

Spring 5-27-2022

## Exploring the Mechanisms, Conditions, and Effects of Communication Styles on Individual Performance Effectiveness

Michelle Gigowski Caplan

Follow this and additional works at: [https://via.library.depaul.edu/business\\_etd](https://via.library.depaul.edu/business_etd)

---

### Recommended Citation

Gigowski Caplan, Michelle, "Exploring the Mechanisms, Conditions, and Effects of Communication Styles on Individual Performance Effectiveness" (2022). *College of Business Theses and Dissertations*. 24.  
[https://via.library.depaul.edu/business\\_etd/24](https://via.library.depaul.edu/business_etd/24)

This Dissertation is brought to you for free and open access by the Driehaus College of Business at Digital Commons@DePaul. It has been accepted for inclusion in College of Business Theses and Dissertations by an authorized administrator of Digital Commons@DePaul. For more information, please contact [digitalservices@depaul.edu](mailto:digitalservices@depaul.edu).

Exploring the Mechanisms, Conditions, and Effects of  
Communication Styles on Individual Performance Effectiveness

**Author Contact Information:**

Michelle Gigowski Caplan  
mgigowsk@depaul.edu

May 4, 2022

**Dissertation Committee**

Erich Dierdorff, Ph.D., Chairperson  
Grace Lemmon, Ph.D., Committee Member  
Robert Rubin, Ph.D., Committee Member

## **Acknowledgements**

Firstly, I would like to thank my committee. Each of you have empowered me to take charge of my pursuit of lifelong learning. To my chair, Dr. Erich Dierdorff, thank you for setting the standard. You provided invaluable guidance, patience, and expertise throughout this process. I appreciate your continued support and encouragement as we navigated data collection and you ensured I stayed on schedule. To Dr. Grace Lemmon, I appreciate your thoughtful recommendations and commitment to my success, thank you. To Dr. Robert Rubin, thank you for your insightful questions and interest in this research.

Second, to my husband Dean, thank you for your endless support. Your patience and encouragement have empowered me to pursue my doctorate in business. I am grateful for your many sacrifices throughout the duration of this program.

Third, to my friends and family who allowed additional grace for the missed vacations and late arrivals. I appreciate you supporting me throughout this journey and look forward to making more time to celebrate life with each of you.

Finally, I would like to thank all MGT 555 students who participated in this study. Your feedback made this research possible. Thank you for your participation and helping to further the important science pertaining to interpersonal communication and managerial effectiveness.

### **Biography**

The author was born in Grand Rapids, Michigan on July 18, 1989. She graduated from Hopkins High School and received her Bachelor of Arts degree double majoring in biology and business with Honors in Business from Kalamazoo College in 2011.

## Table of Contents

Dissertation Committee .....	1
Acknowledgements.....	2
Biography.....	3
Table of Contents.....	4
List of Tables .....	6
List of Figures.....	10
Abstract.....	11
Introduction.....	12
Communication Styles and Individual Work Role Performance.....	17
Communication Styles: Preciseness.....	22
Hypothesis 1 .....	23
Communication Styles: Expressiveness.....	23
Hypothesis 2 .....	24
Communication Styles: Questioningness.....	24
Hypothesis 3 .....	25
Communication Styles: Verbal Aggressiveness .....	25
Hypothesis 4 .....	26
Communication Styles: Impression Manipulativeness and Emotionality.....	26
Research Question 1 .....	28
Research Question 2 .....	28
The Unique Contribution of Communication Styles to Performance Effectiveness .....	28
Hypothesis 5 .....	29
Communication Styles and Managing Impressions.....	30
An Integrative Framework Linking Communication Styles and IM Tactics.....	33
Indirect Effects of Preciseness through Exemplification and Supplication Tactics.....	33
Hypothesis 6 .....	34
Indirect Effects of Expressiveness through Ingratiation and Self-promotion Tactics .....	35
Hypothesis 7 .....	36
Indirect Effects of Questioningness through Self-promotion Tactics.....	36
Hypothesis 8 .....	36

Indirect Effects of Verbal Aggressiveness through Intimidation Tactics .....	37
Hypothesis 9 .....	38
Indirect Effects of Emotionality through Ingratiation and Supplication Tactics .....	38
Hypothesis 10 .....	39
Indirect Effects of Impression Manipulativeness through All IM Tactics .....	39
Hypothesis 11 .....	40
Communication Styles, IM Tactics, and Accountability .....	41
Hypothesis 12 .....	42
Method .....	43
Sample and Procedure .....	43
Measures .....	43
Communication Styles .....	43
Personality Traits .....	44
Impression Management Tactics .....	44
Accountability .....	45
Performance Outcomes .....	45
Control Variables .....	46
Analytical Strategy .....	46
Results .....	47
Preciseness Communication Style .....	55
Expressiveness Communication Style .....	56
Questioningness Communication Style .....	57
Verbal Aggressiveness Communication Style .....	57
Emotionality Communication Style .....	58
Impression Manipulativeness Communication Style .....	59
Discussion .....	60
Implications for Future Research .....	67
Implications for Practice .....	69
Study Limitations .....	71
Conclusion .....	72
References .....	74

### List of Tables

Table 1. Linking Communication Styles to Job Performance .....	85
Table 2. The Mediating Role of IM Tactics Linking Communication Styles to Job Performance .....	86
Table 3. Survey Items .....	87
Table 4. Descriptive Statistics and Correlations .....	97
Table 5. Main Effects of Communication Styles on Communication, Citizenship Performance, and Task proficiency Outcomes.....	99
Table 6. Incremental Effects of Communication Styles on Communication, Citizenship Performance, and Task proficiency Outcomes .....	100
Table 7. Mediation of Preciseness by Exemplification and Supplication - Communication .....	101
Table 8. Mediation of Preciseness by Exemplification and Supplication - Citizenship.....	102
Table 9. Mediation of Preciseness by Exemplification and Supplication - Task proficiency ....	103
Table 10. Mediation of Preciseness by Exemplification and Supplication - Communication ...	104
Table 11. Mediation of Preciseness by Exemplification and Supplication - Citizenship.....	105
Table 12. Mediation of Preciseness by Exemplification and Supplication - Task Performanc..	106
Table 13. Mediation of Expressiveness by Ingratiation and Self-promotion - Communication	107
Table 14. Mediation of Expressiveness by Ingratiation and Self-promotion - Citizenship.....	108
Table 15. Mediation of Expressiveness by Ingratiation and Self-promotion - Task proficiency	109
Table 16. Mediation of Expressiveness by Ingratiation and Self-promotion - Communication	110
Table 17. Mediation of Expressiveness by Ingratiation and Self-promotion - Citizenship.....	111
Table 18. Mediation of Expressiveness by Ingratiation and Self-promotion - Task proficiency	112
Table 19. Mediation of Questioningness by Self-promotion - Communication.....	113
Table 20. Mediation of Questioningness by Self-promotion - Citizenship .....	114
Table 21. Mediation of Questioningness by Self-promotion - Task proficiency .....	115

Table 22. Mediation of Questioningness by Self-promotion - Communication.....	116
Table 23. Mediation of Questioningness by Self-promotion - Citizenship .....	117
Table 24. Mediation of Questioningness by Self-promotion - Task proficiency .....	118
Table 25. Mediation of Verbal Aggressiveness by Intimidation - Communication.....	119
Table 26. Mediation of Verbal Aggressiveness by Intimidation - Citizenship.....	120
Table 27. Mediation of Verbal Aggressiveness by Intimidation - Task proficiency .....	121
Table 28. Mediation of Verbal Aggressiveness by Intimidation - Communication .....	122
Table 29. Mediation of Verbal Aggressiveness by Intimidation - Citizenship.....	123
Table 30. Mediation of Verbal Aggressiveness by Intimidation - Task proficiency .....	124
Table 31. Mediation of Emotionality by Ingratiation and Supplication - Communication .....	125
Table 32. Mediation of Emotionality by Ingratiation and Supplication - Citizenship.....	126
Table 33. Mediation of Emotionality by Ingratiation and Supplication - Task proficiency .....	127
Table 34. Mediation of Emotionality by Ingratiation and Supplication - Communication .....	128
Table 35. Mediation of Emotionality by Ingratiation and Supplication - Citizenship.....	129
Table 36. Mediation of Emotionality by Ingratiation and Supplication - Task proficiency .....	130
Table 37. Mediation of Impression Manipulativeness by Exemplification, Ingratiation, Intimidation, Self-promotion, and Supplication - Communication .....	131
Table 38. Mediation of Impression Manipulativeness by Exemplification, Ingratiation, Intimidation, Self-promotion, and Supplication - Citizenship.....	132
Table 39. Mediation of Impression Manipulativeness by Exemplification, Ingratiation, Intimidation, Self-promotion, and Supplication - Task proficiency .....	133
Table 40. Mediation of Impression Manipulativeness by Exemplification, Ingratiation, Intimidation, Self-promotion, and Supplication - Communication .....	134
Table 41. Mediation of Impression Manipulativeness by Exemplification, Ingratiation, Intimidation, Self-promotion, and Supplication - Citizenship.....	136
Table 42. Mediation of Impression Manipulativeness by Exemplification, Ingratiation, Intimidation, Self-promotion, and Supplication - Task proficiency .....	138



