

## **Other-Rating and Context-Specific Personality Judgments of Agreeableness and Extraversion**

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*The use of other-reports and context-specific personality ratings are two measurement approaches that may enhance the predictive validity of personality measures. Previous empirical studies have found that other raters account for context-specific trait information for their judgments of targets' affective and cognitive processes, but not for their judgments of targets' behavior. However, the current study, using an experimental study design that manipulated context as a demand constraint on trait expressions, found that other raters account for context for their judgments of both a highly behavioral trait (i.e., Extraversion) and a highly cognitive trait (i.e., Agreeableness).*

### **INTRODUCTION**

Personality assessments are frequently used in organizational practice and research as a predictor of job performance (Rothstein & Goffin, 2006). Despite their popularity, personality measures are often criticized for producing “low” predictive validity (e.g., Morgeson et al., 2007). One measurement approach to personality assessment that may address this issue is the use of other-rating personality measures, in which observers (e.g., co-workers, hiring managers) evaluate targets' personalities. Other-rater personality measures can be used by hiring managers to evaluate candidates' job-relevant traits in job interviews (e.g., Van Iddekinge, Raymark, & Roth, 2005), and for co-workers and managers to evaluate a colleagues' job-related traits for developmental or performance appraisal purposes. With job performance as a criterion, other-ratings of personality have been found to have higher and incremental predictive validities than traditional self-rating personality measures (Connelly & Ones, 2010).

A second measurement approach that may enhance the predictive validity of personality measures is to account for context in personality ratings. There is growing consensus within the organizational literature that behavior is a function of both personality (i.e., cross-situationally stable traits) and the variability of situational contexts and demands (e.g.; Fleeson 2007; Heller, Perunovic, & Reichman, 2009). One of the more popular frameworks used to understand person by situation interactions is the *conditional approach to disposition* (Mischel & Shoda, 1995). This framework construes personality as the sum of a stable pattern of “*If situation X, then behavior Y*” contingent dispositions, referred to as *signatures*. For example, Ann may be consistently sociable when dealing with her boss and other senior executives in her organization (where the demand is interacting with higher power co-workers), and consistently unsociable when dealing with her direct reports and her peers (where the demand is

interacting with lower power co-workers). Self-report frame-of-reference personality measures that incorporate broad signatures (e.g., “How talkative are you *at work?*” vs. “How talkative are you *at home?*”), have been found to have validity advantages over general self-ratings in the prediction of job and home performance (Lievens, De Corte & Schollaert, 2008).

The primary purpose of the current study is to test whether others’ use signatures to evaluate different personality traits. Previous findings suggest that raters do use signatures to explain a person’s cross-situational inconsistency (Welbourne, 1999), and to make inferences about another person’s affective (i.e., goals, motives, preferences) and cognitive attributes (i.e., opinions, thoughts, values; Plaks, Shafer, & Shoda, 2003). However, when making inferences about a target’s general five factor personality traits (i.e., Goldberg, 1993), a direct experimental study design found that other raters used signatures in their ratings of Agreeableness, but not in their ratings of Extraversion (Kammrath, Mendoza-Denton, & Mischel, 2005). This finding suggests that other-ratings may not accurately account for signatures for traits such as Extraversion. The potential for other-ratings to provide useful incremental prediction to performance is contingent on the accuracy of these ratings. Therefore, by directly testing the discrepancy between other-ratings of Agreeableness and Extraversion, the current study will help address how personality measures designed for other-ratings should be constructed in order to accurately account for context.

### **The Composition of Extraversion and Agreeableness**

Personality traits capture three distinct psychological mechanisms: 1) affect - emotional reactivity, motivation, preferences; 2) behavior - overt and passive; and 3) cognition - attitudes, beliefs, and thoughts (Werner & Pervin, 1986). Pytlik-Zillig, Hemenover, and Dienstbier (2002) conducted a content analysis of several well-used Five Factor Model inventories (i.e., NEO-PI-R, Big Five Inventory, Unipolar Adjective Trait Descriptors, and the Revised Interpersonal Adjective Scales). For these four inventories they found that each trait had a different composition of these mechanisms. For example, they found that Extraversion was measured by more behavior-based items (e.g., “I always talk to others”) than was Agreeableness, and Agreeableness tended to be measured by more cognitive-based items (e.g., “It is important to be generous with others”) than was Extraversion. Researchers have suggested that differences in the composition between personality traits may cause differences in raters’ judgments of personality (Kammrath et al., 2005; Watson, 2004).

