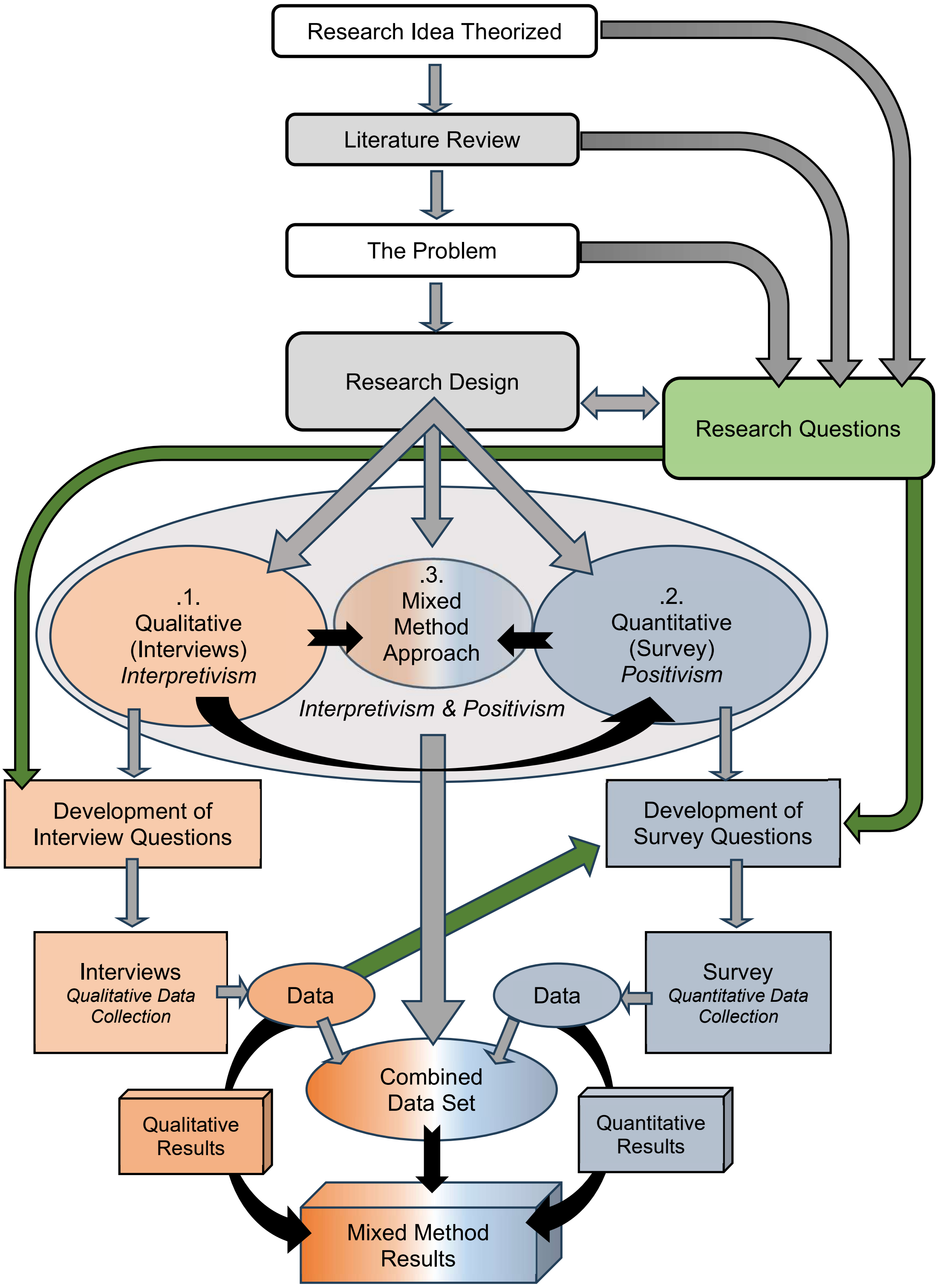

Research Idea Theorized
Literature Review
The Problem
Research Design
Research Questions
.1. Qualitative (Interviews) *Interpretivism*
.3. Mixed Method Approach
.2. Quantitative (Survey) *Positivism*
Interpretivism & Positivism
Development of Interview Questions
Development of Survey Questions
Interviews *Qualitative Data Collection*
Data
Data
Survey *Quantitative Data Collection*
Combined Data Set
Qualitative Results
Quantitative Results
Mixed Method Results

Figure 3.i - Research Design Flow Chart

3.4 Research Aims and Objectives

As outlined in the introduction (Chapter 1 – 1.1.1: Aims and Objectives), the aim of this study is to: *"determine if female primary psychopaths are present in the Community Services Sector and if so, understand the impact on employees."* This broad statement led to four objectives this study will seek to achieve incorporating an understanding of the effect, prevalence, gender differences and specific case studies. The objectives are as follows:

1. To determine the prevalence of female psychopathic behaviour in Community Services Sector employees.
2. To gather case examples from Community Services Sector employees who have worked with a female displaying potential primary psychopathic behaviour in the workplace.
3. To investigate the similarities and differences between male and female primary psychopathic behaviour.
4. To understand the effect of primary psychopathic behaviour on Community Services Sector employees.

The research questions posed to explore the issue in this research project are shown in Table 3.C and described in further detail in the next section.

Table 3.C – Objectives and research questions

Objectives	**Research Questions**	**Data collection**
1.To determine the prevalence of female psychopathic behaviour in Community Services Sector employees.	Q1: Will traits of a primary psychopath be found in the Community Services Sector workforce at the same prevalence as other sectors?	Mixed Method
2.To gather case examples from Community Services Sector employees who have worked with a female displaying potentially primary psychopathic behaviour in the workplace.	Q2: Are females more likely to experience psychopathic behaviour from other females than from males in the Community Services Sector?	Mixed Method
3.To investigate the similarities and differences between male and female primary psychopathic behaviour.	Q3: Is relational aggression at work (a) more likely to come from female employees than from male employees and, (b) are female primary psychopaths more likely be display relational aggression than male primary psychopaths?	Quantitative
4.To understand the effect of primary psychopathic behaviour on Community Services Sector employees.	Q4: When working with a primary psychopath, do Community Services Sector employees show: (a) lower job satisfaction, (b) poor workplace wellbeing and (c) high levels of turnover intention?	Mixed Method

3.5 Research Questions

Research into female psychopaths has been minimal (Brooks, 2020) and even less research has been conducted into the Community Services Sector or the helping profession. It's easy to assume that people who work in a helping profession would not hold dark personality traits such as psychopathy, however, there are psychopaths in every profession (Čopková & Araňošová, 2020). Moreover, the introduction (Chapter 1) to this thesis and the systematic literature review (Chapter 2) raised some serious questions which will be addressed in this study. Hence, the current research literature in the field of female primary psychopaths informed the decision to include the following four (4) research questions:

1. Will traits of a primary psychopath be found in the Community Services Sector workforce at the same prevalence as other sectors?
2. Are females more likely to experience psychopathic behaviour from other females than from males in the Community Services Sector?
3. Is relational aggression at work (a) more likely to come from female employees than from male employees and, (b) are female primary psychopaths more likely be display relational aggression than male primary psychopaths?
4. When working with a primary psychopath, do Community Services Sector employees show: (a) lower job satisfaction, (b) poor workplace wellbeing and (c) high levels of turnover intention?

Each of the four research questions will be outlined in more detail in the following section.

3.5.1 Question 1: Primary Psychopaths

The first question seeks to address the issue of whether psychopaths exist in the Community Services Sector and if so, to what degree. Gender is not a consideration in this question which is:

> ***Q1: Will traits of a primary psychopath be found in the Community Services Sector workforce at the same prevalence as other reported sectors?***

It is important to ask this question in the first instance to inform the other questions. The response to this first question would need to be 'yes' for the research to proceed to the following questions.

3.5.2 Question 2: Female Primary Psychopaths

The second question introduces the idea of traditional gender (male and female) and psychopathy, with the notion that females make up approximately 80% of the Community Services Sector in Australia. Therefore, this may increase the likelihood that female participants will have experienced some form of bullying from a female colleague. Moreover, the research proposes that females are more likely to experience bullying from other females, more so than males. Given the high volume of females in this Community Services Sector it is probable female participants will discuss female to female bullying behaviour when responding.

> ***Q2 - Are females more likely to experience psychopathic behaviour from other females than from males in the Community Services Sector?***

3.5.3 Question 3: Relational Aggression and Female Psychopathy

Relational aggression is emphasized in the literature as an important issue when looking at female primary psychopaths. Research question three (3) is divided into two parts, firstly how gender influences the use of relational aggression in the workplace. The second part, Question 3(B), addresses the idea that female primary psychopathic behaviour will often come in the form of relational aggression. Relational aggression includes social isolation, damaging another person’s social status and relationships within the workplace environment.

> ***Q3 - Relational Aggression: Is relational aggression at work***
> ***(a) more likely to come from female employees than from male employees and,***
> ***(b) are female primary psychopaths more likely be display relational aggression than male primary psychopaths?***

3.5.4 Question 4: Job Satisfaction and Female Psychopathy

The fourth and final question is divided into three parts and looks at job satisfaction, workplace wellbeing, and turnover intention when working with a primary psychopath. Many studies have been conducted around the impact of job satisfaction when a psychopath is present in the workplace (Boddy et al., 2020; Čopková & Araňošová, 2020). Moreover, this will allow for an understanding of the impact on the workplace if a psychopath is present.

Q4 – When working with a primary psychopath, do Community Services Sector employees show:

(a) lower job satisfaction,
(b) poor workplace wellbeing and
(c) high levels of turnover intention?

3.5.5 Research Questions Relationships and Variables

The main independent variable for this study is ‘psychopathic traits’ in the Community Services Sector workforce. Question one (1) then seeks to explore how the traits manifest in workplaces by gender and prevalence. If psychopaths exist in the Community Services Sector, the participant group will be divided into two further groups: psychopathic group (PM-MRV Score of 75% or above) and non-psychopathic group (PM-MRV Score below 75%). The psychopathic groups relate to the score of the destructive or difficult colleagues identified by the participants. These evaluations will be made through the participants observations of the difficult colleagues’ behaviour against the psychopathic criteria.

To answer these research questions independent and dependent variables were determined. Table 3.D provides a list of the dependent and independent variables which will be applied in this study. In addition, Figure 3.ii demonstrates how the research questions are mapped in relation to each other and the collected data.

Table 3.D – Independent and dependent variables

Independent Variables	Dependent Variables
Community Services Sector Workforce	Job Satisfaction
Primary Psychopathic Person	Workplace Wellbeing
Non-Primary Psychopathic Person	Workplace Turnover
Gender (Male or Female)	Relational Aggression

Figure 3.ii commences with the main independent variable ‘psychopathic traits’ in the Community Services Sector. This then leads to question one (1) shown as ‘Q1’ seeking to explore whether psychopaths exist and to what extent. This leads to two possible responses ‘yes’, they exist or ‘no’ they do not, which will be determined by the *Psychopathy Measure – Management Research Version 2* (PM-MRV2) (see 3.6.1.1 for further detail on this measure) with a score of 75% and above for the primary psychopathic group and below 75% for the non-psychopathic group. The

primary psychopathic group then informs question four (4) shown as ‘Q4’ where job satisfaction is considered measuring overall job satisfaction, workplace well-being and turnover of staff.

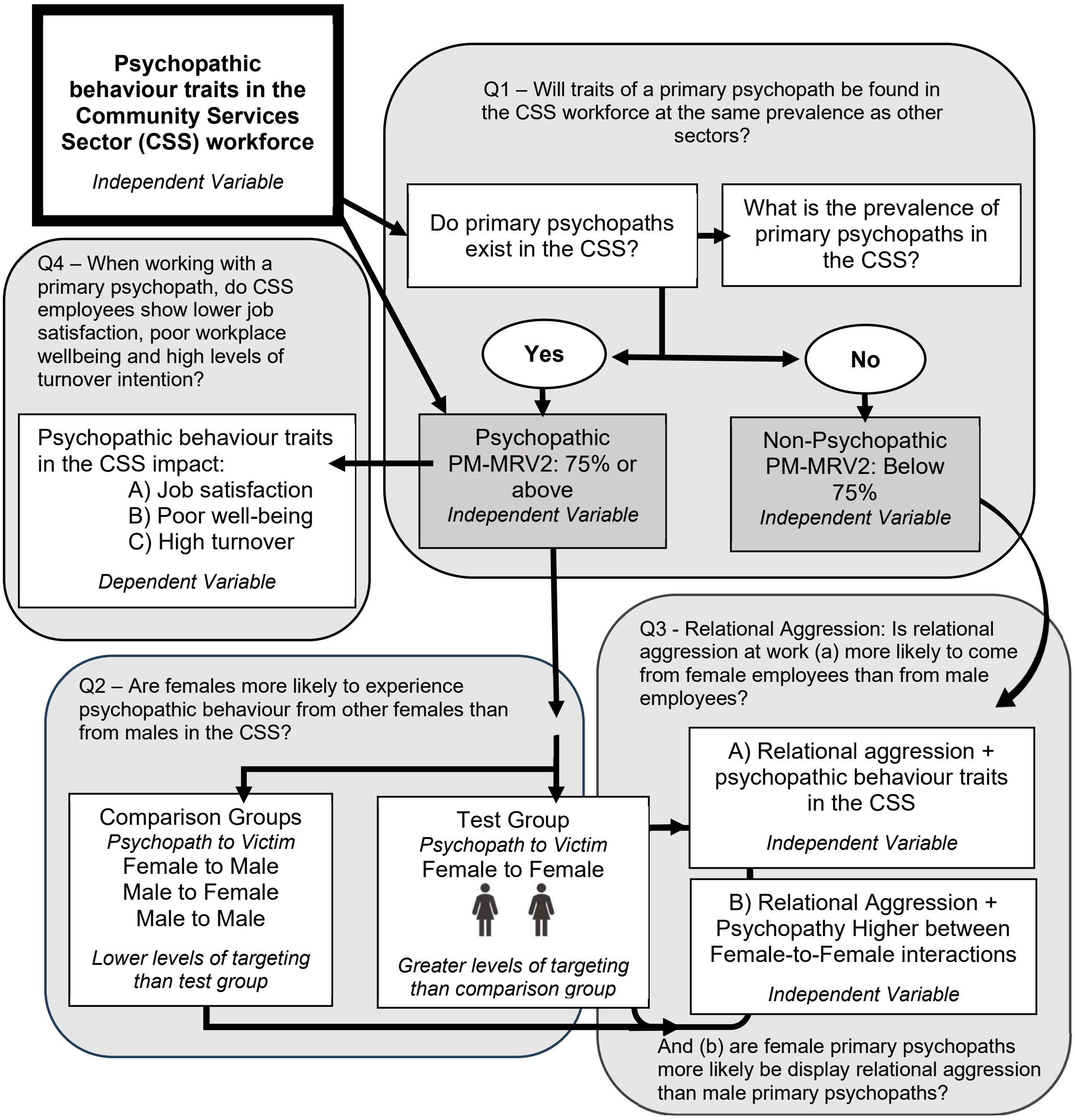

Psychopathic behaviour traits in the Community Services Sector (CSS) workforce
Independent Variable
Q1 – Will traits of a primary psychopath be found in the CSS workforce at the same prevalence as other sectors?
Do primary psychopaths exist in the CSS?
What is the prevalence of primary psychopaths in the CSS?
Yes
No
Psychopathic PM-MRV2: 75% or above
Independent Variable
Non-Psychopathic PM-MRV2: Below 75%
Independent Variable
Q4 – When working with a primary psychopath, do CSS employees show lower job satisfaction, poor workplace wellbeing and high levels of turnover intention?
Psychopathic behaviour traits in the CSS impact:
A) Job satisfaction
B) Poor well-being
C) High turnover
Dependent Variable
Q2 – Are females more likely to experience psychopathic behaviour from other females than from males in the CSS?
Comparison Groups
Psychopath to Victim
Female to Male
Male to Female
Male to Male
Lower levels of targeting than test group
Test Group
Psychopath to Victim
Female to Female
Greater levels of targeting than comparison group
Q3 - Relational Aggression: Is relational aggression at work (a) more likely to come from female employees than from male employees?
A) Relational aggression + psychopathic behaviour traits in the CSS
Independent Variable
B) Relational Aggression + Psychopathy Higher between Female-to-Female interactions
Independent Variable
And (b) are female primary psychopaths more likely be display relational aggression than male primary psychopaths?

Figure 3.ii – Research Questions Map

Research question two (Q2) and three (Q3) will look specifically at female primary psychopaths while using other groups (dyads) as a comparison. In question two a specific focus on female-to-female conflict will be explored. With an emphasis on female-to-female conflict, question three then seeks to understand how relational aggression and primary psychopathy interact. Relational aggression has been said to be a female form of behaviour that is often displayed by female primary psychopaths (Colins et al., 2017; Kreis & Cooke, 2011). Consequently, this study will consider that primary psychopaths exist in the Community Services Sector and that female-to-female conflict is more likely given the gender imbalance in the sector. Additionally, this would also provide information about job satisfaction and relational aggression as it relates to primary psychopaths in the workplace.

3.6 Scales for Measuring Primary Psychopathy

To understand the influence of primary psychopathic employees in the Community Services Sector, an appropriate measure of psychopathy will be explored. Although there are multiple scales each with its own merit, a measure which could be administered outside a clinical setting for the purpose of research, needed to be chosen.

There are two main types of psychopathy scales: observational and self-report. Observational scales are completed by an observer or medical professional about someone they have viewed. A self-report scale is completed by a person about their own behaviour. Studies have shown that many of the measures are inconsistent across males and females (Spormann, Mokros, & Schneider, 2023) and this will be taken into account when selecting measures to apply in this study design. Additionally, two types of measures are required for this project, an observer rating for a participant to rate a difficult colleague and a self-report measure for the participants psychopathy test.

3.6.1 Observational Psychopathy Measures

Several observational scales were reviewed in the process of designing this study including the *Psychopathy Checklist – Revised* (PCL-R) and *Research Version* (PCL-SV), the *Psychopathic Measure – Management Research Version 2* (PM-MRV2) and the *Comprehensive Assessment of Psychopathic Personality* (CAPP). These measures were selected as having the most potential for use in this research project stemming from the literature review in Chapter 2 (Systematic Literature Review) of this thesis.

3.6.1.1 Psychopathy Checklist – Revised (PCL-R) and Research Version (PCL-SV)

One of the most commonly used psychopathy scales to date is the *Psychopathy Checklist – Revised* (PCL-R) by Robert Hare (1999), which has been said to focus more in the criminal and male sphere (Skeem & Cooke, 2010). The 20 item PCL-R

(Hare & Neumann, 2006) and the shorter twelve (12) item research version (PCL-SV) (Hart, Cox, & Hare, 1995) have been found to uncover higher scores in males (Lilienfeld, 1998) and criminal populations (Grann, 2000). The PCL-R and the PCL-SV strongly feature criminal behaviour even though the authors of the scale do not believe deviance is central to psychopathy and yet removing these items may weaken the measure (Skeem & Cooke, 2010). Moreover, these popular scales are not considered proven measures across gender, being inadequate when measuring female primary psychopaths (Cooke, Michie, Hart, & Hare, 1999). There is opposing views as to whether the PCL-R and the PCL-SV stand up across genders when looking at criminal (secondary) psychopathy with Grann (2000) suggesting it is appropriate while Brown (2021), suggests the measure does not effectively calculate psychopathy in female offenders. Nevertheless, there is support for the reliability in females but only minimal support for its validity (Vitale & Newman, 2001). Regardless, without definitive support for measuring female primary psychopaths in the general population a different measure is required.

3.6.1.2 Psychopathic Measure – Management Research Version 2 (PM-MRV2)

Like the PCL-R and the PCL-SV, the *Psychopathic Measure – Management Research Version 2* (PM-MRV2) (Boddy, Miles, Sanyal, & Hartog, 2015) was developed from the original psychopath works by Hervey Cleckley (1941). Unlike the PCL-R and PCL-SV, the PM-MRV2 does not contain items which relate to secondary (criminal) psychopathy a construct not of interest in this study. The PM-MRV2 has been applied in several management and workplace studies which have informed the design of this research project. Therefore, this was considered the most appropriate measure to utilise. Nevertheless, Jones and Hare (2016) articulate some concern for the measure which is not used in a clinical setting and instead relies on the observations of others who have potentially been harmed by the psychopath. However, it is important to note that the use of this tool in the corporate or business world is not for clinical diagnostic purposes but to better understand the impact on the workplace. Hence therefore this is an appropriate choice.

Table 3.E provides an item comparison between the PM-MRV2 (Boddy, 2017, Psychopathic Criteria (Cleckley, 1941) and PCL-SV (Hare, 2003). This table shows both primary and secondary psychopathy items, with secondary items only shown for the Psychopathic Criteria and PCL-SV. The PM-MRV2 does not contain secondary items. The Psychopathy Measure – Management Research Version 2 (PM-MRV2)

(Boddy et al., 2015) was selected as the most appropriate scale for this study having been designed specifically for management research

Table 3.E – Psychopathic measures scale comparison

No.	PM-MRV2 (Boddy et. al., 2015)	Psychopathic Criteria (Cleckley, 1941)	PCL-SV (Hare,1991, 2003)
1	Untruthful and insincere	Untruthfulness and insincerity	Pathological lying
2	A cheating personality	Unreliability	Parasitic Lifestyle Many short-term marital relationships Conning/manipulative
3	Is totally egocentric	Pathologic egocentricity and incapacity for love	Grandiose sense of self-worth
4	Has no remorse about how their actions harm other employees	Lack of remorse or shame	Lack of remorse or guilt
5	Emotionally shallow	General Poverty in major affective reactions	Emotionally shallow
6	Unresponsive to personal interactions	Unresponsiveness in general interpersonal relations	Callous/ Lack of empathy
7	Refuse to take responsibility for their own actions	Specific loss of Insight	Failure to accept responsibility for own actions Irresponsibility
8	Lack of self-blame and self-insight about own behaviour	Poor judgement and failure to learn by experience.	Impulsivity
9	Superficial charm and apparent intelligence	Superficial charm and good “Intelligence”	Glibness/superficial charm
10	Calm, poised and apparently rational	Absence of delusions or other signs of irrational thinking Absence of “nervousness” or psychoneurotic manifestations	
	Items not a part of the PM-MRV2	(7) Inadequately motivated antisocial behaviour	Juvenile delinquency Revocation of conditional release Criminal versatility Early behavioural problems
		(13) Fantastic and uninviting behaviour with drink and sometimes without	Poor behaviour control
		(14) Suicide rarely carried out	Need for stimulation/proneness to boredom
		(15) Sex life impersonal, trivial, and poorly integrated	Promiscuous sexual behaviour
		(16) Failure to follow any life plan	Lack of realistic, long-term goals

3.6.2 Self-Report Psychopathy Measures

In addition to the observational psychopathic scale which will be applied in both the qualitative and quantitative data collection, a self-report measure of primary psychopathy will be included in the survey. In a clinical interview, self-report measures are less precise however there is evidence to suggest self-report measures are effective in the general population (Declercq, Carter, & Neumann, 2015; Gordts, Uzieblo, Neumann, Van den Bussche, & Rossi, 2017). Therefore, a self-report measure will be used for the quantitative data collection.

3.6.2.1 Levenson Self-Report Psychopathy Scale (LSRP)

When reviewing the literature, the most popular measure for self-report psychopathy scales was the *Levenson Self-Report Psychopathy Scale* (LSRP), a 26 item scale (Levenson, Kiehl, & Fitzpatrick, 1995). Analysis of the LSRP has been found to hold strong validity when measuring psychopathic traits in relation to self-report measures (Garofalo, Noteborn, Sellbom, & Bogaerts, 2019). Although it’s not perfect, it has been described as a good measure (Garofalo et al., 2019; Miller, Gaughan, & Pryor, 2008) and therefore it was chosen for this study when measuring a participants psychopathy level.

3.7 Conclusion

Chapter 3 outlined the key design principles for this study including the theoretical framework, reasoning behind the method choice, research questions and measurement of a psychopath. This chapter sets the research groundwork for the following chapters which will outline the methodology in detail followed by the findings of study 1 (qualitative) and study 2 (quantitative).

4 - METHODOLOGY

4.1 Introduction

In Chapter 4, the methodology of this research project will be outlined including the research questions and procedures which will be followed to undertake this project. A mixed methods approach will be applied to both qualitative and quantitative data collection, including data from semi structured in depth interviews (Study 1) and an online survey (Study 2). Two validated scales for measuring primary psychopathy (an observer rating and a self-report measure) were chosen for use in the survey and the details of these scales, and why they were selected was outlined in the previous chapter. The additional scales to measure job satisfaction and relational aggression will be outlined in this chapter. Moreover, a brief description of how the data will be analysed is provided in this chapter for both research methods however more detail is also given in the specific chapters for the qualitative research (Chapter 5) and the quantitative research (Chapter 6).

4.1.1 Use of Terms

For the purposes of this study a number of terms will be applied interchangeably to describe the person which the participants will be asked to identify as difficult to work with. The purpose for this is to distinguish between a colleague who is psychopathic and non-psychopathic which may be better described as toxic and/or difficult. During data collection two terms will be used; '*toxic*' and '*difficult*', to describe the participants identified colleague. These terms will be applied to any questions which relate to the behaviour of a colleague deemed by the participant to be toxic and/or difficult. In addition, a term to refer to the colleague is needed and therefore in the survey the term '*community services colleague* 'or 'CSC' will be applied to the discussed person.

The term '*toxic*' will be used for the qualitative data collection when describing a colleague who may have caused psychological harm to the participant or others in the workplace. The use of '*toxic*' is used to ensure that those who agree to participate in the interviews recognise that they will be discussing someone who has been treacherous to work with in the Community Services Sector. This term will then be changed to 'difficult' colleague when the quantitative data is collected in the online survey. Moreover, for the purposes of this thesis the term 'difficult colleague' will be used in the analysis phase to ensure consistency of terms across the findings.

Once the data is collected two terms will then be applied to the identified difficult colleague which are '*psychopathic*' and '*non-psychopathic'.* These terms relate to the results of the psychopathy scale (Psychopathy Measure – Management Research Version 2 (PM-MRV2)). An identified difficult colleague with a score 75% or above will be referred to as psychopathic having met the criteria for a primary psychopath. Conversely, if the difficult colleague has a score below 75% on the psychopathic scale (PM-MRV2) they will be referred to as non-psychopathic. Using psychopathic and non-psychopathic terms will allow for data to be divided into two distinct groups to meet the needs of this study. In addition to describing the difficult colleague, a term for the participants role in the interactions with the colleague needs to be considered.

This study considered using the terms 'victim' and 'target' and it was decided that the term 'participant' would be used to describe the person responding to the survey and that the use of *target* or *victim* would be avoided. However, there are some sections in the data analysis and discussions where these terms will be more appropriate than the use of 'participant' for example, when discussing the broader context of a primary psychopath in the workplace or general population. The participant will also at times be referred to as an 'observer', i.e. the person who witnessed or observed the behaviour of the difficult colleague and the potential primary psychopath. This term will be applied in the data analysis and descriptions where the participant is merely an observer to the behaviour, an onlooker rather than the target or victim of the behaviour.

Table 4.A provides a full summary of the use of terms as detailed above.

Table 4.A Use of terms summary

Term	Description	Other terms used
Community Services Colleague	The term used to describe the difficult colleague in the survey text.	Difficult Colleague Toxic colleague/person
Difficult colleague	The description used in the **survey** to describe the person which the participant has identified as difficult to work with.	Toxic colleague/person Community Services Colleague Psychopathic *(PM-MRV2 Score = or >75%)* Non-psychopathic *(PM-MRV2 Score <75%)*
Non-psychopathic	Used to describe a difficult colleague during data analysis where they did not meet the criteria for a psychopathic person. (i.e. PM-MRV2 Score <75%)	Difficult Colleague Toxic colleague/person Community Services Colleague
Observer	A term used to describe the participant when discussing what behaviour they witnessed from the difficult colleague.	Participant Victim
Participant	The person who responded to the survey or participated in an interview.	Victim Observer
Primary psychopath	Used to describe a difficult colleague during data analysis where they met the criteria for a psychopathic person. (i.e. PM-MRV2 Score = or >75%)	Psychopath Difficult colleague Toxic colleague/person Community Services Colleague
Toxic colleague/person	The description used in the **interviews** to describe the person which the participant has identified as difficult to work with.	Difficult colleague Community Services Colleague Psychopathic *(PM-MRV2 Score = or >75%)* Non-psychopathic *(PM-MRV2 Score <75%)*
Victim	A term used to describe the participant or someone else who they saw as the target of the difficult colleague. Also used to describe the role of the person targeted by the psychopathic person.	Participant Observer

4.2 Procedure

A mixed methods approach has been chosen to undertake this study which includes semi-structured in-depth interviews (qualitative data collection) and an online survey (quantitative data collection). The survey will also include an optional qualitative question to allow respondents to elaborate on their answers. The following paragraphs provide an overview of the methodology for the study procedure.

4.3 Study 1: Qualitative Data - Interviews

The initial data collection will involve semi-structured interviews with professionals from the Community Services Sector with a proposed 15 to 25 possible participants. The purpose of Study 1 will be to engage professionals who work or have worked in the Community Services Sector who have work or worked with an individual who could be categorised as ‘toxic’ by the participant. This qualitative data collection will allow for the examination of case studies authored by participants who potentially worked with a primary psychopath in the Community Services Sector.

4.3.1 Participant Target Group

The participant group require several key factors to be eligible for participation in this study. These include the following: be over 18 years of age, have previously or currently worked in the Community Services Sector and have worked with someone who caused the participant psychological harm. Additionally, the experience needed to have occurred in Tasmania and the participant needs to be willing to discuss their experience in detail either face-to-face or via video conference. The participant also needs to be willing to have the conversation audio recorded to allow for the discussion to be transcribed for analysis. These criteria will be clarified before the interview is organised to ensure all interviewees are suitable for participation.

Tasmania (Australia) was selected for this portion of the study to allow the student researcher to conduct most of the interview’s face to face given this is the location where she resides. Moreover, the initial premise for this study was developed with the Tasmanian Community Services Sector in mind given the previous interactions and reports made to the research student.

4.3.2 Recruitment of Participants

Participants were recruited through a range of networks and social media avenues. Social media advertisements included the use of Facebook and LinkedIn. The PhD student’s professional networks in the Community Service Sector and Organisations were leveraged to share recruitment advertisements also leading to snowball recruitment. The advertisements approved through the Curtin University Human Research Ethics Committee (EC00262) (Approval Number #HRE2022-0171) are provided in Appendix C (Recruitment social media advertisements).

Appendix D (Recruitment letters for semi-structured interviewees) are the email letter formats for organisations and individuals asking for the research details to be shared and for individuals interested in participating to contact the research student directly via email. When a participant contacts via email, arrangements will be made for a suitable interview time and place via phone or email. Interviews will be agreed and confirmed via email prior to the interview date. The process for recruiting participants is provided in a flowchart as Figure 4.i.

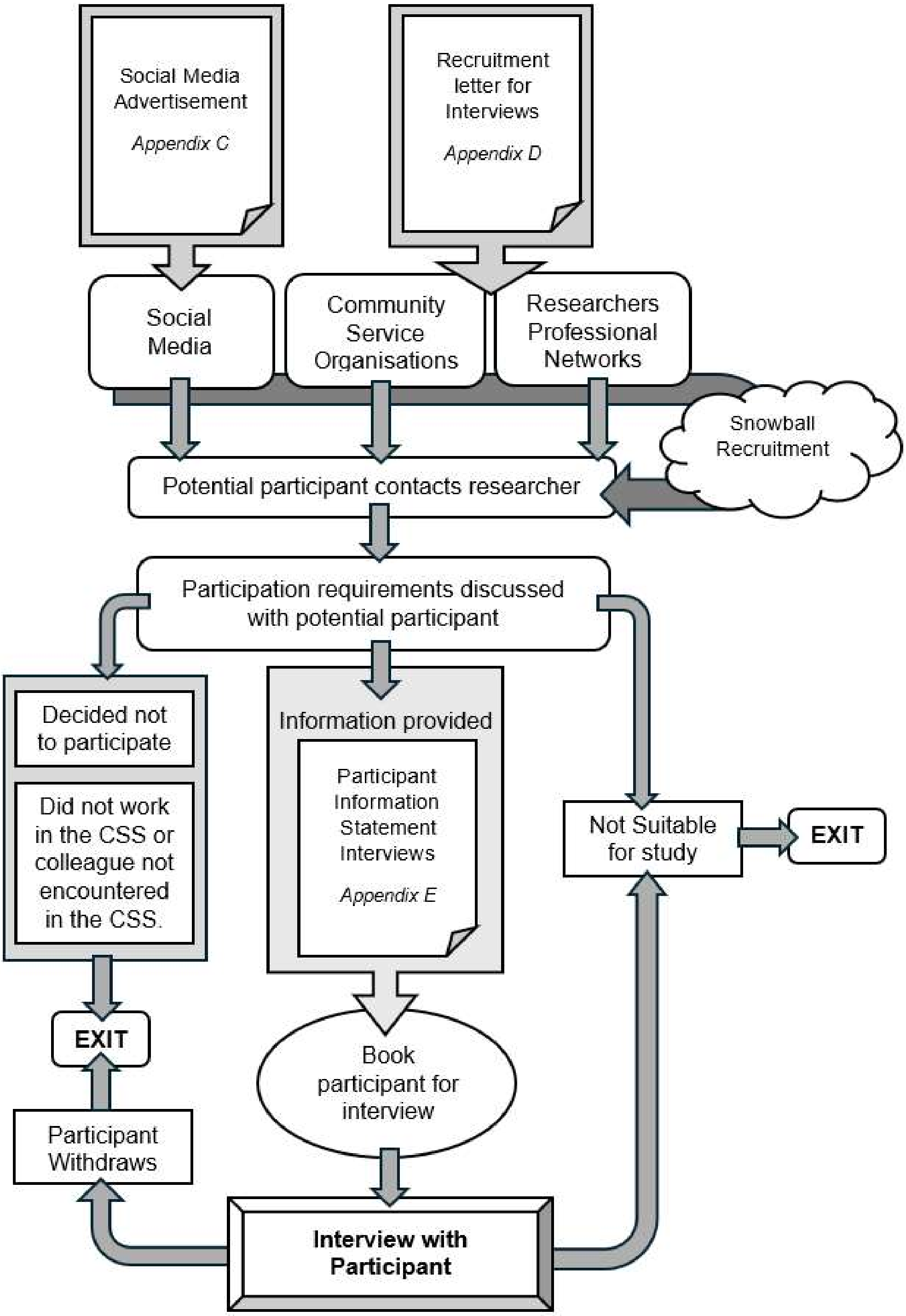

Social Media Advertisement
Appendix C
Recruitment letter for Interviews
Appendix D
Social Media
Community Service Organisations
Researchers Professional Networks
Snowball Recruitment
Potential participant contacts researcher
Participation requirements discussed with potential participant
Decided not to participate
Did not work in the CSS or colleague not encountered in the CSS.
EXIT
Participant Withdraws
Information provided
Participant Information Statement Interviews
Appendix E
Book participant for interview
Interview with Participant
Not Suitable for study
EXIT

Figure 4.i – Recruitment of Participants for Qualitative Data Collection

4.3.3 Participants

It is expected that 15 to 20 individuals will be recruited with recruitment ceased when saturation is reached. Saturation occurs when the narratives and themes discussed begin to be repeated through different participant experiences. Additionally, participants will be interviewed in their preferred location including the private office of the researcher (if the participant is known to the researcher), or a quiet corner of a coffee shop. The researcher holds an office at the University of Tasmania in Launceston. When choosing a location the following will be considered: confidentiality, personal safety and participant safety when selecting the interview location. Additionally, video conference using Curtin University Microsoft Teams will be used where a face-to-face interview is not possible.

4.3.4 Question Development

For the semi-structured interviews six questions (see Appendix G *Semi-structured interview questions*), have been developed to engage the participants. Question one (1) is a demographic question used to better understand the participants experience in the Community Services Sector; *Describe your current and previous experience working in the Community Services Sector (CSS)? Include roles and time spent in the sector*.

Question two (2) will be used to verify if the difficult colleague the participant was planning to discuss had the potential to meet the criteria for a primary psychopath; *Please consider the following personality characteristics and whether you have ever worked with one or more people in the Community Services Sector (CSS) who fit this description. Someone who is: charming yet insincere, untruthful, and egocentric, dishonest and ruthless, Irresponsible and emotionally shallow.* If the participant answers 'yes' to the brief characteristics of a primary psychopath, then they will be provided with the full primary psychopathy criteria (see Appendix F). The participant will then be asked to read and say whether the person they wanted to discuss meets the criteria. This will be done verbally for the transcript as well as to establish the primary psychopathic (PM-MRV2) score for the person which the participant is going to discuss.

Question three (3) further explores the participants view on toxic people in the Community Services Sector by asking how many people they have worked with that possibly could meet this criterion. *Question 3 - Considering the personality* *characteristics described, do you believe you have worked with anyone who meets most of these criteria (3 or more)? How many individuals?* This question will provide an opportunity for the participant to think about who they have worked with that left them psychologically harmed and to select the person who had the largest impact on them personally and professionally. Moreover, the initial questions are designed to set the tone for the interview and the examples they would be asked to provide.

For question four (4) the participant will then be guided through the behaviours as set out in the primary psychopathic criteria and asked for examples where they identified the behaviour had been displayed; *Can you provide examples of behaviour you have witnessed or been subject to which are described in the characteristics?* This question will provide most of the interview content and a case study picture as it related to psychopathy traits. Moreover, by asking the participant for examples the interviewer will also validate the claims about the difficult colleague against the psychopathy criteria.

In addition to understanding how the person discussed met the primary psychopathy criteria the qualitative data collection process will seek to understand the impact on the participant. Question five (5) asked; *Describe the impact on you or your colleagues of working with a person whose behaviours were like this? Provide details which include impact mental health, workplace wellbeing and job satisfaction?* This question will only be asked if the participant does not discuss the impact of the behaviour on their wellbeing and job satisfaction. If the participant has already spoken to how they were impacted, this question will be reframed to ask if there are any further impacts on the participant or other colleagues in the workplace.

The interviews will be guided by the first five (5) questions with the key focus being to understand if the difficult colleague meets or does not meet the primary psychopathy criteria. In addition, examples of observed psychopathic traits as well as the impact on job satisfaction and workplace well-being. Additionally, a final and sixth question provide an opportunity for the participant to add any relevant additional information not already provided; *Are there any further insights you wish to provide on the topic of working with difficult people in the Community Services Sector based on your experience?* This final question allows the participant to take a step back and provide insight into how things could have been done differently by the participant, other colleagues and the organisation. Nevertheless, this final question provides an opportunity for the participant to feel heard and validated by their experience with the belief they could provide essential research data which could inform change.

4.3.5 Interview Procedure

When a potential participant makes contact, they will be provided with the *Participant Information Statement – Interviews* (see Appendix E) and if they are participating online, they will also be sent the *Semi-structured Interview Consent Form* (See Appendix F) and the de-identified psychopathy criteria (PM-MRV2) (see Appendix H). If the participant is interviewed in person, the criteria and the consent form will be address at the beginning of the interview.

Semi-structured questions will be used to guide the interview process, see Appendix G (*Semi-structured interview questions*). During the interview participants will also be presented with the untitled psychopathy checklist (PM-MRV2) and asked to think of the most difficult colleague they had worked with. They will then complete the criteria recording whether the person had *displayed*, *somewhat displayed* or *not displayed* the behaviour (See Appendix H – PM-MRV2 Criteria Sheet). If the semi structured questions do not draw out key examples the interviewer will use the criteria responses to ask further questions of the participants to validate if the difficult colleague did in fact display psychopathic traits.

Each interview will be audio recorded and transcribed using Otter.ai online software and reviewed for accuracy. Once the interviews are completed the audio recordings, transcripts and scanned consent forms will be stored on the secure research drive at Curtin University. A password protected Microsoft Excel spreadsheet will be used to record the personal and demographic details of participants with all identifying information removed from the transcripts. Participant data will be given a code i.e., PF01, all codes will begin with 'P' for Participant' the second letter will either be 'M' for a male participant or 'F' for a female participant followed by two digits which will be the unique participant number.

4.3.6 Qualitative Thematic Analysis

A thematic analysis is a process and method commonly used to analyse qualitative data in particular transcripts for research purposes (Braun & Clarke, 2006). This method allows the researcher to look at non numerical data and decipher common themes and ideas across sources. A thematic analysis can be described as a versatile and flexible approach to reviewing text to find key patterns, codes and themes which paint a picture of the content (Braun & Clarke, 2006; Kiger & Varpio, 2020). It is a step-by-step approach which allows for meaning to be found within a specific topic area in two levels: semantic (i.e., what the person has said with words) and latent (i.e., the underlying assumptions of what has been said) (Maguire & Delahunt, 2017). Braun and Clarke (2006) developed a six-step process to provide a systematic approach to coding and developing themes within the thematic analysis method (See Figure 3.ii). An additional step will be added to the beginning of the thematic analysis process which will be undertaken in this research project.

Data compiling and review	• Complete demographics table for participants & discussed toxic persons • Consider which transcripts are included and which are excluded • Review PM-MRV Scale scores for each criterion and compare between participants
↓	
Step 1: Data familiarisation	• Listening to the audio recordings of interviews • Reviewing and correcting transcripts • Completion of Summary Sheet and reflection • Review PM-MRV scores against transcripts and update if applicable
↓	
Step 2: Initial coding	• Compile list of initial codes and possible themes from transcripts • Remove duplicate codes • Organise codes into three areas: toxic behaviours, victim impact and organisational response
↓	
Step 3: Theme Search	• Codes were reviewed for sub-themes • Initial sub-themes were listed • Transcript text was sorted by themes in Microsoft Excel. • Theme use calculation was done by individual and overall transcripts. • Further reduction of themes
↓	
Step 4: Theme Review	• Themes for participants who met the PM-MRV criteria were coded separate to those who did not meet the psychopathy score cut off
↓	
Step 5: Theme defining and renaming	• The final themes were sorted into broader analytical themes and findings. • Codes, themes and analytical themes were mapped. • Final analytical themes were decided and defined.
↓	
Step 6: Results	• Final analysis of findings • Narrative critically analysing the thematic analysis findings

Figure 4.ii – Applied Thematic Analysis Process

This framework will be used to analyse the transcript data of the semi-structured interviews. Following is a more detailed narrative of the proposed procedure and findings expected at each stage.

4.3.6.1 Data Review and Compiling

Prior to commencing the thematic analysis process the following tasks will be completed to prepare the transcripts and other data for review. This includes completing the demographics information of the participant and the discussed toxic person. This will include the participants occupation and workplace relationship to the toxic person as well as the outcome for the discussed toxic person and for the participant because of the discussed issues. Further to the demographic data the difficult colleague scores for the PM-MRV2 will be included to establish if the discussed person met the primary psychopath criteria. The deidentified table is shown in Appendix I. Additionally, this information will allow for decisions to be made around the inclusion and exclusion of transcripts as well as which would be included under psychopathic individual review. Those that do not meet the psychopathy criteria will be included as a comparison group.

4.3.6.2 Step 1 - Data Familiarisation

Familiarisation with the data from the semi-structured interviews will occur in several ways. Initially this will happen at the actual interview where the researcher considers the information during and directly after the interview. The audio recordings of the conversations will be listened to during which the transcripts will be reviewed for accuracy. The researcher will also reflect on the participants narrative, the witnessed behaviours as well as the psychological and professional impact.

With each additional interview the researcher will consider initial themes and codes looking for patterns and similarities from the previous interviews. This is an accumulative process which will allow for familiarisation with each interview in isolation as well as part of a collection of data. To facilitate this process a form (Appendix J) was developed to summarise each transcript which included a table of demographics (including interview code, participant initial, date of review, gender of participant, number of years in the community services sector, qualifications, professional experience, number of toxic (difficult) people they believe they have worked with, relationship to toxic person (difficult colleague), gender of toxic person, PM-MRV2 (Psychopathy) score, outcome for toxic person and outcome for participant). This table will be followed by a narrative of the participants experience with a difficult (toxic) colleague, as well as quotes, potential themes, and a reflection narrative from the researcher. The concluding paragraph titled ‘comments and reflection’ will allow for thoughts and conclusions to be considered following on from the previous transcript as patterns and themes start to form. Each transcript summary will be between one and two pages long. An example of the *Transcript Summary Form* can be found in Appendix J. These will then be used for the initial coding in step two.

4.3.6.3 Step 2 – Initial Coding

In the initial coding phase, the themes will be drawn from the individual summary sheets drafted in Step 1. Duplicate codes will also be removed and combined to reduce the number of codes included. This will be followed by dividing the codes into three key themes that reflect the research: difficult (toxic) behaviours, participant impact and organisational response. These three areas will allow for both an individual and organisational level analysis to better understand the behaviours which lead to the detrimental impact on the participant.

4.3.6.4 Step 3 - Theme Search

In the grouping of codes in Step 2 this allowed for an easier examination of the overarching themes and initially the creation of sub themes. Using these sub themes the transcript text will then be sorted under each to determine the amount of use and relevance across participants. This process will allow for a visual representation of the themes which demonstrates the amount each theme was identified and discussed in the participant interview. This process will lead to a further sub theme reduction to inform the main themes by providing a quantitative process in the analysis.

4.3.6.5 Step 4 - Theme Review

In Step 4 the themes were reviewed to further analyse if they could be reduced further by combining similar themes and removing those which were not relevant to most of the interviews. Additionally, themes for participants who met the primary psychopathic criteria were coded separate to those who did not meet the psychopathy score cut off. This allowed for both a comparison between groups and a closer analysis and understanding of the primary psychopathic group.

4.3.6.6 Step 5 - Theme defining and renaming

At this stage, the codes, sub themes and initial themes have been determined, hence a refining process was undertaken by sorting the final themes into broader analytical findings. These final themes will then be defined and described for the reader to understand the meaning and application to the results of the qualitative findings.

4.3.6.7 Step 6 - Results

In the results step the thematic analysis will be completed with minimal generalisable themes of approximately three to six statements which describe the overall findings from the qualitative data collection.

The thematic analysis steps and results will be demonstrated in the following chapter of this thesis (5 – Qualitative Data Analysis).

4.4 Study 2: Quantitative Data - Survey

An online survey will be conducted nationally (across Australia) looking at observed primary psychopathic behaviour in Community Service Organisations. Validated tools and scales which measure observed psychopathic behaviour as well as the potential primary psychopathic traits of the participant will be used. The aim is to survey 200-300 participants through national Community Service Organisations, peak bodies and social media with the survey to be advertised as a *Community Services Sector Workforce Relationship Survey*. Appendix D shows an example of the survey. The survey will be administered online using Qualtrics.

4.4.1 Participant Target Group

The qualitative data collection will be focused on Tasmania; however, the quantitative data collection will be administered nationally (throughout Australia). Therefore, participants who live anywhere in Australia will be recruited, if they were over the age of 18 years, currently or previously worked in the Community Services Sector where they had an experience working with a difficult (toxic) colleague. These requirements remained broad to ensure the largest possible participant group.

4.4.2 Recruitment of Participants

Participants will be recruited through social media and the students' professional networks which will include sharing the survey link on LinkedIn, Facebook, and Instagram. For Facebook and Instagram this will include sharing a detailed post as approved by ethics on both the students personal and professional profiles. A brief advertisement (see Appendix C) will also be shared via limited time stories on these social media platforms. These advertisements will contain a link to the survey. The survey link will also be sent to Facebook groups of organisations in the Community Services Sector throughout Australia asking for it to be shared on social media. Some organisations will be sent the details via email explaining the research and asking them to share with staff. Large organisations which will be contacted Australia wide include Anglicare, Relationships Australia and Baptcare, who deliver services such as counselling, domestic violence support, family support and homelessness services for both individuals and families.

Paid advertisements will also be used on LinkedIn where there is an option to target individual professional profiles who fit the target group including working in a Community Services Sector field such as counselling, family support, psychology, and social work. This algorithm approach will allow for specific targeting of the required participant group and a broader reach for the survey. Figure 4.iii provides a flow of how recruitment will be conducted for the survey.

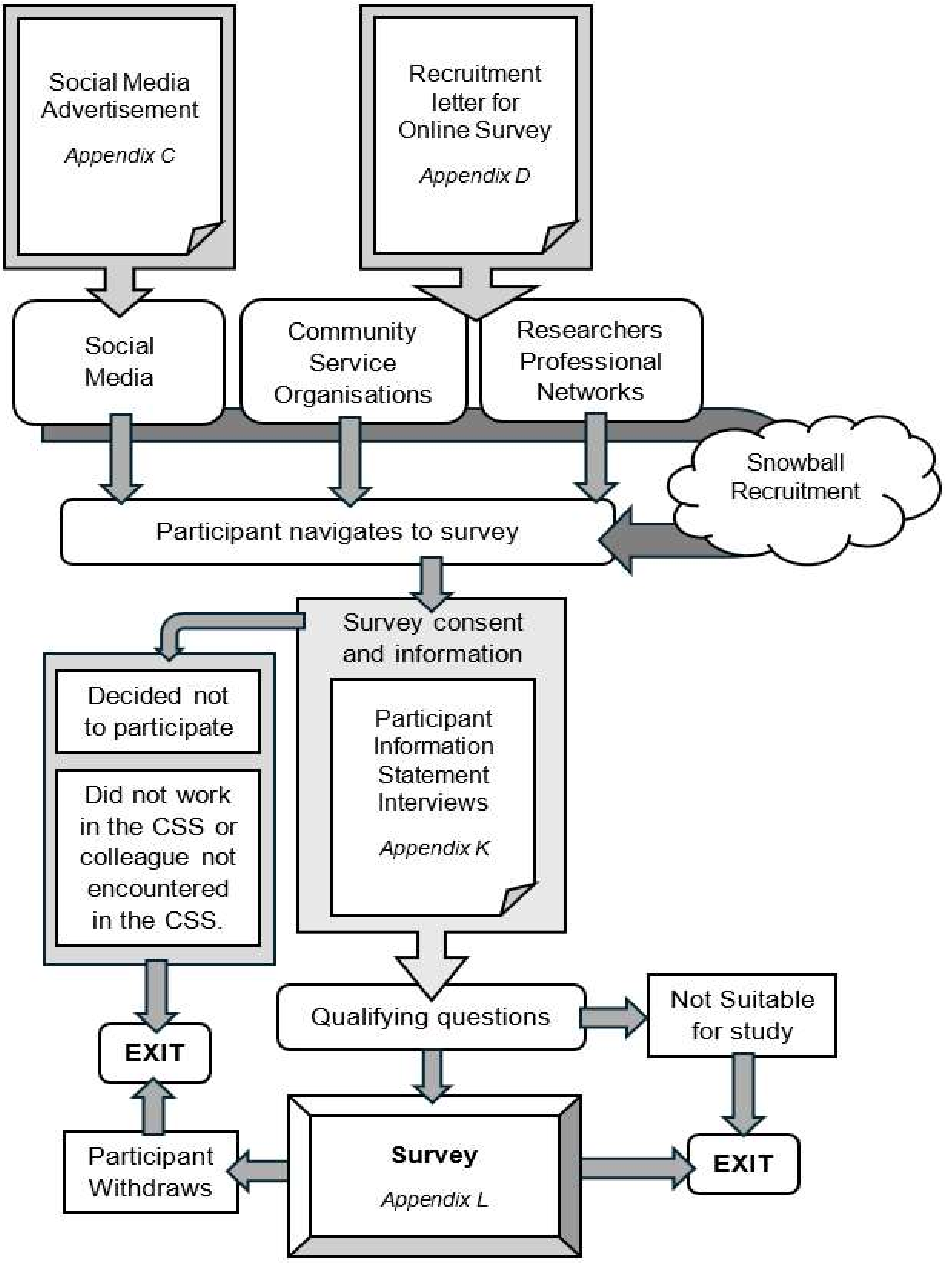

Social Media Advertisement
Appendix C
Recruitment letter for Online Survey
Appendix D
Social Media
Community Service Organisations
Researchers Professional Networks
Snowball Recruitment
Participant navigates to survey
Survey consent and information
Participant Information Statement Interviews
Appendix K
Decided not to participate
Did not work in the CSS or colleague not encountered in the CSS.
EXIT
Qualifying questions
Not Suitable for study
Participant Withdraws
Survey
Appendix L
EXIT

Figure 4.iii - Recruitment of Participants for Quantitative Data Collection

4.4.3 Participants

The initial proposal hopes to attract 200-300 participants to complete the online survey. However, this is dependent on participants meeting the criteria and their willingness to contribute. Nevertheless, the number of participants who discuss a difficult colleague who meets the criteria for a primary psychopath is the key to this research. Therefore, a minimum of 10 to 15 people who identify a difficult colleague who meets the primary psychopath criteria will provide a suitable sample for this study.

4.4.4 Survey Procedure

Qualtrics (Qualtrics, 2023) is an online experience management system used for the purposes of administering surveys and collecting data online. Participants will be able to click on the survey link or scan the provided QR code, directing the participant to the online survey. It will open into a summary of the *Participant Information Statement* (Appendix K) which can be read in full by clicking on a document link at the bottom of the web page. The participant information will outline the purpose of the study using the term ‘difficult’ rather than ‘toxic’ to describe the colleague the participant will complete the survey about. The term ‘psychopath’ or ‘psychopathic’ will not be used anywhere in the survey, to avoid any observer bias both positive and negative, based on personal attitudes toward the term, *psychopath*.

The participant will need to click the ‘*I consent*’ box to be directed to the survey which is shown in Appendix L – *Community Services Sector (CSS) Workforce Relationship Survey*. The survey and the accompanying Participant Information Sheet were approved through the Curtin University Human Research Ethics Committee (HREC) (HRE2022-0171). The survey will be administered and available from May 2022 till April 2023. Data collection will cease once all networks of potential research participants are exhausted and responses cease.

4.4.5 Survey Development

An online survey will be developed in consultation with the PhD supervisory team based on the academic literature informed both the research questions and what elements would be factored into the survey. In particular, the measurement of psychopathy for the observed difficult colleague and participant self-report requires a different scale. A full analysis of psychopathy measurement and the choice of validated scales is provided in the systematic literature review (Chapter 2).

The survey will be administered via Qualtrics online and will first be produced manually offline and then recreated in the Qualtrics software where it will be tested by multiple respondents to ensure the survey flows and does not contain errors. These test results will be deleted prior to distribution of the survey. On completion the survey titled “*Community Services Sector Workforce Relationship Survey*” will contain 90 questions itemised by scale and type in Table 4.B.

Table 4.B – Survey sections and number of questions

Question No.	No.	Type / Scale
1	1	Consent
2, 5 - 8, 10, 11, 16	8	Demographic Questions
3, 4	2	Screening Questions
9.i – 9.vii	7	Workplace issues
12.i – 12.x	10	PM-MRV2 (Psychopathy Scale) Psychopathy Measure – Management Research Version 2 (Boddy et al., 2015)
13.i – 13.xx	20	JAWS (Job Satisfaction) Job-Related Affective Well-being Scale (Van Katwyk et al., 2000)
14.i – 14.xxv	25	IAT-T (Relational Aggression) Indirect Aggression Scale – Target Version (Forrest, Eatough, & Shevlin, 2005)
15.i – 15.vii	17	LSRP (Participant Psychopathy Scale) Levenson Self-Report Psychopathy Scale (Levenson et al., 1995)
	90	**Total Number of Survey Questions**

4.4.5.1 Consent, Demographic and Screening Questions

The survey (provided in Appendix L) commences with a summary of the Participant Information Sheet (See Appendix K). The participant is required to respond to the consent question which asks if they understood the information and risks of participation which will be both voluntary and confidential. If participants respond “yes” by ticking the box this would commence the survey. If they responded “no” then the survey will end and a thank you screen will be displayed. Once the participant consents to involvement, they will then be asked for their age both for the purposes of understanding the respondent’s demographics and to further screen for participants under 18 years of age. If a participant does respond with “*Under 18yrs*” the survey will end and a ‘thank you’ screen will be displayed.

Question three (3) provides further screening of the participants asking if they have worked in the Community Services Sector with a “no” response ending the survey. This will lead to a further screening question asking if the participant has worked with someone with the following characteristics: charming yet insincere, untruthful, and egocentric, dishonest, and ruthless, irresponsible, and emotionally shallow. These traits are not identified to the participant as “psychopathic traits” to avoid any response bias related to the term “psychopath”. The participant will be asked to respond with; ‘yes’, ‘no’, unsure or prefer not to say. If the person responds ‘yes’ the survey will continue with the person being asked to focus on the colleague who they believed has these traits. If the person responds with “no” or “unsure” the respondent will be asked to focus on their current or most recent manager. A ‘prefer not to say’ response will end the survey if a participant *prefers not to say* they may be unwilling to respond authentically to the survey.

This will conclude the screening questions and from this point the participant will be asked to respond based on the difficult colleague (CSC or Community Services Colleague). They will then be asked the colleague’s estimated age, gender, and workplace relationship to them (i.e., supervisor, peer, or subordinate). They will also be asked how many colleagues report to the difficult colleague to provide context. This will be followed by questions on workplace issues witnessed because of difficult colleague’s (Community Services Colleague/CSC) workplace interactions and behaviours.

Further early survey questions will relate to the participants demographics asking how long the person has worked in the Community Services Sector, which state and town size they lived in when working with the difficult colleague. These questions will be asked to determine if there are any differences between the populations in different areas and length of service. Table 4.C outlines the demographic questions as described above.

Table 4.C – Demographic survey questions

No	Item	Response Options
1	Consent	Yes No
2	What is your age?	Under 18yrs (END SURVEY) 18-29yrs 30-39yrs 40-49yrs 50-60yrs Over 60yrs
3	Do you or have you worked in the Community Services Sector?	Yes No (END SURVEY)
4a	During your time in the Community Services Sector have you ever worked with someone who you perceive to have the following characteristics? (1) Charming yet insincere (2) Untruthful and egocentric (3) Dishonest and ruthless (4) Irresponsible and emotionally shallow	No Yes Unsure Prefer not to say (END SURVEY)
4b	*If YES to Q4a then - For the following questions, consider this person referred to as your "colleague".*	
4c	*If NO or UNSURE to Q4a then - For the following questions think about your current or most recent supervisor who will be referred to as your "colleague".*	
5	What is the colleague's gender?	Male Female Other
6	Estimate the colleague's age when you worked with them?	Under 20yrs 20-30yrs 31-40yrs 41-50yrs 51-60yrs 61 or over
6	Estimate the colleague's age when you worked with them?	Under 20yrs 20-30yrs 31-40yrs 41-50yrs 51-60yrs 61 or over
7	When you worked with the colleague were you their:	Supervisor (The CSC reported to me) Peer (The CSC worked at the same level) Subordinate (The CSC was my manager or supervisor)
8	How many people reported to the colleague?	None 1 to 10 11 to 20 21 to 29 More than 30
9	*Workplace Issues Questions* *Are you aware of any of the following issues as a result of the colleague?* 1. High staff turnover 2. High sick leave or absenteeism 3. Negativity in the workplace 4. Bullying 5. Discrimination 6. Workers Compensation Claims 7. Stealing and Fraud	

Table 4.C – Demographic survey questions - Continued

No	Item	Response Options
10	How long had you worked in the Community Services Sector when you worked with the colleague?	Under 1 year 1 – 3yrs 3 – 5yrs 5 – 8yrs More than 8yrs
11	In what State do / did you live when working with the colleague?	Queensland Tasmania South Australia Northern Territory Australian Capital Territory Victoria Western Australia
12	What type of area do / did you live in when working with the colleague?	Large City (High density population) Medium Town (Suburban population) Small Country Town (Rural and Remote)
16	Which gender best describes you?	Male Female Other

4.4.5.2 Workplace Issues

Research has shown that a number of workplace issues can result from working with a psychopath (Clarke, 2005). In many cases these issues such as absenteeism and high staff turnover become the first sign that something is wrong (Boddy, 2011b). Therefore, following the demographic questions about the difficult colleague, the participant will be asked about any workplace issues resulting from the difficult colleague's behaviour. This question seeks to understand if negative workplace issues correlated with the level of psychopathic traits. Workplace issues are often the first sign of a psychopathic individual in the workplace (Boddy et al., 2020). Hence it is important to understand if the difficult colleague has contributed to any workplace issues.

The following question will be asked in the survey: *Are you aware of any of the following issues as a result of the colleague?*

1. High staff turnover
2. High sick leave or absenteeism
3. Negativity in the workplace
4. Bullying
5. Discrimination
6. Workers Compensation Claims
7. Stealing and Fraud

For each of the seven (7) issues the participant will be asked to rate them on a three-point scale from: 'not an issue', 'somewhat of an issue' to 'a serious issue'. Understanding the impact of a primary psychopath on the workplace and the employees through identifiable issues can paint a picture for managers and organisations to better understand when something is not right.

4.4.5.3 Validated Scales

The survey will continue with the validated scales to measure the difficult colleagues psychopathy level applying an observation scale designed for research (*Psychopathy Measure – Management Research Version 2* (PM-MRV2) (Boddy et al., 2015)). A job satisfaction scale (*Job-Related Affective Well-being Scale* (JAWS) (Van Katwyk et al., 2000)), and a scale to measure relational aggression (*Indirect Aggression Scale – Target Version* (IAT-T) (Forrest et al., 2005)). The survey will finish with a self-report measure of psychopathy for the participant (*Levenson Self-Report Psychopathy Scale* (LSRP) (Levenson et al., 1995)).

4.4.5.4 PM-MRV2: Observational psychopathy measure

The *Psychopathy Measure – Management Research Version 2* (PM-MRV2) (Boddy et al., 2015) will be used to measure the observed behaviour of the difficult colleague by the participant in the workplace. This 10-item scale asks the participant to use a three-point scale; 'displayed,' 'somewhat displayed', and 'not displayed', to rate another person and in this study a colleague. The full list of scale questions is provided in Table 4.D.

Table 4.D – Psychopathy Measure – Management Research Version 2 (PM-MRV2) Scale

No	Question	Description
1	Untruthful and insincere	The subject lies and is a convincing liar because of their apparent sincerity and honesty.
2	A cheating personality	The subject cheats, fails to live up to promises, cons, seduces and deserts others. They are good at organizational politics, claim the good work of others as their own and would probably steal, forge, commit adultery or fraud if they could get away with it.
3	Is totally egocentric	The subject is egocentric and self-centred, cannot love or care for others and can only discuss love in intellectual terms. They are totally indifferent to the emotions or fate of their colleagues.
4	Has no remorse about how their actions harm other employees	The subject denies responsibility for their own poor behaviour and accuses others of responsibility for failures that they themselves cause. If they admit any fault, then they do so without any regret or humiliation. They put their career advancement above their colleagues.

Table 4.D –PM-MRV2 Scale continued

5	Emotionally shallow	The subject can readily demonstrate a show or display of emotion but without any true feeling. They cannot experience true sadness, woe, anger, grief, joy or despair and are indifferent to the troubles of others.
6	Unresponsive to personal interactions	The subject does not respond to kindness or trust in the ordinary manner. They can display superficial reactions but do not have a consistent appreciation for what others have done for them. They are indifferent to the feelings of others and can openly make fun of other people.
7	Refuse to take responsibility for their own actions	The subject initially appears to be reliable and dependable but can then act unreliably and with no sense of responsibility or regard for any obligations to others.
8	Lack of self-blame and self-insight about own behaviour	The subject blames their troubles on other people with elaborate and subtle rationalisations. They do not think of blaming themselves, even when discovered in bizarre, dishonest or immoral situations that would promote despair or shame in other employees.
9	Superficial charm and apparent intelligence	The subject appears to be friendly and easy to talk to, agreeable, makes a positive first impression and is apparently a genuine person who is socially at ease.
10	Calm, poised and apparently rational	The subject does not display neurotic or irrational characteristics. They are always poised and not anxious or worried even in troubling or upsetting circumstances which would disturb or upset most other people.

(Boddy et al., 2015)

4.4.5.5 JAWS: Job satisfaction measure

The presence of a psychopath in the workplace has been known to reduce job satisfaction (Sanecka, 2013), hence the inclusion of a scale which would measure job satisfaction will be critical to understanding the impact of the difficult colleague. The *Job-Related Affective Well-Being Scale* (JAWS) (Van Katwyk et al., 2000) will be included to measure the level of workplace job satisfaction when working with the identified difficult colleague. JAWS consists of 20 single word items (see Table 4.E) including 14 positive items and six negative items with negative items reversed scored before totalling (Van Katwyk et al., 2000). Each item will be rated on a five-point scale at follows; Never (1), Rarely (2), Sometimes (3), Quite Often (4) and Extremely Often (5).

Table 4.E – Job-Related Affective Well-Being Scale (JAWS) Scale Questions

Id	Item	Id	Item	Id	Item	Id	Item
A	angry	F	content	K	energetic	P	furious
B	anxious	G	depressed	L	enthusiastic	Q	gloomy
C	ease	H	discouraged	M	excited	R	inspired
D	bored	I	disgusted	N	fatigued	S	relaxed
E	calm	J	ecstatic	O	frightened	T	satisfied

(Van Katwyk et al., 2000)

Participants will be asked to score their job satisfaction when working with the difficult colleague from never, rarely, sometimes, quite often to extremely often. Like the PM-MRV2, the JAWS also contained text responses and required recoding for calculation purposes. Table 4.F shows how the JAWS scale is made up of low and high pleasurable items as well as low and high arousal items.

Table 4.F - Job-Related Affective Well-being Scale (JAWS) construct

Item type	Scoring	JAWS Scale	Item numbers	items/Emotion

Positive	Never = 1
	Rarely = 2
	Sometimes = 3
	Quite Often = 4
	Extremely Often = 5
		High pleasurable-High arousal	14, 15, 16, 17, 25	energetic, excited, ecstatic, enthusiastic, inspired

		High pleasurable-Low arousal	1, 7, 9, 29, 30	at-ease, calm, content, satisfied, relaxed

Negative	Never = 5
	Rarely = 4
	Sometimes = 3
	Quite Often = 2
	Extremely Often = 1
		Low pleasurable-High arousal	2, 4, 11, 18, 20	angry, anxious, disgusted, frightened, furious

		Low pleasurable-Low arousal	5, 10, 12, 21, 22	bored, depressed, discouraged, gloomy, fatigued

(Van Katwyk, Fox, Spector and Kelloway, 2000)

4.4.5.6 IAT-T: Relational aggression measure

Relational aggression has been identified as a key trait seen more in female psychopaths than males (Colins et al., 2017; Kreis & Cooke, 2011). This is one aspect which this study would like to better understand. The Indirect Aggression Scale – Target Version (IAT-T) (Forrest et al., 2005) has 25 questions divided into three Factors; Factor 1 – humour used to harm, Factor 2 – social exclusion and Factor 3 – guilt intentionally introduced (See Table 4.G).

Table 4.G – IAT-T scale three factors with questions

Factor	**Factor Type**	**IAT-T Scale Question**
1	Humour used to harm	Made other people not talk to me Withheld information from me that the rest of the group are let in on Excluded by a work group Stopped talking to me Turned other people against me Made me feel that I didn't fit in Spread rumours about me Used private in-jokes to exclude me Omitted me from conversations on purpose Purposefully left me out of activities
2	Social exclusion	Used their relationship with me to try and get me to change a decision Used my feelings to coerce me Pretended to be hurt and/or angry with me to make me feel bad about myself Used emotional blackmail on me Put undue pressure on me Tried to influence me by making me feel guilty
3	Guilt intentionally introduced	Intentionally embarrassed me around others Called me names Made fun of me in public Criticised me in public Used sarcasm to insult me Played a nasty practical joke on me Made negative comments about my physical appearance Imitated me in front of others Done something to try and make me look stupid

(Forrest et al., 2005)

For the analysis of the survey results only the total score will be used, as a breakdown of results into factors will not be required for understanding the use of relational aggression in this study. Participants will be asked to respond to each item on a six-point scale; strongly disagree (1), moderately disagree (2), slightly disagree (3), slightly agree (4), moderately agree (5) and strongly agree (6). The IAT-T questions are shown in Table 4.H.

Table 4.H – Indirect Aggression Scale – Target Version (IAT-T) Scale questions

No.	Question
1	Made other people not talk to me
2	Withheld information from me that the rest of the group is let in on
3	Intentionally embarrassed me around others
4	Excluded by a work group
5	Called me names
6	Stopped talking to me
7	Used their relationship with me to try and get me to change a decision
8	Used my feelings to coerce me
9	Made fun of me in public
10	Pretended to be hurt and/or angry with me to make me feel bad about myself
11	Turned other people against me
12	Made me feel that I don’t fit in
13	Spread rumours about me
14	Used emotional blackmail on me
15	Criticised me in public
16	Used private in-jokes to exclude me
17	Put undue pressure on me
18	Used sarcasm to insult me
19	Played a nasty practical joke on me
20	Made negative comments about my physical appearance
21	Omitted me from conversations on purpose
22	Imitated me in front of others
23	Purposefully left me out of activities
24	Done something to try and make me look stupid
25	Tried to influence me by making me feel guilt

(Forrest et al., 2005)

4.4.5.7 LSRP: Participant’s Psychopathy Measure

The *Levenson Self-Report Psychopathy Scale* (LSRP) (Levenson et al., 1995) is the most common self-report measure of psychopathy which has been validated for the measurement of primary psychopathy (Tsang, Salekin, Coffey, & Cox, 2018). The LSRP will be used to measure the level of psychopathy of the participant who completed the survey. The LSRP is a 26-item scale which measures both primary and secondary psychopathy and is appropriate for use with non-clinical samples. For this survey only the 17 primary psychopathy items will be used (shown in Table 4.I), the nine (9) secondary psychopathy items will be excluded. Secondary psychopathy items relate to criminal acts such as physical harm and other criminal behaviour which is not relevant to this study. Participants will be asked to rate each item thinking about how it relates to them on a four-point scale; strongly disagree (1), somewhat disagree (2), somewhat agree (3) and strongly agree (4). The reverse coded items will be de-reversed as these can be confusing for participants.

Table 4.I – Levenson Self-Report Psychopathy Scale (LSRP) questions

No.	Question
1	Success is based on survival of the fittest; I am not concerned about losers.
2	For me, what's right is whatever I can get away with.
3	In today's world, I feel justified in doing anything I can get away with to succeed.
4	My main purpose in life is getting as many goodies as I can.
5	Making a lot of money is my most important goal.
6	I let others worry about higher values; my main concern is with the bottom line.
7	People who are stupid enough to get ripped off usually deserve it.
8	Looking out for myself is my top priority.
9	I tell other people what they want to hear so that they will do what I want them to do.
10	I often admire a really clever scam
11	I enjoy manipulating other people's feelings
12	If my success came at someone else's expense I would not be upset.
13	I make a point of trying not to hurt others in pursuit of my goals.
14	I pursue my goals even if someone else gets hurt
15	I don't feel bad if my words or actions cause someone else to feel emotional pain.
16	I would lie in order to sell something
17	Cheating can be justified even if it is unfair to others.

(Levenson et al., 1995)

The two psychopathic scales which will be used one for the difficult colleague (Psychopathy Measure – Management Research Version 2 (PM-MRV2) (Boddy et al., 2015)) and the other to measure for the survey participants (Levenson Self-Report Psychopathy Scale (LSRP) (Levenson et al., 1995)). Table 4.J provides a comparison between the two psychopathy scales to be used in this study (observational scale: PM-MRV2 (Boddy et al., 2015) and self-report scale: LSRP (Levenson et al., 1995)).

Table 4.J – Comparison between PM-MRV2 and LSRP

Psychopathy Measure – Management Research Version 2 (PM-MRV2) (Boddy et al., 2015)	**Levenson Self-Report Psychopathy Scale (LSRP) (Levenson et al., 1995)**
Untruthful and insincere	~ I would lie in order to sell something
A cheating personality	~ Cheating can be justified even if it is unfair to others.
Is totally egocentric	~ My main purpose in life is getting as many goodies as I can. ~ Looking out for myself is my top priority. ~ I pursue my goals even if someone else gets hurt
Has no remorse about how their actions harm other employees	~ I make a point of trying not to hurt others in pursuit of my goals. ~ I don't feel bad if my words or actions cause someone else to feel emotional pain.

Table 4.J – Comparison between PM-MRV2 and LSRP continued

Psychopathy Measure – Management Research Version 2 (PM-MRV2) (Boddy et al., 2015)	**Levenson Self-Report Psychopathy Scale (LSRP) (Levenson et al., 1995)**
Emotionally shallow	~ Making a lot of money is my most important goal. ~ I let others worry about higher values; my main concern is with the bottom line. ~ If my success came at someone else's expense, I would not be upset.
Unresponsive to personal interactions	~ Success is based on survival of the fittest; I am not concerned about losers. ~ People who are stupid enough to get ripped off usually deserve it. ~ I enjoy manipulating other people's feelings
Refuse to take responsibility for their own actions	~ For me, what's right is whatever I can get away with.
Lack of self-blame and self-insight about own behaviour	~ In today's world, I feel justified in doing anything I can get away with to succeed.
Superficial charm and apparent intelligence	~ I tell other people what they want to hear so that they will do what I want them to do.
Calm, poised and apparently rational	~ I often admire a really clever scam

4.4.6 Quantitative Data Analysis

The quantitative (survey) data will be analysed with the assistance of SPSS (IBM, 2017). Reliability testing of the applied scales involved a factor analysis of the items to ensure their validity for the study. Additionally, average scores, means and standard deviations will be calculated by Statistical Analysis in Social Science (SPSS) (IBM, 2017). Reliability testing will be conducted in the complete data set with further analysis through means and standard deviations. This will be done across separate groups of non-psychopathic and psychopathic results. This will be determined by calculating the scores for each scale and using the PM-MRV2 as the defining score for the data split. These findings will be provided in Chapter 6 – Quantitative Data Analysis.

Descriptive and demographic statistics will be manually collated including counting and percentages. This includes gender, age, location, town size, number of years in the Community Services Sector and the number of people who reported to the difficult colleague.

4.5 Conclusion

This chapter outlined the methodology for the PhD research project including how the data will be collected and analysed. Although the full methodology is outlined here the following chapters (Chapter 5 – Qualitative Data Analysis and Chapter 6 – Quantitative data Analysis) will provide a summary and further details of data collection and analysis as the results are reported.

5 - QUALITATIVE DATA ANALYSIS

5.1 Introduction

In this chapter the qualitative data collection and analysis is provided including the findings from the thematic analysis conducted on the transcripts of the semi-structured interviews. The qualitative data was collected prior to the quantitative data and the findings from these interviews assisted to inform the quantitative data collection in the form of a survey. Moreover, these discussions provided profound insight and highlighted the importance of this issue as demonstrated in the following participant quote:

> *"We've seen over the years, that some people in this industry have got a different attitude towards participants then they do to staff. Some people are super participant focused and yet when it comes to staff, they treat staff as if they are the enemy somehow".*
>
> *Male participant quote about female primary psychopathic manager: PM-MRV2 Score 100/100*

5.2 Methodology Summary

Participants were recruited through the PhD student's networks including Community Organisations and Tasmanian Council of Social Services, the peak body for the Community Services Sector. This work was conducted in Tasmania where the student resides to allow for face-to-face interviews without the need for travel interstate. Participants also had to have worked in the Community Services Sector for more than two (2) years and had not left the sector in the past six (6) months. This was to ensure that information was as recent as possible to minimise recall bias.

Open ended questions were used for the interviews, and these are provided in Appendix C. These questions were designed to draw out examples of workplace behaviour which represented the traits of a primary psychopath using the term 'difficult' or 'toxic' colleague while providing a primary psychopath description with the use of the *Psychopathy Measure -Management Research Version 2* (PM-MRV2) (Boddy et al., 2010b). Participants were also be asked to complete the online survey (quantitative data) to pilot the content.

Fifteen (*n*=15) people from the Community Services Sector from a range of backgrounds and experiences were interviewed. Two (*n*=2) participants were excluded; one (1) male in his 70's as no single individual was discussed and one (*n*=1) female who discussed a male colleague who did not meet the criteria of a primary psychopath. Hence, thirteen (*n*=13) interviews with participants were retained for the qualitative thematic analysis.

5.3 Participants

Of the 13 (*n*=13) people interviewed, there were 11 females (84.6%) and two (2) males (15.4%), they ranged in years of age from mid-30's to 70's (23.1% (*n*=3) in their 30's, 30.7% (*n*=4) their 40's, 23.1% in their 50's (*n*=3) and 23.1% (*n*=3) over 60 years old). These demographic results are shown in Figure 5.i. Of the 13 interviews, there were two (2) male participants who both discussed females and nine females who discussed difficult female colleague they had encountered in the Community Services Sector.

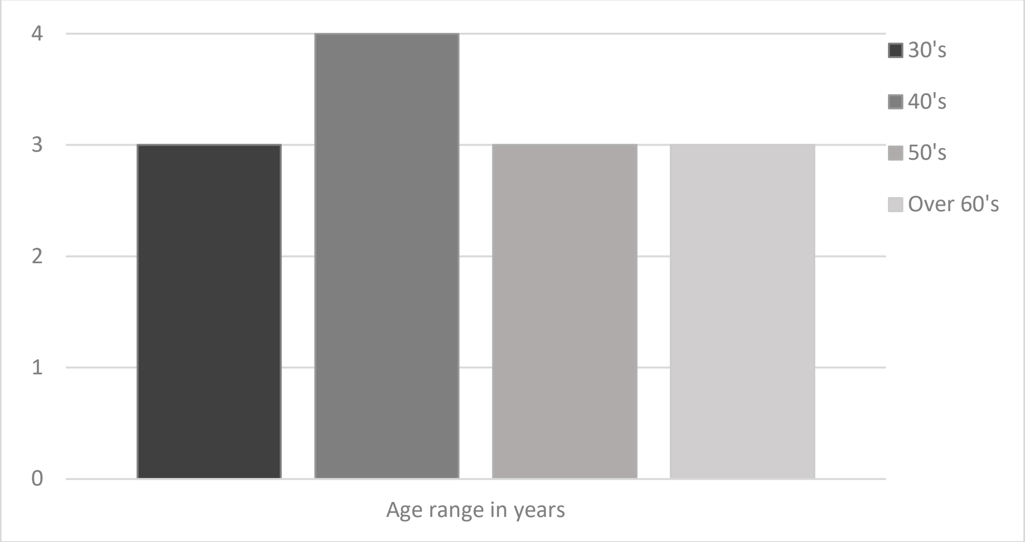


Figure 5.i – Participant Age by Range in Years

The participants worked in four (4) different employment areas, as shown in Figure 5.ii including non-government (53.8%, *n*=7), government (7.7%, *n*=1), education (23.1%, *n*=3) and self-employment (30.7%, *n*=4). As shown in Figure 5.iii five (5) different occupations were identified including social worker (30.7%, *n*=4), management (30.7%, *n*=4), administration (23.1%, *n*=3), counsellor (7.7%, *n*=1) and academic (7.7%, *n*=1). Additionally, three (3) of the participants held a PhD in the human services field.

