

Experience Matters: Turning Psychopathy into Self-Efficacy and Job Performance

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Abstract

Using the tenets of social cognitive theory, this study diverges significantly from the conventional research paradigm by shedding light on the pivotal role of job experience and self-efficacy in predicting psychopath's job performance. In the scholarly discourse where positive associations between psychopathy and performance metrics have received minimal attention, this study introduces a validated model proposing a constructive influence of psychopathy on job performance. While acknowledging job experience as a moderator, this study accentuates the pivotal role of self-efficacy as a mediator, challenging the traditionally hostile psychopathy- job performance relationship. We employ an experimental research design on the MBA executive class of 68 students of GC University Faisalabad. The results reveal the causal solid effect of psychopathic personality on self-efficacy in manipulated job experience conditions and a slight impact on no job experience control conditions. Meanwhile, at low values of psychopathy, the effect is diminished in both job experience conditions. Notably, job experience emerges as an indispensable agent, significantly shaping the impact of psychopathy on self-efficacy and subsequent employee performance.

Keywords: Psychopathy, Self-efficacy, Job Performance, Social Cognitive Theory.

Introduction

Psychopaths, among the dark tetrad and dark tent traits, are characterized by a deficiency in empathy, impulsivity, and a lack of remorse when causing harm, as outlined by Hare (1985). In the landscape of workplace psychology, a notable absence prevails in the exploration of positive outcomes attributed to psychopathic traits within professional settings (Durand & Lobbestael, 2023). Surprisingly, while extensive research has delved into various facets of workplace dynamics, scant attention has been directed toward investigating potential positive contributions from individuals exhibiting psychopathic tendencies (Durand & Lobbestael, 2023). Few recent studies emphasize the beneficial effects of psychopathy on work outcomes—ranging from happiness, well-being, adaptive traits, positive adjustment traits, and humor styles (Bronchain

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Chabrol and Raynal, 2021; Durand & Lobbestael, 2023). Overall, there is a shortage of inquiry into potential positive contributions and strategies to harness these energies, raising pertinent questions regarding the untapped potential of psychopaths in fostering safer and more productive workplace environments. Therefore, exploring avenues to channel psychopathy traits into constructive energies within organizational contexts remains an unexplored territory necessitating focused investigation.

Psychopathy, widely acknowledged as one of the darkest personality traits across its various dimensions, surpasses other negative traits in severity and adverse effects. However, despite the negative stigma associated with the term psychopathy, the application of labels such as "dark" and the preconceived notions about inherently harmful personality traits often have the unintended consequence of worsening the issue. This is because stigmatizing can influence scholars to structure their studies in a manner that confirms their pre-existing beliefs rather than pursuing an empirical examination of what is factually accurate (Pfeffer, 2021). Consistent with the sentiment expressed earlier, this study centers its focus on the body of research that highlights psychopathy, the worst dark trait, as a positive predictor and a source of positive group performance. All told, this research provides insight into how empirically validated interventions (Hudson et al., 2019) might reduce psychopathy, which may have implications for workgroup performance. To investigate this more significant question, specifically, this study delves into the extent to which intervention of self-efficacy might have a positive effect on psychopaths' group performance.

To investigate the research questions of the study, we integrate the social cognitive theory. The central propositions within Bandura's social cognitive theory (2005) posit a substantial interrelation between psychopathy, self-efficacy, and job performance. Initially, the theory's primary postulation, recognized as the agentic perspective, posits that individuals who demonstrate self-engagement, are self-encouraging, have resilient self-belief, and self-aware typically possess robust inherent self-belief systems and heightened self-efficacy (Bandura, 2001). Secondly, Bandura contends that the development of agency (self-efficacy) within individuals evolves by leveraging their self-regulatory and self-monitoring capabilities to reinforce and elevate their self-belief system to a discernible degree (Bandura, 1999, p. 37). Moreover, contextual and environmental elements impact on agency (self-efficacy) is a crucial facet of Bandura's theory (Bandura, 1999, p. 44). Bandura (2005, p. 20) illustrates this through the analogy of the relational model of human behavior, suggesting that an individual's behavior is shaped by environmental influences, interactions, and self-concerns, tailored to meet one's needs within imposed, selected, or constructed environments.

