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Are Smarter Narcissists More Successful? A Look into Cognitive Ability as a Moderator of the Relationship between Narcissism and Career Success

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Abstract

In recent years, there has been focus on the influence of the Dark Triad on career success, as these traits lead to many differing results in the literature. This study therefore focussed on the relationship between the Dark Triad and career success, with a specific focus on subclinical narcissism. We investigated the moderating effect of cognitive ability on this relationship. We predicted that narcissism would be positively related to career success (H1) and that cognitive ability would moderate this relationship (H2), meaning the higher the cognitive ability, the stronger the relationship. Both hypotheses were confirmed. The study had a sample of $N = 164$ participants. The participants were all working adults (18+).

Keywords: narcissism, career success, cognitive ability

Are Smarter Narcissists More Successful? A Look into Cognitive Ability as a Moderator of the Relationship between Narcissism and Career Success

In recent years, there has been an increase in research into problematic, uncivil, and deviant behavior in the workplace (Miner et al., 2018). There are many stories that have come to light in recent decades. These stories often go viral through news articles, or social media posts. Following are two examples such stories: first comes Adam Neuman, who bankrupted his company through his erratic management style, which included continuously ignoring opinions of the company's employee's and investors. After bankrupting the company and being removed as CEO, Adam ended up vastly rich himself (DigitalDefynd, 2023; Roth, 2024). A second example is Sam Bankman-Fried. Sam, together with others, funded a crypto platform where he managed to steal an estimated 11 billion dollars of his clients and investors' money. Sam was sent to trial and has been sentenced to prison (Sweet & Neumeister, 2024). Both examples have vastly different outcomes, but are both quite concerning. Both individuals displayed continuous deviant behavior in the workplace, while being at the very head of their respective companies. The outcome of their actions resulted in negative consequences for most involved. Now how do these people make it to the top? And what causes them to act in such deviant ways?

There has been extensive research into the relationship between the Dark Triad (DT) personality traits and its effect on organizations. The DT consists of Machiavellianism, narcissism, and psychopathy (LeBreton et al., 2018). All three, to varying degrees, involve behaviors with tendencies towards self-promotions, emotional coldness, dishonesty, and aggressiveness (Paulhus & Williams, 2002). Those high in these personality traits have a tend to display deviant behavior (Lata & Chaudhary, 2020). Do they reap the consequences of this behavior, or do others?

Within an organization, an employee can have considerable influence on the success of

this organization, ranging from very positive to very negative (Vosloban, 2012). An example of a notable negative influence an employee can have in an organization is by displaying Counterproductive Work-Behavior (CWB). Counterproductive Work Behavior (also referred to as Workplace Deviance) can be divided into two families, one encompasses deviant behaviors targeted toward the organization (Organizational Deviance), such as theft, or destroying company property. The other encompasses deviant behaviors directed at individuals, such as gossiping or violence (Interpersonal Deviance; Bennett & Robinson, 2000; Berry et al., 2006).

The Dark Triad traits can also have a positive influence in the organization. For example, individuals high in DT traits might show more commitment to the organization (Cesinger et al., 2020; Sahin & Ermis, 2020), and display positive emotions, such as confidence and enthusiasm (Al-Abrrow et al., 2020). They can also lead to positive consequences for the individuals displaying them, such as being able to more easily climb the hierarchical ladder (Wille et al., 2012), and certain DT traits have been linked to career success (Eisenbarth et al., 2018; Spurk et al., 2016; Wille et al., 2012)

Career success is defined as "the set of positive outcomes, both professional and psychological, that a person has achieved throughout their working life" (Hildred et al., 2023). The definition is both individual, and comparative; it implies reaching one's goals, but it also entails assessing one's societal position on the so called "social ladder" (Ng et al., 2005). It is a combination of objective and subjective career success. *Objective career success* includes the position in a company, salary, and number of promotions, while *subjective career success* entails the satisfaction, joy, and well-being one experiences as a consequence of work (Hildred et al., 2023). In the rest of the paper, we shall refer to '*career success*' as a combination of subjective and objective career success.