Previous research has found that raters are most likely to use signatures when inferring affective and cognitive attributes, such as intention and motivation (e.g., Chen, 2003; Plaks et al., 2003; Reeder, Vonk, Ronk, Ham, & Lawrence, 2004). Therefore, when raters judge a target for a cognitive-based trait, such as Agreeableness, raters likely use the target’s relevant behaviors (e.g., an apology) *and* the situation (e.g., the risk associated with the apology), to determine the target’s underlying intentions (e.g., sincerity; Kammrath et al., 2005). For example, suppose two individuals, Paul and Tony, leave work early from their respective jobs. Paul is caught and punished by his boss, whereas Tony’s boss is unaware that he left work early. Both Paul and Tony apologize. Observers could use the different signature information to perceive Tony as more sincere because his apology put him at risk for being reprimanded by his boss. In contrast, Paul’s apology may be construed as an effort to reduce his boss’s anger. Thus, signatures provide important information for ratings of cognitive-based traits.

In contrast to the findings regarding cognitive-based traits, raters’ judgments of behavior-based dispositions are primarily influenced by the observability of the target’s behavior (e.g., Buss & Craik, 1983; John & Robbins, 1993). Ratings of a behavior-based trait, such as Extraversion, are formed more on the rater’s judgments of the consistency and frequency of the target’s trait-relevant behaviors than on the rater’s judgments of the target’s underlying intentions (Kammrath et al., 2005). For example, if Paul is frequently observed talking for long periods of time, then raters are likely to judge him as Extraverted without considering what motivated him to talk.

Although signatures are not typically used when judging behavioral traits, it is possible that raters use signatures when judging Extraversion in certain situations. Kammrath and colleagues (2005) suggested that raters might judge a target’s Extraversion based on whether he or she is *able* to perform a trait-

relevant behavior. If this is true, then raters should use signatures when situations have different degrees of *constraints*, which are situational cues that make it more difficult for a person to demonstrate behaviors (Tett & Burnett, 2003). For example, a library is a constraint for Extraversion because it is a more difficult setting to act sociable. Therefore, if raters observe a target acting sociable in a library, then they are likely to infer that the target is highly Extraverted given that the behavior occurred within a constraint.

The current study extends previous work in personality judgment by investigating two research questions: 1) Do raters account for signatures in their ratings of Extraversion (i.e., a trait that is highly behavior-based), as well as Agreeableness (i.e., a trait that is more cognitive-based)? 2) Does raters' use of signatures differ between behavior-based personality items and affective- and cognitive-based personality items?

### **Current Study**

The current study incorporated Kammrath and colleagues' (2005) experimental vignette design. Their vignettes involved a target interacting with a partner. Signature conditions were designed by matching the target's behavior (either "sociable" or "unsociable") to a particular situation (the partner's gender, status, or familiarity). Therefore, the target consistently demonstrated the same behavior for the same situation. For example, in the "male" signature condition every time a target was with a male she was sociable, whereas every time the target was with a female she was unsociable. In contrast, for the "female" signature condition every time a target was with a female she was sociable, whereas every time the target was with a male she was unsociable. Using Kammrath et al.'s design, differences in raters' personality ratings between signature conditions can be compared in order to infer raters' signature use in making their personality judgments of others.

As discussed, Kammrath and colleagues (2005) found that raters appeared to use signatures for judgments of Agreeableness, but not for judgments of Extraversion. This finding may have been due to a design issue in their study. Specifically, in their vignettes the target's behavior was described as only sociable or unsociable, which are behaviors directly relevant only to Extraversion. This means that raters did not observe any behaviors directly relevant to Agreeableness. As a result, one possible explanation for Kammrath et al.'s findings is that raters relied more on signatures for their judgments of a target's Agreeableness because there was an absence of objective Agreeableness-relevant behaviors. If the vignettes had described the target exhibiting behaviors directly relevant to Agreeableness, then raters may not have incorporated signatures in their judgments of the targets' Agreeableness. To address this issue, the current study used two different sets of vignettes. The first set of vignettes was designed so that the target demonstrated either high or low Agreeableness; in the second set the target demonstrated either high or low Extraversion.