Table 43. Moderated Mediation Results for Accountability - Communication .....	140
Table 44. Moderated Mediation Results for Accountability - Citizenship.....	141
Table 45. Moderated Mediation Results for Accountability - Task proficiency .....	142
Table 46. Moderated Mediation Results for Accountability - Communication .....	143
Table 47. Moderated Mediation Results for Accountability - Citizenship.....	144
Table 48. Moderated Mediation Results for Accountability - Task proficiency .....	145
Table 49. Moderated Mediation Results for Accountability - Communication .....	146
Table 50. Moderated Mediation Results for Accountability - Citizenship.....	147
Table 51. Moderated Mediation Results for Accountability - Task proficiency .....	148
Table 52. Moderated Mediation Results for Accountability - Communication .....	149
Table 53. Moderated Mediation Results for Accountability - Citizenship.....	150
Table 54. Moderated Mediation Results for Accountability - Task proficiency .....	151
Table 55. Moderated Mediation Results for Accountability - Communication .....	152
Table 56. Moderated Mediation Results for Accountability - Citizenship.....	153
Table 57. Moderated Mediation Results for Accountability - Task proficiency .....	154
Table 58. Moderated Mediation Results for Accountability - Communication .....	155
Table 59. Moderated Mediation Results for Accountability - Citizenship.....	156
Table 60. Moderated Mediation Results for Accountability - Task proficiency .....	157
Table 61. Moderated Mediation Results for Accountability - Communication .....	158
Table 62. Moderated Mediation Results for Accountability - Citizenship.....	159
Table 63. Moderated Mediation Results for Accountability - Task proficiency .....	160
Table 64. Moderated Mediation Results for Accountability - Communication .....	161
Table 65. Moderated Mediation Results for Accountability - Citizenship.....	162

Table 66. Moderated Mediation Results for Accountability - Task proficiency .....	163
Table 67. Moderated Mediation Results for Accountability - Communication .....	164
Table 68. Moderated Mediation Results for Accountability - Citizenship.....	165
Table 69. Moderated Mediation Results for Accountability - Task proficiency .....	166
Table 70. Moderated Mediation Results for Accountability - Communication .....	167
Table 71. Moderated Mediation Results for Accountability - Citizenship.....	168
Table 72. Moderated Mediation Results for Accountability - Task proficiency .....	169
Table 73. Moderated Mediation Results for Accountability - Communication .....	170
Table 74. Moderated Mediation Results for Accountability - Citizenship.....	172
Table 75. Moderated Mediation Results for Accountability - Task proficiency .....	174
Table 76. Moderated Mediation Results for Accountability - Communication .....	176
Table 77. Moderated Mediation Results for Accountability - Citizenship.....	178
Table 78. Moderated Mediation Results for Accountability - Task proficiency .....	180

### List of Figures

Figure 1. Proposed Theoretical Model.....	182
Figure 2. Accountability moderates the relationship between self-promotion and citizenship for the predictor of questioningness when controlling for broad personality traits.....	183
Figure 3. Accountability moderates the relationship between ingratiation and citizenship for the predictor of emotionality when controlling for the trait-relevant personality factor, emotional stability.....	183
Figure 4. Accountability moderates the relationship between impression manipulateness and intimidation for the outcome of citizenship when controlling for broad personality traits .....	184

## Abstract

Communication is a crucial component connecting individuals to organizational processes, ultimately impacting firm performance outcomes. While numerous studies have investigated communication in the workplace, few have examined communication behavior styles and the mechanisms by which they come to impact individual performance outcomes. This dissertation investigated how communication behavior styles and impression management tactics affect individual performance outcomes (communication effectiveness, citizenship performance, and task proficiency) across variable situational constraints in organizational settings. Participants were 152 working professionals enrolled in graduate business programs, with performance outcomes derived from supervisory ratings. This dissertation makes four primary contributions to the existing literature. First, this study suggests that some communication styles appear to demonstrate predictive validity beyond broader HEXACO personality dimensions (i.e., preciseness and impression manipulateness). Second, the communication styles of preciseness, questioningness, emotionality, and impression manipulateness accounted for variance in individuals' communication effectiveness, citizenship performance, and task proficiency. Additionally, the impression management tactic of ingratiation mediated the relationships between the communication styles of emotionality and impression manipulateness onto citizenship performance. Self-promotion mediated the relationship between expressiveness and both communication effectiveness and citizenship performance. Finally, while accountability was predicted to attenuate the indirect effects of communication styles via impression management tactics on performance effectiveness, the extent to which these conditional indirect effects on performance outcomes were minimal.

## Introduction

Communication is the lifeblood of work organizations where it has been defined as “an exchange of information, occurring through both verbal and nonverbal (e.g., email) channels, between two or more team members” (Marlow et al., 2018, p. 146). The effectiveness of communication is thus a fundamental aspect of individual, team, and organizational contexts and evidence has shown its importance for achieving a host of workplace performance outcomes including improved team performance, organizational resilience, information elaboration, and innovation when individuals effectively communicate with others and external groups (i.e., boundary spanning) (Bui et al., 2019; Marlow et al., 2018; Mathieu et al., 2019). It seems safe to say that communication is essential for individual, team, and organizational effectiveness. Furthermore, communication is often cited as a key barrier to performance execution and a primary reason that strategic initiatives fail to meet expectations in the workplace (Kraaijenbrink, 2019; Wharton@Work, 2016). These positive and negative effects of good (poor) communication on performance effectiveness have led to a substantial body of literature that examines the nature of workplace communication and how it comes to shape work-related outcomes.

In articulating the nature of communication, previous scholarship has focused on different *forms* of communication. In this literature, one stream of research emphasizes communication as a process. Here, communication is often studied in teams and includes facets such as the frequency, quality, and content of communication (González-Romá & Hernández, 2014; Keyton, 1997). For instance, Marks et al. (2000) found evidence that training on both leader briefings and team-interactions improved communication quality to the extent that it was found to be more important than communication frequency and resulted in overall improved

team performance. Additionally, while communication frequency has been found to be less imperative than communication quality, other researchers in this stream have found evidence that communication frequency is indeed an important attribute that improves coordination in work teams (Bunderson & Sutcliffe, 2003; Marks et al., 2000). Keyton's (1997) theoretical framework further noted the importance of considering communication content and that it encompasses both task-oriented and relational-oriented content. A second stream of research has focused on identifying different "styles" of communication (de Vries et al., 2009). In this stream, communication styles are described as the characteristic manner with which a person engages in social interactions through both verbal and nonverbal methods (de Vries, 2015). Such communication styles are thought to be relatively stable behavior patterns and are thus somewhat similar to personality traits. Research on communication styles has identified several distinct patterns that demarcate an individual's communication tendencies including expressiveness, preciseness, verbal aggressiveness, questioningness, emotionality, and impression manipulateness (de Vries et al., 2011). While relatively fewer in number than the studies on communication processes, research on communications styles has shown that they can be measured both reliably and validly and are related to effectiveness for leadership-related outcomes (e.g., perceived leader performance and satisfaction with the leader; de Vries et al., 2010; de Vries et al., 2011).

Although the broader scholarship on workplace communication is substantial and continues to burgeon, several central needs exist. While we have evidence that different facets of communication impact performance outcomes at both the individual and team levels, there is a paucity of evidence regarding whether *communication styles* in particular are linked to performance outcomes in the workplace (de Vries, 2015). This dearth remains although ample

research supports the fact that communication styles exist and can be measured reliably. Thus, to date we have yet to determine whether communication styles are indeed predictive of variability in performance. This absence of evidence remains even though a key assumption is that different communication patterns are associated with different consequences for interpersonal interactions and workplace performance (de Vries et al., 2009). Such a central, overarching question is not only theoretically important to address, but also holds substantial practical implications. For example, in 2020 an estimated \$165.3 billion was spent on training in North America alone, of which most skills that were being taught related to communication or were explicitly referred to as communication skillsets (LinkedIn Learning Workplace Learning Report, 2021).

