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Managers' Traditional Gender Role Attitudes

Diverging Relations With Narcissistic Admiration and Rivalry and the Daughter Effect

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Abstract: Our study investigated gender role attitudes in narcissism. Using a representative data set ($N = 2,850$) from the Socio-Economic Panel (SOEP) in Germany, we examined how two narcissism dimensions (i.e., admiration and rivalry) are related to managers' gender role attitudes. We also expected that having a daughter is related to less traditional gender role attitudes (daughter effect) and tested whether having a daughter moderates the link between rivalry and traditional gender role attitudes, especially in fathers. Overall, as expected, admiration was negatively and rivalry positively related to traditional gender role attitudes. We also found partial support for the daughter effect.

Keywords: narcissistic leadership, narcissism, daughter effect, traditional gender role attitudes, panel data

The underrepresentation of women in leadership positions has been a topic of intense discussion, with gender quotas having a limited impact on the slow progress in some countries (e.g., Germany). The so-called *glass ceiling effect* refers to an invisible but powerful barrier that prevents women from advancing to higher management positions. It has been attributed to unequal treatment between genders, influenced, for example, by organizational gender culture, including traditional gender role attitudes (Babic & Hansez, 2021), and the personal attributes of executives who occupy positions above the glass ceiling. To overcome the glass ceiling effect, it is necessary to examine the factors that contribute to it. In this study, we therefore focus on managers' gender role attitudes. We define managers as individuals who hold a supervisory position and have at least two followers (see the Participants section). Consequently, we include a wide range of managers, some of whom supervise just a few employees, whereas others oversee a large group. Whereas it has been found that managers' gender role attitudes play a central role in the development of the glass ceiling effect (Babic & Hansez, 2021), it remains unclear which other personality factors of managers are associated with traditional gender role attitudes and which factors might act as buffers.

Studies have shown that many managers have traditional gender role attitudes, and these specific attitudes may in turn be rooted in more general traits (for a similar argument, see Soutter et al., 2020). One personality trait

that has received a great deal of attention in management research lately is narcissism: Narcissists have a strong motivation to lead (e.g., Schyns et al., 2022) and indeed often emerge as leaders (Grijalva et al., 2015), but they often fail to be good leaders (e.g., Gauglitz et al., 2023). Narcissism is characterized by feelings of superiority and a tendency to devalue others (Back et al., 2013). As narcissism is linked to a tendency to rely on prejudice (Hodson et al., 2009), we expect it to also be linked to traditional gender role attitudes. Although existing research has shown that there is a link between narcissism and traditional gender role attitudes in general (e.g., Keiller, 2010), studies have yet to examine whether this association also holds for managers. This is important because managers occupy a special role and have extensive influence (e.g., in terms of who to promote). As managers not only often have the power to hire and promote people but also to lead by example (Yukl & Gardner, 2019), their attitudes may have an impact on the number of women in top positions and may contribute to a diverse and inclusive culture with a profound impact on organizational and societal levels (e.g., Konrad & Linnehan, 1992). Furthermore, previous studies have neglected the multidimensionality of the construct of narcissism, as they have focused on either only one narcissism dimension (entitlement, Grubbs et al., 2014) or narcissism as a whole (Keiller, 2010). It thus remains unclear how different narcissism dimensions are related to managers' gender role attitudes.

At the same time, research has shown that individuals' attributes moderate the association between narcissism and its manifestation in attitudes, behavior, or decisions (Arpaci et al., 2018; Zerach, 2014), as well as in managers (Cragun et al., 2020). We presume that one attribute that might moderate the association between managers' narcissism and gender role attitudes is whether the manager has a daughter. It has been shown that through this kind of socialization to girls/women, fathers begin supporting nontraditional gender roles (Shafer & Malhotra, 2011). Accordingly, we will test whether having a daughter is associated with traditional gender role attitudes, whether having a daughter moderates the association between managers' narcissism and gender role attitudes, and additionally, whether this association is stronger for fathers than for mothers.