A second explanation for the lack of effect of signature for other-ratings of Extraversion in the Kammrath and colleagues' (2005) study is that the study included no trait-relevant constraints. Constraints should cause raters to perceive that it is more difficult for someone to perform a behavior. Therefore, raters are expected to place higher value on a behavior when it is performed within the context of a constraint, and rate the target higher on the relevant trait (Tett & Burnett, 2003). For example, it is more difficult for a person, say again Ann, to demonstrate sociable behavior when she is working with an introverted colleague than when she is working with an extraverted colleague. Therefore, a rater who observed Ann when she acted *sociable* with an introverted colleague would likely place *more* value on her behavior, and rate Ann *higher* on Extraversion, then if that rater had observed Ann acting sociable with an extraverted colleague. In contrast, for the Kammrath et al. (2005) study it is likely that raters did not perceive that it was any more difficult for the target to act sociable with a male colleague than a female colleague, thus the Extraversion ratings were similar across the two signature conditions.

To address the issue of a lack of trait-relevant signature conditions, the current study incorporated differences in constraints across signature conditions. Signature conditions were designed by patterning a target's positive behavior (behavior associated with high trait scores) and negative behaviors (a behavior associated with low trait scores) to be consistent within a particular situational constraint. Two signature conditions were created for each of Agreeableness and Extraversion: the High Constraint signature and

the Low Constraint signature. For the High Constraint signature, the target demonstrated a positive behavior within the context of one type of constraint and a negative behavior within the context of another set of constraints. In contrast, for the Low Constraint condition the target demonstrated a positive behavior within a non-constraint context, and a negative behavior within the context of a constraint.

For the current study, participants rated the target's Agreeableness and Extraversion in either the High Constraint or the Low Constraint condition. Participants in the High Constraint conditions observed a target who demonstrates high trait behavior in the context of constraints; whereas participants in the Low Constraint conditions observed a target who only demonstrates positive behavior when constraints were not present in the context. Therefore, between the two conditions it was expected that participants would perceive a difference in the level of difficulty for the target to express positive trait expressions. Participants in the High Constraint conditions would perceive that positive behavior was expressed in a more difficult context, which would cause them to judge the target to be higher on the trait descriptors than participants in the Low Constraint condition. Therefore, the following two hypotheses were proposed:

*H1a: The High Constraint target will be rated with higher ratings of Agreeableness than will the Low Constraint target.*

*H1b: The High Constraint target will be rated with higher ratings of Extraversion than will the Low Constraint target.*

Personality researchers have argued that differences in the affective, behavioral, and cognitive composition between traits may affect raters' judgments of those traits (Pytlik-Zillig et al., 2002; Werner & Pervin, 1986). The current study investigated whether differences in the composition *within* traits affects the influence of situation on raters' personality judgments. To do this, the Agreeableness and Extraversion scales from the HEXACO-PI-R (Ashton & Lee, 2008) were refined to include an equal number of affect-, behavior-, and cognitive-based items within each trait. By refining the scales to have equivalent affective, behavioral, and cognitive composition, it was possible to directly test within trait differences across the different item types, rather than making between personality trait comparisons as has been done in previous studies. As discussed earlier in this paper, behavior is more observable than are affect and cognition, therefore ratings of behavior-based items should be less affected by situational cues than are affect- or cognitive-based items. Furthermore, raters tend to make motivational inferences when considering signatures, therefore affect- and cognitive-based items should be more affected by signatures than are behavior-based items. Based on this logic we put forth the following two hypotheses:

*H2a: The effect of signature will be greater for the affect- and cognitive-based items of Agreeableness than for the behavior-based items of Agreeableness.*

*H2b: The effect of signature will be greater for the affect- and cognitive-based items of Extraversion than for the behavior-based items of Extraversion.*

## **METHOD**

### **Participants**

University undergraduate students at mid-sized Canadian university (N = 198) participated in the current study for course credit in a psychology course. The mean age of participants was 18.9 years, and 86% (N=173) of the participants were female. All participants were fluent in the English language.