Thirdly, Bandura (2001) posits that if self-efficacy is not naturally instilled in an environment, it can be augmented through mastery experiences, observational learning, and verbal persuasion with expertise and time. Psychopathy satisfies the assumptions of social cognitive theory, such as psychopaths are self-engaging, have a lack of concern for others, and are highly self-monitors (Rogoza & Ciecuch, 2018). Behavior modification of human dysfunctions such as clinical disorders, phobias individual, and highly neurotic and depressive individuals is manifested via inducing environmental efficacy in individuals through observation, learning, and task mastery (Bandura, 2005).

Contributions

We test our study model using job experience and implied multi-method, multisource, and multi-lagged methods from the Pakistani service sector. In doing so, we contribute to and enrich the existing literature in several novel ways. One of the significant contributions of this paper lies in

the utilization of self-efficacy as a facilitative tool to harness positive outcomes from individuals exhibiting psychopathic tendencies within organizational settings.

Secondly, this study uses social cognitive theory to upset psychopaths' dark side. Jackson et al. (2021) recently used social learning theory in the context of psychopaths to boost lying behaviors and predict adverse psychosocial outcomes by observing and learning others. This study uses the same assumptions of social cognitive and learning theory to improve psychopaths' positive job performance.

Thirdly, this research uses the multisource design in combination with the survey method to test and assess the psychopathy relation with self-efficacy and job performance. This study uses peer or supervisor-rated data to measure the employee's psychopathic personality and performance. The dark personality literature is severely criticized for using self-report data that may cause individuals to underestimate their dark personalities. Various researchers have given the future calls that the best way to assess a dark personality should be through peer or other rated personality rather than self-rated (Muris et al., 2017; Miller et al., 2019; Jonason & Zeigler, 2018; Volmer et al., 2019, Rogoza & Ciecuch, 2018). In self-rated personality, individuals are more pro-rated their behaviors positively, which hides the true dark nature of individuals (Muris et al., 2017; Miller et al., 2019; Jonason & Zeigler, 2018), whereas when a colleague or supervisor rates the dark personality, it robustly measures the latent structure of the actual the dark behaviors in a more natural setting and sophisticated manner (Rogoza & Ciecuch, 2018).

Lastly, within the cultural context of Pakistan, this research examines the manifestation of psychopathic traits, highlighting their implications within this specific cultural framework. Understanding these dynamics becomes pivotal in developing culturally sensitive interventions and strategies aimed at positively harnessing these traits within the Pakistani workplace, contributing to a more nuanced understanding of psychopathy's interplay with cultural influences. Altogether, this research offers applied solutions to negative behaviors, violence, aggression, and conflicts caused by psychopaths in workgroups.

Literature Review and Research Hypotheses

Psychopathy and Performance

Psychopathy encompasses traits like lack of empathy, impulsivity, and absence of remorse (Hare, 1985), as well as interpersonal manipulation, callous affect, erratic lifestyle, and antisocial behavior (Jones & Paulhus, 2014; LeBreton et al., 2018). Psychopathy has predominantly been associated with manipulation, lack of empathy, and self-interest (Jones & Paulhus, 2014; Paulhus & Williams, 2002).

Psychopathy consistently associates negatively with performance across studies (LeBreton et al., 2018). Grounded in social exchange theory, O'Boyle (2012) proposed this connection, citing reduced concern for others, failure to meet job requirements, and sensitivity to negative feedback. Research has focused on psychopathy's facets, like self-centered impulsivity and fearless dominance (Blickle & Schutte, 2017). However, neither facet is directly linked to performance outcomes (LeBreton et al., 2018). In the latest research, psychopaths lack performance due to their cognitive control and attentional capacity (Gomes et al., 2023). This empirical evidence consistently affirms a weak and adverse connection between psychopathy and performance. Consequently, it is expected that:

H1: Psychopathy predicts a negative relationship with individual performance.