Our contribution to the literature consists of three aspects: First, we will focus on managers to examine a group of people who have a strong influence on decisions in organizations (see Parboteeah et al., 2008, for a similar strategy), whereas prior research has focused on undergrads (Keiller, 2010), mTurk samples (Grubbs et al., 2014), or men who participated in a marital enrichment workshop (Hurlbert et al., 1994). To enhance generalizability regarding workplace issues and possible personnel decisions, a sample that matches the target population (here, the manager sample) will be more appropriate for the research question, and additionally, a replication with a new sample will be helpful for completing the scientific picture. Additionally, much research on managers' narcissism has relied on nonrepresentative convenience samples of high-profile managers (e.g., conference participants; Reina et al., 2014) and has faced the problem of a lack of availability of self-assessment measures, thereby mostly using outside-in measures of narcissism (e.g., indicators in publicly available documents, as in the CEO Narcissism Index; Chatterjee & Hambrick, 2007), which leaves room for improvement, as psychological-scale-based self-report methods provide unique insights into people's own personalities (Paulhus & Vazire, 2007). We present one of the few studies that we know of with a large and representative data set that includes a wide range of managers (i.e., ranging from having only a few to many personnel responsibilities), including managers' self-assessed narcissism.

Second, building on the Narcissistic Admiration and Rivalry Concept (NARC; Back et al., 2013), we distinguish between two dimensions of grandiose narcissism (so-called narcissistic admiration and rivalry) and thus consider the heterogeneity of the construct (Back, 2018). As these two dimensions are linked to distinct social strategies (Back et al., 2013), we argue that they may have different connections to gender role attitudes. This

approach can provide completely new insights regarding the relationship between attitudes and narcissism as has been shown in other research fields (e.g., in peer relationships; Leckelt et al., 2020).

Third, we argue that personal attributes may also have an impact. It has been shown that other personal attributes (e.g., gender) can influence the associations between narcissism and attitudes, behavior, or decisions (Arpaci et al., 2018; Zerach, 2014) in managers (Cragun et al., 2020). Additionally, it has been shown that men with daughters have less traditional gender role attitudes (the so-called *daughter effect*; e.g., Shafer & Malhotra, 2011). Thus, we aim to connect the research strand on narcissism and traditional gender role attitudes with the strand on the daughter effect by testing for not only a main effect of having a daughter but also whether the association between narcissism and traditional gender role attitudes is moderated by having a daughter, especially for fathers. Before explaining our assumptions, we will briefly introduce the concept of grandiose narcissism.

Grandiose Narcissism

The construct of narcissism is widely discussed in public and is broadly defined. This paper focuses on grandiose narcissism as continuous nonpathological interindividual differences in the general population. Grandiose narcissism is characterized by power orientation and manipulateness, which may lead to interpersonal problems (Wink, 1991). It is also positively related to extraversion and negatively related to agreeableness (O'Boyle et al., 2015). Recent models of narcissism consider different dimensions of grandiose narcissism that are associated with specific motivational and behavioral processes. The Narcissistic Admiration and Rivalry Concept (NARC; Back et al., 2013) distinguishes between two interrelated but distinct narcissism dimensions: *narcissistic admiration*, which describes a tendency to engage in assertive self-enhancement, and *narcissistic rivalry*, which is a tendency to engage in antagonistic self-protection (Back et al., 2013). According to the NARC, narcissists strive to maintain grandiose self-views but adopt different strategies to achieve this goal. Individuals high in narcissistic admiration behave in assertive and charming ways, strive for uniqueness, and possess grandiose fantasies, most often resulting in social success, which in turn boosts their grandiose self-views. Individuals high in narcissistic rivalry behave in antagonistic and aggressive ways, strive for supremacy, and devalue others, which typically results in social conflicts and can undermine their desired grandiose self-views. Thus, narcissistic admiration and rivalry are

associated with distinct inter- and intrapersonal processes. The NARC has been widely adopted (Wurst et al., 2017) and has been used in leadership research (e.g., Gauglitz et al., 2023).