Under the supposition that communication styles should be linked to performance outcomes, three additional needs arise. The first is to discern whether the effects of communication styles are unique compared to other salient individual attributes. This question is important because previous research has shown that communication styles are closely associated with certain personality traits. For example, the communication styles of expressiveness, preciseness, and emotionality were found to be positively and significantly correlated to the personality traits of extraversion, conscientiousness, and emotionality, respectively (de Vries, 2013). Furthermore, Bakker-Pieper and de Vries (2013) recognized that communication styles may have improved specificity relative to broad personality traits as evidenced in the stronger linkage of communication styles to leadership outcomes than personality traits alone. Given these associations, it is possible that the some of the effects of communication styles are due to more general personality traits suggesting the potential for empirical overlap. This points to the need to examine the extent to which communication styles provide incremental utility in accounting for performance differences across individuals. Without such evidence, it would

make little practical sense for organizations to expand attention to these more specific individual attributes.

Another need is to articulate how communication styles come to impact performance outcomes. That is, ascertaining the mechanisms through which communication behavior patterns lead to different performance consequences for individuals. Here, the literature on impression management (IM) suggests important factors that could be viable candidates. Beyond conveying information, another fundamental purpose of communication is to denote how a person wants to appear to others in social interactions (De Vries, Bakker-Pieper, et al., 2009). In this sense, communication styles should be closely linked to impression management, which itself describes when individuals behave in a manner that is perceived by others in a way that benefits individuals' personal agendas at work (Bolino et al., 2008). More specifically, the behavioral manifestations of impression management have been identified as various IM "tactics" that span self-promotion, ingratiation, exemplification, intimidation, and supplication (Jones & Pittman, 1982). These conceptual linkages suggest the potential value of research that examines whether IM tactics possibly convey the effects of communication styles on individual performance.

All organizational behavior, including communication styles, does not occur in isolation but is instead embedded in the broader work context (Dierdorff et al., 2009; Johns, 2006). This suggests that a final need, when it comes to the potential influences of communication styles on work-related performance, is to investigate the boundary conditions of such effects. One potentially salient aspect of work context relative to communication styles and their outcomes is that of accountability, which reflects the degree to which one's actions are subject to evaluation by others and tied to consequences such as rewards and sanctions (Hall et al., 2006). High levels of accountability equate to external social contingencies that create increased external demands



that work behavior must be justifiable to others (Hall et al., 2017). It is likely that such external “social checks” on a person’s behavior are likely to shape the extent to which communication styles manifest in the workplace and ultimately lead to performance consequences. Research that has linked IM tactics to related behaviors such as self-monitoring (Bolino et al., 2016), further suggests the value of examining accountability as a potential boundary condition of the effects of communication styles on performance.

With the above needs in mind, this study sought to accomplish four purposes. The first purpose was to examine the relationships between communication styles and individual performance outcomes. Communication styles were assessed using the communication styles inventory (CSI; de Vries et al., 2011) and examined for their effects on individual performance (i.e., communication effectiveness, citizenship performance, and task proficiency). The second purpose was to examine the unique value of communication styles in accounting for performance differences against an existing personality framework; namely, HEXACO model that spans the dimensions of honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, and openness to experience (de Vries, 2013). The third purpose was to articulate a framework that links communication styles to specific IM tactics in order to then test the predicted mediated effects of communication styles through IM tactics on performance outcomes. The final purpose was to examine accountability as a moderator of these indirect effects of communication styles on performance outcomes through IM tactics.

Addressing these purposes, I sought to contribute to the existing literature in four ways. The first contribution is to offer evidence of criterion-related validity for communication styles. Given research that has shown that communication styles are related to HEXACO personality dimensions (Bakker-Pieper & de Vries, 2013), a second contribution is to examine the

incremental predictive validity of communication styles in the context of job performance.

Assuming such evidence, a third potential contribution is to better understand how these styles lead to performance outcomes. In this vein, I looked to the role that IM tactics play. To do so, I built a new theoretical framework that specifies the IM tactics that are most relevant to different communication styles. This framework holds the potential to contribute to theory in both the general IM literature and the communication styles literature. Finally, I positioned accountability as a key contextual factor that is likely to condition the effects specified in my framework.

Evidence of such moderation would further theory about communication styles as well as extend the literature on accountability where calls for more nuanced study of accountability moderation have been made (Dierdorff & Rubin, 2021).

### **Communication Styles and Individual Work Role Performance**

Communication can be studied with increased specificity through investigating the characteristic manner with which a person engages in social interactions through both verbal and nonverbal methods, or a given communication style (de Vries, 2015). Communication generally reflects the means with which a person sends and receives information. Although an entire field of study has been dedicated to communication research, few studies have closely investigated communication styles and how they influence workplace outcomes. At least part of this relative neglect has been due to the lack of an explicit measure of communication styles. In light of this challenge, de Vries et al. (2013) created a valid and reliable instrument to measure communication styles, entitled the *Communication Styles Inventory* (CSI). de Vries and colleagues' research on communication styles has been used to support distinct but related theoretical frameworks pertaining to communication training and various leadership dimensions as well (e.g., leadership styles and leader mindfulness; Arendt et al., 2019; Besley et al., 2015;

Crews et al., 2019). The framework on which the CSI is based has six distinct facets through which an individual's communication tendencies manifest: expressiveness, preciseness, verbal aggressiveness, questioningness, emotionality, and impression manipulateness (de Vries et al., 2011). *Expressiveness* refers to an individual's perception of themselves as being talkative, dominating conversation, being humorous, and addressing others in a casual manner. *Preciseness* refers to an individual's perception of themselves as being structured, thoughtful, substantiative, and concise. *Verbal aggressiveness* refers to an individual's perception of themselves as being angry, authoritarian, derogatory, and unsupportive. *Questioningness* refers to an individual's perception of themselves as being unconventional, philosophical, inquisitive, and argumentative. *Emotionality* refers to an individual's perception of themselves as being sentimental, worrisome, tense, and defensive. *Impression manipulateness* refers to an individual's perception of themselves as being complementary, charming, and concealing in an effort to make themselves look good through the lens of others.

Although communication styles can be measured reliably and validly, research is somewhat nascent in this area of communication and, more importantly, there has been little investigation of work outcomes. That said, a few important exceptions exist. The first is a study linking team communication styles to job performance by de Vries et al. (2006) who found a positive relationship between both an agreeable communication style and the willingness to share job-related knowledge and an extravert communication style and the positive relationship with willingness and eagerness to share knowledge.<sup>1</sup> A second study by de Vries et al. (2010) linked communication styles to leader outcomes such as perceived leader performance, follower satisfaction, and follower commitment. This study also found that specific leadership styles (e.g.,

---

<sup>1</sup> This study was conducted prior to the development of the CSI. Thus, the communication styles are labeled differently and are fewer in number (i.e., agreeable and extravert styles).

charismatic, task-oriented, and human-oriented leadership) mediated many of the effects of communication styles on leader outcomes. Finally, exploratory research by Barnett et al. (2020) found communication styles conveyed the effects of social anxiety on perceived levels of social support. While these researchers found differences across gender for each of the six communication styles, they ultimately concluded that both men and women can increase perceived social support by amplifying their behaviors that are germane to an expressiveness communication style. With the inclusion of the CSI in very few studies since its creation in 2011, this again highlights to the general need for more empirical examination especially with regard to work-related outcomes.

Beyond examining the structure and outcomes of communication styles, other scholarship has investigated the empirical overlap between communication styles and personality (e.g., HEXACO traits). Here, research has found that communication styles are related to personality traits but do not overlap completely (Bakker-Pieper & de Vries, 2013). This evidence is consistent with de Vries et al.'s (2011) assertion that "a communication style is an expression of a person's personality" (p. 509) yet holds much more behavioral specificity due to the conceptual linkage to communication behaviors (as compared to broader personality like the HEXACO traits). Along these lines, de Vries et al. (2011) identified the following correlations among the CSI communication styles and HEXACO personality traits: impression manipulateness was negatively correlated to honesty-humility (-.51); emotionality was positively correlated to emotional stability (.67); questioningness was positively correlated to openness to experience (.53); verbal aggressiveness was negatively correlated to agreeableness (-.56); preciseness was positively correlated to conscientiousness but not to as great of an extent as hypothesized as the communication style of preciseness demonstrated relative independence

from the HEXACO personality traits in the study (.35); and expressiveness was positively correlated to extraversion (.67).