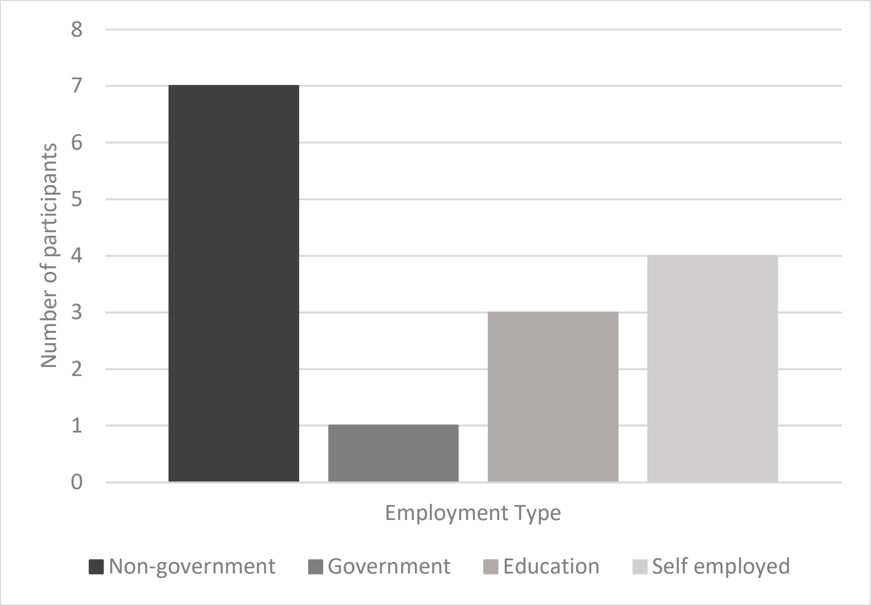


Figure 5.ii – Number of Participants by Employment Type

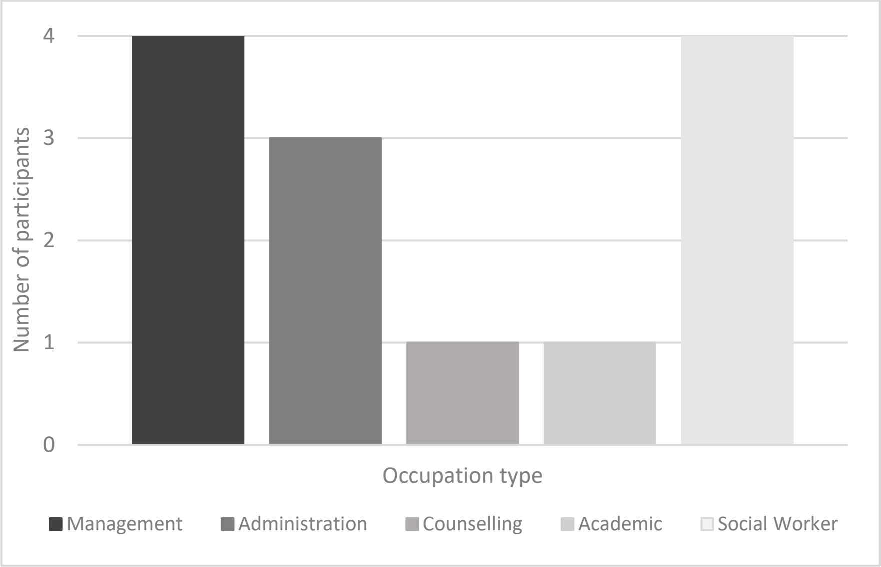


Figure 5.iii – Number of Participants by Occupation Type

5.4 Difficult (Toxic) Colleague

In the semi-structured interviews, each participant discussed one or more difficult colleagues with a focus on the one that caused the most personal harm. At the commencement of the discussion the participant was asked to rate the colleague against the *Psychopathic Measure – Management Research Version 2* (PM-MRV2). The following sections outline the scores as they relate the discussed difficult colleagues.

5.4.1 Results of PM-MRV2 Scale for Difficult Colleague

The PM-MRV2 utilises a cut off score of 75% (or above) to identify primary psychopaths with each of the items scored as follows: Not displayed = 0%, Somewhat Displayed = 5% and Displayed = 10%. The average PM-MRV2 score for the discussed difficult people who met the psychopathy score of over 75% was 93.5% (*n*=11). Four (4) difficult people scored 100% with all criteria displayed, five scored 90% and two (2) had a score of 85%, one of which was re-scored by the researcher with a score of 85% from 55% by the participant. Re-scoring was considered for each interview based on the narrative provided however only one interview was rescored as it was clear from the participants description that they viewed the persons whose behaviour they reported on with empathy and downplayed the impact. The remaining two interviews discussed people not meeting the PM-MRV2 criteria had an average score of 53.9%. Figure 5.iv shows the individual scores for each difficult colleague discussed. Figure 5.iv places the psychopathic score results (PM-MRV2) for the 13 (*n*=13) participants in order from highest (100%) to lowest (65%). The psychopathic, non-psychopathic point is shown with a dotted line showing that the majority were in the psychopathic group.

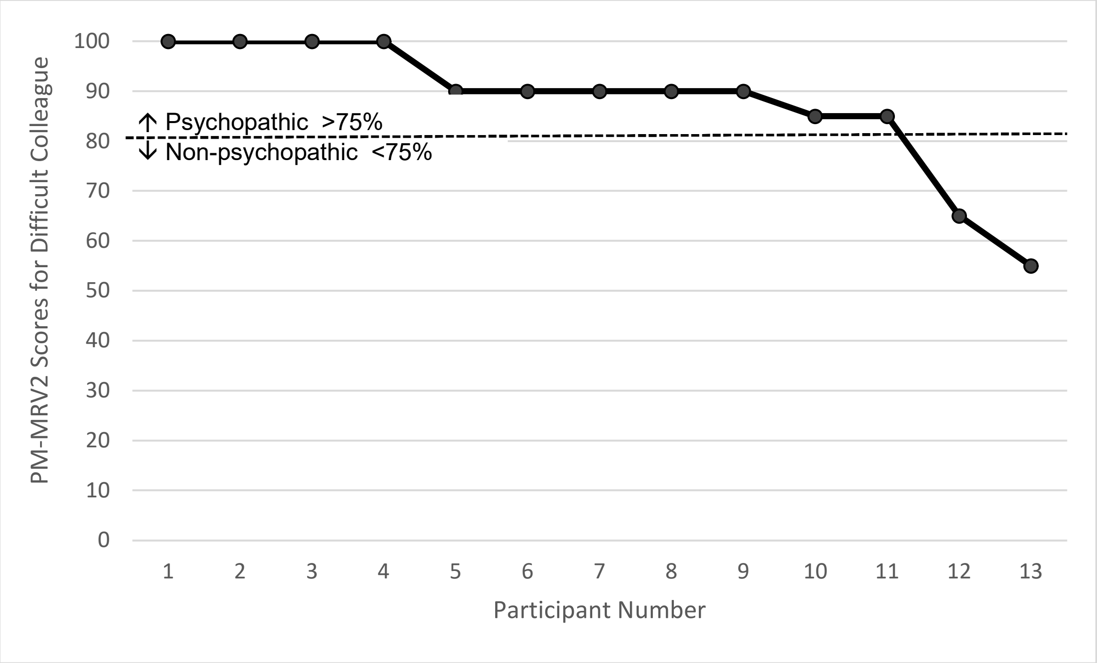


Figure 5.iv – Difficult Colleague Psychopathic Scores for Each Interview Discussion

Figure 5.v demonstrates the scoring for each criterion by displayed, somewhat displayed and not displayed where the difficult colleague discussed met the criteria for a psychopath.

- (1) Untruthful and insincere
- (2) A cheating personality
- (3) Totally egocentric
- (4) Has no remorse about how their actions harm other employees
- (5) Emotionally shallow
- (6) Unresponsive to personal interactions
- (7) Refuse to take responsibility for their own actions
- (8) Lack of self-blame and self-insight about own behaviour
- (9) Superficial charm and apparent intelligence
- (10) Calm, poised and apparently rational

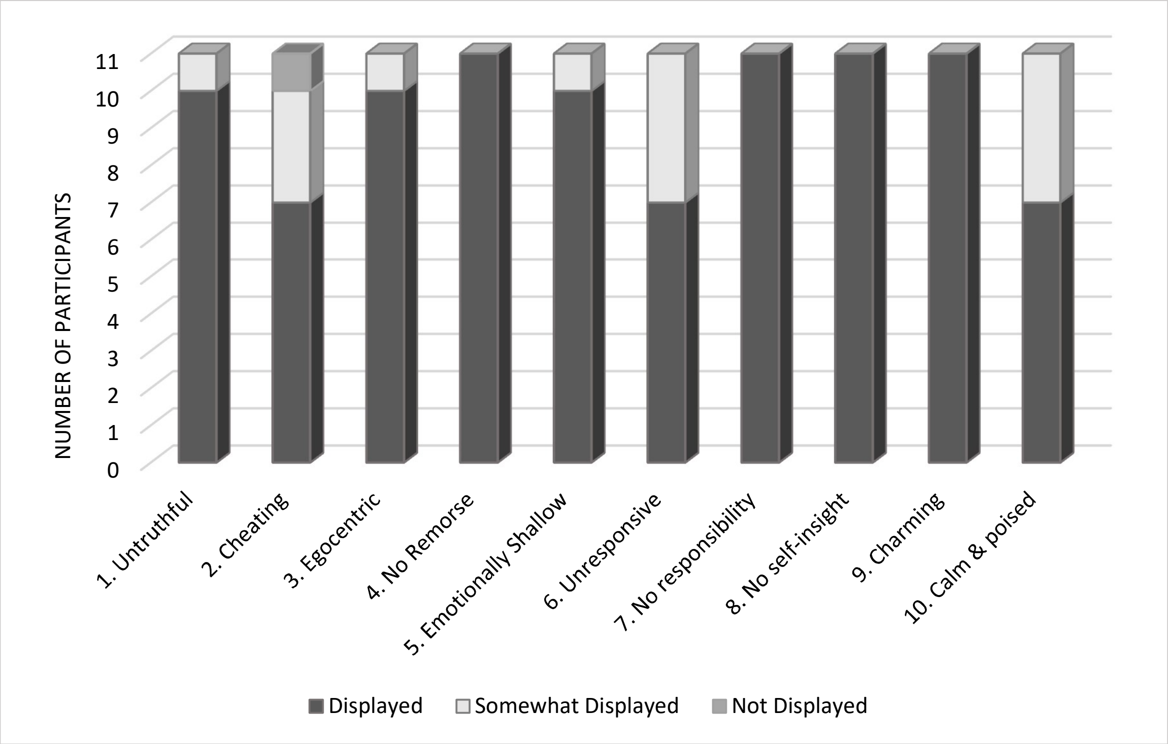


Figure 5.v – Number of Difficult Colleagues Who Met PM-MRV2 Criteria by Item

The PM-MRV2 criteria were observed to some degree for seven (7) of the ten (10) to some degree across the 13 (*n*=13) interview participants. These seven traits were:

- (1) Untruthful and insincere
- (4) Has no remorse about how their actions harm other employees
- (6) Unresponsive to personal interactions
- (7) Refuse to take responsibility for their own actions

- (8) Lack of self-blame and self-insight about own behaviour
- (9) Superficial charm and apparent intelligence
- (10) Calm, poised and apparently rational

Of the participants who scored the difficult (toxic) colleague in the psychopathic range the following items were displayed by all females discussed:

- (4) Has no remorse about how their actions harm other employees
- (7) Refuse to take responsibility for their own actions
- (8) Lack of self-blame and self-insight about own behaviour
- (9) Superficial charm and apparent intelligence

The following were either displayed or somewhat displayed by the difficult colleague:

- (1) Untruthful and insincere
- (3) Totally egocentric
- (4) Has no remorse about how their actions harm other employees
- (5) Emotionally shallow
- (6) Unresponsive to personal interactions
- (7) Refuse to take responsibility for their own actions
- (8) Lack of self-blame and self-insight about own behaviour
- (9) Superficial charm and apparent intelligence
- (10) Calm, poised and apparently rational

Criteria item two (2) A *cheating personality* was either displayed or somewhat displayed excluding one interview, in which the female difficult colleague did not display this item. This could potentially be due to the fact that the interviewees may not have been aware of any covert cheating behaviour during employment or in other aspects of the person’s life. Figure 5.vi demonstrates the distribution of criteria by number of participants discussing a primary psychopathic (difficult) colleague.

In reviewing the PM-MRV2 criteria for all 13 participant interviews, including those that didn’t meet the criteria for a primary psychopathic colleague. There were no criteria which was displayed by all discussed difficult colleagues. However, all criteria were either displayed or somewhat displayed. As shown in Figure 5.vi, only three criteria were not present in all discussed colleagues including those that did not meet the primary psychopathic threshold, which were:

- (2) A cheating personality
- (3) Totally egocentric
- (5) Emotionally shallow

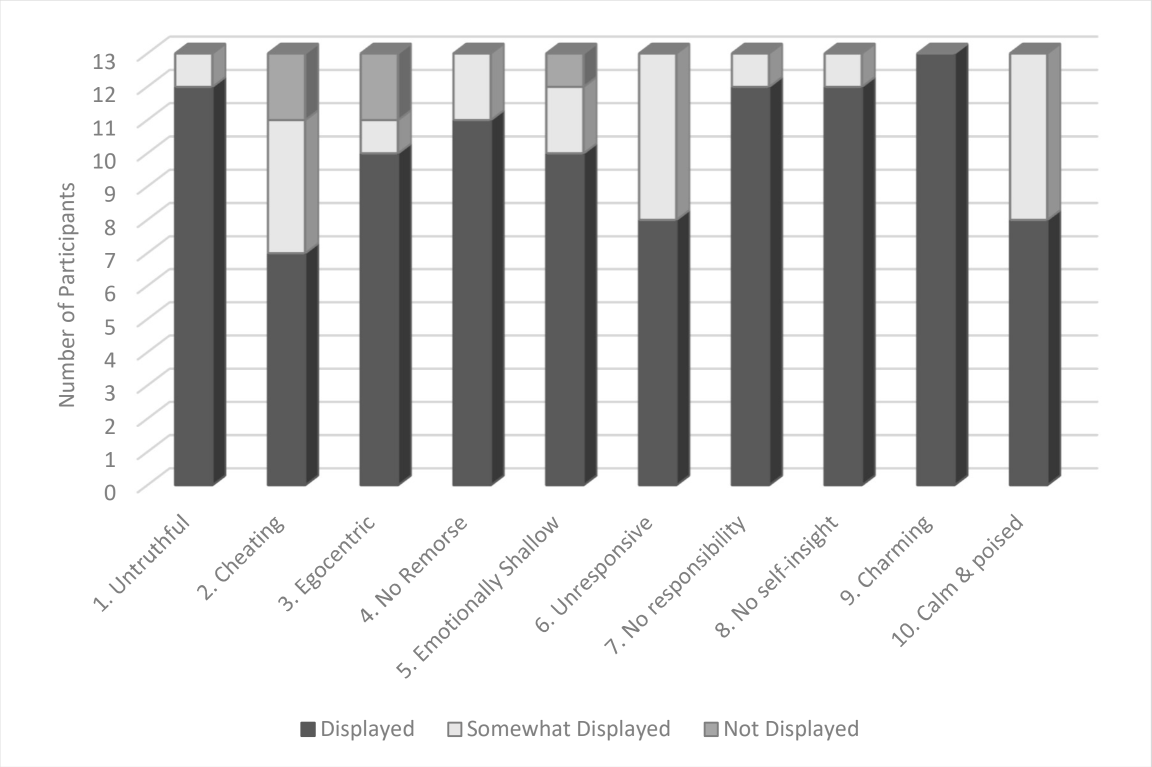


Figure 5.vi – Number of Difficult Colleagues Discussed by PM-MRV2 Criteria

Caution should be applied when considering these results given only two interviews discussed difficult colleague who did not meet the criteria for psychopathic behaviour with the PM-MRV2. Nevertheless, there is some merit in considering these three items further as they relate to females who could possibly be skilled at both masking and mimicking appropriate behaviour. It will be important to examine the scoring of these criteria against later survey results.

5.4.2 Difficult Colleagues Who Were Non-Psychopathic

In the two (2) case studies which did not meet the primary psychopathic (PM-MRV2) criteria, no one criteria were displayed by all discussed difficult colleague. Nevertheless, two key criteria were identified as displayed by both participants which were (1) Untruthful and insincere and (9) Superficial charm and apparent intelligence.

Three items were either displayed or somewhat displayed by these two participants:

- (7) Refuse to take responsibility for their own actions
- (8) Lack of self-blame and self-insight about own behaviour
- (10) Calm, poised and apparently rational

Item four (4) of the PM-MRV2; *Has no remorse about how their actions harm other employees*, was somewhat displayed by both participants. Finally, (2) A cheating personality and (5) Emotionally shallow were either somewhat displayed or not displayed and (3) Totally egocentric, was not displayed by either non-psychopathic person. Figure 4.vi demonstrates the criteria scoring for the (primary psychopathic scale (PM-MRV2) across the 13 (*n*=13) participants both with and without a primary psychopathic score.

5.4.3 Initial Coding

The summary sheets once complete were then used to code the transcripts by first compiling the possible themes from each summary in isolation, looking for common and consistent discussion points. The 'comments and reflective' writing at the end of each summary sheet were also reviewed for common threads between the transcripts which may have been overlooked under 'possible themes'. Table 5.A shows the full list of codes by topic.

Table 5.A – Initial codes by topic area

Topic Area	Code
Difficult (Toxic) Behaviours	The difficult (toxic) colleague; • partnered with other females to bully female colleagues • used gaslighting on participants who would react in frustration • being well liked shielded the colleague from consequences • was surrounded by drama both personal and professional • claimed to be the victim • mocked and ridiculed the participant's response to their bad behaviour • de-stabilised the workplace • recruited supporters and bullies (i.e. worked in groups) • claimed to be a saviour • denied personal leave for participant • used love bombing (over excitement) • with lower-level psychopathic traits (between 65% – 75%) were more likely to target one rather than multiple people • felt threatened by the participant • used gaslighting on the participant • was often involved in a power struggle and competitiveness • had no regard for confidentiality (recording conversations) • would use private abuse such as yelling • used relational aggression • lacked personal boundaries

Table 5.A – Initial codes by topic area continued

Topic Area	Code
Participant Impact	The participant was impacted by the difficult colleague, resulting in the participant; • becoming the complainer or problem when they lashed out in frustration • speaking up which resulted in targeting by the difficult colleague • being excluded from events both professional and personal (relational aggression) • being close friends with the difficult colleague in initial interactions • feeling exhausted from supporting the difficult (toxic) colleague when they were friends • feeling trapped • having an internal locus of control (i.e. self-blame) • struggling to trust people including in the personal life. • feeling unsafe • identifying a specific event which instigated conflict (Single incident was the tipping pointing) • taking leave or going on workers compensation
Organisational Response	When the participant spoke to their employer / organisation, the participants; • was not believed • the employer was unsupportive and unprotective • was removed from the organisation • only felt validated when others experienced the same behaviour • felt unsupported by the organisation/employer • said difficult colleague was protected by higher management • said difficult colleague had suffered no consequences, with many still employed

5.4.4 Theme Search

In this step the exhaustive list of sub-themes identified throughout the transcripts were reviewed looking for overarching themes which appeared in multiple transcripts, and which may or may not have been identified in the 'Interview Summary Sheet' (Appendix J) under themes. The focus was to capture all possible themes without concern for the number instead with a focus on encompassing all potential final sub-themes. This resulted in the following list of 17 sub-themes to commence the sorting transcript text against, as shown in Table 5.B. Which were as follows:

1. Difficult colleague was initially likeable and friendly
2. Difficult colleague was judgmental and critical of others
3. Difficult colleague treated others with distain
4. Difficult colleague built supportive relationships which reinforced their behaviour and removed employees who opposed them
5. Difficult colleague used gaslighting

6. Difficult colleague was dishonest about work conducted, blaming external issues.
7. Difficult colleague showed no empathy at the emotions of others including bullying without remorse.
8. Participant was not believed or supported by organisation/board
9. Difficult colleague impacted participants’ emotional well-being (experienced or observed)
10. Difficult colleague impacted participants career and employment
11. Consequences were on the participant.
12. Difficult colleague used relational aggression
13. Difficult colleague claimed to be the victim
14. Participant was fearful or uncomfortable
15. Female difficult colleague to female participant bullying was common
16. Participant behaved badly in response to difficult colleagues’ behaviour
17. Difficult colleague taunted and mocked participant and others

Table 5.B – Mid-review analysis of sub-theme distribution

Initial themes showing number of times discussed by interview	Participant Code									*No of Interviews theme recorded (of 8)*
	PF01	PF02	PF04	PF09	PF10	PF12	PF13	PF14		
Sub-Themes	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	Sum	
*Difficult colleague taunted and mocked participant and others**	*0*	*2*	*8*	*0*	*0*	*0*	*0*	*0*	***10***	*2*
*Participant behaved badly in response to difficult colleagues’ behaviour**	*2*	*0*	*7*	*0*	*0*	*0*	*2*	*0*	***11***	*3*
*Female difficult colleague to female participant bullying was common**	*1*	*2*	*6*	*1*	*4*	*1*	*0*	*0*	***15***	*6*
*Difficult colleague used gaslighting^*	*4*	*2*	*2*	*4*	*0*	*1*	*4*	*0*	***17***	*6*
Participant was fearful	0	0	6	2	3	2	1	3	**17**	6
Difficult colleague claimed to be the victim	0	0	4	2	4	2	5	1	**18**	6
Difficult colleague was initially likeable and nice	2	0	5	0	7	0	2	3	**19**	5
Consequences were on the participant	4	4	0	1	0	8	2	1	**20**	6
Difficult colleague used relational aggression	0	1	5	1	3	6	4	1	**21**	7
Difficult colleague impacted the participants career and employment	0	7	5	1	4	4	2	1	**24**	7

Table 5.B – Mid-review analysis of sub-theme distribution continued

Initial themes showing number of times discussed by interview	Participant Code									*No of Interviews theme recorded (of 8)*
	PF01	PF02	PF04	PF09	PF10	PF12	PF13	PF14		
Sub-Themes	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	Sum	
Difficult colleague showed no empathy at the emotions of others	7	4	7	1	4	3	1	0	**27**	7
Difficult colleague was judgemental and critical of others	3	3	2	5	7	1	4	4	**29**	8
Difficult colleague was dishonest about work conducted, blaming external issues	7	1	8	4	4	3	4	1	**32**	8
Difficult colleague treated others with distain	5	4	7	7	4	1	5	2	**35**	8
Difficult colleague built supportive relationships which reinforced their behaviour	5	2	11	2	0	8	3	4	**35**	7
Participant was believed or supported by organisation/board	2	10	13	9	3	7	0	7	**51**	7
Difficult colleague impacted the participants emotional well-being	8	9	10	6	2	14	1	5	**55**	8

**Themes removed due to no consistency across participants. ^Theme combined with another*

Initially sub-themes were included based on the reading and summarising of the transcripts of each interview however after the text began to be sorted into sub-themes within a Microsoft Excel spreadsheet, it became clear which themes were more prominent than others and which ones required review. This led to a pause in the sub-theme sorting after eight (8) transcripts were sorted. The reason for this was to ensure that when the remaining three (3) interviews were sorted into sub-themes, they were closer to the final analytical themes. This was done by counting the number of times a sub-theme was spoken about if at all. A spreadsheet was used to review these sub-themes as shown in Table 5.B. This table provides preliminary finding of the early themes as a mid-analysis check against each reviewed participant transcript, with the figures showing the number of times a theme appears in the interview.

5.4.5 Removed and Combined Themes

In Table 5.B, four (4) sub-themes are highlighted three of which were removed (female to female bullying, participant (victim/target) behaving badly and taunting and mocking) and one which was changed (gaslighting). The reason for these changes is detailed below.

5.4.5.1 Female to Female Conflict

Female difficult colleague to female participant bullying was removed as it was covered in the other sub-themes and merely became a place to store text which did not fit other sub-themes. Additionally, this theme had low scoring across transcripts compared to other sub-themes.

5.4.5.2 Participant Response

Participant behaved badly in response to difficult colleagues' behaviour was combined with gaslighting as it was clear from the re-read of the text that the bad behaviour of victims\participants came from frustration and gaslighting behaviour of the difficult colleague. This was also moved as a result of only being present in three of the initial eight interviews reviewed.

5.4.5.3 Taunting and Mocking

Difficult colleague taunted and mocked participant and others was removed and the text under this sub-theme was redistributed to the other sub-themes as it was only relevant in two (2) of the eight (8) initial transcripts analysed.

5.4.5.4 Gaslighting

Difficult colleague used gaslighting was initially a stand-alone sub-theme, however upon further reflection and review of the sub-themes it was decided that this needed to be combined with manipulative behaviour as there was some cross over between the two themes.

Table 5.C shows the theme transition changes with the theme text.

Table 5.C – Thematic analysis sub-theme transition

	Initial sub-themes	Mid review changes	Final sub-themes applied
1	Difficult colleague initially likeable and nice	No change	Primary psychopathic colleague was initially likeable and friendly
2	Participant was not believed or supported by organisation/board	No change	Participant was not believed or supported by their organisation/ employer
3	Difficult colleague was dishonest about work conducted, blaming external issues	No change	Primary psychopathic colleague was dishonest about work and blamed external factors/other colleagues for failures
4	Difficult colleague claimed to be the victim	No change	Primary psychopathic colleague displayed victimhood behaviour
5	Judgemental and critical of others	No change	Primary psychopathic colleague was judgemental and critical of others
6	Impacted emotional well-being	Changed to: "Impacted participants emotional well-being (experienced or observed)"	Behaviour of the primary psychopathic colleague impacted the emotional well-being of other colleagues.
7	Difficult colleague showed no empathy at the emotions of others	Changed to: "Showed no empathy at the emotions of others including bullying without remorse"	Primary psychopathic colleague showed no empathy including bullying without remorse.
8	Participant fearful	Changed to: "Participant fearful or uncomfortable"	Participant was fearful or uncomfortable when near primary psychopathic colleague
9	Difficult colleague treat others with distain	No change	Primary psychopathic colleague treated others with distain
10	Impacted participants career	Changed to: "Impacted participants career and employment"	Participants' career / employment was impacted by primary psychopathic colleague's behaviour
11	Difficult colleague built supportive relationships which reinforced their behaviour	Changed to: "Difficult colleague built supportive relationships which reinforced their behaviour and removed employees who opposed them"	Primary psychopathic colleague developed relationships which supported their narrative and removed colleagues who opposed them
12	Difficult colleague used gaslighting	Changed to: "Gaslighting and manipulative"	Primary psychopathic colleague displayed gaslighting and manipulative behaviour
13	Consequences were on the participant	No change	Consequences were on the participant not the primary psychopathic colleague
14	Difficult colleague used relational aggression	No change	Primary psychopathic colleague used relational aggression
15	Female to female bullying	*Removed for low numbers*	***Removed***
16	Participant behaved badly	*Moved to "gaslighting" as a response to this behaviour*	***Removed***
17	Difficult colleague taunted and mocked participant and others	*Removed for low numbers*	***Removed***

In the final subthemes shown in the last collum in Table 4.C, the term 'difficult colleague' has been replaced with 'primary psychopathic colleague' in line with the research objectives and qualitative results. Hence, the following 14 sub-themes were then used to amend previously reviewed transcripts and new transcripts:

1. Primary psychopathic colleague was initially likeable and friendly
2. Primary Psychopathic colleague was judgemental and critical of others
3. Primary Psychopathic colleague treated others with distain
4. Primary Psychopathic colleague developed relationships which supported their narrative and removed colleagues who opposed them
5. Primary Psychopathic colleague displayed gaslighting and manipulative behaviour
6. Primary Psychopathic colleague was dishonest about work and blamed external factors/other colleagues for failures
7. Primary Psychopathic colleague showed no empathy including bullying without remorse
8. Participant was not believed or supported by their organisation / employer
9. Behaviour of the primary psychopathic colleague impacted the emotional well-being of other colleagues
10. Participants' career / employment was impacted by primary psychopathic colleagues behaviour
11. Consequences were on the participant (not the primary psychopathic colleague)
12. Primary psychopathic colleague used relational aggression
13. Primary psychopathic colleague displayed victimhood behaviour
14. Participant fearful or uncomfortable when near primary psychopathic colleague

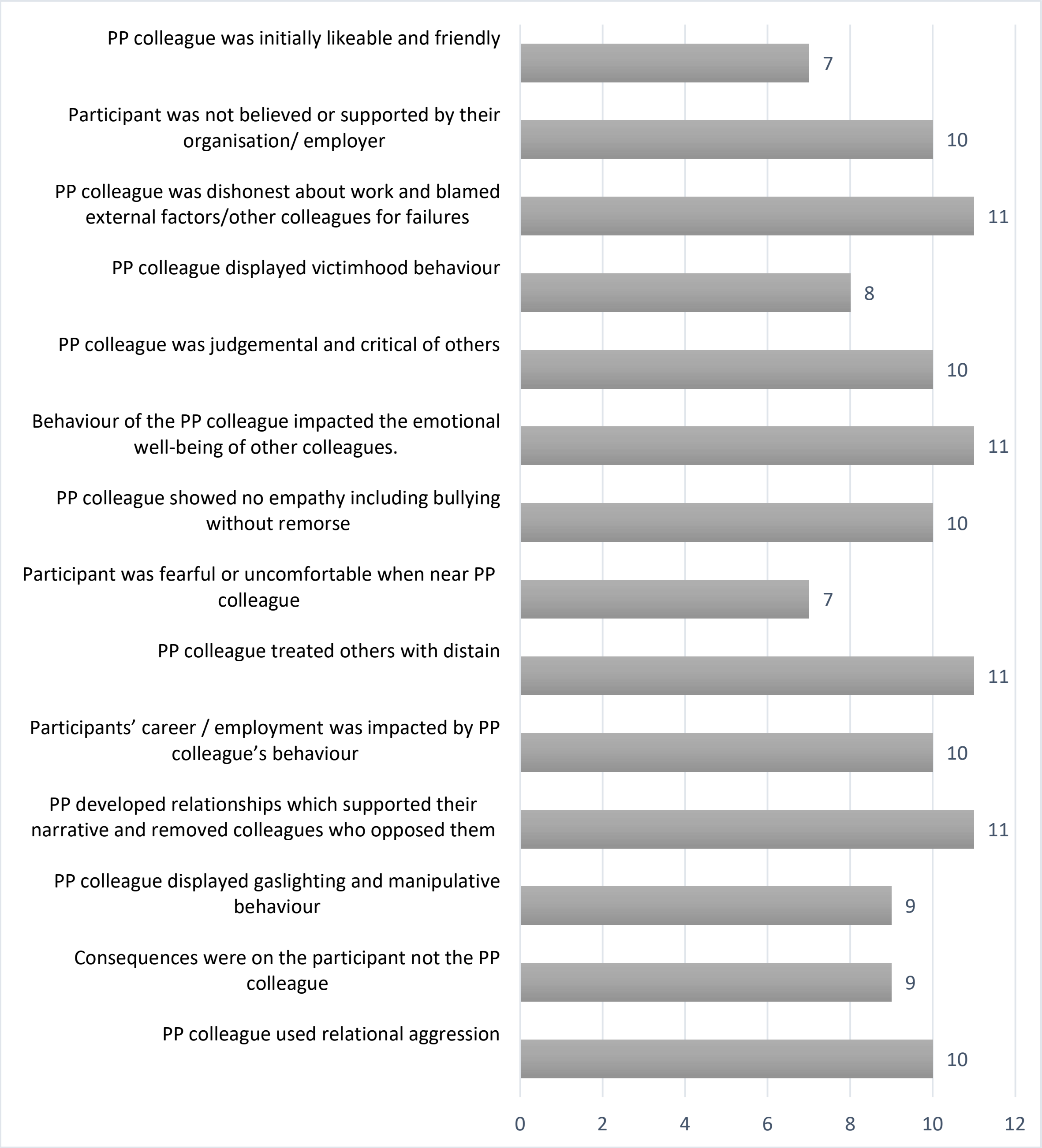
5.4.6 Theme Review

At this stage of the thematic analysis the sub-themes had been refined to the final themes with Table 4.C showing the sub-theme transitions from initial sub-themes to final sub-themes. As shown in Table 5.D, what commenced as 17 sub-themes was refined to 14 themes. These 14 themes were then used to re-examine the transcripts and divide the text into the theme areas for each interview in Microsoft Excel for the 11 interviews which met the criteria for primary psychopathic behaviour. These were then counted and reviewed to better identify if the themes were consistent across the majority of the interviews where primary psychopathic behaviour was discussed.

Table 5.D – Analysis of sub-theme distribution in psychopathic behaviour group

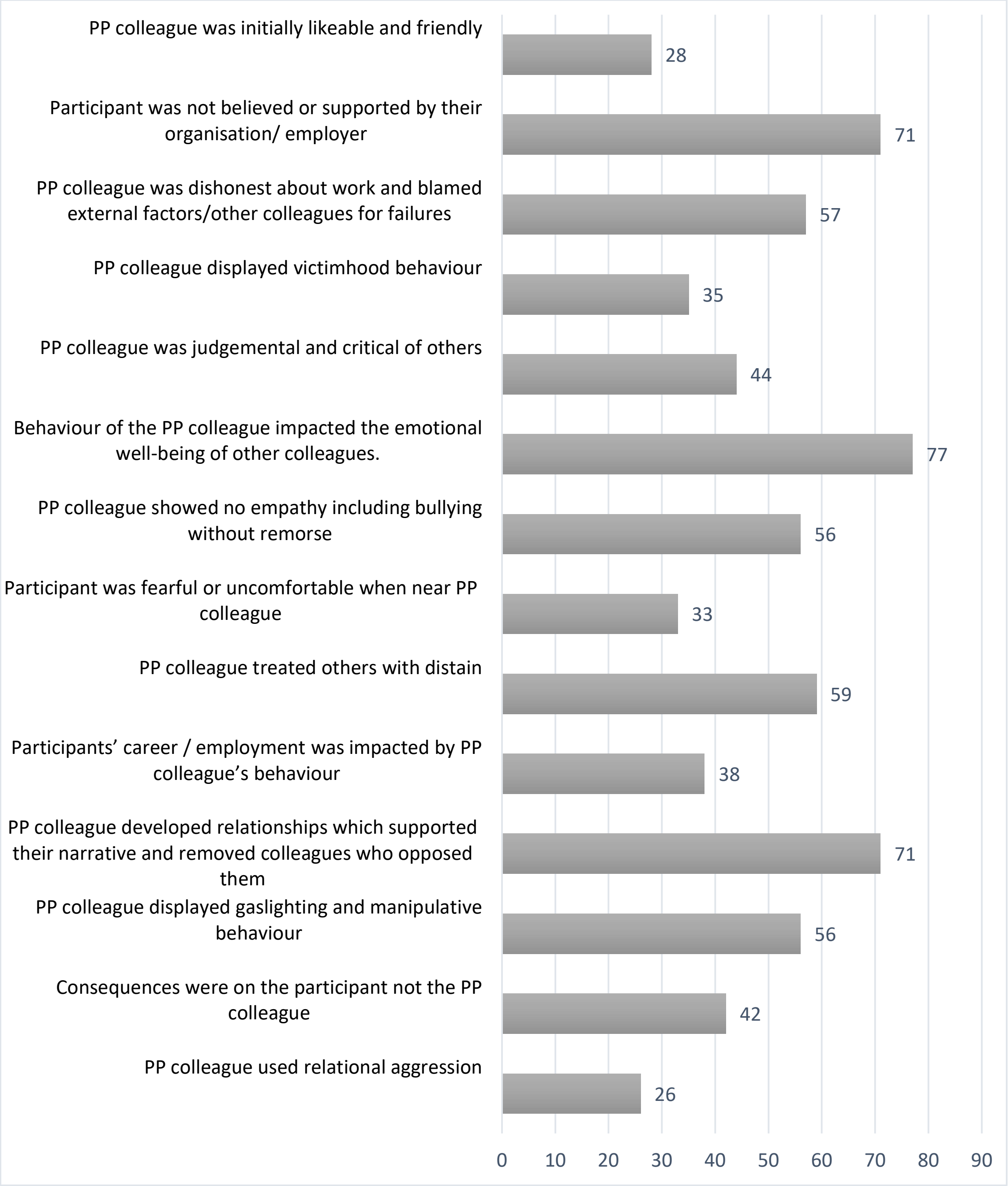
Final Themes showing number of times discussed by interview	PF01	PF02	PF04	PM07	PF09	PF10	PM11	PF12	PF13	PF15	PF14	Sum	*Number of Interviews theme recorded (of 11)*
Themes	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**		
Primary psychopathic colleague used relational aggression	0	1	6	2	1	3	1	6	4	1	1	**26**	10
Primary psychopathic colleague was initially likeable and friendly	2	0	5	3	0	7	6	0	2	3	0	**28**	7
Participant was fearful or uncomfortable when near primary psychopathic colleague	0	0	6	0	2	4	15	2	1	3	0	**33**	7
Primary psychopathic colleague displayed victimhood behaviour	0	0	4	4	2	6	0	2	5	1	11	**35**	8
Participants' career / employment was impacted by primary psychopathic colleague's behaviour	0	8	6	2	1	4	2	4	2	1	8	**38**	10
Consequences were on the participant not the primary psychopathic colleague	4	4	0	4	1	0	10	8	2	1	8	**42**	9
Primary psychopathic colleague was judgemental and critical of others	3	3	4	0	6	7	7	2	4	4	4	**44**	10
Primary psychopathic colleague displayed gaslighting and manipulative behaviour	6	2	11	2	4	0	10	1	6	0	14	**56**	9
Primary psychopathic colleague showed no empathy including bullying without remorse	7	5	12	3	1	5	7	3	1	0	12	**56**	10
Primary psychopathic colleague was dishonest about work and blamed external factors/other colleagues for failures	7	1	8	5	4	4	5	3	4	1	15	**57**	11
Primary psychopathic colleague treated others with distain	5	4	7	7	7	5	7	1	5	2	9	**59**	11
Participant was not believed or supported by their organisation/ employer	2	10	13	11	9	3	4	7	0	7	5	**71**	10
Primary psychopathic colleague developed relationships which supported their narrative and removed colleagues who opposed them	5	2	14	14	2	1	9	8	3	4	9	**71**	11
Behaviour of the primary psychopathic colleague impacted the emotional well-being of other colleagues.	8	9	10	1	6	2	5	14	1	5	16	**77**	11

Figure 5.vii demonstrates the number of interviews which included the sub-theme, with Figure 5.viii showing the number of times the sub-theme was discussed in the transcript.



PP = Primary psychopath

Figure 5.vii - Number of Interviews which Included Sub-Themes in Psychopathic Group



PP = Primary psychopath

Figure 5.viii - Number of Times Sub-Theme Appeared Across Interviews

Following the review of the interviews which met the primary psychopathic criteria the remaining two (2) transcripts which discuss non-psychopathic behaviour of females were reviewed against the same themes. Table 5.E shows the same themes were discussed excluding difficult colleague displaying victimhood behaviour which did not appear in either interview transcript.

Table 5.E – Analysis of sub-theme distribution by transcripts from non-psychopathic group

Final Themes showing number of times discussed by interview for those individuals who did not meet criteria for primary psychopath	PF05 *(PM-MRV Score = 65/100)*	PF08 *(PM-MRV Score = 55/100)*
Themes	**1**	**2**
Primary psychopathic colleague was initially likeable and friendly	4	1
Participant was not believed or supported by their organisation/ employer	2	1
Primary psychopathic colleague was dishonest about work and blamed external factors/other colleagues for failures	4	6
Primary psychopathic colleague displayed victimhood behaviour	0	0
Primary psychopathic colleague was judgemental and critical of others	4	2
Behaviour of the primary psychopathic colleague impacted the emotional well-being of other colleagues.	8	3
Primary psychopathic colleague showed no empathy including bullying without remorse	4	1
Participant was fearful or uncomfortable when near primary psychopathic colleague	1	3
Primary psychopathic colleague treated others with distain	5	2
Participants' career / employment was impacted by primary psychopathic colleague's behaviour	4	1
Primary psychopathic colleague developed relationships which supported their narrative and removed colleagues who opposed them	6	3
Primary psychopathic colleague displayed gaslighting and manipulative behaviour	2	7
Consequences were on the participant not the primary psychopathic colleague	2	1
Primary psychopathic colleague used relational aggression	2	1

The final phase was to look at the 14 included themes and group them into board analytical themes which encompassed the findings in more refined and detailed terms. The process and transition through the thematic analysis coding process is shown in Figure 5.x, which includes the sub-themes and analytical themes. The narrative around these findings will be explored further in the following results section, under the four broad analytical themes (Figure 5.ix):

1. Primary psychopathic behaviours in females are often disguised behind relationships, friendships, and victimhood.
2. Target of female primary psychopathic behaviour is psychologically, emotionally, and professionally impacted.
3. Female primary psychopathic behaviours included treating others with distain, being judgemental and responding with a lack of empathy.
4. Female primary psychopathic behaviours included dishonesty, relational aggression, manipulation and gaslighting.

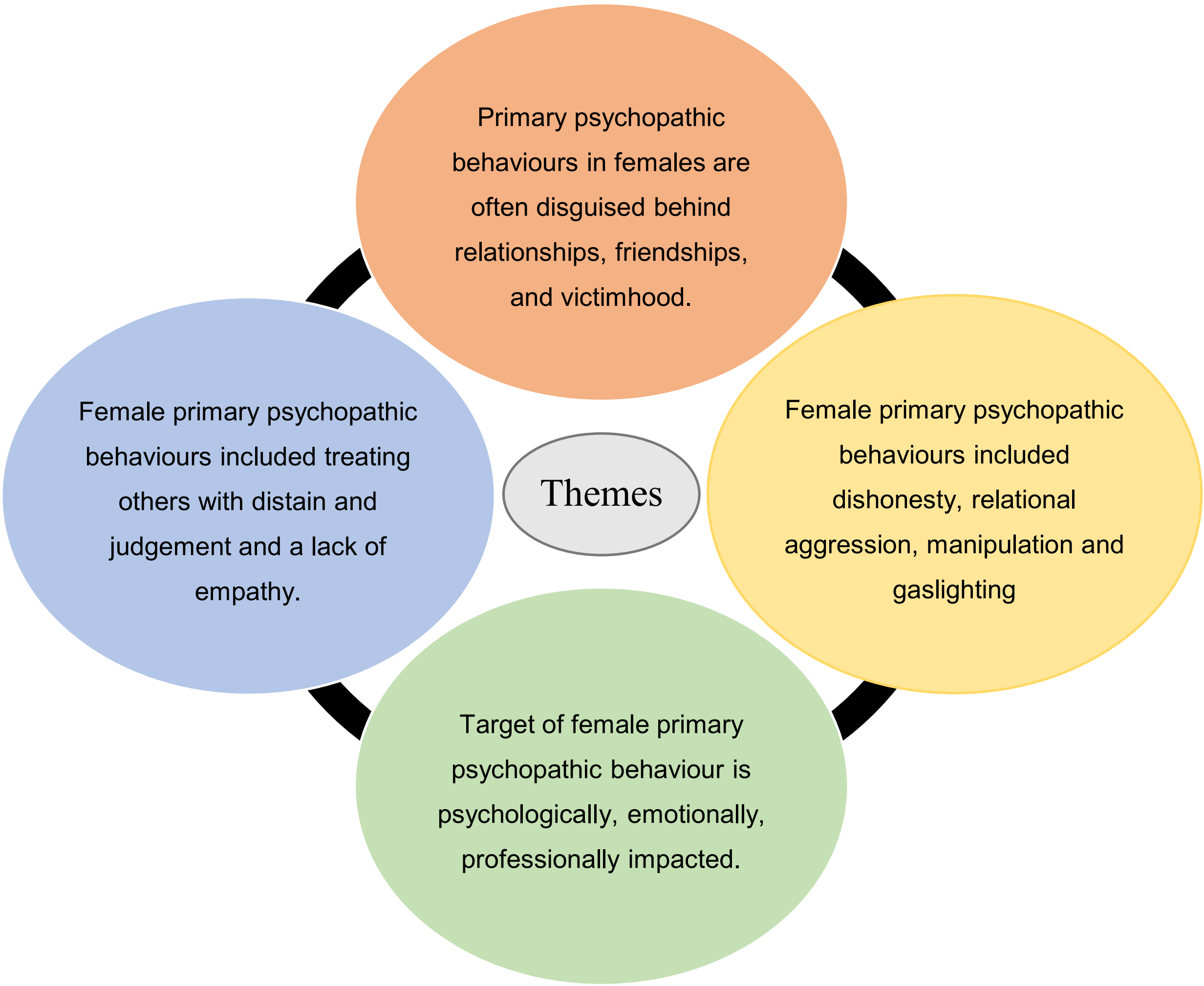
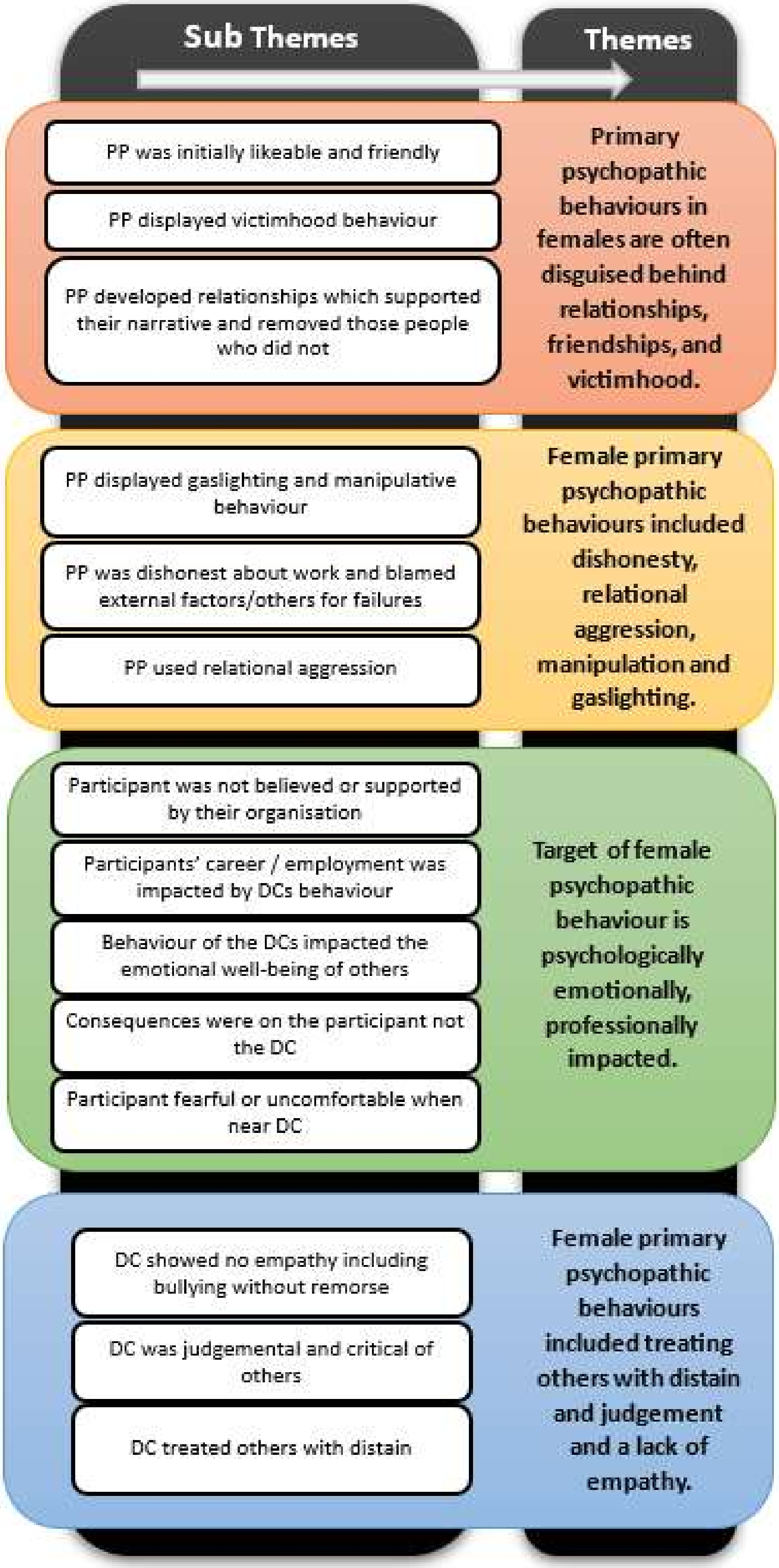

Primary psychopathic behaviours in females are often disguised behind relationships, friendships, and victimhood.
Female primary psychopathic behaviours included treating others with distain and judgement and a lack of empathy.
Themes
Female primary psychopathic behaviours included dishonesty, relational aggression, manipulation and gaslighting
Target of female primary psychopathic behaviour is psychologically, emotionally, professionally impacted.

Figure 5.ix – Final Analytical Themes


Sub Themes
Themes
PP was initially likeable and friendly
PP displayed victimhood behaviour
PP developed relationships which supported their narrative and removed those people who did not
Primary psychopathic behaviours in females are often disguised behind relationships, friendships, and victimhood.
PP displayed gaslighting and manipulative behaviour
PP was dishonest about work and blamed external factors/others for failures
PP used relational aggression
Female primary psychopathic behaviours included dishonesty, relational aggression, manipulation and gaslighting.
Participant was not believed or supported by their organisation
Participants' career / employment was impacted by DCs behaviour
Behaviour of the DCs impacted the emotional well-being of others
Consequences were on the participant not the DC
Participant fearful or uncomfortable when near DC
Target of female psychopathic behaviour is psychologically emotionally, professionally impacted.
DC showed no empathy including bullying without remorse
DC was judgemental and critical of others
DC treated others with distain
Female primary psychopathic behaviours included treating others with distain and judgement and a lack of empathy.

PP = Primary Psychopathy
DC = Difficult Colleague

Figure 5.x – Thematic Analysis Theme Development Map

5.5 Results

Four main analytical themes emerged from the semi structured in depth interviews as shown in Figure 5.ix. These themes encompassed witnessed behaviours by the primary psychopathic female, the emotional and long-term impact on the participant. The following narrative provides detailed definitions of each analytical theme as well as quotes from interview participants, as evidence.

5.5.1 Theme 1: Female primary psychopathy is hidden

Primary psychopathic behaviours in female are often disguised behind relationships, friendships, and victimhood.

Definition
Females with primary psychopathic behaviour can create and maintain relationships which assists their ability to both hide and maintain bad behaviour through the support and indoctrination of others. When this is unsuccessful, or a need arises where sympathy is required to disguise poor behaviour a female with primary psychopathic traits will often resort to stories of true or false accounts of victimisation. By playing the role of a victim this creates further support and sympathy from others, mainly other females, who will both sympathise and facilitate the narrative through others.

The ability of females to work together and support each other in positive ways can be an asset and a curse when it comes to primary psychopathic behaviour traits; an asset for a psychopath and a curse for the victim/target.

> *"No one stood up for me … it was almost like she's done this before and now she's doing it again. And she really shouldn't but she wasn't doing it to them." (Female participant quote about female non-psychopathic manager: PM-MRV2 Score 65/100)*

In the interviews it was clear that female participants understood the concept of primary psychopathy and how difficult other females can be at times, especially when they work together against another person or organisation.

> *"A bunch of women together, they develop their own ways of abusing power. I think they have their own way of doing it. And competing and abusing because really women are so capable of all of that. They're just … it's just laughable that they pretend that they're not although it's all about the men. Really until women really own their own way of being, particularly with other*

> *women, they've got Buckley's of ever even being good leaders." (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 90/100)*

Theme 1 highlights the issue of primary psychopathic colleagues having little insight into how their behaviour affects others around them and how this behaviour creates a continuous blindness to the true narrative. The quote below highlights how one participant was questioned why they were resigning, even though upper management were aware of the bullying this person had endured.

> *"The CEO berated me because I hadn't told him (I was looking for another job), I was like Mate, you knew what was happening, why am I going to stay in a space where you've now got her back. And she's allowed to come back after everything that she's done to me in the last year." (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 85/100)*

This theme focuses on the importance of self-serving relationships for the primary psychopathic female and how using the initial engagement with others to charm and manipulate their way into the hearts of colleagues is the first step to controlling those around them. As the quote below highlights, in a workplace context this can mean focusing on the colleagues' professional assets making them feel valued and important.

> *"When I first started, I thought this is gonna be one of the best working relationships of my life, I thought we really clicked, I thought that we had really complementary skills and that she had a huge amount of respect (for me) and a need for the particular skill set that I was gonna bring." (Female participant quote about female primary psychopathic manager: PM-MRV2 Score 90/100)*

Figure 5.xi demonstrates the flow from the initial codes to final analytical Theme 1. The three sub-themes are discussed in more detail in the following paragraphs. This theme one sub themes are:

- 1A – Primary psychopathic colleague was initially likeable and friendly.
- 1B – Primary psychopathic colleague displayed victimhood behaviour.
- 1C – Primary psychopathic developed relationships which supported their narrative and removed colleagues who opposed them.

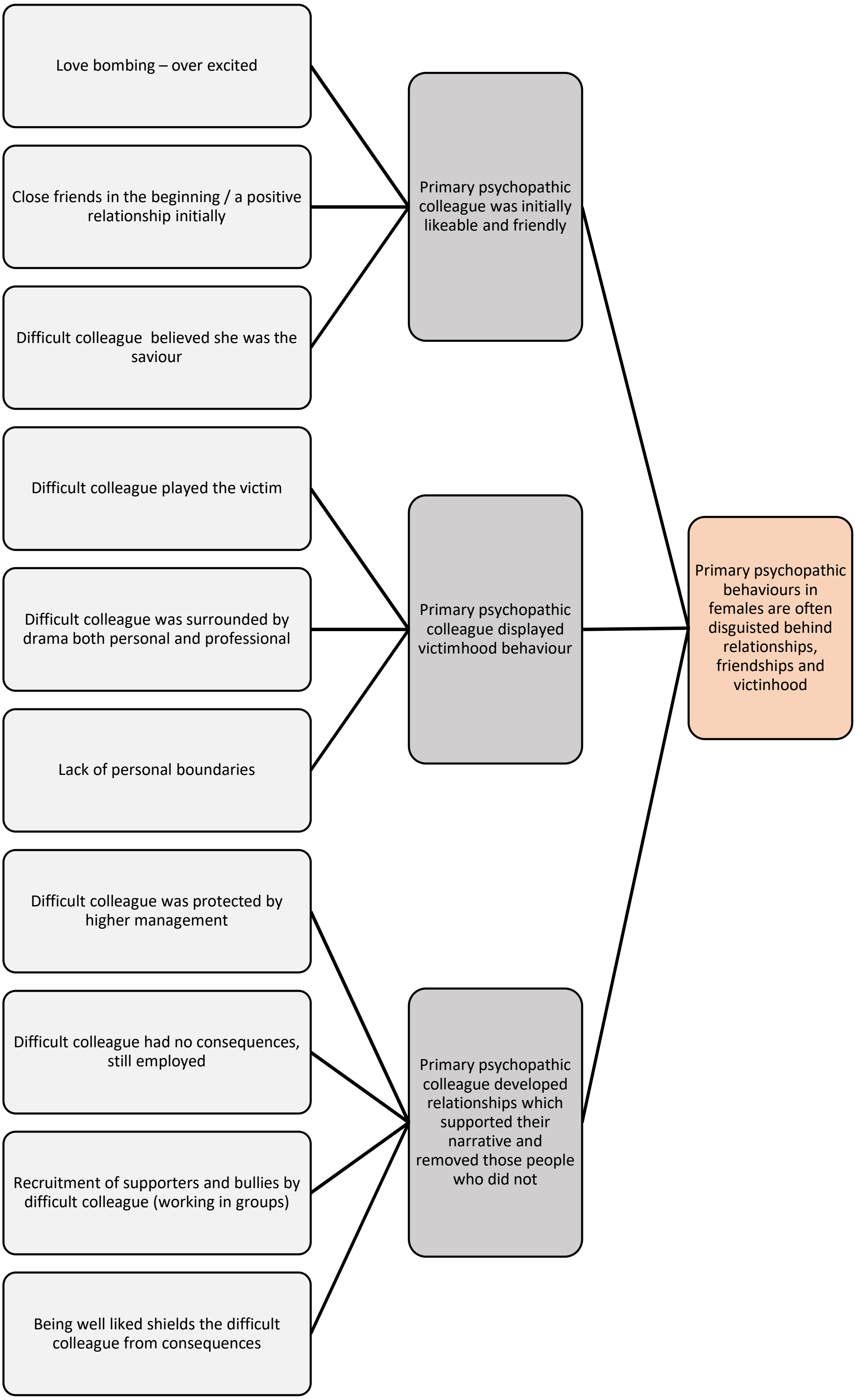

Love bombing – over excited
Close friends in the beginning / a positive relationship initially
Difficult colleague believed she was the saviour
Primary psychopathic colleague was initially likeable and friendly
Difficult colleague played the victim
Difficult colleague was surrounded by drama both personal and professional
Lack of personal boundaries
Primary psychopathic colleague displayed victimhood behaviour
Primary psychopathic behaviours in females are often disguisted behind relationships, friendships and victinhood
Difficult colleague was protected by higher management
Difficult colleague had no consequences, still employed
Recruitment of supporters and bullies by difficult colleague (working in groups)
Being well liked shields the difficult colleague from consequences
Primary psychopathic colleague developed relationships which supported their narrative and removed those people who did not

Figure 5.xi – Theme 1 Map – Codes, Sub-Themes and Analytical (Final) Themes

5.5.1.1 Theme 1 – Sub-Themes

1A – Primary psychopathic colleague was initially likeable and friendly.

It has been well documented that primary psychopaths usually start out very likeable (Clarke, 2005) and this is not gender specific. For example, behaviour which portrays a psychopath as friendly, helpful, and likeable can influence their standing in the workplace.

> *"She was always very well presented, very polite, very caring and came across very trustworthy". (Female participant quote about female primary psychopathic manager: PM-MRV2 Score 90/100)*

1B – Primary psychopath displayed victimhood behaviour.

Where there was an attempt to address the difficult colleague's behaviour with them the participant discussed how the primary psychopath became emotional. However, it appears that this emotional display in many cases did not have true emotion behind the tears and instead was a mere manipulation tactic. One participant in particular did try and address the back behaviour of her colleague with her which resulted in the difficult colleague becoming emotional and thanking the participant for her feedback. Nevertheless, this person was highly intuitive and said that they could tell that this person was not truly emotional and instead was crying to manipulate the situation and garner sympathy from the participant.

> *"…whether she was talking about her leadership, whether she was talking about her intention, or whether she was crying. It was all the same. …it was like there was no emotionality… if she's crying, or she's talking or she's angry, that's all the same. And it is nothingness. That's disturbing." (Female participant quote about female peer: PM-MRV2 Score 100/100)*

1C – Primary psychopath developed relationships which supported their narrative and removed colleagues who opposed them.

Relationships appeared to be key for the workplace primary psychopath and these came in many forms. Those that passively supported the person by taking no action, *"We just all lived with it, I didn't want to get involved"* (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 90/100), to those that were manipulated to ensure compliance.

> *"I think (she was trying to see) if I was under her spell or not, and what she would have to do about that. And she got what she wanted. She got me out of there"* (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 90/100).

The difficult colleague can sometimes feel threatened by another colleague. They become either concerned their behaviour would be exposed or anxious their role in a power position could be compromised. One participant who sought help from Employee Assistance Counselling said that the counsellor suggested that the difficult colleague felt threatened by the participants skills and personality, she said to the counsellor; "*What are you talking about? … I am not threatening in anyway. I was just trying to do a good job"* (Female participant quote about female non-psychopathic manager: PM-MRV2 Score 65/100).

> *"She runs the place. And I reckon she's very happy that I'm leaving. That's what she wanted she wanted me gone. She wants everyone gone. That's the thing. She thinks she runs the place." (Female participant quote about female subordinate: PM-MRV2 Score 90/100)*

5.5.2 Theme 2: Female primary psychopaths cause psychological harm

Target of female primary psychopathic behaviour is psychologically, emotionally, and professionally impacted.

Definition
The target (participant) of the primary psychopathic female was carefully selected by the difficult colleague and in each case was psychologically and emotionally impacted. Professionally many lost their employment or resigned, and, in some cases, the female with primary psychopathic traits engaged with the participants new workplace or manager to continue the hostile behaviour. This theme also encompasses the problem of organisations ignoring bad behaviour or punishing the victim (participant) for speaking up.

In the interview discussions on the impact of working with a difficult colleague, many participants became emotional and were clearly still very impacted by their experience. Many had sought professional assistance to cope with the trauma of the experience. This participant (Female participant about female primary psychopathic subordinate: PM-MRV2 Score 90/100), said, *"I can't even walk into the place anymore, which is really sad"* another participant discussed their state of depression and how what was happening at work effected every area of their life.

> *"I didn't sleep well. I just ate way too much. I didn't really want to exercise or do anything, I actually stopped doing a lot of things I really enjoyed"* (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 85/100).

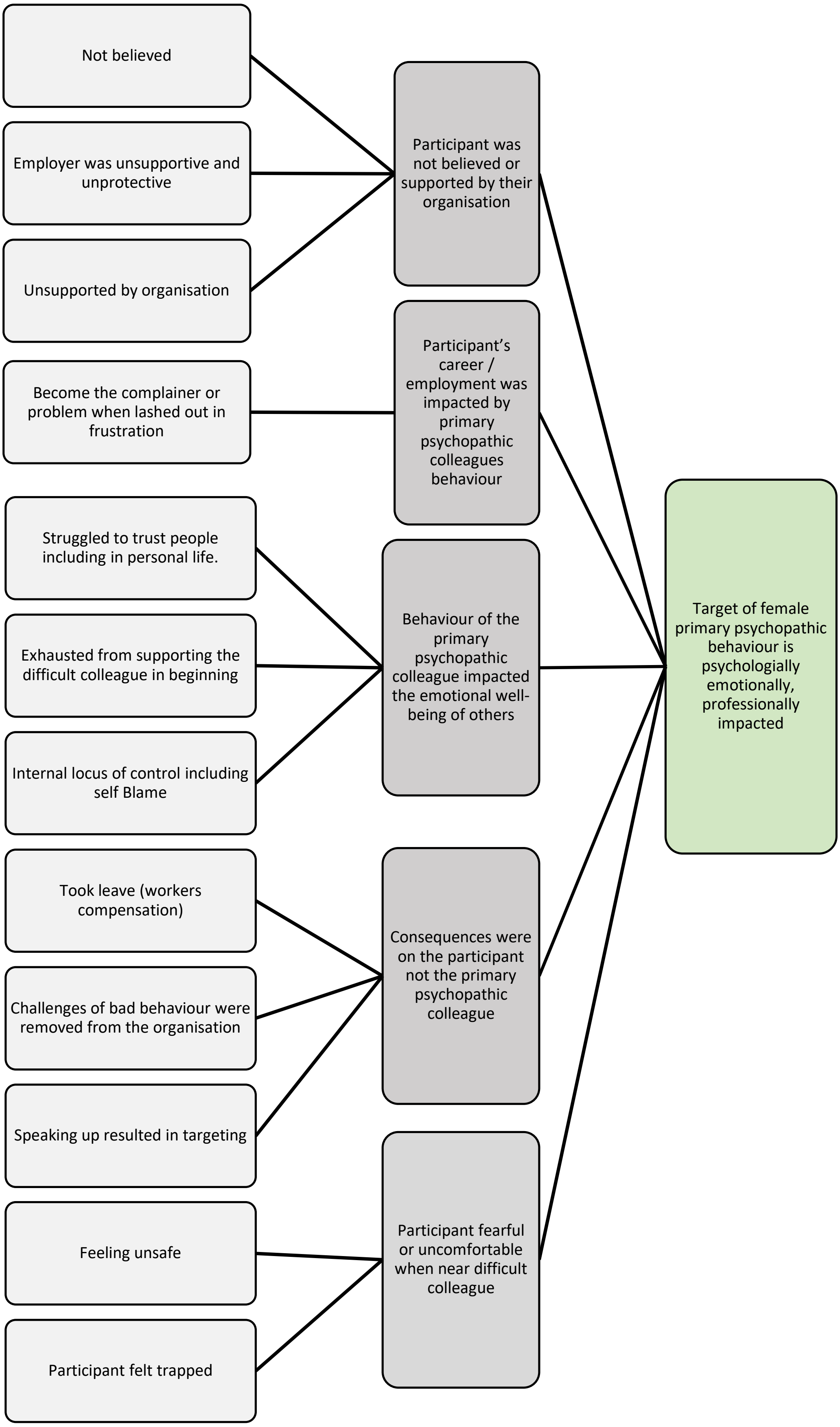

Not believed
Employer was unsupportive and unprotective
Unsupported by organisation
Become the complainer or problem when lashed out in frustration
Struggled to trust people including in personal life.
Exhausted from supporting the difficult colleague in beginning
Internal locus of control including self Blame
Took leave (workers compensation)
Challenges of bad behaviour were removed from the organisation
Speaking up resulted in targeting
Feeling unsafe
Participant felt trapped
Participant was not believed or supported by their organisation
Participant's career / employment was impacted by primary psychopathic colleagues behaviour
Behaviour of the primary psychopathic colleague impacted the emotional well-being of others
Consequences were on the participant not the primary psychopathic colleague
Participant fearful or uncomfortable when near difficult colleague
Target of female primary psychopathic behaviour is psychologially emotionally, professionally impacted

Figure 5.xii – Theme 2 Map – Codes, Sub-Themes and Analytical (Final) Themes

Nevertheless, what was very comforting was the fact that many participants were able to acknowledge the role they played and when they were depressed and emotional, they could reactively respond.

> *"… how I am travelling influences how I respond"* (Male participant quote about female primary psychopathic peer: PM-MRV2 Score 85/100).

Reactive responses by the participant (target) appeared to moderate the behaviour of the primary psychopathic female both positively and negatively depending on the nature of the response.

Theme 2 codes and theme map are shown in Figure 5.xii. This theme was constructed from five (5) subthemes:

- 2A - Participant was not believed or supported by their organisation.
- 2B - Participant's career / employment was impacted by primary psychopaths' behaviour.
- 2C - Behaviour of the primary psychopath impacted the emotional well-being of others.
- 2D - Consequences were on the participant (target) not the primary psychopath.
- 2E – Participant fearful or uncomfortable when near primary psychopath.

5.5.2.1 Theme 2 – Sub-Themes

2A - Participant was not believed or supported by their organisation.

Many participants understood that in most organisations you need to accept that there will be people who are hard to get along with. However, what made the participant angry when working with a difficult colleague was that they were unsupported by the organisation. There appeared to be a range of reasons for the lack of support from management, including inability to act, a lack of understanding about extremely difficult colleagues and their manipulation tactics. In some cases, the participant was seen as the issue for making a complaint and were encouraged to leave, made redundant or disciplined as a result.

> *"They would rather keep her … and get rid of the complainer." (Female participant quote about female manager: PM-MRV2 Score 90/100)*

Organisation not only need to be mindful of the behaviour of the primary psychopath colleague but also understand that at times the victim/target may also behave badly as a response to being targeted by a difficult colleague. Nevertheless, this appears to come from both a lack of awareness of the issue and a gap in management skills.

> *"It's ridiculous that nothing's been done. That's the thing, there gonna lose not just me, but potentially, you know, two or three other staff because they won't deal with this one person that causes so many problems."* (Female participant quote about female subordinate: PM-MRV2 Score 90/100)

2B - Participants' career / employment was impacted by difficult colleagues behaviour.

The participants in this study specifically came from the Tasmanian Community Services Sector and as a result it is possible that the nature of Tasmania being a small, isolated island community may have exacerbated this issue. For example, many individuals within the Community Services Sector are familiar with one another and it is obvious conversations regularly occur within networks which breach confidentially. This was highlighted by a number of participants who said the difficult colleague was still able to engage with them after they left including one person highlighting that when they left the workplace and started a new position elsewhere the previous difficult manager turned up at the new workplace because the participants new manager was friends with the previous (difficult) manager. This participant said that her new managers behaviour changed after the association became known. This participant believes that the primary psychopathic manager influenced the new manager's view of her.

> *"I would never work in a Tasmanian Community Service ever again; I just wouldn't do it. I just wouldn't work here. Not in any community service ever again. Because I know (toxic behaviour) is widespread." (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 90/100)*

2C - Behaviour of the primary psychopath impacted the emotional well-being of others.

The impact on the participant's career also stemmed from the psychological impact of working with the difficult colleague. A number of participants reported feeling suicidal with one participant being admitted to hospital on multiple occasions for self-harm with the intention to take her own life as a result of working with a primary psychopathic colleague.

> *"I was just feeling … victimized, to a point where I was really depressed. I wanted to kill myself, I didn't want to be a social worker anymore if these are the people, I have to work with who are supposed to be helping people"*

> *(Female participant quote about female primary psychopathic subordinate: PM-MRV2 Score 100/100)*

Additionally, all the female participants talked about finding it hard to trust others in the workplace even when they moved to a new organisation. The male participants were less impacted by ongoing trust issues.

> *"It's impacted my whole career on who I trust. Who I don't trust how I interact with managers." (Female participant quote about female primary psychopathic subordinate: PM-MRV2 Score 100/100)*

2D - Consequences were on the participant not the difficult colleague.

Ten (10) of the eleven (11) difficult colleagues who met the criteria for a primary psychopath (PM-MRV2), suffered no consequences as a result of their behaviour. The eleventh primary psychopath had resigned because of an investigation into her behaviour with the male participant making it clear that he had remained with the organisation, defiant that he would not be the one to leave. The two (2) male participants who discussed a female primary psychopathic manager did not appear to have consequences placed on them because of the primary psychopath. The remaining female participants discussed (excluding one) did experience consequences because of the primary psychopath including taking workers compensation, resigning (five (5) participants), being made redundant (one (1) participant) and not passing probation. The participant who did not pass probation said that they and another new staff member had made an official complaint about the female primary psychopathic manager. As a result, herself and the other staff member were not retained by the organisation.

> *"… people would say, … over time you will get a thick skin, I don't think so" (Female participant quote about female primary psychopathic manager: PM-MRV2 Score 90/100)*

2E - Participant fearful or uncomfortable when near primary psychopath

Participants discussed feeling afraid, uncomfortable, and unsafe around the primary psychopath. With one participant discussing a tirade of verbal abuse she had suffered as described in the following participant quote:

> *"She just kept ranting and I said, "look you need to stop I don't need to be spoken to like this, that's not appropriate behaviour". And she kept going and going, going and I said "Look I am going to walk away because I don't need to be spoken to (like this)", and then she grabbed me on the arm… I*

> *don't have to feel unsafe, so I walked out … and burst into tears".* *(Female participant quote about female primary psychopathic subordinate: PM-MRV2 Score 90/100)*

Participants discussed not wanting to be in the workplace and finding it hard to exit their vehicle to go into the office.

> *"I felt so uncomfortable even being at work, like I just didn't want to be there"* *(Female participant quote about female primary psychopathic subordinate: PM-MRV2 Score 90/100)*

Several participants talked about crying in their vehicle before, during and after work. As well as calling in sick to avoid contact with the difficult colleague with one participant saying that they had called in sick knowing they were due to have a three-hour car ride with the difficult (primary psychopathic) manager and could simply not bare it.

> *"I didn't want her to see me seeing through her crying, so I had to … pretend to be emotionally impacted … because I didn't want her to see that I felt she was dangerous. Because if she was really dangerous, then as soon as you show (them) that you know that they're dangerous, then you're like the rabbit that's gonna get slaughtered, … it's a dangerous space."* *(Female participant quote about female primary psychopathic peer: PM-MRV2 Score 100/100)*

5.5.3 Theme 3: Female primary psychopaths are callous

Female primary psychopathic behaviours included treating others with distain, being judgemental and responding with a lack of empathy.

Definition
How the primary psychopathic colleague responded to the presence and behaviour of others was often offensive, disrespectful, and individually degrading. Some behaviours occurred directly to the person whereas other behaviours and comments were relayed via a third party. These behaviours were not limited to mere judgement yet would sometimes occur because of the personal situation of an individual such as relationship issues, skill gaps or denying annual leave for a special event.

In many of the case studies the primary psychopathic colleague was amicable and only responded with distain once a conflict that interfered with their agenda was presented. This triggering event often took the participants by surprise as it was at this point the female primary psychopaths behaviour changed and contradicted previous interactions.

> *"…many people have the skills and capacities to let things slide to find a way around to negotiate through. So, it's only when you hit the rock and the hard place that you get a destructive outcome". (Female participant quote about male non-psychopathic peer: PM-MRV2 Score 65/100)*

Often the aggression experienced from the difficult colleague was passive in nature or covert. However, in two cases the behaviour was overt as shown in this quote; *"She full on had a go at me, like top of her lungs scream at me." (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 85/100)*

One consistent issue with the negative interactions described during the interviews was that the primary psychopathic female felt no remorse for their behaviour toward others both overt and covert.

> *"There were never any sorrys from her … I was to blame. I was the one doing things wrong. She was the golden child, she could never do anything wrong." (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 85/100)*

The unpredictable nature of the primary psychopath's behaviour appeared to leave the participant longing for the time when they found the psychopath friendly and easy to engage with.

> *"I wanted her to be proud of me or pleased with the work I'm doing, you know, and she was never happy with anything I've done." (Female participant quote about female non-psychopathic subordinate: PM-MRV2 Score 65/100)*

Theme 3 codes and theme map are shown in Figure 5.xiii. This theme was constructed from three subthemes:

- 3A – Primary psychopathic colleague showed no empathy including bullying without remorse.
- 3B – Primary psychopathic colleague was judgemental and critical of others.
- 3C – Primary psychopathic colleague treated others with distain.

5.5.3.1 Theme 3 – Sub-Themes

3A – Primary psychopathic showed no empathy including bullying without remorse

The lack of empathy was clear in every case study described during the interviews, for example *"If I got really upset … it was like her eyes would glaze over and there was nothing there."* (Female participant quote about female primary psychopathic manager: PM-MRV2 Score 90/100). In some cases, it was hard to decipher between a lack of empathy and plain cruelty. On more than one occasion the primary psychopathic female made a concerted effort to withhold leave from individuals knowing they would miss important life events.

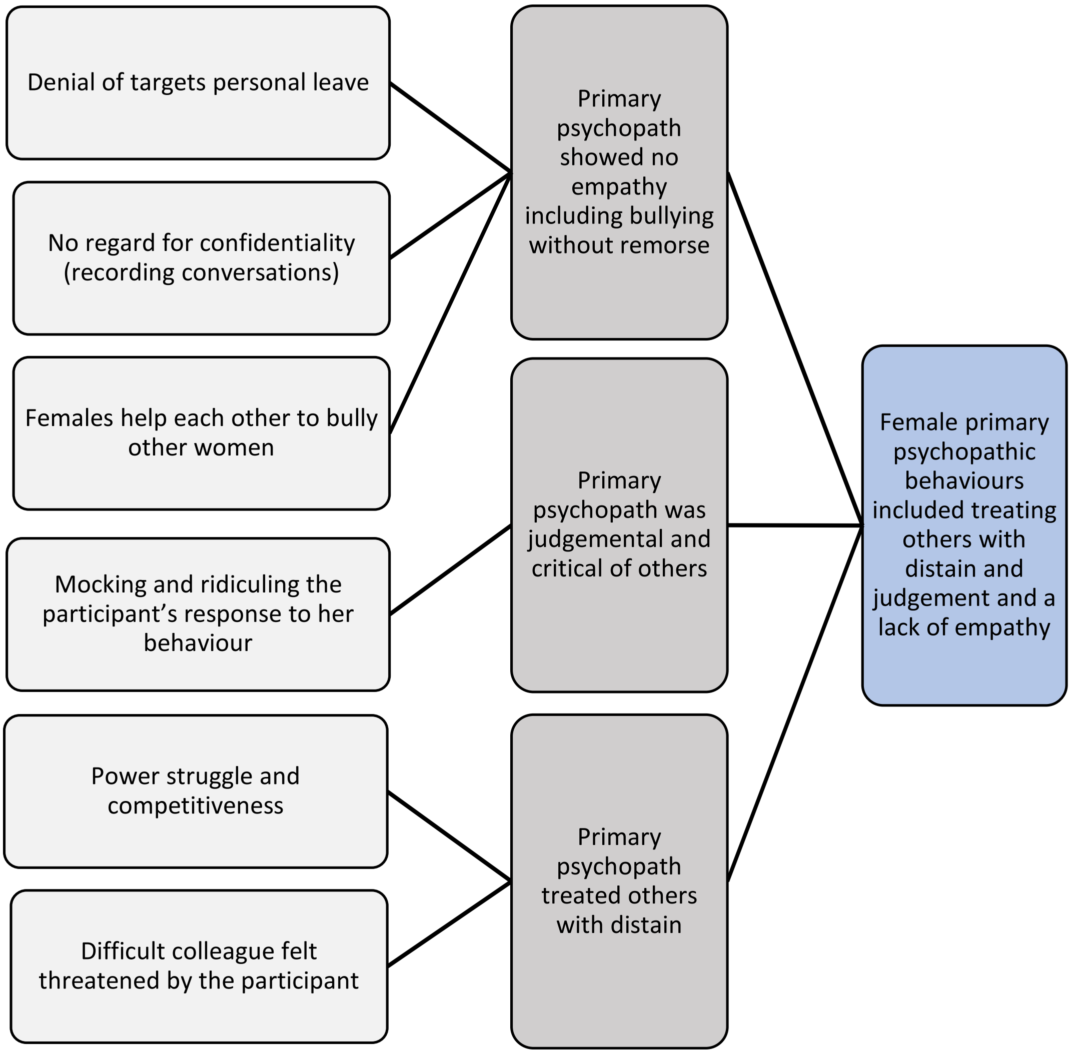

Denial of targets personal leave
No regard for confidentiality (recording conversations)
Females help each other to bully other women
Mocking and ridiculing the participant's response to her behaviour
Power struggle and competitiveness
Difficult colleague felt threatened by the participant
Primary psychopath showed no empathy including bullying without remorse
Primary psychopath was judgemental and critical of others
Primary psychopath treated others with distain
Female primary psychopathic behaviours included treating others with distain and judgement and a lack of empathy

Figure 5.xiii – Theme 3 Map – Codes, Sub-Themes and Analytical (Final) Themes

> *"I couldn't see the rhyme or reason as to why she would deny me that leave … I just always saw it as my fault." (Female participant quote about female non-psychopathic subordinate: PM-MRV2 Score 65/100)*

In listening to the participants in the semi-structured interviews it was clear that the lack of remorse and empathy was coupled with confusion from the observer.