An individual's career can be described as an ongoing, individually perceived, sequence

of attitudes and behaviors relating to education and job activities, often meaningful to the individual (Chen, 2010; Hall, 2002). How individuals view their careers has switched in the previous years from being a specific employee-employer relationship, into a much broader definition, including experiences outside of specific organizations (Sullivan & Baruch, 2009). According to Protean Career Theory, these developments result in more mobility, resulting in employee's changing jobs more frequently if they do not feel psychologically fulfilled (Briscoe et al., 2006, Hall, 2002). According to Boundaryless Career Theory, individuals also feel less "bound" to organizations, leading to individuals creating and sustaining relationships with others outside of the traditional organizational boundaries (Briscoe et al., 2006).

Narcissistic traits specifically, are often accompanied by well-developed social skills (Hogan & Hogan, 2001), which tend to make a positive first impression, especially in interviews (Hogan & Kaiser, 2005). A meta-analysis by O'Boyle and colleagues (2012) investigated the Dark Triad and its combined/individual influence on job performance and CWB. This analysis revealed that of the three DT, narcissism seems to have the most complex relationship to these variables. Studies continuously show the differing results of narcissistic personality traits in comparison to Machiavellianism and psychopathic traits (Cesinger et al., 2022; Koch & Göritz, 2016). In the rest of this paper, we will focus more heavily on narcissistic traits, compared to the other two DT traits.

Dark Triad at Work

There has been extensive research into the relationship between the Dark Triad (DT) personality traits and its effect on organizations. The DT consists of Machiavellianism, narcissism, and psychopathy (LeBreton et al., 2018). Machiavellianism can be defined as "a strategy of social conduct that involves manipulating others for personal gain, often against the other's self-interest." (Wilson et al., 1996). Everyone has the capability to be manipulative, but some are more willing than others. Machiavellians tend to have a transgressive, abnormal view

of morality, viewing other individuals as gullible (O'Boyle et al., 2012; Wu & Lebreton, 2011).

According to Wilson et al., (2006) it can be argued that manipulative behavior entails more than one specific trait and is a more complicated combination of traits. Psychopathic traits are argued to be the most toxic traits of the DT (LeBreton et al., 2018). Individuals high in psychopathic traits are described as social predators who are able to charm and manipulate their way through life (Hare, 1993). According to Williams and colleagues (2007), psychopathy can be summarized into four dimensions: interpersonal manipulation (e.g. pathological lying, conning, manipulation), criminal tendencies (e.g. antisocial or counterproductive behavior), erratic lifestyle (e.g. recklessness, impulsivity, undependability), and callous Affect (e.g. low empathy, lack of concern for others). Those with psychopathic traits often display reckless antisocial behavior (Jones & Paulhus, 2014). Narcissistic traits show themselves in a personality of extreme grandiosity of self-importance, a need for admiration, and a general lack of empathy towards others (Association, 2013, p. 327). Narcissistic personalities have been linked to being dominant, entitled, self-indulgent, self-centred, extraverted, and displaying aggressive behaviour (Paulhus & Williams, 2002; O'Boyle et al., 2012; Raskin & Terry, 1988). In this paper, we will focus specifically on subclinical narcissism, which emerged while constructing a subclinical version of the DSM-5 defined narcissistic personality disorder (Raskin & Halls, 1979). Facets from the DSM-5 disorder were still maintained, these included grandiosity, entitlement, dominance, and superiority (Paulhus & Williams, 2002). Although the basic strategies individuals display in the DT may seem to overlap, the three distinctly differ in their emphasis and their style (O'Boyle et al., 2012; Paulhus & Williams, 2002).

Narcissism

Besides the previously mentioned meta-analysis, several studies have been conducted regarding the relationship between narcissism and accompanying behaviors displayed in organizations. These studies displayed varying results. On the negative side, narcissistic traits

have been shown to be negatively related to leadership, contextual performance (Judge et al., 2006) and job satisfaction (Mathieu, 2013; Soyer et al., 2001), which has been associated with high financial costs for organizations (Mathieu, 2013). Narcissism is also positively related to workplace deviance (Judge et al., 2006).

Some studies have also investigated the benefits of narcissism. Narcissism has been positively related to leadership emergence (Campbell et al., 2010), subordinates' career success (Koch & Göritz, 2016), presidential effectiveness (Deluga, 1997), salary (Spurk et al., 2016), career satisfaction (Hirschi & Jaensch, 2015), management level employment (Wille et al., 2012), and to CEOs' bold decisions resulting in big wins for companies (Chatterjee & Hambrick, 2007). Narcissism can also foster positive competition (Goncalo, 2010).