There are reasons to expect the different behavioral tendencies reflected in communication styles will account for differences in performance effectiveness. In the broadest sense, we know that communication is a key element that underlies all performance effectiveness in the workplace. For example, communication is a subfactor in all facets of individual effectiveness in general models of work performance (see Campbell, 2012; Campbell & Wiernik, 2015). In this study, job performance will be operationalized through both citizenship performance, task proficiency, and communication effectiveness. Task proficiency reflects an employee's ability to accomplish the tasks required of their job (Martin et al., 2013). Citizenship behavior is defined by Konovsky and Pugh (1994) as an "employee behavior that is above and beyond the call of duty and is therefore discretionary and not rewarded in the context of an organization's formal reward structure" (p. 656). Communication effectiveness reflects an employee's capacity to convey verbal and written information in a clear and convincing manner. The pattern of communication behavior in which an individual commonly engages is likely to predict task proficiency in general because individuals who engage in communication styles that promote a collaborative work environment are more likely to receive support from colleagues and ultimately experience improved performance outcomes.<sup>2</sup> Communication styles are also likely to be associated with citizenship performance. Social exchange theory purports that social connections are maintained through interpersonal interactions, which in large part manifest

---

<sup>2</sup> For example, an employee who regularly engages in a verbally aggressive communication style is generally expected to be less likely to receive support from their colleagues, thereby negatively impacting individual task proficiency, as these colleagues will instead be more likely to expend their resources supporting someone who engages in a more positive or expressive manner. See *Teams that Work* (Tannenbaum & Salas, 2020) for additional support on the performance benefits of cooperation.

through interpersonal communication, and social exchanges are widely recognized as a key reason people choose to engage in citizenship behavior (Burke, 2018).

In summary, it is expected that the outcomes of social interactions, and behavioral tendencies to engage in communication styles, will result in differences in performance effectiveness across individuals. Communication tendencies in general should account for variability in performance effectiveness and there are reasons to expect differential relationships across the distinct communication styles. For example, scholars have argued that styles like preciseness may not be as instrumental in situations of supportiveness or socializing although a style such as expressiveness may serve to be more beneficial (de Vries, 2015). Additionally, it is expected that some of the communication styles will lead to beneficial consequences in the workplace (e.g., preciseness), whereas other styles are expected to lead to negative outcomes (e.g., verbal aggressiveness). My overall theoretical model for this research is illustrated in Figure 1 and my more specific framework linking communication styles to individual performance is displayed in Table 1. This table shows the hypothesized relationships among the distinct communication styles and performance outcomes (i.e., communication, citizenship performance, and task proficiency). In short, the communication styles of preciseness, expressiveness and questioningness are hypothesized to have a positive influence on performance. Verbal aggressiveness is hypothesized to have a negative influence on performance. Following a review of existing literature, the association between performance and the styles of both emotionality and impression manipulateness is unclear, resulting in two research questions pertaining to the association between these two communication styles and performance. Finally, I hypothesize communication styles will show incremental validity beyond

the HEXACO personality traits. I now turn to building hypotheses for these differential effects of six distinct communication styles on performance.

### **Communication Styles: Preciseness**

Communication styles are thought to play influential roles across a variety of workplace situations such as those requiring collaboration, explanation, and negotiation (de Vries, 2015). Conceptually, the communication style of preciseness should be positively associated with job performance. Higher levels of preciseness are likely to positively impact circumstances where situations demand clear articulation of information (de Vries, 2015). An individual that demonstrates precise, well-structured thought through communicative behaviors should attain favorable consequences in the workplace, such as greater understanding and retention of transferred knowledge for those with whom the person engages, all of which should lead to improved task proficiency and potentially citizenship behavior. It stands to reason that if one communicates in a way that tends toward precision (e.g., structured, thoughtful, substantive detail, concise), more effective performance should follow as such communication should promote more productive social exchanges that better inform whether tasks are successfully completed or where additional needs remain, as well as facilitate areas where interpersonal helping can be best directed toward others. Related research supports the logic that preciseness should be positively related to work-related outcomes as researchers have found it to be associated with other individual benefits such as increased affective commitment and leader member exchange (Brown et al., 2019). Still further, other related research has shown preciseness is positively correlated with conscientiousness, which has been found to be the most predictive Big Five and HEXACO trait when it comes to job performance (de Vries, 2013; de Vries et al., 2011; Hurtz & Donovan, 2000) and the second strongest correlate of citizenship

performance (Pletzer et al., 2021). Consistent with the above logic and related research, I offer the following hypothesis:

**Hypothesis 1.** The communication style of preciseness will be positively related to job performance (communication, citizenship performance and task proficiency).

### **Communication Styles: Expressiveness**

Individuals who effectively convey themselves through an expressive communication style will likely thrive in social situations requiring supportiveness or socializing, which suggests its value to performance elements that are prosocial in nature like organizational citizenship. The communication style of expressiveness should also be positively associated with task proficiency considering the general applicability of proactive communication across generic dimensions of work performance (Campbell, 2012). Those who communicate with a more expressive style are perceived as more talkative, humorous, informal, and may dominate conversations (de Vries et al., 2011). Accordingly, one would expect that individuals who communicate through an expressive style should foster more positive interpersonal relationships, be liked by those they engage, and may have an enhanced capability to take on leadership roles where others will follow compared to those with a less expressive communication style. Although the aspect of conversational dominance that is a part of expressiveness could impede performance, it could also be beneficial for communicating the importance of information, delivering direction, or appealing to others' emotions or motivation, or negotiating in one's work role. Overall, I anticipate expressiveness will be positively associated with job performance. Looking to the personality literature, the communication style of expressiveness is positively correlated with the personality trait of extraversion (de Vries et al., 2011). Expressiveness and extraversion share a phenomenological basis that reflects behavioral tendencies like being talkative, energetic, assertive, and outgoing. Related research finds that extraversion is positively related to both task



proficiency and citizenship performance (He et al., 2019; Pletzer et al., 2021) and was found to be the strongest correlate of leader emergence and leadership effectiveness (Judge et al., 2002). He et al. (2019) found that the personality trait of extraversion was one of two important traits in predicting job success (although with agreeableness) and that the sub-dimensions within extraversion of activity, assertiveness, and positive emotions had increased predictive validity for task proficiency beyond the remaining sub-dimensions of excitement-seeking, gregariousness, and warmth. Pletzer et al. (2012) also found evidence that the trait of extraversion had the highest predictive value for citizenship performance among the HEXACO traits. For the same reasons one may expect the positive effects of the personality trait of extraversion on performance, one could also expect for the communication style of expressiveness given their shared phenomenology. I therefore hypothesize the following:

**Hypothesis 2.** The communication style of expressiveness will be positively related to job performance (communication, citizenship performance, and task proficiency).

### **Communication Styles: Questioningness**

A fundamental aspect of all communication is conveying information to coworkers, managers, or customers to arrive at a desired outcome. The communication style of questioningness can be useful in the workplace, as individuals with this tendency are perceived as curious, persuasive, passionate, and thoughtful when interacting with others. While a questioning approach may, at the surface, be accompanied with the perception of being difficult to collaborate with in the workplace, this communication style is also characterized by elements that go beyond argumentativeness to include unconventionality, philosophicalness, and inquisitiveness. Research has shown that questioningness is strongly correlated with the lexical marker of reflectiveness, which also has been associated with tendencies to be passionate, more formal, and exploring of situations (de Vries, 2011; de Vries et al., 2009). Conceptually, these

attributes should be beneficial in an interdependent work context where professionalism, exploration, and curiousness would be beneficial qualities in developing and completing project-based work. Although the argumentativeness dimension of questioningness could have potentially negative consequences at work, others have suggested potentially positive effects. For example, Rancer (1998) found that argumentativeness held positive consequences in organizational settings due to stimulated curiosity, increased learning, and increased perspective taking. Additionally, argumentative individuals were found to be less likely to engage in verbal aggressiveness. Looking to personality scholarship, questioningness has been shown to positively correlate with openness to experience (de Vries et al., 2011), which has been found to be predictive of imagination, cooperation, and likeability, as well as positively associated with citizenship performance (Pletzer et al., 2021) and leadership effectiveness (Judge et al., 2002). The above rationale and related evidence thus suggest that a questioningness communication style should be associated with desirable individual performance. Thus, I hypothesize the following:

**Hypothesis 3.** The communication style of questioningness will be positively related to job performance (communication, citizenship performance, and task proficiency).

### **Communication Styles: Verbal Aggressiveness**

Unlike the previous three communication styles, the style of verbal aggressiveness is likely to damage performance effectiveness. Individuals who convey themselves through anger, strong reactions, criticizing behaviors, and selfishness would be expected to have a negative influence in interdependent work environments because others with whom they interact would likely view the experience as unpleasant or unproductive. Verbal aggressiveness has been contextualized as having the definitive attributes of angeriness, authoritarianism, derogatoriness, and nonsupportiveness. Each of these dimensions could be expected to lead to ineffective

consequences including a negative association with both task proficiency (e.g., colleagues may not prefer to engage with an angry and derogatory co-worker, thereby diverting their resources to individuals with which they have improved social cohesion, consequently not supporting the verbally aggressive colleague with the task at hand) and citizenship performance (e.g., the principle of reciprocity may not hold with an individual who does not support their colleagues or communicates in a humiliating or disrespectful manner). Furthermore, other research has found verbal aggressiveness to be strongly and negatively associated with the personality trait of agreeableness (de Vries et al., 2011), the latter of which has been found to be positively associated with a host of workplace benefits such as a willingness to share knowledge (de Vries et al., 2006) and leadership effectiveness (Judge et al., 2002), as well as being perceived as likable, cooperative, kind, and considerate (Graziano & Eisenberg, 1997). Such positively perceived attributes of agreeableness are the opposite of what would be expected from individuals who have strong behavioral styles to engage in verbally aggressive communication. It stands to reason that if an individual has the tendency to communicate in a verbally aggressive manner, this will be problematic for job performance. I therefore predict the following:

**Hypothesis 4.** The communication style of verbal aggressiveness will be negatively related to job performance (communication, citizenship performance, and task proficiency).