> *"… she was inclined to discipline this member of staff for failing to report bullying. At that point, I thought I'd entered a parallel universe where you could talk about discipling a victim of bullying … then I saw this really different person, … cool, distant and poised, … she'd gone into a different persona, … more closed, more powerful." (Female participant quote about female primary psychopathic manager: PM-MRV2 Score 90/100)*

Witnessing remorseless behaviour such as *"Ridiculing and being sarcastic and put down and mocking"* (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 90/100), was following by concern and fear.

> *"She didn't hold back, and I saw that as a total lack of self-awareness or reflection, which is you know, that was warning bells." (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 90/100)*

One participant even talked about trying to explain to the female primary psychopath how their behaviour affected others however there was no success in doing so. Which aligns with Cleckley's (Cleckley, 1941) and Hare's (Hart et al., 1995) characterisation of a primary psychopathic person having no insight into their own behaviour.

> *"I was trying to connect with her and try and get her to have insight into other people, but the room felt empty and kind of creepy." (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 100/100)*

The initial likeability of the primary psychopath in every case turned into dislike, fear and concern.

> *"I'm really starting not to like you and your behaviour I am starting to see a pattern here. I don't like it. I don't like this, and I don't like what you're doing. (Manager), you're doing nothing about it, and this is really ugly. And I started to back pedal you know like I'm I don't want to be a part of this anymore. And because she'd already mocked (the manager) to everyone about going on stress leave, especially to people like me." (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 90/100)*

3B – Primary psychopathic colleague was judgemental and critical of others.

> *"If they're that worried about (her), why are they not having some intelligent conversations rather than acting like a perpetrator? Because that's what they're doing, they're acting like perpetrators and like coercively controlling family violence perpetrators. That's what perpetrators do. They mock they put down behind the back. You know, everyone's at fault and we're perfect."* *(Female participant quote about female peer: PM-MRV2 Score 90/100)*

The above participant quote shows important insight into the issues faced by individuals who collaborate with a primary psychopath. The nature of the Community Services Sector and the training professionals receive means that the participants who were interviewed have a better understanding of human behaviour and how to describe the types of behaviour witnessed.

The female primary psychopaths discussed, each demonstrated highly critical behaviour toward others.

> *"She needed to try and control everything I was doing and to make a lot of comments but behind my back make me look bad and try to undermine me so many times". (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 85/100)*

How a primary psychopathic colleague spoke about others, left the participant feeling fearful and concerned about how they were also being judged and criticised by the difficult colleague.

> *"She's talking about other people and swearing about them and speaking about them very harshly, and … you don't want to be on the end of that. So then you think, I've gotta watch my back" (Male participant quote about female primary psychopathic manager: PM-MRV2 Score 100/100)*

3C – Primary psychopathic treated others with distain.

The level of contempt discussed by the participants was overwhelming and the following quotes from participants highlight this issue:

> *"Some days she wouldn't even talk to me." (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 85/100)*

> *"I copped a lot of abuse, she yelled at me…" (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 90/100)*

How the female primary psychopath treated others was very telling about the persons character and lack of care for others. With an ability to reduce the participants feeling of value with words to demean any concerns.

> *"Everything I said she countered, she put down, she ridiculed, everything I said was wrong. Everything I said was minimised. Everything I said was trivialized, it was abuse. And I was just like shocked you know it was really nasty."* *(Female participant quote about female primary psychopathic peer: PM-MRV2 Score 90/100)*

This behaviour led many participants to feel confused about where they stood with the primary psychopath especially if previously, they had a good working relationship.

> *"I didn't know where I stood or what her reaction would be."* *(Female participant quote about female manager: PM-MRV2 Score 90/100)*

5.5.4 Theme 4: Female primary psychopaths use covert tactics

Female primary psychopathic behaviours included dishonesty, relational aggression, manipulation and gaslighting.

Definition
The primary psychopath used a range of behaviours to manipulate, degrade and confuse victims including dishonesty, manipulation of others, gaslighting and relational aggression to ensure the participant became excluded socially. Gaslighting meant that information would change or be withheld so the participant would question what they knew as well as their ability to fulfill their professional role.

Manipulation played a significant role in the tool kit of the psychopath which included using personal, social, and professional elements to manipulate and degrade the victim.

> *"(They're) a bit like a comedian, sweet as pie one minute, stabbing you in the back the next minute … causing chaos."* *(Male participant quote about female primary psychopathic manager: PM-MRV2 Score 100/100)*

The ability of the primary psychopath to confuse the victim (participant) through gaslighting allowed for the psychopath to reduce any immediate threat as well as limiting the person's ability to move forward professionally.

> *"How do I keep going Tasmania is a small place. It was a good working place, but then it changed. Then you feel like you've controlled, you know, you're not worthy. You don't have any skills. So how can you go for another job? When you're at your lowest point? How can you present yourself in a light that someone will employ you when you feel like you're broken?" (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 100/100)*

The gaslighting and manipulative behaviour had a significant impact on the individuals involved. For participants who were employed prior to the primary psychopathic colleague often they moved from loving their job to finding it difficult to go to work.

> *"I loved the job; I loved the people I worked with. She just made my life hell." (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 85/100)*

Many of the participants felt targeted and, in some cases, singled out as a threat.

> *"They can't hear it and they will target you." (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 90/100)*

One interview participant with a strong understanding of human behaviour, tried to reason with the difficult colleague to assist them to understand the impact of their behaviour in the hope that this would change the behaviour. This was ineffective, as the female primary psychopath was unable to self-reflect.

> *"Most people, you can get them to change their mind or get them to have insight. I couldn't seem to get any of that out of (her) it didn't seem to be sinking anywhere further than the sound in the air between us. Which is a bit sad. I don't know what to do with that. What do you do? You can't do anything with that. You can't be rational or irrational, … nothing is actually landing." (Female participant quote about female primary psychopath peer: PM-MRV2 Score 100/100)*

Theme 4 codes and theme map are shown in Figure 5.xiv.

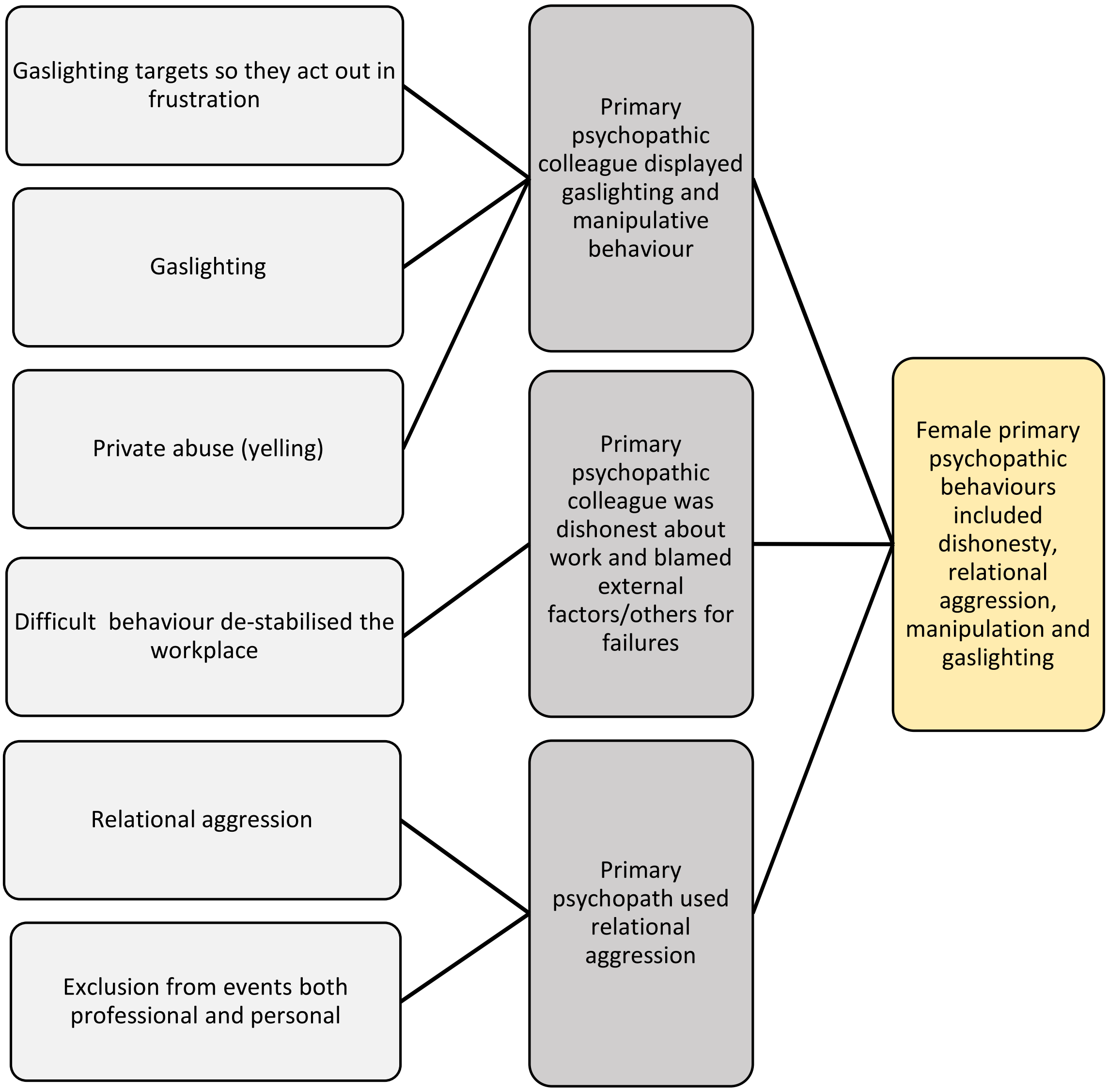

Gaslighting targets so they act out in frustration
Gaslighting
Private abuse (yelling)
Difficult behaviour de-stabilised the workplace
Relational aggression
Exclusion from events both professional and personal
Primary psychopathic colleague displayed gaslighting and manipulative behaviour
Primary psychopathic colleague was dishonest about work and blamed external factors/others for failures
Primary psychopath used relational aggression
Female primary psychopathic behaviours included dishonesty, relational aggression, manipulation and gaslighting

Figure 5.xiv – Theme 4 Map – Codes, Sub-Themes and Analytical (Final) Themes

This theme was constructed from three subthemes:

- 4A – Primary psychopath displayed gaslighting and manipulative behaviour.
- 4B – Primary psychopath was dishonest about work and blamed external factors/others for failures.
- 4C – Primary psychopath used relational aggression.

5.5.4.1 Theme 4 – Sub-Themes

4A – Primary psychopath displayed gaslighting and manipulative behaviour.

Due to the participant group including individuals who are highly skilled in human behaviour (i.e., social workers and psychologists), many discussions involved these professionals identifying the behaviour of the primary psychopathic female.

> *"There was never anything tangible. She makes you doubt that you have heard something … there are lots of those gaslighting behaviours." (Female participant quote about female primary psychopathic network peer: PM-MRV2 Score 90/100)*

Nevertheless, this did not make them immune to manipulation as often they choose to see the good in the person. Instead, they felt confused by manipulation tactics such as having unrealistic expectations placed on them.

> *"I didn't know it was a management role, it wasn't clear in the job description, I don't have any management training and they were quite aware of that." (Female participant quote about female non-psychopathic manager: PM-MRV2 Score 65/100)*

The gaslighting coupled with manipulation on each occasion had the same result. A reduction in motivation and becoming apathetic toward work.

> *"They are manipulating and making things right for themselves and don't give a crap about anyone else." (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 100/100)*

4B – Primary psychopath was dishonest about work and blamed external factors/others for failures.

Dishonestly is a key trait of primary psychopathic individuals and this is not limited by gender. Much of the dishonest behaviour appeared to be paired with the blaming of external factors for the primary psychopaths' short comings. This behaviour made the victims feel unsafe and feeling like they would have to constantly justify themselves.

> *"It's meant to be about helping people or supporting people, I don't expect my colleagues to be my counsellors or anything, but just to feel safe and to honour what they say and then that's the truth. … Not to lie, connive and target you …" (Female participant quote about female primary psychopathic manager: PM-MRV2 Score 100/100)*

4C – Primary psychopathic colleague used relational aggression.

Relational aggression is often associated with females as a non-physical form of aggression. It has been said that female primary psychopaths will use relational aggression over physical aggression as a way to assert dominance. During the interviews this was certainly the case with many females describing the social exclusion and isolation endured during their time working with a psychopathic colleague.

> *"She worked steadily to undermine the current president with lots of whispers and negativity through the network directed towards him." (Female participant quote about female primary psychopathic network peer: PM-MRV2 Score 90/100)*

Many were fearful about the possible tactics used by the female primary psychopath without their knowledge.

> *"…you walk away thinking, well if this is what they tell me about them, what are they telling them about me?" (Male participant quote about female primary psychopathic peer: PM-MRV2 Score 85/100)*

5.5.5 Other Possible Themes

The above themes and sub themes provide an overall picture of the findings from the in-depth interviews as it pertains to the research questions. However, three further patterns also appeared to emerge throughout the interviews which did not necessarily work as themes yet are worth highlighting here.

5.5.5.1 Triggering Event

Throughout the interview conversations an interesting pattern emerged where the relationship between the primary psychopathic female and the victim was stable until an event occurred where the behaviour of the primary psychopath changed. This triggering event was different in each case, in some cases it was where the two individuals had their first disagreement, or the primary psychopath saw the person as a threat i.e. the first challenge to controlling the participant. Yet regardless of the event, once it occurred the difficult behaviour of the female primary psychopath escalated and did not return to its previous amicable state.

5.5.5.2 Validated by Shared Experience

In the interviews, most participants talked about feelings of isolation and exclusion. In some cases, this was because they were the only one targeted by the person or that they were unaware of anyone else who had been impacted. However, where instances occurred that led to meeting or finding someone else who currently or previously worked with the primary psychopathic female these feelings of isolation were resolved. In one case two individuals had met by accident in a social setting and once, they shared their stories of being a victim (target) to the same female's behaviour they each felt validated in their trauma response and in some way healed though this shared experience.

5.5.5.3 Impact of Low-Level Primary Psychopaths

Two (2) of thirteen (13) interviews discussed females who did not meet the full criteria for a primary psychopath (one was 10% below (65/100) and the second was 20% below (55/100). Yet these difficult colleagues did still display some of the traits of a primary psychopathic person as well as displaying difficult behaviours such as bullying. In these two cases the participants were still impacted by the difficult colleague. Nevertheless, what appeared to be different was the individual was singled out by the female by using tactics such as high levels of charm and likeability, being less egocentric, yet still dishonest in ways that benefited themselves. The idea that being below the score of a psychopath makes an individual less impactful may need to be explored further during the survey phase of this research.

5.6 Discussion

To truly understand the impact of a difficult colleague in a workplace a researcher benefits from semi structured discussions allowing for qualitative data to go beyond what quantitative approach can anonymously discover (Boddy, 2017b). The interviewee's provided richer data than expected. The researcher hoped to discuss at least one female primary psychopath in depth however the findings exceeded expectations both in the seriousness of the behaviour discussed and the impact on the interviewee. Several participants discussed thoughts of suicide because of what they had experienced at work with a female primary psychopath, and this reinforced the seriousness of the issue in the Community Services Sector. Nevertheless, all participants spoke of how sitting down and speaking about their experience not only assisted with their healing but also validated the experience.

> *"I just want to thank you for doing this because this is actually, I think what they're going to gather is, I'm not alone. There're so many people out there that probably suffered worse than me. I'm so pleased that I had a family support network, but there are lots of others who don't and have had to carry*

> *a lot of this themselves and gone down a path that they don't want to but they're been forced to. Thank you so much" (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 100/100)*

Most said they had been ignored by the organisation or buried under a non-disclosure agreement. One of the saddest considerations when examining the interactions between the participant and the difficult colleague was that in many cases the female had been friends with the female making the sense of betrayal so much more difficult and heart breaking.

5.6.1 From Friend to Foe

Workplace relationships play a key role in how females feel about being at work more so than males. Females are more likely than males to develop strong bonds in the workplace and this was demonstrated in the interviews. Females who display psychopathic behaviour can be very charming and likeable before the psychopathic behaviour emerges (Sheppard & Aquino, 2017). Most of the participants discussed this phenomenon and how when the relationship between the participant and the difficult colleague began to change, they were perplexed by how someone so likeable could become so cruel. It is the desire to be liked and valued in the workplace which places female especially into a vulnerable position when a psychopathic female is present (Chesler, 2009).

In some of the discussed cases the participant and the primary psychopath were friends who socialised and supported each other which only exacerbated the trauma when the primary psychopathic behaviour came to the surface. The interviewed victims were confused because the person they once liked was now causing fear and uncertainty in the workplace. Studies have shown that 1) primary psychopaths can be very likeable and that 2) being close to one can keep you safe from them (Lyons et al., 2019). In one of the cases this was certainly an observation by the participant who witnessed interactions between two individuals; one whose behaviour met the criteria for a psychopath. The psychopathic female bullied the colleague to the point of her taking extensive leave yet on her return the psychopathic female became friends with her previous target. From the observer's point of view, it was as if the psychopathic female had come to realise that the need for support would be important to her success and therefore was best placed to befriend the prior victim (target). In this case the victim not only became close with her previous bully but also participated in bullying behaviour of others in the workplace. Therefore, this female who had traits of a primary psychopath had taken her ability to be charming and used it to infiltrate high level management creating a protective space for her to operate. Some studies have shown that being too trusting of a colleague or even being too friendly with people who work alongside can put you at risk when a psychopath is present (Chesler, 2009). This case certainly demonstrated this issue.

The level of trust and familiarity was potentially heightened by all the interviews being conducted in Tasmania as the Community Services Sector is very close-knit in term of professional and personal relationships. This was known by the researcher prior to the study, however it also showed up in the interviews as many stories coincided.

> *"…when you connect this whole web of what they're doing. This is the overall experience everyone's having. And it's not necessarily a discrete, singular interaction. It was a narrative of interactions. That was the problem." (Female participant quote about female primary psychopathic peer: PM-MRV2 Score 100/100)*

For example, one participant spoke about a difficult female colleague who had the same experience with the same person in a different workplace. They had met by chance met at a social event where in discussion they realised their workplace traumas related to the same difficult colleague. Another participant talking about leaving a workplace to escape a female with primary psychopathic traits to find she had accepted a job with her tormentor's best friend. Moreover, several of the participants also talked about the issue of 'everyone knowing everybody' in the Tasmanian Community Services Sector and that maintaining a positive professional reputation was important. However, this became difficult if the participant had worked with someone who had psychopathic traits as they could destroy your professional standing in the Tasmanian Community Services Sector through rumours and gossip. Yet this worked both ways and if the psychopathic behaviour came from someone who had friends in the sector, then it was easy for them to manipulate there way from one workplace to the next. A contrast with a state or place less community like, would have been useful in providing a comparison to this study. Nevertheless, this does speak to the issue of closeness across an employment field and that networks can be both beneficial and harmful to an employee's well-being and career.

5.6.2 Targeting

Targeting behaviour by the female displaying primary psychopathic traits was common and often it began in subtle and covert ways before a triggering event that would escalate the behaviour. The participants each discussed the lead up to the event that they viewed as the catalyst for the targeting behaviour. The stories would start with the excitement of hiring or working with the person, becoming their confidante, and even feeling important. The *Trojan Horse* like behaviour is common when a person is psychopathic, they may initially appear to be a rescuer giving an organisation everything they need to succeed yet as time passes the workplace realises that no progress has been made (Boddy et al., 2015; Hare, 1999). One participant referred to this as “love bombing” a term often used in intimate relationships where the other person is showered in praise and love making them feel important and loved. This participant talked about the covert nature of the behaviour she witnessed from her manager and how she felt isolated and targeted, left to do the managers ‘dirty work’ including disciplining unwanted employees. Further research exploring the use of ‘love bombing’ as a tactic of female psychopaths to gain and maintain favour in the workplace would be useful. Nevertheless, studies in psychopathy discuss the likeability and charm of the primary psychopath and could go as far as to be called ‘love bombing’, which was a term one of the participants used.

5.6.3 Organisational Protection

The ability of the primary psychopathic female to develop and maintain important relationships which support and protect their narrative was an important asset for the primary psychopaths discussed and a key issue for the victim. The creation of positive social capital within the workplace hierarchy appeared to create immunity from disciplinary action or consequences. In fact, the participant was sometimes seen as the ‘bully’, ‘the problem’ or the ‘troublemaker’ (if they made a complaint), leading to actions against the victim while the psychopath continued to be unpenalized. Organisations appeared to care more about the skills and knowledge they would lose if the primary psychopathic female was to leave or be dismissed. Yet the counterproductive nature of this view results in high turnover of short-term staff leading to the only long-standing employee being the psychopath. So, while others leave because of the primary psychopath, the psychopath appears to be the saviour in the eyes of management. The loyal employee who remained while others left, with the organisation unaware or in denial that they are the catalyst for the high turnover issue.

It is important to note that in many cases the participant seemed to understand why the psychopath behaved the way they did, yet they could not understand or forgive the organisation for denying them the basic right to be safe and supported in the workplace. Organisations have a responsibility to the workers to ensure they have the skills to understand and manage workplace culture as well as a willingness to performance manage and discipline difficult employees.

In this study, interview participants came exclusively from the Tasmanian Community Services Sector and the nature of this close community meant that many individuals within the sector know each other, were friends or were related by blood or marriage. The high levels of nepotism within the Tasmanian Community Services Sector posed an additional issue that may not necessarily be found in metro areas and larger states. Hence the employment of family and friends contributed to the issue of organisations not addressing workplace issues. In one case study the primary psychopathic person was both enabled and protected by family and friends within the organisation. It was hard to establish if this person's behaviour was isolated or a pattern of primary psychopathic behaviour which flowed throughout the organisation due to the heavy familial organisational structure. Moreover, related individuals were situated in positions of power leaving the participant feeling there was no avenue for support or to make a complaint without retribution.

Boards and organisations in general have a lot to learn about dealing with primary psychopathic and other difficult behaviour and to have safeguards in place to stop difficult people from making threats against the organisation, such as unfair dismissal, workers compensation and union involvement. Nevertheless, it would be interesting to better understand whether the perpetrator is being protected or if the organisations merely find it easier not to deal with workplace personality issues.

5.6.4 Female to Female Conflict

Several of the participants worked in female only services where all staff and board members were female, some of which worked exclusively to support women. One participant made an interesting point about how females often appeared to mimic perpetrator (primary psychopathic) type behaviours because of their work to support females to recover from male psychopaths. It is obvious that sometimes these services which protect females from males often overlook the infighting between women as an issue. They possibly spend so much time focusing on males as perpetrators they find it hard to see that perpetrator behaviours are not gender specific and not just in intimate relationships.

In the Community Services Sector, there are many feminists and female only services which provide essential and vital support to women in dangerous situations. Many clients have significant trauma from their experiences with males and this can also be true for the employees within these services as this is often the catalyst for wanting to assist others. Nevertheless, experiencing trauma and abuse can both make you more likely to be a victim and more likely to display primary psychopathic behaviour (Pemment, 2015), highlighting the importance of this issue within female dominated support service environments. Hence the irony of these services is often that professionals who work to protect female clients from trauma, can cause trauma to fellow colleagues who are both simultaneously likely to be a victim or perpetrator.

5.6.5 Trauma and Victimhood

Trauma can come in many forms, trauma because of personal experience(s), vicarious trauma and post-traumatic stress disorder. A personal experience of trauma as a child can put females at a higher risk of both becoming psychopathic and being a victim (Pemment, 2015). In the Community Services Sector, vicarious trauma is a risk for workers and occurs when the trauma experienced by a client is in part transferred to the worker. An individual who has experienced childhood trauma may wish to work in the Community Sector Services as a way of helping people who had also experienced trauma. Studies have shown that females will often develop psychopathic behaviour as a protective response to trauma both past and present (McKeown, Cooper, & Lamb, 2022; Walker & Jackson, 2017).

In the interviews one difficult person did not meet the criteria for a psychopathic person, only reaching a score of 65/100 on the PM-MRV2 (Psychopathic score is 75 or above). However, the participant came across as softly spoken, vulnerable and accommodating. With a focus on blaming her own shortcomings and wanting to see others as good this may have influenced her scoring of the difficult colleague. The participant appeared to have an internal locus of control attributing the behaviour toward her because of herself rather than the other person. However, this type of response possibly provided some relief for the participant as with her embracing the victim role this mediated the psychopathic response by making her less of a threat to the difficult colleague. A victim (target) who blames themselves for being treated badly by a colleague is less likely to complain and threaten the social capital and career outcomes for the primary psychopath.

5.6.6 Impact of Gender on Observer Ratings

When interviewed, participants were provided with the criteria of the *Psychopathic Measure – Management Research Version 2* (PM-MRV2), they were not told this criterion was to measure the difficult colleagues' psychopathic traits. This was to avoid any bias responses towards these criteria. Participants were asked once completing the questions if they knew what these traits were. Only one participant was able to identify that these were the traits of a primary psychopath. It was important to keep the reasoning for the list of criteria as just a list of traits, to avoid any bias when a participant was completing these questions about their difficult colleague. This approach was applied not only in the qualitative data collection but also with the online survey, the quantitative data collection. Nevertheless, the interviews found that males in particular, were more lenient when rating a female colleague. When reviewing the data from the two male participants it was clear that their perceptions of their female colleague was different then how female participants spoke of female colleagues.

One male participant provided vital insight into the issue of difficult females at work. He was clear about the fact that the conversations we were having were his 'perception' of the situation and was able to remove the emotion and talk objectively of how this person impacted on the workplace. Primary psychopathic measure (PM-MRV2) score for this person was low and did not meet the psychopathic criteria and cut off of 75%, however I believe that part of this was due to his emotional intelligence and ability to distance himself from the situation yet may not be a true reflection of this difficult colleague. Hence, a review of the psychopathic criteria for this difficult colleague based on the discussion was conducted. From the description of the difficult colleague a score in the psychopathic range (85/100) was a better indication of this female's behaviour.

In the second case where a male was interviewed about a female the same issue arose with the participant being sympathetic to the female's situation and behaviour. In both cases the interviewee appeared to justify and find reason for the female's difficult behaviour. They were also both able to distance themselves from the female colleague and I believe this is due to the gender of both the participant and the target. If the bullying is female to male the man appears better able to create distance whereas if the bullying is female (difficult colleague) to female (participant) this does not appear to be the case. Whether this is the result of expectations that females have of other females or that males can more easily slip away from the behaviour without ramifications. Gabriel, Butts, Yuan, Rosen, and Sliter (2018) examined workplace incivility and found females are more likely to target same gender colleagues and that males experience and/perceive less workplace conflict.

5.6.7 Three Interviews One Primary Psychopath

Given that the interviews were only conducted in Tasmania it was always likely that more than one participant would talk about the same individual. This did occur where three participants discussed the same individual. All three participants worked with this person at a different time and in a different workplace yet the participant observational scores of psychopathy were aligned (PM-MRV2 scores: 100, 90, 90). This provided some confirmation for this difficult colleague as someone displaying primary psychopathic behaviour given, they were observed by three people in three different settings yet received the same high primary psychopathic scoring. To my knowledge these participants were unaware that another had discussed the same individual with me for this study and did not appear to know each other in anyway.

To demonstrate the relevance of these findings to the study, the research questions will now be addressed in relation to the qualitative findings from Study 1.

5.7 Research Questions

5.7.1 Question 1 – Primary Psychopaths

Will traits of a primary psychopath be found in the Community Services Sector workforce at the same prevalence as other sectors?

People with the traits of a primary psychopath were found in the Community Services Sector however not enough data was found as to whether primary psychopathic behaviour or not was found at the same prevalence as other industries.

5.7.2 Question 2 – Female Primary Psychopaths

Are females more likely to experience psychopathic behaviour from other females than from males in the Community Services Sector?

Only one female participant spoke about a male difficult colleague, and he did not meet the criteria for primary psychopathy. All other female participants described a female difficult colleague they had worked with and nine (n=9) of the eleven (n=11) female participants who talked about another female's difficult behaviour scored the female as meeting the criteria for primary psychopathy. This finding will be explored further in the online survey.

5.7.3 Question 3 – Relational Aggression and Primary Psychopathy

Is relational aggression at work (a) more likely to come from female employees than from male employees and, (b) are female primary psychopaths more likely be display relational aggression than male primary psychopaths?

In the interviews, relational aggression was discussed, however gaslighting appeared to be a greater concern amongst females. Moreover, higher levels of relational aggression appeared to come from the female difficult colleagues who were below the primary psychopathic threshold. This appeared to be more for a trait found in females in general and not necessarily in females who displayed psychopathic traits. It is anticipated that the online survey will provide more analysis of this issue. Additionally, the reference to comparing males and females who met the primary psychopathic criteria was a concern in the Community Services Sector due to the high volume of females in the sector.

5.7.4 Question 4 – Job Satisfaction and Primary Psychopathy

When working with a primary psychopath, do Community Services Sector employees show: (a) lower job satisfaction, (b) poor workplace wellbeing and (c) high levels of turnover intention?

In all the interviews where a primary psychopathic person was discussed, job satisfaction was poor, workplace well-being was poor and most left the organisation as a result. It appears that the lower on the primary psychopathic scale the difficult colleague was, the longer the participant stayed in the workplace and vice versa. Nevertheless, there are many mitigating factors as to how long a person stays in their employment. Even in the most detrimental situations not everyone has the capacity to resign without new employment.

This study found that males appeared to find it easier to distance themselves from a female difficult colleague who was causing them harm whereas female participants found this much harder. Males are less concerned with workplace friendships and therefore are less concerned when they pull away from female friendships at work (Sheppard & Aquino, 2017). Moreover, males respond differently to conflict, more likely to call out bad behaviour as described in the following participant quote:

> *"Through the practitioner lens we're trained to accept and or at least understand every behaviour. If a client is rude, well obviously they are disempowered … its explainable. Whereas if a friends rude, we'd say "hang on mate, I know you're having a bad day but don't talk to me like that." (Male participant quote about female primary psychopathic peer: PM-MRV2 Score 85/100).*

5.8 Conclusion

The bravery and trauma which was discussed during the participant interviews was beyond expectations. Although this confirmed the importance of this research it was also concerning that a professional field based on caring for clients could be so uncaring for employees. One participant explained this issue in our discussion:

> *"…we are asked to share a lot of ourselves in this work and that requires a certain level of emotional maturity and development and sometimes we have parts of that and we don't have other parts." (Male participant quote about female primary psychopathic peer: PM-MRV2 Score 85/100)*

Although minimal studies have been conducted in psychopathy and heroism there is some suggestion that the same traits present in someone willing to risk their life to save another are also present in a psychopath (Bronchain et al., 2020). Other studies have gone as far as to suggest that some individuals who seek out employment in helping professionals like the Community Services Sector do so for control and power over others (Wynn et al., 2012). Based on the findings of this study as well as early research in motivational career choices would benefit from further research.

> *"We're all the hero of our own story. We think we're the good guy, even the psychopath can justify their own behaviour. We might go, "I wasn't my best self in that moment", but very few of us go, I'm a bad person. … I've certainly seen it every workplace where there'll be one or two people were somehow parts of them have become tolerated."* (*Male participant quote about female primary psychopathic peer: PM-MRV2 Score 85/100)*

It was a privileged to be trusted with the stories of people who saw the need to share their experience in the hope that others would benefit from the changes that research such as this could bring. Moreover, the ability to provide people with the opportunity to evaluate their experience was useful in identifying the importance of employees being able to discuss workplace trauma and bullying. Consequently, providing people with a voice to discuss workplace issues was stimulating. This was highlighted in the following participant quote:

> *"I have had some moments of profound insight in this doing, having this conversation". (Female participant quote about female primary psychopathic manager: PM-MRV2 Score 90/100)*

6 - QUANTITATIVE DATA ANALYSIS

6.1 Introduction

This study sought to determine if primary psychopathic behaviour is present in the Community Services Sector and to better understand the prevalence of females who display psychopathic behaviour in female dominated workplaces. Additionally, the quantitative analysis also explored how gender plays a role in both identification and management of difficult behaviour. These objectives were first addressed in the qualitative analysis (semi-structured in-depth interviews) which was conducted to confirm factors which were first identified in the literature review. This process along with the inclusion of new elements which arose during the qualitative data collection, informed the development of the online survey which is discussed in this chapter.

6.1.1 Methodology summary

The following is a summary of the applied methodology from the survey which was conducted from May 2022 till April 2023. A detailed description of the methodology for the online survey can be found in Chapter 4 - Methodology.

The survey was developed in collaboration with the PhD supervision team and included 90 questions with four (4) validated scales as well as demographic and screening questions. Table 6.A provides the survey structure. Once developed and thoroughly tested participants were recruited through professional networks and social media including sharing of the Qualtrics link which would take people direct to the online survey. This process targeted individuals and organisations within the Australian Community Services Sector. The survey was closed when no further responses were received from advertising and online sharing.

Table 6.A – Number of questions for each survey section

No. of Questions	Type / Scale
1	Consent
8	Demographic questions
2	Screening questions
7	Workplace issues
10	Measurement of observed difficult colleague PM-MRV2 (Psychopathy Measure – Management Research Version 2) (Boddy et al., 2015)
20	Measurement of job satisfaction when working with observed difficult colleague JAWS (Job-Related Affective Well-being Scale) (Van Katwyk et al., 2000)
25	Relational aggression experienced from difficult colleague IAT-T (Indirect Aggression Scale – Target Version) (Forrest et al., 2005)
17	Self-Report of participant psychopathy level LSRP (Levenson Self-report Psychopathy Scale) (Levenson et al., 1995)
90	**Total Number of Survey Questions**

Participants were asked to identify a ‘difficult colleague’ using the psychopathic criteria as a guide which was provided as a list of traits and not as a psychopathic criterion. If participants had more than one person in mind, they were asked to focus on the person with the most impact on them and the workplace. If neither applied, they were asked to focus on their current or most recent manager in the Community Services Sector.

6.1.2 Data Cleaning, and Missing Data

The online survey received 111 responses, however 39 (35.1%) were not suitable for inclusion in the dataset for a range of reasons which are shown in Figure 6.i, with each response removed for either not meeting the criteria or key data was not completed. The main reason the survey was not completed was the participant did not meet the criteria i.e. they did not work in the Community Services Sector.

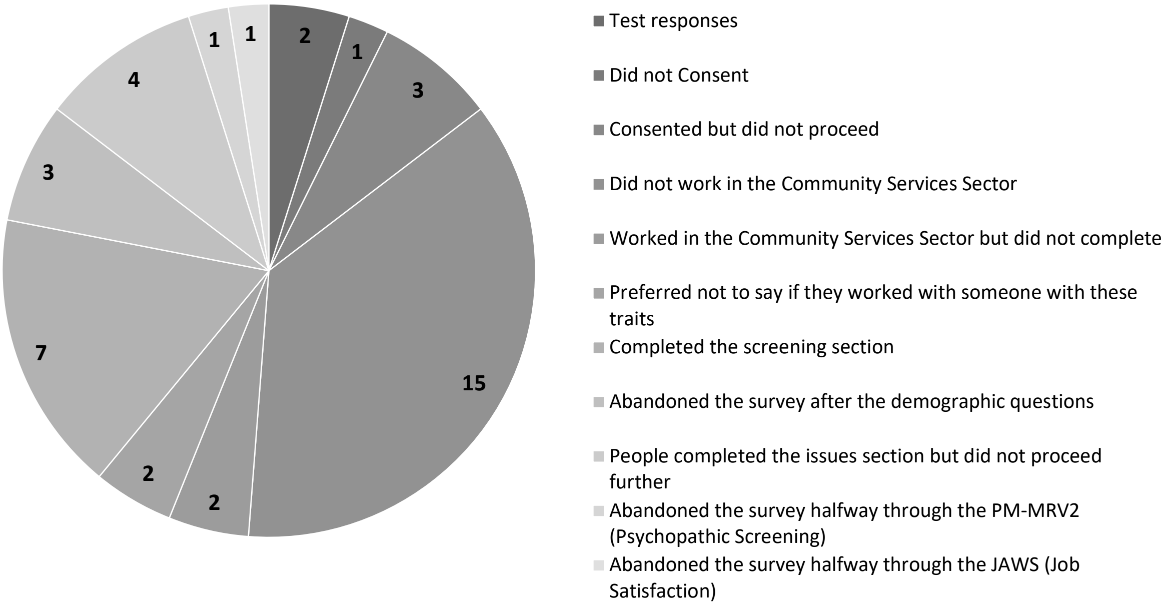


Figure 6.i - Reasons for Survey Responses Removed from Data Set.

6.1.3 Use of Validated Scales

The following sections provide a summary of the scales used within the survey, why they were suitable for this study and how they were scored for data analysis. Further detail was provided in the method chapter (Chapter 3 – Research Design, 3.6 - Scales for Measuring Primary Psychopathy)

6.1.3.1 - PM-MRV2: Observational Psychopathy Measure

The PM-MRV2 excludes any items which ask about criminal behaviour and hence relate to secondary psychopathy. Moreover, this study wanted to purely focus on the non-criminal elements of the psychopath and those which are applied to succeed at work. The PM-MRV2 provided this approach as it had been developed for this purpose.

The PM-MRV2 ten (10) questions allowed for responses on as three-point scale from: ‘displayed’, ‘somewhat displayed’ to ‘not displayed’. For analysis purposes the results were rescored as follows: ‘displayed’ = 10, ‘somewhat displayed’ = 5 and ‘not displayed’ = 0. Using 0, 5 and 10 for coding, meant if all results were displayed a score of 100/100 was achieved. Where no items were displayed a score of 0/100 was achieved. A score of 75/100 and above was classed as “psychopathic” and a score below 75/100 was classed as “non-psychopathic”.

The scores were examined as a whole data set and then the list was split into two groups to compare the psychopathic to the non-psychopathic group by separating the scores which were 75 and over (psychopathic) and those that were under 75 (non-psychopathic).

6.1.3.2 - JAWS: Job satisfaction measure

The Job-Related Affective Well-Being Scale (JAWS) (Van Katwyk et al., 2000) was chosen as a measure of job satisfaction because it is a validated scale which has open access (Bruk-Lee & Spector, 2006; Spector & Fox, 2010; Van Katwyk et al., 2000). The results were converted to number form for analysis with the positive items scored as follows: never = 1, rarely = 2, sometimes = 3, quite often = 4 and extremely often = 5, and the negative items were scored the opposite to the positive items (never = 5, rarely = 4, sometimes = 3, quite often = 2 and extremely often = 1) (See Table 6.C). The JAWS scores were totalled for each participant.

6.1.3.3 - IAT-T: Relational aggression measure

The Indirect Aggression Scale – Target Version (IAT-T) (Forrest et al., 2005), relational aggression scale has 25 questions and participants will be asked to score each question about the difficult colleague. The six-point scale responses were recoded from text to numbers for analysis as follows; strongly disagree = 1, moderately disagree = 2, slightly disagree = 3, slightly agree = 4, moderately agree = 5 and strongly agree = 6. The results of the IAT-T had the potential of a score between 25 and 150 across all factors.

6.1.3.4 - LSRP: Participant’s psychopathy measure

The Levenson Self-Report Psychopathy Scale (LSRP) (Levenson et al., 1995) was selected for inclusion in the survey to measure the psychopathy level of the person participating in the study. The 17 primary psychopathy items for the LSRP (Levenson et al., 1995) asked the participants to rate themselves on a four point scale from strongly agree to strongly disagree. These text responses were recoded as follows: strongly disagree = 1, somewhat disagree = 2, somewhat agree = 3 and strongly agree = 4. These scores were then totalled with a possible score between 17 and 68. It a study by Brinkley, Schmitt, Smith, and Newman (2001) they found that scores 48 or below were a non-psychopathic group and scores 58 or above were classed as psychopathic, whereas people who scored themselves from 49 and 57 were a mixed group which did not fit either group.

6.1.4 Workplace Issues

Several workplace issues were identified as indicators of a potential primary psychopath in the workplace. The methodology chapter (Chapter 4 Methodology, 4.4.5.2 Workplace issues) provides more detail around why these issues were chosen. Data was collected on seven (7) workplace issues:

1. High staff turnover
2. High sick leave or absenteeism
3. Negativity in the workplace
4. Bullying
5. Discrimination
6. Workers' compensation claims
7. Stealing or fraud

Participants were asked to rate each issue on a three-point scale from 'not an issue' to 'a serious issue', which was recoded from text to numbers using the same system as the primary psychopathy measure (PM-MRV2) (see Table 6.B) using 0, 5 and 10. Using a scoring system of one (1) to three (3) was not suitable as this would mean even non issues would attract a score of at least one (1) and in order to best score the results this needed to be '0'. These scores were used to make analysis easier when reviewing and sorting data and resulted in a final score from 0 to 70 when summed. Final scores for the workplace issues provided an overall picture of how the difficult colleague impacted the workplace. The range of possible scores are shown in Table 6.C. The below tables (6.B and 6.C) provide a colour representation of the possible scores with a colour chart from a serious issue in red to not an issue in green. In Table 6.C the number issue and the severity of the issue impact on the overall workplace issue score increasing with number and severity.

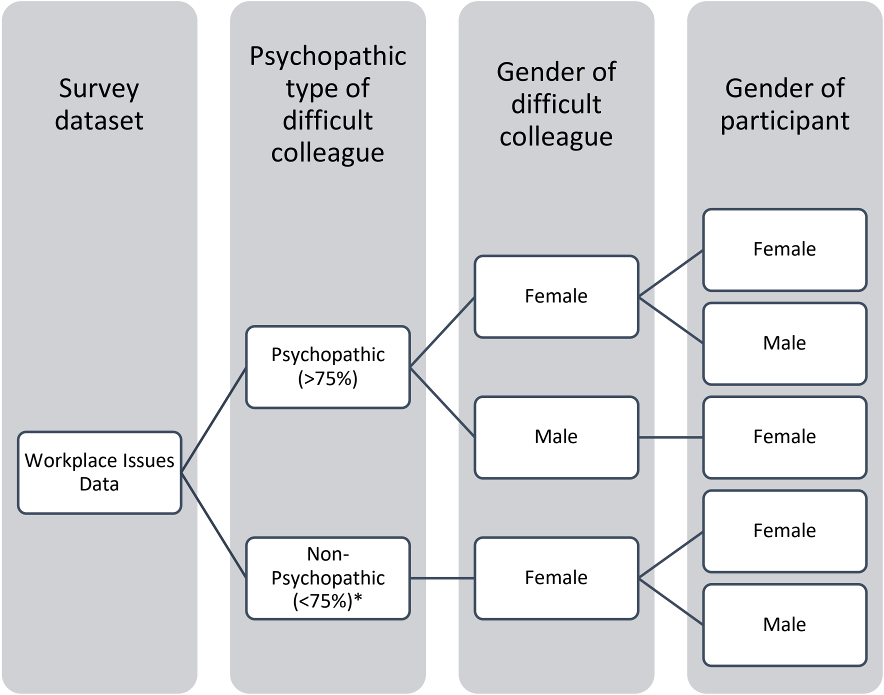
Table 6.B – Workplace Issues coding system

Issue Scale used by Participants	Level	Coded for Analysis
Not an issue	1	0
Somewhat of an issue	2	5
Serious Issue	3	10

Table 6.C – Workplace Issues scoring possibilities and level of impact

Workplace Issues Scale Scoring			Number of possible issues								
Not an issue	Somewhat of an issue	Serious Issue	1	2	3	4	5	6	7	Total Score	Issue Level
0	0	7	10	10	10	10	10	10	10	70	Serious
0	1	6	5	10	10	10	10	10	10	65	
0	2	5	5	5	10	10	10	10	10	60	
0	3	4	5	5	5	10	10	10	10	55	
0	4	3	5	5	5	5	10	10	10	50	
0	5	2	5	5	5	5	5	10	10	45	
0	6	1	5	5	5	5	5	5	10	40	
0	7	0	5	5	5	5	5	5	5	35	Somewhat
1	6	0	0	5	5	5	5	5	5	30	
2	5	0	0	0	5	5	5	5	5	25	
3	4	0	0	0	0	5	5	5	5	20	
4	3	0	0	0	0	0	5	5	5	15	
5	2	0	0	0	0	0	0	5	5	10	
6	1	0	0	0	0	0	0	0	5	5	
7	0	0	0	0	0	0	0	0	0	0	None

The issue scores were summed for each response and issue. The overall score allowed for a comparison between the number of issues and the psychopathic score of the difficult colleague. Additionally, issues provided an understanding of which were more to least common in the participant group. The data was also divided into gender relationships showing gender of difficult colleague to gender of participant (i.e., female to male, male to female, etc) and psychopathic (PM-MRV2 equal to or over 75%) and non-psychopathic (PM-MRV2 under 75%). Figure 6.ii shows how the data was divided for analysis, creating separate data sets which could then be analysed against the primary psychopathic criteria and level.



*Male is not included here as no males were in the non-psychopathic group.

Figure 6.ii – Workplace Issues Data Analysis Separation Process

6.1.5 Text responses

The survey contained one optional qualitative question; '*Would you like to add any further comments about the Community Sector Colleague (CSC) and your interactions with them either positive or negative?*'. This data was separated from the quantitative data with each response identified by the gender of both the difficult colleague and participant as well as their relationship to each other (peer, supervisor and subordinate) and the psychopathy level (psychopathic and non-psychopathic) and score of the difficult colleague. The text responses are summarised against the four analytical themes from the thematic analysis in Chapter 5 of this thesis which are:

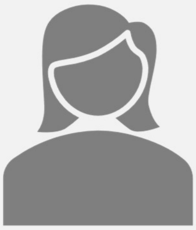
1. Primary psychopathic behaviours in females are disguised behind relationships, friendships, and victimhood.
2. Primary psychopathic behaviours included dishonesty, relational aggression, manipulation and gaslighting.
3. Primary psychopathic behaviours included treating others with distain, judgement, and a lack of empathy.
4. Target of primary psychopathic behaviour is psychologically, emotionally, and professionally impacted.

6.2 Results

The following section discusses the data analysis and findings from the quantitative study starting with the descriptive stats which outline the demographics of the participant group and their relationship to the identified difficult colleague. This is followed by an analysis of the psychopathic, job satisfaction and relational aggression scales. Reliability testing was conducted as well as relationship analysis (t-tests) to assist in identifying how the different elements interact to understand the impact of working with a difficult colleague. Moreover, the results have also been divided by gender and psychopathic groups where the difficult colleague both met and did not meet the criteria for psychopathic traits. The results section will conclude with an analysis of the identified workplace issues and thematic analysis of the written responses where participants had the opportunity to add additional information about their experience.

6.2.1 Descriptive Statistics

As part of the online survey, descriptive statistics were collected encompassing various parameters such as gender, age, geographic location, tenure in the Community Services Sector, and the frequency of encounters with difficult colleagues within the Community Services Sector. A summary of the participant population is provided in this section with Figure 6.iii showing the average survey participant statistics.



Average Demographics of Survey Participants

The average participant was a Tasmanian female, approximately 50 years old whom had worked in the Community Services Sector for over 8 years. The person they identified as a difficult colleague in the survey was a female subordinate in their 40’s. Based on the participants observations of the female’s behaviour the difficult female colleague met the criteria for psychopathy.

Figure 6.iii – Average Demographics of Survey Participants

6.2.1.1 Participant numbers

A total of 72 responses were analysed. 77.8% (56) of respondents were female and 22.2% (16) were male and this is reflective if the gender makeup of the Community

Services Sector which is approximately 80% female (AIHW, 2021). Gender numbers and percentage are shown in Table 6.D.

Table 6.D – Participant gender

Gender	***n***	**Total %**
Female	56	77.8%
Male	16	22.2%
Total Participants	72	100%

6.2.1.2 Participant age

Of the participants, 63.4% were between 40 and 60 years of age with a third (33.3%) of female participants being between 50-60years old. Over half (57.7%) the participants were between 40 to 60 years old. Male participants were younger with 60.0% aged under 40 years old. Table 6.E shows the percentage and number of participants in each group by gender.

Table 6.E – Participant age range by gender

	All		**Female**		**Male**	
Age Range	*Total Number*	*% of Age Group*	*Total Number*	*% of Age Group*	*Total Number*	*% of Age Group*
18-29yrs	11	15.3%	8	17.8%	3	30.0%
30-39yrs	12	16.7%	7	15.6%	3	30.0%
40-49yrs	20	27.8%	11	24.4%	1	10.0%
50-60yrs	22	35.6%	15	33.3%	2	20.0%
Over 60yrs	7	9.7%	4	8.9%	1	10.0%

6.2.1.3 Residence

Participants were asked two questions about their location in Australia which included which state or territory they resided in as well as the size of the place they lived when working with the difficult colleague. Table 6.F shows how the participants were divided by Australian state of residence showing both the number and percentage. The survey was distributed through the student's networks however this led to most of the respondents coming from Tasmania (*n* =51, 70.8%). Both New South Wales (NSW) and the Australian Capital Territory (ACT) attracted no participants.

Table 6.F – State where the difficult colleague was encountered

Survey Responses	Abb.	No. of responses	% of participants
Queensland	Qld	7	9.7%
South Australia	SA	2	2.8%
Victoria	Vic	8	11.1%
Western Australia	WA	4	5.6%
Tasmania	Tas	51	70.8%
Australian Capital Territory	ACT	0	0%
New South Wales	NSW	0	0%

Participants were also asked to provide the size of the place they lived with three options: large city (high density population), medium town (suburban population) and small country town (rural or remote). Most participants selected that they resided in a medium size town (*n*=43, 59.7%) followed by a large city (*n*=21, 29.2%). Table 6.G provides further detail on the percentage of the participants per area type.

Table 6.G – Size of residing town

Survey Responses	Definition	No. of responses	% of participants
Not stated		2	2.8%
Large City	High density population	21	29.2%
Medium Town	Suburban population	43	59.7%
Small Country Town	Rural or Remote	6	8.3%

6.2.1.4 Years of service in the Community Services Sector

Participants were asked to select from five (5) year ranges: under 1 year, 1-3 years, 3-5 years, 5-8 years and more than 8 years, for how long they had worked in the Community Services Sector. Of the participants, 41.7% (*n*=30) had worked in the Community Services Sector for under three (3) years with 40.3% (*n*=29) having worked in the Community Services Sector for more than eight (8) years. Table 6.H show how participants responded to this question.

Table 6.H – Number of years of service in the Community Services Sector

Survey Responses	No. of responses	% of participants
Under 1yr	8	11.1%
1-3yrs	22	30.6%
3-5yrs	8	11.1%
5-8yrs	5	6.9%
More than 8yrs	29	40.3%

6.2.1.5 Number of people who reported to the difficult colleague

Participants were asked how many people reported to the person who they considered difficult to work with. The results showed most of the individuals who were identified as difficult had no direct reports (*n*=27, 37.5%) and were therefore either peers or subordinates and were essentially not in a position of power. Of these people with no direct reports (staff who reported to them) half met the criteria for a psychopath (*n*=14, 51.9%) a score of 75% or above. Nevertheless, most of the difficult colleagues had between one (1) and ten (10) direct reports (*n*=31, 43.1%). These results are shown in Table 6.I.

Table 6.I – Number of people who reported to the difficult colleagues by range

Number range of direct reports to the difficult colleague	*n*	% of participants
None	27	37.5%
1 to 10	31	43.1%
11 to 20	8	11.1%
21 to 29	2	2.8%
More than 30	4	5.6%

6.2.1.6 Difficult colleague's psychopathic score

Of the participants, 65.3% (*n*=47) worked with a person who met the criteria for psychopathic behaviour traits as per the Psychopathic Measure – Management Research Version 2 (PM-MRV2) (Boddy et al., 2015). See Table 6.J for the participant and difficult person numbers by gender and primary psychopathic and non-psychopathic.

Table 6.J – Difficult colleague psychopathic criteria met or unmet by gender

Gender	Met Psychopathic criteria: Over 75%	Didn't meet psychopathic criteria: Under 75%	**Total by Gender**
Female	36	25	61
Male	11	0	11
Total	47	25	72

The data was divided into two groups those that met the criteria for primary psychopathic behaviour (a PM-MRV2 score of 75% or above) and those who did not (based on the observations of the participant). Figure 6.iv provides a representation of these demographics by gender showing that males identified by survey respondents as a difficult colleague all met the criteria for psychopathic behaviour. Overall, the difficult colleagues were 15.3% (*n*=11) male (all met the psychopathic criteria) and 84.7% (*n*=61) female and of which 59.9% (*n*=36) met the psychopathic criteria.

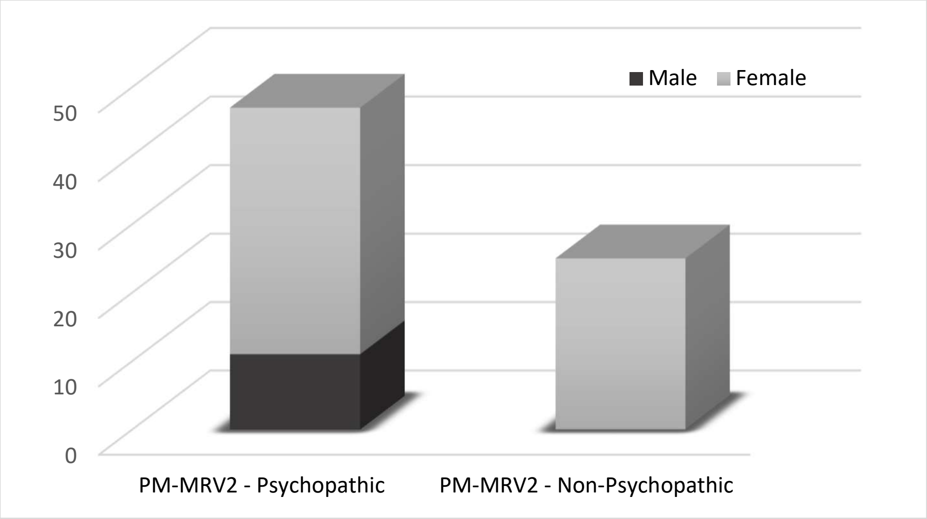


Figure 6.iv – Difficult Colleague by Gender and Primary Psychopathic Status

6.2.2 Reliability analysis

IBM SPSS Computer Software (IBM, 2017) was used to test the scale reliability with each scale showing good reliability in measurement as shown in Table 6.K, with all scores between α=0.72 and α=0.95.

A factor analysis of the validated scales (Psychopathy Measure – Management Research Version 2 (PM-MRV2), Indirect Aggression Scale – Target Version (IAT-T), and Job-Related Affective Well-being Scale (JAWS) and Levenson's Self-Report

Psychopathy Scale (LSRP)) showed with the Bartletts Test of Sphericity (see Table 6.L) with a score of <0.001, meeting this test which requires a score of 0.05 or smaller. A Factor Analysis Map is provided in Appendix M at the back of this thesis.

Table 6.K – Results of reliability test of scales

Scale	Abb.		α
Psychopathy Measure – Management Research V2	PM-MRV2	Difficult colleague psychopath test	.86
Job-Related Affective Well-being Scale	JAWS	Job satisfaction	.72
Indirect Aggression Scale – Target Version	IAT-T	Relational aggression	.95
Levenson's Self-Report Psychopathy Scale	LSRP	Participant psychopath test	.83

Table 6.L – Bartletts Test of Sphericity scores

Approx. Chi Square	5287.593
df.	2485
Sig.	<.001

The Correlation Matrix (see Appendix N) also met the test of below 0.3 for half the items which may have been contributed to by the reverse score items. The total variance explained table showed the first 18 components met the eigenvalues of over one (1), with the cumulative percent being 79.95% of total variance.

In the Screeplot (See Figure 6.v) a break between components five (5) and six (6) suggested factors one (1) to five (5) should be retained as they explain most of the variance. A Monte Carlo PCA for parallel analysis was not conducted as the sample did not meet the criteria of being above a sample size of 100.

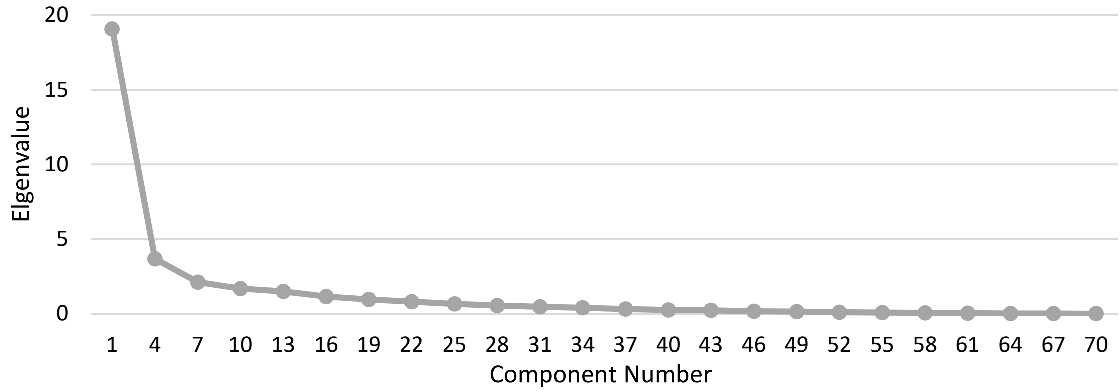


Figure 6.v - Scree Plot

6.2.3 Scale Scores

The following results show findings for the overall participant group as well as comparisons between the primary psychopathic group (difficult colleague has a score over 75% in the PM-MRV2) and non- psychopathic group (difficult colleague has a score under 75% in the PM-MRV2). The results will also compare the gender of the participant to the gender of the difficult colleague and how these scores compare across multiple combinations of results. Table 6.Q shows the dyad combinations and abbreviations applied. Moreover, this table shows four sub dyads (non-psychopathic female to male participant (NP-F to M), primary psychopathic male to male participant (PP-M to M), non-psychopathic male to female participant (NP-M to F) and non-psychopathic male to male participant (NP-M to M)) and one main dyad (male to male (M to M)) did not contain any survey data for analysis. Table 6.M shows these excluded dyads with a line through the text.

Table 6.M Group dyads used for data analysis and comparisons including abbreviations

		Participant			
		Female		Male	
Difficult colleague	Female	Primary psychopathic female to female participant	Non -psychopathic female to female participant	Primary psychopathic female to male participant	Non -psychopathic female to male participant*
		PP-F to F	NP-F to F	PP-F to M	NP-F to M
		Female to Female		**Female to Male**	
		F to F		F to M	
	Male	Primary psychopathic male to female participant	~~Non -psychopathic Male to female participant~~	~~Primary psychopathic male to male participant~~	~~Non -psychopathic male to male participant~~
		PP-M to F	~~NP-M to F~~	~~PP-M to M~~	~~NP-M to M~~
		Male to Female		**~~Male to Male~~**	
		M to F		~~M to M~~	

**Dyads with crossed out text (male to male) show groups not included as no data was collected for these groups.*

6.2.3.1 Psychopathic test of difficult colleague

Of the 72 difficult colleagues identified in the survey 47 (62.3%) met the threshold for psychopathic behaviour with 25 (37.7%) having a score below 75%. Table 6.N shows the breakdown of the Psychopathy Measure – Management Research Version 2 (PM-MRV2) scores, and the average score for the self-report psychopathy scale of the participant Levenson's Self-Report Psychopathy (LSRP). There was minimal to no variation in average score for the participant on the LSRP scale.

Table 6.N – Gender and primary psychopathic scores of participants and difficult colleague

	Participant gender		**Difficult colleague**		**Gender of difficult colleague and participant**			
	Male	Female	Male	Female	Male to Male PP-M to M	Male to Female PP-M to F	Female to Male PP-F to M	Female to Female PP-F to F
n =	16	56	11	61	0	11	16	45
%	22.2%	77.8%	15.3%	84.7%	0%	15.3%	22.2%	62.5%
PM-MRV (Observer Report) Average Score			88.2	69.5	0	88.2	69.4	69.6
PM-MRV (>75) (Psychopathic)			11	36	0	11	11	25
Score Average			88.2	85.7	n/a	88.2	83.6	86.6
LSRP (Self-Report) Average Score					n/a	20	21	20

6.2.3.2 Primary psychopathic score comparison (participant & difficult colleague)

In comparing the psychopathy scores of the participant (LSRP) and the difficult colleague (PM-MRV2) there was minimal variance from the highest to lowest PM-MRV2 scores, see Figure 6.ix. The average scores only varied by one (1) (20, 20 and 21). Figure 6.vi also provides a linear line between scores. Table 6.O provides the mean and standard deviation results for all scales within the survey when divided into psychopathic and non-psychopathic groups for the difficult colleague psychopathic observer score (PM-MRV2) and the self-report psychopathy scale (LSRP).

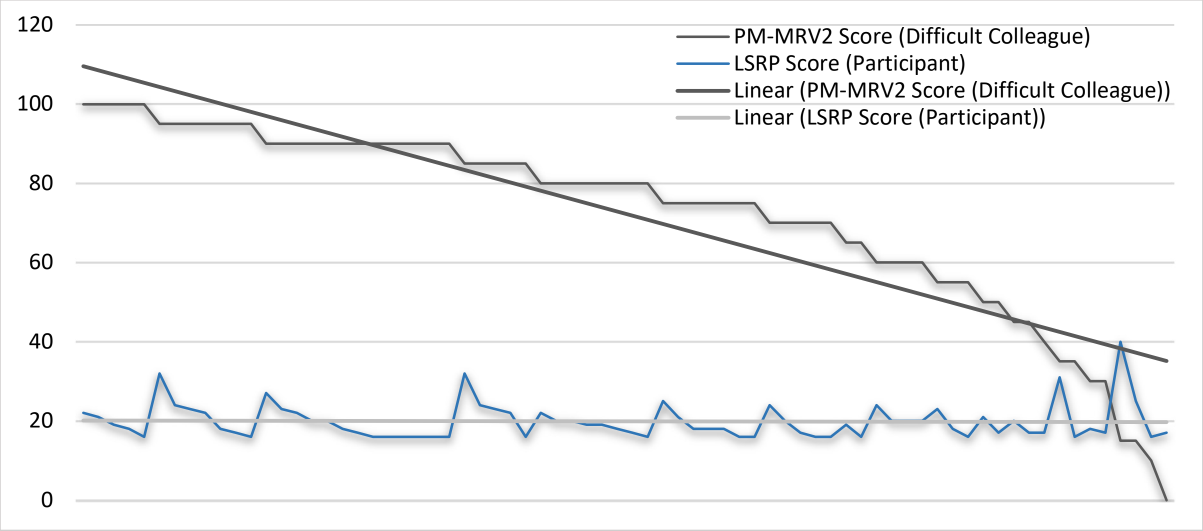


Figure 6.vi – Comparison of PM-MRV2 and LSRP Score

Table 6.O – Group means and standard deviations – PM-MRV2 and LSRP

		Psychopathic group PM-MRV2 score: = or >75%			**Non-Psychopathic group PM-MRV2 score: <75%**		
		Participant		TOTALS	Participant		TOTALS
	Difficult colleague gender	**Female *n* M(SD)**	**Male *n* M(SD)**	**PM-MRV2 *n* M(SD)**	**Female *n* M(SD)**	**Male *n* M(SD)**	**PM-MRV2 *n* M(SD)**
Difficult colleague psychopathic score rated by participant PM-MRV2	Female	23 88.48 (7.75)	11 88.18 (8.74)	**34 86.91 (7.88)**	22 49.77 (18.93)	5 38.00 (25.64)	**27 47.59 (20.30)**
	Male	11 83.64 (7.45)	0	**11 88.18 (8.74)**	0	0	**0**
Self-report psychopathic score of participant LSRP	Female	20.30 (4.82)	18.55 (2.58)		18.82 (3.59)	25.40 (8.65)	
	Male	20.00 (3.00)	0		0	0	

6.2.3.3 Relational aggression and primary psychopathic scores

Relational aggression has previously been identified as a behaviour displayed by female psychopaths (Kreis & Cooke, 2011), therefore this was an important behaviour to measure given the research focus on female specific psychopathic behaviours. Relational aggression mean scores (Table 6.P) for female psychopaths 105.65 (SD=24.44) were higher than those where the psychopath was male (M=96.55, SD=19.17). Furthermore, relational aggression scores were lower when a female difficult colleague (psychopathic) targeted a male (M=85.00, SD=22.49). For these non-psychopathic females, relational aggression scores varied depending on the participant's gender, with scores being higher when the victim was male (M=75.40, SD=26.56) compared to when the victim was female (M=70.18, SD=31.63). Hence the notion that a female is more likely to use relational aggression with another female than a male did not carry over into the non-psychopathic female group. Additionally, no data was available for the non-psychopathic male dyad as all male difficult colleagues fell into the psychopathic range.

Table 6.P provides the mean and standard deviation results for all scales within the survey when divided into psychopathic and non-psychopathic groups.

Table 6.P – Group means and standard deviations – PM-MRV2 and IAT-T

		Psychopathic group PM-MRV2 score: = or >75%			**Non-Psychopathic group PM-MRV2 score: <75%**		
		Participant		TOTALS	Participant		TOTALS
	Difficult colleague gender	**Female** ***n*** **M(SD)**	**Male** ***n*** **M(SD)**	**PM-MRV2** ***n*** **M(SD)**	**Female** ***n*** **M(SD)**	**Male** ***n*** **M(SD)**	**PM-MRV2** ***n*** **M(SD)**
Difficult colleague psychopathic score rated by participant PM-MRV2	Female	23 88.48 (7.75)	11 88.18 (8.74)	**34** **86.91** **(7.88)**	22 49.77 (18.93)	5 38.00 (25.64)	**27** **47.59** **(20.30)**
	Male	11 83.64 (7.45)	0	**11** **88.18** **(8.74)**	0	0	**0**
Relational aggression score rated by participant IAT-T	Female	105.65 (24.44)	85.00 (22.49)		70.18 (31.63)	75.40 (26.56)	
	Male	96.55 (19.17)	0		0	0	

6.2.3.4 Job satisfaction and primary psychopathic scores

A key indicator of a psychopathic presence in a workplace is low job satisfaction (Sanecka, 2013). Hence understanding the level of job satisfaction provided an additional measure of the psychopathic impact in a workplace. The job satisfaction (JAWS) scoring was at its lowest (low job satisfaction) mean score (M=47.55) where a male psychopath targeted a female colleague followed by psychopathic female to female conflict (M=49.09) (see Table 6.Q). Male participants appeared less affected by female psychopaths at work (M=55.09, SD=7.02). Figure 6.vii compares the individual PM-MRV2 scores with the corresponding job satisfaction (JAWS) score, with the use of a linear line to show how the JAWS score changes as the psychopathic (PM-MRV2) score decreases. This figure provides a clear demonstration of how as the psychopathic score decreases job satisfaction increases and vice versa.

Table 6.Q – Group means and standard deviations – PM-MRV2 and JAWS

		Psychopathic group PM-MRV2 score: = or >75%			**Non-Psychopathic group PM-MRV2 score: <75%**		
		Participant		TOTALS	Participant		TOTALS
	Difficult colleague gender	**Female *n* M(SD)**	**Male *n* M(SD)**	**PM-MRV2 *n* M(SD)**	**Female *n* M(SD)**	**Male *n* M(SD)**	**PM-MRV2 *n* M(SD)**
Difficult colleague psychopathic score rated by participant PM-MRV2	Female	23 88.48 (7.75)	11 88.18 (8.74)	**34 86.91 (7.88)**	22 49.77 (18.93)	5 38.00 (25.64)	**27 47.59 (20.30)**
	Male	11 83.64 (7.45)	0	**11 88.18 (8.74)**	0	0	**0**
Job satisfaction score rated by participant JAWS	Female	49.09 (7.35)	55.09 (7.02)		54.55 (7.94)	54.40 (4.67)	
	Male	47.55 (6.24)	0		0	0	

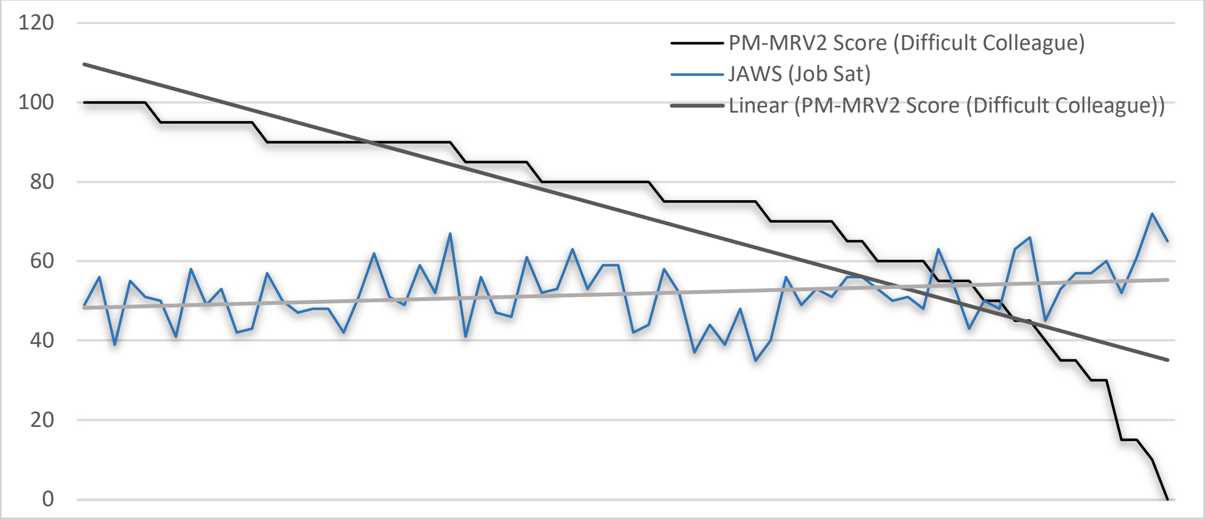


Figure 6.vii – Comparison of PM-MRV2 Score of Difficult Colleagues to JAWS Score

6.2.4 Professional Relationship

Each of the 72 participants identified an individual who had been difficult to work with and if they had worked with more than one, they were asked to choose the most destructive. 84.7% (*n*=61) choose a female past or present colleague (peer, subordinate, or supervisor). Of the difficult male colleagues discussed in this survey all eleven (*n*=11) met the criteria for psychopathic behaviour. Of the 61 difficult female colleagues discussed 59% met the 75% or above cut off score (PM-MRV2) for psychopathic behaviour (see Table 6.R for full breakdown of dyad groups). Figure 5.viii shows the percentage of difficult colleagues and participant by both gender and relationship, showing both sub dyads and gender combination dyads with the exclusion of groups which did not contain data. Several points were evident from these finds, firstly it clearly showed that regardless of the role a person held in an organisation they could still find ways to target colleagues and that this behaviour was not exclusively found between managers and their subordinates. However, where the male was a non-psychopathic person, and the female was the target they were always the female's manager or peer and never the subordinate. Yet when the male was psychopathic, they were more likely to be a workplace colleague or subordinate nevertheless this may be the result of the higher numbers of females working in the Community Services Sector than a reflection of this as an actual gender issue. Psychopathic females who targeted other females were more likely to do this from a management position than as a peer and this may relate to the higher level of power at the disposal of the psychopathic female manager. Where a male was the target of female psychopathic behaviour in the Community Services Sector the female was the supervisor only 18% of the time with much of the difficult behaviour toward males in the sector by females came from peer and subordinate positions and not positions of leadership. This could relate to how men who work in the sector have higher levels of empathy and sensitivity or that females in the sector feel more in control due to the gender imbalance in favour of females.

Table 6.R – Professional relationship between difficult colleague and participant

Difficult Colleague Gender	**Participant**	**Code**	**Peer**		**Subordinate**		**Supervisor**	
Female	Female	F to F	24.4%	11	40.0%	18	35.6%	16
		PP-F to F	17.4%	4	39.1%	9	43.5%	10
		NP-F to F	31.8%	7	40.9%	9	27.3%	6
	Male	F to M	50.0%	8	18.8%	3	31.2%	5
		PP-F to M	54.5%	6	27.3%	3	18.2%	2
		NP-F to M	40.0%	2	0%	0	60.0%	3
Male	Female	M to F	36.4%	4	45.5%	5	18.1%	2
		PP-M to F	36.4%	4	45.5%	5	18.1%	2
Totals				23		26		23

Figure 6.T Note: Dyads with no data were not included in this figure (non-psychopathic female to male participant (NP-F to M), psychopathic male to male participant (PP-M to M), non-psychopathic male to male participant (NP-M to M), non-psychopathic male to female participant (NP-M to F) and Male to Male (M to M)).

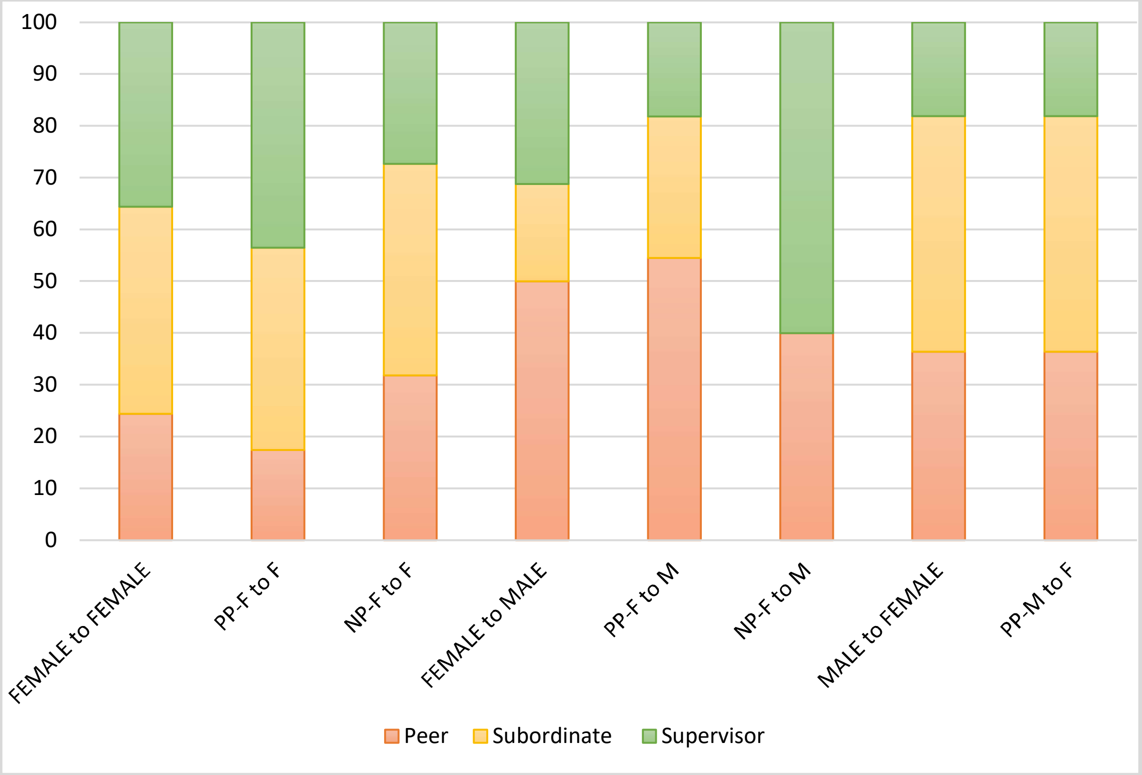


Figure 6.viii Note: Dyads with no data were not included in this figure (non-psychopathic female to male participant (NP-F to M), psychopathic male to male participant (PP-M to M), non-psychopathic male to male participant (NP-M to M), non-psychopathic male to female participant (NP-M to F) and Male to Male (M to M)).

Figure 6.viii – Percentage (%) of Relationship Between Participant and Difficult Colleague

Figure 6.ix presents the figures by number rather than percentage as shown in Figure 6.viii. Further results are detailed in Table 6.S which shows the relationship to the difficult colleague as well as the PM-MRV2 scores by gender group. Overall, the survey respondents discussed each relationship (peer, subordinate, and supervisor) almost equally with only discussions on subordinates being slightly higher than responses for peers and supervisors (31.9% (*n*=23) discussed a supervisor, 31.9% (*n*=23) a peer and 36.1% (*n*=26) a subordinate). In most cases the expectation would that a participant would discuss someone who is in a position of power i.e., a supervisor or manager, however this was not the case when reviewing the overall responses on working with a difficult colleague. Nevertheless, this equal result was not maintained when reviewing the PM-MRV2 scores for the difficult colleague discussed.

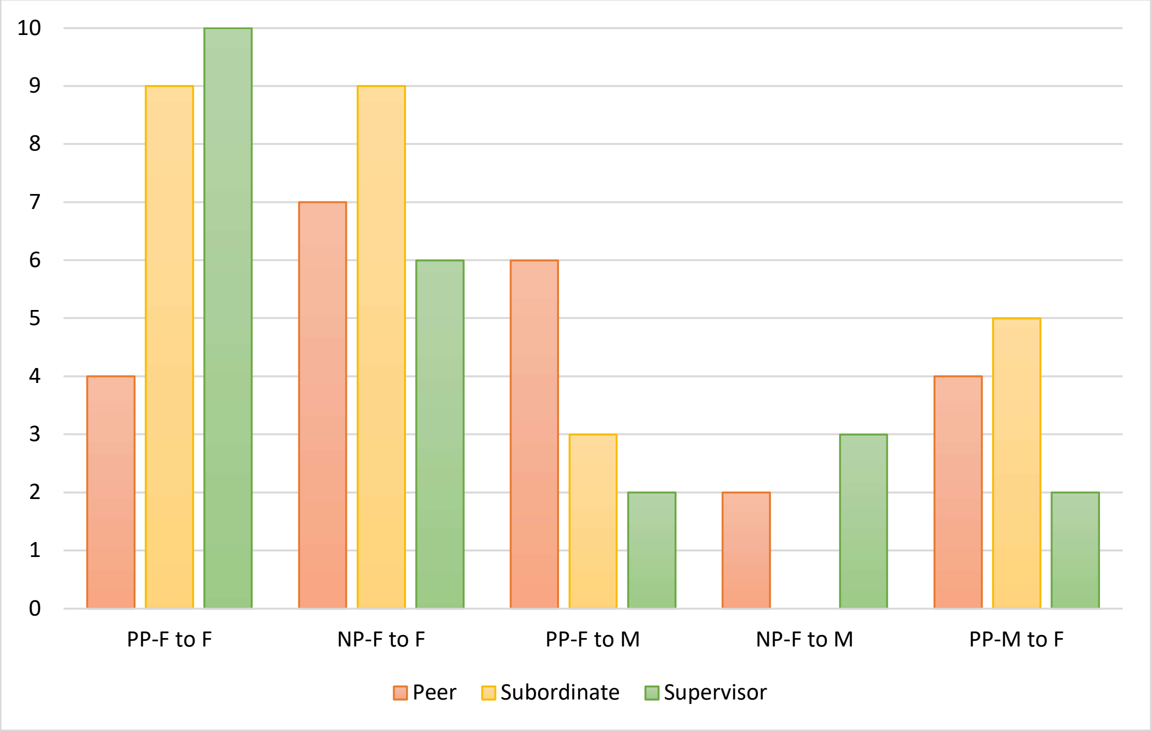


Figure 6.ix Note: Dyads with no data were not included in this figure (non-psychopathic female to male participant (NP-F to M), psychopathic male to male participant (PP-M to M) and non-psychopathic male to male participant (NP-M to M))

Figure 6.ix – Relationship to Participant by Gender and Psychopathic group

Table 6.S - Relationship with difficult colleague and psychopathic score

	Female-Female			**Male-Female**			**Female-Male**		
	45			**11**			**16**		
Relationship	Peer	Subordinate	Supervisor	Peer	Subordinate	Supervisor	Peer	Subordinate	Supervisor
PM-MRV >75% (Psychopathic)	4	9	10	4	5	2	6	3	2
% of Gender Grouping (Psychopathic)	17.4%	39.1%	43.5%	36.4%	45.5%	18.1%	54.5%	27.3%	18.2%
PM-MRV <75% (Non-Psychopathic)	7	9	6	0	0	0	2	0	3
% of Gender Grouping (Non-Psychopathic)	31.8%	40.9%	27.3%	0	0	0	40.0%	0	60.0%

Note: No Male-to-Male data was received and therefore was not included in this table.