Traditional Gender Role Attitudes and Narcissism

The few existing studies on antecedents of managers' traditional gender role attitudes (e.g., Parboteeah et al., 2008) have mostly focused on sociocultural factors (e.g., nation-level uncertainty avoidance, degree of regulation) as antecedents but have rarely taken personality into account. In the general population, research has shown a link between overall pathological and nonpathological narcissism and traditional gender role attitudes (Hurlbert et al., 1994). However, narcissism has been found to be a heterogeneous and multidimensional construct (Back, 2018), and there is only one subdimension that has been considered in research on narcissism and sexism so far: entitlement, which is a person's strong belief that they deserve more than others (Campbell et al., 2004) and is correlated with sexism (Grubbs et al., 2014). Given the multidimensionality of narcissism, further exploration of the associations between narcissism and sexism is warranted. We will do so by applying the NARC.

To further explore possible connections between subdimensions of narcissism and traditional gender role attitudes, we draw a parallel to research on narcissism and conservatism (as traditional gender role attitudes can be seen as one aspect of conservatism; e.g., Malka et al., 2019). In this stream of research, narcissistic admiration shows an association with liberalism, which may be due to its emphasis on individualism (Hatemi & Fazekas, 2018). By contrast, narcissistic rivalry shows an association with conservatism (e.g., Mayer et al., 2020), which may be due to the power motive and the narcissistic tendency to derogate others (Cichocka et al., 2017). In line with this reasoning, narcissistic admiration was found to be negatively correlated with right-wing voting and right-wing authoritarianism (Mayer et al., 2020), whereas rivalry had stronger positive correlations with right-wing authoritarianism than admiration did (Zeigler-Hill et al., 2021).

Thus, to draw the parallel with narcissism and traditional gender role attitudes, we hypothesize:

Hypothesis 1a: Higher narcissistic admiration is associated with less traditional gender role attitudes in managers.

Hypothesis 1b: Higher narcissistic rivalry is associated with more traditional gender role attitudes in managers.

Daughter Effect

Individuals' attitudes are influenced not only by personality but also by other attributes (Prislin & Wood, 2005). One such factor may be social relationships and family. For example, the fact that people who have a daughter tend to support gender equality more than others has been observed and has been termed the *daughter effect* (e.g., Warner & Steel, 1999). Research shows that the daughter effect exists, as soon as a person has at least one daughter (Oswald & Powdthavee, 2010). Thus, the simplified operationalization of "at least one daughter" has been used widely (e.g., Cronqvist & Yu, 2017). A recent focus on elite populations (e.g., CEOs) has revealed consistent positive effects between having a daughter and increased corporate social responsibility (Cronqvist & Yu, 2017). In fact, in companies in which a CEO has a daughter, more women have been hired into leadership positions (e.g., Dasgupta et al., 2018). We assume that these research results can also be applied to managers with a broader profile and therefore hypothesize a main effect of having a daughter:

Hypothesis 2a: Managers with at least one daughter have less traditional gender role attitudes than managers with only sons or with no children.

There are various explanations for the daughter effect. They are mainly rooted in the idea of socialization to girls/women. Parents may become more sensitive to gender inequality through the experiences a daughter shares with them. Moreover, they may change perspectives and see how their daughter can benefit from gender equity (e.g., Warner & Steel, 1999). These effects may be stronger for fathers than for mothers, as mothers may experience discrimination themselves, and thus, there may be less room for increased sensitization (e.g., Shafer & Malhotra, 2011). Additionally, we expect that having a daughter can magnify or diminish the effects of narcissistic rivalry on traditional gender role attitudes. We expect this effect only for narcissistic rivalry, as we assume room for sensitization in people who score high in narcissistic rivalry rather than in people scoring high in admiration, who, according to H1a, should score low on traditional gender role attitudes. Previously, a variety of manager attributes have been shown to moderate the relationship between narcissism and narcissistic behavior (for an overview, see Cragun

et al., 2020). In H2a, we expect managers with a daughter to have less traditional gender role attitudes and for this to counteract the direction of the association between narcissistic rivalry and traditional gender role attitudes. Thus, we hypothesize:

Hypothesis 2b: Having a daughter moderates the link between narcissism and gender role attitudes: The effect of narcissistic rivalry on traditional gender role attitudes is not as strong for managers who have at least one daughter.