### **Communication Styles: Impression Manipulativeness and Emotionality**

The remaining two communication styles, impression manipulativeness and emotionality, have shown mixed empirical findings for how individuals who engage with these communication styles may perform in the workplace. For example, both communication styles were found to lack significant relationships with leader member exchange outcomes in a recent study on leader communication styles (Brown et al., 2019). While the sentimentality dimension of emotionality

suggests empathy and improved interpersonal relationships in the workplace, the remaining attributes of this communication style include worrisomeness, tension, and defensiveness, which are likely to lead to increased interpersonal conflict, increased emotional labor, and unproductive work behaviors (e.g., anxiety, insecurity, and hostility). Additionally, while the communication style of emotionality is correlated to the personality trait of emotional stability (de Vries et al., 2011) – also referred to as emotionality or neuroticism (Judge et al., 1999) – the personality trait of emotional stability was not correlated to citizenship performance in a recent study by Pletzer et al. (2021). The preceding logic and related evidence suggest that the communication style of emotionality could manifest as beneficial, detrimental, or have no relationship with workplace outcomes like performance. Finally, while it stands to reason that impression manipulateness may have negative workplace outcomes due to the approaches one may choose to engage in a manipulative manner (e.g., being deceitful, insincere, or underhanded) there is also evidence to support that some individuals benefit from this deceptive communication style via political skill. In these situations, even if someone is insincere and deceitful, if the person possess proficient political skills, improved performance could ensue (Harris et al., 2007). Other research has also shown the positive effects of engaging in strategic manipulation in contexts such as employment interviews (LeBreton et al., 2018). However, due to the limited number of empirical studies operationalizing communication styles through CSI, there are few studies to aid in hypothesis development for this research. Overall, the available evidence on impression manipulateness to date is mixed in the extent to which engaging in an impression manipulative manner will manifest in either positive, negative, or no significant relationship on work performance outcomes. This is exemplified by Brown et al. (2019) where impression manipulateness was positively and significantly associated with social anxiety, which could lead to unfavorable

performance outcomes, but was negatively, however not significantly, associated with social support in the workplace. The broader impression management literature suggests that when people engage in IM techniques, it can be associated with both positive and negative outcomes; for example, with respect to performance outcomes, repeated apologies can have a negative association but ingratiation tactics can have a positive association (Bolino et al., 2014). Taken collectively, the existing evidence is rather equivocal for the impact that the communication styles of emotionality and impression manipulateness may have on job performance. For this reason, I explore the potential relationships between these communication styles and performance in the form of two research questions rather than directional hypotheses:

**Research Question 1:** What is the association between the communication style of emotionality and job performance (communication, citizenship performance, and task proficiency)?

**Research Question 2:** What is the association between the communication style of impression manipulateness and job performance (communication, citizenship performance, and task proficiency)?

### **The Unique Contribution of Communication Styles to Performance Effectiveness**

As the discussed earlier, research has revealed that communication styles are associated with several broad personality traits, with a similar range of correlations across studies that is approximately between .35 and .67 (de Vries, 2013; de Vries et al., 2011). These findings have led some scholars to suggest that communication behavior is a more molecular expression of an individual's broader personality in a given situation (e.g., Bakker-Pieper & de Vries, 2013). Although such evidence indicates some overlap between communication styles and broader personality traits, it also shows that the constructs are not redundant and thus a reasonable conclusion is that communication styles and personality traits are "related but distinct." One reason for this empirical connection is likely due to the conceptual similarity these sets of

constructs share where the primary distinction resides in the level of specificity with which each set capture a person's behavioral tendencies. Broader personality traits, such as those captured in the HEXACO model, represent highly generalizable and more molar tendencies that apply across a wide spectrum of possible behaviors. Communication styles, for their part, reflect behavioral tendencies that are of higher descriptive specificity because they are exclusively linked to communication-related behaviors. This descriptive feature of communication styles means they are best characterized "narrow traits" as compared to personality traits within the HEXACO model. This difference is important for understanding the influences of dispositional traits on performance, as personality research has demonstrated potential increases in criterion-related validity when examining narrow personality traits versus broad traits (e.g., Dudley et al., 2006).

The above discussion clearly highlights that communication styles and personality traits share conceptual overlap and empirical research has supported this shared variance. That said, such evidence does not directly speak to the uniqueness (or redundancy) of communication styles as factors that could account for differences in performance across individuals when compared to broad personality traits. Beyond the more general research that suggests increased descriptive specificity may improve predictability, there is some related evidence to suggest incremental validity of communication styles. In the context of leader outcomes, Bakker-Pieper and de Vries (2013) found that the communication styles of expressiveness and preciseness had incremental prediction beyond the related personality traits of extraversion and conscientiousness. Considering the rationale and related research discussed above, I anticipate the increased descriptive specificity of communication styles will generate unique value above and beyond personality traits alone when predicting an individual's performance effectiveness.

**Hypothesis 5.** Communication styles will have incremental predictive validity beyond HEXACO personality traits.

## Communication Styles and Managing Impressions

Under the general supposition that people's communicative tendencies in the workplace are important for understanding variability in performance effectiveness, a key question pertains to how communicational styles might ultimately come to affect performance outcomes. That is, ascertaining the mechanisms through which communication styles could shape a person's performance effectiveness. Beyond the exchange of information, another fundamental purpose of communication is to denote how a person wants to appear to others during social interaction (De Vries, Bakker-Pieper, et al., 2009). In this sense, communication styles should be closely linked to impression management, which describes when individuals behave in a manner that is perceived by other(s) in a way that benefits those individuals' personal agendas (Bolino et al., 2008). Thus, there is a shared phenomenology between communication styles and impression management that pertains to how "image" is actively conveyed by a person's actions within interpersonal interaction. An important implication is that the literature on impression management is likely to reveal potential factors linking communication styles to performance.

Previous scholarship has delineated the behavioral manifestations of impression management in terms of discrete IM tactics (Bolino et al., 2016). In this work, five specific IM tactics have been identified and frequently studied. These include self-promotion, ingratiation, exemplification, intimidation, and supplication (Bolino & Turnley, 1999; Jones & Pittman, 1982). *Self-promotion* refers to an individual's perception of themselves as behaving in a way that promotes themselves in the workplace and may include talking proudly or making others aware of one's success. *Ingratiation* refers to an individual's perception of themselves behaving in a way that flatters others through compliments, praise, or performing favors to demonstrate themselves as likeable or friendly. *Exemplification* refers to an individual's perception of

themselves behaving in a way that demonstrates dedication, busyness, and an appearance of being hard working. *Intimidation* refers to an individual's perception of themselves behaving in a way that is forceful, strong, aggressive, and to some extent threatening. *Supplication* refers to an individual's perception of themselves as acting in a way of pretending to not know better or acting needy to get others to offer assistance, sympathy, or take on more work to assist (e.g., helplessness).

Research on IM tactics has generally demonstrated their influence on workplace outcomes such as job offers following formal interviews, leader member exchanges, and performance reviews (Bolino et al., 2016). For example, work by Zivnuska et al. (2004) showed that usage of IM tactics was associated with more favorable performance appraisals. Much of this extant literature revolves around job interviews and performance reviews involving the IM tactics of ingratiation and self-promotion (Barrick et al., 2009; Bolino et al., 2014; Gordon, 1996; Higgins & Judge, 2004; Weiss & Feldman, 2006) with a lesser amount of research conducted on the IM tactics of exemplification, intimidation, and supplication (Bolino & Turnley, 2001, 2003b). The IM tactic of exemplification generally leads to positive impressions while both intimidation and supplication tactics often lead to negative impressions; however, these negative impressions regularly manifest as mixed outcomes in practice, including benefiting, negatively impacting, or not having a material effect on performance. One example of this is work by Kacmar et al. (2013) that investigated the moderating influence of follower perception of a leader portraying ethical leadership. The relative perception of an ethical leader led to follower perception of that leader as also being dedicated (i.e., through use of exemplification), which resulted in increased effort by followers. However, when these perceived ethical leaders engaged in supplication, the level of follower helping behavior remained unchanged (i.e., no effect). IM



scholarship on supplication is also relatively scant and the results are often mixed and vary depending on gender. Prior research has suggested that men use supplication tactics more regularly than women and that women who engage in supplication tactics are more likely to receive negative performance reviews (Bolino & Turnley, 2001). Also less studied across the IM literature is the tactic of intimidation where the empirical evidence that does exist shows generally mixed consequences for this IM tactic (Bolino et al., 2016; Bolino & Turnley, 2001, 2003b). It stands to reason that being perceived as intimidating (e.g., aggressive or threatening) may enable someone to be more effective at work as they may be perceived as more powerful or driving results, whereas these same behaviors could manifest as counterproductive work behaviors that are deleterious in work situations.