Table 6.S does not include male to male conflict as no data was collected on this potential group and only 15.3% of respondents were male all of whom discussed a female colleague. In all eleven (*n*=11) responses the male rated the difficult female within the psychopathic range and in 45.5% of responses this person was a subordinate meaning the male colleague was the persons leader or manager. This would assume that the female subordinate would challenge the male managers position of power and leadership with poor workplace behaviour which may have been difficult for the male supervisor to manage due to gender difference and not wanting to be seen as criticising or challenging a female in the workplace.

Female to female conflict in the Community Services Sector was identified in 62.5% of responses. It was anticipated that this would make up most survey responses given the gender makeup of the sector. 40% of the responses discussed a subordinate as the difficult colleague with only 35.6% responding about a manager. Therefore, most participants sighted a colleague they managed rather than a manager. This possibly highlights the female-to-female incivility regardless of position. When comparing the psychopathy scores however they were higher when the participant was rating their supervisor than when rating the subordinate. This possibly relates to the notion that a manager, supervisor, or a person in a position of power has more opportunity to miss use their power which may not be as evident when the difficult colleague is not the supervisor.

6.2.4.1 PM-MRV2 comparison across state and area type

The participants state of residence was examined against the PM-MRV2 score with Queensland (71.4%, *n*=5) followed by Victoria (62.5%, *n*=5) having the highest percentage of psychopathic Community Service Sector workers discussed by participants in the state group. With the average psychopathy score in the psychopathic group by state being over 90 (out of 100) for Queensland, Victoria, South Australia and Western Australia. Tasmania was the only state where the average psychopathic score (88/100) for the psychopathic group was under 90. Table 6.T provides the state results by psychopathic group.

Table 6.T – State where the difficult colleague was encountered and the average PM-MRV2

State or Territory	**No.**	**Number per State**		**Average PM-MRV2 Scores**	
		Psychopathic	*Non-Psychopathic*	*Psychopathic*	*Non-Psychopathic*
Queensland	7	5 (71.4%)	2 (28.6%)	91	75
South Australia	2	1 (50%)	1 (50%)	95	15
Victoria	8	5 (62.5%)	3 (37.5%)	90	73
Western Australia	4	2 (50%)	2 (50%)	95	73
Tasmania	51	25 (49.0%)	26 (51.0%)	88	49
New South Wales	0	0	0	0	0
Aust. Capital Territory	0	0	0	0	0
Northern Territory	0	0	0	0	0

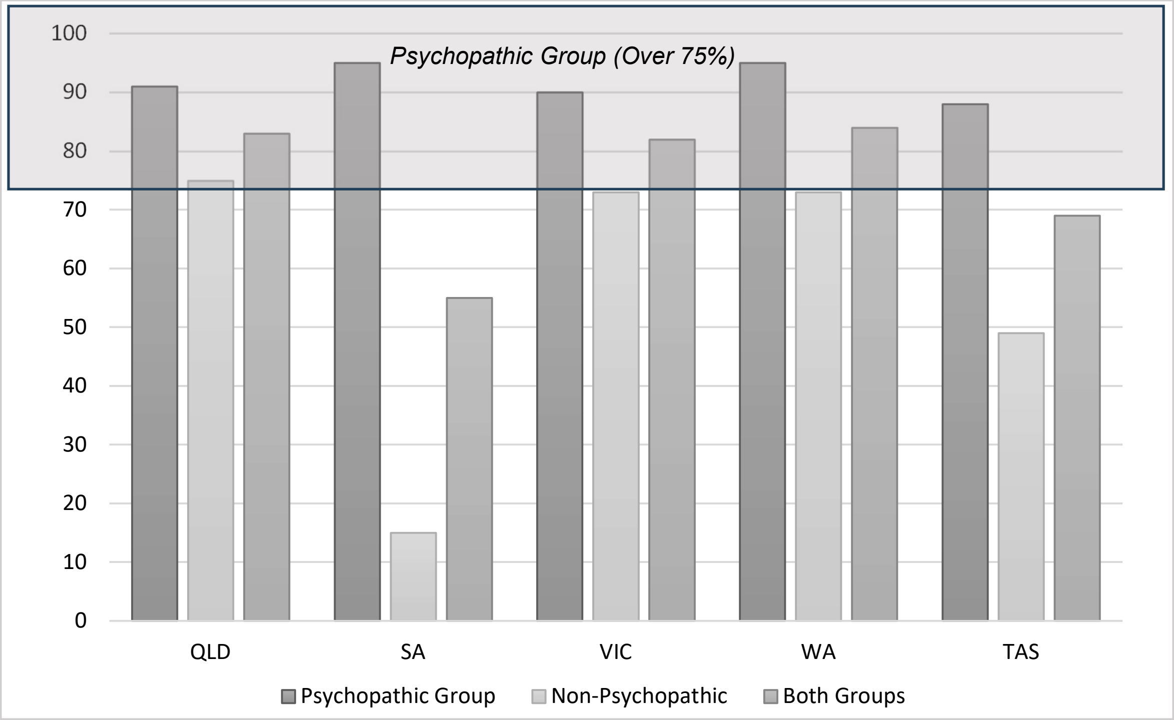


Figure 6.x Note: Psychopathy Measure – Management Research Version 2 (PM-MRV2) scores are calculated out of 100 with each of the items scored 10 for displayed, 5 for somewhat displayed, 0 for not displayed. Scores 75 or above are considered psychopathic.

Figure 6.x – PM-MRV2 Average Scores per State by Group

The area type was also examined against the psychopathic scores with average and percentage scores shown in Table 6.U, with average scores provided in Figure 6.x. Nevertheless, these results should be treated with caution due to the small sample size. The following is an analysis of these results.

Table 6.U – Area type where the difficult colleague was encountered with average PM-MRV2

Area Type	*No.*	**Number per Area Type**		**Average PM-MRV2 Scores**		
		Psychopathic	*Non-Psychopathic*	*Psychopathic*	*Non-Psychopathic*	*Both groups*
Large City	21	14 (66.7%)	7 (33.3%)	86.8	47.9	73.8
Medium Town	42	25 (59.5%)	17 (40.5%)	87.8	47.9	71.7
Rural & Remote	6	4 (66.7%)	2 (33.3%)	83.8	35.0	67.5
Not Stated	2					

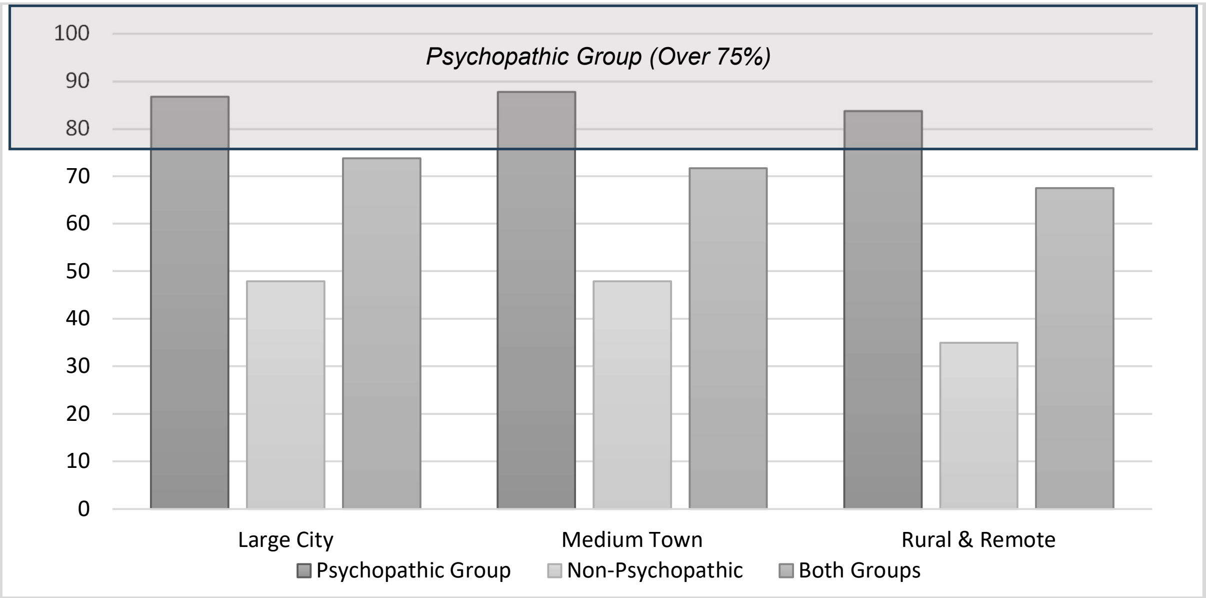


Figure 6.xi – PM-MRV2 Average Scores per Area Type by Group

There was a small difference between the area type/size, with the highest percentage of psychopathic people discussed in large cities and rural towns. In both cases the psychopathic group made up 66.7% of the sample. In comparison the medium town sample psychopathic group was 59.5% (see Table 6.X and Figure 6.xi). However, the average psychopathic score was higher in the medium town group when averaged across the psychopathic group. Although the number of psychopathic individuals was lower those that did rate as a psychopath had higher scores. The highest average overall psychopathic came from the large cities (73.8) with only one point of difference between the large cities and medium towns.

In Figure 6.xii and 6.xiii, show individual PM-MRV2 score by area type identifying where the primary psychopathic and non-psychopathic group transition. Both the large city group and rural and remote group show 2/3 of participants met the psychopathic criteria when looking at individual observer scores. The medium towns have a psychopathic group of 59.5% a just over half the group.

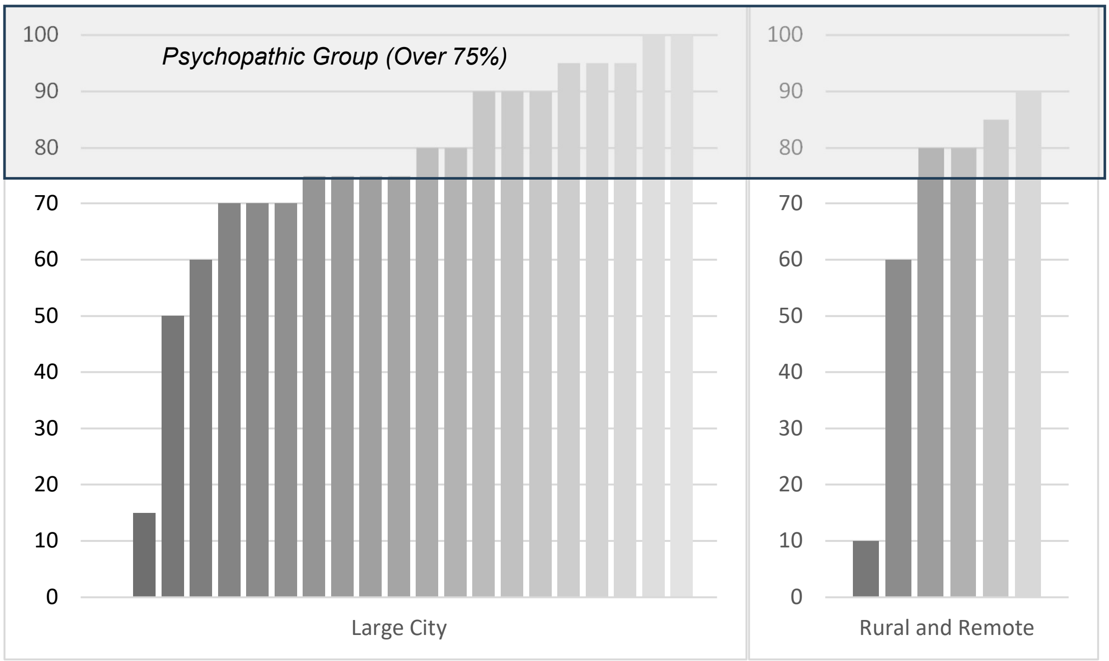


Figure 6.xii – PM-MRV2 Scores per Area Type – Large City and Rural & Remote

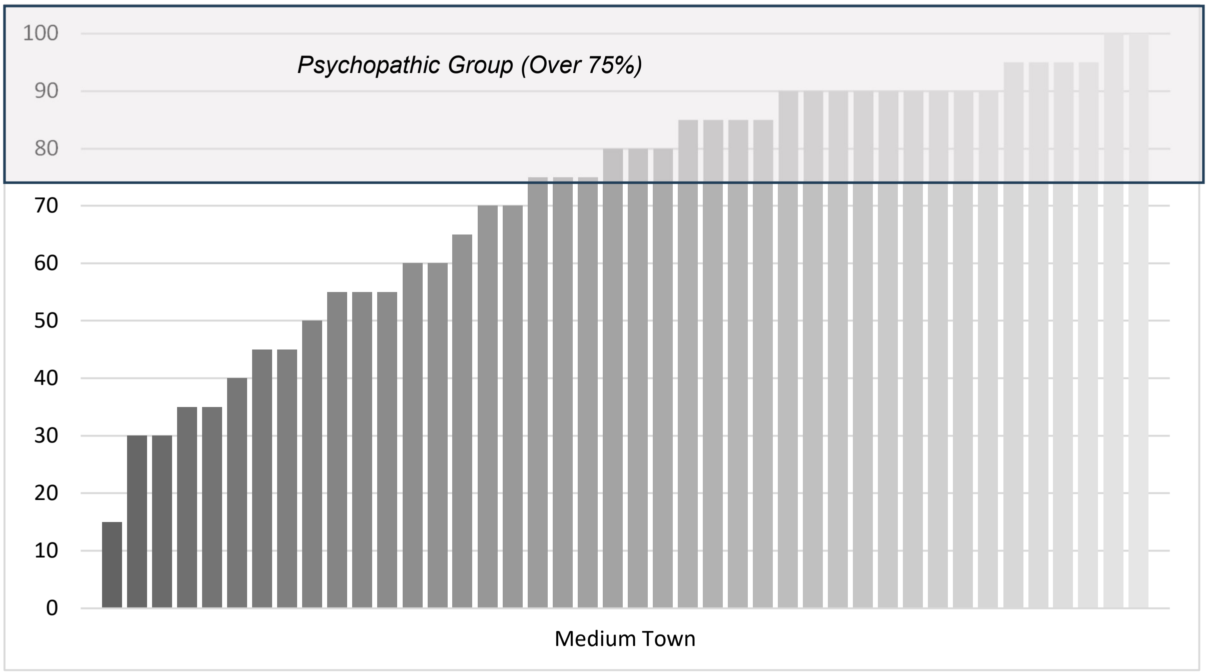


Figure 6.xiii – PM-MRV2 Scores per Area Type – Medium Town

6.2.4.2 Scale comparison between psychopathic and non-psychopathic groups

The mean scores of the scales were compared across dyads and these results are shown in Figure 6.xiv and Table 6.V.

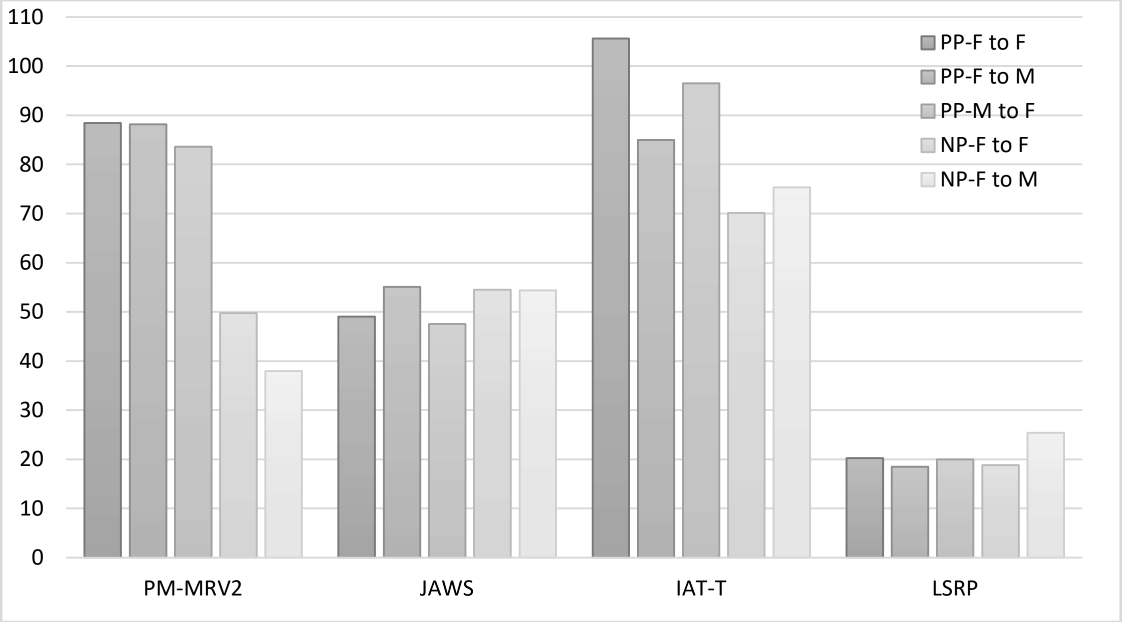


Figure 6.xiv Note: Dyads with no data were not included in this figure (non-psychopathic female to male participant (NP-F to M), psychopathic male to male participant (PP-M to M) and non-psychopathic male to male participant (NP-M to M))

Figure 6.xiv – Mean Score Comparison Between Scales and Dyads

Table 6.V – Mean score comparison between scales and dyads

	PP-F to F	**PP-F to M**	**PP-M to F**	**NP-F to F**	**NP-F to M**
Psychopathic Score **PM-MRV2** (Difficult colleague)	88.48	88.18	83.64	49.77	38.00
Job Satisfaction **JAWS**	49.09	55.09	47.55	54.55	54.40
Relational Aggressio**n** **IAT-T**	105.65	85.00	96.55	70.18	75.40
Psychopathic Score **LSRP** (Participant)	20.30	18.55	20.00	18.82	25.40

The mean scores for the PM-MRV2 were higher for the psychopathic group compared to the non-psychopathic groups. It is important to note that the mean scores in the non-psychopathic groups (NP-F to F and NP-F to M) showed a difference between a male scoring a female and a female scoring a female. When a female scored another female who they had conflict with the mean score was 50/100, however when a male scored the female the mean score 38/100. This suggests that males may score difficult females lower than females scoring a same gender (female) colleague.

When reviewing the mean score for the job satisfaction scale (JAWS) gender differences in the workplace impact were noted. Job satisfaction appeared to be lower for two groups in the psychopathic range: female to female (M = 49.09) and male to female (M = 47.55) suggesting regardless of the psychopath's gender. Females appear to be more impacted by this behaviour in the workplace. In comparison when the target was toward a male by a female job satisfaction for the male was less impacted with a mean score of M = 55.09. When looking at the non-psychopathic female both male and female were equally affected (NP-F to F: M = 54.55 and NP-F to M: M = 54.40).

In the psychopathic dyads, the IAT-T measuring relational aggression provides high mean results in comparison to the other groups where the conflict is between two women (M = 105.65) as opposed to when the conflict is from a female to a male worker (M = 85.00). Interestingly in the psychopathic group where the male is the psychopathic person, and the target is female the mean score (M = 96.55) increases higher to when the male is the target. This is possibly the result of the male psychopath understanding the negative impact relational aggression has on females and hence chooses to use this as a tactic when targeting them.

The results of relational aggression in the non-psychopathic groups (female to female and female to male) displayed a different picture to the psychopathic group. The mean scores for female-to-female conflict were lower than the scores where the target was male (M = 70.18 compared with M = 75.40). Although there is no clear explanation for this difference one explanation could be the likelihood that when lower levels of relational aggression are displayed by the female they are viewed more favourably by another female and therefore rated lower on the psychopathic scale. However, where the male is the target of non-psychopathic female behaviour the relational aggression mean score was higher (M = 75.40). This difference could be the result of the identification of relational aggression by the observer however may not have had the same impact when looked at in comparison with the mean scores for job satisfaction (JAWS).

6.2.5 T-Test analysis

6.2.5.1 - Psychopathic score of difficult colleagues (PM-MRV2)

T-tests were conducted to look at the relationships between the different groups. Initially the male and female scores for psychopathic behaviour were compared with minimal difference between the two gender groups (MD = 1.27, 95% CI: -4.39 to 6.93, eta squared = 0.005) (see Table 6.W). When a female psychopath was present there was no difference in how they were rated based on the gender of the participant (male or female). However, when a female was scoring a person on the PM-MRV2 the scores varied by 9% (95% CI: -0.88 to 10.56) based on whether the primary psychopath was male or female. For the non-psychopathic group gender also played a role in how the participant (observer) rated the difficult colleague (MD = 4.84, t (32) = 1.73, p = .94, two tailed, eta squared 0.09).

Table 6.W – T-test results – Psychopathic scale (PM-MRV2)

Scale	Group	Analysis	Group *Perp to Victim*	t-test (t)	two-sided (p)*	Mean Difference	95% Confidence Interval (CI)	Eta squared
PM-MRV2	*Psychopathic*	Comparison between Male & Female psychopathic scores	1.Male 2.Female	t (43) = 0.45	.65	1.27	-4.39 to 6.93	0.005 (0.5%)
		Female Psychopath comparison between male and female observer scoring	1.Female to Female 2.Female to Male	t (32) = 0.10	.92	0.30	-5.73 to 6.32	0.0003 (0.03%)
		Male & Female Psychopaths rated by female observer scoring	1.Female to Female 2.Male to Female	t (32) = 1.73	.94	4.84	-0.88 to 10.56	0.09 (9%)
		Non-Psychopathic Group Female toxic CSC between male and female observer scoring	1.Female to Female 2.Female to Male	t (25) = 1.18	.25	11.77	-8.79 to 32.34	0.05 (5%)

**Note: All test had “No Significant Difference in means or groups”*

6.2.5.2 - Relational Aggression Score (IAT-T)

The gender of the primary psychopath accounted for the difference in relational aggression scores 4% of the time (MD = 9.11, 95% CI: -8.01 to 26.22). Female to female conflict had higher relational aggression mean scores than female to male conflict, followed by male to female and then female to male. It would be important to consider whether this is the result for more relational aggression or whether females are more in tune to the presence of this behaviour. Nevertheless, females were more likely to use relational aggression with female targets than male targets. The t-test results for the IATR-T are shown in Table 6.X.

Table 6.X – T-test results - Relational aggression (IAT-T)

Scale	**Group**	**Analysis**	**Group** *Perp to Victim*	**t-test (t)**	**two-sided (p)***	**Mean Difference**	**95% Confidence Interval (CI)**	**Eta squared**
IAT-T	***Psychopathic***	Male & Female Psychopaths rated by female observer scoring for Relational Aggression experienced	1.Female to Female 2.Male to Female	t (32) = 1.08	.29	9.11	-8.01 to 26.22	0.04 (4%)
		Female Psychopaths rated by observers for Relational Aggression experienced	1.Female to Female 2.Female to Male	t (32) = 2.36	.24	20.65	2.84 to 38.46	0.15 (15%)
		Non-Psychopathic Group Female toxic CSC rated by observers for Relational Aggression experienced	1.Female to Female 2.Female to Male	t (25) = -0.34	.74	-5.22	-36.72 to 26.28	0.01 (1%)

**Note: All test had "No Significant Difference in means or groups"*

6.2.5.3 - Job Satisfaction Score (JAWS)

The results showed that a female psychopath will have a bigger effect on another female than on a male 19% of the time (M = -6.00, *t* (32) = -2.26, *p* = .31, two tailed). Table 6.Y provides the t-test results for the job satisfaction assessment (JAWS). When a female was the targeted participant there was little difference in job satisfaction based on the gender of the psychopathic person (MD = 1.54, 95% CI: -3.70 to 6.79, eta squared = 0.01). In the non-psychopathic group gender had a large effect on the results (95% CI: -7.52 to 7.81, eta squared = 6.08).

Table 6.Y – T-test results – Job satisfaction (JAWS)

Scale	**Group**	**Analysis**	**Group** *Perp to Victim*	**t-test (t)**	**two-sided (p)***	**Mean Difference**	**95% Confidence Interval (CI)**	**Eta squared**
JAWS	***Psychopathic***	Job satisfaction of colleagues when a female psychopath is present	1.Female to Female 2.Female to Male	t (32) = -2.26	.31	-6.00	-11.42 to -0.59	0.19 (19%)
		Job satisfaction of female victims when a psychopath (male or female) is present.	1.Female to Female 2.Male to Female	t (32) = 0.60	.55	1.54	-3.70 to 6.79	0.01 (1%)
		Non-Psychopathic Group Job satisfaction of colleagues when a female difficult colleague is present	1.Female to Female 2.Female to Male	t (25) = 0.04	.97	0.15	-7.52 to 7.81	6.08 (608%)

**Note: All test had "No Significant Difference in means or groups"*

6.2.5.4 – Psychopathic score of participants (LSRP)

In the self-report psychopathic scale (LSRP), the psychopathy mean scores of the males who completed the survey were higher than females who completed the survey where the difficult colleague was both female and non-psychopathic. Hence the gender of the participant had a large effect on the self-rating results (MD = -6.58, 95% CI: 0.24) with a large effect size (eta squared = 0.24). Table 6.Z provides the t-test results for the LRSP, notably there is little difference in the scores of participants who had experienced a female psychopath. However, when a participant (male or female) had encountered a psychopathic female there was a 4% difference in the self-report psychopathic score of the participant (MD = 1.76, 95% CI: -1.41 to 4.93).

Table 6.Z – T-test results – Self report psychopathic scale (LSRP)

Scale	**Group**	**Analysis**	**Group** *Perp to Victim*	**t-test (t)**	**two-sided (p)***	**Mean Difference**	**95% Confidence Interval (CI)**	**Eta squared**
LSRP	***Psychopathic***	Psychopathic score of the victim when a female psychopath is present	1.Female to Female 2.Female to Male	t (32) = 0.19	.85	0.30	-2.93 to 3.54	0.001 (0.01%)
		Psychopathic score of female victims when a psychopath is present.	1.Female to Female 2.Male to Female	t (32) = 1.13	.27	1.76	-1.41 to 4.93	0.04 (4%)
		Non-Psychopathic Group Psychopathic score of the victim when a female toxic CSC is present	1.Female to Female 2.Female to Male	t (25) = -2.78	.10	-6.58	-11.46 to -1.71	0.24 (24%)

**Note: All test had "No Significant Difference in means or groups"*

6.2.6 Workplace issues

A number of workplace issues were identified as corresponding with the presence of a female psychopath in the workplace. These were identified through the systematic literature review (See Chapter 2 – Systematic Literature Review) and as a result of the findings from the semi-structured in-depth interviews (qualitative data analysis and collection, Chapter 5 – Qualitative Data Analysis). In-depth detail on why each issue was included can be found in Chapter 4 – Methodology, under 4.4 Study 2 – Quantitative data – Survey, 4.4.5.2 Workplace issues.

Seven workplace issues were measured during the online survey. They were;

1. High staff turnover
2. High sick leave or absenteeism
3. Negativity in the workplace
4. Bullying
5. Discrimination
6. Workers' compensation
7. Fraud

Here after the workplace issues will be abbreviated as follows;

1. Turnover
2. Absenteeism
3. Negative Workplace
4. Bullying
5. Discrimination
6. Workers Comp.
7. Fraud

6.2.6.1 - Workplace issues by psychopathic group

Survey participants were asked to rate each of the issues on a three-point scale as follows; 'not an issue', 'somewhat of an issue' and a 'serious issue'. Table 6.AA provides cumulative numbers for the issues by those who met the psychopathic criteria and those that did not. The numbers were formulated as follows:

7 (No. of issues) **x 72** (No. of Participants) **= 504** (No. of potential issues)

Table 6.AA – Number and percentage of issues by psychopathic and non-psychopathic group

Group	**Psychopathic**		**Non-Psychopathic**	
	n	%	*n*	%
Not an Issue	89	28.3%	84	44.4%
Somewhat an issue	94	29.8%	65	34.4%
Serious issue	132	41.9%	40	21.2%
An issue (Somewhat or Serious)	**226**	**71.7%**	**105**	**55.6%**

Applying this formula to quantify the number of possible issues (504) allowed for a clear understanding of the number of potential issues. Figure 6.xv shows the percentage difference between the two groups with only a 28% of an issue not being identified compared to 45% in the non- psychopathic group. Issues of a serious nature where three times more common in the psychopathic group.

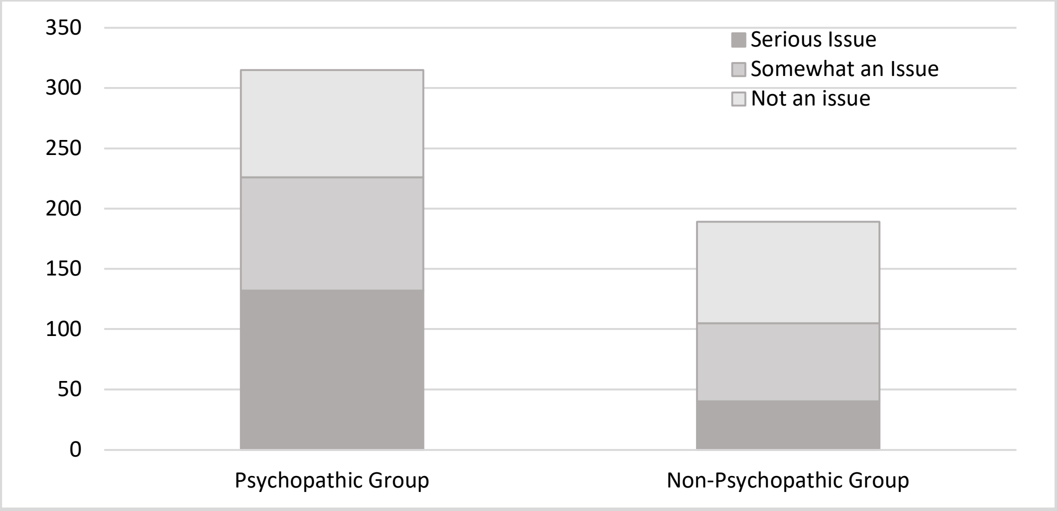


Figure 6.xv – Overall Workplace Issues by Groups – Psychopathic and Non-Psychopathic

When looking at the seven issues separately across groups provided a more detailed view of the key issues. The ‘Not an issue’ responses were removed and only where the item was an issue (both a ‘serious issue’ and ‘somewhat of an issue’) were they included. Figure 6.AB provides the full details of these results for both psychopathic and non-psychopathic groups.

Table 6.AB – Workplace Issues by psychopathic group

Group	Issues	Turnover	Absenteeism	Negative Workplace	Bullying	Discrimination	Workers Comp.	Fraud
Psychopathic	**Somewhat an issue**	15 33.3%	20 44.4%	7 15.6%	14 31.1%	20 44.4%	10 22.2%	8 17.8%
	Serious issue	22 48.9%	17 37.8%	37 82.2%	27 60.0%	17 37.8%	9 20.0%	3 6.7%
An issue *(Group %)*	226 71.7%	37 41.1%	37 41.1%	44 48.9%	41 45.6%	37 41.1%	19 20.6%	11 12.3%
Non-Psychopathic	**Somewhat an issue**	15 55.6%	14 51.9%	9 33.3%	13 48.1%	10 37.0%	4 14.8%	0 0.0%
	Serious issue	3 11.1%	3 11.1%	16 59.3%	9 33.3%	6 22.2%	1 3.7%	2 7.4%
An issue	105 55.6%	18 33.4%	17 31.5%	25 46.3%	22 40.7%	16 29.6%	5 9.3%	2 3.7%

A negative workplace environment appeared to be the largest issue in both groups followed by bullying. Although a negative workplace and bullying were less of an issue if the difficult colleague did not meet the criteria for psychopathy, they still appeared to be a problem. Moreover, the group percentage of the issues were all less where the person did not meet the psychopathic criteria. Most notably fraud was three times more likely to be perceived as an issue where the person met the psychopathic criteria compared to the non-psychopathic group. Figures 6.xvi and 6.xvii show the number of times an issue was identified by 'somewhat an issue' and 'a serious issue' in both the non-psychopathic (Figure 6.xvi) and psychopathic groups (Figure 6.xvii). These figures show larger numbers of the workplace issues being serious in nature (represented in green) for the psychopathic group.

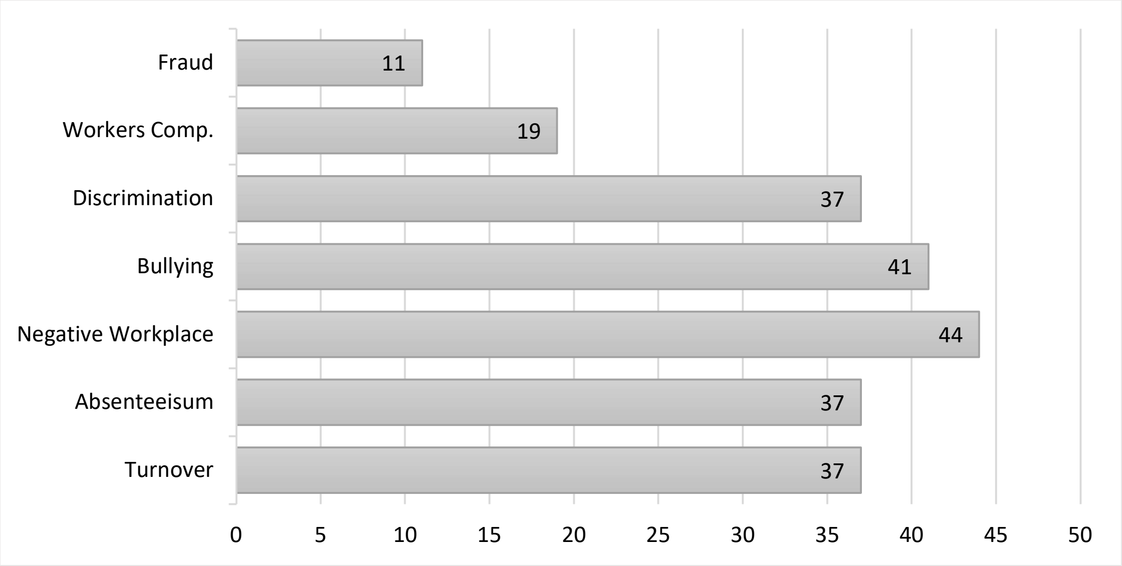


Figure 6.xvi – Psychopathic Group by Percentage of Workplace Issues

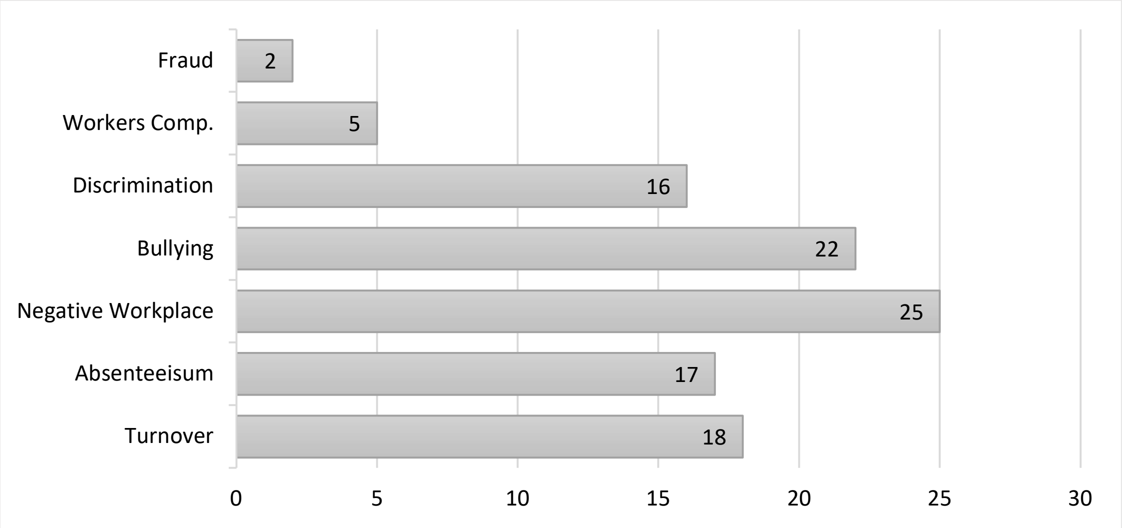


Figure 6.xvii – Non - Psychopathic Group by Percentage of Workplace Issues

An analysis of the percentage across groups for each issue in order of most common to least common is shown in Figure 6.xviii. Each issue regardless of severity was always more common in the psychopathic group than the non-psychopathic group with a higher portion of participants selecting ‘serious issue’ over ‘somewhat of an issue’.

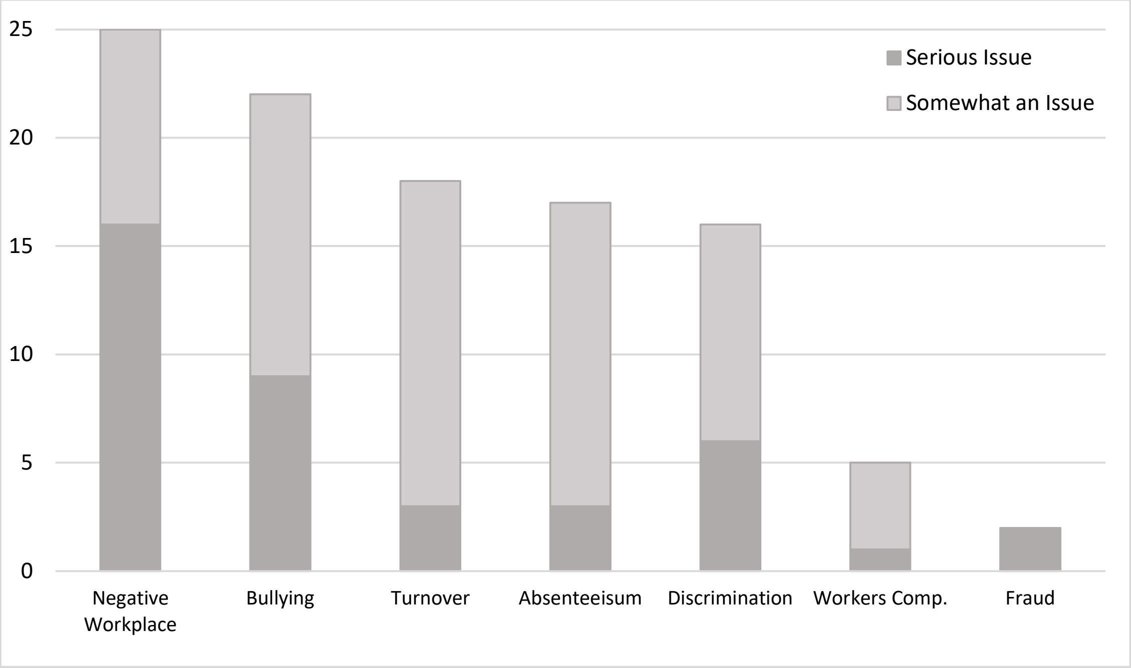


Figure 6.xviii – Workplace Issues for Non-Psychopathic Group by Number

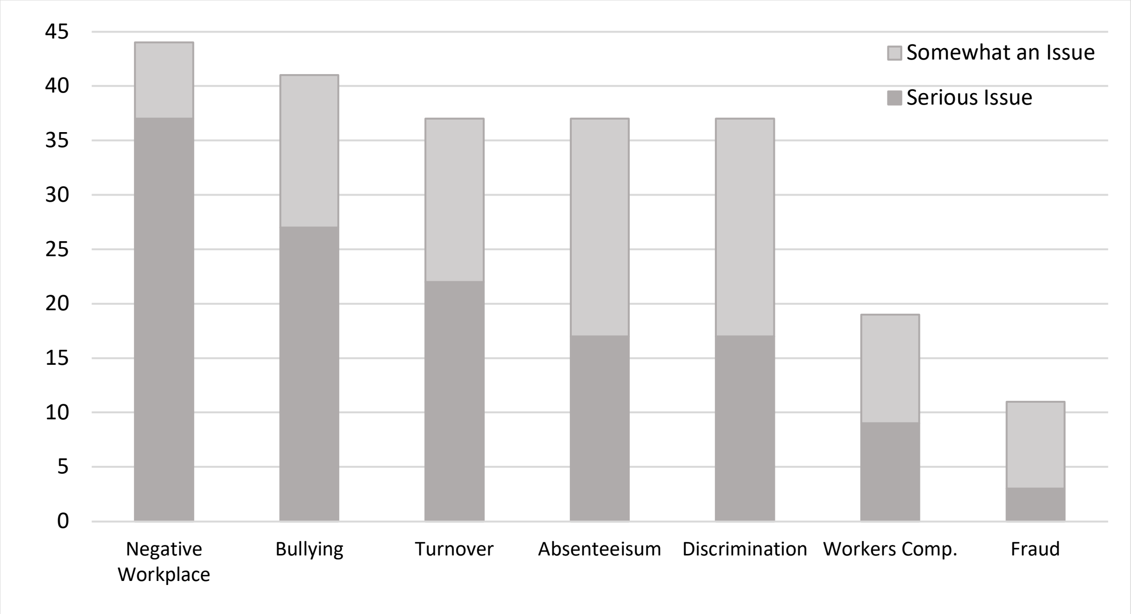


Figure 6.xix – Workplace Issues for Psychopathic Group by Number

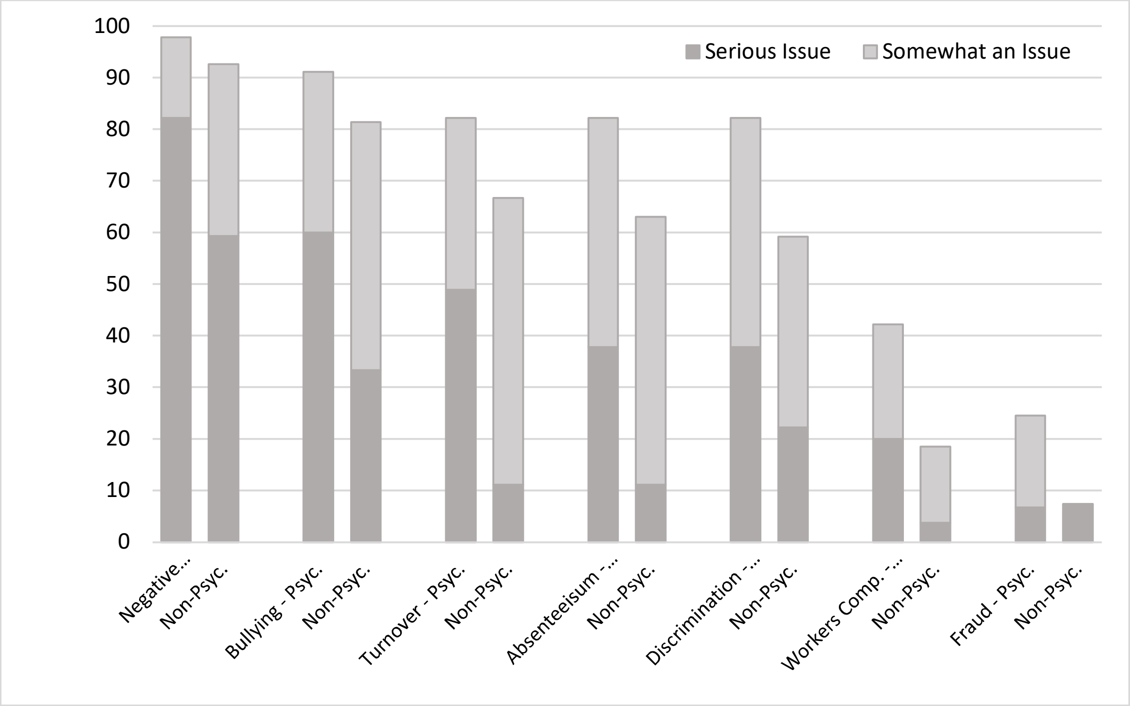


Figure 6.xx : Note: 'Non-Psyc.' = Non-Psychopathic and 'Psyc.' = Psychopathic

Figure 6.xx – Workplace Issues for Psychopathic & Non-Psychopathic Group by Percentage

6.2.6.2 - Workplace issues by psychopathy and gender

Workplace issues were divided into the psychopathic and non-psychopathic groups and gender of difficult colleagues and participant. The numbers for each group are shown in Figure 6.xxi and Table 6.A and percentage in Figure 6.xxii with a further dyad breakdown in Table 6.AG.

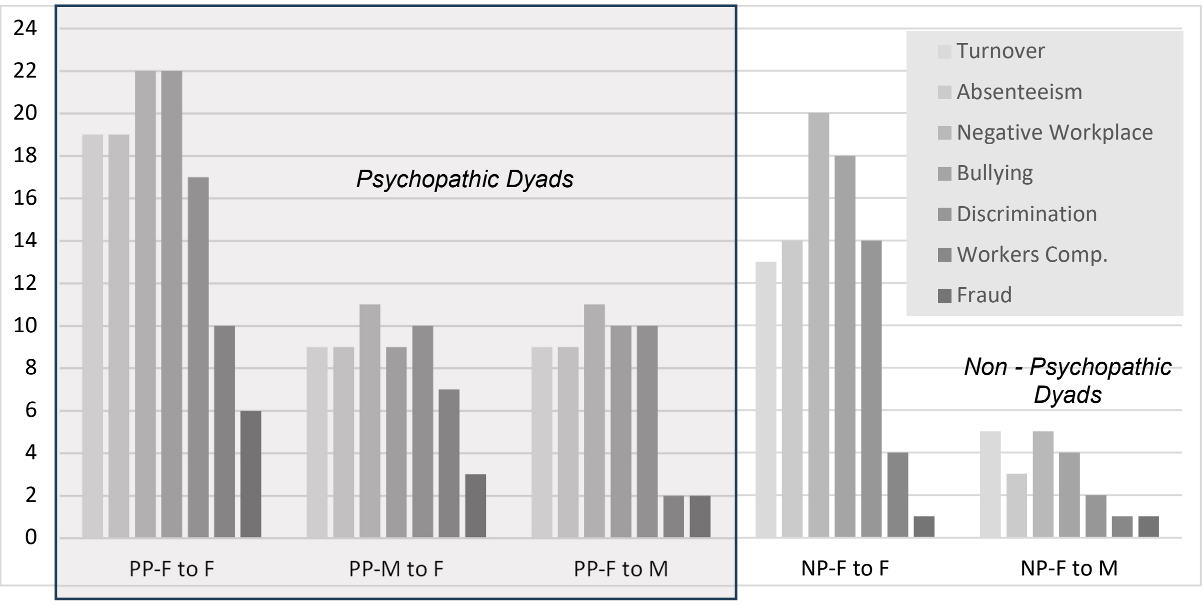


Figure 6.xxi – Number of Workplace Issues Identified by Dyad (Psychopathic Group and Gender)

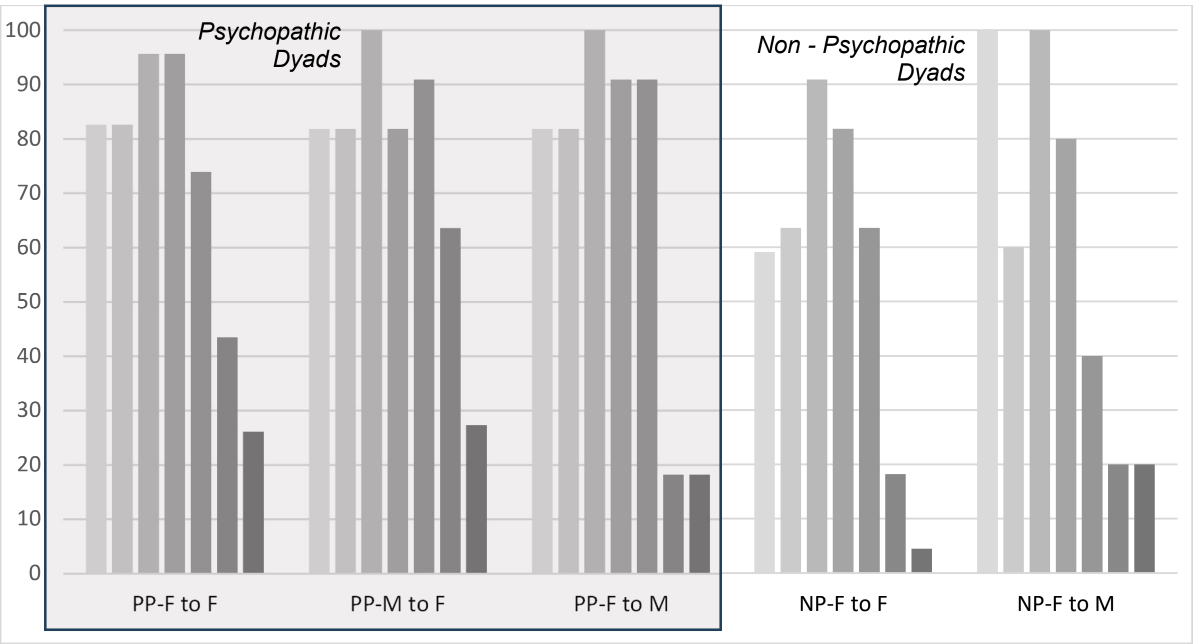


Figure 6.xxii – Percentage of Workplace Issues in Dyad as Identified by Participants (Psychopathic Group and Gender)

Table 6.AC – Workplace Issues by psychopathic dyad and number and percentage of group.

Dyad	Total in Dyad	Turnover	Absenteeism	Negative Workplace	Bullying	Discrimination	Workers Comp.	Fraud
PP-F to F	23	19	19	22	22	17	10	6
	% of Dyad	82.6%	82.6%	95.6%	95.6%	73.9%	43.5%	26.1%
PP-M to F	11	9	9	11	9	10	7	3
	% of Dyad	81.8%	81.8%	100%	81.8%	90.9%	63.6%	27.3%
PP-F to M	11	9	9	11	10	10	2	2
	% of Dyad	81.8%	81.8%	100%	90.9%	90.9%	18.2%	18.2%
NP-F to F	22	13	14	20	18	14	4	1
	% of Dyad	59.1%	63.6%	90.9%	81.8%	63.6%	18.2%	4.5%
NP-F to M	5	5	3	5	4	2	1	1
	% of Dyad	100%	60.0%	100%	80.0%	40.0%	20.0%	20.0%

Abbreviations: PP-F to F = Psychopathic Female to Female Participant, PP-F to M = Psychopathic Female to Male Participant, PP-M to F = Psychopathic Male to Female Participant, NP-F to F = Non-Psychopathic Female to Female Participant and NP-F to M = Psychopathic Female to Male Participant. The following did not contain data: PP-M to M = Psychopathic Male to Male Participant, NP-M to F = Non-Psychopathic Male to Female Participant and NP-M to M = Non-Psychopathic Male to Male Participant.

6.2.6.3 - Turnover

In all psychopathic groups participants said staff turnover was an issue (somewhat or serious) over 82% of the time, this was also true for the non-psychopathic female group where the target was male (100%). Figure 6.xxiii shows the turnover percentage of the gender and psychopathic group dyads.

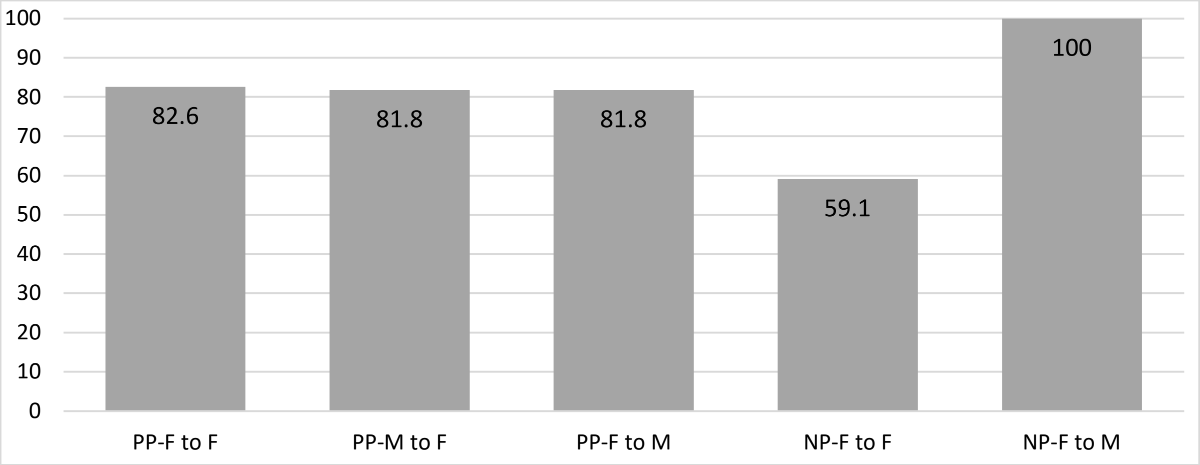


Figure 6.xxiii - Percentage of Participants where Turnover was an Issue (Somewhat or Serious)

6.2.6.4 - Absenteeism

Like staff turnover, in all psychopathic group’s participants said absenteeism was an issue (somewhat or serious) over 82% of the time. With the non-psychopathic groups falling below 64%. Therefore, where the difficult colleague met the criteria for a psychopath it was much more likely that staff would use absenteeism as a coping mechanism. Figure 6.xxii provides a visual representation of these results.

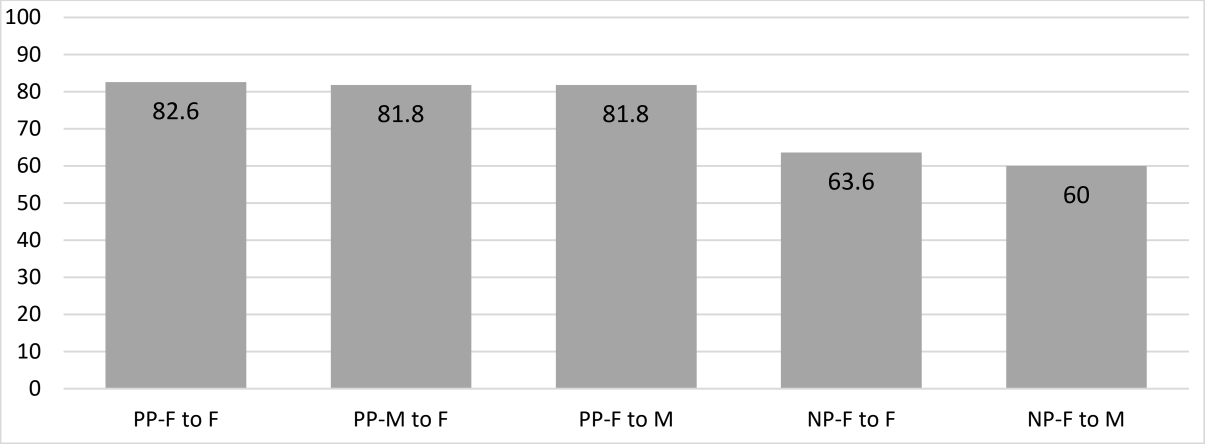


Figure 6.xxiv - Percentage of Participants where Absenteeism was an Issue (Somewhat or Serious)

6.2.6.5 - Negative workplace

Having a negative workplace did not rely on the difficult colleague being psychopathic, and, in all dyads, this was an issue over 91% of the time in all groups. With the psychopathic male who targeted a female, psychopathic and non-psychopathic female who targeted a male resulting in 100% of respondents claiming this was somewhat or a serious issue. The results were slightly lower when conflict was between females both psychopathic and non-psychopathic as shown in Figure 6.xxv.

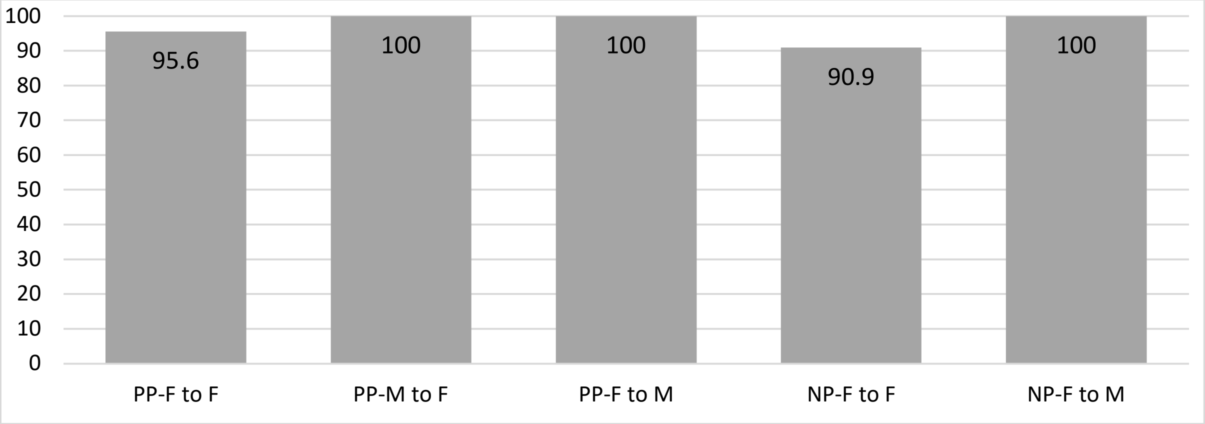


Figure 6.xxv - Percentage of Participants where Negative Workplace was an Issue (Somewhat or Serious)

6.2.6.6 - Bullying

Bullying was at its highest for the female-to-female psychopathic group (PP-F to F) (96%). However, all groups were above 80% regardless of psychopathic results. Figure 6.xxvi provides these results.

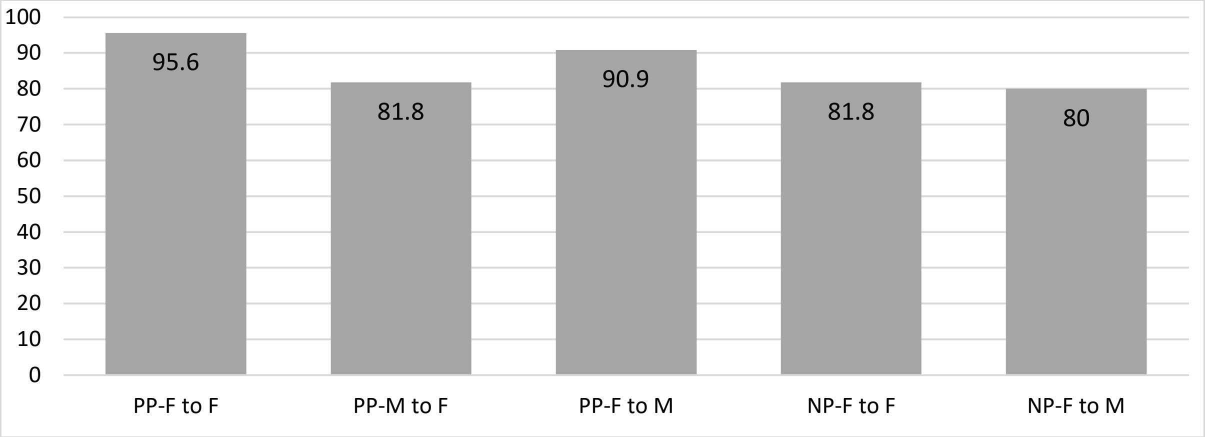


Figure 6.xxvi - Percentage of Participants where Bullying was an Issue (Somewhat or Serious)

6.2.6.7 - Discrimination

Discrimination was more of an issue (91% of the group) where the difficult colleague was psychopathic, and the target was the opposite gender (PP-M to F and PP-F to M). Discrimination was less of an issue where the difficult colleague did not fall in the psychopathic range. See Figure 6.xxvii for the full results for discrimination.

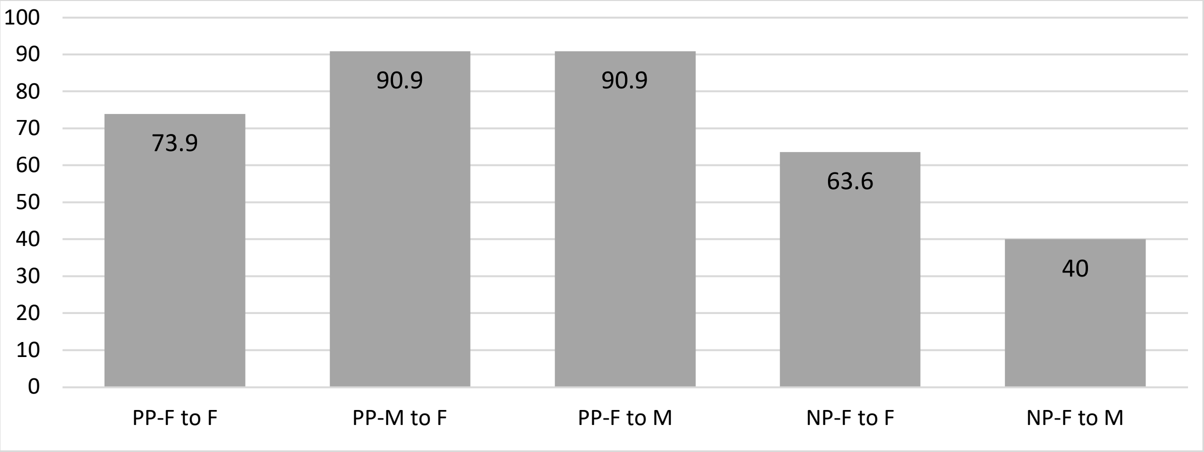


Figure 6.xxvii - Percentage of Participants where Discrimination was an Issue (Somewhat or Serious)

6.2.6.8 - Worker compensation claims

Workers' compensation was an issue and known to the participant in all groups with the highest number in the psychopathic male to female group (63.6%) followed by the psychopathic female to female group (43.5%). Workers' compensation was 20% or less of the group in all other dyads. Figure 6.xxviii provides a visual representation of these results.

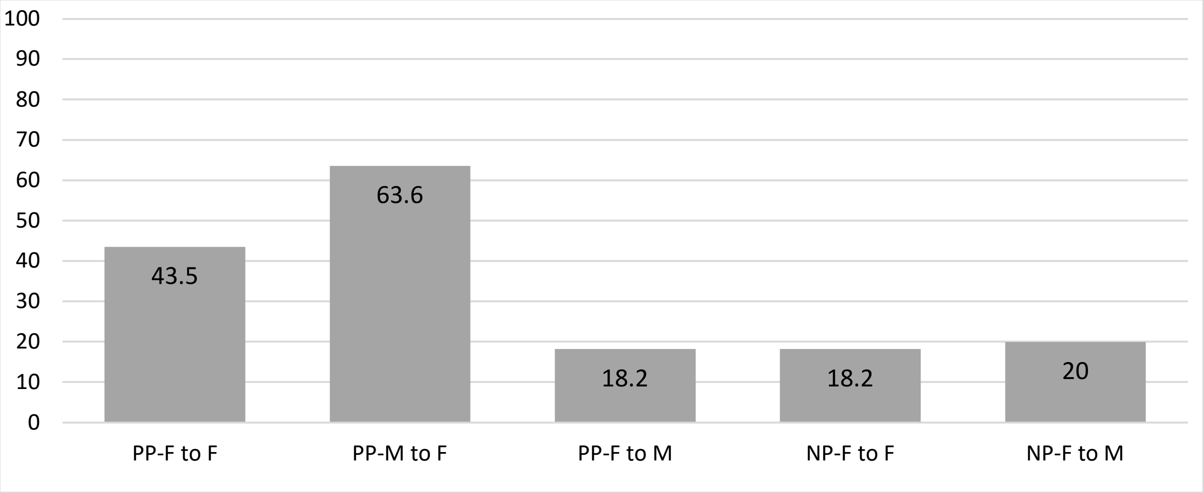


Figure 6.xxviii - Percentage of Participants where Workers Compensation Claims was an Issue (Somewhat or Serious)

6.2.6.9 - Stealing or fraud

Fraud was the least common issue; however, this may have been in part due to the covert nature of this issue and that many participants may not have been aware if fraud was occurring. See Figure 6.xxxvii. However, it was identified as an issue for a male psychopath (to female) in 27% of responses followed by the psychopathic female to female group (26.1%). It was least common in the non-psychopathic female to female dyad (4.5%).

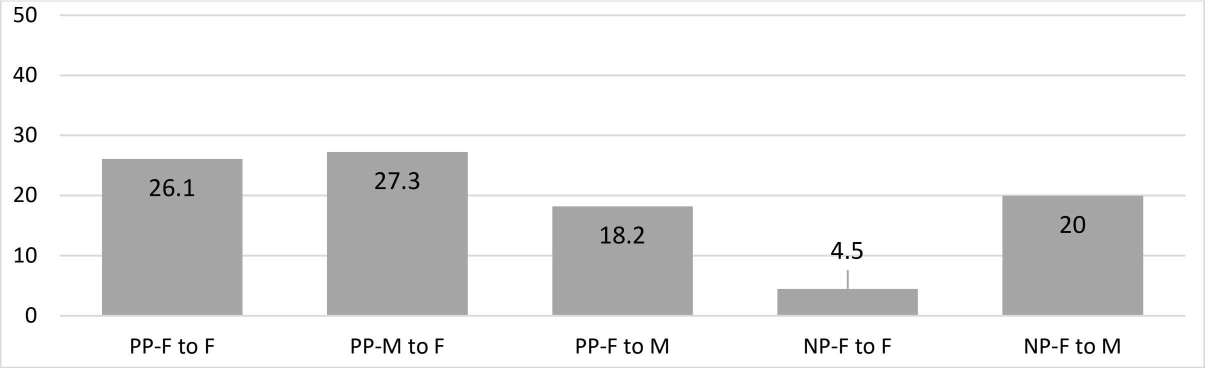


Figure 6.xxix - Percentage of Participants where Stealing, and Fraud was an Issue (Somewhat or Serious)

6.2.7 Free Text Responses

Additional comments were provided by 39% (*n* =28) of survey respondents on their experience of working with the difficult colleague they identified. Of the responses two were excluded as information only because they did not elaborate on the experience. Therefore, 26 responses were used in this qualitative analysis. Key points were extracted as well as analysis against the analytical themes found during the thematic analysis of the qualitative data.

Comments were provided for the following groups:

- Female to Female (Psychopathic Group) (Table 6.AF)
- Female to Female (Non-Psychopathic Group) (Table 6.AG)
- Female to Male (Psychopathic Group) (Table 6.AH)
- Male to Female (Psychopathic Group) (Table 6.AI)

There were no comments which related to the following groups:

- Male to Male (Psychopathic Group)
- Male to Male (Non-psychopathic Group)
- Male to Female (Non-Psychopathic Group)
- Female to Male (Non-psychopathic Group)

The optional comments section provided the participant the opportunity to provide a few sentences for analysis against the previously established qualitative themes. This analysis was conducted for the purpose of providing further confirmation of the interview findings in Chapter 5 (Qualitative Data: Interviews). The Chapter 5 thematic analysis was conducted on the transcripts of the one-to-one interviews with employees in the Community Services Sector who had experienced a difficult (toxic) colleague. To test the findings of this thematic analysis further, the text responses in the survey were compared against the qualitative findings in the thematic analysis.

Twenty-five (25) of the 26 comments provided insight into the emotional, psychological, and professional impact of the difficult colleague both psychopathic and non-psychopathic. Where female to female conflict was present, Theme 1 (relationships, friendships and victimhood) and Theme 2 (relational aggression, manipulation and gaslighting) appeared to be more common than Theme 3 (treating others with distain and a lack of empathy). Where a male was involved as the difficult colleague or the target / participant, Themes 1, 2 and 3 appeared less prominent. Nevertheless, any assumptions and conclusions should be made with caution as there is not ample data to conclude that this is purely the influence of gender. Table 6.AH, 6.AI, 6.AJ, 6.AK provide a summary of the text showing the relationship to the participant, the primary psychopathic (PM-MRV2) score and whether the comment fitted one or more qualitative themes.

Table 6.AH- Female psychopathic difficult colleague to female participant

Difficult colleague Relationship to Participant	PM-MRV2 Score	Key points from comments	*Theme 1*	*Theme 2*	*Theme 3*	*Theme 4*
			Psychopathic behaviours in females are disguised behind relationships, friendships, and victimhood	Psychopathic behaviours included dishonesty, relational aggression, manipulation and gaslighting	Psychopathic behaviours included treating others with distain, judgement and a lack of empathy	Target of psychopathic behaviour is psychologically, emotionally and professionally impacted
Peer	90	3yrs to remove toxic person				✓
Peer	90	Depressed, suicidal, No support from org.		✓	✓	✓
Peer	90	Initially charming, became manipulative and controlled others. Felt unsafe, relational aggression.	✓	✓	✓	✓
Manager	85	Initially very kind, then became manipulative, lack of self-awareness and passive aggression.	✓	✓	✓	✓
Manager	90	Felt powerless and conditioned others to behave the same way.	✓			✓
Manager	95	Punished for speaking up				✓
Manager	100	Tormented her even after she left. Stalking. Long term impact.	✓	✓	✓	✓
Manager	95	Mass resignations, high absenteeism.				✓
Subordinate	85	She played mind games		✓		✓
Subordinate	90	She avoided discipline. No support from org.		✓		✓
Subordinate	90	Was able to address manipulative behaviour once I became their manager.		✓		

Table 6.AI - Female non-psychopathic difficult colleague to female participant

			Theme 1	***Theme 2***	***Theme 3***	***Theme 4***
Difficult Colleague Relationship to Participant	**PM-MRV2 Score**	**Key points from comments**	Psychopathic behaviours in females are disguised behind relationships, friendships, and victimhood	Psychopathic behaviours included dishonesty, relational aggression, manipulation and gaslighting	Psychopathic behaviours included treating others with distain, judgement and a lack of empathy	Target of psychopathic behaviour is psychologically, emotionally and professionally impacted
Peer	70	Felt frightened, promoted with no experience	✓	✓		
Peer	70	Positive and negative interactions, rude, talking down, played the victim.	✓	✓	✓	✓
Manager	50	Promoted after bad behaviour. Moves employers a lot.	✓			✓
Manager	50	Initially likeable, unloaded emotional baggage on me. Use me from information. Anxious and frustrated	✓	✓	✓	✓
Manager	70	Harassment, late night emails, unprofessional				✓
Manager	60	Bully, no confidentiality, encouraged rivalry, controlling.	✓	✓	✓	✓
Subordinate	60	Unprofessional, made people feel uncomfortable		✓		✓

Table 6.AJ - Female psychopathic difficult colleague to male participant

			Theme 1	***Theme 2***	***Theme 3***	***Theme 4***
Difficult Colleague Relationship to Participant	**PM-MRV2 Score**	**Key points from comments**	Psychopathic behaviours in females are disguised behind relationships, friendships, and victimhood	Psychopathic behaviours included dishonesty, relational aggression, manipulation and gaslighting	Psychopathic behaviours included treating others with distain, judgement and a lack of empathy	Target of psychopathic behaviour is psychologically, emotionally and professionally impacted
Manager	85	Treated like school children			✓	✓
Manager	90	Retired early, hospitalised with PTSD from bullying. Had others contribute to bullying	✓			✓
Peer	80	I now don't trust as easily				✓
Peer	80	She was promoted and made false complaints about me and another male	✓	✓		✓

Table 6.AK - Male psychopathic difficult colleague to female participant

			Theme 1	***Theme 2***	***Theme 3***	***Theme 4***
Difficult Colleague Relationship to Participant	**PM-MRV2 Score**	**Key points from comments**	Psychopathic behaviours in females are disguised behind relationships, friendships, and victimhood	Psychopathic behaviours included dishonesty, relational aggression, manipulation and gaslighting	Psychopathic behaviours included treating others with distain, judgement and a lack of empathy	Target of psychopathic behaviour is psychologically, emotionally and professionally impacted
Manager	95	Several employees under non-disclosure agreements following bullying	n/a		✓	✓
Manager	100	Mass redundancies anyone who disagreed with him was made redundant	n/a			✓
Manager	80	Unable to be managed, held me back in my career, depression and anxiety				✓
Peer	95	Physical contact, gaslighting, inappropriate communication	n/a	✓	✓	✓

In reviewing the above tables, the themes appear to be consistent with the findings in the qualitative interviews where the female was the difficult colleague. The relationship between the findings from the qualitative and quantitative data will be further explored in Chapter 7 – Discussion.

6.3 Discussion

No workplace is immune to the presence of psychopathic personalities and the Community Services Sector is no exception. It is easy to assume that people who work to help others would not possess self-serving and destructive traits however as the findings of this research have shown people with psychopathic traits do exist in the Community Services Sector. This study has also demonstrated that female dominated industries still see high numbers of primary psychopathic individuals and the gender imbalance does not mitigate this issue. In this discussion I will compare gender responses, similarities, and differences. Highlighting relational aggression, job satisfaction and the role the relationship between the participant and the difficult colleague. This discussion section will conclude by discussing the findings of the questions and concluding with scores as they relate to gender will be discussed.

6.3.1 Gender Differences in Psychopathy Scores

Participants were asked to complete two psychopathic scales, an observation scale, Psychopathy Measure – Management Research Version 2 (PM-MRV2) for the difficult colleague and a self-report scale Levenson's Self-Report Psychopathy Scale (LSRP) which measured the participants level of psychopathy. The reason for this was to measure how the response to a psychopath may be mitigated by the level of primary psychopathy found in the participants. In a study by Hurst et al. (2019) they surveyed 368 Americans looking at how psychopathic traits assisted an employee to cope with a workplace psychopath and therefore mitigate the impact on workplace wellbeing and job satisfaction. They found that someone who displays psychopathic traits held psychological resources to cope with the difficult behaviour of an abusive supervisor. However, in this study the self-report psychopathic scores (LSRP) were relatively the same across participants, yet the primary psychopathic scale (PM-MRV2) scores for the difficult colleague did vary greatly. Because the Levenson's Self Report Psychopathy Scale (LSRP) scores did not vary assumptions could not be made about the correlation with job satisfaction. Although the job satisfaction scores (JAWS) did decrease as the psychopathic scores of the difficult colleague increased. This finding is consistent with other studies which looked at the impact of working with a primary psychopathic colleague (Boddy, 2014; Boddy & Taplin, 2016). Moreover, studies show that many of the scales do not consider gender differences in scales with males rated higher, which could account for them being less affected by a female psychopath. This was demonstrated in these findings, showing higher levels of primary psychopathy in victims correlates with less of an impact on well-being and job satisfaction (Hurst et al., 2019).

6.3.2 Gender Comparison

One of the key points to note were the gender differences in the participant psychopathic scores with male participants scoring lower on the self-report primary psychopathy scale. Whereas females are naturally drawn to helping industries males who find themselves in the Community Services Sector may do so by choice and those that are psychopathic in nature are less likely to seek employment in a helping profession. Ruthless males (primary psychopathic males) may not consider a caring role to fulfill their desire for power hence they are possibly more likely to enter other profession such as business. Yet females on the other hand may see the Community Services Sector as an opportunity to be covert, hiding behind false empathy. Moreover, females may apply victimhood behaviour and fake empathy to manipulate others and therefore a primary psychopathic female may find it easier to thrive in this environment than a primary psychopathic male.

Males appeared to be less impacted by the presence of female psychopathic behaviour. This may be in part due to a male's ability to distance himself from female psychopaths in the office without the same retribution another female would face distancing herself from the female psychopath. Females have a higher need to develop and maintain relationships both professional and personal with females more likely to retaliate when another female staff member is not paying them attention. Hence male job satisfaction does not rely heavily on the personal office relationships as it does for females. Nevertheless, this survey did not attract any male participants which were targeted by another male and therefore this could not provide a same gender comparison for males.

6.3.3 Relational Aggression

Relational aggression is a form of bullying used in both personal and professional relationships, where one individual actively attempts to reduce the social standing of another, such as excluding them from social events (Reardon et al., 2018). In this study the use of relational aggression by difficult female colleagues was higher than in male difficult colleagues. These findings also showed relational aggression at higher observed levels when the difficult colleague met the criteria for a primary psychopath. Nevertheless, the relational aggression scores did not carry over into the non-psychopathic groups, with the female-to-female group using relational aggression less than when the female targeted a male participant.

In a comparison between scores for relational aggression (IAT-T) and psychopathy (PM-MRV2) for female-to-female conflict it was found that when psychopathic scores reduced, so did relational aggression scores. Studies have found that relational aggression is higher in females than in males and that this is a common trait of a female primary psychopath (Czar et al., 2011). Interestingly, relational aggression is not specifically referenced in the psychopathy scales such as the PM-MRV2 and the commonly used PCL-R and hence leaving this out creates a gap when testing female behaviour for primary psychopathy.

It was notable that when a male targeted a female, they employed the use of relational aggression. It is possible to assume that a male primary psychopath recognised that relational aggression could create the most harm with females. However, studies have shown that primary psychopaths are able to use the characteristics of their target against them.

6.3.4 Job Satisfaction

The PM-MRV2 scores for psychopathic traits and the job satisfaction (JAWS) scores were compared. It was found that as the psychopathy scores reduced Job satisfaction increased, and this was an expected response to these results. Other studies have shown the same results, such as studies by Boddy and Taplin (2016) and Sanecka (2013).

“This person affected everyone in the organisation and caused about three people to go off on stress leave, using their own sick leave and also resignations”, this was a written comment from the survey where a female discussed a female primary psychopath with a score of 95/100 on the PM-MRV2. High turnover, stress leave, suicidal ideation and the impact on mental health came through in the written comments provided. It was anticipated that job satisfaction would be poor in the presence of a psychopathic person, and this was found throughout the findings.