Psychopathy and Self-efficacy

Self-efficacy is an individual's ability to attain specific goals (Bandura, 1999; 2001; 2005). Self-efficacy is formed by four sources: observational learning, mastery experience, psychological arousal, and verbal persuasion (Malik et al., 2015).

Psychopathy, characterized by extreme antisocial behavior and a notable disregard for others (Hare, 1985), involves an inflated perception of skills and intelligence (Paulhus & Williams, 2002). Psychopaths tend to display robust self-worth and are less affected by external evaluations (Hirschfeld & Van Scotter, 2019). They excel in technical careers while neglecting interpersonal concerns. The inclination for thrill-seeking observed in individuals with psychopathic traits suggests resilience and reduced vulnerability to external influences (Paulhus & Williams, 2002). This fosters a robust self-belief, especially in high-pressure situations. Bandura (1999) highlighted that individuals with limited concern for others often engage in self-encouragement, effectively adapting to threatening circumstances while preserving their self-worth. Their beliefs and abilities appear less swayed by external factors like criticism or rejection. This implies a potential positive association between psychopathy and self-efficacy, indicating a strong belief in one's ability to perform tasks effectively, particularly in challenging situations. Thereby establishing a link between psychopathy and self-efficacy.

Another plausible explanation for the relationship between psychopathy and self-efficacy could be attributed to self-enhancement values, as suggested by Paulhus and Williams (2002). They propose that psychopaths tend to exhibit unique patterns of self-enhancement. Psychopaths exhibit self-enhancement values, valuing personal enjoyment and power (Jonason et al., 2015; Paulhus & Williams, 2002). They prioritize roles highlighting their competence and self-interest over others (Jonason et al., 2015). This motivation to prioritize self-interest may bolster their abilities and beliefs (Sousa et al., 2012), aiding adaptation through self-enhancement (Bandura, 2001). The stronger their attachment to these values, the greater their capability to perform at higher standards (Sousa et al., 2012). Hence, it is proposed that:

H2: Psychopathy positively relates to self-efficacy.

Self-efficacy as a Mediator

Psychopathy, characterized by extreme antisocial behavior and a notable disregard for others (Hare, 1985), involves an inflated perception of skills and intelligence (Paulhus & Williams, 2002). Psychopaths tend to display robust self-worth and are less affected by external evaluations (Hirschfeld & Scotter, 2018). They excel in technical careers while neglecting interpersonal concerns. Their thrill-seeking nature indicates resilience and less susceptibility to external influences (Paulhus & Williams, 2002), fostering strong self-belief even in high-pressure situations. Bandura (1999, p. 40) notes that individuals with little concern for others often self-encourage, adapting effectively to threatening circumstances while maintaining self-worth. External factors like criticism or rejection influence their beliefs and abilities. This suggests a potential positive correlation between psychopathy and self-efficacy, reflecting a firm belief in one's capability to perform tasks effectively, particularly in challenging situations. Thus establishing a connection between psychopathy and self-efficacy.

Psychopaths' high abilities to counter difficult situations predict their high belief system to handle challenging environments. Psychopathy scale of SD3 (Jones & Paulhus, 2014), Items like "I avoid the dangerous situation (reversal)" and "I'll say anything to get what I want" indicate psychopaths' high resilience and consistency in handling unpredictable and emergent environments by using their consistent level of skill. Relating to this, The ability to say anything, high involvement, and

lack of concerns regarding social rejections and social criticism are all predictive of psychopaths' high belief and resistance to the environment, which help to generate job performance even in crucial conditions. Therefore, it is hypothesized that