### **Materials & Procedure**

The study was conducted online. Participants were informed that the purpose of the study was to investigate how well they could rate a person's personality when they have only observed the person over a few short situations.

*Vignettes*

Sixteen vignettes were written for the current study. Each participant received only eight of these vignettes. The first four vignettes were designed to be relevant to Agreeableness, and the last four vignettes were designed to be relevant to Extraversion. For both the Agreeableness and the Extraversion vignettes, participants were randomly placed into one of two signature conditions: 1) The High Constraint condition included a constraint within in each of the four vignettes; 2) The Low Constraint condition included a constraint in only two of the four vignettes. The random placement of participants into either the High Constraint or Low Constraint condition for the four Agreeableness vignettes was independent of the random placement of participants into the High Constraint or Low Constraint condition for the four Extraversion vignettes.

Each vignette included one of three types of constraints. For both Agreeableness and Extraversion, the High Constraint condition included two vignettes with a *relational constraint* (i.e., the constraint is due to an interpersonal situation) and two vignettes with a *job demand constraint* (i.e., the constraint is due to a job demand), and the Low Constraint condition included two *no constraint* vignettes, and the same two relational constraints included in the High Constraint conditions (see Table 1).

**TABLE 1**  
**CATEGORIZATION OF BEHAVIOR-CONSTRAINT PROFILES FOR EACH**  
**EXPERIMENTAL CELL FOR AGREEABLENESS AND EXTRAVERSION**

Behavior	Situational Cue		
	No Constraint	Relational Constraint	Job Demand Constraint
Positive	<i>Condition 1:</i> Low Constraint	<i>Condition 2:</i> High Constraint	
Negative		<i>Condition 1:</i> Low Constraint	<i>Condition 2:</i> High Constraint

All vignettes described a female store manager (i.e., the target). The target for each Agreeableness vignette was “Allison”. For both signature conditions, Allison demonstrated agreement and leniency (positive behavior) in two vignettes, and anger and criticism (negative behavior) in the other two vignettes. For the Agreeable Low Constraint condition, Allison demonstrated an act of positive behavior for the two no constraint vignettes (e.g., Allison approves an employee’s request to miss a mandatory meeting from an employee who has a reputation of never missing a shift), and an act of negative behavior for each of the two relational constraint vignettes (e.g., Allison criticizes an employee who has been known to talk badly about her). In contrast, for the Agreeable High Constraint condition, Allison demonstrated an act of positive behavior for the two relational constraint vignettes and an act of negative behavior for each of the two job demand vignettes (see Appendix 1).

The target for each Extraversion vignette was “Jane”. For both signature conditions, Jane demonstrated sociable behaviors (positive behavior) in two vignettes, and unsociable behaviors (negative behavior) in the other two vignettes. For the Extraversion Low Constraint condition, Jane demonstrated an act of positive behavior for the two no constraint vignettes (e.g., Jane was sociable to an employee who has a good sense of humor) and an act of negative behavior for the two relational constraint vignettes (e.g., Jane is quiet to an employee who has a reputation of keeping to herself). The Extraversion High-

Constraint target demonstrated a sociable act for the two relational constraint vignettes, and an unsociable act for each of the two job demand vignettes (see Appendix 2).

### *Personality Ratings*

Scales of Agreeableness and Extraversion from the 100-item HEXACO-PI-R (Ashton & Lee, 2008) were used to make refined scales of Agreeableness and Extraversion. The first and third authors rewrote and revised items. A total of 36 items were included in the final scales for both Agreeableness and Extraversion. The scales included 12 affect-, 12 behavior-, and 12 cognitive-based items.

After participants had finished reading the four Agreeableness vignettes in either the Low Constraint or High Constraint condition, they rated the target on three twelve-item Agreeableness scales. Examples of items for each of the three scales include: Agreeableness Affect, "Allison probably dislikes compromising with people"; Agreeableness Behavior, "Allison likely acts cooperatively when working with individuals she disagrees with"; and Agreeableness Cognitive, "Allison likely believes others' opinions are worthwhile, even if she doesn't agree with them". For each of the scales, there were three items that were representative of each of the four HEXACO facets of Agreeableness (i.e., Flexibility, Forgiveness, Gentleness, and Patience). The Agreeableness Affect, Agreeableness Behavior, and the Agreeableness Cognitive scales all had acceptable levels of internal consistency,  $\alpha = .88$ ,  $\alpha = .89$ , and  $\alpha = .81$  respectively.