In this study, job satisfaction was at its lowest when a male difficult colleague met the criteria for a primary psychopath, followed by a female who targeted a female. Research shows that females judge other females more harshly (Ellemers, Rink, Derks, & Ryan, 2012), and the same was true for this study yet job satisfaction was less impacted. Hence, the results of this research show that although females judge other women more harshly, they are more affected by the male psychopath over the female psychopath. Unfortunately, no data was collected where both participant and difficult colleague were male and therefore no comparison could be provided.

6.3.5 Relationship Between Participant and Difficult Colleague

Understanding the relationship between the participant and the difficult colleague, provided knowledge of the balance of power. This study found that it was more common for the male primary psychopath to be in a position of power, for example, a manager or a supervisor. In comparison, the professional relationship between female participant and female difficult colleague was less important. This demonstrates that the power imbalance between a psychopathic female and a female colleague, may come from the interpersonal relationship and social standing rather than the professional position within the organisation. This was demonstrated in both the primary psychopathic and non-psychopathic female dyads. Conversely, the current literature on workplace and organisational psychopathy often looked at the impact of a primary psychopath in a workplace based on the manager/subordinate relationship (Boddy et al., 2010b; Kurter, 2020). Previous studies have been less concerned with the broader workplace interpersonal interactions. The notion that a peer or subordinate could target a supervisor, conflicts with the idea that a primary psychopath is always in a position of power in an organisation. This theory stands true for males in this study, but not for the female group. Hence, considering that a female can target someone at any level in an organisation, speaks to the danger of female primary psychopaths in a workplace. Another study by Harvey (2018), also suggested that females at any level of an organisation can be bullies and did not need to be in a leadership position. This study used the term “queen bee syndrome” rather than psychopathy however the behaviours described mirrored that of a primary psychopath. Moreover, simply excluding a potential psychopath from a position of organisational power as suggested by some studies (D'Souza & Oliveira, 2020; Valentine et al., 2017), may not be enough when the gender of the primary psychopath is female. Understanding how individual females form interpersonal relationships and how they interact on an individual level is essential to the protection of workers in organisations. Although behaviour change in psychopathic individuals is rare it has been suggested that increasing positive workplace relationships could improve the workplace environment when a psychopath is present (Erkutlu & Chafra, 2019).

6.3.6 Research Questions

This study examined the existence and prevalence of primary psychopaths in the Community Services Sector and whether females were more likely to be impacted by other females through both psychopathic behaviours and relational aggression. The study also wanted to understand the workplace impact on the participant in job satisfaction, well-being, and staff turnover. All the research questions were answered to some degree; however, the most notable short coming was the understanding of the prevalence of primary psychopaths in the Community Services Sector given the survey targeted people who had worked with someone difficult and not a general understanding of working with others in the sector.

Following is a more detailed review of each question against the findings of the quantitative data.

6.3.6.1 Question 1 – Primary psychopaths

Will traits of a primary psychopath be found in the Community Services Sector workforce at the same prevalence as other sectors?

Question one was partly supported by the findings of the quantitative data. People with the traits of a primary psychopath, were found in the community services sector as rated by their peers. Participants were asked to write about the most difficult person they had worked with against the psychopathic criteria which was de-identified. The results were surprising given that 65% of participants rated their difficult colleague at a primary psychopathy level. Nevertheless, this was not enough to determine the prevalence within the sector as it may be that people only completed the survey because they had worked with a difficult colleague not necessarily because all difficult colleagues are psychopathic. So, although the identification of primary psychopaths at work were found, using the PM-MRV2 The actual prevalence is hard to determine without a much larger study. Looking at people in the sector overall. In addition to measuring a difficult colleague. Participants were asked to complete the psychopathic checklist self-report (LSRP), based on their own behaviour traits. This checklist did not yield any psychopathic level scores nor did the vary by any great degree. Hence these scores combined with the observation scores even when analysed together still provide prevalence way higher than anticipated in a general population. Consistent statistics of the number of psychopaths in the general population have been difficult to find, Coid et al. (2012) found the figures to be 1% to 3% for males and only 0.9% for females. However, a study in Sweden of 2500 university students found the primary psychopathic figures across gender to be a lot higher and with little difference with male prevalence being 12.9% and females 12.4%. Nevertheless, these findings contradict several other studies which continue to state that males score higher on the psychopathic scales (Lyons, 2015; Miller et al., 2011). Hence question one is partly supported as primary psychopathic behaviour was found in the Community Services Sector but to what extend is unknown.

6.3.6.2 Question 2 – Female primary psychopaths

Are females more likely to experience psychopathic behaviour from other females than from males in the Community Services Sector?

One of the main purposes of this study was to examine the role gender plays in bullying in female dominated workplaces. This quantitative study found that females were more likely to target same gender colleagues to a greater extent than males. This is consistent with other studies (Chesler, 2009; Harvey, 2018; Sheppard & Aquino, 2017) looking at how females are more likely to have animosity with each other, than a male colleague. Although this question was supported no data was collected on the "why", both why the person was targeted and why the person behaved the way they did. Understanding the cause and effect relationship could play an important role in reducing workplace conflict. Colins et al. (2017) conducted a large-scale study of 2500 university students in Sweden and found that females often display psychopathic traits as a result of childhood trauma and abuse and also that they have higher levels of anxiety. Anxiety can lead to a reactive response which was also found in other studies (Laskey & Bates, 2018), which examined the gender differences between male and female psychopaths.

Even though a female may be seen to be cold or emotionless, there may be further reasoning to consider. For example, *is the female response the result of personal circumstances at home? Or do they have vicarious trauma or compassion fatigue as a result of working in the Community Services Sector?* Turgoose and Maddox (2017) found that both trauma and working in the healthcare sector placed females in particular, at risk of burnout. An unemotional response could be the result of vicarious trauma, a type of trauma resulting from repeated empathy and support for others who have experienced trauma (Turgoose & Maddox, 2017). Trauma can lead to emotions being switched off as a way to cope (Churchman, Williams, & Becker, 2019) and therefore the link between trauma and psychopathy could simply explain a female survival response rather than genuine psychopathic behaviour.

Considering the influences which contribute to the perception of another person’s behaviour is important when using a label such as ‘primary psychopathy’. Studies have shown that females are more likely to notice female conflict (Gabriel et al., 2018), and that they rate each other more harshly than males (Sheppard & Aquino, 2013). This study found high levels of conflict between females when independently observed by one person. Nevertheless, this data was collected in the Community Services Sector a female dominated industry in hope that female primary psychopathic behaviour could be identified and examined. However female dominated industries are more likely to experience female to female conflict because there are more women (Gabriel et al., 2018), which could have skewed the data for this question. Sheppard and Aquino (2013) suggest that the perception of females as being highly conflicted can perpetuate the stereotype and view of female conflict in the workplace. Hence, further research may be useful in providing multiple points of view about a single individual, a technique utilised by Boddy (2017b). Moreover, all possible reasoning should be considered before an assumption is made about the behaviour being embedded in psychopathic personality.

6.3.6.3 Question 3 – Relational aggression and primary psychopathy

Is relational aggression at work (a) more likely to come from female employees than from male employees and, (b) are female primary psychopaths more likely be display relational aggression than male primary psychopaths?

Relational aggression is commonly seen as female behaviour (Crothers, Lipinski, & Minutolo, 2009; Dellasega, Volpe, Edmonson, & Hopkins, 2014), and is more common among female psychopaths than male psychopaths (Kreis & Cooke, 2011). In question three, this proposition is investigated. Firstly, in question 3A looking at the gender differences in relational aggression with this study showing that relational aggression was used at different rates by male and female primary psychopaths.

Relational aggression was at its highest when the difficult colleague was psychopathic, and the person targeted a female. Male psychopaths also appeared to use relational aggression at a higher rate when the targeted participant was female. Both male and female colleagues who met the criteria for a primary psychopath used relational aggression when the target was female which is possibly the result of the primary psychopathic person using the most harmful tactic for a female victim (Chesler, 2009).

Relational aggression is more common among females in general (Crick & Grotpeter, 1995; Dellasega et al., 2014) however it is also clearly a psychopathic behaviour and may not necessarily be a female dominated behaviour when a person is psychopathic. Czar et al. (2011) conducted a study looking at the psychopathic personality and the interplay with relational aggression finding that gender was not predictive of relational aggression. This study also aligned with this finding showing that meeting the psychopathic criteria was a better predictor of the use of relational aggression over and above gender. Therefore, this current study supported the proposition that relational aggression was more likely to be used by female than male colleagues.

In this study the female psychopathic group showed the higher scores for relational aggression than the non-psychopathic female group supporting the argument that female primary psychopathic behaviour in females is often displayed as relational aggression. It is also important to note that the relational aggression scores were much lower when the difficult colleague did not meet the primary psychopathic criteria. Nevertheless, it may be important to consider the possibility that females are more in tune with relational aggression from other females leading to a harsher rating (Gabriel et al., 2018; Sheppard & Aquino, 2017). This may be the result of how harsh females are on each other rather than a true reflection of the behaviour itself. In comparison males are less concerned with workplace relationships beyond professional colleagues (Chesler, 2009) and therefore notice relational aggression less than females due to being less affected.

6.3.6.4 Question 4 – Job satisfaction and primary psychopathy

When working with a primary psychopath, do Community Services Sector employees show: (a) lower job satisfaction, (b) poor workplace wellbeing and (c) high levels of turnover intention?

Primary psychopaths are known to have a significant impact on all aspects of employee job satisfaction (Sanecka, 2013) and work health and safety (de Silva, 2014). This quantitative study component collected data on aspects of job satisfaction through a survey (JAWS) and through written comments. In the written comments, a female participant discussed being diagnosed with post-traumatic stress disorder and being admitted to hospital on multiple occasions due to the primary psychopathic management by a male colleague (PM-MRV2 = 90/100). Another participant wrote:

> *"I became so depressed that I had suicidal ideations … none of the other employees would support me as I didn't have enough evidence. I also experienced panic attacks due to bullying and harassment and discrimination".*

This was a comment from a female participant about a female peer who scored 90% on the psychopathy scale (PM-MRV2). Although the job satisfaction scale provided a score to evaluate the job satisfaction of the participant when working with a primary psychopathic, comments like this one provide a much clearer picture of the impact.

Research question four is divided into three parts a) job satisfaction, b) workplace wellbeing and c) turnover intention. This question was measured with the written comments as well as the job satisfaction scale and workplace issues, which are detailed below.

6.3.6.5 Question 4a – Lower job satisfaction

Job satisfaction was at its lowest when the participant was a male primary psychopath and the female was the target person (participant), suggesting that females are more effected by male psychopaths than female psychopaths. Male participants were affected to a lesser degree when the difficult colleague was female and whether the colleague met the psychopathic criteria made no difference. This is possibly explained by the notion that males are less provoked by female primary psychopaths as they find it easier to distance themselves from a female than a same gender (male) participant. Gabriel et al. (2018) found that males experience less stress in the workplace and that this could also be the result of how workplace conflict is perceived by males as opposed to females. They also suggested that when females work in male dominated industries, they are more likely to band together and support each other. Schieman and McMullen (2008) found that workplaces are less stressful when there is a mixed gender workforce and that females experience less stress under a male manager. However, this is not consistent with the findings of this study with the lowest job satisfaction found when a male primary psychopath worked with a female. Nevertheless, the biggest effect was found when the female difficult colleague had conflict with a female colleague. Regardless job satisfaction and well-being continue to be a clear indicator of a primary psychopathic presence in the workplace.

6.3.6.6 Question 4b – Poor workplace well-being

In this study, participants were asked to rate how negative they felt when working under a difficult colleague, with little variance in scores found across gender and psychopathic group (primary psychopathic or non-psychopathic). The results showed that bullying appeared to be a better indicator of the presence of primary psychopathic behaviour than non-psychopathic behaviour. However, it is important to remember that all psychopaths are bullies but not all bullies are psychopaths (Boddy, 2011b; Pheko, 2018). Therefore, bullying is just one aspect and should be paired with other behaviour traits rather than making assumptions based on one trait.

One such behaviour which was highlighted in these findings was discrimination by the difficult colleague which was at its highest when the colleague met the primary psychopathy criteria. Gender dyads also presented differences in the level of discrimination with the mixed gender dyads showing the highest level of discrimination (i.e. female to male and male to female). This was followed by the female primary psychopath targeting a female participant using discrimination as a bullying tactic. Some studies have highlighted the issue of ‘self-group distancing’ where females deliberately distance themselves from other females and describe themselves in masculine terms (Faniko et al., 2021). Harvey (2018) reported that 70% of females have been bullied by other females and that in 33% of cases the female was at the same or lower level in employment. There has also been research to suggest that females specifically target other females as they perceive more conflict from other females as opposed to males (Gabriel et al., 2018). This suggests that taking a single person’s perception into account when analysing a difficult colleague could lead to a miss representation of deviant behaviour in the workplace. Hence this is even more important when females are asked to rate each other given the tendency for females to rate other females more harshly (Sheppard & Aquino, 2013).

6.3.6.7 Question 4c – High turnover intention

Past research has highlighted the issue of turnover and absenteeism because of working with a primary psychopath (Boddy, 2017b; Boddy et al., 2020; Spencer & Byrne, 2016). This study was no exception, with both staff turnover and absenteeism in the primary psychopathic group demonstrating that over 82% of participants either left or engaged in work absences. Absenteeism was also an issue where the difficult colleague was non-psychopathic but to a lower effect (60% of the non-psychopathic participant group said this was an issue). One quantitative female participant commented in text about her female manager saying, “*This person affected everyone in the organisation and caused about three people to go off on stress leave, using their own sick leave and also many resignations.*” (Female primary psychopath score, PM-MRV2 = 95/100). Although staff will often respond initially through absenteeism such as long lunches and excessive sick leave, it is common for the target of the primary psychopath to eventually leave the organisation.

In the current research the male participants who worked with a female primary psychopath all claimed to have resigned as a result of the difficult colleague’s behaviour. Additionally turnover where the primary psychopath and the participant were both females, saw employees exit (turnover) at a rate of 59%. This is in line with previous research on both the perception of female behaviour and the tendency for females to both compare and compete with other females for workplace resources (Gabriel et al., 2018). Hence with higher numbers of females in the one workplace, incivility can become more of an issue due to how conflict is both perceived and how it manifests. For example, Lee et al. (2022) conducted a study of Korean Airlines, which is a female dominated industry (90% female workforce), finding male stress was the result of poor communication between males and females. The study also found that the impact of conflict between males and the females in female dominated industry impacted mental health in detrimental ways. Nevertheless even under a male manager staff turnover is also high with a qualitative study into a single male psychopathic manager by Boddy et al. (2015) estimating turnover at 40% per year. Highlighting the importance of both identifying and understanding the impact of primary psychopaths in the workplace regardless of gender.

6.4 Conclusion

The online quantitative survey with a qualitative component provided vital information on the presence and impact of primary psychopaths in a female dominated industry: the Community Services Sector. In study 1 outlined in Chapter 5, the participants who spoke about their experiences provided positive feedback on the opportunity to discuss their experience and the survey participants expressed equal gratitude. A female survey participant who discussed a primary psychopathic (PM-MRV2: 90/100) female peer said *"It just takes so much out of you when you experience this behaviour. Thank you for this survey it validates someone is listening"*. Similar comments were made during the interview process by participants. Responses which spoke to the gravity of the issue and the importance of the opportunity to be heard and believed by others. Relational aggression from workplace primary psychopaths and those that did not meet the full criteria, show a clear detrimental impact on the workers in the Community Services Sector. The mental health and career damage is long lasting, and these results speak to the importance of both understanding this issue better and finding ways to mitigate the risks of primary psychopaths in the workplace.

7 - DISCUSSION

7.1 Introduction

The notion of a primary psychopath who works to help others yet satisfies their own needs in the process is not new. In fact, many high-level professional roles such as surgeons and lawyers rely on a lack of empathy to get the job done (Hare, 1999). One study even went as far as to explore the traits of heroism and psychopathy as similar (Bronchain et al., 2020; Čopková & Janitorová, 2021). Nevertheless, this current research was not concerned with the positive traits and behaviour of a primary psychopath. Instead, how individuals in female dominated industries such as the Community Services Sector can harbour a primary psychopath in much the same way as the corporate world. The key focus of this research was to explore the concept of the female primary psychopath, their existence, the prevalence, and the impact. As well as considering how the primary psychopathic traits previously established apply to the modern woman in the workplace.

This PhD project focused on the impact of females who display primary psychopathic behaviour at work and less on labelling an individual as a primary psychopath. What was discovered exceeded the expectations of this project and the researcher conducting the work. The number of females who met the criteria for a primary psychopath in both the qualitative and quantitative data collection allowed for a clear picture of the issue to form and its impact in the workplace. Moreover, the therapeutic aspect for participants who shared their story highlighted the importance of validating an individual's experience. This provided a reward far greater than any monetary compensation (for research participation) could have provided. This was found to be true in both the interviews and with the survey participants who had the option to provide qualitative data in the form of a brief comment on their experience beyond the set questions. A sentiment shared by many participants.

This chapter will bring together the findings from the qualitative (Study 1) and quantitative (Study 2) research. A narrative on how these results compare to the current literature and research in the field of female primary psychopaths in the workplace will be provided. An initial summary of the findings is provided here.

7.2 Mixed Methods Approach

Mixed method approaches which combine both qualitative and quantitative data are said to provide a clearer picture than using one of these methods in isolation (Creswell & Creswell, 2018). This project used a mixed methods approach which combined interviews (Study 1 - qualitative) and a survey (Study 2 - quantitative) in two separate studies. In this section a summary of the findings from the two studies will be provided followed by the combined data set and analysis.

7.2.1 Qualitative Data Summary

In Study 1, data from thirteen (n=13) interviews with participants who work in the Tasmanian Community Services Sector was analysed in Chapter 5 (Qualitative Data Analysis). Eleven (n=11) discussed female difficult colleagues, met the criteria for a primary psychopath. In the thematic analysis of the results four (4) analytical themes were found:

1. Primary psychopathic behaviours in females are often disguised behind relationships, friendships, and victimhood.
2. Target of female primary psychopathic behaviour is psychologically, emotionally, and professionally impacted.
3. Female primary psychopathic behaviours included treating others with distain, being judgemental and responding with a lack of empathy.
4. Female primary psychopathic behaviours included dishonesty, relational aggression, manipulation and gaslighting.

The research questions were answered in Study 1 by demonstrating that primary psychopaths exist in the Community Services Sector with females more likely to experience psychopathic behaviour from other females than males. Lower job satisfaction was found because of working with a primary psychopath with females using relational aggression as a bullying tactic. Figure 7.i provides a visual representation of the qualitative data findings against the research questions. More analysis in Chapter 5 – Qualitative Data Analysis, and later in this chapter in conjunction with the quantitative data.

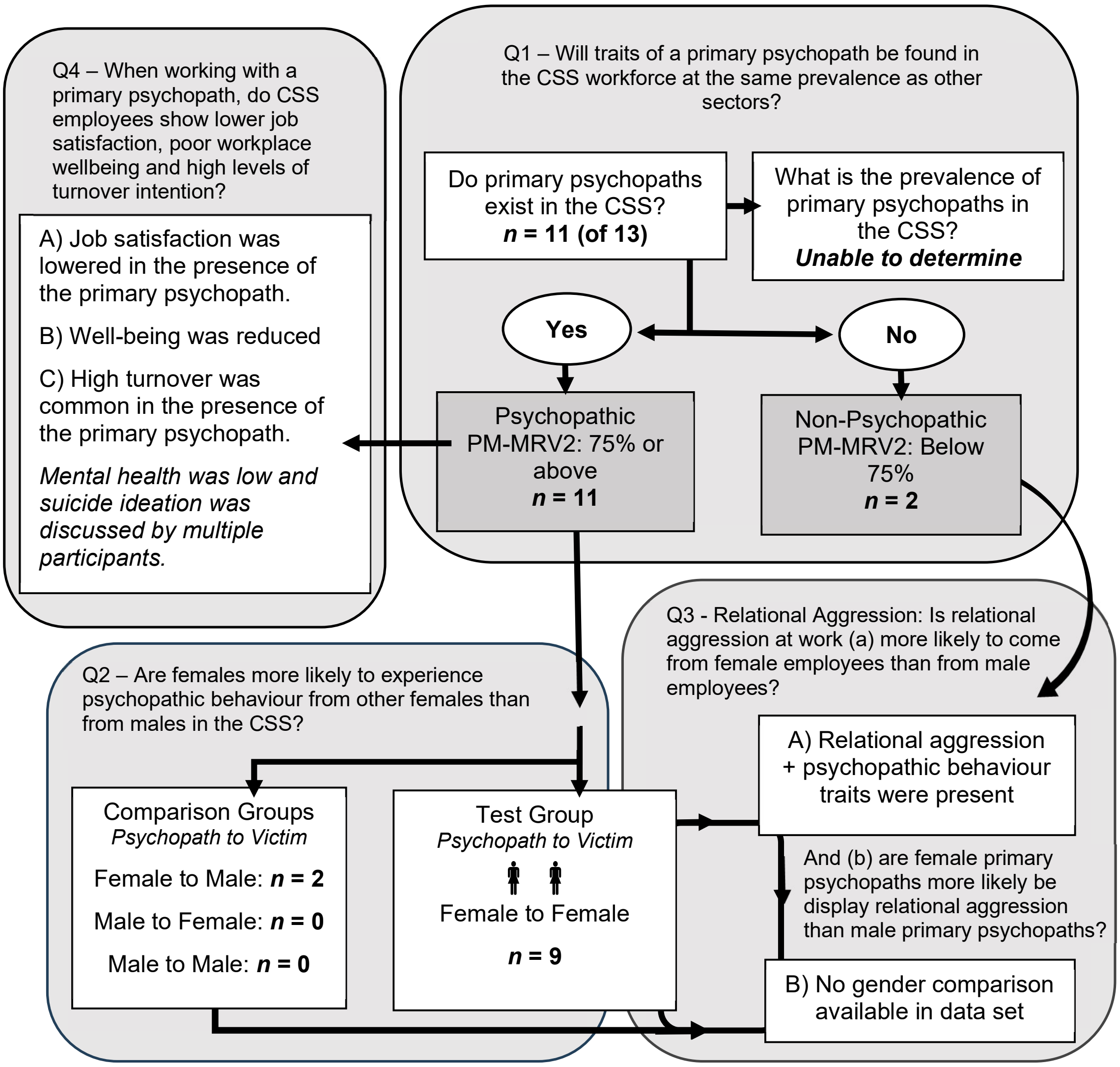

Q4 – When working with a primary psychopath, do CSS employees show lower job satisfaction, poor workplace wellbeing and high levels of turnover intention?
A) Job satisfaction was lowered in the presence of the primary psychopath.
B) Well-being was reduced
C) High turnover was common in the presence of the primary psychopath.
Mental health was low and suicide ideation was discussed by multiple participants.
Q1 – Will traits of a primary psychopath be found in the CSS workforce at the same prevalence as other sectors?
Do primary psychopaths exist in the CSS? n = 11 (of 13)
What is the prevalence of primary psychopaths in the CSS? Unable to determine
Yes
No
Psychopathic PM-MRV2: 75% or above n = 11
Non-Psychopathic PM-MRV2: Below 75% n = 2
Q3 - Relational Aggression: Is relational aggression at work (a) more likely to come from female employees than from male employees?
A) Relational aggression + psychopathic behaviour traits were present
And (b) are female primary psychopaths more likely be display relational aggression than male primary psychopaths?
B) No gender comparison available in data set
Q2 – Are females more likely to experience psychopathic behaviour from other females than from males in the CSS?
Comparison Groups
Psychopath to Victim
Female to Male: n = 2
Male to Female: n = 0
Male to Male: n = 0
Test Group
Psychopath to Victim
Female to Female
n = 9

Figure 7.i Research Question Map – Qualitative Data

7.2.2 Quantitative Data Summary

The quantitative component of this research consisted of 90 questions administered in an online survey throughout Australia with people who work in the Community Services Sector. Of the responses, 72 were used for data analysis of which 47 (65.3%) met the criteria for a primary psychopath (36 female and 11 male difficult colleagues). Hence the quantitative data found primary psychopaths in the Community Services Sector. Female difficult colleagues used relational aggression less when they targeted a male participant, supporting the theory that female psychopaths are more likely to use relational aggression (Czar et al., 2011) as well as females being more likely to use relational aggression with other females (Wynn et al., 2012).

When a participant worked with a female difficult colleague job satisfaction was lower regardless of whether the difficult colleague met the criteria for a psychopath or not. Nevertheless, the results did show that the higher the psychopathic score the lower the job satisfaction score which is in line with other research in this area (Boddy & Taplin, 2016; Čopková & Araňošová, 2020; Sanecka, 2013). When the gender dyad groups are considered, staff turnover was highest when the difficult colleague was female, and the participant was male. Hence males appeared to find it more difficult to work under a female psychopath than other females.

Figure 7.ii demonstrates the quantitative findings against the research questions with the results covered in detail in Chapter 6 – Quantitative Data Analysis.

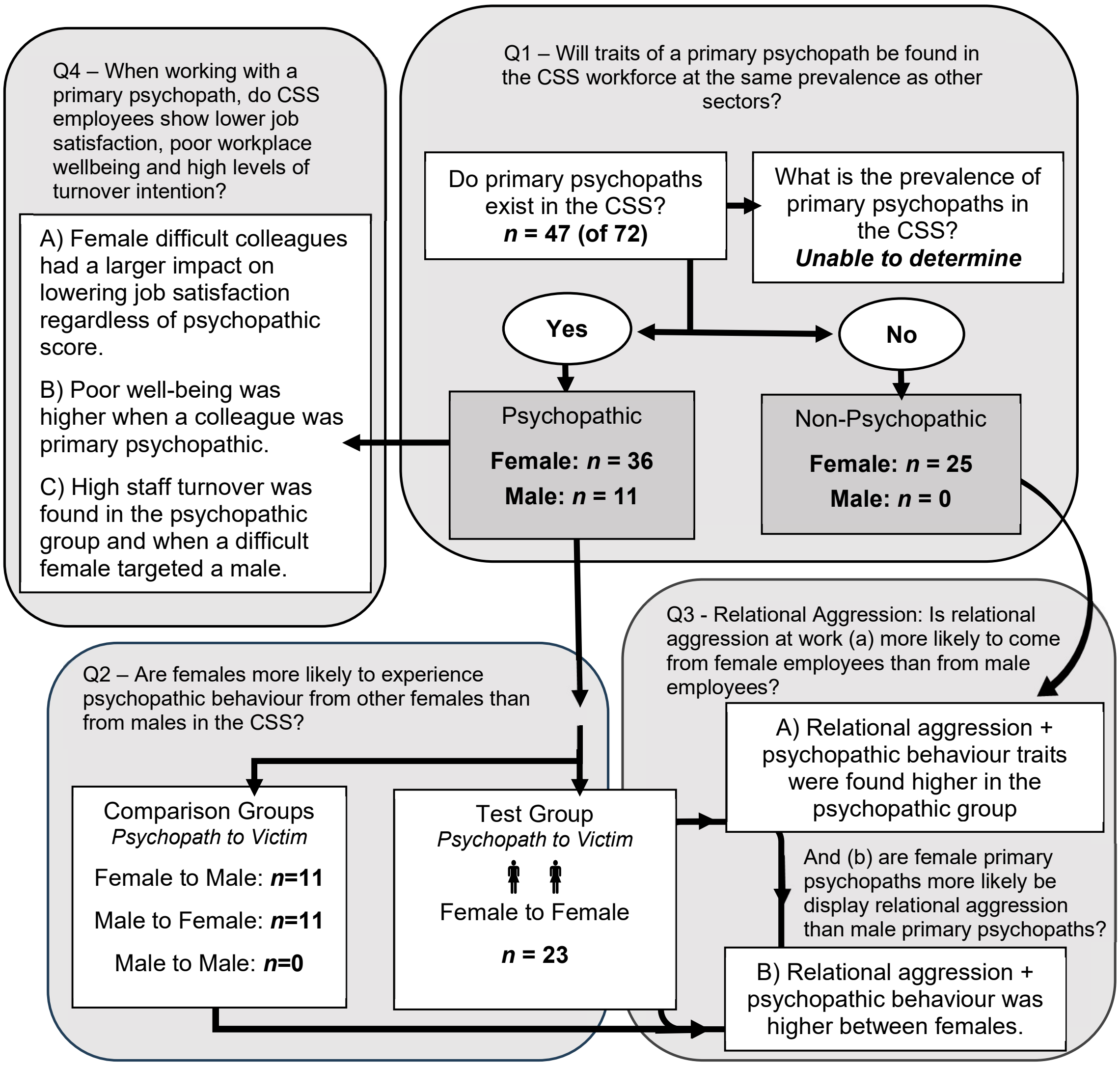

Q4 – When working with a primary psychopath, do CSS employees show lower job satisfaction, poor workplace wellbeing and high levels of turnover intention?
A) Female difficult colleagues had a larger impact on lowering job satisfaction regardless of psychopathic score.
B) Poor well-being was higher when a colleague was primary psychopathic.
C) High staff turnover was found in the psychopathic group and when a difficult female targeted a male.
Q1 – Will traits of a primary psychopath be found in the CSS workforce at the same prevalence as other sectors?
Do primary psychopaths exist in the CSS? n = 47 (of 72)
What is the prevalence of primary psychopaths in the CSS? Unable to determine
Yes
No
Psychopathic
Female: n = 36
Male: n = 11
Non-Psychopathic
Female: n = 25
Male: n = 0
Q3 - Relational Aggression: Is relational aggression at work (a) more likely to come from female employees than from male employees?
A) Relational aggression + psychopathic behaviour traits were found higher in the psychopathic group
And (b) are female primary psychopaths more likely be display relational aggression than male primary psychopaths?
B) Relational aggression + psychopathic behaviour was higher between females.
Q2 – Are females more likely to experience psychopathic behaviour from other females than from males in the CSS?
Comparison Groups
Psychopath to Victim
Female to Male: n=11
Male to Female: n=11
Male to Male: n=0
Test Group
Psychopath to Victim
Female to Female
n = 23

Figure 7.ii Research Question Map – Quantitative Data

7.2.3 Complete Mixed Methods Data Summary

This thesis research project conducted two studies, one qualitative and one quantitative allowing for a mixed methods approach to understanding female primary psychopaths in female dominated industries. Table 7.A provides the combined participant statistics and primary psychopathic results. In combining the participant data, the total number of participant responses was 85 with 67 (78.8%) females and 18 (21.2%) males which is reflective of the gender makeup of the Community Services Sector. The Australian Institute of Health and Welfare (2023) reported the Community Services Sector to be made up of 83% females.

Table 7.A – Combined participant and difficult colleague numbers

		DC = Difficult colleague *P = Participant*	**Qualitative**	**Quantitative**	**Combined Total**
Participants (P)		Number of participants	13	72	85
		Female	11	56	67
		Male	2	16	18
Difficult Colleague (DC)	Female	Number of female difficult colleague	13	61	74
		Primary psychopathic	11	36	47
		Non-psychopathic	2	25	27
	Male	Number of male difficult colleague	0	11	11
		Primary psychopathic	0	11	11
		Non-psychopathic	0	0	0
Dyads	Female to Female	Number of Female (DC) discussed by female (P)	11	45	56
		Primary psychopathic	9	25	34
		Non-psychopathic	2	20	22
	Female to Male	Number of Female (DC) discussed by male (P)	2	16	18
		Primary psychopathic	2	11	13
		Non-psychopathic	0	5	5
	Male to Male	Number of Male (DC) discussed by male (P)	0	0	0
		Primary psychopathic	0	0	0
		Non-psychopathic	0	0	0
	Male to Female	Number of Male (DC) discussed by female (P)	0	11	11
		Primary psychopathic	0	11	11
		Non-psychopathic	0	0	0

The combined data set identifies eleven (*n* = 11) male difficult colleagues of who met the criteria for a primary psychopath. Of the female difficult colleagues identified (*n*=74), 47 (63.5%) met the criteria for a primary psychopath based on the participants responses. As expected, the highest gender dyad in a female dominated industry was female to female conflict with 65.9% (*n* = 56) and female to male 21.2% (*n* = 18) and male to female 12.9% (*n* = 11). There were no responses where the difficult colleague and the participant were both male (i.e. male to male conflict). Nevertheless, these results were able to answer the four (4) Research Question in this study with the combined results shown below.

7.2.4 Mixed Methods Results by Research Question

The results of this study provided answers to the research questions excluding the prevalence of female primary psychopaths in the Community Services Sector. Studies suggest that helping professions such as the Community Services Sector do not necessarily attract individuals who have primary psychopathic traits (Čopková & Janitorová, 2021). However, Čopková and Janitorová (2021) suggested they may seek helping professions to boost their own ego and gain power over vulnerable people controlling the resources they receive. Community Service Organisations provide both therapeutic and physical support and it’s the opportunity to provide life resources such as housing, food and clothing which may give workers a sense of power and control over another. Therefore, with this in mind it is less unlikely than expected. Even in a therapy setting there is a clear power imbalance between the client and the therapist placing Community Service professionals in a position of power. Hence the notion that a primary psychopath would not be interested in occupying a Community Service role is more likely than not.

7.2.4.1 Research Question 1: Primary Psychopaths

Community Service Workers with the traits of a primary psychopath were found in the Community Services Sector Workforce at a higher rate than expected. However, prevalence compared to other sector was not considered given the number of participants, with a larger sample needed to answer this question. Nevertheless, it was clear that primary psychopaths were present in the Community Services Sector based on the perceptions and observations of colleagues. More recent research into the Community Services Sector and heroism (Bronchain et al., 2020; Čopková & Janitorová, 2021) provides some context as to why primary psychopaths would seek out roles in helping professions providing them with power and control over their fellow human beings. Much of the research into this field has been in the corporate field with a focus more on obtaining employment in a position of power and financial remuneration including fraud. Hence it may be useful for future research to focus on power and control with less focus on the professional or career status and more on the power a position held.

Power alone does not suggest that someone has psychopathic traits. However, people in positions of power could be labelled as psychopathic due to the nature of the role they hold within an organisation or in society. Hence it is worth considering how beneficial labelling a person as psychopathic can be, given the negative connotations associated with the term. Tamatea (2022) suggests the psychopathic stereotype be refrained as a health issue rather than a behavioural concern. They further suggest that the term comes with a negative stigma which can result in a person feeling rejected and that it oversimplifies what is a complex problem (Tamatea, 2022). Moreover, some researchers have suggested that psychopathic behaviours may simply be a response to past abuse (Colins, et al., 2017 & Hicks, et al., 2010) and therefore labelling a potential victim (past or present) could be harmful. Nevertheless, regardless of the label or its origins it is still clear that psychopathic behaviour can be damaging and awareness for organisations remains important.

7.2.4.2 Research Question 2: Female Primary Psychopaths

There is no denying that males and females are different and therefore it is unsurprising that gender plays a role in the manifestation of primary psychopathy (Czar et al., 2011; Kreis & Cooke, 2011; Ray & Ray, 1982). This study sought to learn more about gender differences in primary psychopathy in female dominated industry and how female primary psychopaths target colleagues and in particular other females. Studies have shown that females are more likely to bully other females than males in the workplace (Faniko et al., 2021; Gabriel et al., 2018; Sheppard & Aquino, 2013). In this study, females were more likely to experience primary psychopathic behaviour from other females than from males, supporting Question 2. Although there was some expectation of female-to-female conflict in a female dominated industry the extent and impact of the interactions was beyond expectations. The long-term psychological impact on some participants demonstrated the life threating effect of a female primary psychopath. The use of covert tactics such as relational aggression and gaslighting left victims in a position where they could not prove the psychopathic behaviour beyond victim perception. This was further exacerbated by the female primary psychopath’s ability to charm key personnel and management and making themselves appear indispensable. Studies which explore female tactics and how to measure them would provide a clearer understand of the issue and a better ability to recognise difficult and damaging behaviours such as relational aggression.

7.2.4.3 Research Question 3: Relational Aggression

Relational aggression has been recognised as a predominately female behaviour (Crick & Grotpeter, 1995; Dellasega et al., 2014) and this was also demonstrated in the findings of this study. This study found relational aggression was at its highest when a female primary psychopath targeted a female colleague. Interestingly females were less likely to use relational aggression when they targeted a male colleague. This can be explained by the females greater need to be liked and socialise in the workplace (Sheppard & Aquino, 2017). Males are less concerned about workplace socialisation and friendships, however when a male difficult colleague was in the primary psychopathic group, they did use relational aggression when targeting a female colleague. It is possible that the male primary psychopath recognised the most damaging behaviour for a female colleague is the damaging of social status. This additionally contributed to the lowering of job satisfaction, increasing of turnover and absenteeism both as a means of avoidance and as a coping strategy. Nevertheless, female primary psychopaths remain the most likely to use relational aggression as a bullying tactic. Hence, relational aggression at work is more likely to come from female employees than from male employees, which was supported in the findings of this study.

Part two of research question three explored whether female primary psychopathic behaviour will more likely be displayed as relational aggression than male primary psychopathic behaviour and this was supported. Given there was no dyad group which consisted of male difficult colleagues which were non psychopathic (NP-M to M and NP-M to F), there was an inability to compare male difficult colleague behaviour between primary psychopathic and non-psychopathic groups. However, it can be assumed that females are more likely to use relational aggression than males as per previous studies (Czar et al., 2011; White, 2015; Wynn et al., 2012) with relational aggression also remaining high in the non-psychopathic group. This is in line with Heym et al. (2019) who suggested that relational aggression was not necessarily influenced by gender. Given the high use of relational aggression in this study both for the psychopathic and non-psychopathic groups, this suggests that one may not necessarily be related to the other. Relational aggression could simply be just a tool the psychopath employs such as charm and manipulation but are not necessarily a predictor of psychopathy. Nevertheless, bullying from a primary psychopath can come in many forms all of which impact a colleague's job satisfaction.

7.2.4.4 Research Question 4: Job Satisfaction

Female primary psychopaths who targeted female colleagues had the largest impact on their job satisfaction. This in part could be due to the use of relational aggression and the notion that there is an expectation that females will support other females (Sobczak, 2018). Males were less effected by the female primary psychopath, and this was found in both the qualitative and quantitative data and described in detailed by the qualitative data. The male participants discussed their ability to distance themselves from the female primary psychopath without repercussion. One participant spoke of a colleague who made himself useless to the female primary psychopath and therefore she left him alone as he no longer held resources she needed to succeed. Nonetheless when a female target tries to distance themselves from a female primary psychopath this is seen as a form of relational aggression by the psychopath. One of the most harmful behaviours for a female is to be rejected socially (Chesler, 2009) and therefore female victims are less able to distance themselves from the female primary psychopath. Additionally, from a job satisfaction perspective female job satisfaction was at its lowest when a female was targeted by a male primary psychopath. Demonstrating that gender plays a key role in influencing job satisfaction including poor workplace well-being and high levels of turnover intention.

Not all researchers agree that gender plays a role in job satisfaction, nor can psychopathy alone predict employee turnover. Sypniewska (2014) conducted a job satisfaction study finding that well-being in the workplace is influenced by many factors and not just personal interactions. They instead suggest that positive relationships between colleagues can only be built when employees are satisfied at work and that the main influences are job stability and the type of work undertaken. They do suggest that relationships with colleagues do play a role but are not the most important factor in job satisfaction and turnover intention. Moreover, other studies have concluded that support and encouragement from management as well as a satisfactory remuneration for the work undertaken are a better indicator of why employees stay with an organisation (Tnay, Othman, Siong & Lim, 2013). Neither Sypniewska (2014) nor Tnay et al. (2013) raised bullying in the workplace as an influencer of job satisfaction and turnover intention. Hence it would be naive to consider the influence of a primary psychopath in isolation. Instead, an organisation should also consider a range of other environmental factors which influence both the potential psychopath and the identified target.

Table 7.B and Figure 7.iii provide a combined summary of the findings against the research questions.

Table 7.B Summary of questions by data type

Research Question	Qualitative Data	Quantitative data
Q1 - Will traits of a primary psychopath be found in the Community Services Sector workforce at the same prevalence as other sectors?	People with primary psychopathic traits were found in the CSS. Prevalence could not be measured in this data set.	Primary Psychopaths were found in the Community Services Sector. 65% of difficult colleagues discussed met primary psychopathic criteria.
Q2 - Are females more likely to experience psychopathic behaviour from other females than from males in the Community Services Sector?	Females were more likely to experience psychopathic behaviours from other women. Only one participant talked about a male who did not meet the psychopathic criteria.	Females were more likely to have experienced primary psychopathic behaviours from other females.
Q3a - Is relational aggression at work: (a) more likely to come from female employees than from male employees?	No comparison data set	Relational aggression was higher between female primary psychopaths and female employees.
Q3b - Is relational aggression at work: (b) are female primary psychopaths more likely be display relational aggression than male primary psychopaths?		Relational aggression was higher in the primary psychopathic group than the non-psychopathic group.
Q4 - When working with a primary psychopath, do Community Services Sector employees show: (a) lower job satisfaction, (b) poor workplace wellbeing and (c) high levels of turnover intention?	Job satisfaction was very low, and this changed significantly from before working with the female primary psychopath. Turnover was high and suicide ideation was a common response.	Female difficult colleagues had a larger effect on overall job satisfaction regardless of psychopathic level. Workplace wellbeing was higher in the primary psychopathic group. Turnover was at its highest when a female targeted a male.

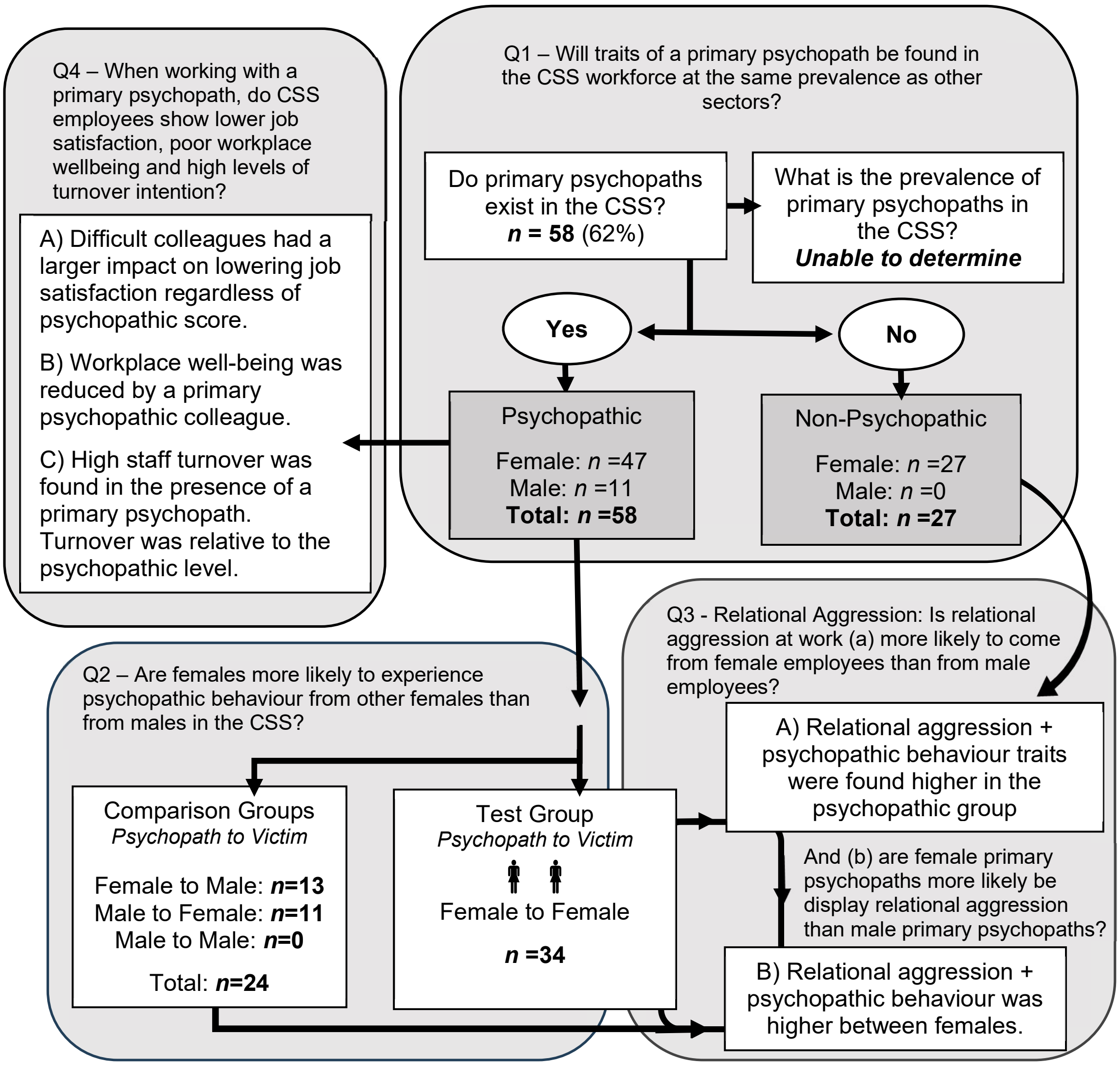

Q4 – When working with a primary psychopath, do CSS employees show lower job satisfaction, poor workplace wellbeing and high levels of turnover intention?
A) Difficult colleagues had a larger impact on lowering job satisfaction regardless of psychopathic score.
B) Workplace well-being was reduced by a primary psychopathic colleague.
C) High staff turnover was found in the presence of a primary psychopath. Turnover was relative to the psychopathic level.
Q1 – Will traits of a primary psychopath be found in the CSS workforce at the same prevalence as other sectors?
Do primary psychopaths exist in the CSS? n = 58 (62%)
What is the prevalence of primary psychopaths in the CSS? Unable to determine
Yes
No
Psychopathic
Female: n =47
Male: n =11
Total: n =58
Non-Psychopathic
Female: n =27
Male: n =0
Total: n =27
Q2 – Are females more likely to experience psychopathic behaviour from other females than from males in the CSS?
Comparison Groups
Psychopath to Victim
Female to Male: n=13
Male to Female: n=11
Male to Male: n=0
Total: n=24
Test Group
Psychopath to Victim
Female to Female
n =34
Q3 - Relational Aggression: Is relational aggression at work (a) more likely to come from female employees than from male employees?
A) Relational aggression + psychopathic behaviour traits were found higher in the psychopathic group
And (b) are female primary psychopaths more likely be display relational aggression than male primary psychopaths?
B) Relational aggression + psychopathic behaviour was higher between females.

Figure 7.iii – Research question map – Combined data

7.3 Interpretation of the Findings

The findings of this study identified several important outcomes for consideration by the reader. These key original findings will be outlined below starting with a restating of the aim and objectives of this study.

7.3.1 Achieving the Research Aim

The aim of this study was to determine if female primary psychopaths are present in the Community Services Sector and if so, how they impact on the workforce. This aim was achieved through the mixed methods in-depth approach to understanding the issue of female primary psychopaths in the Community Services Sector. Female primary psychopaths were found to a greater degree than anticipated in this study, however prevalence could not be determined.

7.3.2 Prevalence of Female Primary Psychopaths

Objective 2 in this study was “*to determine the prevalence of female psychopathic behaviour in the Community Services Sector employees*”. However, this objective was abandoned once the data was collected for two key reasons; 1 – the sample size was too small to make generalisable assumptions about prevalence and 2 – the participant group were concentrated in Tasmania.

Past studies have suggested that female psychopaths occur at a lower rate than males. Studies into primary psychopaths suggest the prevalence to range from 3.7% for males to 0.9% for females (Coid et al., 2012), while others suggest that figures maybe up to 3% for males and 0.5% for females (Clarke, 2005). A study in Sweden which assessed 2,500 university students put the figure as high as 12.9% for males and 12.4% for females (Colins et al., 2017). The discrepancy in these findings is suggested to be the result of psychopathy scales neglecting gender differences in their measurement (Kreis & Cooke, 2011). Hence this poses an issue when identifying primary psychopaths in female dominated industries.

7.3.3 Female Dominated Industry

The Community Services Sector was selected for the quantitative data collection component of this thesis as a female dominated industry which has not experienced much attention and research when it comes to difficult behaviours in the workforce. With 78% of participants identifying as female and the sector is said to be 80% female (AIHW, 2021) an appropriate gender sample was acquired for the survey. Unfortunately, sample numbers were lower than expected (*n* =72) with the original expectation of 200-300 participants nationally in Australia. Although it was difficult to recruit participants the data collected appeared rich enough that combined with the qualitative data from the in-depth interviews there was enough data to answer the research questions.

Most participants were located in Tasmania (70%) and although it itself was not an issue as the study was not doing a location comparison, if differences were present then this would have changed the outcome of data analysis. Dividing the data into two groups (primary psychopathic and non-psychopath difficult colleagues) provided a solid comparison across the data. Interestingly all male difficult colleagues met the psychopathic criteria (PM-MRV2) yet only 60% of the female difficult colleagues met the criteria. Nevertheless, the participant still identified the colleague as difficult. It is important to consider two things: did the female not meet the criteria due to the tools? Or did they not meet the criteria because a colleague could be difficult but not psychopathic? Therefore, there are two factors which need exploration, the scales and the participant perception.

7.3.4 Perception Bias

No profession is immune from individuals who seek to control and harm others for personal gain and the Community Service Sector is no exception, providing the opportunity to have power over vulnerable people (Čopková & Araňošová, 2020). On the balance of probability, you would expect the Community Services Sector to have some psychopaths within the workforce and this was certainly what was found in this study. However, one of the key issues with asking one person to assess another is the perception bias, with primary psychopathic scoring not taking into consideration other external and environmental factors. Moreover, in a female dominated industry you also encounter the issue of females rating other females more harshly than they rate males (Chesler, 2009). This begs the question of whether all the females who met the primary psychopathic criteria are actual primary psychopaths. Therefore, to truly know if a difficult colleague is indeed a psychopath and not just difficult, they would need to be observed and rated by multiple people over time. Nevertheless, it is still likely that one or more female primary psychopaths were assessed correctly and that they were as difficult and as damaging as they appeared. Regardless of whether the female difficult colleague met the threshold to be classed as psychopathic the impact was still highly damaging to the participant in the study and this impact is still relevant. Moreover, the impact on the workforce is what matters and the broader understanding of the role of gender dominance on workplace well-being.

7.3.5 Male Employees in the Community Services Sector

In Australia, the Community Services Sector has a workforce that is only 20% male (AIHW, 2023). This study did not seek to speculate on the reasons for low numbers of males in the Community Services Sector. However, it is safe to assume that males who seek out a role in the sector take pleasure in helping others in need. This was reflected in the lower self-report primary psychopathy scores in male participants. Where the male was a difficult colleague identified by the participant the primary psychopathic mean scores were lower than those for female primary psychopathic difficult colleagues. This contradicts previous research which shows that males are known to score higher on psychopathic scales than females (Kreis & Cooke, 2011).

Hence given the lower psychopathy scores for males in the Community Services Sector suggests males in the sector do not reflect the broader population. Therefore, helping professions high in females would benefit from having male employees low in primary psychopathy.

In addition to lower levels of primary psychopathy in male Community Service employees they also appear to be more skilled at distancing themselves from females in the workplace. This appears to be a gender difference in social expectations with females having a higher need to be liked and have and maintain friendships in the workplace (Chesler, 2009). This distancing behaviour appears to assist male employees to cope better with female primary psychopathic colleagues. In the qualitative interviews one participant spoke of a male colleague who he watched make himself unimportant to the female primary psychopath leading to her ceasing her bullying behaviour toward him. Recognising this dynamic in other types of workplaces may be useful in understanding the importance of coping with workplace psychopaths. Making oneself worthless to a psychopath by holding no resources they need may be a useful strategy for dealing with female primary psychopaths.

7.4 Conclusion

Female primary psychopaths exist in the Community Services Sector and the impact on colleagues who work alongside these psychopaths is detrimental. Reports of suicide ideation, deep depression and depleted job satisfaction demonstrated the dire impact of working with a female primary psychopath. Females working alongside other females seek support and friendship yet in some cases find that what started as a positive relationship turns destructive. This can be the result of the toxic or difficult female holding traits of a primary psychopath seeking to serve their own self-interests. This behaviour is not ordinarily expected in the Community Services Sector, however when considering the power and control a worker has over client’s mental health and access to resources it is less surprising. Nevertheless, the importance of understanding how a female primary psychopath impacts the workforce can assist in reducing the psychological impact on workers who are already conducting difficult work. Hence ongoing research into this field is essential.

8 - CONCLUSION

8.1 Introduction

Primary psychopaths are found in all facets of life and in all cultures through history. They may not have always been referred to in this manner, but they have existed as tyrants, dictators, leaders, and Politicians. Many successful people have achieved greatness through "*win at all costs*" behaviour that lacks empathy and personal responsibility. As much as the research agrees that primary psychopaths exist, the actual prevalence continues to elude researchers. However, if observational methods can be relied upon, primary psychopaths exist in the Community Services Sector at a rate beyond expectations. With 68.2% of difficult colleagues discussed in this research, meeting the criteria for a primary psychopath. Nevertheless, it would be foolish to assume that this is a reflection of overall prevalence in the Community Services Sector because even in large scale studies the highest reported figure is 12% (Colins et al., 2017). Hence these results should be treated with caution and seen more as a reflection of the issue rather than a statement of prevalence in the Community Services Sector. Hence with certainty we can only assume that primary psychopaths exist in the Community Services Sector and that prevalence continues to elude researchers. Hence mitigation of the issue in a Community Services Sector workplace should be considered an important factor to protect employees from workplace psychological and emotional harm.

8.2 Primary vs Secondary Psychopathy

Consider if you could call both a serial killer and a professional employee, polar ends of a psychopathic spectrum? A serial killer or secondary psychopath usually does their own dirty work whereas a primary psychopath uses manipulation, gaslighting and relational aggression to the point of victims self-killing or considering suicide. Suicide ideation because of bullying behaviour by a female primary psychopath was a common sentiment from victims in this study. Leaving the female primary psychopath with essentially clean hands. Therefore, it could be stated that both a primary and secondary psychopath can take a life just in different ways. This begs the question about the overlap and definitions of primary and secondary psychopathy and how gender plays a role in the approach and outcome for a victim. Females appear to be better at psychological manipulation, using relational aggression as a key tactic. Males are less covert about bullying behaviour. These differences are relevant when looking at how psychopathy are measured with current tools. Scales which continue to be based on work with males will continue to miss key behaviour in females.

8.2.1 Dynamics of Primary Psychopathy

The findings of this study solidify the notion of primary psychopaths in helping fields and that individuals who work to assist others are not necessarily altruistic. This adds further weight to the existence of female psychopaths in helping industries given they are predominately delivered by females. However, this study went beyond understanding the behaviours and impact of working with primary psychopaths and highlighted the bigger issues of female to female bullying even in the absence of psychopathy. This study further highlighted the problem of how females and males rate each other and saw female participants view their same gender colleagues more harshly. The presence of relational aggression posed a larger concern given it appeared more related to gender than psychopathy. Nevertheless, relational aggression did remain higher where psychopathic traits were present. Hence understanding the dynamics of psychopathy and gender can assist organisations to better manage workforce well-being.

8.2.2 Importance for Organisational Policy

Community Service Organisations have long struggled with how to manage difficult behaviour in the workplace. With a greater focus on workplace well-being and psychological safety in recent years. Research suggests that targeted policies which clearly identify how to manage workplace bullying behaviour can provide some protection for an organisation and its employees (Khan, Cristofaro, Chughtai and Baiocco, 2023). This study provides valuable insight into the behaviours and impact of primary psychopaths in the workplace and applying these findings can allow for organisations to be better prepared to manage personality issues. This may include being mindful of gender dynamics in the workplace including the concern of female-to-female bullying in female dominated industries. With this understanding, risks can be better mitigated by ensuring a gender balance in these industries i.e. an increase in males in female dominated teams. Further to this an organisation may consider making better use of the probationary processes when recruiting new staff to ensure that they avoid making a difficult employee permanent. Permanency in the workplace makes it more challenging to remove a psychopathic individual. Moreover, increasing organisational knowledge around workplace psychopaths will provide vital awareness for future decision making and protect employees of psychological harm.

8.3 Limitations

Several limitations were identified including the absence of a male-to-male dyad, low participant numbers, high volume of Tasmanian participants and the absence of comparison industries. These limitations covered both the qualitative and quantitative data collection with an explanation of their influence on the findings detailed below.

8.3.1 Number of Participants

In the qualitative study, the number of participants posed some limitation to the results even though data saturation was reached. Further interviews looking at male psychopathic behaviour in the Community Services Sector may have provided comparison data to assist in the analysis. Comparison data could have also included more information on female-to-female conflict in the industry and how it manifests in a helping profession. This may have been possible if participants were recruited based on being bullied or having poor job satisfaction by softening the language used in recruitment.

Recruitment of quantitative participants was more challenging than anticipated. The decision early in the design of this research project to include Australia wide participants, was made with the hope of increasing survey respondents and providing the opportunity to compare states and territories. Nevertheless, even with the broadening of the participant scope, recruitment of participants created a challenge. One potential reason for this is the focus on working with difficult colleagues and therefore anyone who had not had a bad experience may have not participated. Further to this, the challenging work undertaken in the Community Services Sector as well as time constraints may have influenced a person’s decision to participate. This was demonstrated in the number of incomplete survey responses. However, the participant numbers were less of an issue for the qualitative data collection which was assisted by focusing recruitment in Tasmania. Yet this state focus flowed into the quantitative data collection which meant the majority of participants resided in Tasmania.

8.3.2 Tasmanian Context

Tasmania has a high volume of rural and remote community attributes, which potentially could have influenced the findings of this study. Rural and remote communities are usually closer and have greater ties to each other including knowing personal information which can be useful for a psychopath. With a high number of Tasmanian participants, the ability to generalise the findings of this study could be hindered. Nevertheless, given the focus of this study seeking to better understand the impact of female primary psychopaths and not the psychopaths themselves this limitation has been potentially overcome. Moreover, this limitation would have been more of a concern if the prevalence research question was answered. Yet this was not the case given the high prevalence of female primary psychopaths shown in this study. Therefore, the data in this study became less reliant on the number of participants and more on the number of female primary psychopaths so that they data became richer than anticipated. Hence this study concludes with making recommendations for future research.

The participants were recruited in Tasmania where the PhD student resides. This was done to allow for face-to-face conversations to occur given the sensitive nature of the subject and the likelihood of the participant becoming emotional during the discussion. However, the small-town nature of Tasmania posed an issue for generalisability of the findings as they relate to the Community Services Sector. In other states and higher populated areas, nepotism and friendships within the sector may pose less of a barrier to professional success and failure. It was clear during the discussions that multiple participants knew the clear handful of difficult, possibly primary psychopathic females who work in the sector throughout Tasmania. This poses a serious issue for people who have been victims of a primary psychopath as they can locate and continue to harass the target long after they leave the workplace.

When reviewing the interviews, concern for the issue to appear larger than it is was considered, with a number of participants leaving the state or stating they would no longer work in the Community Services Sector in Tasmania. This was the result of contact with a primary psychopath in such a small state and sector, becoming hard to escape once they moved to a different organisation or region in Tasmania. For example, in one case the participant discussed how the psychopathic team leader knowing her new manager led to the problems she faced at her previous employment following her to her new employment. It is hard to definitively assume from one side of the story whether the two managers colluded and that the first (primary psychopathic team leader) influenced the second manager in anyway and to what degree. Nevertheless, the participant spoke of how the new manager and herself appeared to get along until the association between the psychopathic manager and the new manager became known. This does also not account for the change in behaviour by the participant as a result of this information which could have changed the behaviour of the new manager. Regardless this was a very serious case of bullying in both instances where at the second workplace the participant talked about being suicidal resulting in hospitalisation for attempting to take her life as a direct result of workplace bullying behaviour.

8.3.3 Absence of Male-to-Male Dyad

In the data collection component of this study the participants were both male and female with a higher concentration of female participants. This is reflective of the Community Services Sector as a female dominated industry. Nevertheless, when considering the created gender dyads (female (difficult colleague) to female (participant), female (difficult colleague) to male (participant) and male (difficult colleague) to female (participant)) all gender elements were included bar one; male (difficult colleague) to male (participant). This limitation removed the ability to compare male to male conflict against other gender dyads. Nevertheless, this may have reflected the industry and the types of males who choose to enter helping professions. Or it could simply be that primary psychopathic behaviour from males in the Community Services Sector is much lower than from and females. This is where a comparison with other industries which are mixed gender and male dominated could have provided further opportunity for study context and comparison.

8.3.4 Single Industry Study

The purpose of this research project was to identify and consider the impact of female primary psychopaths and how to differentiate between them and their male counterparts. A female dominated industry with a focus on caring for others was chosen as a test industry. Female dominated industries such as the Community Service Sector provide an opportunity to better understand the issue in an industry which has not been widely explored on the topic of female primary psychopaths. It may have been useful to compare the Community Services Sector to other industries high in females such as retail, hairdressing, nursing, and childcare. This may have provided a clearer picture of how female primary psychopaths interact in different workplaces, if at all. Moreover, this would have provided further opportunity to consider the prevalence rate across industry. Hence further research is needed in exploring the issue in female primary psychopaths regardless of the industry.

This study did not seek to provide comparisons between the Community Services Sector and other employment industries. However, in considering the findings of this study a realisation that a comparison could have provided further insight to the findings was contemplated. The ability to compare the study findings could have allowed for deeper conclusions about why female primary psychopathy appeared so high in this study. Comparison work groups would have allowed for a more detailed understanding of how male primary psychopathic behaviour changes depending on the work type and workplace gender balance or imbalance. Nevertheless, this may also have befallen the same fate as this study where adequate numbers in any one industry may have not been sufficient to make generalisable assumptions.

8.3.5 One Perception

The semi-structured, in-depth interviews provided some vital insight into workplace issues when psychopathic behaviour is present, however the issue with these insights is they only provide one side of the story and one person’s perception of the situation. One participant even said, “*we are all the hero in our own story*”, who appeared to be the most insightful in understanding that we all have the capacity to behave poorly in the right circumstances. This level of self-insight and lack of external blame appeared to provide a mediating factor for the impact of the psychopathic behaviour on the participant. However not all the participants were able to see the role they played in the interactions with others. It may have been beneficial to seek multiple points of view about the same difficult colleague or to enquire with the participant about their behaviour.

There was however some mitigation of this issue with the discovery of three interviews discussing the same person with all three coming from a different relationship (peer, network peer and supervisor). In each interview the toxic person met the criteria for psychopathy with very similar scores across each (PM-MRV2 scores across participants were 100, 90 and 90 out of 100). This provided some mitigation and peace of mind that the results may be similar from multiple perspectives. Nevertheless, future research would benefit from a multiple experience response. If this cannot be gained through interviews due to the confidentiality and avoidance of labelling a person a primary psychopath a researcher may be better placed to examine legal cases of female primary psychopathic behaviour in the workplace were multiple interviews including with the primary psychopathic person are made public.

8.4 Recommendations for Future Research

There continues to be a need for research into primary psychopaths in the workplace. This is even more evident for females given the rise in women in high level positions and the current lack of understanding the role gender plays in the demonstration of primary psychopaths in the workplace.

8.4.1 Future Directions from Academic Literature

Research into females who display primary psychopathic behaviour is increasing. Yet more research is needed with a specific focus on non-gender biased assessment tools and criteria to ensure a true picture of the issue of psychopathic behaviour at work. Nevertheless, the consideration of gender, primary psychopathy and how it manifests has only been discussed in terms of males and females, with no studies looking at individuals as another gender (i.e. transgender, androgynous etc). However, this is not surprising given the fact that females have not long been considered as having the potential to be psychopathic and additional genders beyond male and female are a newer concept, yet important to consider in future studies.

8.4.2 More Mixed Methods Approaches

Less than 10% of papers reviewed in the systematic literature review (Chapter 2) used mixed method approaches which are known to provide a broader in-depth understanding of a topic. The rich data which can be gained from a study which gathers both qualitative and quantitative data is well known (Lee et al., 2022), yet many of the studies examined in this paper only used surveys. Moreover, many of the studies had small sample sizes or student populations which are often not generalisable. Therefore, the reviewed literature did not provide the rich data and generalisable participant groups needed to gain a clear understanding of the topic of primary psychopaths in the workplace.

8.4.3 Increased Emphasis in Female Dominated Industries

Much of the research on primary psychopaths in the workplace has focused heavily on male dominated business, corporate and financial industries with minor focus in female dominated industries such as childcare and health services. It may be that this is due to the fact that primary psychopaths in these industries are not seen as an issue worth exploring or that the lack of research in these areas is hiding a deeper issue. Hence further research in female dominated industries is needed.

8.4.4 Large Scale Quantitative Study

The reviewed literature used a large variety of industries as participant groups which made it difficult to understand the concept in terms of area of employment beyond individual studies. Additionally, a quarter of the studies in the literature review, used university students rather than real work life experiences of primary psychopathic behaviour. This has led to research being unable to accurately record the prevalence levels in the community with a reliance on quantitative methods which require victims and observers to rate the behaviour of others. Nonetheless, some studies did apply self-report methods to capture the psychopath and better understand the behaviours and responses to different scenarios. More large-scale studies which gather data from the general population beyond university students would allow for a greater understanding of the issue based on both gender and industry of employment. This would include industries such as helping professions where primary psychopaths would be unexpected.

8.4.5 Heroism and Primary Psychopathy

The Community Services Sector has long been called a helping profession and has been known to attract people who wish to help those in need. These employees often have high levels of empathy not seen in a primary psychopath. However a few recent studies have suggested that this is a naive view and that industries and professions which assist people in need may attract individuals who seek to gain power over others (Bronchain et al., 2020; Čopková & Janitorová, 2021). Being the hero or the saviour to another can feed the ego of a person with dark personalities traits such as psychopathy and narcissism (Bronchain et al., 2020; Čopková & Araňošová, 2020). Čopková (2022) found workers in helping professions scored significantly higher than expected when examining healthcare and rescue workers relating this to the notion of power of the person they are helping. These findings provide some explanation for the high number of primary psychopaths found in this Community Services Sector study. Therefore further exploration may be useful in the context of the comparable findings from Čopková (2022). However, it is important not to lose sight of gender differences within the context of helping professions and how male and female primary psychopaths demonstrate these traits.

8.4.6 Males using Relational Aggression to Bully Females

In the present study, the use of relational aggression by female primary psychopaths was explored, findings that females used this approach to a greater degree. However, what was also found was that when the victim was female and the primary psychopath was male, the psychopath also used these tactics. Further research which explores if this is a calculated gendered response with the male primary psychopath recognising that relational aggression will cause greater harm to a female victim. Given that no male-to-male conflict dyad was obtain only minimal inferences could be made and hence further research into this tactic is required.

8.4.7 Measurement of Female Covert Tactics

Psychopathic tactics can be gender specific with many studies recognising that females are more covert in their targeted behaviour (Coyne & Thomas, 2008; Crothers et al., 2009; Harvey, 2018). As discussed early on in this thesis many of the assessment tools lack criteria for measuring female primary psychopaths. This is in part due to the fact that females will often apply tactics which are hard to identify and measure because of their secrecy. Further research to better understand this issue so that covert behaviours such as relational aggression can be measured and managed in a workplace would assist in improving workplace well-being.

8.5 Conclusion

Workplace well-being is essential for employees to experience a psychological healthy environment in which employees can thrive. However, although this sounds simple in practice the idiosyncrasies of covert and manipulative behaviour such as that of a female primary psychopath can be difficult to identify and manage. Continuing high level research into this issue is needed to better understand this behaviour in the general population to improve workplace culture and experiences.

In concluding this PhD thesis, I would like to share a quote from an interview participant who holds a level of empathy when working with clients that allows her to see inside someone metaphorically. This female participant embraced the courage to respectfully confront the female primary psychopath in the hope she could help her change her behaviour. When she confronted the female primary psychopath (who scored 100% on the primary psychopathy scale) the psychopath cried with words of apology, yet this appeared to be an act. This participant explanation of this situation perfectly describes what it is like to encounter a female primary psychopath:

> *"…you sort of reach into someone a little bit like you reach into their space and you try and sense want's behind their words, or their intentionality, or the feeling that you're getting, … usually you might find a whole bunch of stuff, … even if people are hiding something, there's a feeling of that, … that they're putting it behind something else. What I got, when I talked to (her) … was like a white cloudy mist. And I didn't know how far it went. I sort of would reach into it. You might … find something you think, "Oh, what's that.., a feeling she's trying to hide in there". (But) it was totally empty, like it was creepy, empty... and there would just be this sense of … emptiness, because the mist did kind of fill it up. (I) felt entirely lost. There was no directionality, there was no deliberate walls. It was just misty, and it didn't seem to have a finish…monsters live in mist"* (Female participant quote about female peer: PM-MRV Score 100/100)

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10 - APPENDIX

App #	Page(s)	Name
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Appendix A

Research Papers included in full text review in order of publication year.

Author/s	*Method or Type*	*Participant Group**	*Country*	*Findings*

Joseph (1960)	Case Study	n=1
		M=1
			United Kingdom	A case study on a non-clinical psychopath treated for three years. His dissatisfaction was increased by guilt, and he was unable to tolerate frustration and anxiety.

Ray and Ray (1982)	Survey (self-report)	n=128
		M=93
		F=35
			Australia	No gender differences were observed. Psychopathic traits in the general population were associated with Machiavellianism, positive self-perception, toughness, reduced anxiety, and poorer education. Psychopathy can be a good thing, with outsiders seeing psychopathic traits as the ideal self-concept.

Babiak (1995)	Case Study (observation)	n=1
		M=1
			USA	A case study of a successful industrial psychopath; Dave. Dave was observed over a year by workers. When an organisation is undergoing change, they look to individuals who are willing to step up and get the work done or appear to, allowing a psychopath to hide behind the changes.

Board and Fritzon (2005)	Psychological Assessment	n=39
		M=39
			United Kingdom	Senior managers were comparable to the mental health and criminal psychopathic groups showing elements of deviant behaviour and impulsivity.

MacNeil and Holden (2006)	Survey (self-report)	n=200
		M=48
		F=152
			Canada	Psychopathy does not enhance faking and therefore self-report measures are suitable for psychopaths.

Coyne and Thomas (2008)	Survey (self-report)	n=234
		M=59
		F=174
			United Kingdom	Primary psychopaths relate to direct and indirect aggression as well as cheating.

Del Gaizo and Falkenbach (2008)	Survey (self-report)	n=175
		M=56
		F=119
			United Kingdom	Primary psychopaths were better at recognising fear in faces than secondary psychopaths.

Boddy (2010)	Survey (observer report)	n=346
		M=186
		F=160
			Australia	Higher numbers of primary psychopaths were reported in the financial sector and civil service than primary industry and retail. 32.1% had worked with a Corporate Psychopath, 5.75% were still working with one.

Boddy et al. (2010b)	Survey (observer report)	n=346
		M=186
		F=160
			Australia	14.8% of junior workers, 24.2% of managerial workers and 27.4% of professional workers had experienced primary psychopathic behaviour. The higher up in an organisation a person works the more likely they are to both be and experience a psychopath.

Boddy et al. (2010a)	Survey (observer report)	n=346
		M=186
		F=160
			Australia	Primary psychopaths had a negative impact on corporate social responsibility and employees felt less appreciated, rewarded, and recognised for their work.

Hicks et al. (2010)	Psychological Personality Assessment	n=226
		F=226
			USA	Primary Psychopaths were more likely to have experienced sexual abuse whereas secondary psychopaths experienced more physical abuse.

Mullins-Sweatt et al. (2010)	Survey (professional view)	n=146
		M=120
		F=26
			USA	Experts defined two different types of psychopathy (successful and unsuccessful) also finding differences in how they manifest. Concerns were raised about basing a definition on a criminal population.

Vidal et al. (2010)	Survey (self-report)	n=188
		M=188
			USA	Primary psychopaths appear to have emotional intelligence and able to use these skills to understand and misuse the emotions of others.

Babiak, Neumann, and Hare (2010)	Psychological Personality Assessment & Employee Files	n=203	USA	Primary psychopaths were more likely to be found in corporate samples than in community samples. Organisations who rated employees as having a charismatic presentation style, strategic thinking and high-level communication skills also rated low in their level of performance and level of responsibility, including being a poor team player, poor output and poor management skills.

Boddy (2011b)	Survey (observer report)	n=346
		M=186
		F=160
			Australia	26% of bullying was attributed to primary psychopaths (1% of employees).

Czar et al. (2011)	Survey (self-report)	n=291
		M=120
		F=171
			USA	Psychopathic traits predicted relational aggression yet were independent of physical aggression.

Wilson and McCarthy (2011)	Survey (self-report)	903	New Zealand	Commerce students scored high on primary but not secondary psychopathy. Males scored higher on primary psychopathy than females but there was no difference with secondary psychopathy

Kreis and Cooke (2011)	Comprehensive Assessment of Psychopathic Personality Review	132
		M=67
		F=65
			Europe & North America	Tools to measure psychopathy were validated with men which could account for lower diagnosis in women. Women use relational aggression over physical dominance and grandiose behaviour. Women use seduction and fake empathy to manipulate others.

Miller et al. (2011)	Survey (self-report)	n=361
		M=135
		F=225
		O=1
			USA	Men score higher in psychopathy than women. Female psychopaths often have a history of child abuse, are more impulsive and more likely to self-harm than male psychopaths.

Caponecchia et al. (2012)	Survey (observer report)	n=307
		M=40
		F=161
		O=106
			Australia	This study asked participants to identify an individual colleague who matched the psychopath criteria and complete the questionnaire on their behaviour. Participants who were not directly bullied by the participant rated the psychopath lower than those who were direct targets of the psychopaths bullying behaviour. The study claimed that a person who is directly bullied is more likely to rate someone as a psychopath than a bystander. This study found higher identification of psychopaths in the workplace who contributing to bullying than previous studies.

Coid et al. (2012)	Survey (self-report)	n=8,886
		M=3848
		F=5038
			United Kingdom	This study conducted a large scale survey in the UK to determine the potential number of both primary and secondary psychopaths in the general population through self-report surveys of 624 adults.

Stevens et al. (2012)	Survey (self-report)	272	USA	People with Psychopathic tendencies are more likely to respond in an unethical manner to an ethical decision. Disengaging from moral standards allows for unethical decisions to be made by a psychopath.

Neumann, Schmitt, Carter, Embley, and Hare (2012)	Survey (self-report)	n=33,016
		M=13,833
		F=19,183
			Austria, China, Germany, Greece & Mexico	The study found consistent results across regions and cultures.

Bresin, Boyd, Ode, and Robinson (2013)	Survey (self-report)	n=80
		M=33
		F=47
			USA	Individuals with primary psychopathy (but not secondary) were biased toward adverse egocentric behaviour

Akhtar, Ahmetoglu, and Chamorro-Premuzic (2013)	Survey (self-report)	n=435
		M=224
		F=211
			United Kingdom	Entrepreneurial behaviour and achievements were only moderately related to psychopathy. The results were not generalisable to the general population as the participants were all young professionals (80% between 18 and 44) working part-time.

Sanecka (2013)	Survey (observer report)	n=153
		M=45
		F=108
			Poland	This study found that psychopathic leaders reduced job satisfaction and work attitudes, consistent with other studies. The study pointed out that often leadership traits and psychopathic traits are confused with each other.

Seara-Cardoso et al. (2013)	Survey (self-report)	n=100
		F=100
			United Kingdom	The paper suggests that being able to recognise emotion in others is only an impairment of a secondary psychopath but not a primary one. The study found that men and women had similar patterns of empathy and moral processing when compared to a male sample. They did find that women who had higher affective-interpersonal traits were willing to sacrifice a one person to save many.

Bate, Boduszek, Dhingra, and Bale (2014)	Intelligence test, visual and skin response test.	n=50	United Kingdom	Bate et al. wanted to understand the relationship between psychopathy and intelligence and psychopathy and emotional responses as well as the interplay of both factors with psychopathy both primary and secondary. The study only found an association between psychopathy and emotional intelligence where intelligence was low. This is in contradiction to previous research which has only been conducted in offender populations. However, this research participants were only undergraduates and therefore may not be generalisable. People higher in intelligence and psychopathy may be better at emotional regulation. Highly intelligent psychopaths may remain undetected due to their ability to regulate and mimic appropriate emotional responses.

Boddy (2014)	Survey (observer report)	n=304
		M=162
		F=142
			United Kingdom	This study found that corporate psychopaths are responsible for 35.2% of bullying in the work place and significantly correlates with workplace conflict and counter productive workplace behaviour. The survey showed that if individuals worked in the presence of a CP then 97% of staff witnessed some form of bullying. Employees reported that they felt angry, anxious, depressed, and unmotivated. The study also supports the notion that when a CP is present subordinates also behave in negative ways learning from the behaviour of the CP.

Howe, Falkenbach, and Massey (2014)	Psychological Personality Assessment	n=55
		M=39
		F=16
			USA	High psychopathic traits are associated with emotional intelligence; however, these findings were not significant. Nevertheless, EI was significantly related to impulsive-behavioural traits. Interpersonal-affective psychopathic traits were associated with higher income and position.

Andon et al. (2015)	Review of media and court-reports	n=192
		M=100
		F=92
			Australia	People who committed accounting fraud were categorised into 4 groups: crisis responders (personal hardship), opportunity takers (too good to pass up), opportunity seekers (financial gain legitimate or not) and deviance seekers (engage in criminal activity). Study showed that deviance seekers were the only group that were identified as having a criminal pathology and although the term was not used it was, they could be classed as potential primary psychopaths. The results of the 16 cases of deviance seekers saw the highest number of non-guilty pleas compared to the other groups (7 of 16 cases, 43.8% pleased non guilty compared to 14.6% of the other groups combined).

Boddy et al. (2015)	In-depth interviews (Observer report)	n=7	United Kingdom	6 of the 7 interviews claimed to have worked with a corporate psychopath. The study suggested that although at its minimum 1% of people are psychopaths each psychopath which impact on more than one person with an estimate of 5-15% of employees begging impacted by a single psychopath. Staff turnover was estimated at 40% per year by the participants attributing it to the CPs. This study supports the notion that CP's exaggerate their skills, experience and qualifications and seek to divide and conquer in the workplace.

Lyons (2015)	Survey (self-report)	n=384
		M=99
		F=285
			United Kingdom	Primary psychopaths have lower shame and guilt. Primary psychopaths find it easier to manipulate others because they feel less guilt and shame. Men scored higher in Psychopathy. Positive parenting input from fathers is critical for men.

Varga (2015)	Case Study	n=1
		M=1
			USA	This study discussed two limitations of the research into psychopaths in that the previous studies have mainly focused on offender and mentally unwell groups. And second that studies often focus on the empathy and responsibility aspects and not the idea of the will to commit acts against others and are unable to commit acts against oneself.

White (2015)	Survey (self-report)	n=377
		F=377
			USA	Women who displayed callous and uncaring behaviour demonstrated proactive relational aggression. Unemotional traits were not related to relational aggression. The study suggests that higher levels of cognitive empathy can reduce relational aggression and hence psychopathy traits.