As there is more room for sensitization for fathers than for mothers (Shafer & Malhotra, 2011), we further assume that this association may be stronger for fathers than for mothers. Thus, we hypothesize:

Hypothesis 2c: Having a daughter moderates the link between narcissistic rivalry and gender role attitudes more strongly for fathers than for mothers.

Additional exploratory hypotheses can be found in the Electronic Supplementary Material (ESM 1).

The Current Study

Method

Open Science

This paper is published as a Registered Report. We preregistered the manuscript on OSF after in-principle acceptance¹: https://osf.io/wm4ux/?view_only=cff74ac212e24673af554b+Q3+514717270e.

Data Set

We used representative, multicohort survey data from the German Socio-Economic Panel (SOEP), focusing on the waves from 2017 to 2018. We used the latest available data set at the time when this paper was written (Liebig et al., 2021; DOI: <https://doi.org/10.5684/soep.core.v36eu>). Moreover, we used an additional SOEP data set that provides information about respondents' fertility histories (i.e., data about the birth dates of respondents' children) and is linked to the SOEP data via a unique identifier: the biobirth data set. Each year, the SOEP collects data from a representative sample of German households. As personal data, the SOEP data underlies special protections in Europe and cannot be published. Researchers can apply to

use the SOEP data at https://www.diw.de/documents/dokumentenarchiv/17/diw_01.c.88926.de/soep_application_contract.583953.pdf.

Participants

As the SOEP does not ask every question every year, we combined the data from the 2017 and 2018 surveys. Using the data from 2017, we checked for management status. Management status is captured by the following items: (a) In your position at work, do you supervise others? and (b) How many people work under your direction? All other variables are part of the 2018 data set (for all items and response formats, see ESM 1, section 2). We included all participants who had not changed jobs since December 31, 2016 (to connect the data sets from 2017 to 2018) and who were in a supervisory position and had at least two followers (in line with prior research on teams defining a minimum number of two people as a team; e.g., Aubé et al., 2011). The total sample size was $N = 2,850$ with 37.5% women.

We adjusted our data by adding cross-sectional weights (Goebel et al., 2008) to ensure the representativeness of the German population.

As additional descriptive information about the participants, we used the number of employees, income, gender and employment in the public sector. The Ethics Board has approved the compliance to ethical standards.

Measures

Narcissism

Narcissism was measured in the data set with the six-item Narcissistic Admiration and Rivalry Questionnaire short scale (NARQ-S) on a six-point Likert scale, with three items for each dimension (rivalry and admiration; an overview of all variables, items, and response formats in the SOEP data set is provided in ESM 1, section 2). A typical item for narcissistic rivalry is "I want my rivals to fail," and a typical item for narcissistic admiration is "Being a very special person gives me a lot of strength" (Back et al., 2013). For the narcissistic admiration dimension of the NARQ-S, Cronbach's alpha was .77 ($N = 2,850$), and for narcissistic rivalry, it was .60 ($N = 2,850$). We excluded any participants with incomplete data on the NARQ-S.

Traditional Gender Role Attitudes

Traditional gender role attitudes were measured with three items as used by Hamjediers (2021): (a) Children below the age of six suffer if their mother works, (b) Children below the age of three suffer if their mother works, and (c) It's best if the man and the woman work the

¹ To stay within the overall word limit, we deleted some of the references from the Stage 1 report.

same amount so they can share the responsibility for taking care of the family and household equally (reverse-coded). We found a Cronbach's alpha of .62 ($N = 2,850$) for these items. We excluded any participant with incomplete data on the scale for traditional gender role attitudes.

Daughter Effect

We used the biographical data from the SOEP that indicate the gender of every person's child(ren). We used this information to calculate a binary variable called "at least one daughter." If a participant had incomplete data on this item, we excluded them from the analyses for H2a, H2b, and H2c (daughter effect hypotheses) but not from the other hypotheses.

Gender

We used the biographical data from the SOEP indicating male/female gender as a binary variable. This variable was used as a moderator in Model 2, which was designed to test H2a, H2b, and H2c. We excluded participants with incomplete data on gender.