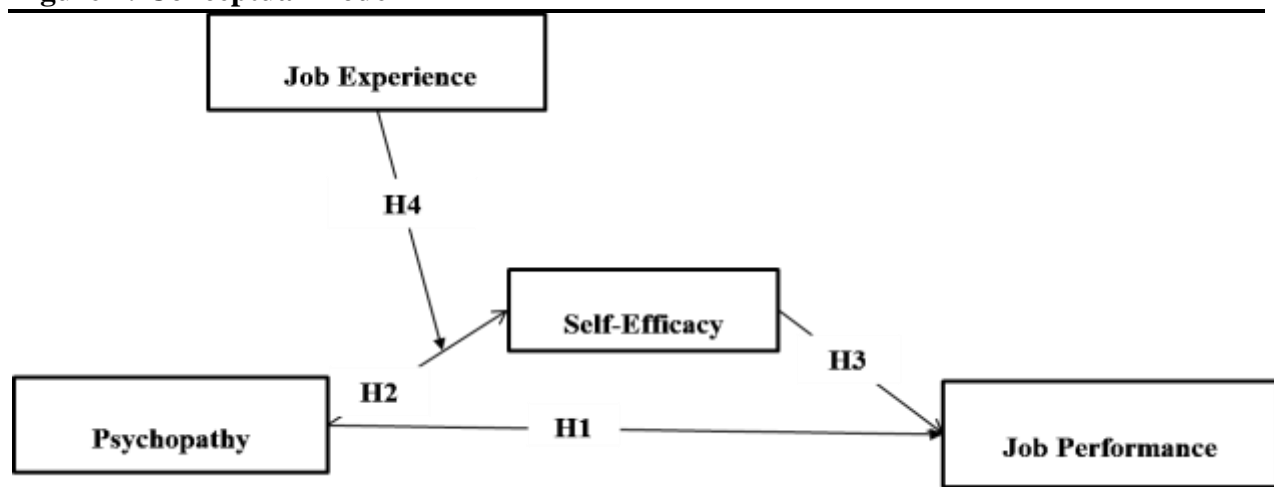
H3: Self-efficacy mediates the relationship between psychopathy and individual performance.

Experience as a Moderator

Previous research has neglected to explore the role of job experience in relation to psychopathy and self-efficacy. Social cognitive theory supports the notion that job experience can leverage and act as a moderator in alleviating challenges linked to psychopathy. Through the sources of self-efficacy, such as task mastery, employees get structured guidance on tasks that will help them get close to the work environment and gain experience by learning the skills. Moving toward the second source of self-efficacy—physiological states—psychopaths are highly neurotic (Paulhus and Williams, 2002), which explains their negative emotional state. Bandura (2001) suggests that even highly negative and phobic individuals can enhance their self-efficacy through the experience. For instance, in Bandura's studies and experiments on people who are highly phobic of snakes, Bandura examined both highly psychotic and phobic individuals. The goal was to raise their self-efficacy by providing time to subjects with snakes to get experience under the trained instructor. The highly phobic people even raised their self-efficacy with the passage of time and expertise on the task. Therefore, the physiological states of psychopaths could still be addressed through other sources of self-efficacy theory. On the whole, In essence, job experience via mastery experiences and vicarious experiences assume a pivotal role in moderating the impediments associated with psychopathy, thereby nurturing improved self-efficacy in the execution of job-related responsibilities. Therefore, it is hypothesized that

H4: Job Experience strengthens the positive relationship between psychopathy, self-efficacy, and innovative job performance.

Figure 1: Conceptual Model



Methodology

Experiment

The research design opted for this study is experimental design. Experimental designs are often preferred over survey methods when studying psychopathy due to their ability to establish causality and control for extraneous variables (Blanco et al., 2019; Morgan & Lilienfeld, 2000).

By manipulating an independent variable and observing its effect on a dependent variable, experimental designs provide more substantial evidence for causal relationships, which is crucial in understanding the mechanisms behind psychopathic behaviors (Mayrhofer et al., 2021). Additionally, experiments offer a controlled environment that minimizes extraneous variables, enhancing internal validity and ensuring that observed effects are attributable to the manipulation rather than other factors (Blanco et al., 2019). Experimental designs are also replicable, allowing for the verification of results across different samples and settings, which is essential for confirming findings in psychopathy research (Nestor, 2002).