Research has also supported the notion that IM tactics are closely associated with a person's motivation to influence others' perceptions of that person (e.g., self-presentation motives; Harris et al., 2007). Such research further points to the shared phenomenology that potentially links IM tactics and communication styles – both derive in part from the motivation to affect how one is viewed by others. Importantly, this conjecture is aligned with previous suggestions in the communication style literature. For instance, de Vries et al. (2009) noted that communication styles enable a person to convey *who they are*, whereas impression management tactics can enable a person to convey *who they want to appear to be*. At this intersection, one would expect particular communication styles to be more trait relevant (Tett & Guterman, 2000) to particular IM tactics. Although the literature on IM has yet to be directly examined in relation to communication styles, there is existing empirical evidence on which to draw in order to build such a theoretical framework. Here, at least some related evidence also suggests the value of considering IM tactics as potential mediators of communication style effects. For example, a

study by de Vries et al. (2010) found that the effects of communication styles on leadership outcomes were mediated by leadership styles onto leader outcomes. Thus, given how both communication styles and IM tactics pertain to influencing others' perceptions, it seems likely that more behaviorally proximal IM tactics will play a similar role in conveying the more distal effects of communication styles on individual performance effectiveness.

### **An Integrative Framework Linking Communication Styles and IM Tactics**

Given the limited empirical evidence related to this theoretical framework, this research will take a conservative approach and only hypothesize the IM tactics that are strongly expected to mediate each of the six identified communication styles. In this way, the framework emphasizes theoretical parsimony and places priority on communication styles that are most trait relevant to specific IM tactics. My framework is displayed in Table 2 and shows the hypothesized associations between the six communication styles and the five distinct IM tactics. In brief, the communication style of preciseness is predicted to have a positive association with exemplification, but a negative association with supplication. Expressiveness is predicted to have positive associations with both ingratiation and self-promotion tactics. Questioningness is predicted to have a positive association with self-promotion. Verbal aggressiveness is predicted to have a positive association with intimidation. Emotionality is predicted to have positive associations with both ingratiation and supplication. Finally, impression manipulateness is predicted to have positive relationships with all five IM tactics. I turn next to articulating the rationale for each of these predicted associations in my framework.

### **Indirect Effects of Preciseness through Exemplification and Supplication Tactics**

It is likely that someone's use of the preciseness communication style will promote the use of the exemplification IM tactic but will refrain from the supplication tactic. Individuals who

have stronger communicative tendencies toward preciseness have been shown to receive higher perceived leader performance and follower satisfaction ratings than those low in preciseness (de Vries et al., 2010). It logically follows that individuals high in preciseness communicate in a way that demonstrates a logical thought structure and disseminates information in a highly understandable manner. Extending beyond the structured nature of this communication style, these individuals would also bring a purpose to conversation, where topics are more focused and discussed in terms of relevance and importance. It stands to reason that someone with these communicative tendencies would be motivated to maintain a perception of having a relatively large amount of important work to accomplish, thus appearing busy at work, or showing up early and staying late to appear dedicated or hard working as an important contributor. Thus, individuals who have a greater tendency to communicate in a concise, structured, and purposeful manner (i.e., higher in preciseness) should be more likely to engage in an exemplification IM tactic. Additionally, individuals high in preciseness are also perceived as thoughtful (de Vries et al., 2010) where they think carefully before speaking and offer responses that are thoughtfully crafted. Individuals high in preciseness emphasize “getting the point” and thus conversations have both purpose and relevance to the matter at hand. Therefore, it is likely that these individuals will refrain from using IM techniques such as supplication because this tactic entails acting as if less is known in a given area and/or appearing needy to simply gain assistance from others. Given this combination of IM tactics, I predict that the effects of preciseness on performance effectiveness will be conveyed by an individual’s engagement in the IM tactic of exemplification and the refrainment from the supplication tactic.

**Hypothesis 6.** The effects of preciseness on job performance (communication, citizenship performance, and task proficiency) will be positively mediated by exemplification and negatively mediated by supplication IM tactics.

### **Indirect Effects of Expressiveness through Ingratiation and Self-promotion Tactics**

Two approaches that someone with an expressive communication style may use to manage expectations of others is through ingratiation and self-promotion tactics. Expressiveness as a communication style is demonstrated through the use of humor, informality, talkativeness, and conversational dominance, and has been positively associated with the personality trait of extraversion which is known to predict a host of beneficial outcomes (e.g., sociability, predictor of leadership capacity, and career success; Judge et al., 1999). Someone with an expressive communication style is likely to be easy to converse with, approachable, and humorous. Furthermore, the talkative nature of expressive communicators could make it difficult to keep to oneself and thus more likely to engage in casual conversation. It stands to reason that someone who shows such communicative tendencies that manifest in an eagerness for discussion with others, would be motivated to be seen as likeable and friendly. This implies that someone high in expressiveness is likely to give compliments and praise when actively interacting with others (i.e., engage in ingratiation). Moreover, someone high in expressiveness is likely to be talkative, determine topics of discussion, and drive conversations. It logically follows that these individuals would also be more likely to self-promote and push their personal agendas. Consequently, individuals high in expressiveness should be more likely to use self-promotion tactics to convey their value to the organization, talk proudly, and make others aware of their accomplishments. As discussed by de Vries (2009), individuals are more likely to be evaluated positively when they use ingratiation and self-promotion tactics. Given the above rationale, I expect that individuals who communicate in an expressive style are more likely to utilize self-promotion and ingratiation tactics to positively impact performance outcomes.

**Hypothesis 7.** The effects of expressiveness on job performance (communication, citizenship performance, and task proficiency) will be mediated by ingratiation and self-promotion IM tactics.

### **Indirect Effects of Questioningness through Self-promotion Tactics**

The communicative tendencies of thoughtfulness, argumentativeness, and unconventionality encompass the questioningness communication style. Individuals who are high in questioningness are more likely to offer up unusual points of view and more willing to proactively query and prod others to bring attention to oneself. It stands to reason that someone with these communicative tendencies would thus be more willing to engage in self-promotion tactics. While it may seem that an argumentative individual may not be perceived as likeable, some evidence has supported increased perspective-taking among argumentative individuals, thereby enabling someone on the receiving end of this social interaction to have a pleasant experience that enhances the perception of the ‘argumentative individual’ as being likeable and nice (Rancer, 1998). In addition, someone with a questioningness communication style is inquisitive and tends to offer critiques. It logically follows that this communicative tendency to prod others by critiquing their ideas, perhaps with the perception that they may know better, lends to more engagement in self-promotion (i.e., talking proudly about oneself, demonstrating one’s worth to the organization, or making others aware of one’s talents). Taken collectively, I predict that individuals with strong questioningness are more likely to engage in self-promotion techniques which then lead to performance outcomes.

**Hypothesis 8.** The effects of questioningness on job performance (communication, citizenship performance, and task proficiency) will be mediated by the self-promotion IM tactic.

### **Indirect Effects of Verbal Aggressiveness through Intimidation Tactics**

Those with a verbally aggressive communication style are unlikely to place importance on direct specific attention toward being perceived as likable or friendly, which suggests such individuals generally care little about how they are perceived during social exchanges in the workplace. This supposition is aligned with the communication scholarship where a verbally aggressive style is described as manifesting through displays of anger, criticism, intimidation, selfishness, and verbal attacks or threats (de Vries et al., 2009). Research by Infante et al. (1993) showed negative consequences for individuals who interact with others that display verbally aggressive behaviors (e.g., lowered satisfaction). It follows that individuals who are willing to communicate in this manner with little to no regard for those around them are also likely to engage in the IM tactic of intimidation. Individuals high in a verbally aggressive communication style are likely to show displeasure through their behaviors when they are frustrated or annoyed. Consequently, individuals with verbally aggressive communicative tendencies should be more likely to use intimidation techniques to get their colleagues to behave to their benefit, become difficult to work with, deal forcefully with others, and/or act aggressively with colleagues. The intimidation IM tactic has demonstrated somewhat equivocal outcomes in the workplace, ranging from those using this tactic being perceived as less likeable to receiving more positive performance ratings (Bolino et al., 2008). Looking to another stream of literature, personality research has established that verbal aggressiveness is negatively correlated to the personality trait of agreeableness, which has been found to predict many beneficial workplace outcomes, such as increased satisfaction, leadership effectiveness, and improved team performance to name a few (Bradley et al., 2013; Judge et al., 2002; Matzler & Renzl, 2007). Given the manifestations of verbal aggressiveness as discussed above, I predict that intimidation is the only IM tactic that

will convey the effects of verbal aggressiveness onto performance effectiveness, consequently generating negative job performance outcomes.