Sellbom et al. (2015)	Survey (Comprehensive Assessment of Psychopathic Personality Review)	n=719	Europe & North America	The paper highlighted the CAPP measure pf psychopathy as a valid measure of global psychopathy.

Boddy (2016b)	Case Study	n=1
		M=1
			United Kingdom	Robert Maxwell the case study looked at in this study stole from the pension funds. The analysis concluded from reports of Maxwells behaviour that he was either a sociopath or a psychopath. The study concludes that people like Maxwell should not have access to the monetary resources of others allowing them to commit fraud and disrupt the lives of many.

Boddy and Taplin (2016)	In-depth interviews (Observer report)	n=12	United Kingdom	Workload was not significantly correlated with corporate psychopaths. Organisations play a role in influencing workload and job satisfaction beyond the CP and therefore the CP cannot directly attributed to workload and job satisfaction. High Conflict was found where a CP was present. Study group may not be generalisable.
Jeppesen and Leder (2016)	Survey (observer report)	n=176	Denmark	69% of Auditors have experienced CP's in their auditing work. 70% of these had experienced more than one. 43% reported that the person had committed fraud.
Spencer and Byrne (2016)	Survey (observer report)	n=204	Australia	Primary psychopaths are mainly in higher level positions resulting in high turnover with mid level managers. Yet high levels of job satisfaction were still reported in lower level staff.

Tamura, Sugiura, Sugiura, and Moriya (2016)	Survey (self-report)	n=85
		M=40
		F=45
			Japan	This study sort to clarify the lack of empathy in psychopaths.

Boddy (2017b)	Case Study	n=1
		M=1
			United Kingdom	The case study provided evidence that the CEO displayed psychopathic behaviour by managing with fear, intimidating staff and using Board meetings to seek sign off documents with the Board unaware of the gravity of what was going on. The behaviour of the CEO led to negative workplace behaviour such as withdrawal and reduced motivation, absenteeism. Confusion around why the person was appointed to the position when they did not have the skills and experience to do so. All attempts to address the issues with the help of the board were unsuccessful. Using the good work of others as their own.

Colins et al. (2017)	Interview and Survey (self-report)	n=2500
		M=1186
		F=1314
			Sweden	Prevalence 12.9% Males, 12.4% Females. Females were lower in physical aggression and higher in relational aggression, anxiety and PTSD. Female psychopaths were more likely to have experienced sexual abuse than males.

Lingnau, Fuchs, and Dehne-Niemann (2017)	Survey (self-report)	n=469	Germany	Found that participants who were high is CP were more likely to accept white collar crime and suggest excluding CPs from organisations.

Rai and Agarwal (2017)	Interviews (self-report)	n=23
		M=17
		F=6
			India	The study wanted to look at workplace bullying in a different culture as much of the research has been done in western societies. Culture plays a part in bullying dynamics. They suggest that there are several phases which occur when a victim is bullied in the workplace.

Mortensen and Baarts (2018)	In-depth interviews	n=6	Denmark	Bullying and joking behaviour can stem from social inclusion in the workplace and pressure to participate in this behaviour in order in feel like part of the team.

				Organisations need to take responsibility for mobbing and bullying behaviour which is beyond humorous.

Shank (2018)	Survey (self-report)	n=249
		M=95
		F=154
			USA	This study used business students vs medical students as a comparison study of whether business students are more deceitful and more likely to fit the profile of a primary psychopath. The study also showed that 63% of women compared to 59% of male business students were more likely to be deceptive. Business students scored higher on psychopathic traits than the comparison group. This study claims to provide evidence to the notion that the global financial crisis was caused by psychopaths as stated by Boddy (2011).

Valentine et al. (2017)	Survey (self-report)	n=384	USA	There was a positive association between workplace bullying and primary psychopathic behaviours. PP's lack the ability to do ethical reasoning and hence makes it harder for them to recognise an external ethical issue. Pre employment screening was suggested as a solution.
Watson et al. (2017)	View of Scenarios	418	USA	The degree to which a person is a functional psychopath dictates how successful they are. When a psychopath's goals are in line with the organisation, they work for it can often hide the bad behaviour.

Carre et al. (2018)	Survey (observer report)	n=481
		M=188
		F=293
			USA	The study looked at the relationship between measures of psychopathy and workplace deviance (general deviance and sexual harassment. Both measures of psychopathy predicted the two types of deviant behaviour with a higher score in psychopathy showing a higher level of workplace deviance. This was labelled as the first study to examine psychopathy and sexual harassment in the workplace. The SRP was not as comparable for men and women as the TRI PM and therefore the TRI-PM is better for gender-based research.

Neo et al. (2018)	Survey (self-report)	n=343
		M=175
		F=168
			USA (62%) + other countries	Disinhibition = CWB, Meanness was associated with hard tactics and Boldness was positively associated with soft tactics. Meanness contributed to unethical decision making.

Oyewunmi et al. (2018)	Survey (observer report)	n=104
		M=51
		F=53
			Africa	This study looked at the personality of corporate psychopaths and the relationship they have with employee burnout. The study found that CPs were the underlying factor in employee burnout. Employees reported feeling exhausted, depersonalised and a sense of decreased accomplishments. This paper sites African cultural issues in the findings such as the fact they are a monarch country and therefore being ruled by someone superior is normalised as a result.

Paleczek, Bergner, and Rybnicek (2018)	Survey (self-report)	n=287	Germany	The first study to compare the Dark Triad, the Big Five and career success. The study found that the Dark Triad added to the Big five when predicting career success.
Pheko (2018)	Interviews (observer report)	n=4	Africa	This study examined the literature around workplace bullying and mobbing as well as using four participants (victims) as examples. This research was part of a larger study. The study found that rumours and gossip were common in a bullying environment but were not always classed as psychopathic, dividing bullying into four areas, social dominance, organisational psychopathy, undermining and power.
Bhandarker and Rai (2019)	Survey (observer report)	n=570	India	This research supported the notion of "psychological distress" can be measured by loss of self-worth, withdrawal and agitation, and "coping strategies" to manage working with a toxic leader included assertive, avoidance and adaptive coping.

Erkutlu and Chafra (2019)	Survey (self-report)	n=611
		M=86
		F=525
			Turkey	This study looked at psychopathy in head nurses as well as organisational deviance. The study found that organisational deviance is associated with psychopaths in the workplace. The study concludes by suggesting that the situation could be improved by promoting positive relationships and trust between workers and managers

Falkenbach, Reinhard, and Zappala (2019)	Survey (self-report)	n=198
		M=60
		F=138
			USA	This study wanted to examine the idea that psychopathy both primary and secondary is merely an extension of normal personality traits. The study used achieved data from college students to determine if psychopath traits existed in the non-offending population and this hypothesis was supported. Aggressive behaviour was shown to be a risk factor for psychopathy when conducting personality testing.

Hurst et al. (2019)	Survey (self-report)	n=368	USA	The study found that when an employee has primary psychopathic traits, they are more equipped to manage an abusive supervisor. Yet these findings acknowledge that although a psychopathic individual is better able to cope with an abusive boss yet at the expense of damage to an organisation and other employees.
Lyons et al. (2019)	Survey (self-report)	n=326	USA	Employees who had a better relationship with their supervisor experienced less abuse from them. Narcissists want people to admire them whereas psychopaths want followers they can manipulate and use for personal gain.

Tudosoiu et al. (2019)	Survey (observer report)	n=68
		M=9
		F=59
			Romania	This study of HR Professionals found that the key trait interviewers were looking for in candidates was self-confidence and the ability to cope in stressful situations and remain calm under pressure which are traits displayed by psychopaths. Only 40% of HR professionals were concerned that they might employ a psychopath. This was labelled the first study looking at HR professionals' views of candidates with psychopathic traits.

Boulter and Boddy (2020)	Interviews (observer reports)	n=7
		M=4
		F=3
			United Kingdom	This study examined the Affective Events Theory (AET) as it relates to negative interpersonal workplace events as a result of subclinical psychopaths. AET relates to affective reactions as a result of interactions in the workplace as well as the perceptions of the workplace environment. 5 themes were identified: 1-Subclinical Psychopaths (SP) are a source of a negative affective workplace (including workplace withdrawal and avoidance), 2- SP are unaffected by self-directed moral emotions such as guilt and shame, 3-SP over-directed moral emotions such as taking pleasure in the misfortune of others and verbal tirades, 4-employee's moral emotions: elicited by the subclinical psychopath (fear was the most reported emotion) and 5-SP dysfunctional affective empathy

Djeriouat and Trémolière (2020)	Survey (self-report)	n=255
		M=120
		F=135
			USA	This study looked at the ability of primary psychopaths to identify shame and guilt in others. The study found that primary psychopaths had difficulty distinguishing between shame and guilt in others. Psychopaths had more issues recognising guilt than shame and they are less able to perform the relevant emotions in appropriate situations. Women performed better than men in the study.

D'Souza and Oliveira (2020)	Survey (observer report)	100	Brazil	Employees who identified their leader as a potential Corporate Psychopath showed levels of depression, anxiety, frustration, nervousness, tension and even rage. There was a lack of TRUST. Mitigate the risk at recruitment to avoid employing a psychopath.

Khan et al. (2020)	Survey (self-report)	267
		M=152
		F=115
			China	This paper looks at the dark triad traits and how they affect how a leader or manager engages with their followers. It specifically looks at how a manager can influence how their followers feels about their work.

Malik et al. (2020)	Survey (self-report)	n=297	Pakistan	Employees sometimes react negatively in the workplace when confronted by abusive supervision. The study found that people with Light Triad (Positive personality) traits are less likely to retaliate to abusive supervision. This is believed to be due to their higher levels of tolerance for bad behaviour. The study suggests that organisations implement a no tolerance policy on abusive behaviour, educating leaders, seek feedback from followers, promote good problem solving.
Saltoğlu and Uysal Irak (2020)	Survey (self-report)	n=297	Turkey	Primary psychopaths are better at coping and have higher levels of mental well-being than secondary psychopaths. The research implies that Primary Psychopaths manage negative emotions and boredom by hurting others and therefore could be cured by learning better coping mechanisms and ways to manage boredom. The study also found that as age increased psychopathy traits decreased.

Schilbach et al. (2020)	Daily Survey (observer report & self-report)	n=470	Germany	This study used daily diaries with a range of employee types and industries to determine if counter productive workplace behaviour was linked to psychopathy.
Walsh et al. (2020)	Survey (self-report)	n=569	USA & Japan	The study found cultural differences between the USA and Japan with Americans more likely to change only surface behaviour if they were a psychopath where in Japan acting was much deeper believing that just a fake smile to a customer would not be enough. The study also found that of the dark triad psychopathy was the only of the three traits that deep acting occurred.
Boddy et al. (2020)	Interviews (observer report)	n=21	United Kingdom & USA	This study was the first published qualitative study of corporate psychopaths and workplace well-being. This study conducts in-depth interviews with 21 people between 2013-15 from the USA and UK examining how psychopathic leaders impact on employee well-being and illnesses related to high stress. The study reported not only public bullying and threats, abuse that occurred in private. The research findings reported that victims were fearful, ashamed, had reduced self-esteem, feelings of self-doubt, self-blame, reduced confidence and lost their dignity as a result of a corporate psychopath. Victims felt hopeless, helpless, unsafe, insignificant, and unimportant. HR were described as useless, and one participant spoke of how the CP was promoted to move them away from the victim and hence rewarded for their behaviour. Global themes included diminished self-confidence and emotional and physical well-being as well as well as resignations and absenteeism.

Croom and Svetina (2021)	Psychopathy Personality Inventory (PPI) Review	n=501
		M=315
		F=186
			USA	Psychopathy was difficult to capture with the PPI-R. Support for fearless dominance as a factor of psychopathy.

Boddy (2021)	Case Study	n=1
		M=1
			German	This paper highlighted, with the use of a case study the fact that psychopaths have the same traits that are seen as good leadership behaviour.

Preston et al. (2021)	Survey (self-report)	n=331
		M=160
		F=169
		O=2
			USA	This study found that psychopathic traits relate to bad workplace behaviour. Psychopaths will be poor at workplace socialisation and high in workplace deviance. Deviance is associated with meanness and hence psychopathy.

Boddy et al. (2022)	Survey (observer report)	n=261
		M=128
		F=133
			Australia	Primary psychopaths exist in white-collar workplaces using aggressive humour, fake social responsibility and poor communication.

Stewart et al. (2022)	Survey (qualitative and quantitative)	n=285
		M=81
		F=204
			USA	Participants who worked with a psychopath reported high levels of growth from their experience and increased coping skills as a result including actively thinking about the event and evaluating what transpired.

Pimentel and Pedra (2023)	Survey (self-report)	n=95
		M=32
		F=63
			Portugal	Companies owned by families perceived less leader primary psychopathy then non-family firms. Yet did not differ in job satisfaction. Shared family values play a role in leader perception.

Laurijssen et al. (2024)	Survey (self-report)	n=731	Netherlands	Clear rules, punishment for bad behaviour and transparency deterred and mitigated primary psychopathic behaviour.

**Participant Group: n=Number of participants, M=Male, F=Female O=Other gender*

Appendix B

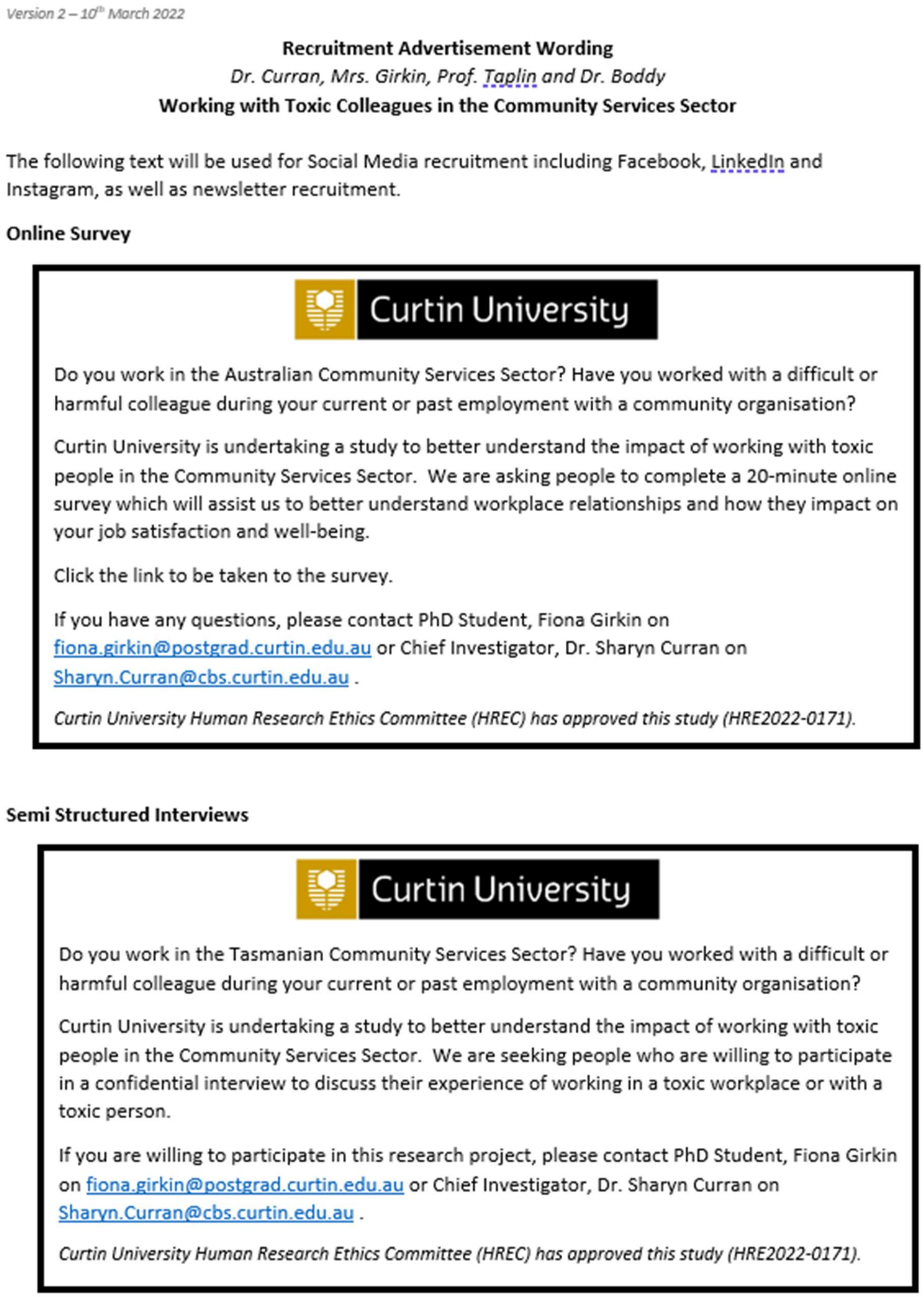
Concept Papers included in full text review in order of publication year

Author/s	*Method or Type*	*Findings*
McCulloch (1966)	Concept Paper	Psychopaths are untreatable. Socialisation creates psychopaths and cannot be accounted for by a learning deficiently, a lack of morality and maturity.
Cleckley (1988)	Book	The original work on psychopaths first printed in the 1940's. A collection of case studies of psychopaths.
Wells (1988)	Concept paper	A psychopath is narcissistic, impulsive, anti-social and egocentric, taking pleasure in humiliating and embarrassing others to an audience. Seeing themselves as superior and deliberately lying to impress. Victims are targeted and dominated.
Lilienfeld (1998)	Examines psychopathy assessment tools	Most literature and testing have been on male criminal populations. The tools remain gender biased.
Hare (1999)	Book	Psychopaths are without conscience, narcissistic and domineering. Faking qualifications and experience to achieve career goals, choosing industries where skills are easy to fake, and terminology is easily learnt. Psychopaths lack empathy and see family as possessions and people as objects.
Clarke (2005)	Book	Psychopaths repeat bad behaviour not learning from past behaviour or consequences. Organisational psychopaths want money and power using their job to satisfy personal needs. The workplace impact can include PTSD symptoms including feelings of guilt, flash backs, lack of sleep and depression. Victims are fearful and find it hard to trust others.
Babiak and Hare (2006)	Book	The authors also discuss how to avoid employing a psychopath focusing on actions and behaviours looking for appropriate emotional responses. Red flags include an inability to form a team, unwilling to share, poor or inconstant treatment of staff, lying, no self-insight, not modest, unpredictable and don't react calmly when challenged on their behaviour. Several rules for protecting yourself are suggested as well as how to manage a boss, co-worker and employee.
Goldman (2006)	Concept paper	The study found dysfunctional organisations often have a psychopath or narcissistic leader. Yet they also suggest it is important to distinguish between a personality disorder and a toxic person.
Boddy (2011c)	Book	Primary psychopaths can cause organisational destruction resulting in poor job satisfaction, employee dissatisfaction, conflict and bullying behaviour, unfair supervision, workplace withdrawal, counterproductive workplace behaviour.
Boddy et al. (2011)	Book - Chapter	Psychopaths lack empathy and is neuropsychologically caused. They prestige, power, control and financial reward. Screening out Psychopaths can be seen as discrimination. Western society has become materialistic and competitive promoting psychopathic traits.
Skeem, Polaschek, Patrick, and Lilienfeld (2011)	Assessment tools	Psychopathy is not black and white, but is a collection of traits at varying levels with three main domains - boldness, meanness and disinhibition.
Jackson and Richards (2012)	Book - Chapter	Women appear to be better represented by the 3 and four factor models of psychopathy rather than the original two factor models. The authors suggest that a move away from models developed with male prisoners are inadequate for measuring female psychopaths and a three or four factor model with a focus on females is needed. The chapter also highlights the role childhood sexual and physical abuse plays in the early life of a female psychopath and that female psychopathy may be a response to the abuse itself. They suggest that a study of female dominated activities and careers such as parenting would be useful.
Wynn et al. (2012)	Literature Review	Previous studies have focused on men and little research has been done of the existence of psychopathy in women. Psychopathy manifests from environmental and genetic influences and it is suggested that these are different across genders. Women more often than not will have a lower psychopathy score than men. Women are more likely to commit fraud or steal whereas men are more likely to be violent. Women more often than not will use verbal and relational aggression. Social norms such as a woman depending on a man financially is seem differently when the roles are reversed. Women who later develop psychopathy often display behaviours which include jealousy, self-harm, manipulation and verbal abuse.
Marshall et al. (2013)	Concept Paper	CP's caused the Global Financial Crisis, they suggest that in the financial sector there needs to be caution and regulations which allow for risk mitigation.
Smith and Lilienfeld (2013)	Literature Review	This paper compares media pieces on workplace psychopaths to actual research on the topic. Since the late 90's media on the topic has increased at a much faster rate than the research work. The study suggests that there are both positive and negative outcomes from psychopaths in the workplace. The study suggests that it is premature to think that psychopathy is high in the business world when their has been little comparison to other professions. More research is needed including self and observer reports, longitudinal studies and looking at the adaptive aspects of psychopathy.
Boddy (2013)	Concept Paper	Boddy (2013) suggests that due to the nature of psychopathic leaders they can impact on many areas of humanity including environmental i.e., draining environmental resources for financial gain. They impact financial systems, peace and the world environment. This is because they act in short turn self-interest. Although they have been identified as being in small numbers their influence over others means their reach is much wider than the assumed 1%.
Smith, Watts, and Lilienfeld (2014)	Concept Paper	The piece suggests that some psychopathic personality traits are more attributed to success than others and that affective traits over behavioural are more adaptive. The authors also suggest that a small amount of traits are more successful than a higher number.
de Silva (2014)	Concept Paper	Psychopathic behaviour in the workplace impacts on work health and safety. Leaders must deal with and manage psychopaths in the workplace.
Boddy (2015)	Literature Review	PP are attracted to some types of organisations and not others. Complainants are often not believed. Cling to leadership so they are not discovered. Psychopaths thrive in a changing environment. Psychopaths display a failure to conform to norms. Employee psychopaths to complete a ruthless task can be useful but the long-term negative effects may override the task completed. There is ongoing debate about whether workplaces should screen for psychopaths.
Boddy (2016a)	Concept Paper	The paper discusses the UK National Health Service (NHS) raising concerns about the win at all cost attitudes in the NHS which are coupled with high levels of psychopathy. The counterargument of the need for someone who can be bold and decisive with eventually be overshadowed by a lack of empathy and greed as well as the organisational and individual damage. Organisations such as the NHS appear to be targeted at promoting psychopaths and therefore should be screened out rather than promoted. Otherwise, they need to be identified and removed before they can do damage thae repaired.
Boddy and Croft (2016)	Case Study	Using a constructivist interpretative approach two corporate psychopaths were examined showing all the staff that were at the org when they arrived left within a two-year period, having been fired or resigned. They claimed the good work of others and manipulated the Board to maintain control.
Jones and Hare (2016)	Assessment tools	The paper is critical of the PM-MRV with suggestion that psychopathic measurement tools should only be for psychological use. The authors suggest that you need to have known the person for a length of time to know if they are a psychopath or not.
Boddy and Taplin (2017)	Assessment tools	Inadequate scales which measure workplace bullying can produce lower incidence rates as a result. The authors suggest that quantitative measures are the best approach to understanding the severity and incidence of psychopathy at work. Suggests a daily diary method for more accurate data collection on incidents.
Boddy (2017a)	Book	A Corporate Psychopath impacts on the health and well-being of employees, job satisfaction and corporate responsibility. Corporate psychopaths in organisations take resources from vital services yet they are less likely to be found in caring professions due to lower renumerated positions. Organisations can become psychopathic and non-psychopaths can be socialised to behave in psychopathic ways.
Hanson and Baker (2017)	Concept Paper	This paper concluded that four dark personalities existed in public sector leader and that these individuals have been successful through recruitment and promotion processes. The paper suggests that all dark personalities should be considered when looking at the public sector.

Walker and Jackson (2017)	Concept Paper	The paper suggests that psychopathy is a survival trait which has evolved over time. A psychopath is unconcerned with the emotions of others which means they become unable to function in a work environment. Psychopaths have rational decision-making processes and can often encourage others to change but are not interested in changing themselves.
Itzkowitz (2018)	Concept Paper	Early trauma can cause a lack of emotional connection with others. Group membership can result in members coping the behaviour of the psychopath. Psychopaths are easily bored. The article suggests that a psychopath has an element of dis-association caused by childhood trauma.
Hill and Scott (2019)	Concept Paper	The higher the positions the more psychopathic traits are suggested in the position description. The main positions were presidents, chairman, boards, CEO. 96% of advertised executive positions in the 25 organisations included the traits of a psychopath as traits for the successful candidate. The study suggests that organisations and businesses should test for emotional intelligence as a way of finding individuals with high levels of empathy and therefore would be low in psychopathy.
Landay et al. (2019)	Literature Review	From the 92 papers reviewed they found a negative correlation between psychopathy and leadership emergence and effectiveness. Men showed a correlation between leadership effectiveness and not with transformational leadership. Whereas for women there was a correlation with gaining a leadership position but not with effective leadership. This study suggests that women are punished for psychopathic behaviours and men are rewarded.
Holland (2020)	Case Study	This organisational case study which used interviews reports and publications identified the corporate psychopath as a 'puppet master' using other to do their dirty work. There were reports that staff were fearful, and many had resigned to escape the corporate psychopath. The HR and complaints process weas also used to further bully employees who tried to report bullying. Staff were traumatised by targeted bullying and the CP were able to manipulate the Board of Management to side with them over staff.
Kulik, Alarcon, and Salimath (2020)	Concept Paper	This study discusses the toxic triangle (Business factors, societal factors and antisocial actors). Highlights that we cannot expect people to act differently from work to their personal lives and that it is often hard to distinguish between ethical and unethical manipulative behaviour.
Kurter (2020)	Article	This article reports that women bully other women 80% of the time and that it is taboo to speak out against another female. Toxic women will sabotage other females belittling them while talking themselves up. This includes gaslighting, isolating women and setting them up to fail. This article suggests that it is due to women feeling threatened and insecure. A leader who bullies creates a culture of bullying and toxic behaviour which spreads amongst subordinates. Toxic leadership results in withdrawal by employees as confronting the abuser can lead to job loss. It is suggested that a record of incidents should be kept, seek EAP counselling and legal advice.
Michalak and Ashkanasy (2020)	Concept Paper	96% of employees experience maltreatment but only 1 in 10 complain as they are often not believed (71%) or seen as a troublemaker. Many employers do not check for psychopathy and often don't know they have employed one till it is too late. Victims often respond defiantly due to anger and frustration such as taking sick leave when they are not sick and applying minimal effort to work. In Australia the cost of workplace bullying is believed to be between $6 - $36 Billion annually.
Sheehy et al. (2020)	Concept Paper	This discussion paper examines the interaction between psychopathy and law and how limited the law is in dealing with Corporate Psychopathic behaviour. Psychopaths will seek out positions of power, with 26% of bullying perpetrated by 1% of employees. There is a honeymoon period followed by the reality of the behaviour when harm is inflicted, causing a loss of productivity, creativity, as well as causing, illness, reduced job satisfaction, distress and even suicidal thoughts. Psychopathic behaviour is often rewarded even though psychopaths will make bad decisions, lie, cause harm to employees and financial losses for their employer.
Brooks (2020)	Concept Paper	Psychopathic personality is highlighted by manipulation and deceit. Females are better at lying and emotional manipulation than men. Men were better at detecting lies but women were better at detecting liars and non-liars. Psychopaths identify and target victims and once employed they are hard to remove from an organisation. It is their understanding of the emotions of others and their ability to read people and their weaknesses that allow them to deceive people.
Wallace, Heym, Sumich, and Fido (2020)	Literature Review	This literature review found that successful psychopathy studies were inconsistent due to the different measurements for the concept of psychopathy and different interpretations of success across studies. Nevertheless key traits included fearlessness, an immunity to stress, high cognitive performance, high level social skills, punishment avoidance, career achievement, high economic status, self-pride and leadership.

Appendix C

Recruitment social media advertisements



Version 2 – 10th March 2022

Recruitment Advertisement Wording

Dr. Curran, Mrs. Girkin, Prof. Taplin and Dr. Boddy

Working with Toxic Colleagues in the Community Services Sector

The following text will be used for Social Media recruitment including Facebook, LinkedIn and Instagram, as well as newsletter recruitment.

Online Survey

Curtin University

Do you work in the Australian Community Services Sector? Have you worked with a difficult or harmful colleague during your current or past employment with a community organisation?

Curtin University is undertaking a study to better understand the impact of working with toxic people in the Community Services Sector. We are asking people to complete a 20-minute online survey which will assist us to better understand workplace relationships and how they impact on your job satisfaction and well-being.

Click the link to be taken to the survey.

If you have any questions, please contact PhD Student, Fiona Girkin on fiona.girkin@postgrad.curtin.edu.au or Chief Investigator, Dr. Sharyn Curran on Sharyn.Curran@cbs.curtin.edu.au .

Curtin University Human Research Ethics Committee (HREC) has approved this study (HRE2022-0171).

Semi Structured Interviews

Curtin University

Do you work in the Tasmanian Community Services Sector? Have you worked with a difficult or harmful colleague during your current or past employment with a community organisation?

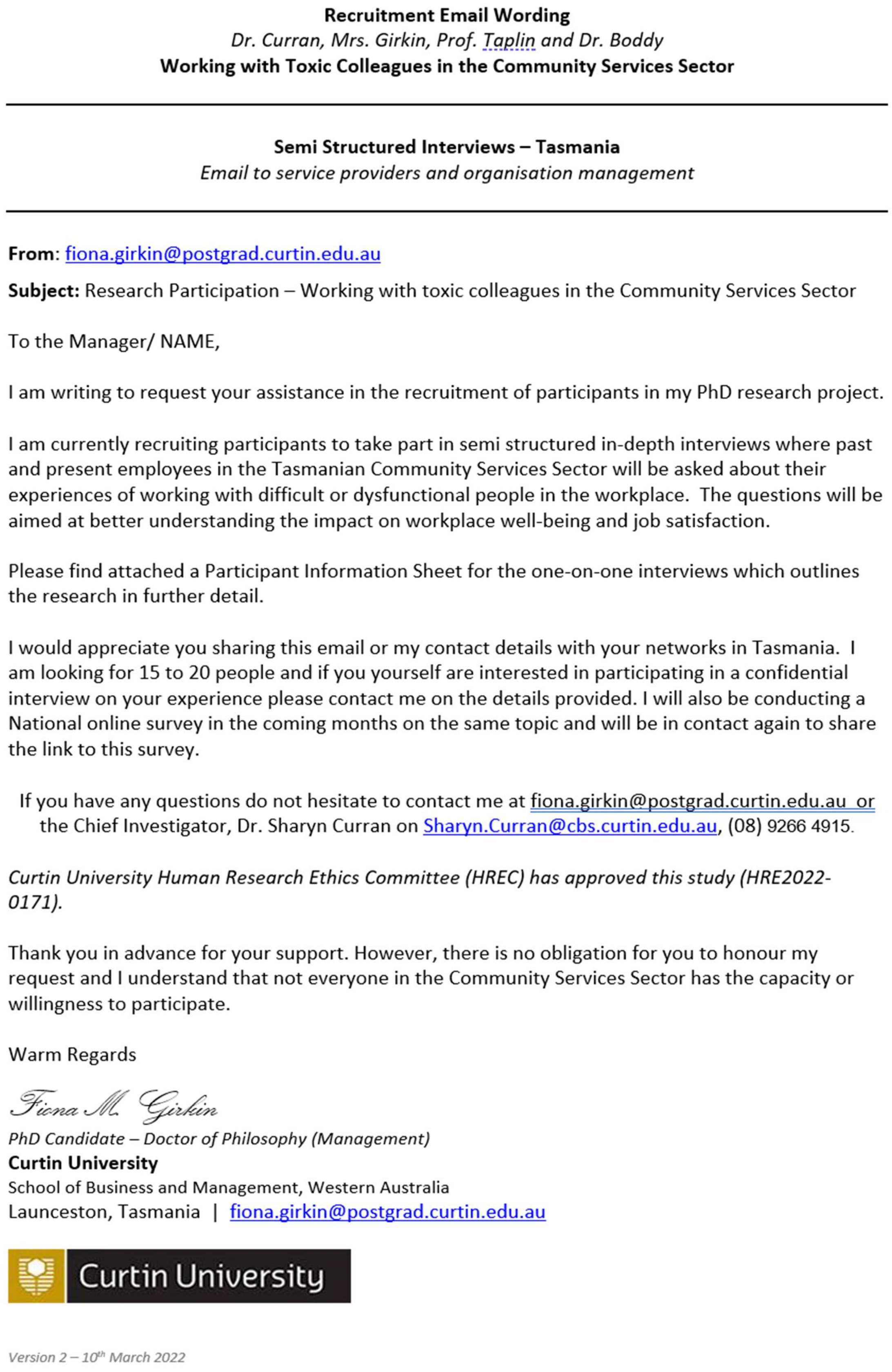
Curtin University is undertaking a study to better understand the impact of working with toxic people in the Community Services Sector. We are seeking people who are willing to participate in a confidential interview to discuss their experience of working in a toxic workplace or with a toxic person.

If you are willing to participate in this research project, please contact PhD Student, Fiona Girkin on fiona.girkin@postgrad.curtin.edu.au or Chief Investigator, Dr. Sharyn Curran on Sharyn.Curran@cbs.curtin.edu.au .

Curtin University Human Research Ethics Committee (HREC) has approved this study (HRE2022-0171).

Appendix D

Recruitment letters for semi-structured interviews



Recruitment Email Wording

Dr. Curran, Mrs. Girkin, Prof. Taplin and Dr. Boddy

Working with Toxic Colleagues in the Community Services Sector

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Semi Structured Interviews – Tasmania

Email to service providers and organisation management

From: fiona.girkin@postgrad.curtin.edu.au

Subject: Research Participation – Working with toxic colleagues in the Community Services Sector

To the Manager/ NAME,

I am writing to request your assistance in the recruitment of participants in my PhD research project.

I am currently recruiting participants to take part in semi structured in-depth interviews where past and present employees in the Tasmanian Community Services Sector will be asked about their experiences of working with difficult or dysfunctional people in the workplace. The questions will be aimed at better understanding the impact on workplace well-being and job satisfaction.

Please find attached a Participant Information Sheet for the one-on-one interviews which outlines the research in further detail.

I would appreciate you sharing this email or my contact details with your networks in Tasmania. I am looking for 15 to 20 people and if you yourself are interested in participating in a confidential interview on your experience please contact me on the details provided. I will also be conducting a National online survey in the coming months on the same topic and will be in contact again to share the link to this survey.

If you have any questions do not hesitate to contact me at fiona.girkin@postgrad.curtin.edu.au or the Chief Investigator, Dr. Sharyn Curran on Sharyn.Curran@cbs.curtin.edu.au, (08) 9266 4915.

Curtin University Human Research Ethics Committee (HREC) has approved this study (HRE2022-0171).

Thank you in advance for your support. However, there is no obligation for you to honour my request and I understand that not everyone in the Community Services Sector has the capacity or willingness to participate.

Warm Regards

Fiona M. Girkin

PhD Candidate – Doctor of Philosophy (Management)
Curtin University
School of Business and Management, Western Australia
Launceston, Tasmania | fiona.girkin@postgrad.curtin.edu.au

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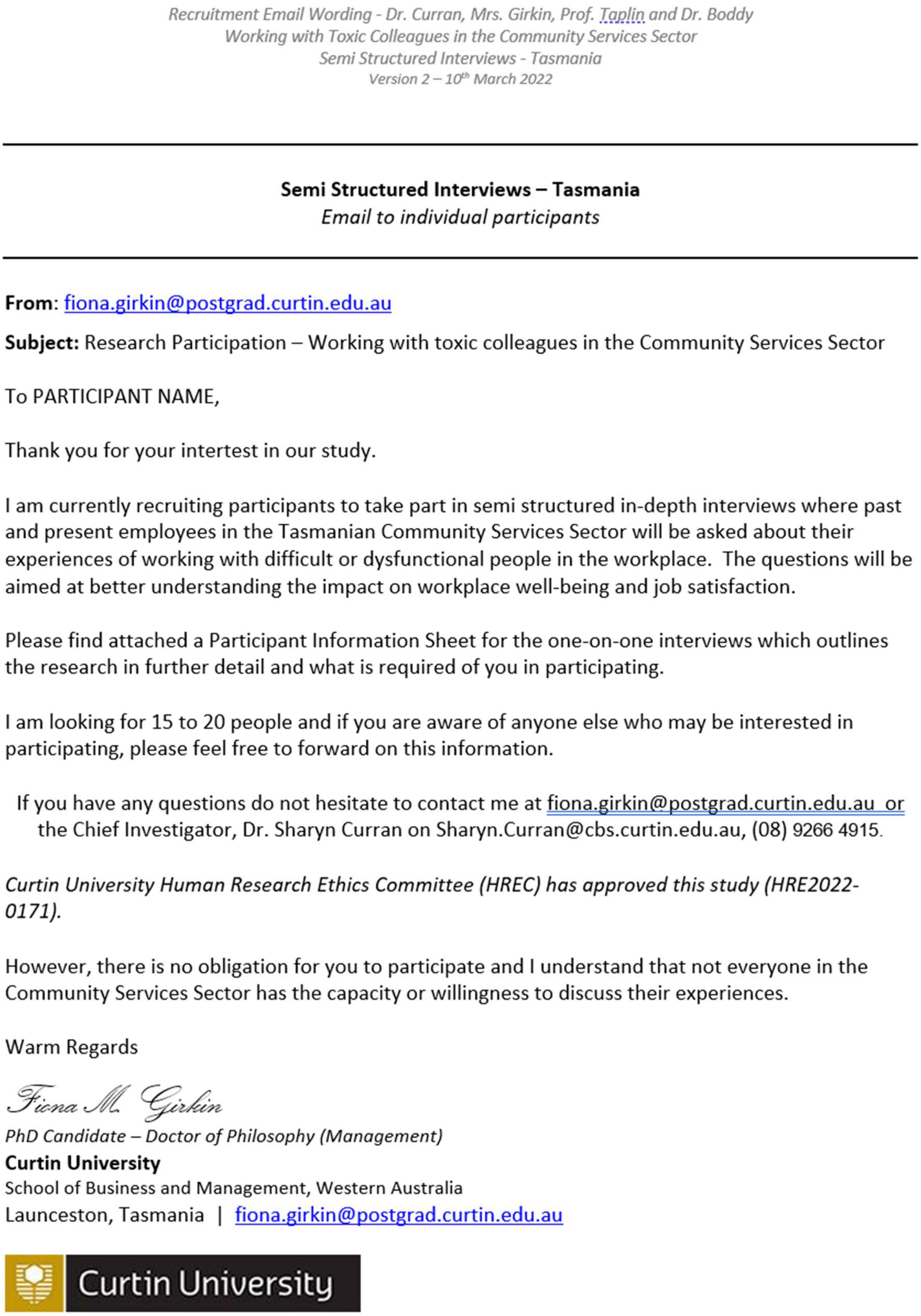
Version 2 – 10th March 2022



Recruitment Email Wording - Dr. Curran, Mrs. Girkin, Prof. Taplin and Dr. Boddy
Working with Toxic Colleagues in the Community Services Sector
Semi Structured Interviews - Tasmania
Version 2 – 10th March 2022

Semi Structured Interviews – Tasmania

Email to individual participants

From: fiona.girkin@postgrad.curtin.edu.au

Subject: Research Participation – Working with toxic colleagues in the Community Services Sector

To PARTICIPANT NAME,

Thank you for your intertest in our study.

I am currently recruiting participants to take part in semi structured in-depth interviews where past and present employees in the Tasmanian Community Services Sector will be asked about their experiences of working with difficult or dysfunctional people in the workplace. The questions will be aimed at better understanding the impact on workplace well-being and job satisfaction.

Please find attached a Participant Information Sheet for the one-on-one interviews which outlines the research in further detail and what is required of you in participating.

I am looking for 15 to 20 people and if you are aware of anyone else who may be interested in participating, please feel free to forward on this information.

If you have any questions do not hesitate to contact me at fiona.girkin@postgrad.curtin.edu.au or the Chief Investigator, Dr. Sharyn Curran on Sharyn.Curran@cbs.curtin.edu.au, (08) 9266 4915.

Curtin University Human Research Ethics Committee (HREC) has approved this study (HRE2022-0171).

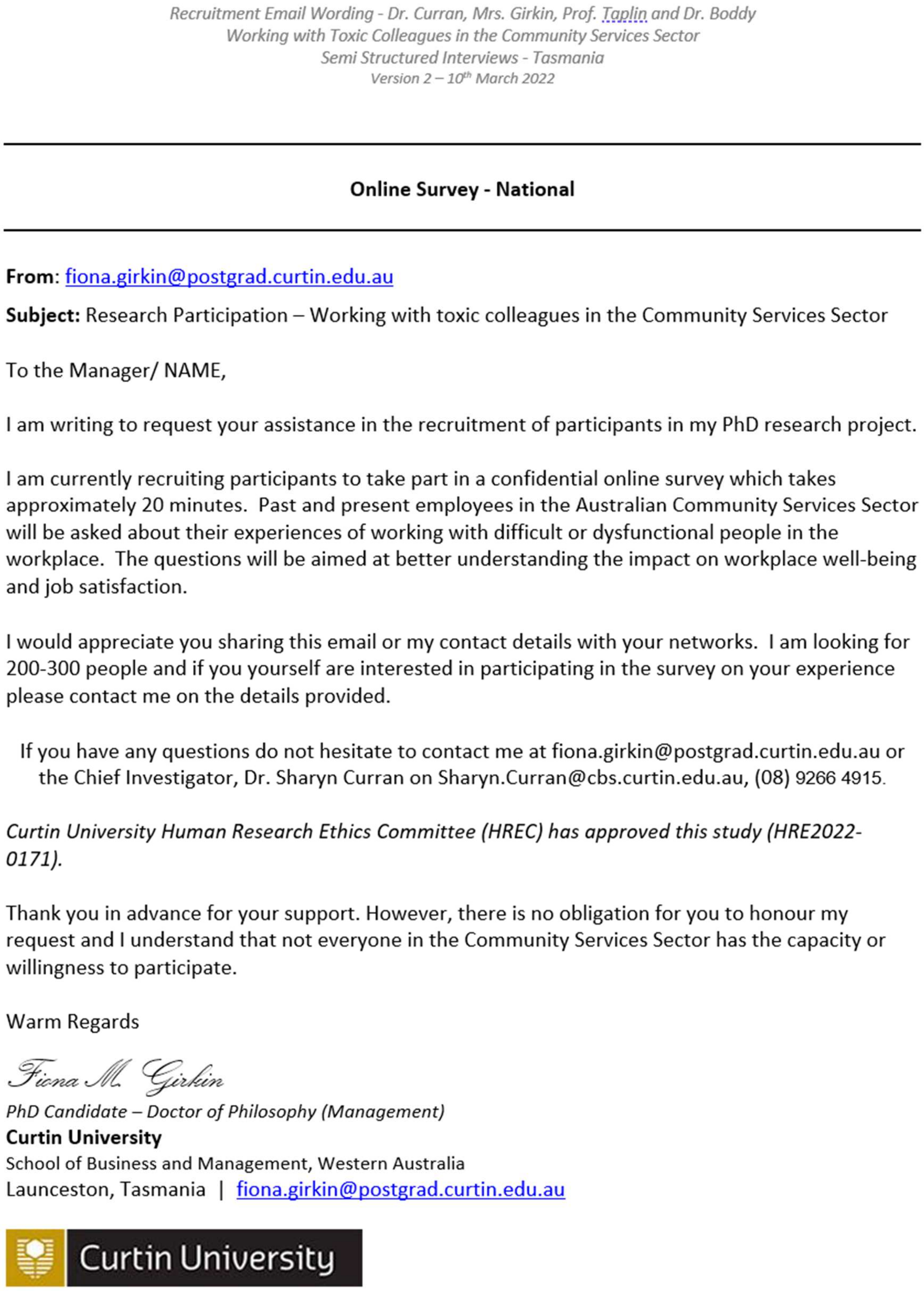
However, there is no obligation for you to participate and I understand that not everyone in the Community Services Sector has the capacity or willingness to discuss their experiences.

Warm Regards

Fiona M. Girkin

PhD Candidate – Doctor of Philosophy (Management)
Curtin University
School of Business and Management, Western Australia
Launceston, Tasmania | fiona.girkin@postgrad.curtin.edu.au

Curtin University



Recruitment Email Wording - Dr. Curran, Mrs. Girkin, Prof. Taplin and Dr. Boddy
Working with Toxic Colleagues in the Community Services Sector
Semi Structured Interviews - Tasmania
Version 2 – 10th March 2022

Online Survey - National

From: fiona.girkin@postgrad.curtin.edu.au

Subject: Research Participation – Working with toxic colleagues in the Community Services Sector

To the Manager/ NAME,

I am writing to request your assistance in the recruitment of participants in my PhD research project.

I am currently recruiting participants to take part in a confidential online survey which takes approximately 20 minutes. Past and present employees in the Australian Community Services Sector will be asked about their experiences of working with difficult or dysfunctional people in the workplace. The questions will be aimed at better understanding the impact on workplace well-being and job satisfaction.

I would appreciate you sharing this email or my contact details with your networks. I am looking for 200-300 people and if you yourself are interested in participating in the survey on your experience please contact me on the details provided.

If you have any questions do not hesitate to contact me at fiona.girkin@postgrad.curtin.edu.au or the Chief Investigator, Dr. Sharyn Curran on Sharyn.Curran@cbs.curtin.edu.au, (08) 9266 4915.

Curtin University Human Research Ethics Committee (HREC) has approved this study (HRE2022-0171).

Thank you in advance for your support. However, there is no obligation for you to honour my request and I understand that not everyone in the Community Services Sector has the capacity or willingness to participate.

Warm Regards

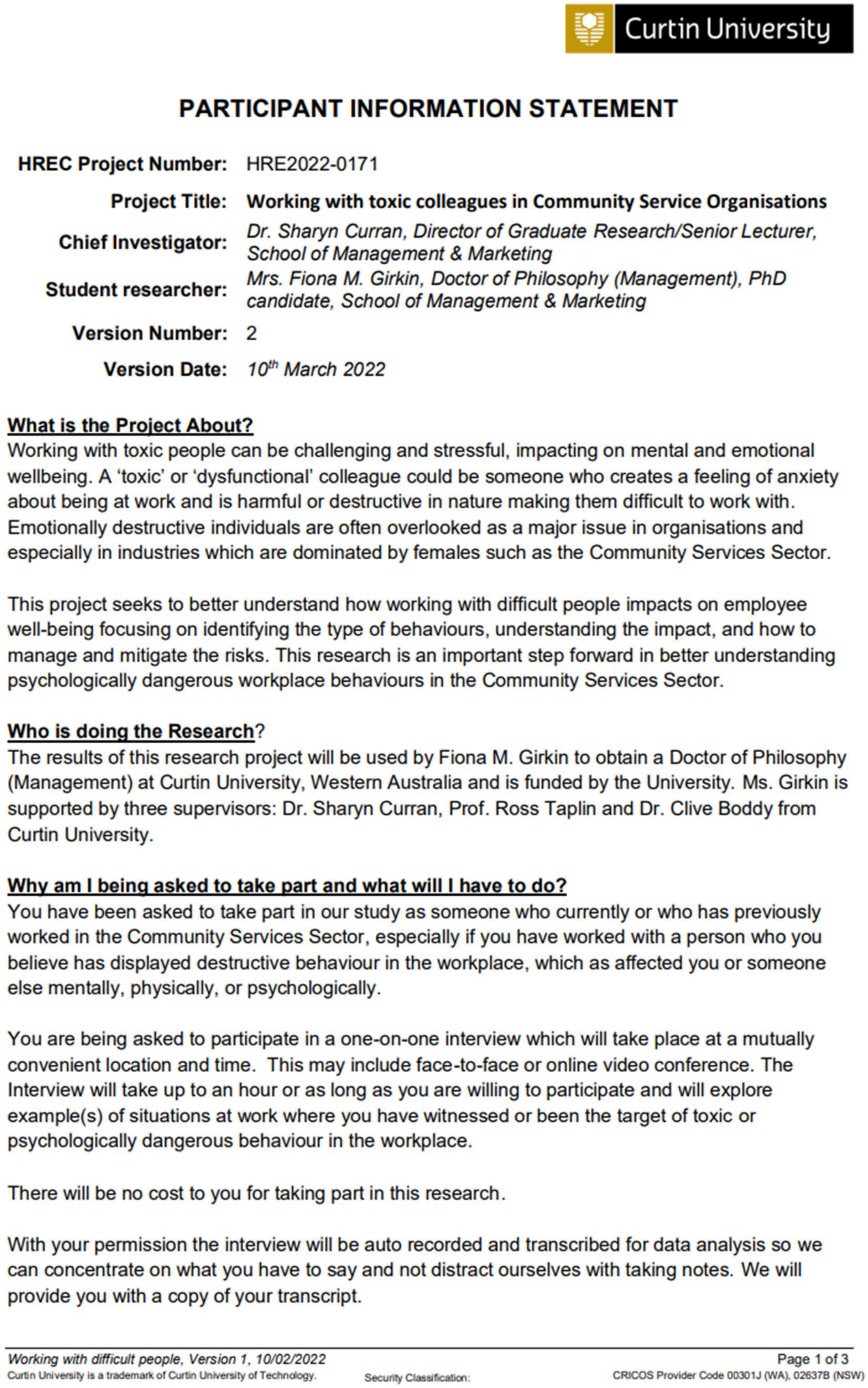
Fiona M. Girkin

PhD Candidate – Doctor of Philosophy (Management)
Curtin University
School of Business and Management, Western Australia
Launceston, Tasmania | fiona.girkin@postgrad.curtin.edu.au

Curtin University

Appendix E

Participant Information Statement – Interviews



Curtin University

PARTICIPANT INFORMATION STATEMENT

HREC Project Number: HRE2022-0171

Project Title: **Working with toxic colleagues in Community Service Organisations**

Chief Investigator: *Dr. Sharyn Curran, Director of Graduate Research/Senior Lecturer, School of Management & Marketing*

Student researcher: *Mrs. Fiona M. Girkin, Doctor of Philosophy (Management), PhD candidate, School of Management & Marketing*

Version Number: 2

Version Date: *10th March 2022*

What is the Project About?

Working with toxic people can be challenging and stressful, impacting on mental and emotional wellbeing. A ‘toxic’ or ‘dysfunctional’ colleague could be someone who creates a feeling of anxiety about being at work and is harmful or destructive in nature making them difficult to work with. Emotionally destructive individuals are often overlooked as a major issue in organisations and especially in industries which are dominated by females such as the Community Services Sector.

This project seeks to better understand how working with difficult people impacts on employee well-being focusing on identifying the type of behaviours, understanding the impact, and how to manage and mitigate the risks. This research is an important step forward in better understanding psychologically dangerous workplace behaviours in the Community Services Sector.

Who is doing the Research?

The results of this research project will be used by Fiona M. Girkin to obtain a Doctor of Philosophy (Management) at Curtin University, Western Australia and is funded by the University. Ms. Girkin is supported by three supervisors: Dr. Sharyn Curran, Prof. Ross Taplin and Dr. Clive Boddy from Curtin University.

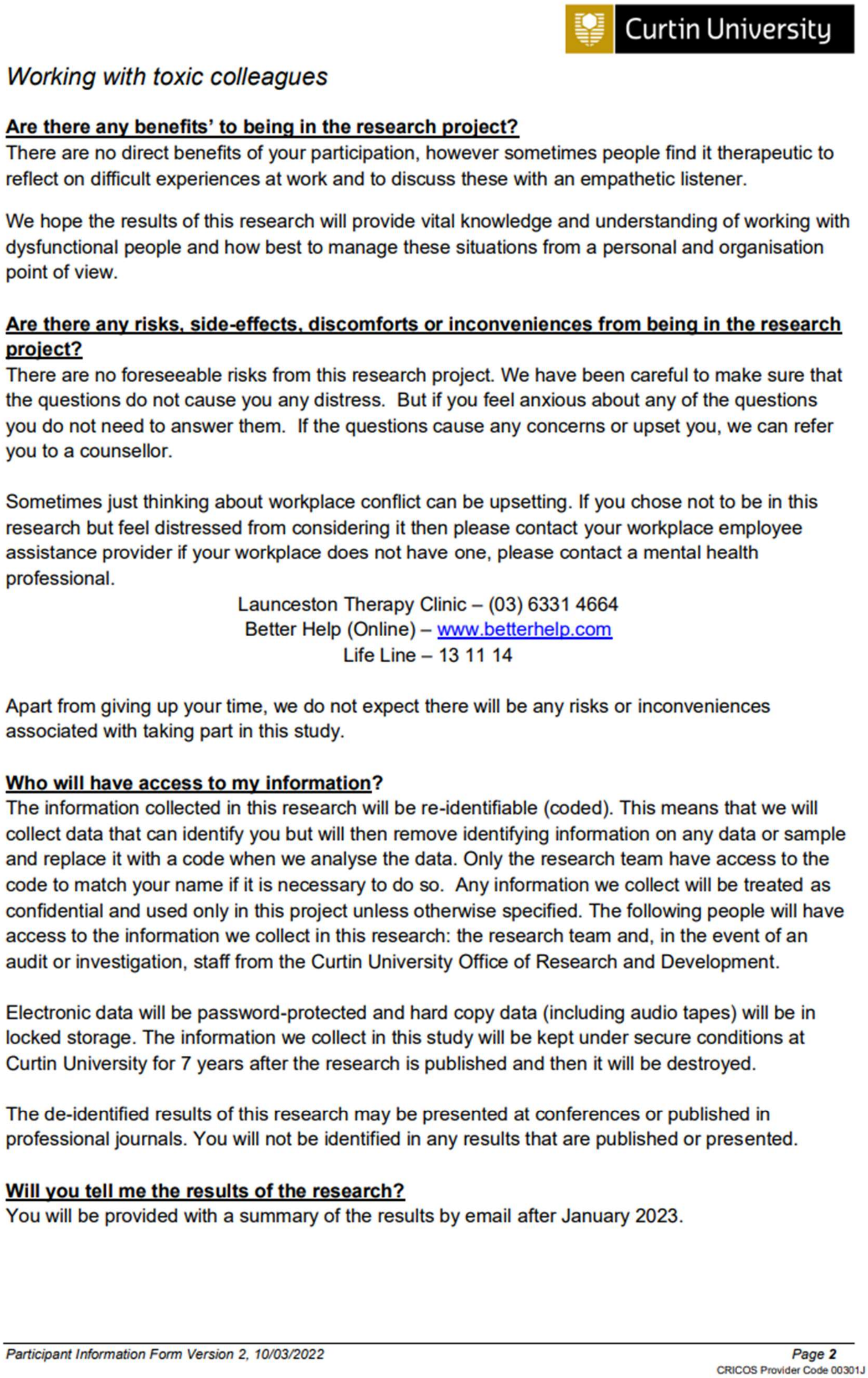
Why am I being asked to take part and what will I have to do?

You have been asked to take part in our study as someone who currently or who has previously worked in the Community Services Sector, especially if you have worked with a person who you believe has displayed destructive behaviour in the workplace, which as affected you or someone else mentally, physically, or psychologically.

You are being asked to participate in a one-on-one interview which will take place at a mutually convenient location and time. This may include face-to-face or online video conference. The Interview will take up to an hour or as long as you are willing to participate and will explore example(s) of situations at work where you have witnessed or been the target of toxic or psychologically dangerous behaviour in the workplace.

There will be no cost to you for taking part in this research.

With your permission the interview will be auto recorded and transcribed for data analysis so we can concentrate on what you have to say and not distract ourselves with taking notes. We will provide you with a copy of your transcript.



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Working with toxic colleagues

Are there any benefits' to being in the research project?

There are no direct benefits of your participation, however sometimes people find it therapeutic to reflect on difficult experiences at work and to discuss these with an empathetic listener.

We hope the results of this research will provide vital knowledge and understanding of working with dysfunctional people and how best to manage these situations from a personal and organisation point of view.

Are there any risks, side-effects, discomforts or inconveniences from being in the research project?

There are no foreseeable risks from this research project. We have been careful to make sure that the questions do not cause you any distress. But if you feel anxious about any of the questions you do not need to answer them. If the questions cause any concerns or upset you, we can refer you to a counsellor.

Sometimes just thinking about workplace conflict can be upsetting. If you chose not to be in this research but feel distressed from considering it then please contact your workplace employee assistance provider if your workplace does not have one, please contact a mental health professional.

Launceston Therapy Clinic – (03) 6331 4664
Better Help (Online) – www.betterhelp.com
Life Line – 13 11 14

Apart from giving up your time, we do not expect there will be any risks or inconveniences associated with taking part in this study.

Who will have access to my information?

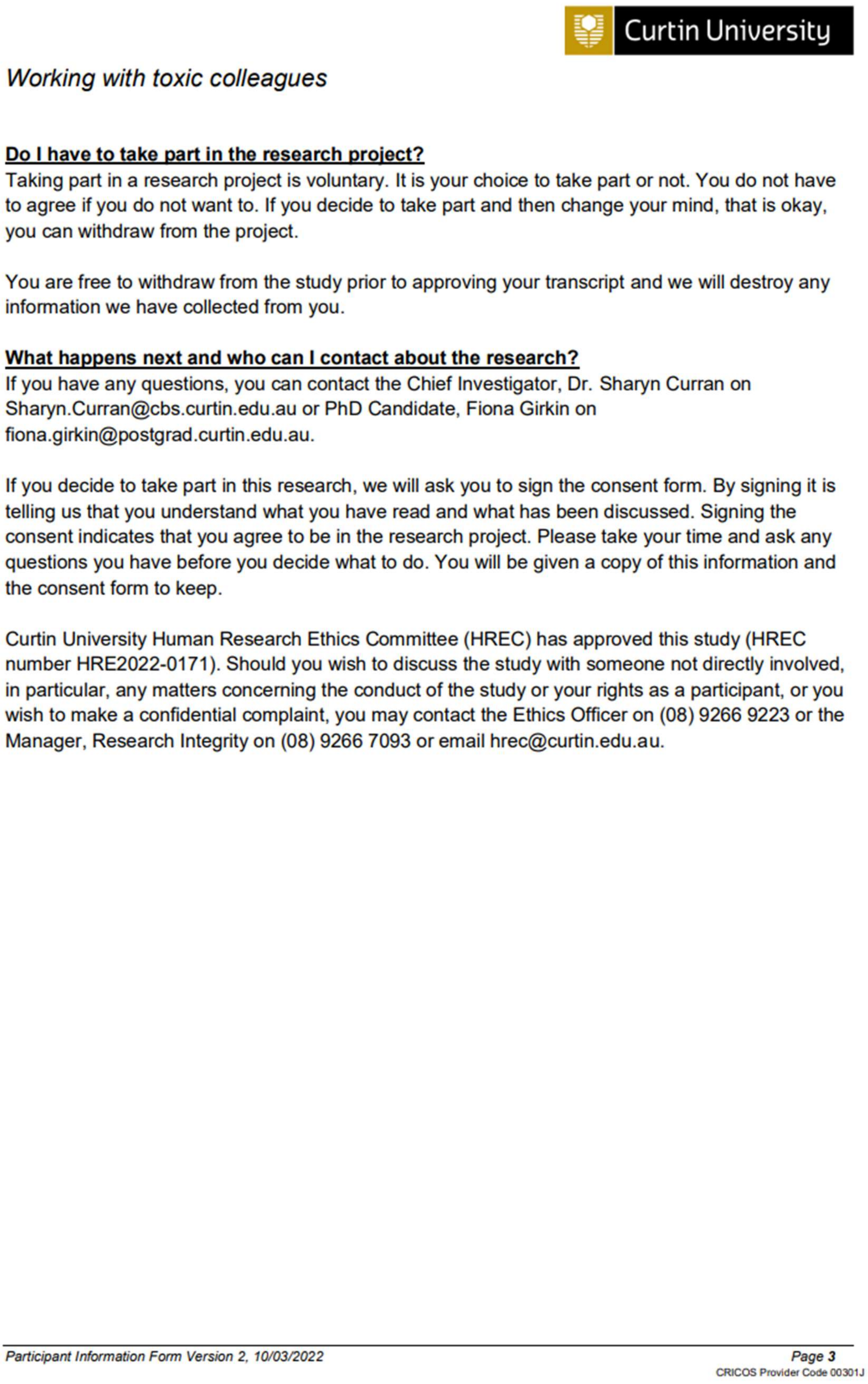
The information collected in this research will be re-identifiable (coded). This means that we will collect data that can identify you but will then remove identifying information on any data or sample and replace it with a code when we analyse the data. Only the research team have access to the code to match your name if it is necessary to do so. Any information we collect will be treated as confidential and used only in this project unless otherwise specified. The following people will have access to the information we collect in this research: the research team and, in the event of an audit or investigation, staff from the Curtin University Office of Research and Development.

Electronic data will be password-protected and hard copy data (including audio tapes) will be in locked storage. The information we collect in this study will be kept under secure conditions at Curtin University for 7 years after the research is published and then it will be destroyed.

The de-identified results of this research may be presented at conferences or published in professional journals. You will not be identified in any results that are published or presented.

Will you tell me the results of the research?

You will be provided with a summary of the results by email after January 2023.



Curtin University

Working with toxic colleagues

<u>Do I have to take part in the research project?</u>

Taking part in a research project is voluntary. It is your choice to take part or not. You do not have to agree if you do not want to. If you decide to take part and then change your mind, that is okay, you can withdraw from the project.

You are free to withdraw from the study prior to approving your transcript and we will destroy any information we have collected from you.

<u>What happens next and who can I contact about the research?</u>

If you have any questions, you can contact the Chief Investigator, Dr. Sharyn Curran on Sharyn.Curran@cbs.curtin.edu.au or PhD Candidate, Fiona Girkin on fiona.girkin@postgrad.curtin.edu.au.

If you decide to take part in this research, we will ask you to sign the consent form. By signing it is telling us that you understand what you have read and what has been discussed. Signing the consent indicates that you agree to be in the research project. Please take your time and ask any questions you have before you decide what to do. You will be given a copy of this information and the consent form to keep.

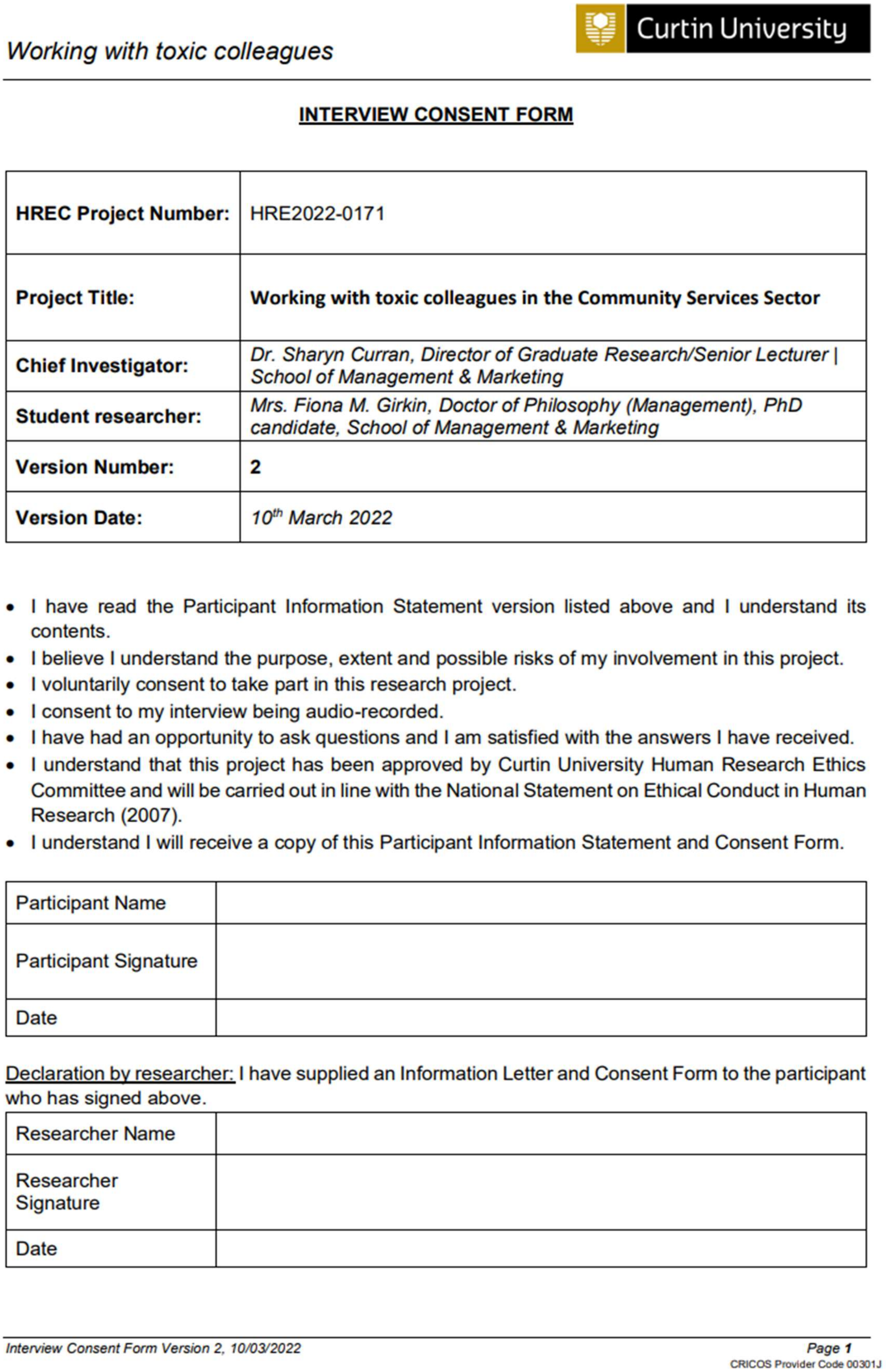
Curtin University Human Research Ethics Committee (HREC) has approved this study (HREC number HRE2022-0171). Should you wish to discuss the study with someone not directly involved, in particular, any matters concerning the conduct of the study or your rights as a participant, or you wish to make a confidential complaint, you may contact the Ethics Officer on (08) 9266 9223 or the Manager, Research Integrity on (08) 9266 7093 or email hrec@curtin.edu.au.

Participant Information Form Version 2, 10/03/2022 *Page **3***

CRICOS Provider Code 00301J

Appendix F

Semi-structured Interview consent form



Working with toxic colleagues

Curtin University

INTERVIEW CONSENT FORM

HREC Project Number:	HRE2022-0171
Project Title:	**Working with toxic colleagues in the Community Services Sector**
Chief Investigator:	*Dr. Sharyn Curran, Director of Graduate Research/Senior Lecturer | School of Management & Marketing*
Student researcher:	*Mrs. Fiona M. Girkin, Doctor of Philosophy (Management), PhD candidate, School of Management & Marketing*
Version Number:	**2**
Version Date:	*10th March 2022*

- I have read the Participant Information Statement version listed above and I understand its contents.
- I believe I understand the purpose, extent and possible risks of my involvement in this project.
- I voluntarily consent to take part in this research project.
- I consent to my interview being audio-recorded.
- I have had an opportunity to ask questions and I am satisfied with the answers I have received.
- I understand that this project has been approved by Curtin University Human Research Ethics Committee and will be carried out in line with the National Statement on Ethical Conduct in Human Research (2007).
- I understand I will receive a copy of this Participant Information Statement and Consent Form.

Participant Name	
Participant Signature	
Date	

Declaration by researcher: I have supplied an Information Letter and Consent Form to the participant who has signed above.

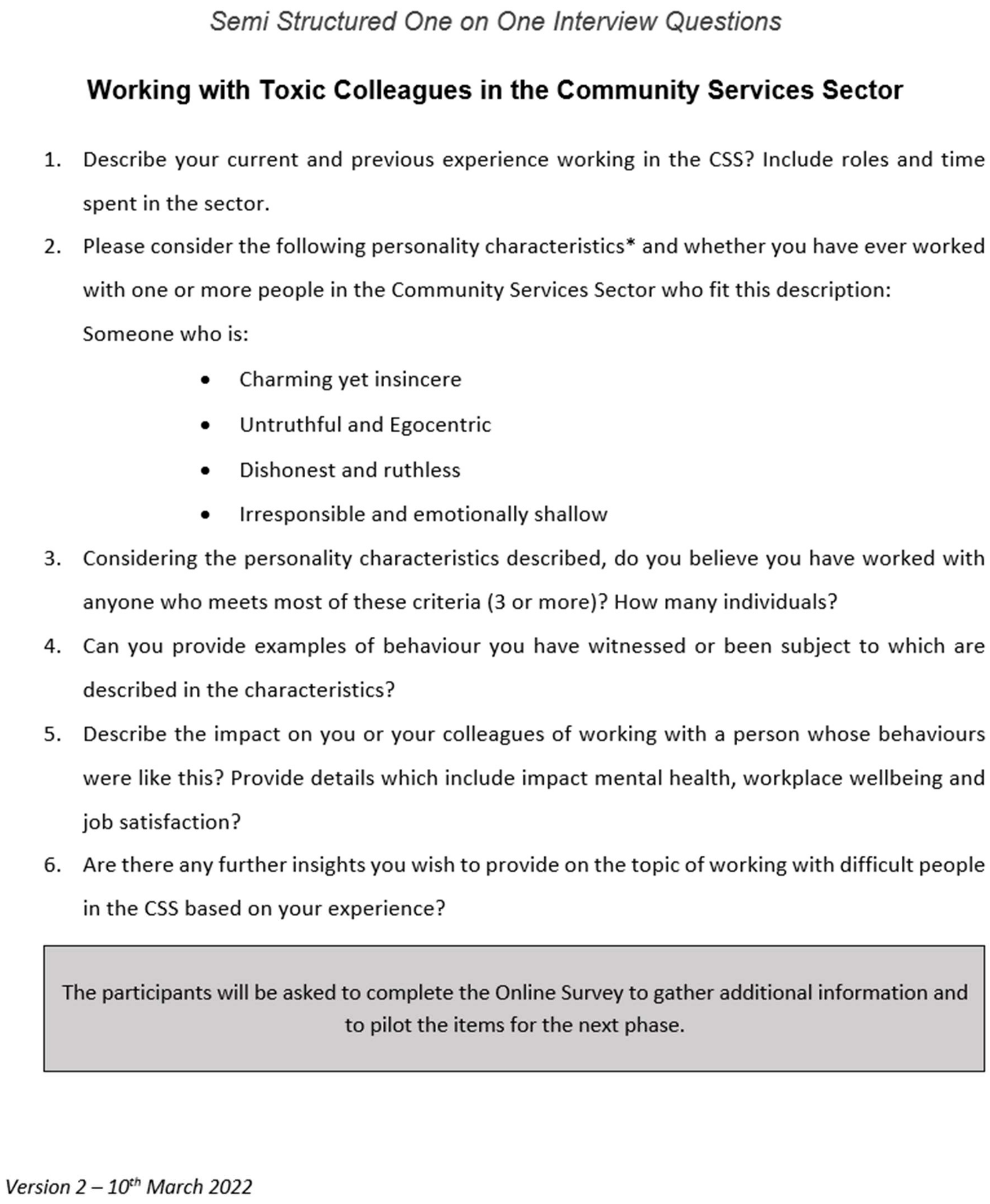
Researcher Name	
Researcher Signature	
Date	

Interview Consent Form Version 2, 10/03/2022 **Page 1**

CRICOS Provider Code 00301J

Appendix G

Semi-structured interview questions



Semi Structured One on One Interview Questions

Working with Toxic Colleagues in the Community Services Sector

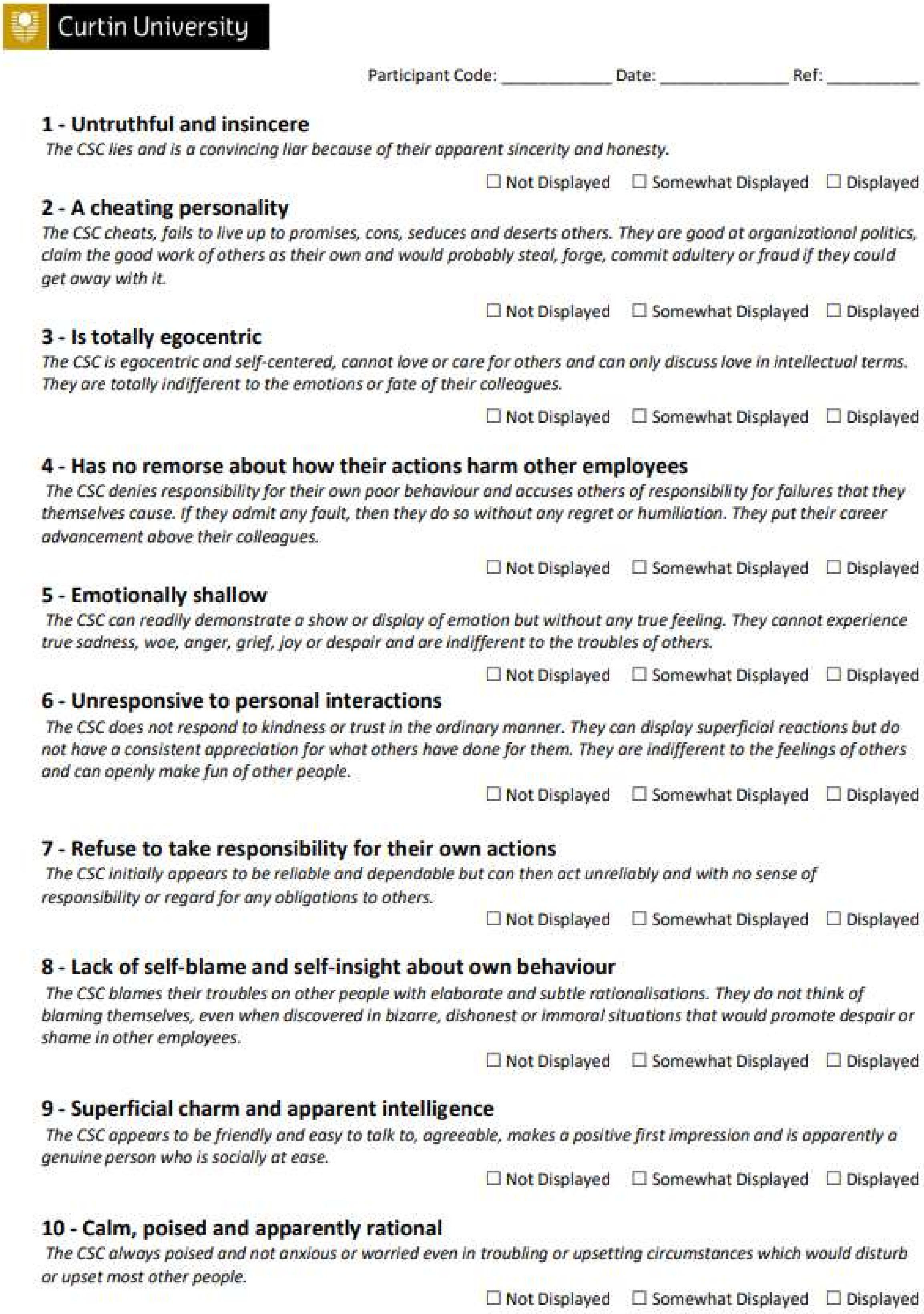
1. Describe your current and previous experience working in the CSS? Include roles and time spent in the sector.
2. Please consider the following personality characteristics* and whether you have ever worked with one or more people in the Community Services Sector who fit this description:
   Someone who is:
   - Charming yet insincere
   - Untruthful and Egocentric
   - Dishonest and ruthless
   - Irresponsible and emotionally shallow
3. Considering the personality characteristics described, do you believe you have worked with anyone who meets most of these criteria (3 or more)? How many individuals?
4. Can you provide examples of behaviour you have witnessed or been subject to which are described in the characteristics?
5. Describe the impact on you or your colleagues of working with a person whose behaviours were like this? Provide details which include impact mental health, workplace wellbeing and job satisfaction?
6. Are there any further insights you wish to provide on the topic of working with difficult people in the CSS based on your experience?

The participants will be asked to complete the Online Survey to gather additional information and to pilot the items for the next phase.

Version 2 – 10th March 2022

Appendix H

PM-MRV2 Criteria Sheet for Semi Structured Interviews



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Participant Code: ____________ Date: ______________ Ref: __________

1 - Untruthful and insincere

The CSC lies and is a convincing liar because of their apparent sincerity and honesty.

☐ Not Displayed ☐ Somewhat Displayed ☐ Displayed

2 - A cheating personality

The CSC cheats, fails to live up to promises, cons, seduces and deserts others. They are good at organizational politics, claim the good work of others as their own and would probably steal, forge, commit adultery or fraud if they could get away with it.

☐ Not Displayed ☐ Somewhat Displayed ☐ Displayed

3 - Is totally egocentric

The CSC is egocentric and self-centered, cannot love or care for others and can only discuss love in intellectual terms. They are totally indifferent to the emotions or fate of their colleagues.

☐ Not Displayed ☐ Somewhat Displayed ☐ Displayed

4 - Has no remorse about how their actions harm other employees

The CSC denies responsibility for their own poor behaviour and accuses others of responsibility for failures that they themselves cause. If they admit any fault, then they do so without any regret or humiliation. They put their career advancement above their colleagues.

☐ Not Displayed ☐ Somewhat Displayed ☐ Displayed

5 - Emotionally shallow

The CSC can readily demonstrate a show or display of emotion but without any true feeling. They cannot experience true sadness, woe, anger, grief, joy or despair and are indifferent to the troubles of others.

☐ Not Displayed ☐ Somewhat Displayed ☐ Displayed

6 - Unresponsive to personal interactions

The CSC does not respond to kindness or trust in the ordinary manner. They can display superficial reactions but do not have a consistent appreciation for what others have done for them. They are indifferent to the feelings of others and can openly make fun of other people.

☐ Not Displayed ☐ Somewhat Displayed ☐ Displayed

7 - Refuse to take responsibility for their own actions

The CSC initially appears to be reliable and dependable but can then act unreliably and with no sense of responsibility or regard for any obligations to others.

☐ Not Displayed ☐ Somewhat Displayed ☐ Displayed

8 - Lack of self-blame and self-insight about own behaviour

The CSC blames their troubles on other people with elaborate and subtle rationalisations. They do not think of blaming themselves, even when discovered in bizarre, dishonest or immoral situations that would promote despair or shame in other employees.

☐ Not Displayed ☐ Somewhat Displayed ☐ Displayed

9 - Superficial charm and apparent intelligence

The CSC appears to be friendly and easy to talk to, agreeable, makes a positive first impression and is apparently a genuine person who is socially at ease.

☐ Not Displayed ☐ Somewhat Displayed ☐ Displayed

10 - Calm, poised and apparently rational

The CSC always poised and not anxious or worried even in troubling or upsetting circumstances which would disturb or upset most other people.