These differing results in the effects of narcissism in an organizational context, could be explained by narcissists being able to hide certain behaviors/traits in the short-term. As previously mentioned, the narcissistic traits are often accompanied by well-developed social skills (Hogan & Hogan, 2001), resulting in positive first impressions (Hogan & Kaiser, 2005). These short-term strengths are described as courageousness, confidence, and charisma (Hogan & Kaiser, 2005). However, in the long run, these same characteristics may lead them to display negative behaviors, as these features once deemed so positive, turn into a sense of entitlement, and an inability to learn from mistakes (Hogan & Kaiser, 2005). The consequences of these behaviors are often more felt by the organization and other colleagues, as these narcissistic individuals may simply find a new company, with a new employment position. Especially since the development of the Protean and Boundaryless careers, firms must be smarter and quicker in their reactions to the everchanging economic market (Hall, 2002). Consequences of this new flexibility surrounding employment result in the normalization of switching jobs and organizations, even working for multiple organizations simultaneously. This development may be especially beneficial for those with narcissistic personalities, as they do well in interviews

and first introductions, and are able to leave an organization more easily once their negative traits begin to shine through. In the end, the narcissists may do well for themselves but leave a wake of destruction in their path (Campbell et al., 2010).

Cognitive Ability as a Moderator

Narcissists tend to be preoccupied with intelligence (Zajenkowski & Dufner, 2020). Intellectual self-esteem is important for the overall life-satisfaction, and negative mood in narcissists (Zajenkowski & Czarna, 2015). Narcissists personalities tend to over-claim their intelligence (Kowalski et al., 2018; Paulhus & Williams, 2002; Zajenkowski & Czarna, 2015; Gabriel et al., 1994). Combining this with narcissists personality tendencies to have an inflated view of their contributions, narcissists may often incorrectly think they are too good for the job they are doing (Mathieu, 2013), which could lead to friction in employment. According to meta-analyses, there is no direct relationship between cognitive ability and narcissism (Michels, 2022; O'Boyle et al., 2013).

It could be argued that cognitive ability would have a moderating effect on the relationship between narcissism and career success. The first reasoning for this is that a higher cognitive ability could lead to individuals being better prepared for interviews, for instance by understanding and perhaps fitting the job description better than those with a lower cognitive ability. Those high in narcissism tend to excel in interviews in general (Hogan & Kaiser, 2005). Combining this ability to be confident and charismatic with a higher cognitive ability would likely result in even better interviews, leading to more likelihood of receiving employment. Another reasoning for this moderating effect would be that those higher in cognitive ability, may be able to play into the benefits of the development of the Protean and Boundaryless Careers (Arthur, 1994; Briscoe et al., 2006; Hall, 2002). Since these career developments make it easier to switch between jobs or have multiple jobs at different companies at the same time, those with higher cognitive ability are not only more likely to receive jobs, but also to be able

to predict better timing on when to leave old employment and find new ones.

The Present Study

In the present study, we first investigate the relationship between narcissism and career success. The fist hypothesis states:

H1: We predict there will be a positive relationship between narcissism and career success

We will also investigate cognitive ability as moderator in the relationship between narcissism and career success. The second hypothesis states:

H2: We predict that cognitive ability will moderate the relationship between narcissism and career success such that the relationship will be stronger the higher the cognitive ability (see Figure 1).

We will also look exploratively at the other Dark Triad traits, to investigate the unique relationship that psychopathy and Machiavellianism might have with career success.