**Hypothesis 9.** The effects of verbal aggressiveness on job performance (communication, citizenship performance, and task proficiency) will be mediated by the IM tactic of intimidation.

### **Indirect Effects of Emotionality through Ingratiation and Supplication Tactics**

Although the communication style of emotionality was not formally hypothesized to be positively or negative related to performance in the discussion above, someone high in an emotionality communication style would likely exhibit attributes of anxiety and negative affect, be emotionally reactive, and may be more easily distracted from their work. The consequences of these behaviors may be further obfuscated or conveyed by use of IM tactics like ingratiation and supplication. For example, individuals who display a strong emotionality communication style have a heightened sensitivity to others' affect and tend to show their own affect to others. These individuals are thus highly sensitive to emotions, which can manifest as anxiety, tension, and concern, which could create friction in interpersonal interactions at work. These individuals are also expected to care about how they are perceived because an important facet of the emotionality style pertains to worrisomeness (i.e., anxiousness). To counteract these perceptions and promote a perception of being likeable and friendly, someone engaging in an emotionality communication style may benefit from complimenting others, praising individuals in their work group, or providing special favors to others to compensate for a perception of falling behind in their own work or in response to an emotionally reactive episode that damages a social exchange (e.g., leaving a co-worker feeling upset or underappreciated). This suggests that the effects of this communication style are likely obfuscated by ingratiation tactics, which could "make up" for (or repair) these negative consequences on work relationships. This is how emotionality stands

apart from someone with a verbally aggressive style, for example, where someone who engages in that communication style is disaffected with other people's affect and the damage caused by *not* engaging in ingratiation. Furthermore, it is unlikely that individuals with a strong emotionality communication style will engage self-promotion due to their tendencies toward being self-conscious and displaying depression or anxiety (Bourdage et al., 2015). This implies that these individuals may in fact be more likely to act as if they need assistance, so colleagues offer additional support. Thus, individuals high in an emotionality communication style should be more likely to engage in supplication because this IM tactic entails strategically showing one's general "neediness" so as to enlist support or garner attention from others, making this IM tactic conceptually aligned with the communicative behaviors of the emotionality communication style. Given the above rationale, I predict that ingratiation and supplication will convey the effects of the emotionality communication style on an individual's performance.

**Hypothesis 10.** The effects of emotionality on job performance (communication, citizenship performance, and task proficiency) will be mediated by the IM tactics of ingratiation and supplication.

### **Indirect Effects of Impression Manipulativeness through All IM Tactics**

The tendency someone may have to communicate in an impression manipulative manner would likely manifest across all five articulated IM tactics. Impression manipulativeness as a communication style is demonstrated through use of ingratiation, charm, but also concealingness. Unlike the other communication styles that likely have more exclusive linkages to IM tactics due to the content of the communicative tendencies they entail, impression manipulativeness at its core represents the use of communication to engage change or maintain others' impressions of oneself. This definitional essence thus makes this communication style relevant to all IM tactics. While the use of ingratiation and charm by those high in impression manipulativeness may



appear to have positive consequences in the workplace, and would be likely to involve both ingratiation and self-promotion tactics, the use of concealingness could include tendencies such as deception, withholding information, and pretending to not understand to make a situation more convenient for oneself which has been found to be damaging in the workplace (Bolino & Turnley, 2003; de Vries et al., 2011). This suggests that the effects of this communication style are likely conveyed by supplication, which reflects a similar phenomenology (i.e., the false pretense of a lack of understanding). It also stands to reason that someone who wants to maintain a perception of dedication may choose to come into work early to establish a perception of being hard working but may not actually be working. Thus, those high in impression manipulateness should be likely to engage in exemplification tactics, which have been shown to increase satisfaction within a work group (Long, 2017; Rozell & Gundersen, 2003). Finally, it stands to reason that someone with impression manipulateness tendencies would engage with intimidation tactics to get what they want in the workplace, albeit in more passive forms such as concealing information to intimidate. Personality scholarship offers further support for contextualizing how communication tendencies of impression manipulateness may manifest across IM tactics. For example, impression manipulateness is negatively associated with the trait of honesty-humility (de Vries et al., 2011) and, this trait is negatively associated with every IM tactic (Bourdage et al., 2015). Given the above rationale and related evidence from personality research, I predict that IM tactics will convey the effects of the communication style of impression manipulateness on an individual's performance effectiveness.

**Hypothesis 11.** The effects of impression manipulateness on job performance (communication, citizenship performance, and task proficiency) will be mediated by all five IM tactics.

### **Communication Styles, IM Tactics, and Accountability**

Organizational behavior, including communication and the use of IM tactics, is embedded in the situational opportunities and constraints demarcated by work context (Johns, 2006). Accountability, often more specifically referred to as felt accountability, is an example of one such situational constraint. As defined by Hall et al. (2006), “felt accountability refers to an implicit or explicit expectation that one’s decisions or actions will be subject to evaluation by some salient audience(s) (including oneself), with the belief in the potential for either rewards or sanctions based on these evaluations” (p. 88). The relationship between IM and accountability intersect in the proactive management of how an individual is perceived by others in the workplace. Reflecting the social demands placed on an individual by others in the workplace, accountability has been found to predict both positive work outcomes, such as task proficiency, job satisfaction, job involvement, empowerment, and citizenship performance (A. T. Hall et al., 2003, 2009; Wallace et al., 2011) and negative work outcomes, such as job tension, anxiety, emotional exhaustion, depressed mood, and job strain (A. T. Hall et al., 2003, 2006; Lanivich et al., 2010). Beyond these direct effects, accountability has been found to be an important contextual moderator of individual traits on performance such as conscientiousness (Frink & Ferris, 1999). This fact led Hall et al. (2017) to claim that “accountability may be the most pervasive and perhaps even the most powerful single influence on human social behavior” (p. 208). One reason for the moderating role of accountability is that high accountability contexts create “strong situations” where the cues of acceptable and unacceptable behavior are clearer and more uniform, and the expectation of having to justify one’s actions to others is heightened (Dierdorff & Rubin, 2021).

Related literature by Hall et al. (2004) suggests the potential connections between IM tactics and accountability whereby low accountability contexts could incentivize or diminish the use of IM tactics, such as ingratiation and self-promotion. This implies that accountability may serve to amplify or attenuate the effects of IM tactics. As Dierdorff and Rubin noted, “a primary outcome in contexts of heightened accountability is that individuals typically increase their awareness of, and attentiveness to, external performance standards” (p. 4). This often results in individuals narrowing their attention and efforts to focus on actions that are directly linked with visible rewards or results (Rubin et al., 2013). While this contextual influence might suggest that IM tactics could be used more often in high accountability contexts due to the strong focus on one’s own actions, the situational demand of having to continually justify one’s behavior to others is more likely to diminish the effects of IM tactics. This influence is due to the heightened scrutiny by others, which is likely to root out or differentiate impression-focused behavior from performance-focused behavior. Related personality scholarship has also argued that strong situations, such as high accountability contexts, attenuate the effects of individual dispositions such as traits (Meyer et al., 2010). Taken collectively, this suggests that high accountability contexts are likely to attenuate the indirect effects of communication styles via IM tactics on an individual’s performance effectiveness. Following this logic, although accountability has not been investigated within the context of communication styles and IM tactics, I expect higher levels of accountability will attenuate the effects of communications styles on IM tactics and IM tactics on performance outcomes. More formally, I hypothesize:

**Hypothesis 12.** Accountability attenuates the indirect effects of communication styles on job performance (communication, citizenship performance, and task proficiency).

## Method

### Sample and Procedure

This study was approved by DePaul University's Institutional Review Board (IRB# IRB-2021-424). Participants were graduate students (i.e., MBA and MS students) that were enrolled at DePaul University Driehaus College of Business. More specifically, those that were enrolled in the course entitled, "MGT 555 Human Capital Strategy and Science." The reason for querying students in this course was that they engage in a developmental multisource (360) survey that includes ratings of performance effectiveness (communication, task proficiency, and citizenship performance), which were used as outcomes in the study. Participants' average tenure in their current jobs was 2.76 years ( $SD = 2.94$ ), average age was 31.69 ( $SD = 7.00$ ) years, and 59% were female. The outcomes dataset was supplemented with additional primary data collection. Participants completed an online survey that measured personality traits, communication styles, employee impression management behavior (i.e., IM tactics), and individual accountability in organizations. An initial population of 322 students were invited to participate in the study, of which 152 elected to participate (i.e., 47% response rate). Upon completion of the survey, individual results were linked to information from the 360 survey for further analysis. Once the two databases were merged, all personal participant identifiers were deleted.