Furthermore, experiments can include precise measurements and sophisticated data collection methods, such as behavioral observations and physiological measures, which are often more accurate than self-reported data from surveys (Morgan & Lilienfeld, 2000). In contrast, survey methods, while helpful in gathering large amounts of data and understanding correlations, cannot determine causality due to potential confounding variables and the issue of reverse causation (Mayrhofer et al., 2021). Surveys also rely on self-reported data, which can be biased or inaccurate, especially when studying complex traits like psychopathy (Blanco et al., 2019; Nestor, 2002).

Participant and Procedure

We conducted a 2x2 factorial design experiment as 2(high vs low psychopathy) x 2(high experienced and no experience) conditions within the subject experiments. We experimented with the strength of 110 students in the executive MBA class of Pakistani University. All the students were invited to join an experiment and provide their personality data prior to the start of the experiment in November 2023. After precisely ten days intervals, the students were again contacted for lab experiments. Due to the unavailability of many students, only 95 students were available for lab experiments at the university. Sixty-eight students were selected from these 95 students based on their psychopathic personality ratings. The cases that predicted their personality at near mean or mean value were discarded from an experiment, and only high and low-mean students were grouped separately. Sixty-eight students were given a task procedure of logical-mathematical calculation by Tzur et al. (2016).

Task Procedure

Participants must determine if each provided solution is correct or incorrect, with approximately 40% of the solutions needing to be corrected. The first round was rated as a no-experience condition, while the third round was rated as an experienced condition. The task involves basic arithmetic operations, including addition, subtraction, multiplication, and division. Despite its simplicity, the task demands precision and careful attention. For instance, one of the problems might be “ $(+0.6) - (-0.8) - (+0.7) = 0.9$ ”. Each participant completed three rounds of the task. The first round included 20 calculations, while the second and third rounds each included 35 calculations. The first round was rated as a no-experience condition, while the third round was rated as an experienced condition. The reason for opting for the task of mathematical calculations is that research has also highlighted the role of mathematics in improving cognitive abilities. Regular practice of mathematical calculations can enhance memory, attention to detail, and mental agility. This cognitive development is beneficial across different age groups and can contribute to understanding better lifelong learning capabilities with experience (Cevikbas et al., 2023)

Manipulation

Drawing from Bandura's (2001) concept of self-efficacy, we aimed to boost participants' self-efficacy and self-perceptions by using vicarious experience, observational learning, and through task mastery experiments employing various mediums such as after second trial written vignettes, pictures, and videos of easy ways and tricks of doing logical and mathematical calculations. Participants were led to believe in their ability to accomplish tasks, thus bolstering their self-efficacy.

Measures

Psychopathy is measured by dirty dozen (as shorter versions are used in experiments of the dark triad and self-efficacy is assessed by Bandura's measure of self-efficacy strength by asking participants how confident they are to accomplish the task before the first trial of task 20 mathematical calculations. Bandura's magnitude measure of self-efficacy was assessed by asking participants to estimate how much they believe they have done the task rightly on a 7-point scale, each point representing an efficacy level from low-1 to high-7. The mean of both measures was taken to identify the threshold of self-efficacy of the participant

Control Variables

We controlled the demographic variables of the participants, including gender and age. Prior experience was evaluated through a scale featuring a single item: "I have experience in solving mathematical calculations," with responses ranging from 1 (strongly disagree) to 7 (strongly agree).

Results

In our study, we conducted a 2x2 factorial ANOVA to explore the impact of psychopathy and experience on self-efficacy. We found that individuals with low psychopathy levels reported low self-efficacy values ($M=4.83$; $SD=1.337$) even when assisted by experience. Conversely, individuals with low psychopathic tendencies exhibited low self-efficacy values ($M=4.08$; $SD=0.66$) when there was no job experience. Interestingly, high psychopathy individuals showed high self-efficacy levels ($M=6.17$; $SD=0.937$) when supported by job experience and a moderate level of self-belief ($M=6.17$; $SD=1.15$) at experience condition. Finally, our analysis revealed that psychopaths with high job experience demonstrated higher self-efficacy ($M=5.56$; $SD=1.36$) compared to those with low psychopathy levels ($M=4.31$; $SD=1.33$).