Method

Participants and Procedure

The aim of the data collection was to find Dutch speaking working adults to use as participants (18+). To find out the number of participants needed a power analysis was performed for a linear regression with four predictors. Hereby, we used a mean effect size of .15, an error of .05, and a confidence interval of .95. This resulted in a minimum of 138 participants. To take into account participants dropping out, or certain non-usable data, this was rounded up to $N = 150$. The data collection started with spreading URL-links through social media and (e.g. WhatsApp, Instagram). Later in the collection process flyers containing a QR-code were handed out door-to-door. A total of 266 participants were gathered. We arbitrarily eliminated those who missed more than 9 questions in the personality and subjective success sections (i.e. more than 10%), resulting in a total of $N = 164$ usable participants. The

genders of the participants were quite evenly spread, with 85 women (51.8%) and 77 men (47.0%), and 2 participants (1.2%) who defined themselves differently. The age ranged from 18 years of age to 67 years of age, and the mean age of the participants was 40 years ($SD =$ 14.8). The participants were mostly working for wage labour ($n = 136$, 82.9%), others worked for themselves ($n = 26$, 15.9%), volunteered ($n = 8$, 4.9%), were doing an internship ($n = 6$, 3.7%), or something else that was filled in by the participants, falling under "other" ($n = 7$, 4.3%). The modus of hours of the variable assessing the average number of hours participants worked per week was 33-40 hours ($n = 61$, 37.2%). A total of 129 (78.7%) of the participants did not have a leadership position at their employment, 28 (17.1%) had a leadership position over those who did not have a leadership position themselves, and 7 (4.3%) had a leadership position over those who also were in a leadership position themselves. The participants were required to give their consent before starting the questionnaire and filled in an integrity question at the end of the Questionnaire (e.g. "did you fill in these questions truthfully?"). The Questionnaire took around 15 minutes to complete.

Instruments

Career Success

To measure career success, a combination of subjective and objective career success measures was used. For *subjective career success* a common measure developed by Greenhaus et al., (1990) was used (See Appendix A). These five questions were translated to Dutch (see Appendix A), as our questionnaire was only given to Dutch speaking individuals. According to Shockley et al., (2016), this is one of the most commonly used measures for *subjective* career success. One example question was "I am satisfied with the success I have achieved in my career". The answer scale was a 5-point Likert scale, with answers ranging from "Strongly disagree" to "Strongly agree".

The second measure used for *subjective* career success was taken from Teodorescu et

al., (2017). These five questions measure five different aspects of career success, general success, success with promotions, success in education, success with marks (grades), and success at work. One example question was "I don't get promotions as fast as my colleagues" The answer scale was a 5-point Likert scale, with answers ranging from "1 = Strongly disagree" to "5 = Strongly agree".

The *objective* career success was measured by questions about annual income, last promotion (Gu & Su, 2016; Shockley et al., 2016) the individuals' last pay raise (Gu & Su, 2016), and whether they have a leadership position (Ingram & Oh, 2022). Leadership was measured and coded. The code of 0 was given to those who did not supervise anyone, the code of 1 was given to those who supervise others, the code of 2 was given to those who supervise individuals who are also supervisors themselves. The items of these three measures for career success (*subjective* and *objective*) were added together to form one total measure of career success. The reliability of the composite measure was $\lambda_2 = 0.746$.

Dark Triad

The measure for the dark triad, the SD3 (Jones & Paulhus, 2014) was a short measure for subclinical narcissism, subclinical psychopathy, and subclinical Machiavellianism consisting of 27 questions, each relating to one of the three dark triad disorders (9 items per dark triad trait). Example questions were "It's not wise to tell your secrets" (Machiavellianism) ($\lambda_2 = 0.780$), "People see me as a natural leader" (narcissism) ($\lambda_2 = 0.735$), "I like to get revenge on authorities" (psychopathy) ($\lambda_2 = 0.656$). The answer scale was a 5-point Likert scale, with answers ranging from "1 = Strongly disagree" to "5 = Strongly agree".

Cognitive Ability

Cognitive ability was assessed by means of three subtests. Two of these subtests were taken from an IQ-test measure, developed for 123test.nl by the supervisor. These subtests ask participants about synonyms (as part of crystallized intelligence), and numbers (part of fluid

intelligence) respectively. The last subtest of cognitive ability test (figures) was taken from the NIO intelligence test for adults, a Dutch intelligence measure (adapted adult version of the original version of the NIO; Van Dijk 2018). The 'synonyms' subtest consisted of 16 items, asking participants to identify from a set of five the word that is a synonym of a given word (see Appendix B). For the 'numbers' subtest, that consisted of 26 items in total, a set of numbers was presented to participants in which a certain logic was present. Participants were asked to identify that logic, and indicate which number would follow next. In the figures subtest (9 items), participants were presented with a three-dimensional figure, and five two dimensional figures. They had to indicate which of the latter could be folded into the target figure (see Appendix B). There were 2 or 3 correct answers for each of these questions. To reduce test taking time, a time-limit was used for each of the three subtests, which meant it was almost impossible to answer all the questions within the allotted time. When examining the relationships between the three subtests it was found that the Figures subtest had a low correlation with the other two subtests, most likely since it had the highest number of missing answers. We therefore decided to delete this from the overall cognitive ability measure (sum of the other subtests).