Control Variables

We expect that age and gender may mask the statistical connection between narcissism and traditional gender role attitudes. First, there is evidence that narcissistic rivalry may increase over the life span (Grapsas et al., 2020). Moreover, we expect more traditional gender role attitudes among older participants (Lynott & McCandless, 2000). Additionally, the likelihood that a child (and a daughter) will have experiences that may be relevant to parents' gender role attitudes also increase as the child gets older. Second, men have higher scores on narcissism than women do (Grijalva et al., 2015), and this disparity holds for both dimensions of the NARC (Back et al., 2013). Men also hold more traditional gender role attitudes than women do (e.g., Brewster & Padavic, 2000). Thus, we included age and gender plus the Age \times Narcissism, Age \times Daughter, and Gender \times Narcissism interactions as control

variables in Model 1. As gender is a moderator variable in Model 2, we included age plus the Age \times Narcissism and Age \times Daughter interactions as control variables only in the second model. We used birthdates and interview dates to calculate the variable "age on interview day." We excluded participants with incomplete data on age.

Analyses

We computed our analyses with the R software (regression equations are provided in ESM 1, section 3; sensitivity analyses can be found in ESM 1, section 4).

Ordered Probit Regression With Narcissistic Admiration and Rivalry

We used an ordered probit regression model (for ordinal data; similar to Leder et al., 2021) to examine the effects of narcissistic admiration and rivalry on traditional gender role attitudes (to test H1a and H1b) in Model 1. In an additional moderator analysis, we added the binary moderator variable "at least one daughter" to test H2a, H2b, and H2c in Model 2.

Guidelines for the Interpretation of Results

We calculated both regression models (see analysis code in ESM 1, section 5) standardized and not standardized, with and without the control variable age and its interactions with narcissism and having a daughter. We were able to include weights and thus, have a representative data set. The weights were added to the registered analysis code. Furthermore, we interpreted the standardized analyses, including control variables (for other result tables, see ESM 1, section 6).

Results

Table 1 presents descriptive statistics and weighted correlations for all variables. To test H1a and H1b, we conducted an ordered probit regression model with

Table 1. Weighted means, standard deviations, and correlations

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5
1. Attitudes	3.42	1.48	—				
2. Admiration	2.56	1.13	.06**	—			
3. Rivalry	1.78	0.78	.07**	.40**	—		
4. Gender	0.37		-.24**	-.06**	-.14**	—	
5. Age	46.43	10.43	.07**	-.12**	-.08**	-.04*	—
6. Daughter	0.46		.00	-.03	-.03	-.08**	.22**

Note. $N = 2,850$. *M* and *SD* are used to represent weighted means and *SD*s, respectively. For dichotomous variables, *M* indicates the relative frequency. Age (in years) is a continuous variable. Admiration and rivalry are ordinally scaled (Likert scale, ranging from 1 to 6, with higher values indicating higher admiration and rivalry). Gender role attitudes are ordinally scaled (Likert scale, ranging from 1 to 7, with higher values indicating more traditional attitudes). Dichotomous variables are gender (male = 0, female = 1) and daughter (having no children or only sons = 0, having at least one daughter = 1).

* $p < .05$. ** $p < .01$.

Table 2. Regression results of Models 1 and 2

Variable	Dependent variable: Traditional gender role attitudes	
	Model 1 β	Model 2 β
Admiration	-.01*** [-.01, -.01]	-.01*** [-.01, -.01]
Rivalry	.07*** [.07, .07]	.10*** [.10, .10]
Age	.01*** [.01, .01]	.005*** [.005, .005]
Gender	-.52*** [-.52, -.52]	-.50*** [-.50, -.50]
Daughter		-.03*** [-.03, -.03]
Daughter \times Rivalry		-.05*** [-.06, -.05]
Age \times Admiration	.001*** [.001, .001]	.001*** [.001, .001]
Age \times Rivalry	.01*** [.01, .01]	.01*** [.01, .01]
Gender \times Admiration	.16*** [.16, .16]	.16*** [.15, .16]
Gender \times Rivalry	-.08*** [-.08, -.08]	-.16*** [-.16, -.15]
Age \times Daughter		.005*** [.004, .005]
Gender \times Daughter		-.05*** [-.06, -.05]
Rivalry \times Gender \times Daughter		.15*** [.15, .15]
Observations	7,947,685	7,947,685

Note. 95% CI in square brackets. As we use weights, weighted probit regression reports a high number of observations, but the actual sample size did not change.