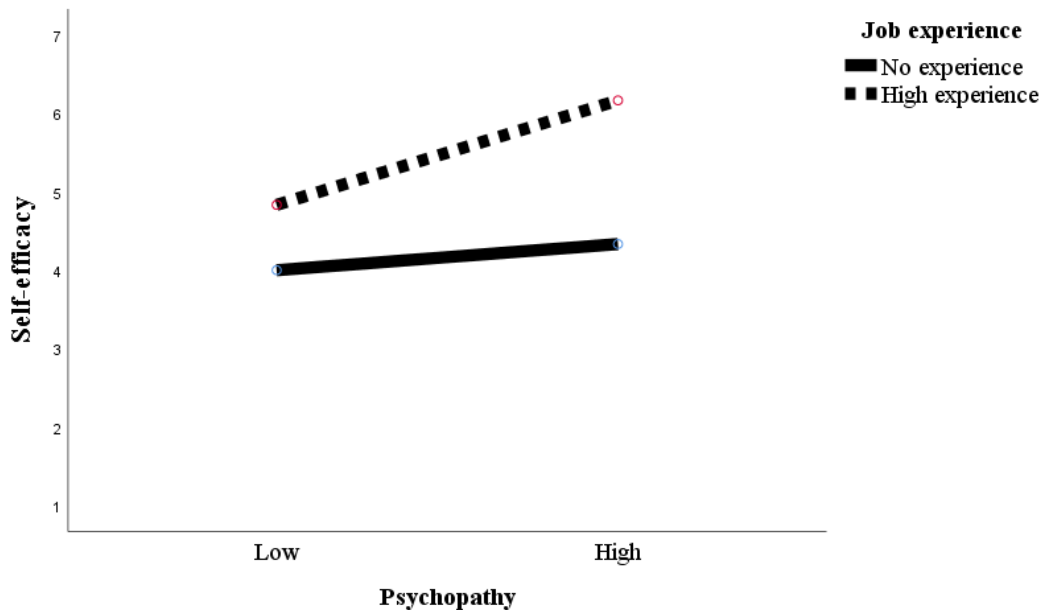
The results of the Psychopathy * job experiment analysis shed light on the intricate relationship between psychopathy levels and the presence of job experience in influencing self-efficacy. Among individuals with low psychopathy levels, those without job experience exhibited a mean self-efficacy score of 4.000, with a 95% confidence interval ranging from (3.379 to 4.621). When assisted by no experience in the first trial, the mean self-efficacy slightly increased to 4.083, with a confidence interval of (3.462 and 4.704). In contrast, with high job experience, it rose further to 4.833, with a confidence interval spanning from (4.212 to 5.454).

Conversely, individuals with high psychopathy levels displayed different patterns. With no experience, their mean self-efficacy was 4.333, with a confidence interval of (3.712, 4.954). However, with job experience, their self-efficacy substantially rose to 6.167, with identical confidence intervals of (5.546, 6.788). This indicates a notable interaction effect between psychopathy levels and job experience on self-efficacy, particularly evident among those with high psychopathy levels where task experience significantly boosted self-efficacy scores. Overall, the

results of the experiment (profile plot of means) are depicted in Figure 3b, where the experience condition predicted a significant two-way interaction of psychopathy and self-efficacy. Meanwhile, in the control condition or no-experience condition, there were no significant effect was observed in the self-efficacy of psychopaths.