Results

Analysis

Hypothesis 1 entailed the prediction that there will be a positive relationship between narcissism and career success. A Pearson correlation was computed for this relationship. The results showed a statistically significant positive relationship between narcissistic traits and career success $r = .240$, $p = < .010$ (See Table 1). Machiavellianism was also significantly related to career success, $r = .161$, $p < .05$, whereas psychopathy was not, $r = 0.033$, $p > .05$. The Means and Standard Deviations of the different Dark Triad subtests did not differ much (See Table 1).

For the second hypothesis (H2), a moderation analysis was performed with cognitive ability moderating the relationship between narcissism and career success. The first step was standardizing the independent variable (narcissism) and the moderator variable (cognitive ability) to avoid possible multicollinearity along the line. After this an interaction term was created by multiplying the standardized scores of narcissism and cognitive ability (INT_N). The final step was performing a linear regression with narcissism, cognitive ability and their interaction term as the predictors, and career success as the dependent variable. The Linear Regression gave an $R_2 = .130$, indicating that 13.0% of the variance observed in career success is explained by the regression model. The Linear Regression also revealed that narcissism is a significant predictor of career success ($p = .010$).

In the moderation analysis (see Table 2), narcissism is a significant predictor, even when the entire DT is taken into consideration ($p = .014$). The interaction term of narcissism is also significant ($p = .031$). To analyse the direction of this interaction, a graph (see Figure 2) was created. Four groups were created, the first group with low narcissism and low cognitive ability (group 1), the second group with low narcissism and high cognitive ability (group 2), the third group with high narcissism and low cognitive ability (group 3), and a final group with high narcissism and high cognitive ability (group 4). Group 4 has the highest values (see Figure 2). This implies that the interaction term is in the predicted positive direction.

Exploratory Analysis

For the exploratory analysis, first interaction terms were made for all three Dark Triad subtests, including narcissism, psychopathy and Machiavellianism. The linear regression computed shows an $R_2 = .158$, indicating that the three traits combined explain 15.8% of career success. To test the unique influence of narcissism, the significance of the predictor was computed after taking the entire DT subsets into account.

Narcissism remained a significant predictor ($p = .014$), even when taking the whole

Dark Triad into account. The interaction term also remained significant ($p = .031$). As can be seen in Table 2, the other two Dark Triad traits did not have significant values, and neither did their interactions.

Discussion

Since many scandals have come to light in the previous years, there has been much research into a reasoning behind these scandalous behaviors. This research has led to the Dark Triad traits and its effect on organizations (Wu & LeBreton, 2011; O'Boyle et al., 2012). Individuals high in these traits have a greater tendency towards negative behaviors directed at others. Besides the consequences for the organization, we were specifically interested in the consequences for the individuals displaying these traits. We investigated the effects of the DT traits on an individuals' career success, with a specific focus on narcissistic personality traits.

Since the development of new career types in the recent years (Briscoe et al., 2006, Hall, 2002) it could be argued that this development conforms better to the narcissistic personality, as switching between jobs, and working for multiple companies is becoming the norm (Briscoe et al., 2006, Hall, 2002). This led to the prediction of a positive relationship between narcissism and career success.

Cognitive ability was also investigated as a potential moderator of this positive relationship. Arguing that those with a higher cognitive ability, would be able to combine their natural confidence and charisma (Hogan & Kaiser, 2005) with appropriate knowledge about the job, and lead to attaining jobs even more easily. This higher cognitive ability should also help with the development of these previously mentioned new careers, as these individuals higher in cognitive ability would be able to gain jobs more easily (Hogan & Kaiser, 2005), and use their cognitive ability to leave these jobs again at the appropriate time.