After participants had finished reading the four Extraversion vignettes in either the Low Constraint or High Constraint condition, they rated the target on three twelve-item Extraversion scales. Examples of items for each of the three scales include: Extraversion Affect, "It is likely that Jane often feels drained and lethargic"; Extraversion Behavior, "More than likely, Jane tends to act less energetic than most other people"; and Extraversion Cognitive, "Jane's thoughts probably are usually positive". For each of the 12-item scales, 3 items were representative of the four facets of Extraversion (i.e., Liveliness, Social Boldness, Social Self-Esteem, and Sociability). The Extraversion Affect, Extraversion Behavior, and the Extraversion Cognitive scales all had acceptable levels of internal consistency,  $\alpha = .75$ ,  $\alpha = .90$ , and  $\alpha = .84$  respectively.

## **RESULTS**

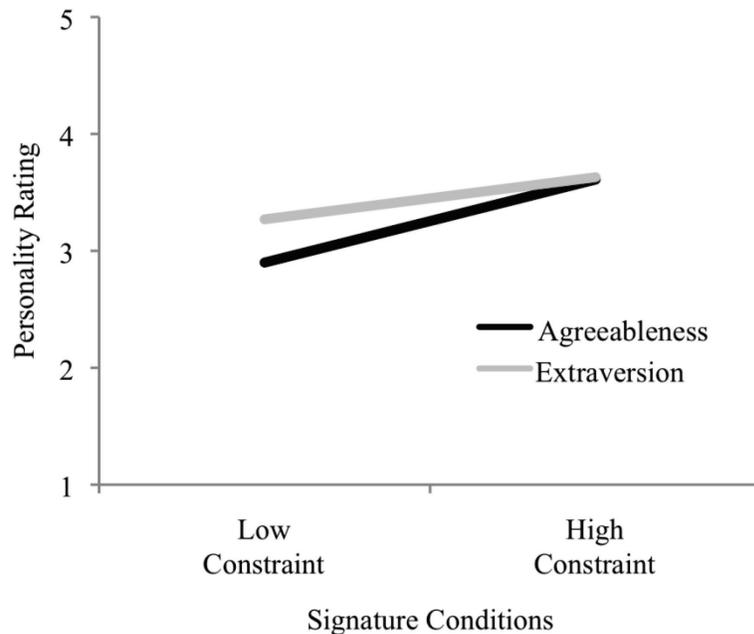
Independent samples t-tests were conducted between the two signature conditions for both Agreeableness and Extraversion. As hypothesized in *H1a*, participants who rated the High Constraint target had higher Agreeableness ratings ( $M = 3.60$ ,  $SD = 0.44$ ) than did participants who rated the Low Constraint target ( $M = 2.90$ ,  $SD = 0.46$ ),  $t(196) = 11.12$ ,  $p < .001$ ,  $d = 1.58$  (see Table 2 & Figure 1). Further, as hypothesized in *H1b*, participants who rated the High Constraint target had higher Extraversion ratings ( $M = 3.63$ ,  $SD = 0.48$ ) than did participants who rated the Low Constraint target ( $M = 3.27$ ,  $SD = 0.54$ ),  $t(195) = 4.99$ ,  $p < .001$ ,  $d = 0.71$  (see Figure 1). As predicted, differences in signature conditions led to differences in ratings of Agreeableness and Extraversion.