☐ Not Displayed ☐ Somewhat Displayed ☐ Displayed

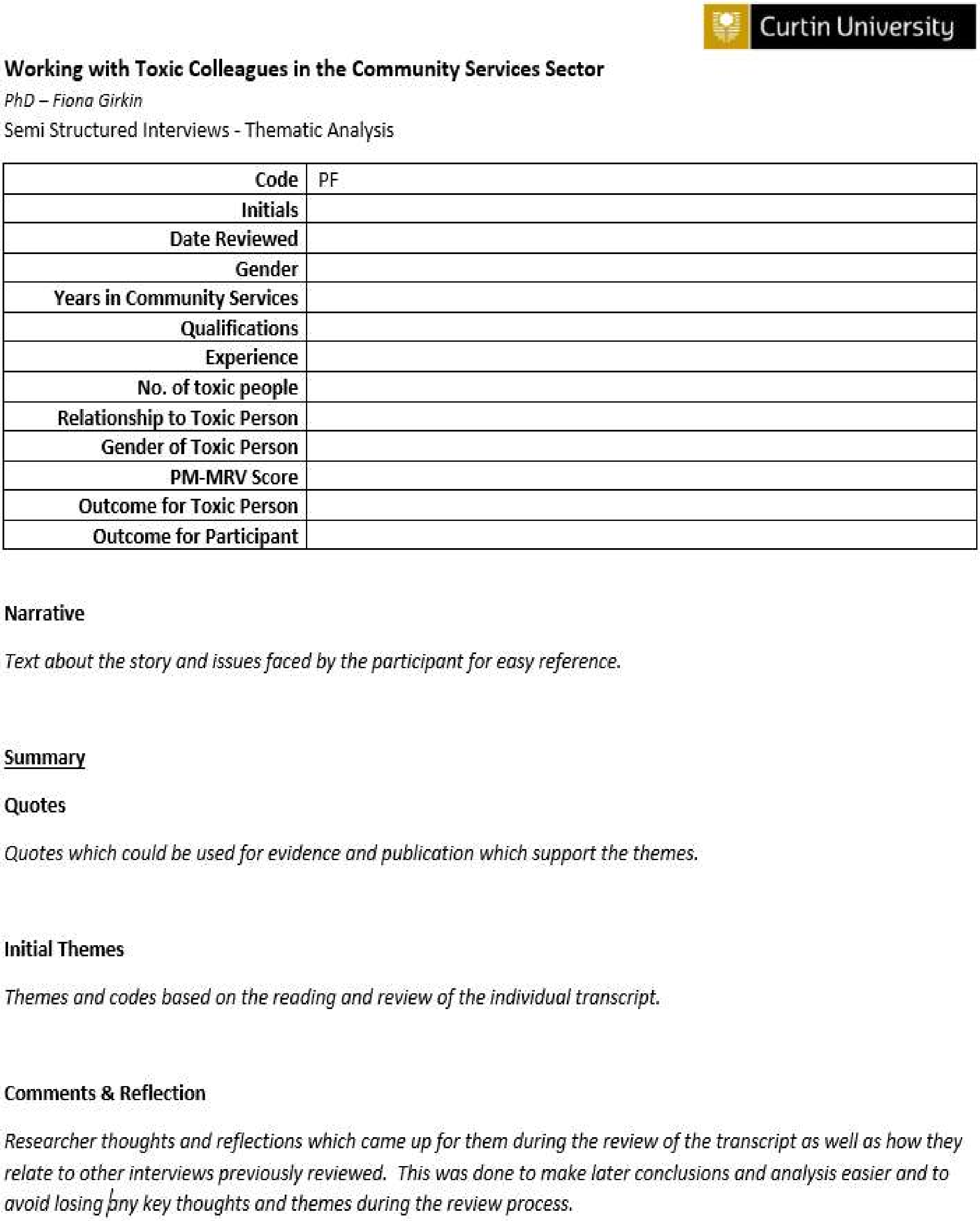
Appendix I

Demographic and PM-MRV2 data for semi structured interviews

Interview participant				Difficult (toxic) colleague			Psychopathy Measure – Management Research Version 2										
Code	Gender	Employment	Occupation	Relationship to female difficult colleague, the participants:	Outcome for difficult colleague	Outcome for participant	1. Untruthful	2. Cheating	3. Egocentric	4. No Remorse	5. Emotionally Shallow	6. Unresponsive	7. No responsibility	8. No self-insight	9. Charming	10. Calm & poised	PM-MRV2: SCORE
PF02	F	Non-Gov Organisation	Social Worker	Manager	No consequences	Resigned	10	10	10	10	10	10	10	10	10	10	100
PM11	M	Non Gov Organisation	Management	Manager	No consequences	No Change	10	10	10	10	10	10	10	10	10	10	100
PF12	F	Non-Gov Organisation	Administration	Colleague	No consequences	Made redundant	10	10	10	10	10	10	10	10	10	10	100
PF15	F	Non-Gov Organisation	Management	Other	No consequences	Resigned	10	10	10	10	10	10	10	10	10	10	100
PF01	F	Non-Gov Organisation	Social Worker	Manager	No consequences	Resigned	10	10	5	10	10	5	10	10	10	10	90
PF04	F	Self Employed	PhD/ Social Worker	Manager	No consequences	Resigned	10	5	10	10	10	10	10	10	10	5	90
PF10	F	Self Employed	PhD/Counsellor	Manager	No consequences	Did not pass probation	10	5	10	10	10	10	10	10	10	5	90
PF13	F	Government	Management	Other	No consequences	No Change	10	5	10	10	10	5	10	10	10	10	90
PF14	F	Non-Gov Organisation	Management	Manager	No consequences	Worker's Comp	10	0	10	10	10	10	10	10	10	10	90
PM07	M	Self Employed	Social Worker	Colleague	Resigned / Investigation	No Change	5	10	10	10	10	5	10	10	10	5	85
PF09	F	Education	Administration	Colleague	No consequences	Resigned to go to new job	10	10	10	10	5	5	10	10	10	5	85
PF05	F	Education	PhD/Lecturer	Manager	No consequences	Resigned	10	5	0	5	5	10	5	5	10	10	65
PF08	F	Non-Gov Organisation	Administration	Colleague	Left Organisation	No Change	10	0	0	5	0	5	10	10	10	5	55

Appendix J

Semi-Structured Interviews Summary Sheet



Working with Toxic Colleagues in the Community Services Sector

PhD – Fiona Girkin

Semi Structured Interviews - Thematic Analysis

Code	PF
Initials	
Date Reviewed	
Gender	
Years in Community Services	
Qualifications	
Experience	
No. of toxic people	
Relationship to Toxic Person	
Gender of Toxic Person	
PM-MRV Score	
Outcome for Toxic Person	
Outcome for Participant	

Narrative

Text about the story and issues faced by the participant for easy reference.

Summary

Quotes

Quotes which could be used for evidence and publication which support the themes.

Initial Themes

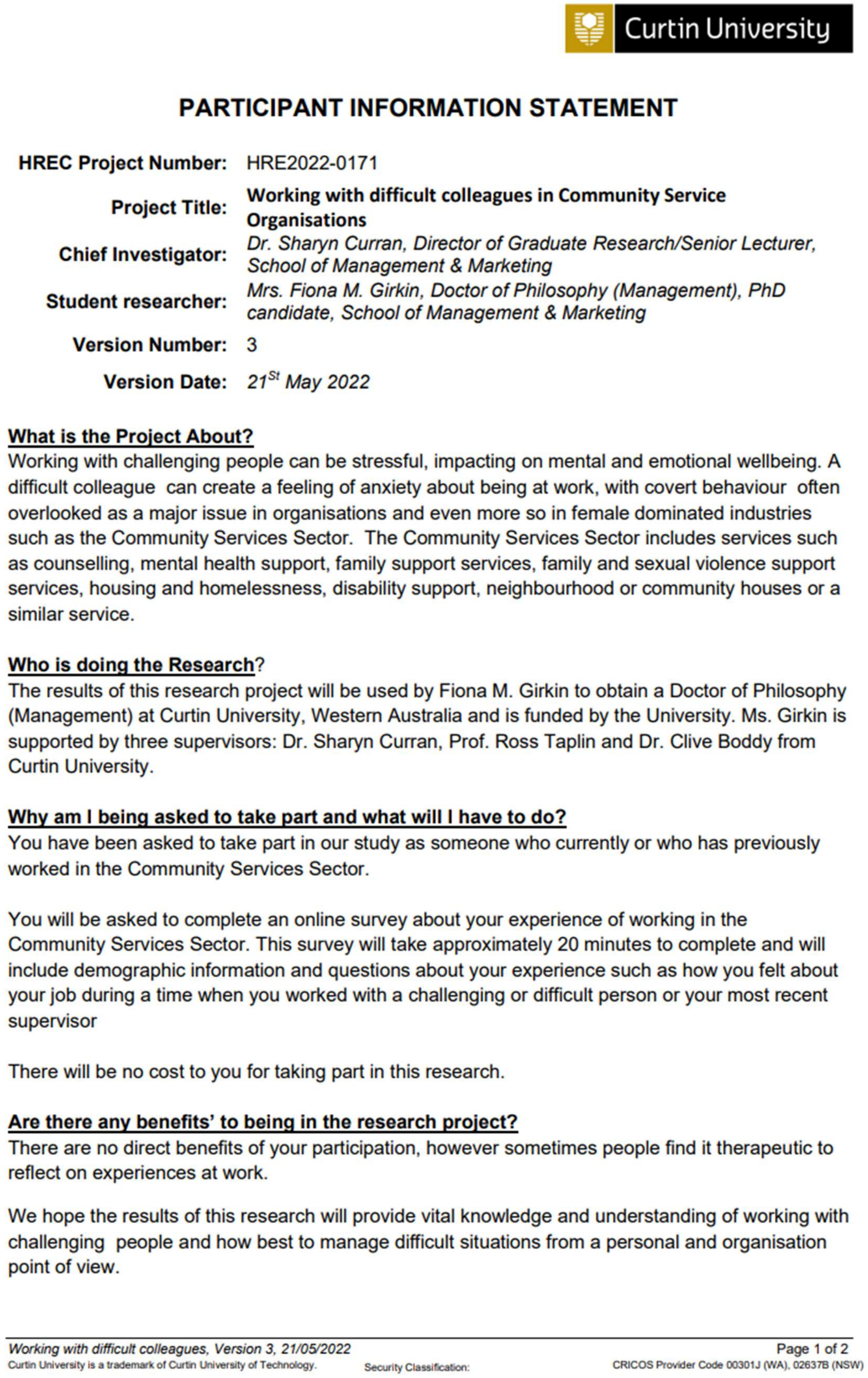
Themes and codes based on the reading and review of the individual transcript.

Comments & Reflection

Researcher thoughts and reflections which came up for them during the review of the transcript as well as how they relate to other interviews previously reviewed. This was done to make later conclusions and analysis easier and to avoid losing any key thoughts and themes during the review process.

Appendix K

Participant information statement – Survey



Curtin University

PARTICIPANT INFORMATION STATEMENT

HREC Project Number:	HRE2022-0171
Project Title:	**Working with difficult colleagues in Community Service Organisations**
Chief Investigator:	*Dr. Sharyn Curran, Director of Graduate Research/Senior Lecturer, School of Management & Marketing*
Student researcher:	*Mrs. Fiona M. Girkin, Doctor of Philosophy (Management), PhD candidate, School of Management & Marketing*
Version Number:	3
Version Date:	*21St May 2022*

What is the Project About?

Working with challenging people can be stressful, impacting on mental and emotional wellbeing. A difficult colleague can create a feeling of anxiety about being at work, with covert behaviour often overlooked as a major issue in organisations and even more so in female dominated industries such as the Community Services Sector. The Community Services Sector includes services such as counselling, mental health support, family support services, family and sexual violence support services, housing and homelessness, disability support, neighbourhood or community houses or a similar service.

Who is doing the Research?

The results of this research project will be used by Fiona M. Girkin to obtain a Doctor of Philosophy (Management) at Curtin University, Western Australia and is funded by the University. Ms. Girkin is supported by three supervisors: Dr. Sharyn Curran, Prof. Ross Taplin and Dr. Clive Boddy from Curtin University.

Why am I being asked to take part and what will I have to do?

You have been asked to take part in our study as someone who currently or who has previously worked in the Community Services Sector.

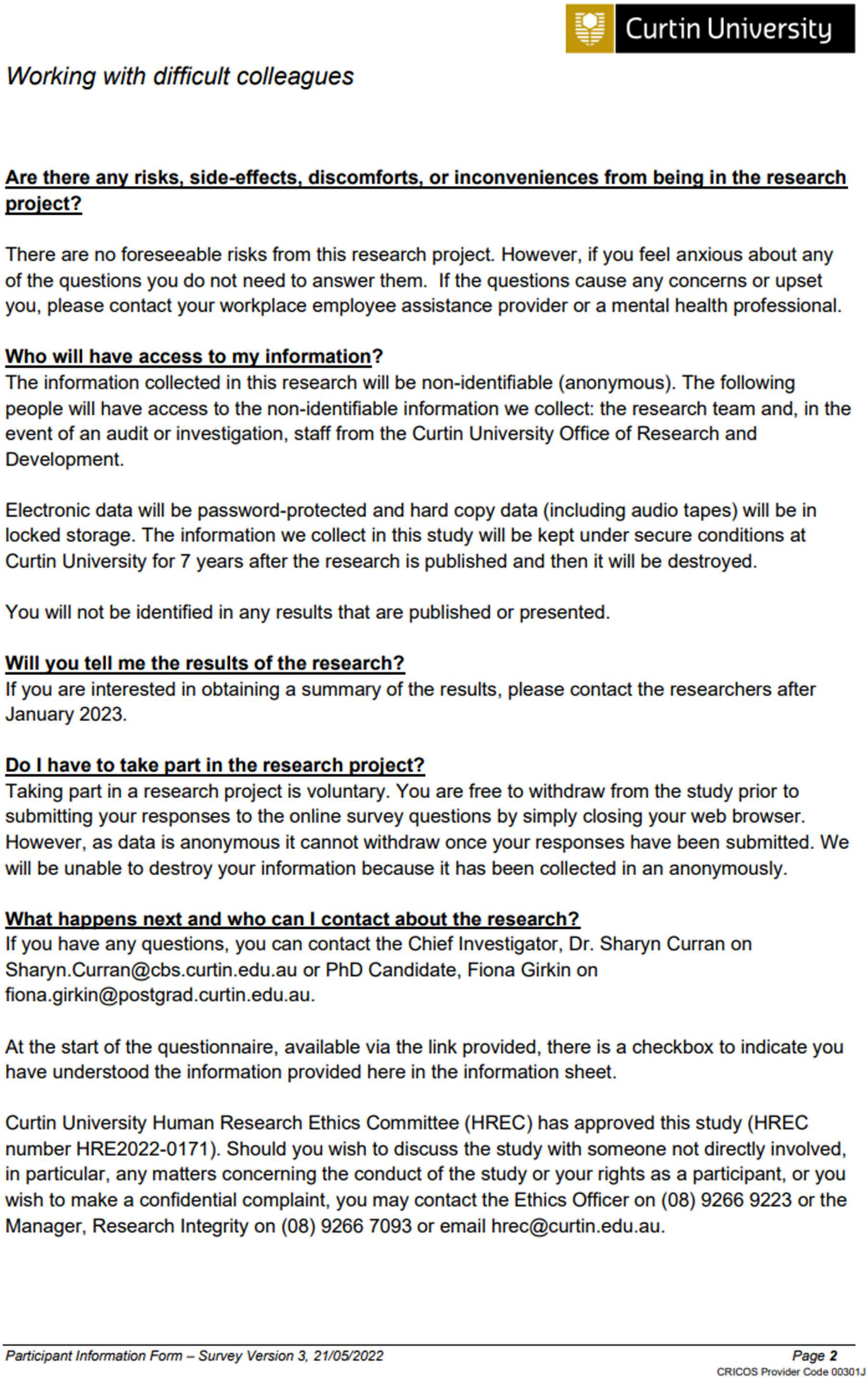
You will be asked to complete an online survey about your experience of working in the Community Services Sector. This survey will take approximately 20 minutes to complete and will include demographic information and questions about your experience such as how you felt about your job during a time when you worked with a challenging or difficult person or your most recent supervisor

There will be no cost to you for taking part in this research.

Are there any benefits' to being in the research project?

There are no direct benefits of your participation, however sometimes people find it therapeutic to reflect on experiences at work.

We hope the results of this research will provide vital knowledge and understanding of working with challenging people and how best to manage difficult situations from a personal and organisation point of view.



Working with difficult colleagues

Are there any risks, side-effects, discomforts, or inconveniences from being in the research project?

There are no foreseeable risks from this research project. However, if you feel anxious about any of the questions you do not need to answer them. If the questions cause any concerns or upset you, please contact your workplace employee assistance provider or a mental health professional.

Who will have access to my information?
The information collected in this research will be non-identifiable (anonymous). The following people will have access to the non-identifiable information we collect: the research team and, in the event of an audit or investigation, staff from the Curtin University Office of Research and Development.

Electronic data will be password-protected and hard copy data (including audio tapes) will be in locked storage. The information we collect in this study will be kept under secure conditions at Curtin University for 7 years after the research is published and then it will be destroyed.

You will not be identified in any results that are published or presented.

Will you tell me the results of the research?
If you are interested in obtaining a summary of the results, please contact the researchers after January 2023.

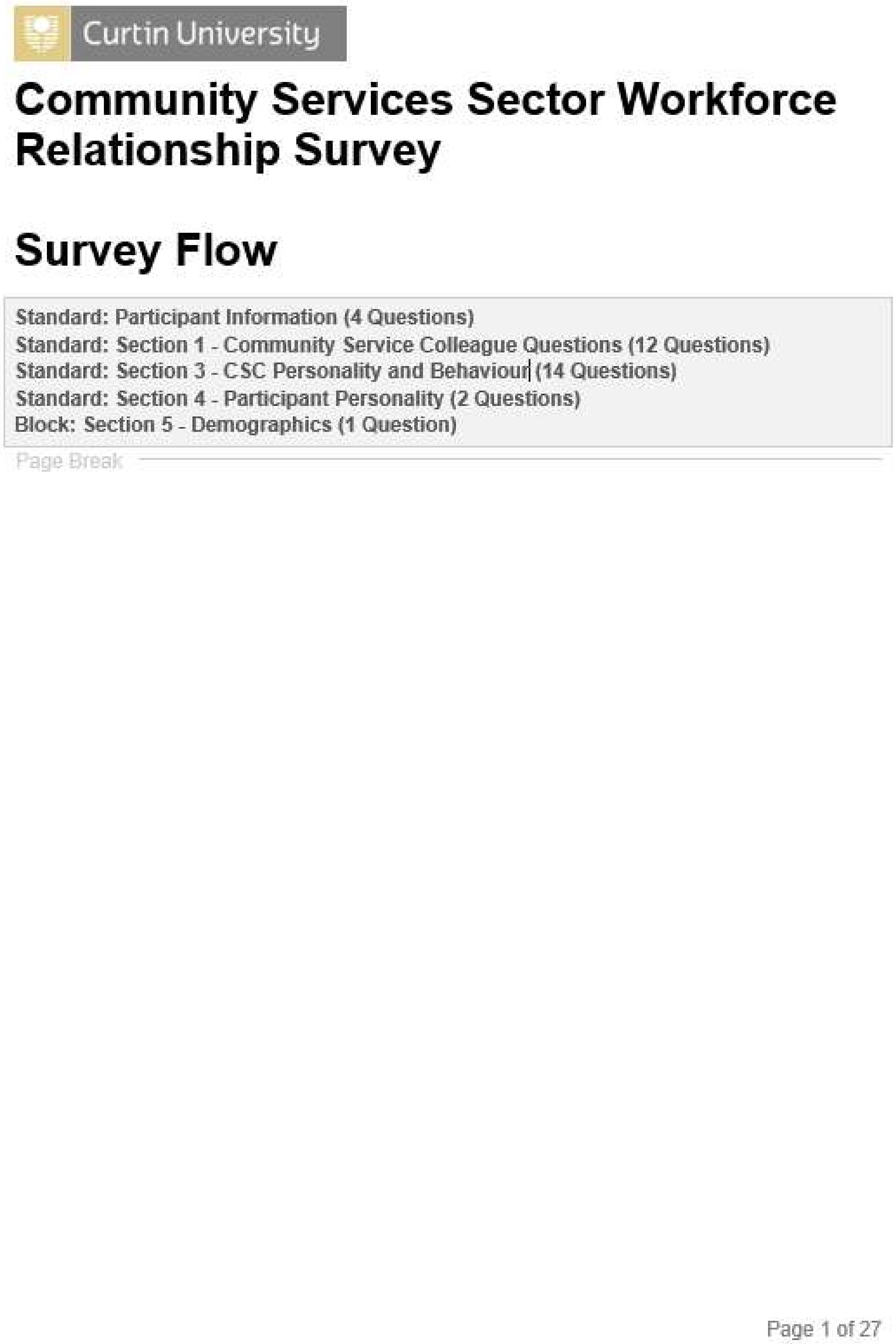
Do I have to take part in the research project?
Taking part in a research project is voluntary. You are free to withdraw from the study prior to submitting your responses to the online survey questions by simply closing your web browser. However, as data is anonymous it cannot withdraw once your responses have been submitted. We will be unable to destroy your information because it has been collected in an anonymously.

What happens next and who can I contact about the research?
If you have any questions, you can contact the Chief Investigator, Dr. Sharyn Curran on Sharyn.Curran@cbs.curtin.edu.au or PhD Candidate, Fiona Girkin on fiona.girkin@postgrad.curtin.edu.au.

At the start of the questionnaire, available via the link provided, there is a checkbox to indicate you have understood the information provided here in the information sheet.

Curtin University Human Research Ethics Committee (HREC) has approved this study (HREC number HRE2022-0171). Should you wish to discuss the study with someone not directly involved, in particular, any matters concerning the conduct of the study or your rights as a participant, or you wish to make a confidential complaint, you may contact the Ethics Officer on (08) 9266 9223 or the Manager, Research Integrity on (08) 9266 7093 or email hrec@curtin.edu.au.

Appendix L



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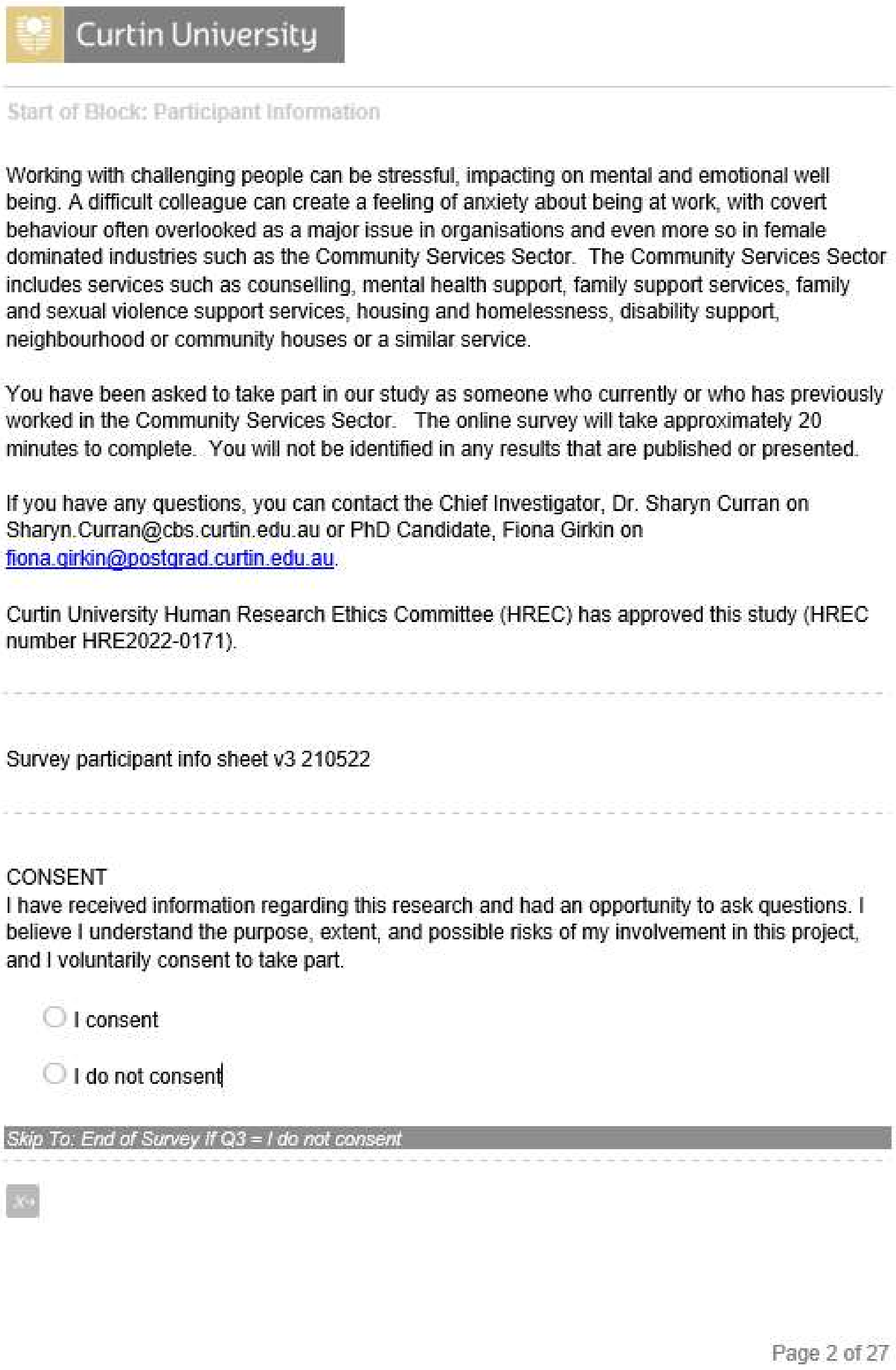
Community Services Sector Workforce Relationship Survey

Survey Flow

Standard: Participant Information (4 Questions)
Standard: Section 1 - Community Service Colleague Questions (12 Questions)
Standard: Section 3 - CSC Personality and Behaviour (14 Questions)
Standard: Section 4 - Participant Personality (2 Questions)
Block: Section 5 - Demographics (1 Question)

Page Break



Curtin University

Start of Block: Participant Information

Working with challenging people can be stressful, impacting on mental and emotional well being. A difficult colleague can create a feeling of anxiety about being at work, with covert behaviour often overlooked as a major issue in organisations and even more so in female dominated industries such as the Community Services Sector. The Community Services Sector includes services such as counselling, mental health support, family support services, family and sexual violence support services, housing and homelessness, disability support, neighbourhood or community houses or a similar service.

You have been asked to take part in our study as someone who currently or who has previously worked in the Community Services Sector. The online survey will take approximately 20 minutes to complete. You will not be identified in any results that are published or presented.

If you have any questions, you can contact the Chief Investigator, Dr. Sharyn Curran on Sharyn.Curran@cbs.curtin.edu.au or PhD Candidate, Fiona Girkin on fiona.girkin@postgrad.curtin.edu.au.

Curtin University Human Research Ethics Committee (HREC) has approved this study (HREC number HRE2022-0171).

Survey participant info sheet v3 210522

CONSENT
I have received information regarding this research and had an opportunity to ask questions. I believe I understand the purpose, extent, and possible risks of my involvement in this project, and I voluntarily consent to take part.

○ I consent

○ I do not consent

Skip To: End of Survey If Q3 = I do not consent

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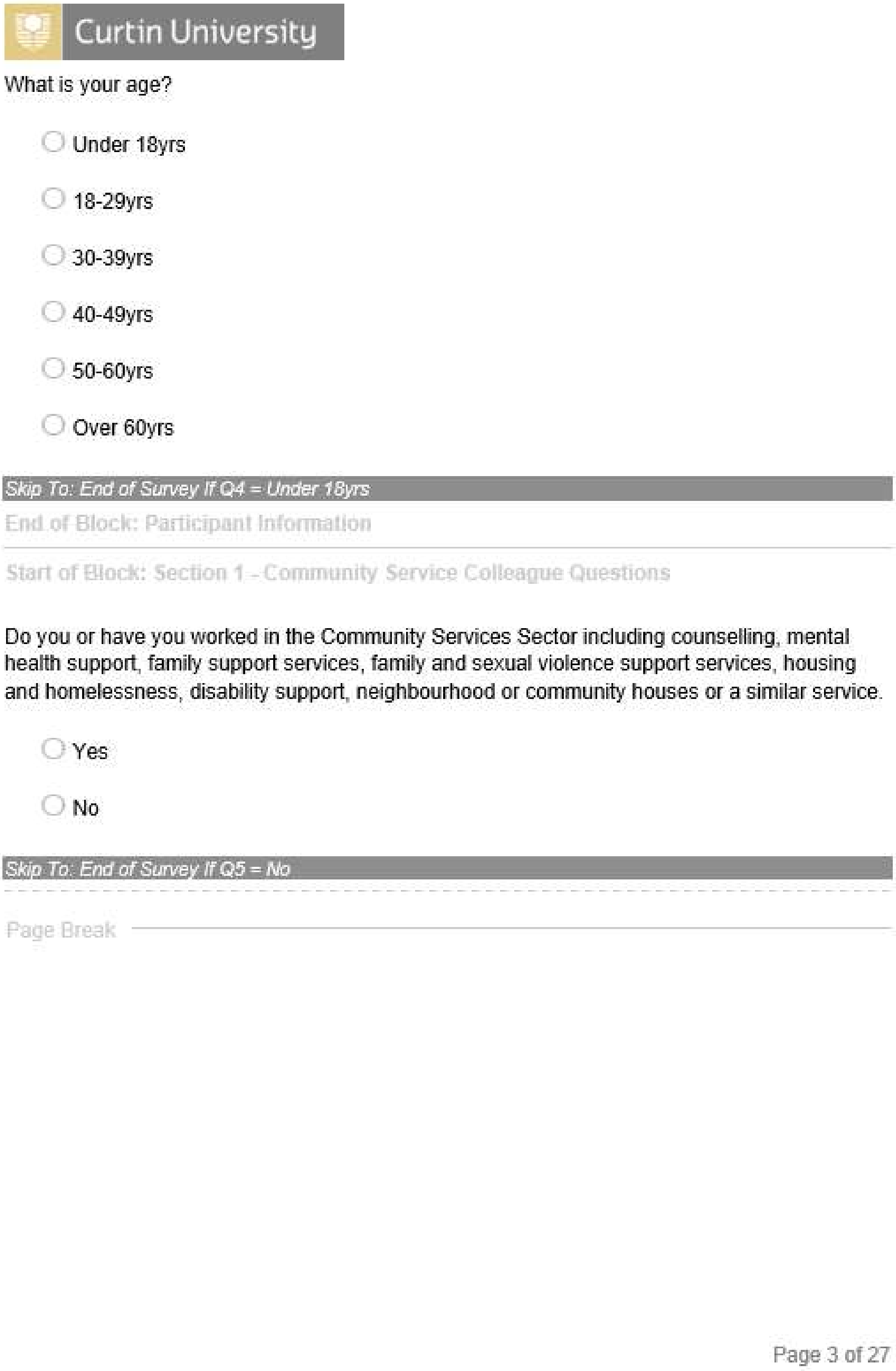

Curtin University

What is your age?

○ Under 18yrs

○ 18-29yrs

○ 30-39yrs

○ 40-49yrs

○ 50-60yrs

○ Over 60yrs

Skip To: End of Survey If Q4 = Under 18yrs

End of Block: Participant Information

Start of Block: Section 1 - Community Service Colleague Questions

Do you or have you worked in the Community Services Sector including counselling, mental health support, family support services, family and sexual violence support services, housing and homelessness, disability support, neighbourhood or community houses or a similar service.

○ Yes

○ No

Skip To: End of Survey If Q5 = No

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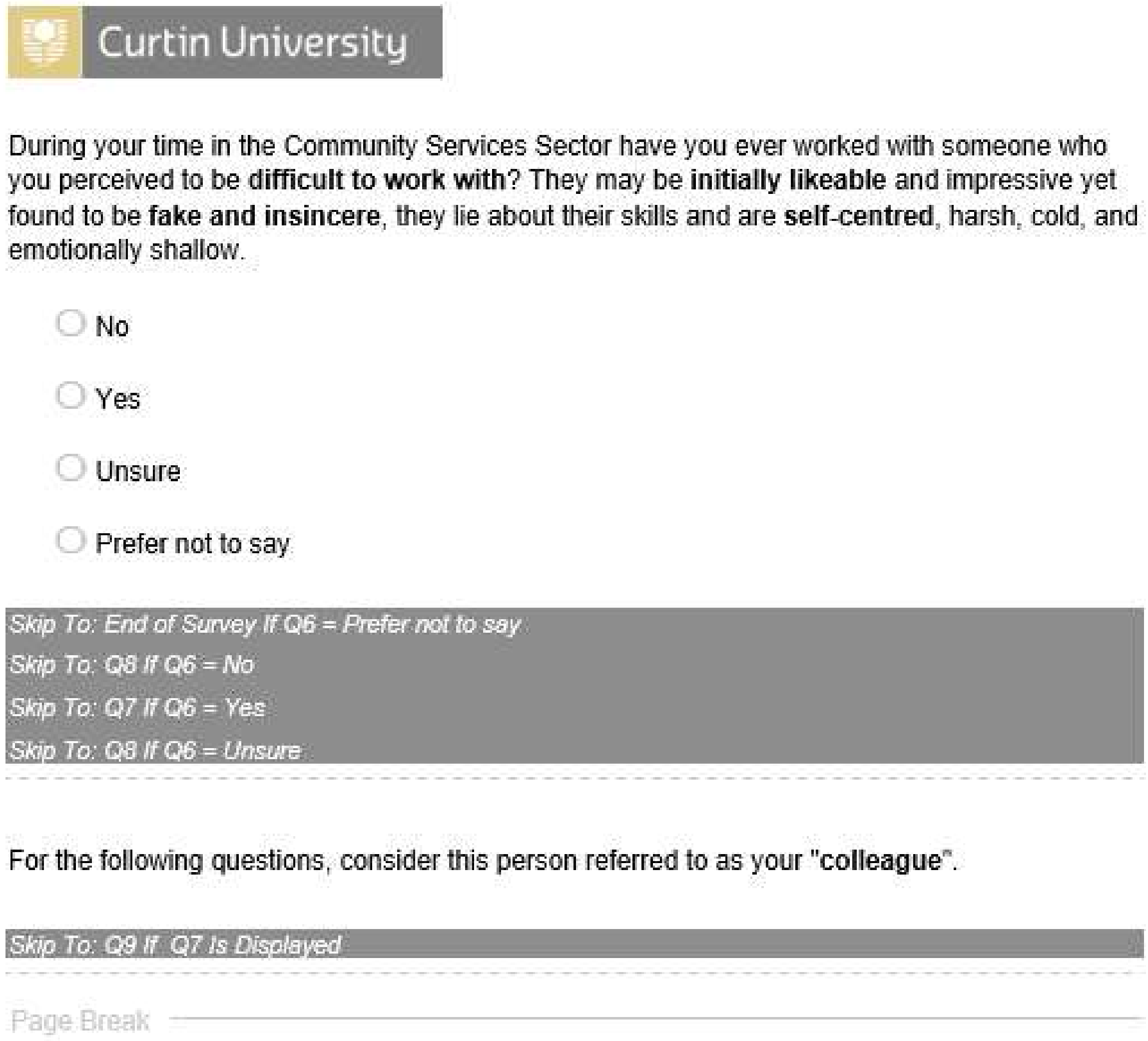

Curtin University

During your time in the Community Services Sector have you ever worked with someone who you perceived to be **difficult to work with**? They may be **initially likeable** and impressive yet found to be **fake and insincere**, they lie about their skills and are **self-centred**, harsh, cold, and emotionally shallow.

○ No

○ Yes

○ Unsure

○ Prefer not to say

Skip To: End of Survey If Q6 = Prefer not to say
Skip To: Q8 If Q6 = No
Skip To: Q7 If Q6 = Yes
Skip To: Q8 If Q6 = Unsure

For the following questions, consider this person referred to as your "**colleague**".

Skip To: Q9 If Q7 Is Displayed

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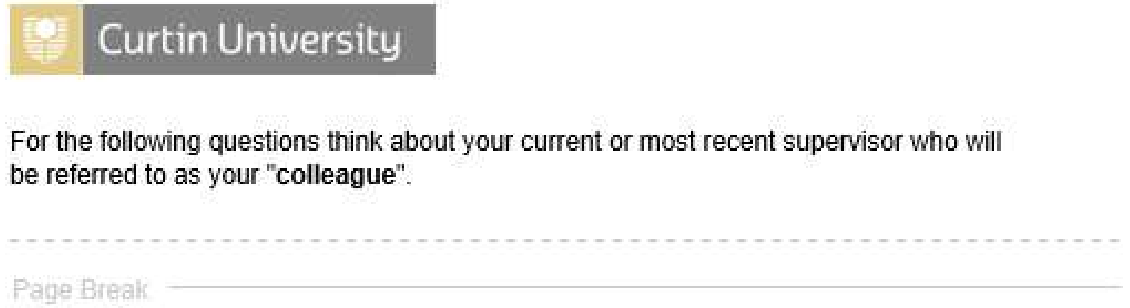

Curtin University

For the following questions think about your current or most recent supervisor who will be referred to as your "**colleague**".

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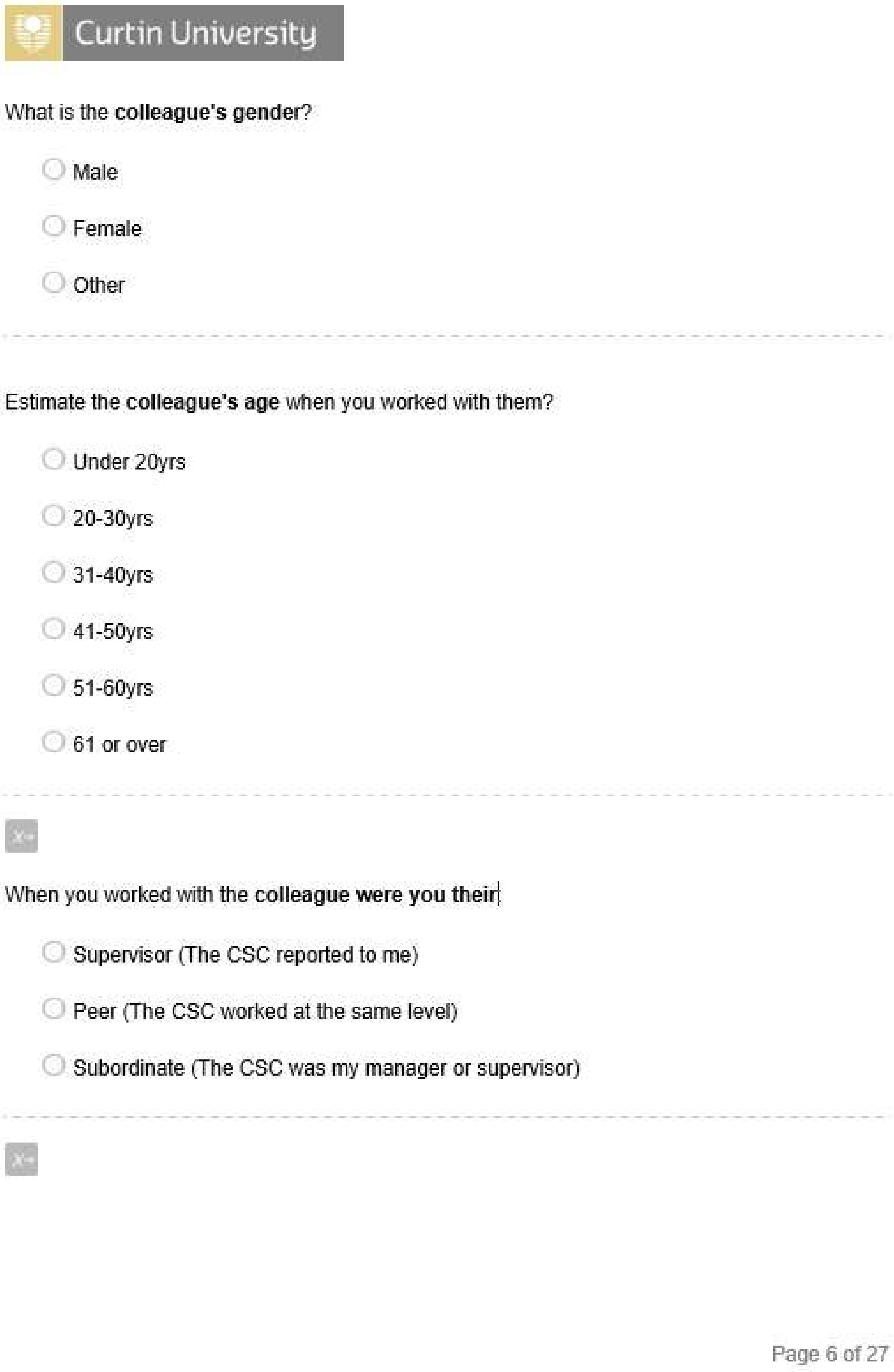

Curtin University

What is the **colleague's gender**?

○ Male

○ Female

○ Other

Estimate the **colleague's age** when you worked with them?

○ Under 20yrs

○ 20-30yrs

○ 31-40yrs

○ 41-50yrs

○ 51-60yrs

○ 61 or over

When you worked with the **colleague were you their**

○ Supervisor (The CSC reported to me)

○ Peer (The CSC worked at the same level)

○ Subordinate (The CSC was my manager or supervisor)

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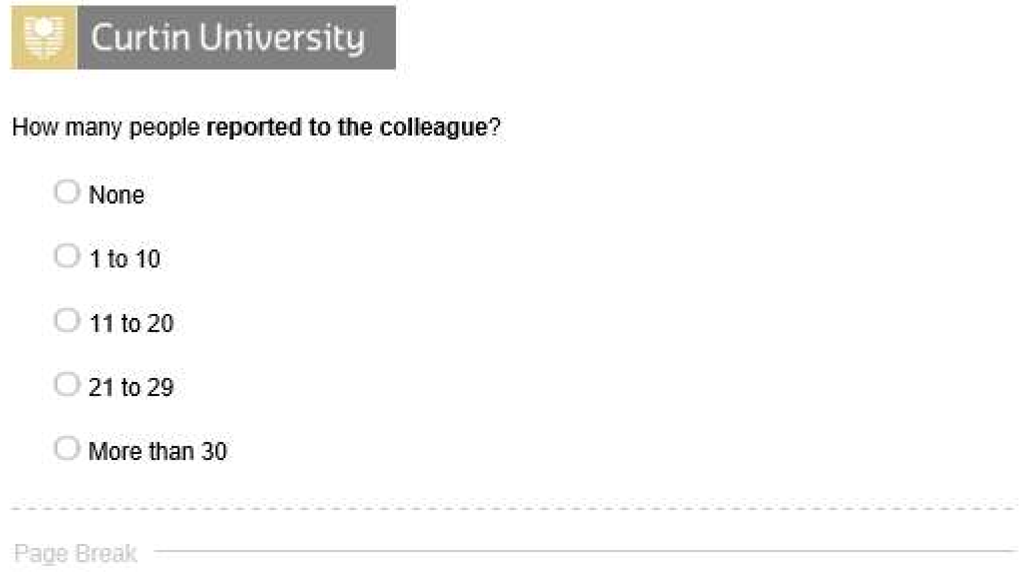

Curtin University

How many people **reported to the colleague**?

○ None

○ 1 to 10

○ 11 to 20

○ 21 to 29

○ More than 30

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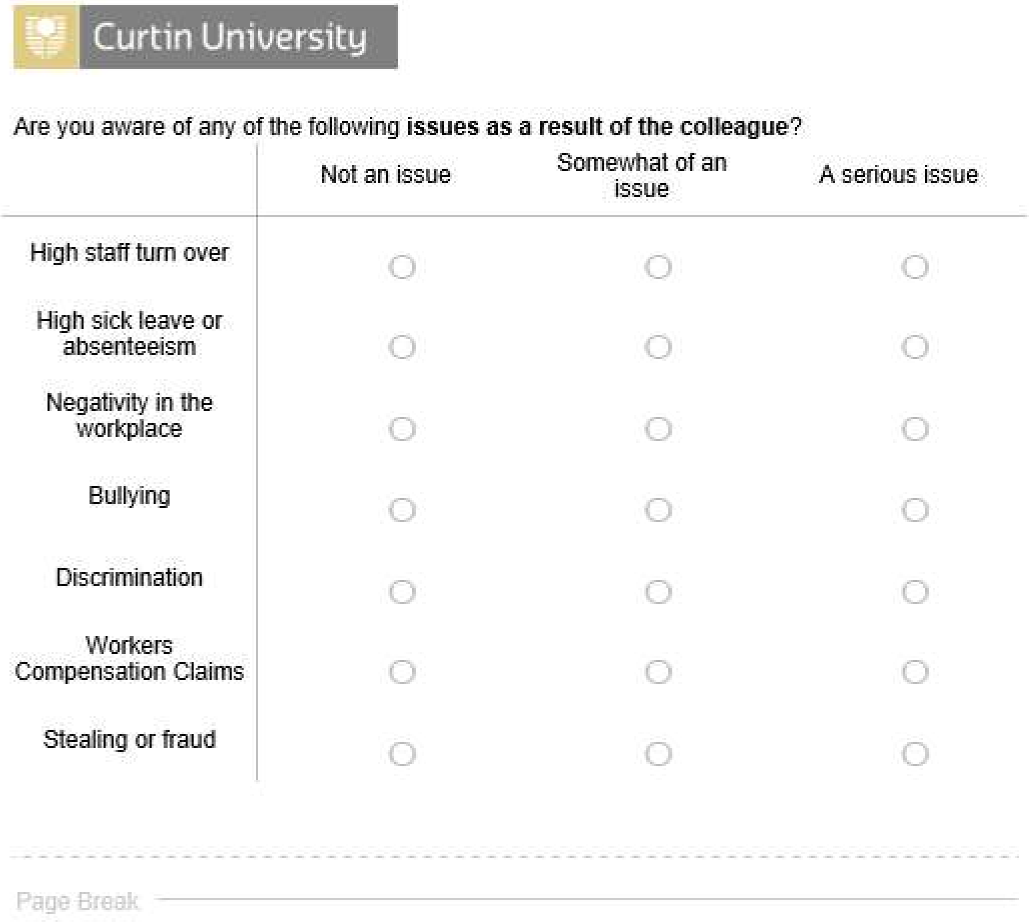

Curtin University

Are you aware of any of the following **issues as a result of the colleague**?

	Not an issue	Somewhat of an issue	A serious issue
High staff turn over	○	○	○
High sick leave or absenteeism	○	○	○
Negativity in the workplace	○	○	○
Bullying	○	○	○
Discrimination	○	○	○
Workers Compensation Claims	○	○	○
Stealing or fraud	○	○	○

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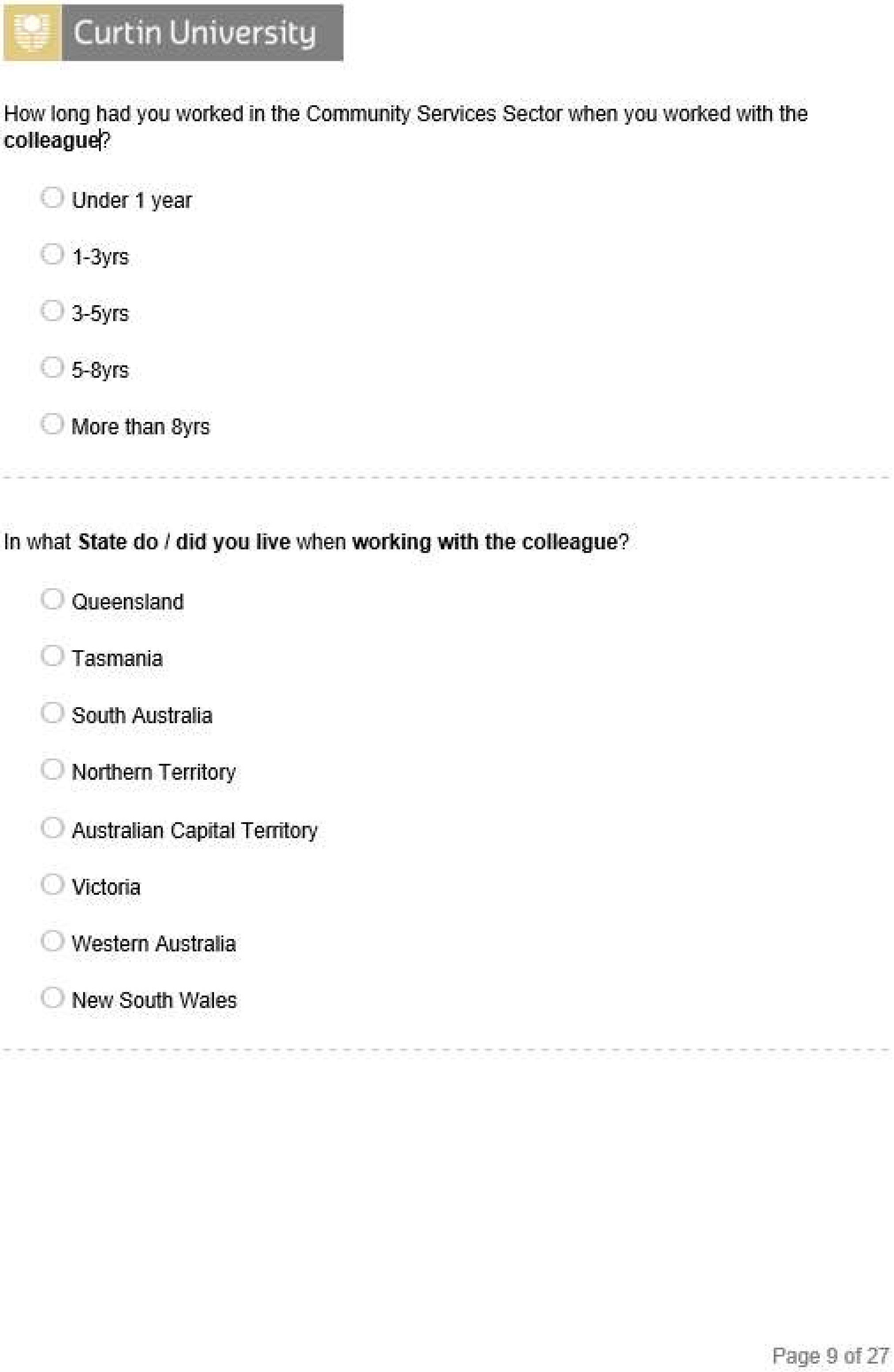

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How long had you worked in the Community Services Sector when you worked with the **colleague**?

○ Under 1 year

○ 1-3yrs

○ 3-5yrs

○ 5-8yrs

○ More than 8yrs

In what **State do / did you live** when **working with the colleague**?

○ Queensland

○ Tasmania

○ South Australia

○ Northern Territory

○ Australian Capital Territory

○ Victoria

○ Western Australia

○ New South Wales

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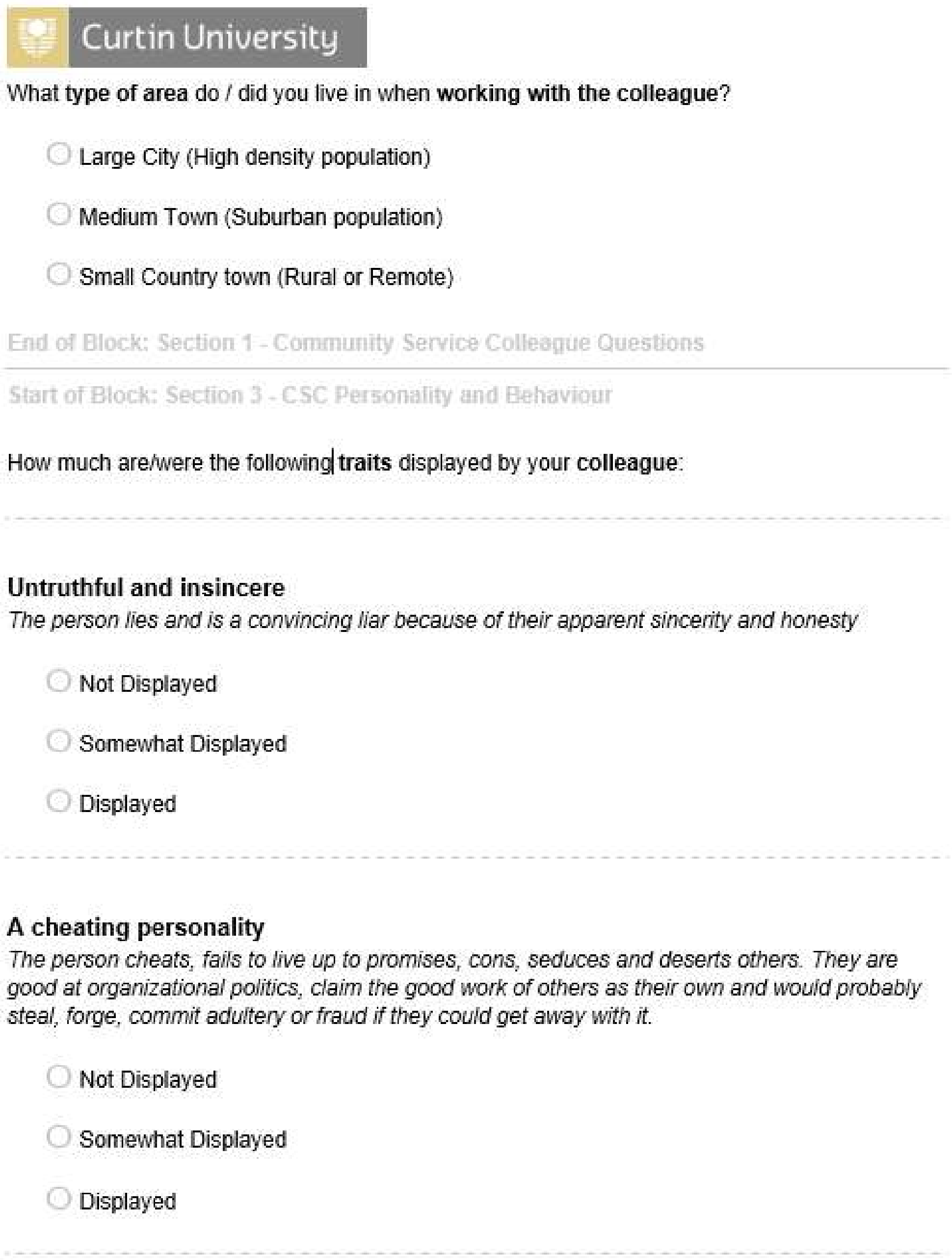


Curtin University

What **type of area** do / did you live in when **working with the colleague**?

○ Large City (High density population)

○ Medium Town (Suburban population)

○ Small Country town (Rural or Remote)

End of Block: Section 1 - Community Service Colleague Questions

Start of Block: Section 3 - CSC Personality and Behaviour

How much are/were the following **traits** displayed by your **colleague**:

Untruthful and insincere

The person lies and is a convincing liar because of their apparent sincerity and honesty

○ Not Displayed

○ Somewhat Displayed

○ Displayed

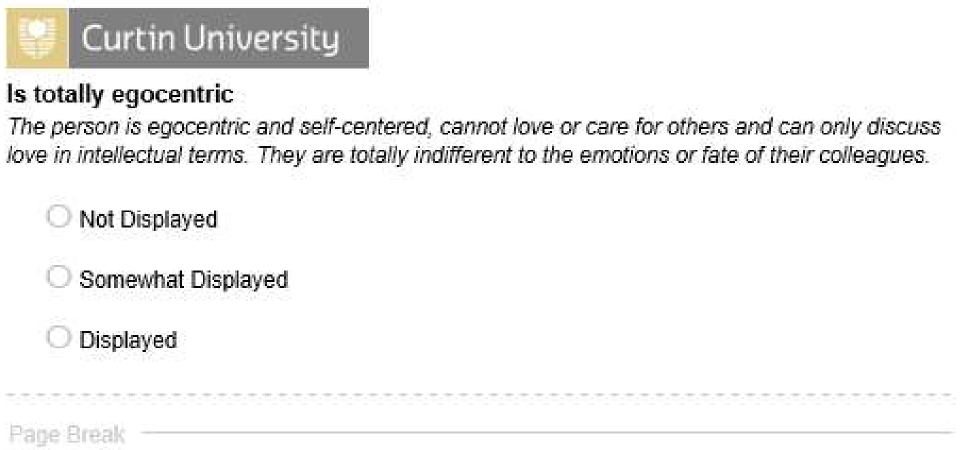
A cheating personality

The person cheats, fails to live up to promises, cons, seduces and deserts others. They are good at organizational politics, claim the good work of others as their own and would probably steal, forge, commit adultery or fraud if they could get away with it.

○ Not Displayed

○ Somewhat Displayed

○ Displayed



Curtin University

Is totally egocentric

The person is egocentric and self-centered, cannot love or care for others and can only discuss love in intellectual terms. They are totally indifferent to the emotions or fate of their colleagues.

○ Not Displayed

○ Somewhat Displayed

○ Displayed

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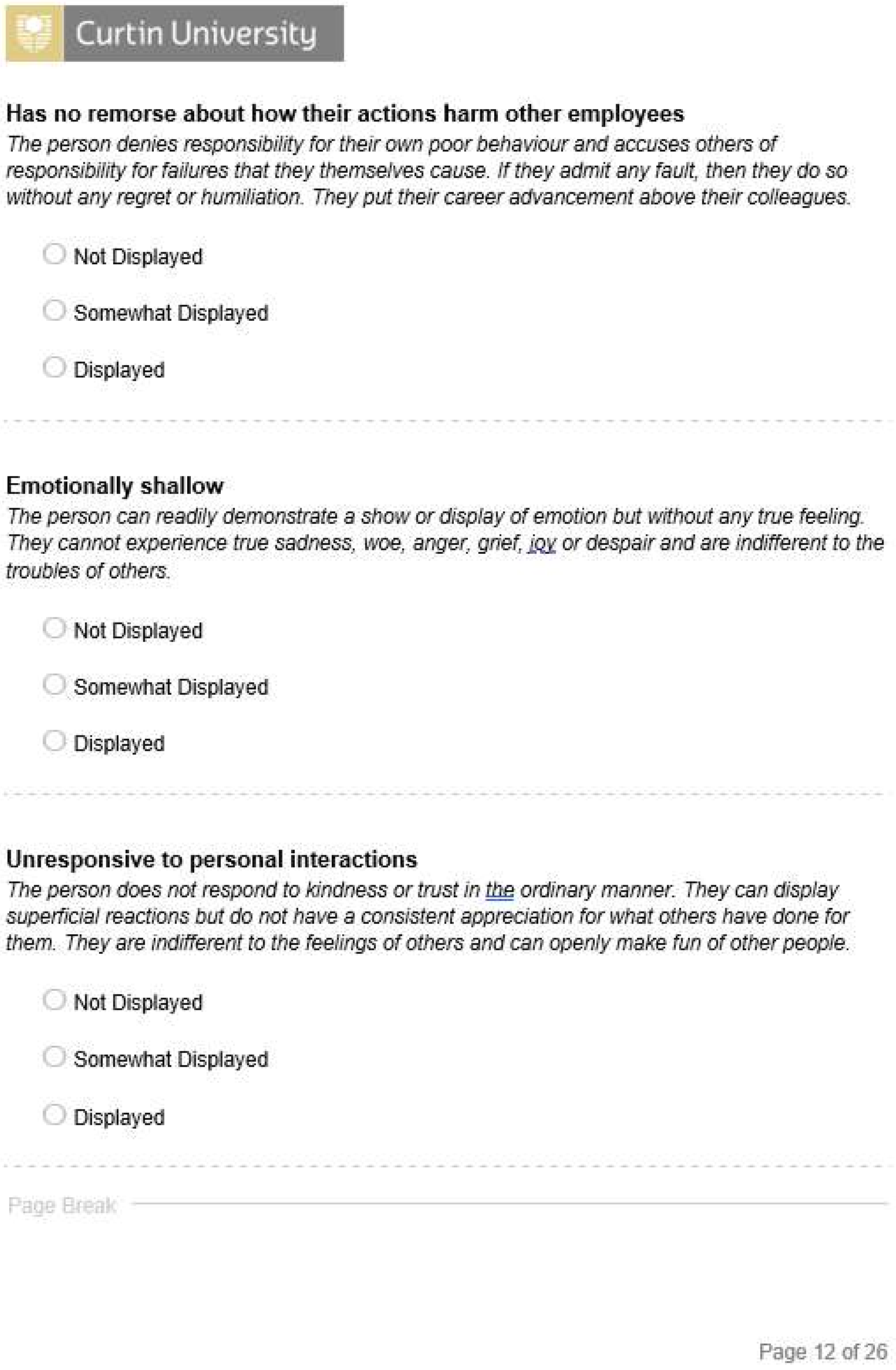

Curtin University

Has no remorse about how their actions harm other employees

The person denies responsibility for their own poor behaviour and accuses others of responsibility for failures that they themselves cause. If they admit any fault, then they do so without any regret or humiliation. They put their career advancement above their colleagues.

○ Not Displayed

○ Somewhat Displayed

○ Displayed

Emotionally shallow

The person can readily demonstrate a show or display of emotion but without any true feeling. They cannot experience true sadness, woe, anger, grief, joy or despair and are indifferent to the troubles of others.

○ Not Displayed

○ Somewhat Displayed

○ Displayed

Unresponsive to personal interactions

The person does not respond to kindness or trust in the ordinary manner. They can display superficial reactions but do not have a consistent appreciation for what others have done for them. They are indifferent to the feelings of others and can openly make fun of other people.

○ Not Displayed

○ Somewhat Displayed

○ Displayed

Page Break

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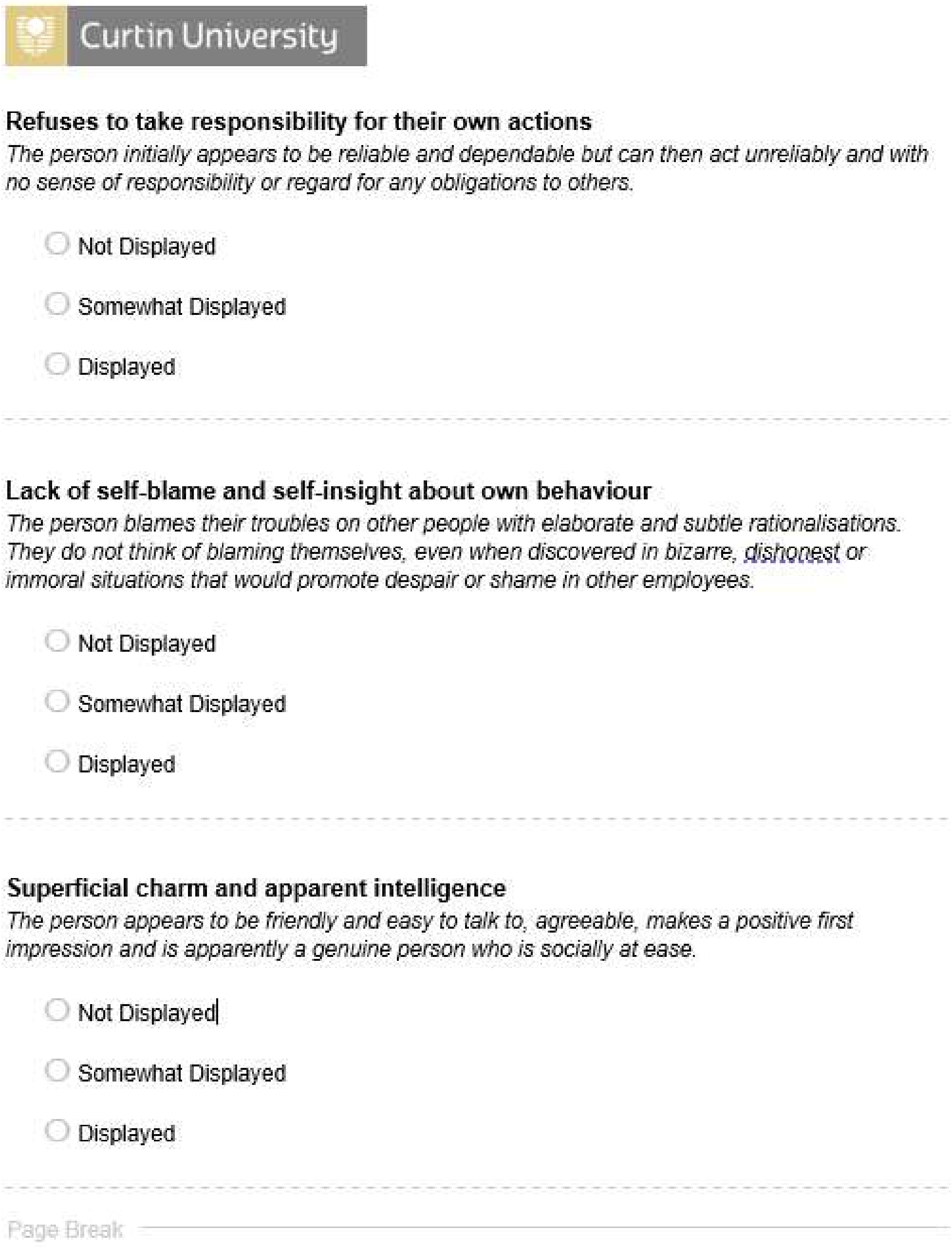


Refuses to take responsibility for their own actions

The person initially appears to be reliable and dependable but can then act unreliably and with no sense of responsibility or regard for any obligations to others.

- ○ Not Displayed
- ○ Somewhat Displayed
- ○ Displayed

Lack of self-blame and self-insight about own behaviour

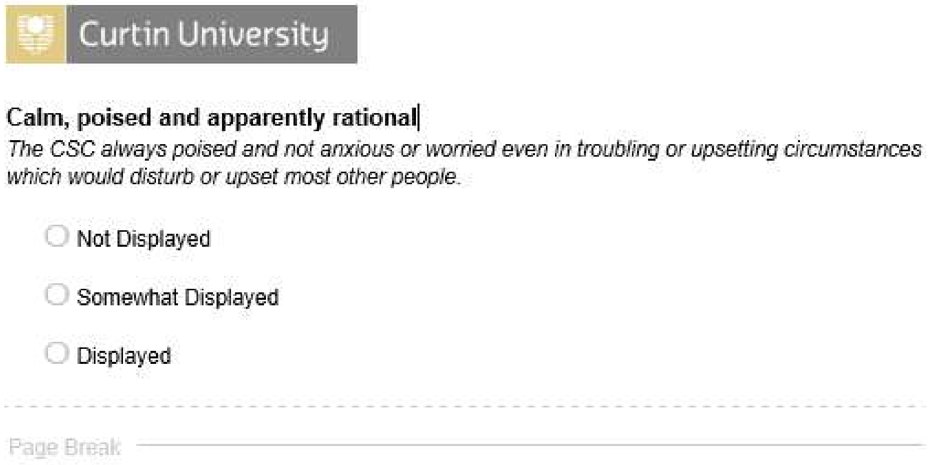
The person blames their troubles on other people with elaborate and subtle rationalisations. They do not think of blaming themselves, even when discovered in bizarre, dishonest or immoral situations that would promote despair or shame in other employees.

- ○ Not Displayed
- ○ Somewhat Displayed
- ○ Displayed

Superficial charm and apparent intelligence

The person appears to be friendly and easy to talk to, agreeable, makes a positive first impression and is apparently a genuine person who is socially at ease.

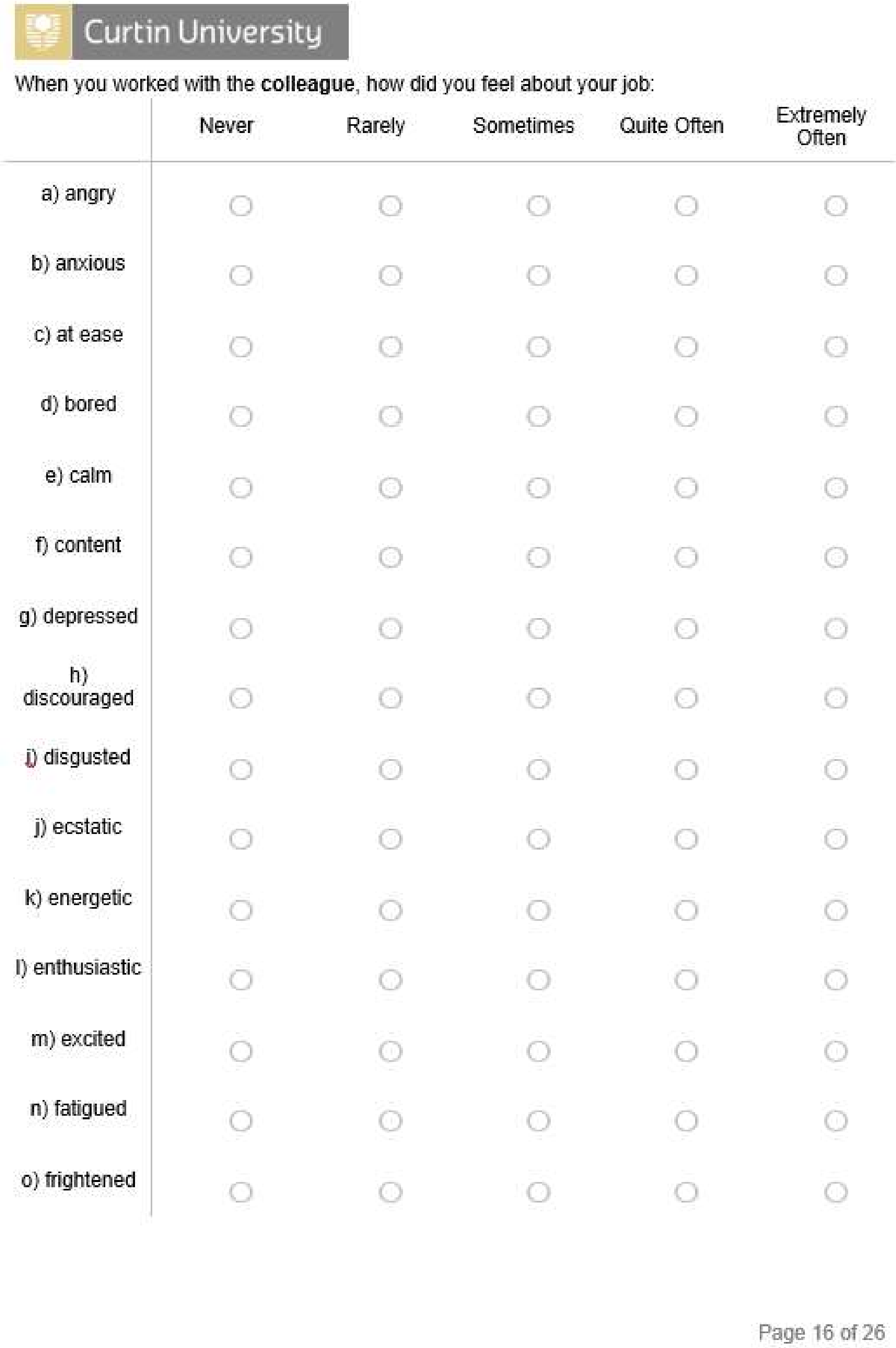
- ○ Not Displayed
- ○ Somewhat Displayed
- ○ Displayed



Calm, poised and apparently rational

The CSC always poised and not anxious or worried even in troubling or upsetting circumstances which would disturb or upset most other people.