For the first hypothesis (H1), we expected narcissism to be positively related to career success. For the second hypothesis (H2), we expected cognitive ability to moderate the

relationship between narcissism and career success.

Looking into the results of the first hypothesis, the expected positive relationship was found between narcissism and career success, confirming the hypothesis. This positive relationship indicates that those with higher narcissistic traits may have more successful careers than those low in narcissistic traits. This finding is in line with the previously mentioned literature on narcissistic traits, which shows many positive results in relation to career outcomes, such as career satisfaction (Hirschi & Jaensch, 2015), leadership emergence (Campbell et al., 2010), and salary (Spurk et al., 2016). Interestingly, there was also a positive relationship found between Machiavellianism and career success. This could suggest that these specific career types may be beneficial for those high in narcissistic traits, and possibly also for Machiavellians.

Looking into the second hypothesis, the results showed that the expected positive effect of the moderator was found. This indicates that cognitive ability moderates the positive relationship between narcissism and career success. A similar relationship was not found for the remaining Dark Triad traits. This indicates that narcissistic traits specifically, may work well together with high cognitive ability.

Strengths and Limitations

This study had a few strengths worth mentioning. For starters we had a very representative division of male and female participants. We also had a mean age of 40, meaning the average participant was midway through their careers. Another strength was the use of real cognitive ability subtests.

Possible limitations regarding the current study were, for instance, that the participants were all Dutch-speaking, which means it may not be representative of individuals outside of the Netherlands. Another limitation could be the lack of questions about educational background, as this could have been quite informative regarding the eventual career success.

We also added a time limit for the cognitive ability measures, which could have influenced the results from this section, and the overall reliability of the measures. We are also not able to draw definitive causal conclusions about the relationships found in the study. Another limitation is that we only used a single source of information, namely self-report measures, for the Dark Triad and for career success. Adding other types of reports could have been beneficial, such as supervisor and subordinate reports.

Future Directions

For future directions there is still much to look into regarding the results found in this study. For instance, the relationship between career success and Machiavellianism should be studied more, and potential moderators in this relationship with career success should be investigated. Future research should also address the overlap in narcissistic traits and traits relating to Machiavellianism, and how these traits might relate to career success. Future researchers could also compare those with established career success, such as CEO's, to those with a less established successful career, for example individuals stocking shelves at the supermarket, in their narcissistic traits. Another interesting topic to investigate is the interview process, and how cognitive ability and narcissistic traits might relate to this.

Conclusion

In conclusion, this paper has given more insight into the relationship between narcissism and career success, and the influence that cognitive ability may have. Both hypotheses were confirmed, indicating the topic is relevant to investigate further. Before any definite conclusions can be drawn about the relationship between narcissism and career success, more research is needed.

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Table 1

Correlations Career Success and Dark Triad

	M	*SD*	Career Success	Narcissism	Machiavellianism	Psychopathy	Cognitive Ability
Career Success	57.563	9.673	1				
Narcissism	2.810	.569	.240**	1			
Machiavellianism	2.701	.633	.161*	.283**	1		
Psychopathy	2.042	.482	0.033	.401**	.480**	1	