* $p < .10$. ** $p < .05$. *** $p < .01$.

Table 3. Regression results of the adapted Model 1 (parents of at least one daughter; individuals without children or with son(s) only)

Variable	Dependent variable: Traditional gender role attitudes	
	Daughter(s) β	No daughter β
Admiration	.01*** [.01, .01]	-.03*** [-.03, -.02]
Rivalry	.04*** [.04, .04]	.09*** [.08, .09]
Age	.01*** [.01, .01]	.005*** [.005, .005]
Gender	-.55*** [-.55, -.55]	-.51*** [-.51, -.51]
Admiration \times Age	.002*** [.002, .002]	.001*** [.0005, .001]
Rivalry \times Age	.02*** [.02, .02]	.01*** [.01, .01]
Admiration \times Gender	.02*** [.02, .02]	.25*** [.25, .26]
Rivalry \times Gender	.04*** [.04, .04]	-.19*** [-.19, -.18]
Observations	3,626,364	4,321,320

Note. 95% CI in square brackets. As we use weights, weighted probit regression reports a high number of observations, but the actual sample size did not change. * $p < .10$. ** $p < .05$. *** $p < .01$.

admiration and rivalry as predictors, traditional gender role attitudes as the outcome and the control variables age, gender, Age \times Narcissism, Age \times Daughter, and Gender \times Narcissism (Model 1; see Table 2). For all analyses, we standardized variables (except for the dichotomous variables) and weighted our data for a representative data set. In line with H1a and H1b, higher admiration was linked to less traditional gender role attitudes ($\beta = -.01$, 95% CI

Table 4. Regression results of the adapted Model 2

Variable	Dependent variable: Traditional gender role attitudes	
	Mothers β	Fathers β
Admiration	.08*** [.08, .08]	.01*** [.01, .01]
Rivalry	.08*** [.08, .08]	.05*** [.04, .05]
Age	-.001*** [-.001, -.001]	-.004*** [-.005, -.004]
Daughter	-.14*** [-.15, -.14]	.02*** [.01, .02]
Daughter \times Rivalry	-.03*** [-.04, -.03]	-.01*** [-.01, -.005]
Age \times Admiration	-.01*** [-.01, -.01]	.002*** [.002, .002]
Age \times Rivalry	.02*** [.02, .02]	.01*** [.01, .01]
Age \times Daughter	.01*** [.01, .01]	.02*** [.02, .02]
Observations	1,770,248	3,444,514

Note. 95% CI in square brackets. As we use weights, weighted probit regression reports a high number of observations, but the actual sample size did not change.

* $p < .10$. ** $p < .05$. *** $p < .01$.

[-.01, -.01]) and higher rivalry was linked to more traditional gender role attitudes ($\beta = .07$, 95% CI [.07, .07]).

Next, we conducted a moderator analysis using an ordered probit regression model to test H2a, H2b, and H2c (Model 2, see Table 2). In this model, we added the binary moderator variable “at least one daughter” and included age, Age \times Narcissism, and Age \times Daughter interactions as control variables. We found a significant main effect of having a daughter ($\beta = -.03$, 95% CI [-.03, -.03]). Thus, in line with H2a, managers who had at least one daughter had less traditional gender role attitudes than managers with only sons or those without children.

Moreover, results revealed a significant interaction term for Daughter \times Rivalry ($\beta = -.05$, 95% CI [-.06, -.05]). In order to better interpret these results, we conducted additional analyses (which were not pre-registered). We split our data set into two subsets, with one containing managers with a daughter (subset 1) and one containing managers with only sons or no children (subset 2), and we ran Model 1 for each subset (see Table 3). We found that the positive relationship between rivalry and gender role attitudes was significantly stronger (as indicated by non-overlapping confidence intervals) in subset 2, the no daughter sample ($\beta = .09$, 95% CI [.08, .09]), than in subset 1, the daughter sample ($\beta = .04$, 95% CI [.04, .04]). Our data support H2b: The effect of rivalry on traditional gender role attitudes is weaker for managers who have at least one daughter than for other managers.