- ○ Not Displayed
- ○ Somewhat Displayed
- ○ Displayed



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When you worked with the **colleague**, how did you feel about your job:

	Never	Rarely	Sometimes	Quite Often	Extremely Often
a) angry	○	○	○	○	○
b) anxious	○	○	○	○	○
c) at ease	○	○	○	○	○
d) bored	○	○	○	○	○
e) calm	○	○	○	○	○
f) content	○	○	○	○	○
g) depressed	○	○	○	○	○
h) discouraged	○	○	○	○	○
i) disgusted	○	○	○	○	○
j) ecstatic	○	○	○	○	○
k) energetic	○	○	○	○	○
l) enthusiastic	○	○	○	○	○
m) excited	○	○	○	○	○
n) fatigued	○	○	○	○	○
o) frightened	○	○	○	○	○

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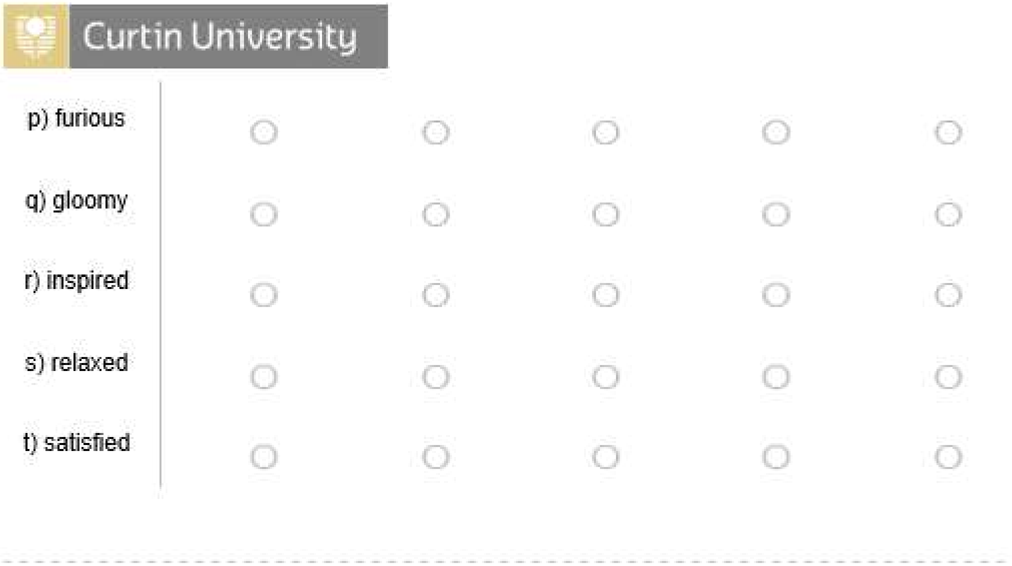
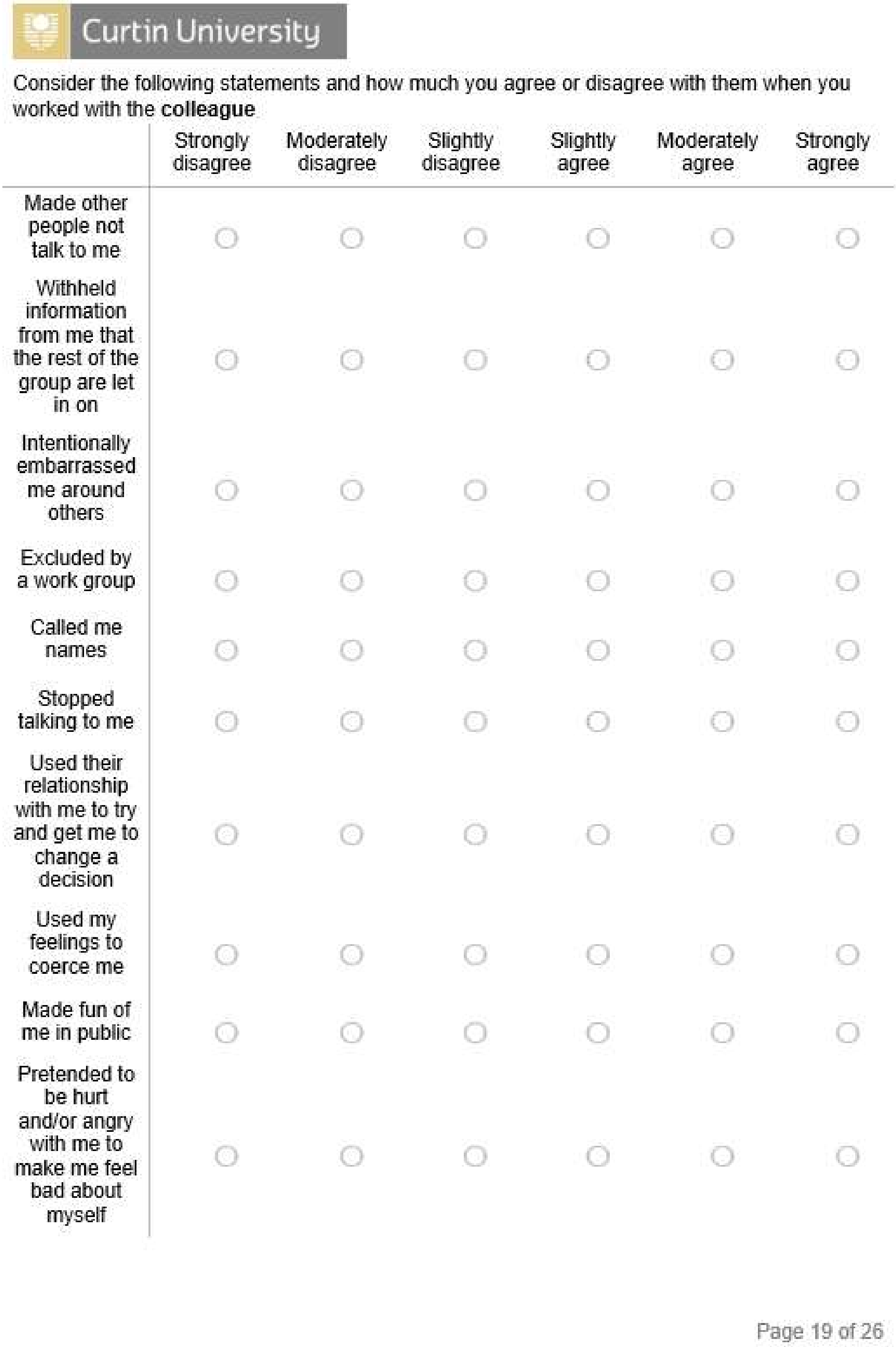


p) furious	○	○	○	○	○
q) gloomy	○	○	○	○	○
r) inspired	○	○	○	○	○
s) relaxed	○	○	○	○	○
t) satisfied	○	○	○	○	○



Consider the following statements and how much you agree or disagree with them when you worked with the **colleague**

	Strongly disagree	Moderately disagree	Slightly disagree	Slightly agree	Moderately agree	Strongly agree
Made other people not talk to me	○	○	○	○	○	○
Withheld information from me that the rest of the group are let in on	○	○	○	○	○	○
Intentionally embarrassed me around others	○	○	○	○	○	○
Excluded by a work group	○	○	○	○	○	○
Called me names	○	○	○	○	○	○
Stopped talking to me	○	○	○	○	○	○
Used their relationship with me to try and get me to change a decision	○	○	○	○	○	○
Used my feelings to coerce me	○	○	○	○	○	○
Made fun of me in public	○	○	○	○	○	○
Pretended to be hurt and/or angry with me to make me feel bad about myself	○	○	○	○	○	○

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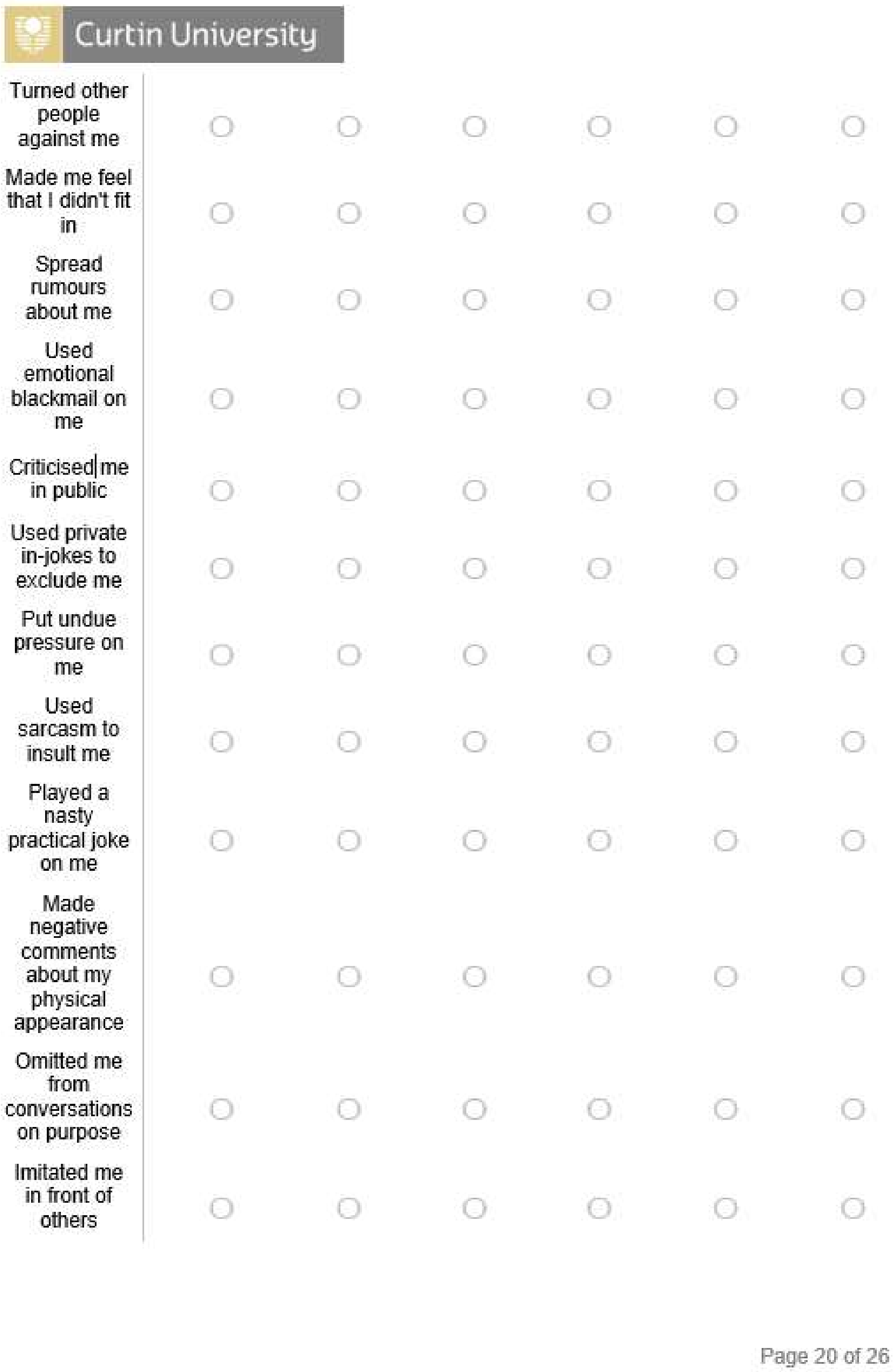

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Turned other people against me	○	○	○	○	○	○
Made me feel that I didn't fit in	○	○	○	○	○	○
Spread rumours about me	○	○	○	○	○	○
Used emotional blackmail on me	○	○	○	○	○	○
Criticised me in public	○	○	○	○	○	○
Used private in-jokes to exclude me	○	○	○	○	○	○
Put undue pressure on me	○	○	○	○	○	○
Used sarcasm to insult me	○	○	○	○	○	○
Played a nasty practical joke on me	○	○	○	○	○	○
Made negative comments about my physical appearance	○	○	○	○	○	○
Omitted me from conversations on purpose	○	○	○	○	○	○
Imitated me in front of others	○	○	○	○	○	○

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Curtin University

Purposefully left me out of activities	○	○	○	○	○	○
Done something to try and make me look stupid	○	○	○	○	○	○
Tried to influence me by making me feel guilty	○	○	○	○	○	○

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Would you like to add any further comments about the **colleague** and your interactions with them either positive or negative? (Optional)

____

____

____

____

____

End of Block: Section 3 - CSC Personality and Behaviour

Start of Block: Section 4 - Participant Personality

The remaining questions are about **YOU**:

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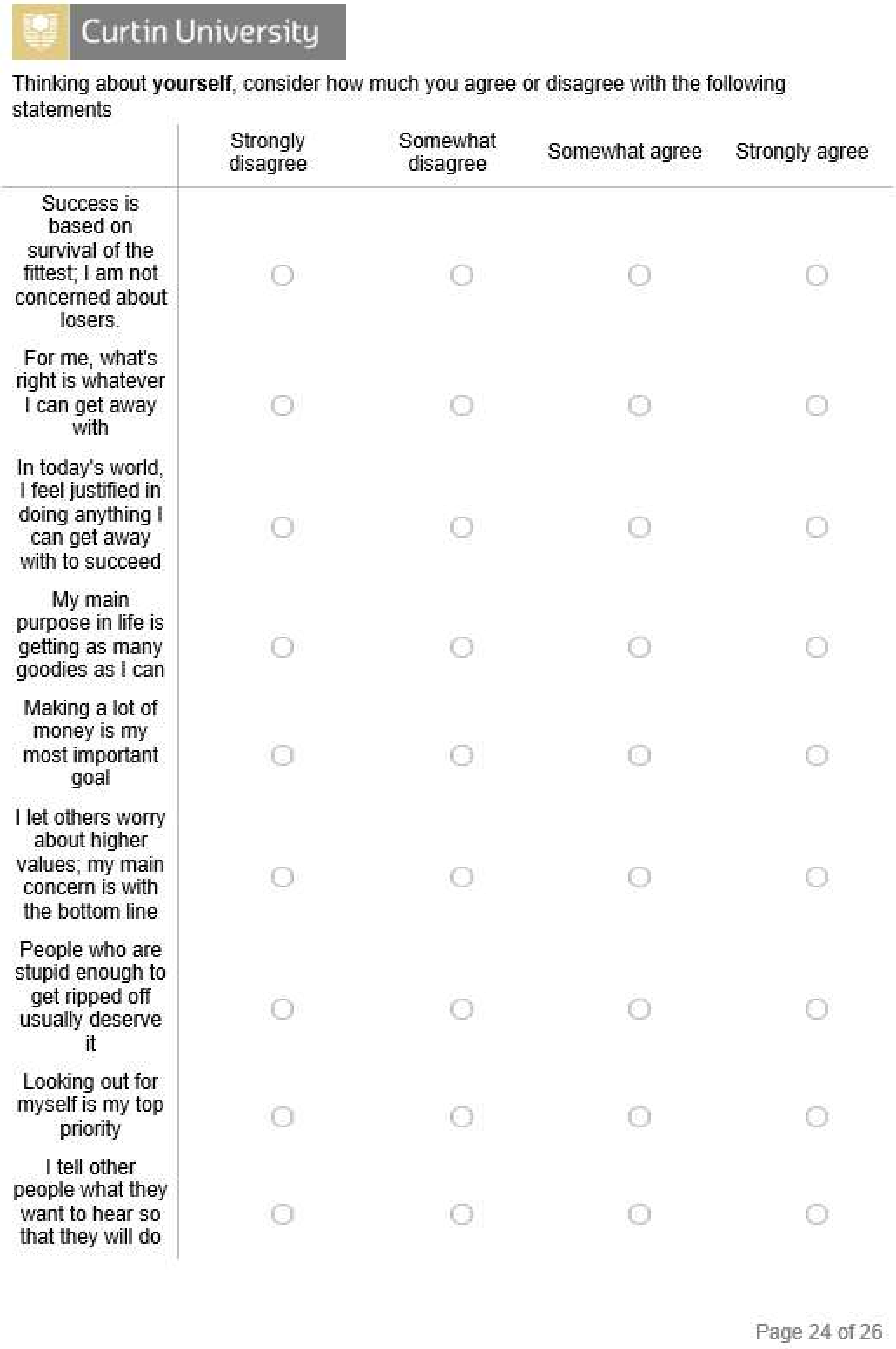

Curtin University

Thinking about **yourself**, consider how much you agree or disagree with the following statements

	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
Success is based on survival of the fittest; I am not concerned about losers.	○	○	○	○
For me, what's right is whatever I can get away with	○	○	○	○
In today's world, I feel justified in doing anything I can get away with to succeed	○	○	○	○
My main purpose in life is getting as many goodies as I can	○	○	○	○
Making a lot of money is my most important goal	○	○	○	○
I let others worry about higher values; my main concern is with the bottom line	○	○	○	○
People who are stupid enough to get ripped off usually deserve it	○	○	○	○
Looking out for myself is my top priority	○	○	○	○
I tell other people what they want to hear so that they will do	○	○	○	○

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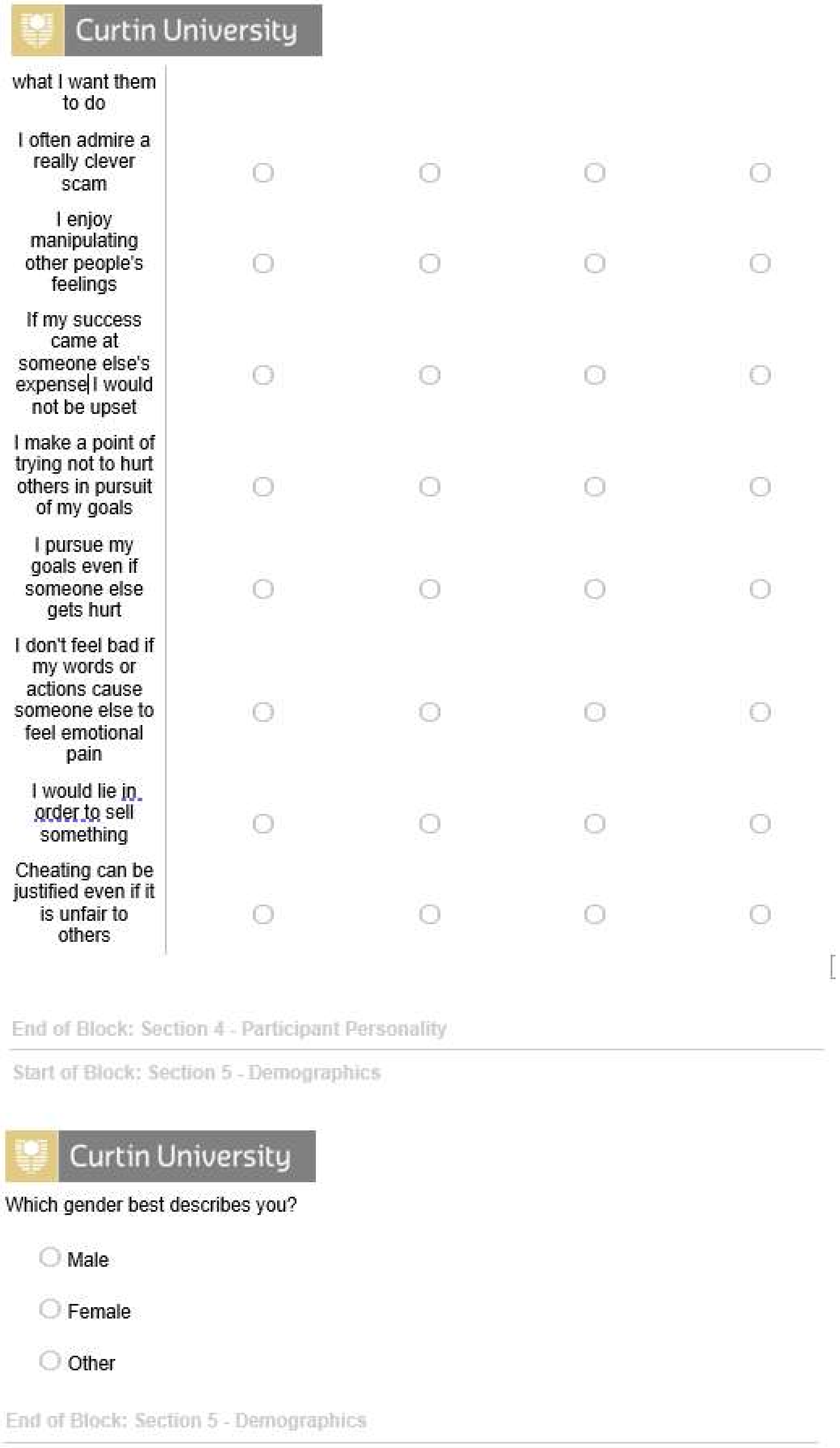


Curtin University

what I want them to do				
I often admire a really clever scam	○	○	○	○
I enjoy manipulating other people's feelings	○	○	○	○
If my success came at someone else's expense I would not be upset	○	○	○	○
I make a point of trying not to hurt others in pursuit of my goals	○	○	○	○
I pursue my goals even if someone else gets hurt	○	○	○	○
I don't feel bad if my words or actions cause someone else to feel emotional pain	○	○	○	○
I would lie in order to sell something	○	○	○	○
Cheating can be justified even if it is unfair to others	○	○	○	○

End of Block: Section 4 - Participant Personality

Start of Block: Section 5 - Demographics

Curtin University

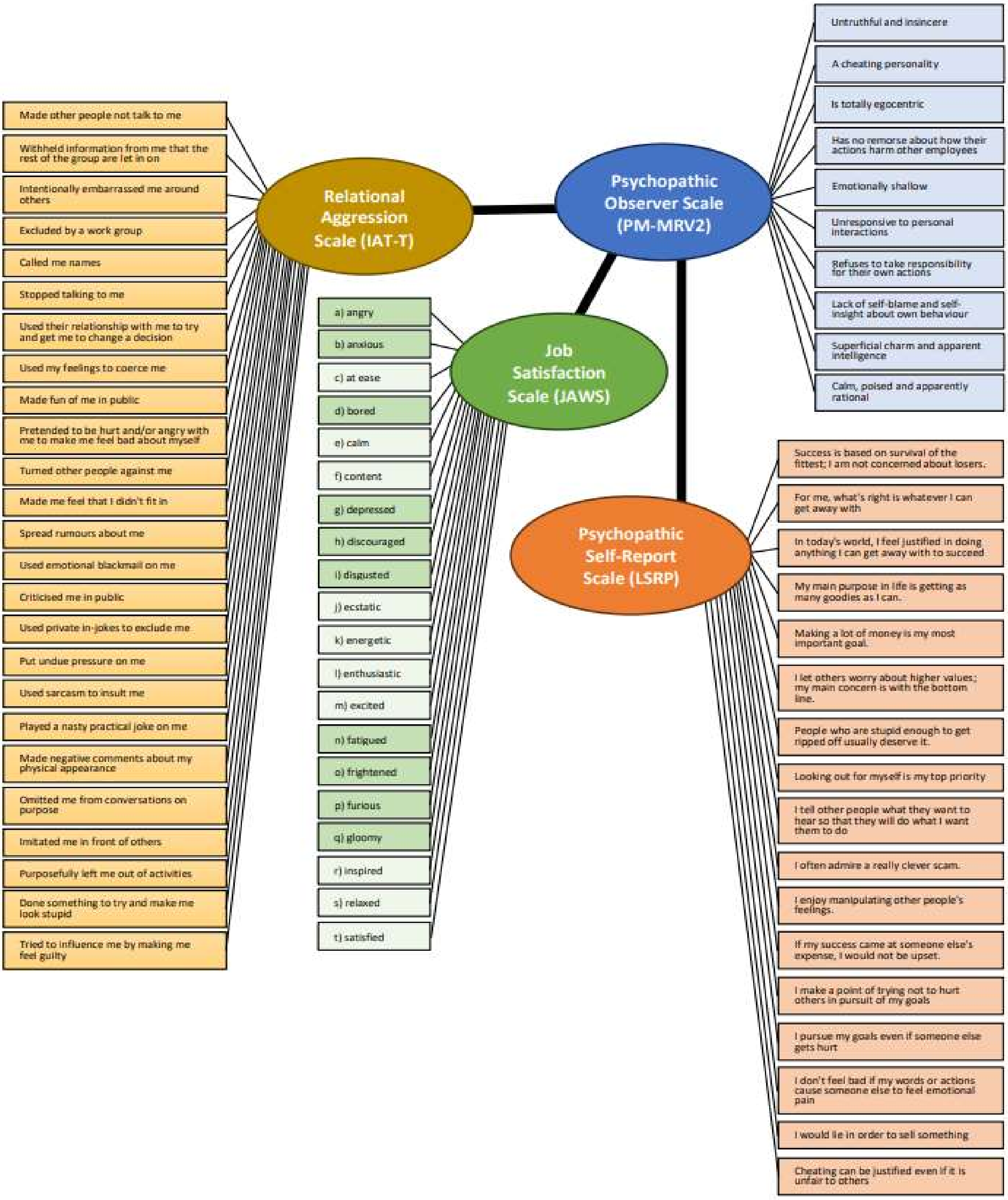
Which gender best describes you?

- ○ Male
- ○ Female
- ○ Other

End of Block: Section 5 - Demographics

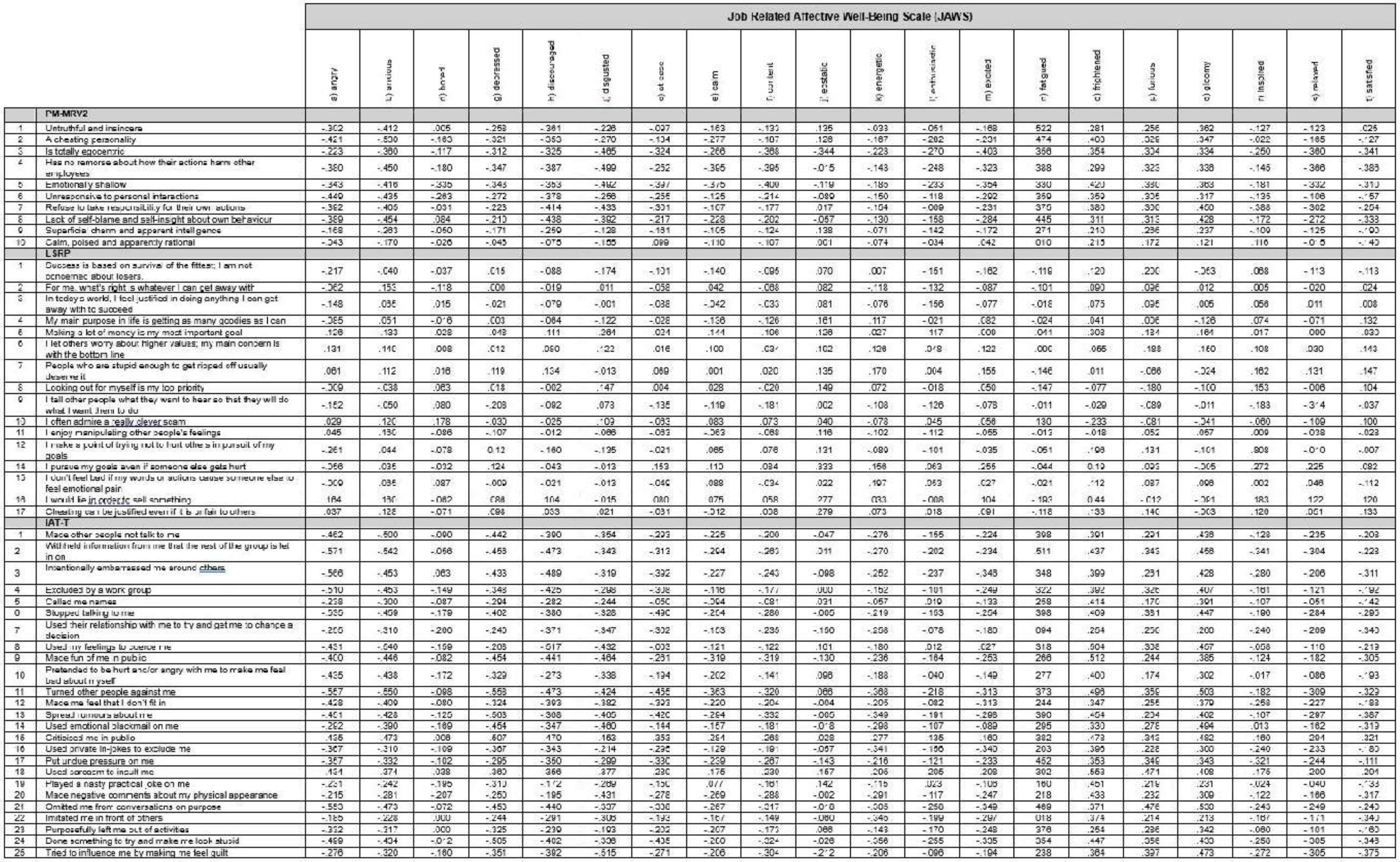
Appendix M

Quantitative Data - Factor Analysis Map


Relational Aggression Scale (IAT-T)
Psychopathic Observer Scale (PM-MRV2)
Job Satisfaction Scale (JAWS)
Psychopathic Self-Report Scale (LSRP)
Made other people not talk to me
Withheld information from me that the rest of the group are let in on
Intentionally embarrassed me around others
Excluded by a work group
Called me names
Stopped talking to me
Used their relationship with me to try and get me to change a decision
Used my feelings to coerce me
Made fun of me in public
Pretended to be hurt and/or angry with me to make me feel bad about myself
Turned other people against me
Made me feel that I didn't fit in
Spread rumours about me
Used emotional blackmail on me
Criticised me in public
Used private in-jokes to exclude me
Put undue pressure on me
Used sarcasm to insult me
Played a nasty practical joke on me
Made negative comments about my physical appearance
Omitted me from conversations on purpose
Imitated me in front of others
Purposefully left me out of activities
Done something to try and make me look stupid
Tried to influence me by making me feel guilty
a) angry
b) anxious
c) at ease
d) bored
e) calm
f) content
g) depressed
h) discouraged
i) disgusted
j) ecstatic
k) energetic
l) enthusiastic
m) excited
n) fatigued
o) frightened
p) furious
q) gloomy
r) inspired
s) relaxed
t) satisfied
Untruthful and insincere
A cheating personality
Is totally egocentric
Has no remorse about how their actions harm other employees
Emotionally shallow
Unresponsive to personal interactions
Refuses to take responsibility for their own actions
Lack of self-blame and self-insight about own behaviour
Superficial charm and apparent intelligence
Calm, poised and apparently rational
Success is based on survival of the fittest; I am not concerned about losers.
For me, what's right is whatever I can get away with
In today's world, I feel justified in doing anything I can get away with to succeed
My main purpose in life is getting as many goodies as I can.
Making a lot of money is my most important goal.
I let others worry about higher values; my main concern is with the bottom line.
People who are stupid enough to get ripped off usually deserve it.
Looking out for myself is my top priority
I tell other people what they want to hear so that they will do what I want them to do
I often admire a really clever scam.
I enjoy manipulating other people's feelings.
If my success came at someone else's expense, I would not be upset.
I make a point of trying not to hurt others in pursuit of my goals
I pursue my goals even if someone else gets hurt
I don't feel bad if my words or actions cause someone else to feel emotional pain
I would lie in order to sell something
Cheating can be justified even if it is unfair to others

Appendix N

Quantitative Data – Correlation Matrix



		Job Related Affective Well-Being Scale (JAWS)																			
		a) angry	b) anxious	c) bored	g) depressed	h) discouraged	i) disgusted	d) at ease	e) calm	f) content	j) ecstatic	k) energetic	l) enthusiastic	m) excited	n) fatigued	o) frightened	p) furious	q) gloomy	r) inspired	s) relaxed	t) satisfied
	PM-MRV2																				
1	Untruthful and insincere	-.302	-.412	.005	-.258	-.361	-.226	-.097	-.163	-.133	.135	-.033	-.051	-.168	522	.281	.256	.362	-.127	-.123	.025
2	A cheating personality	-.421	-.530	-.163	-.321	-.353	-.270	-.104	-.277	-.107	.128	-.187	-.202	-.231	474	.400	.328	.347	-.022	-.165	-.127
3	Is totally egocentric	-.223	-.360	-.117	-.312	-.325	-.465	-.324	-.266	-.368	-.344	-.223	-.270	-.403	356	.354	.304	.334	-.250	-.360	-.341
4	Has no remorse about how their actions harm other employees	-.380	-.450	-.180	-.347	-.387	-.499	-.252	-.395	-.395	-.015	-.143	-.248	-.323	388	.299	.323	.338	-.145	-.366	-.383
5	Emotionally shallow	-.343	-.416	-.335	-.343	-.353	-.482	-.397	-.375	-.400	-.119	-.185	-.233	-.354	330	.420	.330	.363	-.181	-.332	-.310
6	Unresponsive to personal interactions	-.449	-.435	-.283	-.272	-.378	-.256	-.255	-.125	-.214	-.089	-.150	-.118	-.292	359	.359	.305	.317	-.135	-.106	-.157
7	Refuse to take responsibility for their own actions	-.392	-.405	-.031	-.223	-.414	-.433	-.301	-.167	-.177	.017	-.154	-.009	-.231	375	.380	.300	.450	-.388	-.302	-.254
8	Lack of self-blame and self-insight about own behaviour	-.389	-.454	.084	-.210	-.438	-.392	-.217	-.228	-.202	-.057	-.130	-.158	-.284	445	.311	.313	.428	-.172	-.272	-.333
9	Superficial charm and apparent intelligence	-.168	-.283	-.060	-.171	-.259	-.128	-.181	-.105	-.124	.138	-.071	-.142	-.172	271	.210	.236	.237	-.109	-.125	-.190
10	Calm, poised and apparently rational	-.043	-.170	-.026	-.045	-.075	-.155	.099	-.110	-.107	.001	-.074	-.034	.042	010	.215	.172	.121	.116	-.015	-.140
	LSRP																				
1	Success is based on survival of the fittest; I am not concerned about losers.	-.217	-.040	-.037	.015	-.088	-.174	-.101	-.140	-.095	.070	.007	-.151	-.162	-.119	.120	.200	-.063	.068	-.113	-.113
2	For me, what's right is whatever I can get away with	-.062	.153	-.118	.000	-.019	.011	-.058	.042	-.068	.082	-.118	-.132	-.087	-.101	.090	.096	.012	.005	-.020	.024
3	In today's world, I feel justified in doing anything I can get away with to succeed	-.148	.035	.015	-.021	-.079	-.001	-.038	-.042	-.033	.081	-.076	-.156	-.077	-.018	.075	.095	.005	.056	.011	.008
4	My main purpose in life is getting as many goodies as I can	-.085	.051	-.016	.003	-.084	-.122	-.028	-.136	-.126	.161	.117	-.021	.082	-.024	.041	.006	-.126	.074	-.071	.132
5	Making a lot of money is my most important goal	.126	.133	.028	.048	.111	.264	.024	.144	.106	.136	.027	.117	.000	.041	.303	.134	.164	.017	.000	.030
6	I let others worry about higher values; my main concern is with the bottom line	.131	.110	.008	.012	.060	.122	.016	.100	.034	.102	.126	.018	.122	.000	.065	.188	.160	.108	.030	.143
7	People who are stupid enough to get ripped off usually deserve it	.061	.112	.016	.119	.134	-.013	.069	.001	.020	.135	.170	.004	.155	-.146	.011	-.086	-.024	.162	.131	.147
8	Looking out for myself is my top priority	-.009	-.038	.063	.018	-.002	.147	.004	.028	-.020	.149	.072	-.018	.050	-.147	-.077	-.180	-.100	.153	-.006	.104
9	I tell other people what they want to hear so that they will do what I want them to do	-.152	-.050	.080	-.208	-.092	.073	-.135	-.119	-.181	.002	-.108	-.126	-.078	-.011	-.029	-.089	-.011	-.183	-.314	-.037
10	I often admire a really clever scam	.029	.120	.178	-.030	-.025	.109	-.033	.083	.073	.040	-.078	.045	.058	130	-.233	-.081	-.041	-.060	-.109	.100
11	I enjoy manipulating other people's feelings	.045	.130	-.086	-.107	-.012	-.066	-.093	-.063	-.068	.116	-.102	-.112	-.055	-.013	-.018	.052	.057	.009	-.038	-.023
12	I make a point of trying not to hurt others in pursuit of my goals	-.261	.044	-.078	0.12	-.160	-.135	-.021	.065	.076	.131	-.089	-.101	-.035	-.061	.198	.131	-.101	.808	-.010	-.007
14	I pursue my goals even if someone else gets hurt	-.056	.035	-.032	.124	-.043	-.013	.153	.110	.034	.333	.156	.063	.255	-.044	0.19	.093	-.305	.272	.225	.082
15	I don't feel bad if my words or actions cause someone else to feel emotional pain	-.009	.035	.087	-.009	-.021	-.013	-.049	.088	-.034	.022	.197	.053	.027	-.021	.112	.087	.098	.002	.046	-.112
16	I would lie in order to sell something	.164	.130	-.062	.088	.104	-.015	.080	.075	.058	.277	.033	-.008	.104	-.193	0.44	-.012	-.091	.183	.122	.120
17	Cheating can be justified even if it is unfair to others	.037	.128	-.071	.098	.033	.021	-.031	-.012	.008	.279	.073	.018	.091	-.118	.133	.140	-.003	.120	.051	.133
	IAT-T																				
1	Made other people not talk to me	-.462	-.500	-.090	-.442	-.390	-.354	-.293	-.225	-.200	-.047	-.276	-.155	-.224	398	.391	.221	.438	-.128	-.235	-.203
2	Withheld information from me that the rest of the group is let in on	-.571	-.542	-.056	-.453	-.473	-.343	-.313	-.264	-.263	.011	-.270	-.202	-.234	511	.437	.343	.458	-.341	-.304	-.223
3	Intentionally embarrassed me around others	-.566	-.453	.063	-.433	-.489	-.319	-.392	-.227	-.243	-.098	-.252	-.237	-.348	348	.399	.231	.428	-.280	-.206	-.311
4	Excluded by a work group	-.510	-.453	-.149	-.348	-.425	-.298	-.308	-.116	-.177	.000	-.152	-.101	-.249	322	.392	.326	.407	-.161	-.121	-.192
5	Called me names	-.238	-.300	-.087	-.294	-.282	-.244	-.050	-.094	-.081	.031	-.057	.019	-.133	258	.414	.170	.391	-.107	-.051	-.142
6	Stopped talking to me	-.535	-.459	-.179	-.402	-.380	-.328	-.490	-.204	-.280	-.005	-.219	-.153	-.204	398	.409	.331	.447	-.190	-.284	-.293
7	Used their relationship with me to try and get me to change a decision	-.205	-.310	-.200	-.240	-.371	-.347	-.302	-.153	-.235	-.150	-.256	-.078	-.180	094	.254	.250	.200	-.240	-.209	-.340
8	Used my feelings to coerce me	-.431	-.540	-.159	-.208	-.517	-.432	-.003	-.121	-.122	.101	-.180	.012	.027	318	.504	.308	.457	-.058	-.110	-.219
9	Made fun of me in public	-.400	-.446	-.082	-.454	-.441	-.464	-.231	-.319	-.319	-.130	-.236	-.164	-.253	266	.512	.244	.385	-.124	-.182	-.305
10	Pretended to be hurt and/or angry with me to make me feel bad about myself	-.435	-.438	-.172	-.329	-.273	-.338	-.194	-.202	-.141	.096	-.188	-.040	-.149	277	.400	.174	.302	-.017	-.086	-.193
11	Turned other people against me	-.557	-.550	-.098	-.558	-.473	-.424	-.455	-.363	-.320	.066	-.368	-.218	-.313	373	.496	.359	.503	-.182	-.309	-.329
12	Made me feel that I don't fit in	-.428	-.409	-.080	-.324	-.393	-.382	-.393	-.220	-.204	-.004	-.205	-.082	-.313	244	.347	.255	.379	-.258	-.227	-.183
13	Spread rumours about me	-.451	-.428	-.125	-.503	-.308	-.405	-.420	-.264	-.332	-.005	-.349	-.191	-.286	390	.454	.234	.402	-.107	-.297	-.387
14	Used emotional blackmail on me	-.292	-.390	-.169	-.454	-.347	-.460	-.144	-.157	-.181	-.018	-.298	-.107	-.089	295	.330	.278	.494	.013	-.162	-.319
15	Criticised me in public	.436	.473	.008	.607	.470	.163	.353	.264	.268	.028	.277	.135	.160	382	.473	.313	.482	.160	.204	.321
16	Used private in-jokes to exclude me	-.367	-.310	-.109	-.367	-.343	-.214	-.295	-.129	-.191	-.057	-.341	-.156	-.340	203	.395	.228	.300	-.240	-.233	-.180
17	Put undue pressure on me	-.357	-.332	-.102	-.295	-.350	-.299	-.330	-.239	-.267	-.143	-.216	-.121	-.233	452	.353	.349	.343	-.321	-.244	-.111
18	Used sarcasm to insult me	.434	.374	.038	.360	.366	.377	.230	.176	.230	.167	.206	.206	.208	302	.563	.471	.408	.176	.200	.204
19	Played a nasty practical joke on me	-.231	-.242	-.195	-.310	-.172	-.269	-.150	.077	-.161	.142	-.115	.023	-.106	160	.451	.219	.231	-.024	-.040	-.133
20	Made negative comments about my physical appearance	-.215	-.281	-.207	-.250	-.195	-.431	-.278	-.269	-.288	-.002	-.291	-.117	-.247	218	.433	.232	.309	-.122	-.166	-.317
21	Omitted me from conversations on purpose	-.553	-.473	-.072	-.453	-.440	-.337	-.336	-.267	-.317	-.018	-.305	-.250	-.349	469	.371	.476	.530	-.243	-.249	-.240
22	Imitated me in front of others	-.185	-.228	.000	-.244	-.291	-.306	-.193	-.167	-.149	-.080	-.345	-.199	-.297	018	.374	.214	.213	-.167	-.171	-.340
23	Purposefully left me out of activities	-.332	-.317	.000	-.325	-.239	-.193	-.202	-.207	-.173	.066	-.143	-.170	-.248	376	.254	.286	.342	-.080	-.101	-.160
24	Done something to try and make me look stupid	-.469	-.404	-.012	-.505	-.402	-.306	-.435	-.200	-.324	-.026	-.356	-.255	-.305	354	.447	.356	.400	-.250	-.305	-.348
25	Tried to influence me by making me feel guilt	-.276	-.320	-.160	-.351	-.392	-.515	-.271	-.206	-.304	-.212	-.206	-.096	-.194	238	.364	.397	.473	-.272	-.305	-.375

		Job Related Affective Well-Being Scale (JAWS)																			
		a) angry	b) anxious	d) bored	g) depressed	h) discouraged	i) disgusted	c) at ease	e) calm	f) content	j) ecstatic	k) energetic	l) enthusiastic	m) excited	n) fatigued	o) frightened	p) furious	q) gloomy	r) inspired	s) relaxed	t) satisfied
	JAWS																				
A	angry	1.000	.706	.115	.624	.713	.438	.402	.430	.414	-.015	.235	.332	.338	-.609	-.562	-.496	-.572	.290	.365	.366
B	anxious	.706	1.000	.008	.688	.706	.432	.281	.530	.392	.008	.327	.328	.299	-.610	-.632	-.533	-.708	.209	.381	.360
D	bored	.115	.008	1.000	.053	.019	.213	.152	.063	.176	.008	.194	.102	.173	-.077	-.216	-.197	-.141	.027	.075	.178
G	depressed	.624	.688	.053	1.000	.611	.536	.393	.550	.587	.188	.391	.358	.358	-.566	-.498	-.428	-.643	.272	.450	.386
H	discouraged	.713	.706	.019	.611	1.000	.506	.388	.447	.446	.037	.328	.328	.384	-.600	-.489	-.520	-.658	.371	.452	.488
I	disgusted	.438	.432	.213	.536	.506	1.000	.431	.461	.505	.080	.258	.240	.348	-.419	-.636	-.627	-.584	.221	.466	.445
C	at ease	.402	.281	.152	.393	.388	.431	1.000	.573	.664	.266	.427	.339	.558	-.342	-.307	-.274	-.286	.561	.657	.476
E	calm	.430	.530	.063	.550	.447	.461	.573	1.000	.784	.063	.426	.579	.530	-.488	-.437	-.329	-.389	.354	.690	.469
F	content	.414	.392	.176	.587	.446	.505	.664	.784	1.000	.276	.487	.533	.628	-.509	-.383	-.302	-.390	.546	.734	.566
J	ecstatic	-.015	.008	.008	.188	.037	.080	.266	.083	.276	1.000	.381	.285	.453	-.058	.065	.021	-.089	.499	.308	.319
K	energetic	.235	.327	.194	.391	.328	.258	.427	.426	.487	.381	1.000	.670	.620	-.310	-.225	-.175	-.299	.436	.508	.572
L	enthusiastic	.332	.328	.102	.358	.328	.240	.339	.579	.533	.285	.670	1.000	.746	-.331	-.238	-.204	-.256	.347	.496	.521
M	excited	.338	.299	.173	.358	.384	.348	.558	.530	.628	.453	.620	.746	1.000	-.352	-.225	-.262	-.240	.557	.631	.617
N	fatigued	-.609	-.610	-.077	-.566	-.600	-.419	-.342	-.488	-.509	-.058	-.310	-.331	-.352	1.000	.377	.384	.571	-.293	-.418	-.322
O	frightened	-.562	-.632	-.216	-.498	-.489	-.636	-.307	-.437	-.383	.065	-.225	-.238	-.225	.377	1.000	.630	.642	-.237	-.334	-.306
P	furious	-.496	-.533	-.197	-.428	-.520	-.627	-.274	-.329	-.302	.021	-.175	-.204	-.262	.384	.630	1.000	.626	-.107	-.314	-.258
Q	gloomy	-.572	-.708	-.141	-.643	-.658	-.584	-.286	-.389	-.390	-.089	-.299	-.256	-.240	.571	.642	.626	1.000	-.225	-.315	-.397
R	inspired	.290	.209	.027	.272	.371	.221	.561	.354	.546	.499	.436	.347	.557	-.293	-.237	-.107	-.225	1.000	.703	.504
S	relaxed	.365	.381	.075	.450	.452	.466	.657	.690	.734	.308	.508	.496	.631	-.418	-.334	-.314	-.315	.703	1.000	.653
T	satisfied	.366	.360	.178	.386	.488	.445	.476	.469	.566	.319	.572	.521	.617	-.322	-.306	-.258	-.397	.504	.653	1.000

		Indirect Aggression Scale – Target Version (IAT – T)																								
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
		Made other people not talk to me	Withheld information from me that the rest of the group are let in on	Intentionally embarrassed me around others	Excluded by a work group	Called me names	Stopped talking to me	Used their relationship with me to try and get me to change a decision	Used my feelings to coerce me	Made fun of me in public	Pretended to be hurt and/or angry with me to make me feel bad about myself	Turned other people against me	Made me feel that I didn't fit in	Spread rumours about me	Used emotional blackmail on me	Criticised me in public	Used private in-jokes to exclude me	Put undue pressure on me	Used sarcasm to insult me	Played a nasty practical joke on me	Made negative comments about my physical appearance	Omitted me from conversations on purpose	Imitated me in front of others	Purposefully left me out of activities	Done something to try and make me look stupid	Tried to influence me by making me feel guilty
	PM-MRV2																									
1	Untruthful and insincere	.423	.437	.193	.298	.292	.167	-.014	.267	.110	.269	.346	.306	.310	.224	.219	.146	.335	.222	.185	.065	.446	-.059	.388	.320	.146
2	A cheating personality	.485	.459	.367	.419	.306	.319	263	.352	.216	.489	.433	.290	.365	.172	.212	.210	.206	.279	.218	.142	.449	.058	.388	.287	.156
3	Is totally egocentric	.107	.203	.282	.159	.162	.292	271	.250	.354	.138	.207	.307	.280	.293	.399	.197	.318	.291	.130	.353	.287	.228	.247	.205	.347
4	Has no remorse about how their actions harm other employees	.210	.312	.267	.213	.099	.322	358	.314	.318	.315	.280	.408	.294	.301	.313	.134	.283	.137	.252	.313	.326	.180	.320	.222	.365
5	Emotionally shallow	.169	.236	.235	.255	.193	.361	251	.273	.455	.266	.257	.337	.305	.253	.440	.202	.264	.159	.201	.375	.314	.221	.276	.237	.377
6	Unresponsive to personal interactions	.298	.301	.407	.334	.175	.279	289	.360	.277	.342	.276	.334	.191	.122	.250	.145	.235	.311	.174	.192	.212	.052	.157	.136	.214
7	Refuse to take responsibility for their own actions	.383	.553	.426	.261	.268	.368	261	.389	.181	.350	.512	.500	.365	.320	.310	.289	.332	.317	.156	.241	.481	.169	.278	.406	.404
8	Lack of self-blame and self-insight about own behaviour	.303	.379	.380	.355	.067	.272	251	.370	.216	.368	.390	.474	.355	.312	.358	.194	.340	.322	.114	.245	.352	.058	.362	.268	.308
9	Superficial charm and apparent intelligence	.335	.395	.313	.285	.172	.241	190	.146	.131	.240	.364	.230	.270	.115	.295	.254	.182	.200	.212	.152	.371	.153	.434	.391	.169
10	Calm, poised and apparently rational	.063	.143	.135	.092	-.036	-.054	234	.233	.132	.123	.077	.063	.103	.184	.122	.020	.116	.153	.035	.022	.142	.094	.212	.134	.075
	LSRP																									
1	Success is based on survival of the fittest; I am not concerned about losers.	-.183	-.092	.081	-.161	-.058	.040	196	.157	.157	.052	-.102	-.018	-.132	-.027	-.034	.010	-.096	.003	.041	.173	-.063	.306	-.113	.074	-.003
2	For me, what's right is whatever I can get away with	-.041	-.008	.088	-.002	.127	.225	149	.079	.005	.051	.030	-.021	.040	.093	.088	.328	.092	.147	.291	.047	.135	.224	.043	.182	.098
3	In today's world, I feel justified in doing anything I can get away with to succeed	.107	.073	.167	.061	.112	.258	105	.114	.034	.167	.128	.044	.080	.162	.014	.243	-.018	.140	.173	.016	.166	.171	.069	.305	.173
4	My main purpose in life is getting as many goodies as I can	-.112	-.177	-.076	-.157	.003	.037	119	.086	.025	-.034	-.045	-.073	-.064	.029	.078	-.022	-.047	-.101	.042	-.045	-.075	-.044	-.253	-.023	-.060
5	Making a lot of money is my most important goal	-.081	-.017	.077	-.066	-.024	.029	161	.238	.066	.078	.012	.038	-.057	.002	.090	.068	-.015	.056	.197	.152	.017	.188	-.100	.102	.088
6	I let others worry about higher values; my main concern is with the bottom line	-.019	-.211	-.135	-.056	.123	.036	140	-.032	-.110	-.002	-.101	-.210	-.102	-.012	-.123	.091	-.077	-.059	.198	.038	-.169	.006	-.099	.001	.078
7	People who are stupid enough to get ripped off usually deserve it	-.191	-.154	-.087	-.010	.121	-.076	-.014	.081	-.024	-.003	-.133	-.221	-.113	.092	-.027	.011	.011	.032	.151	.060	-.028	.067	.011	-.011	.065

		Indirect Aggression Scale – Target Version (IAT – T)																								
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
		Made other people not talk to me	Withheld information from me that the rest of the group are let in on	Intentionally embarrassed me around others	Excluded by a work group	Called me names	Stopped talking to me	Used their relationship with me to try and get me to change a decision	Used my feelings to coerce me	Made fun of me in public	Pretended to be hurt and/or angry with me to make me feel bad about myself	Turned other people against me	Made me feel that I didn't fit in	Spread rumours about me	Used emotional blackmail on me	Criticised me in public	Used private in-jokes to exclude me	Put undue pressure on me	Used sarcasm to insult me	Played a nasty practical joke on me	Made negative comments about my physical appearance	Omitted me from conversations on purpose	Imitated me in front of others	Purposefully left me out of activities	Done something to try and make me look stupid	Tried to influence me by making me feel guilty
	LSRP																									
8	Looking out for myself is my top priority	-.037	-.126	.075	-.062	-.029	-.003	.208	.078	.113	.072	-.042	.040	-.039	-.046	.028	.063	-.157	-.188	.172	.060	-.028	.067	-.112	.041	-.007
9	I tell other people what they want to hear so that they will do what I want them to do	-.062	-.066	.029	-.141	.004	.135	.019	-.065	-.017	-.101	-.016	-.120	-.012	-.069	.123	.131	-.145	-.060	.007	-.214	-.066	.002	-.077	.090	-.098
10	I often admire a really clever scam	.027	.106	.180	-.143	-.050	.137	.065	.023	-.037	-.044	-.014	.064	.061	.039	.108	.013	.024	-.020	-.101	-.203	.040	-.056	-.018	.116	-.20
11	I enjoy manipulating other people's feelings	-.156	-.263	.091	-.139	.213	.229	.092	.011	.056	-.104	.113	.049	.140	.240	.195	.114	.086	.059	.081	.053	.018	.083	.000	.153	.068
12	If my success came at someone else's expense I would not be upset	.110	.058	.195	.079	.157	.180	.288	.298	.229	.231	.118	.093	.116	.222	.190	.288	.088	.155	.321	.175	.117	.306	.007	.184	.231
14	I pursue my goals even if someone else gets hurt	-.110	-.042	-.052	-.153	-.115	-.126	.101	.208	-.141	.004	-.126	-.165	-.154	-.020	-.189	-.223	-.190	-.192	.114	-.098	-.094	.001	-.193	-.023	.083
15	I don't feel bad if my words or actions cause someone else to feel emotional pain	-.046	-.078	.201	.179	.214	.186	.018	-.009	.169	-.071	.037	-.108	.148	-.014	.222	.014	-.004	.173	.065	-.018	.036	-.043	.046	.058	.128
16	I would lie in order to sell something	-.284	-.165	-.074	-.110	.201	-.013	.021	.108	-.025	.021	-.138	-.285	-.059	.060	-.030	.033	-.076	.060	.352	.030	-.095	.176	-.071	-.088	-.040
17	Cheating can be justified even if it is unfair to others	-.066	-.061	.057	.006	.106	.205	.109	.041	.097	.051	.033	-.026	-.041	.045	.042	.187	.005	.055	.201	.004	.012	.097	-.012	.080	.115
	IAT-T																									
1	Made other people not talk to me	1.000	.675	.406	.566	.266	.439	.212	.248	.330	.520	.738	.558	.656	.418	.368	.431	.366	.393	.226	.336	.526	.187	.472	.576	.383
2	Withheld information from me that the rest of the group is let in on	.672	1.000	.561	.570	.192	.414	.201	.334	.306	.487	.575	.523	.513	.322	.392	.482	.562	.428	.243	.304	.666	.278	.583	.582	.280
3	Intentionally embarrassed me around others	.406	.561	1.000	.574	.330	.552	.471	.429	.575	.556	.605	.585	.529	.308	.538	.473	.359	.544	.306	.283	.551	.354	.430	.607	.287
4	Excluded by a work group	.568	.570	.574	1.000	.337	.489	.179	.262	.383	.430	.626	.528	.580	.289	.420	.571	.377	.464	.299	.287	.593	.187	.525	.461	.188
5	Called me names	.266	.192	.330	.337	1.000	.436	.225	.340	.507	.400	.392	.105	.407	.426	.342	.409	.185	.479	.467	.436	.303	.454	.283	.298	.320
6	Stopped talking to me	.439	.414	.552	.489	.436	1.000	.298	.333	.393	.519	.614	.413	.578	.485	.552	.589	.367	.504	.326	.389	.586	.336	.464	.557	-.397
7	Used their relationship with me to try and get me to change a decision	.212	.201	.471	.179	.225	.298	1.000	.627	.383	.447	.233	.334	.166	.361	.221	.156	.208	.154	.190	.202	.178	.192	-.008	.220	.482
8	Used my feelings to coerce me	.248	.334	.429	.262	.340	.333	.627	1.000	.390	.544	.316	.248	.194	.526	.359	.193	.368	.321	.348	.356	.270	.242	.043	.244	.528
9	Made fun of me in public	.330	.306	.575	.363	.507	.393	.383	.390	1.000	.447	.459	.409	.538	.418	.743	.408	.196	.383	.414	.556	.322	.555	.342	.479	.371
10	Pretended to be hurt and/or angry with me to make me feel bad about myself	.520	.487	.556	.430	.400	.519	.447	.544	.447	1.000	.582	.376	.495	.473	.338	.380	.288	.456	.496	.380	.395	.267	.332	.399	.464
11	Turned other people against me	.738	.575	.605	.626	.392	.614	.233	.316	.459	.582	1.000	.625	.850	.512	.577	.573	.360	.467	.374	.413	.652	.312	.526	.712	.360
12	Made me feel that I don't fit in	.558	.523	.585	.528	.105	.413	.334	.248	.409	.376	.625	1.000	.577	.313	.417	.487	.452	.282	.200	.402	.542	.316	.493	.542	.276
13	Spread rumours about me	.656	.513	.529	.580	.407	.578	.166	.194	.538	.495	.850	.577	1.000	.592	.686	.576	.325	.497	.417	.492	.649	.403	.617	.729	.320
14	Used emotional blackmail on me	.418	.322	.308	.289	.426	.485	.361	.526	.418	.473	.512	.313	.592	1.000	.495	.407	.380	.465	.372	.470	.426	.381	.376	.481	.651
15	Criticised me in public	.368	.392	.538	.420	.342	.552	.221	.359	.743	.338	.577	.417	.686	.495	1.000	.497	.385	.484	.386	.471	.488	.450	.464	.633	.336
16	Used private in-jokes to exclude me	.431	.482	.473	.571	.409	.589	.156	.193	.408	.380	.573	.487	.576	.407	.497	1.000	.453	.545	.476	.476	.641	.604	.595	.627	.274
17	Put undue pressure on me	.366	.562	.359	.377	.185	.367	.208	.368	.196	.288	.360	.452	.325	.380	.385	.453	1.000	.581	.344	.365	.491	.260	.458	.390	.357
18	Used sarcasm to insult me	.393	.428	.544	.464	.479	.504	.154	.321	.383	.456	.467	.282	.497	.465	.484	.545	.581	1.000	.465	.433	.517	.443	.480	.478	.345
19	Played a nasty practical joke on me	.226	.243	.306	.299	.467	.326	.190	.348	.414	.496	.374	.200	.417	.372	.386	.476	.344	.465	1.000	.547	.314	.549	.311	.371	.308
20	Made negative comments about my physical appearance	.336	.304	.283	.267	.436	.389	.202	.356	.556	.380	.413	.402	.492	.470	.471	.476	.365	.433	.547	1.000	.383	.671	.449	.421	.447
21	Omitted me from conversations on purpose	.526	.666	.551	.593	.303	.586	.178	.270	.322	.395	.652	.542	.649	.426	.488	.641	.491	.517	.314	.383	1.000	.364	.797	.734	.339
22	Imitated me in front of others	.187	.278	.354	.187	.454	.336	.192	.242	.555	.267	.312	.316	.403	.381	.450	.604	.260	.443	.549	.671	.364	1.000	.412	.458	.297
23	Purposefully left me out of activities	.472	.583	.430	.525	.283	.464	-.008	.043	.342	.332	.526	.493	.617	.376	.464	.595	.458	.480	.311	.449	.797	.412	1.000	.676	.195
24	Done something to try and make me look stupid	.576	.582	.607	.461	.298	.557	.220	.244	.479	.399	.712	.542	.729	.481	.633	.627	.390	.478	.371	.421	.734	.458	.676	1.000	.350
25	Tried to influence me by making me feel guilt	.383	.280	.287	.188	.320	.397	.482	.528	.371	.464	.360	.276	.320	.651	.336	.274	.357	.345	.308	.447	.339	.297	.195	.350	1.000
	JAWS																									
A	angry	-.462	-.571	-.566	-.510	-.238	-.535	-.255	-.431	-.400	-.435	-.557	-.428	-.451	-.292	-.425	-.367	-.357	-.434	-.231	-.215	-.553	-.185	-.332	-.499	-.276
B	anxious	-.500	-.542	-.453	-.453	-.300	-.459	-.310	-.546	-.446	-.438	-.550	-.409	-.428	-.390	-.473	-.310	-.332	-.374	-.242	-.281	-.473	-.228	-.317	-.434	-.320
D	bored	-.090	-.056	.063	-.149	-.087	-.179	-.260	-.159	-.062	-.172	-.098	-.080	-.125	-.169	.006	-.109	-.102	-.038	-.195	-.207	-.072	.000	.000	-.012	-.160
G	depressed	-.442	-.458	-.433	-.348	-.294	-.482	-.240	-.288	-.454	-.329	-.558	-.324	-.583	-.454	-.507	-.387	-.295	-.380	-.310	-.250	-.453	-.244	-.325	-.505	-.351
H	discouraged	-.380	-.473	-.488	-.425	-.282	-.386	-.371	-.517	-.441	-.273	-.473	-.383	-.368	-.347	-.478	-.343	-.350	-.356	-.172	-.186	-.440	-.281	-.238	-.402	-.382
I	disgusted	-.354	-.343	-.319	-.298	-.244	-.328	-.347	-.432	-.464	-.338	-.424	-.382	-.465	-.460	-.453	-.214	-.299	-.377	-.269	-.431	-.337	-.306	-.193	-.336	-.515
C	at ease	-.293	-.313	-.392	-.308	-.050	-.490	-.302	-.063	-.261	-.194	-.455	-.393	-.420	-.144	-.353	-.295	-.330	-.289	-.150	-.278	-.338	-.193	-.202	-.435	-.271
E	calm	-.225	-.294	-.227	-.116	-.094	-.254	-.153	-.121	-.319	-.202	-.383	-.220	-.294	-.157	-.284	-.129	-.239	-.175	-.077	-.269	-.267	-.167	-.207	-.280	-.206
F	content	-.200	-.263	-.243	-.177	-.061	-.286	-.235	-.122	-.319	-.141	-.320	-.204	-.332	-.181	-.268	-.191	-.267	-.239	-.161	-.288	-.317	-.149	-.173	-.324	-.304
J	ecstatic	-.047	.011	-.098	.000	.031	-.005	-.156	.161	-.130	.096	.066	-.004	-.005	-.018	-.028	-.057	-.143	-.157	.142	-.002	-.018	-.060	.066	-.026	-.212
K	energetic	-.276	-.270	-.252	-.152	-.057	-.219	-.258	-.180	-.236	-.188	-.368	-.205	-.349	-.298	-.277	-.341	-.216	-.295	-.115	-.291	-.305	-.345	-.143	-.356	-.206
L	enthusiastic	-.155	-.202	-.237	-.101	.019	-.153	-.078	.012	-.164	-.040	-.218	-.082	-.191	-.107	-.135	-.156	-.121	-.205	.023	-.117	-.258	-.199	-.170	-.255	-.096
M	excited	-.224	-.234	-.346	-.249	-.133	-.254	-.180	.027	-.253	-.149	-.313	-.313	-.298	-.089	-.160	-.340	-.233	-.298	-.106	-.247	-.349	-.297	-.248	-.335	-.194
N	fatigued	.398	.511	.348	.322	.258	.398	.094	.318	.266	.277	.373	.244	.390	.295	.382	.203	.452	.92	.160	.218	.469	.018	.376	.354	.238
O	frightened	.391	.437	.399	.392	.414	.409	.254	.504	.512	.400	.496	.347	.454	.330	.478	.398	.353	.553	.451	.438	.371	.374	.254	.447	.384
P	furious	.291	.343	.261	.326	.170	.381	.250	.368	.244	.174	.359	.255	.264	.278	.343	.228	.349	.471	.219	.232	.476	.214	.286	.356	.397
Q	gloomy	.436	.456	.428	.407	.391	.447	.260	.457	.385	.302	.503	.379	.462	.494	.482	.300	.343	.498	.231	.309	.530	.213	.342	.433	.473
R	inspired	-.128	-.341	-.280	-.161	-.107	-.196	-.240	-.058	-.124	-.017	-.182	-.258	-.167	.013	-.180	-.240	-.321	-.175	-.024	-.122	-.243	-.167	-.060	-.258	-.272
S	relaxed	-.235	-.304	-.206	-.121	-.051	-.284	-.269	-.116	-.182	-.086	-.309	-.227	-.297	-.162	-.294	-.233	-.244	-.209	-.040	-.166	-.249	-.171	-.101	-.305	-.305
T	satisfied	-.208	-.228	-.311	-.192	-.142	-.295	-.340	-.219	-.305	-.193	-.329	-.188	-.387	-.319	-.321	-.180	-.111	-.294	-.133	-.317	-.240	-.340	-.160	-.346	-.375

		Psychopathy Measure – Management Research Version 2 (PM-MRV2)									
		1	2	3	4	5	6	7	8	9	10
		Untruthful and insincere	A cheating personality	Is totally egocentric	Has no remorse about how their actions harm other employees	Emotionally shallow	Unresponsive to personal interactions	Refuse to take responsibility for their own actions	Lack of self-blame and self-insight about own behaviour	Superficial charm and apparent intelligence	Calm, poised and apparently rational
	PM-MRV2										
1	Untruthful and insincere	1.000	.609	.279	.277	.356	.335	.512	.347	.466	.043
2	A cheating personality	.609	1.000	.393	.424	.475	.499	.427	.387	.460	.200
3	Is totally egocentric	.279	.393	1.000	.667	.666	.522	.411	.622	.260	.247
4	Has no remorse about how their actions harm other employees	.277	.424	.667	1.000	.588	.421	.459	.616	.328	.315
5	Emotionally shallow	.356	.475	.666	.588	1.000	.608	.361	.350	.295	.120
6	Unresponsive to personal interactions	.335	.499	.522	.421	.608	1.000	.427	.460	.347	.076
7	Refuse to take responsibility for their own actions	.512	.427	.411	.459	.361	.427	1.000	.562	.501	.077
8	Lack of self-blame and self-insight about own behaviour	.347	.387	.622	.616	.350	.460	.562	1.000	.353	.258
9	Superficial charm and apparent intelligence	.466	.460	.260	.328	.295	.347	.501	.353	1.000	.209
10	Calm, poised and apparently rational	.043	.200	.247	.315	.120	.076	.077	.258	.209	1.000
	LSRP										
1	Success is based on survival of the fittest; I am not concerned about losers.	-.292	-.153	-.052	.130	.094	-.020	-.108	-.025	-.272	-.045
2	For me, what's right is whatever I can get away with	.000	-.054	-.113	-.058	.000	-.083	-.041	-.114	.073	-.057
3	In today's world, I feel justified in doing anything I can get away with to succeed	.020	-.048	-.285	-.152	-.172	-.192	-.017	-.121	.074	-.196
4	My main purpose in life is getting as many goodies as I can	.026	-.022	-.043	.017	.028	-.053	-.022	-.161	.046	-.067
5	Making a lot of money is my most important goal	.079	.130	.093	.124	.139	-.005	.128	.070	.140	.051
6	I let others worry about higher values; my main concern is with the bottom line	-.160	-.070	-.206	-.112	-.165	-.127	-.259	-.188	-.042	-.197
7	People who are stupid enough to get ripped off usually deserve it	.038	.040	-.152	-.132	.080	-.237	-.171	-.149	-.028	-.055
8	Looking out for myself is my top priority	-.052	.061	-.057	.119	.068	-.002	-.190	-.060	.061	-.036
9	I tell other people what they want to hear so that they will do what I want them to do	-.073	-.104	-.181	-.117	-.105	-.021	-.151	-.106	-.078	-.142
10	I often admire a really clever scam	.028	-.009	-.099	-.101	-.100	-.021	.017	-.044	-.044	-.109
11	I enjoy manipulating other people's feelings	-.096	-.146	.029	-.021	-.054	-.083	-.043	-.054	.039	-.102
12	I make a point of trying not to hurt others in pursuit of my goals	.048	.135	.050	.112	.131	.126	.080	.027	.086	.067
14	I pursue my goals even if someone else gets hurt	-.080	.015	-.226	.017	-.096	-.028	.055	-.052	.076	.030
15	I don't feel bad if my words or actions cause someone else to feel emotional pain	.008	-.064	-.107	-.070	.092	.024	-.072	-.130	.048	-.029
16	I would lie in order to sell something	.010	-.004	-.092	.001	.072	-.050	-.042	-.110	.098	.002
17	Cheating can be justified even if it is unfair to others	-.162	-.143	-.247	-.157	-.102	-.229	-.125	-.215	-.103	-.162
	IAT-T										
1	Made other people not talk to me	.423	.485	.107	.210	.169	.298	.383	.303	.335	.063
2	Withheld information from me that the rest of the group is let in on	.437	.459	.203	.312	.236	.301	.553	.379	.395	.143
3	Intentionally embarrassed me around others	.193	.367	.282	.267	.235	.407	.426	.380	.313	.135
4	Excluded by a work group	.298	.419	.159	.213	.255	.334	.261	.355	.285	.092
5	Called me names	.292	.306	.162	.099	.193	.175	.268	.067	.172	-.036
6	Stopped talking to me	.167	.319	.292	.322	.361	.279	.368	.272	.241	-.054
7	Used their relationship with me to try and get me to change a decision	-.014	.263	.271	.358	.251	.289	.261	.251	.190	.234
8	Used my feelings to coerce me	.267	.352	.250	.314	.273	.360	.389	.370	.146	.233
9	Made fun of me in public	.110	.216	.354	.318	.455	.277	.181	.216	.131	.132
10	Pretended to be hurt and/or angry with me to make me feel bad about myself	.269	.489	.138	.315	.266	.342	.350	.368	.240	.123
11	Turned other people against me	.346	.433	.207	.280	.257	.276	.512	.390	.364	.077
12	Made me feel that I don't fit in	.306	.290	.307	.408	.337	.334	.500	.474	.280	.063
13	Spread rumours about me	.310	.365	.280	.294	.305	.191	.365	.355	.270	.103
14	Used emotional blackmail on me	.224	.172	.293	.301	.253	.122	.320	.312	.115	.164
15	Criticised me in public	.219	.212	.399	.313	.440	.250	.310	.358	.295	.122
16	Used private in-jokes to exclude me	.146	.210	.197	.134	.202	.145	.289	.194	.254	.020
17	Put undue pressure on me	.335	.206	.318	.283	.264	.235	.332	.340	.182	.116
18	Used sarcasm to insult me	.222	.279	.291	.137	.159	.311	.317	.322	.200	.153
19	Played a nasty practical joke on me	.185	.218	.130	.252	.201	.174	.156	.114	.212	.035
20	Made negative comments about my physical appearance	.065	.142	.353	.313	.375	.192	.241	.245	.152	.022
21	Omitted me from conversations on purpose	.446	.449	.287	.326	.314	.212	.481	.352	.371	.142
22	Imitated me in front of others	-.059	.058	.228	.180	.221	.052	.169	.058	.153	.094
23	Purposefully left me out of activities	.388	.388	.247	.320	.276	.157	.278	.362	.434	.212
24	Done something to try and make me look stupid	.320	.287	.205	.222	.237	.136	.406	.268	.391	.134
25	Tried to influence me by making me feel guilt	.146	.156	.347	.365	.377	.214	.404	.308	.169	.075
	JAWS										
A	angry	-.302	-.421	-.223	-.380	-.343	-.449	-.392	-.389	-.168	-.043
B	anxious	-.412	-.530	-.360	-.450	-.416	-.435	-.405	-.454	-.263	-.170
D	bored	.005	-.163	-.117	-.180	-.335	-.263	-.031	.064	-.050	-.026
G	depressed	-.258	-.321	-.312	-.347	-.343	-.272	-.223	-.210	-.171	-.046
H	discouraged	-.361	-.353	-.325	-.387	-.353	-.378	-.414	-.438	-.259	-.075
I	disgusted	-.226	-.270	-.465	-.499	-.492	-.256	-.433	-.392	-.128	-.155
C	at ease	-.097	-.134	-.324	-.252	-.397	-.255	-.301	-.217	-.161	.099
E	calm	-.163	-.277	-.286	-.395	-.375	-.125	-.167	-.228	-.105	-.110
F	content	-.133	-.187	-.368	-.395	-.400	-.214	-.177	-.202	-.124	-.107
J	ecstatic	.135	.126	-.344	-.015	-.119	-.089	.017	-.057	.138	.001
K	energetic	-.033	-.167	-.223	-.143	-.185	-.150	-.154	-.130	-.071	-.074
L	enthusiastic	-.051	-.282	-.270	-.248	-.233	-.118	-.069	-.158	-.142	-.034
M	excited	-.168	-.231	-.403	-.323	-.354	-.292	-.231	-.284	-.172	.042
N	fatigued	.522	.474	.356	.388	.330	.359	.375	.445	.271	.010
O	frightened	.281	.403	.354	.299	.420	.359	.380	.311	.210	.215
P	furious	.256	.329	.304	.323	.380	.305	.360	313	.265	.172
Q	gloomy	.362	.347	.334	.336	.363	.317	.456	.428	.237	.121
R	inspired	-.127	-.022	-.250	-.145	-.181	-.135	-.388	-.172	-.109	.116
S	relaxed	-.123	-.165	-.360	-.366	-.332	-.106	-.302	-.272	-.125	-.015
T	satisfied	.025	-.127	-.341	-.386	-.310	-.157	-.254	-.338	-.190	-.140

		Levenson's Self Report Psychopathy Scale (LSRP)															
		1	2	3	4	5	6	7	8	9	10	11	12	14	15	16	17
		Success is based on survival of the fittest; I am not concerned about losers.	For me, what's right is whatever I can get away with	In today's world, feel justified in doing anything I can get away with to succeed	My main purpose in life is getting as many goodies as I can	Making a lot of money is my most important goal	I let others worry about higher values; my main concern is with the bottom line	People who are stupid enough to get ripped off usually deserve it	Looking out for myself is my top priority	I tell other people what they want to hear so that they will do what I want them to do	I often admire a really clever scam	I enjoy manipulating other people's feelings	If my success came at someone else's expense I would not be upset	I pursue my goals even if someone else gets hurt	I don't feel bad if my words or actions cause someone else to feel emotional pain	I would lie in order to sell something	Cheating can be justified even if it is unfair to others
	PM-MRV2																
1	Untruthful and insincere	-.232	.000	.020	.026	.079	-.160	.036	-.052	-.073	.026	-.096	.048	-.060	.008	.310	-.162
2	A cheating personality	-.153	-.054	-.048	-.022	.130	-.070	.040	.061	-.104	-.009	-.146	.135	.015	-.084	-.004	-.143
3	Is totally egocentric	-.052	-.113	-.285	-.043	.093	-.206	-.152	-.057	-.181	-.099	.029	.050	-.228	-.137	-.092	-.247
4	Has no remorse about how their actions harm other employees	.130	-.058	-.152	.017	.124	-.112	-.132	.119	-.117	-.101	-.021	.112	.017	-.070	.301	-.157
5	Emotionally shallow	.094	.000	-.172	.020	.139	-.165	.080	.063	-.105	-.109	-.054	.131	-.008	.092	.372	-.102
6	Unresponsive to personal interactions	-.020	-.083	-.192	-.053	-.005	-.127	-.237	-.002	-.021	-.021	-.083	.126	-.028	.034	-.056	-.229
7	Refuse to take responsibility for their own actions	-.138	-.041	-.017	-.022	.128	-.259	-.171	-.190	-.151	.017	-.043	.080	.055	-.072	-.042	-.125
8	Lack of self-blame and self-insight about own behaviour	-.025	-.114	-.121	-.161	.070	-.188	-.149	-.060	-.106	-.044	-.064	.027	-.052	-.130	-.110	-.215
9	Superficial charm and apparent intelligence	-.272	.073	.074	.046	.140	-.042	-.028	.061	-.078	-.044	.039	.086	.076	.048	.399	-.103
10	Calm, poised and apparently rational	-.045	.057	-.198	-.087	.051	-.107	.355	.038	-.142	-.109	-.102	.067	.030	-.020	.302	-.182
	LSRP																
1	Success is based on survival of the fittest; I am not concerned about losers.	1.000	.276	.295	.271	.402	.127	.230	-.346	.250	-.009	.050	.329	.191	-.033	.147	.279
2	For me, what's right is whatever I can get away with	.276	1.000	.723	.304	.271	.332	.371	.304	.522	.269	.423	.617	.195	.245	.506	.662
3	In today's world, I feel justified in doing anything I can get away with to succeed	.295	.723	1.000	.328	.241	.254	.447	.249	.401	.308	.332	.483	.367	.187	.338	.607
4	My main purpose in life is getting as many goodies as I can	.271	.304	.328	1.000	.538	.290	.243	.370	.344	.132	.440	.385	.181	.083	.220	.355
5	Making a lot of money is my most important goal	.402	.271	.241	.538	1.000	.213	.463	.505	.168	-.170	.099	.191	.351	.006	.221	.163
6	I let others worry about higher values; my main concern is with the bottom line	.127	.332	.254	.256	.213	1.000	.239	.372	.291	-.042	.139	.134	.299	.180	.344	.374
7	People who are stupid enough to get ripped off usually deserve it	.230	.371	.447	.243	.463	.239	1.000	.341	.193	-.015	.131	.182	.297	.230	.485	.256
8	Looking out for myself is my top priority	.346	.304	.249	.370	.505	.372	.341	1.000	.307	.156	.212	.255	.246	.055	.224	.207
9	I tell other people what they want to hear so that they will do what I want them to do	.250	.522	.401	.344	.168	.291	.193	.307	1.000	.491	.309	.258	-.003	.167	.251	.304
10	I often admire a really clever scam	-.009	.269	.308	.132	-.170	-.042	-.015	.156	.491	1.000	.389	.190	.087	.083	.166	.225
11	I enjoy manipulating other people's feelings	.050	.423	.332	.440	.099	.139	.131	.212	.389	.389	1.000	.278	-.051	.101	.222	.405
12	If my success came at someone else's expense I would not be upset	.329	.617	.483	.385	.191	.134	.182	.355	.258	.190	.278	1.000	.180	.053	.313	.366
14	I pursue my goals even if someone else gets hurt	.191	.195	.367	.181	.351	.299	.297	.246	-.003	.087	-.051	.180	1.000	.093	.448	.187
15	I don't feel bad if my words or actions cause someone else to feel emotional pain	-.033	.245	.187	.083	.006	.180	.230	.055	.167	.083	.101	.053	.008	1.000	.205	.278
16	I would lie in order to sell something	.147	.506	.338	.220	.221	.344	.485	.224	.251	.166	.222	.313	.448	.205	1.000	.337
17	Cheating can be justified even if it is unfair to others	.279	.662	.607	.355	.163	.374	.256	.207	.364	.225	.405	.366	.187	.278	.337	1.000
	IAT-T																
1	Made other people not talk to me	-.153	-.041	.107	-.112	-.081	-.019	-.191	-.037	-.062	.027	-.156	.110	-.113	-.046	-.284	-.066
2	Withheld information from me that the rest of the group is let in on	-.092	-.008	.073	-.177	-.017	-.211	-.154	-.120	-.000	.106	-.203	.058	-.042	-.078	-.105	-.001
3	Intentionally embarrassed me around others	.081	.088	.187	-.076	.077	-.135	-.387	.075	.029	.180	.091	.195	-.052	.261	-.074	.067
4	Excluded by a work group	-.131	-.002	.061	-.157	-.066	-.066	-.310	-.062	-.141	-.143	-.139	.079	-.153	.179	-.110	.006
5	Called me names	-.058	.127	.112	.003	-.024	.123	.121	-.029	.004	-.050	.213	.157	-.115	.214	.201	.106
6	Stopped talking to me	.040	.225	.258	.037	.029	.036	-.076	-.003	.135	.137	.229	.180	-.126	.186	.313	.205
7	Used their relationship with me to try and get me to change a decision	.190	.149	.105	.119	.101	.140	-.014	.208	.019	.300	.092	.288	.101	.018	.321	.109
8	Used my feelings to coerce me	.157	.079	.114	.086	.238	-.032	.081	.079	-.065	.323	.011	.398	.208	-.009	.109	.071
9	Made fun of me in public	.157	.005	.034	.025	.066	-.110	-.024	.113	-.017	-.037	.056	.229	-.141	.169	-.025	.097
10	Pretended to be hurt and/or angry with me to make me feel bad about myself	.052	.051	.167	-.034	.078	-.002	-.003	.072	-.101	-.044	-.104	.231	.004	-.071	.321	.051
11	Turned other people against me	-.132	.030	.128	-.045	.012	-.101	-.133	-.042	-.016	-.014	.113	.118	-.128	.037	-.138	.033
12	Made me feel that I don't fit in	-.018	-.021	.044	-.073	.038	-.210	-.221	.040	-.120	.304	.049	.093	-.105	-.108	-.285	-.020
13	Spread rumours about me	-.132	.040	.080	-.064	-.067	-.102	-.113	-.039	-.012	.361	.170	.118	-.154	.148	-.059	-.041
14	Used emotional blackmail on me	-.027	.093	.162	.029	.002	-.012	.092	-.048	-.069	.339	.240	.222	-.020	-.014	.360	.045
15	Criticised me in public	-.034	.088	.014	.078	.090	-.123	-.327	.028	.123	.106	.195	.190	-.189	.222	-.030	.042
16	Used private in-jokes to exclude me	.010	.328	.243	-.022	.068	.091	.011	.063	.131	.013	.114	.288	-.223	.014	.333	.167
17	Put undue pressure on me	-.096	.092	-.018	-.047	-.013	-.077	.011	-.157	-.145	.324	.086	.088	-.193	-.004	-.076	.005
18	Used sarcasm to insult me	.003	.147	.140	-.101	.056	-.069	.032	-.188	-.060	-.028	.059	.155	-.192	.173	.360	.065
19	Played a nasty practical joke on me	.041	.291	.173	.042	.197	.198	.151	.172	.007	-.101	.081	.321	.114	.065	.352	.201
20	Made negative comments about my physical appearance	.173	.047	.016	-.045	.152	.038	.060	.037	-.214	-.203	.053	.175	-.098	-.018	.330	.004
21	Omitted me from conversations on purpose	-.053	.135	.166	-.075	.017	-.169	-.028	-.115	-.066	.340	.018	.117	-.094	.036	-.095	.012
22	Imitated me in front of others	-.306	.224	.171	-.044	.188	.006	.067	.108	.002	-.056	.063	.306	.001	-.043	.176	.097
23	Purposefully left me out of activities	-.113	.043	.080	-.253	-.100	-.009	.011	-.112	-.077	-.019	.000	.007	-.103	.046	-.071	-.012
24	Done something to try and make me look stupid	.074	.182	.305	-.023	.102	.001	-.011	.041	.090	.116	.153	.184	-.023	.058	-.066	.080
25	Tried to influence me by making me feel guilt	-.003	.098	.173	-.060	.088	.078	.065	-.007	-.098	-.029	.068	.231	.083	.128	-.040	.115
	JAWS																
A	angry	-.217	-.062	-.148	-.085	-.126	.131	.061	-.009	-.152	.329	.045	-.261	-.056	-.009	.164	.007
B	anxious	-.040	.153	.065	.061	-.133	.140	.112	-.038	.060	.120	.160	.044	.036	.065	.160	.128
D	bored	-.037	-.118	.015	-.016	-.023	-.008	.016	.063	.080	.178	-.086	-.078	-.032	.087	-.062	-.071
G	depressed	.015	.000	-.021	.003	-.043	.012	.119	.016	-.208	-.030	-.107	.012	.124	-.009	.386	.098
H	discouraged	-.088	-.019	-.079	-.064	-.111	.080	.134	-.002	-.092	-.025	-.012	-.160	-.043	-.021	.104	.033
I	disgusted	-.174	.011	-.001	-.122	-.264	.122	.013	.141	.078	.105	-.086	-.135	-.013	-.013	-.015	.021
C	at ease	-.131	-.058	-.088	-.028	-.024	-.018	.060	.004	-.135	-.063	-.063	-.021	.153	-.040	.380	-.031
E	calm	-.140	.042	-.042	-.136	-.144	.100	.001	.029	-.119	.085	-.063	.065	.110	.088	.175	-.012
F	content	-.095	-.068	-.033	-.126	-.196	-.034	.020	-.020	-.181	.073	-.068	.076	.084	-.034	.356	.008
J	ecstatic	.070	.082	.081	.161	.126	.192	.135	.149	.002	.040	.116	.131	.333	.022	.277	.279
K	energetic	.007	-.118	-.076	.117	.027	.126	.170	.072	-.108	-.078	-.102	-.069	.156	.197	.333	.013
L	enthusiastic	-.151	-.132	-.156	-.021	-.117	.048	.004	-.018	-.120	.040	-.112	-.101	.003	.053	-.006	.018
M	excited	-.132	-.087	-.077	.082	.009	.122	.155	.050	-.078	.056	-.065	-.035	.255	.027	.104	.081
N	fatigued	-.119	-.101	-.018	-.024	-.041	-.099	-.146	-.147	-.011	.130	-.013	-.051	-.044	-.021	-.193	-.118
O	frightened	.120	.090	.075	.041	.308	-.065	.011	-.077	-.029	-.233	-.018	.196	.019	.112	.344	.133
P	furious	.200	.096	.095	.006	.184	-.188	-.366	-.180	-.089	-.081	.052	.131	.090	.087	-.012	.140
Q	gloomy	-.003	.012	.005	-.120	.164	-.100	-.324	-.100	-.011	-.041	.057	-.101	.005	.090	-.091	-.003
R	inspired	.088	.005	.098	.074	.017	.108	.162	.153	-.183	-.068	.009	.080	.272	.002	.183	.128
S	relaxed	-.113	-.020	.011	-.071	-.099	.030	.131	-.008	-.314	-.109	-.038	-.010	.225	.046	.122	.051
T	satisfied	-.113	.024	.008	.132	-.030	.143	.147	.104	-.037	.100	-.028	-.007	.082	-.112	.120	.133