To substantiate the finding that high job experience increases psychopath self-efficacy and contributes to job success, several theoretical frameworks and empirical studies from organizational behavior and psychology offer relevant insights. Bandura's Social Cognitive Theory underscores the pivotal role of self-efficacy in influencing motivation, behaviors, and achievement across diverse contexts, including professional environments. Empirical evidence, such as the study by Bandura and Locke (2003), illustrates how accumulated job experience shapes individuals' self-efficacy beliefs, thereby impacting subsequent job performance outcomes (Bandura & Locke, 2003). Moreover, research by Babiak and Hare (2006) delves into the relationship between psychopathic traits and success within organizational settings, highlighting that specific characteristics associated with psychopathy can facilitate short-term career advancements (Babiak & Hare, 2006). By integrating these theoretical perspectives and empirical findings, this study aims to elucidate how psychopathy and job experience jointly influence self-efficacy perceptions and, consequently, enhance overall job performance effectiveness.

Figure 2: Moderation effect of Job experience on Psychopathy and Self-efficacy



Discussion on Findings

All four hypotheses of the study were empirically supported. Furthermore, this research aligns with and addresses future calls from recent literature that emphasize the need for interventions targeting dark personality traits to enhance workplace outcomes (Hudson, 2022; Palmer et al., 2020). Moreover, interventions focusing on enhancing ethical behavior are critical in reducing the

influence of dark triad traits, ultimately leading to improved job performance and organizational health (Brown & Mitchell, 2010). These findings underscore the importance of continued research and the implementation of strategies aimed at fostering a positive work environment by mitigating the detrimental effects of psychopathy and other dark personality traits.

Theoretical Implications

Existing research acknowledges that individuals with psychopathic traits are particularly challenging to manage within organizations and are often linked to subpar work performance (O'Boyle et al., 2012; LeBreton et al., 2018). However, it has not clarified how employees with psychopathic tendencies who exhibit negative behaviors might still achieve better performance outcomes (Smith et al., 2018). This study specifically examines the factors that may transform these negative behaviors into positive work performance. By applying the principles of social cognitive theory (Bandura, 2001), it is predicted that (1) psychopaths' high self-efficacy, observational learning abilities, and resilience could lead to improved work performance despite their lack of concern and distinct physiological states and (2) their job experience could facilitate this transformation. The research hypotheses proposed were empirically supported.

The first significant theoretical implication of this study stems from the positive correlation between psychopathy and self-efficacy (hypothesis 1). This suggests that learning abilities and environmental influences can positively impact individuals with phobic, psychotic, and negative traits, enabling them to develop self-efficacy through observational learning and task mastery (Bandura, 2001). Such self-beliefs can potentially alter harmful human dysfunctions, such as depression, clinical issues, and psychotic behaviors (Bandura, 2005). Consequently, these individuals may possess strong motivation to achieve work goals (Bandura, 2001). Their self-efficacy subsequently contributes to job performance (hypothesis 3).

The discovery of self-efficacy as a mediator (hypothesis 3) offers significant theoretical value by suggesting an alternative viewpoint. Specifically, modifying the behaviors associated with human dysfunctions can be achieved through sources of self-efficacy (Bandura, 2005) to improve job performance. However, our study indicates that employees with solid self-belief, even when facing phobias, challenges, and setbacks (Bandura, 2005), are less likely to diminish their persistence, learning, and ability to achieve performance goals (Wood & Bandura, 1989). This provides unique insights into the potential risks and dysfunctional processes that psychopathic traits might introduce to work performance. Nurturing self-efficacy in employees with psychopathic traits, despite their negative feelings and lack of concern, could enhance their performance and address these challenges.

Another theoretical contribution comes from our analysis of how job experience strengthens the link between psychopathy and self-efficacy (hypothesis 4). This reveals how self-efficacy becomes a potent mediator, enabling the negative traits of psychopathic individuals to translate into positive job performance when they can draw on their experience (moderated mediation effect). This finding is conceptually intriguing; it challenges the idea that experienced psychopathic employees, when faced with a lack of concern and social regulatory mechanisms, will underperform. Instead, their job experience can trigger high job involvement and resilience through task mastery and vicarious experiences, leading them to view work as a calling or an essential part of their identity. Job experience can support psychopathic individuals by enhancing their self-efficacy (Bandura, 2005), helping them sustain positive work energy. These benefits are particularly relevant in contexts like Pakistan, where personal beliefs significantly influence organizational functioning (Haq et al., 2020).