With regard to H2c, results of Model 2 revealed a significant interaction effect of Rivalry \times Gender \times Daughter ($\beta = .15$, 95% CI [.15, .15]). First, we tested whether the interaction effect of Rivalry \times Daughter differed between fathers and mothers. We split our data set into subsets, with one containing managers who were fathers (subset 1) and

Table 5. Regression results of the adapted Model 2

Variable	Dependent variable: Traditional gender role attitudes			
	Mothers of daughter(s) β	Mothers of son(s) only β	Fathers of daughter(s) β	Fathers of son(s) only β
Admiration	.03*** [.03, .03]	.23*** [.22, .23]	.01*** [.01, .02]	-.002 [-.004, .001]
Rivalry	.08*** [.08, .08]	.02*** [.02, .03]	.04*** [.04, .04]	.05*** [.05, .05]
Age	.01*** [.01, .01]	-.003*** [-.003, -.002]	.01*** [.01, .01]	-.002*** [-.003, -.002]
Admiration \times Age	.004*** [.004, .005]	-.04*** [-.04, -.04]	.001*** [.0004, .001]	.01*** [.01, .01]
Rivalry \times Age	.02*** [.01, .02]	.05*** [.05, .05]	.02*** [.02, .02]	-.01*** [-.01, -.01]
Observations	1,189,891	580,357	2,436,474	1,008,040

Note. 95% CI in square brackets. As we use weights, weighted probit regression reports a high number of observations, but the actual sample size did not change.

* $p < .10$. ** $p < .05$. *** $p < .01$.

one containing managers who were mothers (subset 2). We ran an adapted version of Model 2 excluding the predictor gender and all of its interactions for the subsets (see Table 4) and found that the interaction effect of Rivalry \times Daughter was significantly weaker in subset 1, the father sample ($\beta = -.01$, 95% CI [-.01, -.01]), than in subset 2, the mother sample ($\beta = -.03$, 95% CI [-.04, -.03]), contradicting H2c. Second, we again split each subset by differentiating between respondents with at least one daughter or only sons. This led to four subsets: subset 1 (mothers with at least one daughter), subset 2 (mothers with only sons), subset 3 (fathers with at least one daughter), and subset 4 (fathers with only sons). We then ran an ordered probit regression model (see Table 5) in each subset with admiration and rivalry as predictors, traditional gender role attitudes as the outcome, age and Age \times Narcissism interactions as control variables. Among fathers, the relationship between rivalry and traditional gender role attitudes was stronger among those without a daughter (subset 4, $\beta = .05$, 95% CI [.05, .05]) than for those with at least one daughter (subset 3, $\beta = .04$, 95% CI [.04, .04]). Among mothers, the relationship between rivalry and traditional gender role attitudes was stronger for those with at least one daughter (subset 1, $\beta = .08$, 95% CI [.08, .08]) than for those with only sons (subset 2, $\beta = .02$, 95% CI [.02, .03]).

Discussion

We investigated the relationship between narcissism and managers' traditional gender role attitudes. Working with the NARC (Back et al., 2013), we aimed to clarify the association of two subdimensions of narcissism, admiration and rivalry, with traditional gender role attitudes. In addition, we investigated the potential influence of the daughter effect, i.e., whether having a daughter moderates the aforementioned relationship or is even directly associated with less traditional gender role attitudes. We used a

large sample from the SOEP that is representative of the German population.

As hypothesized, managers high in admiration showed less traditional gender role attitudes than others. Our finding could be due to the fact that managers with high levels of admiration tend to promote themselves with future-oriented, innovative attitudes (Wisse et al., 2015) and display liberal attitudes (Hatemi & Fazekas, 2018). An alternative interpretation is that managers high in admiration like to emphasize progressive world views to show uniqueness and to boost their grandiose self-views.

Furthermore, managers with high levels of rivalry exhibited rather traditional gender role attitudes. This finding is consistent with research on narcissism and conservatism (Zeigler-Hill et al., 2021) and right-wing voting (Mayer et al., 2020). The striving for supremacy and the tendency to devalue others (Back et al., 2013) may encourage the maintenance of traditional attitudes so as to maintain the prestige, social standing, and entrenched power structures on which the respective managers rely.