Point-biserial correlations (between condition and rating) were used to compare whether there were differences in effect size between the High Constraint and Low Constraint conditions between the Behavior scale and the Affect and Cognition scales for both Agreeableness and Extraversion. For Agreeableness, there was no practical difference for the point-biserial correlation between any of the three scales. The difference between Affect,  $r_{pb} = .59$ , and Behavior,  $r_{pb} = .59$ , and the difference between Cognition,  $r_{pb} = .59$ , and Behavior were not significant; *Hotellings*  $t(198) = 0.00$ ,  $p = .99$ , and *Hotellings*  $t(198) = 0.16$ ,  $p = .86$ , respectively. For Extraversion, the difference between Cognition,  $r_{pb} = .32$ , and Behavior,  $r_{pb} = .36$ , was not significant, *Hotellings*  $t(198) = -1.07$ ,  $p = .29$ , and the difference between the Affect,  $r_{pb} = .26$ , and Behavior scales was significant, but in the opposite direction than predicted, *Hotellings*  $t(198) = -2.39$ ,  $p = .02$ . The latter result indicates that for Extraversion raters used signatures more in their ratings of Behavior than in their ratings of Affect. Therefore, *H2a* and *H2b* were not supported, as the effect size for affect- and cognitive-based items was not found to be greater than the effect size for behavior-based items for Agreeableness and Extraversion.

**TABLE 2**  
**DESCRIPTIVE STATISTICS**

<i>Trait</i>	<i>Mechanism</i>	<i>Signature Condition</i>					
		<i>High Constraint</i>			<i>Low Constraint</i>		
		<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
Agreeableness	Affect	100	3.52	0.50	98	2.77	0.49
Agreeableness	Behavior	100	3.67	0.50	98	2.90	0.50
Agreeableness	Cognition	100	3.62	0.39	98	3.02	0.43
Agreeableness	All	100	3.60	0.44	98	2.90	0.46
Extraversion	Affect	101	3.55	0.47	96	3.30	0.50
Extraversion	Behavior	101	3.71	0.61	96	3.23	0.64
Extraversion	Cognition	101	3.63	0.46	96	3.28	0.58
Extraversion	All	101	3.63	0.48	96	3.27	0.54

**FIGURE 1**  
**DIFFERENCES FOR RATINGS OF AGREEABLENESS AND EXTRAVERSION BETWEEN SIGNATURE CONDITIONS**



## DISCUSSION

The current study found that when making personality judgments, raters do use signatures in their judgments of others' Extraversion, albeit to a lesser extent than when rating Agreeableness. We also

found that raters do not appear to draw more upon signatures to infer others' traits when using affective- or cognitive-based personality items than when using behavior-based personality items.

The finding that raters do use signatures when rating Extraversion was in contrast to the findings of the one previous study that investigated this issue (Kammrath et al., 2005). This difference in findings could be due to differences in the situational cues used between the studies. In the current study, the target consistently demonstrated sociability within the context of a constraint or within the context of a non-constraint. As previously discussed, observing the target perform the trait-relevant behavior in a difficult situational context should cause raters to judge the target to have a higher standing on the trait (Tett & Burnett, 2003). In contrast, Kammrath and colleagues' (2005) study used situational cues for their Extraversion signatures that were actually more relevant to Agreeableness than to Extraversion (i.e., male vs. female, authority vs. peer, familiar vs. unfamiliar; Church, Katigbak, & Prado, 2010). As a result, raters in their study were less likely to value a difference in the expression of positive sociable behavior in one Extraversion signature versus the other. Therefore, the results from the current study suggest that when raters' value behavior in one situation more than another, signature effects are more likely to be observed.

Our results suggest that affective- and cognitive-based items are not directly responsible for raters' increased use of signatures. The results were surprising, because raters actually used signatures more when rating the behavioral items than when rating the affective and cognitive items of Extraversion. The use of constraints may explain this finding. Since constraints make it more difficult for a person to demonstrate behaviors (Tett & Burnett, 2003), it is possible that raters used more signature information to judge behavior-based items than when rating affective- or cognitive-based items.

The current findings have implications for assessment research. The findings demonstrate that other-ratings of personality appear to accurately account for cross-situational inconsistencies in trait expression that are associated with differences in context (i.e., signatures), regardless as to whether they are rating a more behavioral trait (i.e., Extraversion) or a more cognitive trait (i.e., Agreeableness). Given that self-ratings are often criticized as producing low predictive validities (e.g., Morgeson et al., 2007), further support for the accuracy of other-ratings adds to the growing evidence that other-ratings can be used in organizational settings to compliment job-candidates' and employees' self ratings, and add to the predictive power of organizational assessment and selection systems.