Cognitive Ability	14.915	4.981	.148	-.044	.059	-.079	1

*p < .05

** p < .01

Table 2

Moderation Analysis

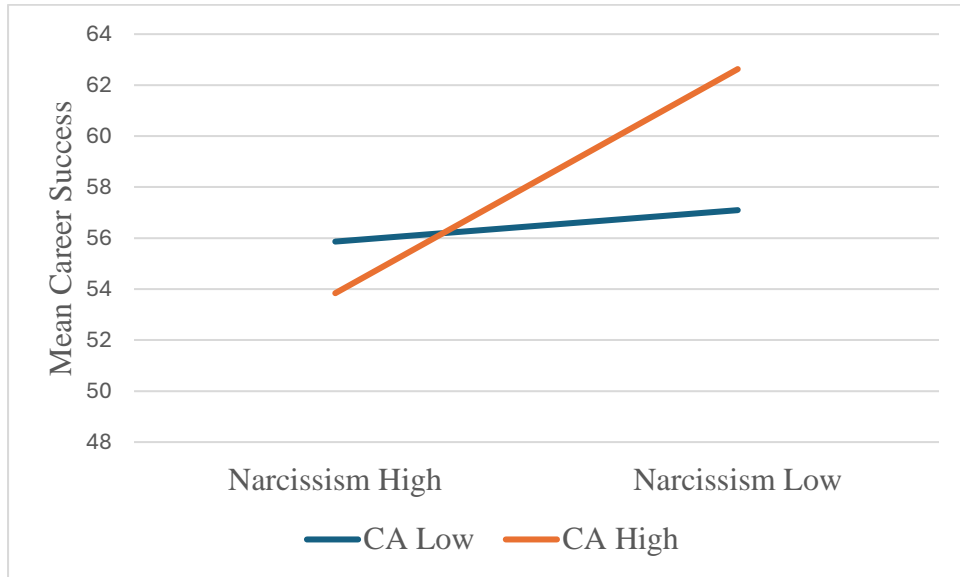|	Beta	p
Narcissism x Cognitive Ability	.239	.031
Narcissism	.984	.014
Cognitive Ability	.103	.299
Psychopathy x Cognitive Ability	-.049	.701
Psychopathy	-.115	.296
Machiavellianism x Cognitive Ability	-.060	.611
Machiavellianism	.150	.149

Figure 1

Research Model
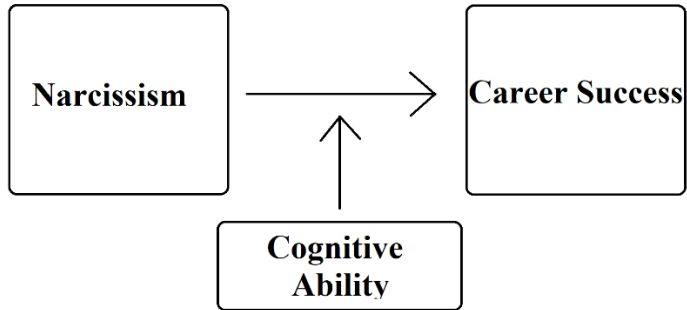
Figure 2

Mean Career Success by Narcissism and Cognitive Ability

Appendix

Appendix A

Career Satisfaction

Managers indicated the extent to which they agreed or disagreed with each of the following statements, using the same 5-point, reverse-coded scale as for the supervisory support items.
1. I am satisfied with the success I have achieved in my career.
2. I am satisfied with the progress I have made toward meeting my overall career goals.
3. I am satisfied with the progress I have made toward meeting my goals for income.
4. I am satisfied with the progress I have made toward meeting my goals for advancement.
5. I am satisfied with the progress I have made toward meeting my goals for the development of new skills.

Lees de stelling door en geef aan hoeverre je het eens bent met de stelling.

Kies uit de volgende antwoorden: sterk mee oneens, mee oneens, niet mee oneens/niet mee eens, mee eens, sterk mee eens.

Vragen:

1. Ik ben tevreden met het succes dat ik heb bereikt in mijn carrière.

2. Ik ben tevreden met de voortgang die ik heb gemaakt richting het bereiken van mijn carrièredoelen.

3. Ik ben tevreden met de voortgang die ik heb gemaakt richting het bereiken van mijn salarisdoelen.

4. In mijn carrière ben ik tevreden met de voortgang die ik heb gemaakt richting het bereiken van mijn voortgangsdoelen.

5. In mijn carrière ben ik tevreden met de voortgang die ik heb gemaakt richting van het bereiken van mijn doelen voor het ontwikkelen van nieuwe vaardigheden.
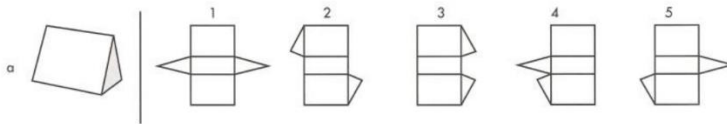
Appendix B

Synonym

Welk van de onderstaande woorden betekent hetzelfde als het woord 'Subiet'?

- Kortaf

- Onmiddellijk

- Prachtig

- Steun

- Klein

Figures

a. Geef aan welke figuren gebruikt kunnen worden om de figuur vóór de lijn te maken.

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5