Taken together, the study findings provide a detailed analysis of how to mitigate the negative behavioral impacts of psychopathy, which is known to cause adverse work outcomes (LeBreton et al., 2018). Self-efficacy emerges as a crucial factor that connects the positive aspects of psychopathic traits to job performance, while experience moderates this relationship. Previous research highlights the direct benefits of self-efficacy in organizations, such as enhancing employee performance (Stajkovic et al., 2018), career satisfaction, reducing turnover intentions (Khan et al., 2020), and fostering creative deviance (Zhang & Cui., 2022). This study offers a significant theoretical contribution by demonstrating the indirect yet essential role of experience in developing self-efficacy. Experience helps reduce the risk of a negative cycle where psychopathic traits lead to detrimental work behaviors.

This finding aligns with existing research that suggests experience can help employees manage resource-depleting situations, such as job satisfaction and performance (Ghazi et al., 2022). More broadly, the idea that experience helps psychopathic employees manage their impulsiveness and amorality while developing self-regulation within the organizational environment is both relevant and timely, regardless of the country context. How efficacy beliefs are developed and structured, the forms they take, the ways in which they are exercised, and the purpose to which they are put vary cross-culturally (Bandura, 2005). In short, there is a commonality in basic agentic capabilities and mechanisms of operation, but there is also diversity in the cultivation of these inherent capacities (Bandura, 2005).

Practical Implications

This study provides important insights for management. Organizations should recognize the risks associated with psychopathic employees who feel dissatisfied with their jobs. To mitigate potential harm, it is essential to increase their efficacy in their roles (Bandura, 2005). Designing job roles that leverage the strengths of psychopathic employees while minimizing situations that may trigger negative behaviors is crucial. Managers should implement initiatives to boost self-efficacy through task mastery and observational learning (Bandura, 2005). Enhanced self-efficacy can help employees channel their traits into positive performance, benefiting the entire organization (Stajkovic et al., 2018).

Additionally, managers should foster open organizational environments where psychopathic employees can openly discuss their ongoing frustrations with work performance and climate (De Clercq et al., 2024). This transparency can help address the underlying issues contributing to their negative tendencies. Managers should also provide counseling and support to help psychopathic employees manage their behaviors and improve their overall work experience.

In addition to fostering supportive organizational climates, this study highlights how job experience can break a negative cycle where psychopathic traits undermine work performance. It is essential to clarify that this finding should not be seen as a recommendation for organizational leaders to encourage or reward the behaviors of experienced psychopaths—practices that often occur regardless of any specific personality traits. Nor do we suggest that new hires with socially undesirable traits can manage the challenges that arise from organizational and job roles in the workplace. Instead, this study emphasizes the broad value of utilizing job experience to improve employees' ability to handle job performance, job-related responsibilities, and job satisfaction (Ghazi et al., 2022). When psychopath employees have the personal belief to be resilient and involved in jobs, they are less likely to exhibit negative work behaviors and less likely to view situations like new responsibilities, increased workloads, job demands, or job rotation as disruptive to their daily work quality. This perspective reduces the risk of decreased job performance among

psychopathic employees and enhances their capacity to be innovative in a changing environment by leveraging their prior experience.

Conclusion

This study explores the roles of self-efficacy and job experience in influencing the positive work performance of psychopathic employees. While self-efficacy can be enhanced through experience, personality traits tend to change minimally and typically as a result of maturation. The study illustrates how psychopathic employees' negative feelings about work events make them hesitant to push themselves to improve their performance. Additionally, we demonstrate that this negative impact is less significant among employees who possess high self-efficacy. Additionally, this might catalyze continued examinations of how the negative impacts of psychopathy on job performance can be mitigated by developing and leveraging valuable personal resources, such as learning and self-efficacy, cultivated over time and through experience.

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