In order to design more valid other-rating measures of personality, the findings from this study suggest that incorporating context allows other raters to report unique trait-relevant information. Accounting for context with self-ratings with such tools as frame-of-reference personality tests (i.e., describing items as 'at home' or 'at work') has already been found to yield incremental validity over general personality tests for workplace attitudes (Bowling & Burns, 2010) and performance (Lievens et al., 2008). Therefore, designing frame-of-reference personality measures for other-ratings may yield greater incremental validity gains for other-ratings than what has already been found in the literature (Connelly & Ones, 2010). The current experimental study provides the empirical support for future research to empirically examine the predictive powers of other-ratings that incorporate context-based trait descriptive items.

One limitation of the current study was that the vignette design controlled the target's behavior to single *behavioral* events. As discussed, when behavior is naturally observed people are able to more consistently and frequently demonstrate behaviors related to a trait such as Extraversion more than a trait such as Agreeableness. Further, with more behavioral cues to observe, raters observing an actual target may not use signatures as the current study suggests. A second limitation to the current study was that the items representing the three different psychological mechanisms were placed one-after-the-other (e.g., A1, B1, C1 ...) within the Agreeableness and Extraversion scales. As a result, the differences between affective, behavioral, and cognitive processes may not have been salient to the raters. Future studies may want to consider asking raters to judge the different processes separately, and clearly instructing the raters' that they are to infer a specific process (e.g., indicate the targets thoughts). Addressing these limitations may help to elucidate the differences in raters' use of signatures in their judgments of others personality.

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**APPENDIX 1**  
**DETAILED LIST OF BEHAVIOR AND CONSTRAINT MANIPULATIONS FOR**  
**AGREEABLENESS VIGNETTES**

<b>Agreeableness</b>		
<b>Signature Condition</b>	<b>Target Behavior</b>	<b>Situational Constraint / Non-Constraint</b>
<b>High Constraint</b>	<b>Positive</b> 1. Approves employee's request to miss the mandatory meeting. 2. In return tells employee she must me with her.	<b>Constraint (Relational Reputation)</b> 1. Employee has been known to talk badly about the target.
<b>Low Constraint</b>		<b>Non-Constraint</b> 1. Employee has reputation of never missing a shift 2. Employee gets along well with the target.
<b>High Constraint</b>	<b>Negative</b> 1. Crumples up piece of paper and throws it in the garbage.	<b>Constraint (Disciplinary Reputation)</b> 1. Employee has reputation for being hung over at work.
<b>Low Constraint</b>		<b>Constraint (Relational Reputation)</b> 1. Employee has been known to talk badly about the target.
<b>High Constraint</b>	<b>Positive</b> 1. Makes a reminder to phone up employee for an interview	<b>Constraint (Relational Reputation)</b> 1. Employee has been known to disrespect and argue with targets.
<b>Low Constraint</b>		<b>Non-Constraint</b> 1. Employee has reputation of being a top employee
<b>High Constraint</b>	<b>Negative</b> 1. Criticizes the employee. 2. Instructs the employee to develop an action plan to address her issues.	<b>Constraint (Disciplinary Reputation)</b> 1. Employee has been previously disciplined for discounting products to friends.
<b>Low Constraint</b>		<b>Constraint (Relational Reputation)</b> 1. Employee has been known to disrespect and argue with targets.