As hypothesized, managers who have at least one daughter showed less traditional gender role attitudes than managers who have no children or only sons. Thus, our data are in line with the idea of a daughter effect (e.g., Warner & Steel, 1999). When having a daughter, parents may become more aware of gender discrimination.

Having a daughter also served as a moderator: the association between rivalry and traditional gender role attitudes was reduced for managers who have a daughter. Previous research showed that people high in rivalry lack empathy (Burgmer et al., 2021). Having a daughter may compensate for this tendency by facilitating the understanding of women and their challenges.

We did not find that having a daughter moderates the association between rivalry and gender role attitudes more strongly in fathers than in mothers. Contrary to our expectations, the interaction between rivalry and having a

daughter was stronger for mothers than for fathers. For fathers with high rivalry scores, it mattered less whether they have a daughter than for their female counterparts. The relationship between rivalry and traditional gender role attitudes was weaker for fathers if they have a daughter than if they have only sons. For mothers, the relationship between rivalry and traditional gender role attitudes was stronger when they have a daughter than when they have only sons. This could be due to the fact that the daily life of a female manager changes more than a male manager's when she has a child. While fathers could have a child without missing one day at work, mothers are physically impacted by pregnancy and birth. Moreover, working mothers face gender stereotypes themselves, and may be perceived as a "bad parent" (Okimoto & Heilman, 2012). Thus, a female manager with both high levels of rivalry and a daughter may develop traditional attitudes in order to protect her daughter from the challenges of combining family and work.

Implications

The distinction between rivalry and admiration (Back et al., 2013) is useful in research on traditional attitudes as we found distinct relations between the two dimensions with respect to managers' gender role attitudes. The multidimensionality of the construct of narcissism should also be considered in other research areas, e.g., narcissism and other attitudes related to conservatism.

We found that rivalry was related to more traditional gender role attitudes, which in turn may contribute to the glass ceiling effect, as managers have power (e.g., in terms of personnel selection and promotion; Yukl & Gardner, 2019) and as their attitudes can affect the glass ceiling (Babic & Hansez, 2021). In contrast, we found that admiration was related to less traditional gender role attitudes; thus, we assume that such leaders will contribute less to a glass ceiling effect. Overall, our study joins other research showing that particularly high rivalry is problematic among managers, whereas admiration is not (e.g., Gauglitz et al., 2023).

Our study supports the idea of a daughter effect. However, we found no difference between women and men in this effect. We interpret the effect as being based on an increase in awareness of gender discrimination due to witnessing one's daughter's experiences and gender-specific treatment in society.

Limitations and Future Research

One limitation of the research is the use of short measures. Although the internal consistencies are acceptable, a more accurate estimate would be possible with the full measures. However, we would like to emphasize that the use of the full measure may lead to other problems, e.g., decrease in efficiency or likelihood of dropouts.

The daughter effect is not without controversy. Even though we found evidence for it in our study, other studies find null effects (e.g., Leder & Niszczoła, 2022). These divergent empirical results may be explained by the lack of a theoretical basis for the daughter effect. We hope that our research can contribute to our understanding of the daughter effect and help to elaborate upon its theoretical basis.

Conclusion

With our study, we provide support for the assumption that managers' personalities are related to traditional gender role attitudes. Particularly, we found that managers' admiration was negatively related to traditional gender role attitudes, whereas managers' rivalry was positively related to traditional gender role attitudes. The latter effect was not as strong for managers who have at least one daughter as it was for managers who have only sons or no children, which provides partial support for the daughter effect. Thus, having a daughter might (at least in part) lead to a change in perspective and sensitize leaders regarding gender (in)equality. We did not find that the moderating effect of having a daughter was stronger for fathers than for mothers.

Electronic Supplementary Material

The following electronic supplementary material is available with this article at <https://doi.org/10.1027/1866-5888/a000348>

ESM 1. (1) Additional exploratory hypotheses, (2) measures, (3) regression equations, (4) sensitivity analyses, (5) final R code for data preparation and analyses, and (6) additional results tables.

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