**APPENDIX 2**  
**DETAILED LIST OF BEHAVIOR AND CONSTRAINT MANIPULATIONS FOR**  
**EXTRAVERSION VIGNETTES**

<b>Extraversion</b>		
<b>Signature Condition</b>	<b>Target's Behavior</b>	<b>Situational Constraint / Non-Constraint</b>
<b>High Constraint</b>	<b>Positive</b> 1. Jokes with employee about needing to exercise.	<b>Constraint (Employee Reputation)</b> 1. Employee is older than the other staff. 2. Employee has reputation of keeping to herself.
<b>Low Constraint</b>		<b>Non-Constraint</b> 1. Employee has good sense of humor. 2. Employee is good friends with staff the target and other employees.
<b>High Constraint</b>	<b>Negative</b> 1. Doesn't say anything to employee. 2. Apologizes for being quiet.	<b>Constraint (Job Demands work)</b> 1. Target is rushing to put shipment away. 2. Target must read packing slip.
<b>Low Constraint</b>		<b>Constraint (Employee Reputation)</b> 1. Employee is older than the other staff. 2. Employee has reputation of keeping to herself.
<b>High Constraint</b>	<b>Positive</b> 1. Addresses employee by her name. 2. Speaks enthusiastically about a movie.	<b>Constraint (Employee Reputation)</b> 1. Employee has reputation of being shy 2. Employee looks away from target awkwardly
<b>Low Constraint</b>		<b>Non-Constraint</b> 1. Employees has reputation of being friendly. 2. Employee smiles at target.
<b>High Constraint</b>	<b>Negative</b> 1. Looks away from employee. 2. Ignores employee.	<b>Constraint (Job Demand work)</b> 1. Target has been paged to deal with urgent matter. 2. Employee appears busy.
<b>Low Constraint</b>		<b>Constraint (Employee Reputation)</b> 1. Employee has reputation of being shy 2. Employee looks away from target awkwardly

**APPENDIX 3**  
**EXAMPLES OF AGREEABLENESS VIGNETTES**

	<b>Positive Trait Expression</b>	<b>Negative Trait Expression</b>
<b>High Constraint</b>	Allison picks up off her desk a resume from Sarah. Sarah is a former employee who had previously quit the store to go back to school. When Sarah last worked at the store, she had a reputation of talking back to Allison and some of the managers. Allison makes a note to herself to phone Sarah back to schedule a job interview.	Allison picks up a note from Tanya, who has a reputation of talking back to Allison and some of the other managers. Tanya's note explains that during yesterday's storewide sale, she accidentally priced many items at sale prices that should have been sold at regular price. Allison writes the following message and places it in Tanya's mailbox. "Tanya, this seems like a really stupid mistake. Please come see me during your next shift to tell me what you are going to do in the future to avoid this from happening again."
<b>Low Constraint</b>	Allison picks up off her desk a resume from Sarah. Sarah is a former employee who had previously quit the store to go back to school. When Sarah last worked at the store, she was a top-performing employee. Allison makes a note to herself to phone Sarah back to schedule a job interview.	Allison picks up a note from Tanya. Tanya's note explains that during yesterday's storewide sale, she accidentally priced many new items at clearance sale prices. Tanya has twice been disciplined by another manager for marking down the price of products and selling them to her friends. Allison writes the following message and places it in Tanya's mailbox. "Tanya, this seems like a really stupid mistake. Please come see me during your next shift to tell me what you are going to do in the future to avoid this from happening again."

**APPENDIX 4**  
**EXAMPLES OF EXTRAVERSION VIGNETTES**

	<b>Positive Trait Expression</b>	<b>Negative Trait Expression</b>
<b>High Constraint</b>	Kelly is the oldest employee in the store, who tends to keep to herself and not say much to the other employees and managers. She is working at putting together an exercise bike for display. Jane is walking by Kelly when she says jokingly “My workout is long overdue – hurry up and fix this bike Kelly so I can get on it and shed some pounds.”	Jane is working with Natalie sorting through a new shipment of running shoes. Both Nathalie and Jane are rushing to get the shipment stocked before the store opens. Jane is in charge of reading the packing slip, and throughout this job she remains quiet. Once the shipment is put away Jane says to Nathalie, “sorry I’m not saying much today, I’ve got a headache”.
<b>Low Constraint</b>	Kelly is an employee who is known for her good sense of humor. She is good friends with Jane, as well as many of the other employees and managers. She is working at putting together an exercise bike for display. Jane is walking by Kelly when she says jokingly “My workout is long overdue – hurry up and fix this bike Kelly so I can get on it and shed some pounds.”	Natalie is the oldest employee in the store, who tends to keep to herself and not say much to the other employees and managers Jane is working with Natalie sorting through a new shipment of running shoes. Natalie starts talking about which shoes she prefers for running. Jane remains quiet. Once the shipment is put away Jane says to Nathalie, “sorry I’m not saying much today, I’ve got a headache”.