### Measures

**Communication Styles.** Communication styles were operationalized using the *Communication Styles Inventory* (CSI; de Vries et al., 2011) (see Table 3). The inventory included 92 items, with 12 to 16 items for each of the six communication styles. Previous research has shown favorable psychometric characteristics for the CSI (de Vries, 2011). Sample items included "People can tell when I feel anxious" (emotionality), "I often take the lead in a

conversation” (expressiveness), and “I ask a lot of questions to uncover someone’s motives” (questioningness). All items were rated using a Likert scale of 5-points (1=*strongly disagree* to 5=*strongly agree*). The coefficient alphas were .88, .83, .81, .83, .81, and .80 for the communication styles of emotionality, expressiveness, impression manipulativeness, preciseness, questioningness, and verbal aggressiveness, respectively.

**Personality Traits.** Broad personality traits were measured using the *Brief HEXACO Inventory* (BHI; de Vries, 2013) within the HEAXCO model (see Table 3). The inventory includes 24 items, with four items for each of the six personality traits. Previous research has shown acceptable psychometric characteristics for the BHI (de Vries, 2013). Sample items included “I tend to quickly agree with others” (agreeableness), “I have to cry during sad or romantic movies” (emotional stability), and “I find it difficult to lie” (honesty-humility). All items were rated using a Likert scale of 5-points (1=*strongly disagree* to 5=*strongly agree*). The coefficient alphas were .12, .50, .44, .55, .52, and .48, for the personality traits of agreeableness, conscientiousness, emotional stability, extraversion, honesty-humility, and openness to experience, respectively.

**Impression Management Tactics.** IM tactics were measured using a scale developed by Bolino and Turnley (1999) (see Table 3). The measure includes 22 items, with four to five items for each of the IM tactics. Bolino and Turnley (1999) provided evidence of favorable psychometric characteristics for this measure of IM tactics. All items were rated within the context of how frequently in the last six months the participants had used each of the described strategies at work using a Likert scale of 5-points (1=*never behave this way* to 5=*often behave this way*). Sample items included “Compliment your colleagues so they will see you as likeable” (ingratiation), “Make people aware of your talents or qualifications” (self-promotion), and

“Pretend not to understand something to gain someone’s help” (supplication). The coefficient alphas were .61, .80, .83, .79, and .87 for the IM tactics of exemplification, ingratiation, intimidation, self-promotion, and supplication, respectively.

**Accountability.** Individual accountability was measured using the *Individual Accountability in Organizations Scale* (IAOS; Frink et al., 2018; see Table 3). The IAOS includes 13 items across three facets of accountability (intensity, focus, salience). Previous research has shown favorable psychometric characteristics for the IAOS (Frink et al., 2018). Sample items included “I find myself accountable to a variety of different people” (intensity), “I feel accountable at work for the results or outcomes of my job” (focus), and “I am accountable for some of the most important work we do in my organization” (salience). All items were rated using a Likert scale of 5-points (1=*strongly disagree* to 5=*strongly agree*). The coefficient alpha was .85 for individual accountability.

**Performance Outcomes.** Three individual effectiveness outcomes were measured using items from the multisource (360) skill survey: communication (5 items), citizenship (8 items), and task proficiency (4 items). Sample items for communication effectiveness included “Speaks clearly in front of groups” and “Clarifies what others are saying to check for understanding.” Sample items for citizenship performance included “Shows strong commitment toward her/his work,” “Helps others,” and “Endorses, supports, or defends organizational objectives.” Sample items for task proficiency included “Demonstrates effectiveness in accomplishing major work goals,” and “Strives for quality in her/his work.” All items were rated by participants’ direct supervisors using a 5-point scale (1= *not at all descriptive*, 3 = *descriptive*, 5 = *exactly descriptive*). The coefficient alphas were .79, .93, and .93 for communication, citizenship, and task proficiency, respectively.

**Control Variables.** Additional factors that may impact participant responses to the survey items are also outlined in Table 3 and were captured as control variables. Five controls were measured: age, gender, ethnicity, tenure with organization, and length in current role at the organization (i.e., same job). These variables reflect attributes that may impact or have been found to influence several of the variables proposed to be measured in this study (Bolino & Turnley, 2001, 2003a; de Vries et al., 2011).

### **Analytical Strategy**

Analyses followed four stages. The first stage examined a simple linear regression model to test Hypothesis 1 through Research Question 2 (see Table 1) to test for the main effects of each of the six communication styles on the performance outcomes of communication, citizenship performance, and task proficiency. This stage was initially analyzed including the demographic control variables. However, the demographics failed to show consistent significant correlations with focal variables and thus were not included in the regression in the interest of parsimony and model degrees of freedom. Two general models were conducted: one with the theoretically relevant HEXACO controls (e.g., emotional stability with emotionality communication style) and one without these controls. The second stage explored the incremental validity of communication styles beyond HEXACO personality traits on communication, citizenship, and task proficiency in a test of Hypothesis 5. Again, the demographics failed to show consistent significant correlations with focal variables and thus were not included in these regressions. For the third and fourth stages, I used the PROCESS macro for SPSS Version 4.0 (Hayes, 2022) to test the models outlined in Hypothesis 6 through Hypothesis 11 (see Table 2) that predicted mediation of communication styles by IM tactics, and Hypothesis 12 that predicted the moderating influence of individual accountability on these indirect relationships.

## Results

Table 4 presents the means, standard deviations, and correlations for study variables. The trait-relevant HEXACO traits were correlated to the predicted communication styles with correlations ranging from .39 to .64 ( $p < .01$ ). Accountability was correlated with extraversion, impression manipulativeness, the IM tactics of ingratiation and self-promotion, and citizenship (.24, .18, .19, .23, and .17, respectively). Of the three outcomes, citizenship performance was the most frequently correlated outcome with the study variables, including tenure with company, emotional stability, the communication style of emotionality, the IM tactic of ingratiation, accountability, and communication effectiveness (-.19, .27, .25, .18, .17, and .58, respectively).

Hypothesis 1 predicted that the communication style of preciseness is positively related to individual effectiveness outcomes. Results in Table 5 show that preciseness alone was positively related to communication effectiveness and task proficiency ( $\beta = .08$ ,  $SE = .04$ ,  $p < .05$ ;  $\beta = .08$ ,  $SE = .04$ ,  $p < .05$ , respectively). When controlling for the trait-relevant HEXACO factor of conscientiousness, preciseness was only positively related to communication ( $\beta = .11$ ,  $SE = .05$ ,  $p < .01$ ). These results indicate partial support for Hypothesis 1 and suggest that the communication style of preciseness is positively related to communication effectiveness and task proficiency, but not citizenship.

Hypothesis 2 predicted that the communication style of expressiveness is positively related to individual effectiveness. From Table 5, results show that expressiveness was not related to the effectiveness outcomes ( $p > .05$ ). When controlling for the trait-relevant HEXACO factor of extraversion, expressiveness was not related to the effectiveness outcomes ( $p > .05$ ). These results do not support Hypothesis 2 and suggest that the communication style of



expressiveness is not related to the individual effectiveness outcomes of communication, citizenship, or task proficiency.

Hypothesis 3 predicted that the communication style of questioningness is positively related to individual effectiveness. Table 5 results show that questioningness alone was positively related to communication effectiveness and citizenship performance ( $\beta = .09$ ,  $SE = .04$ ,  $p < .05$ ;  $\beta = .08$ ,  $SE = .04$ ,  $p < .05$ , respectively). When controlling for the trait-relevant HEXACO factor of openness to experience, questioningness was not related to communication ( $p > .05$ ) and the model for was also not significant ( $p > .05$ ). These results indicate partial support for Hypothesis 3 and suggest that without the trait-relevant personality factor, the communication style of questioningness is positively related to communication and citizenship performance but not task proficiency.

Hypothesis 4 predicted that the communication style of verbal aggressiveness is negatively related to individual effectiveness. Table 5 presents results that show verbal aggressiveness alone was not related to the effectiveness outcomes ( $p > .05$ ). When controlling for the trait-relevant HEXACO factor of agreeableness, verbal aggressiveness was not related to the effectiveness outcomes ( $p > .05$ ). These results do not support Hypothesis 4 and suggest that the communication style of verbal aggressiveness is not related to individual effectiveness.

Research Question 1 sought to investigate the association between the communication style of emotionality and individual effectiveness. Results in Table 5 indicate that emotionality alone was positively related to citizenship performance ( $\beta = .13$ ,  $SE = .04$ ,  $p < .01$ ). Emotionality was not found to be related to communication effectiveness nor task proficiency ( $p > .05$ ). When controlling for the trait-relevant HEXACO factor of emotional stability, emotionality was no longer significantly related to citizenship, however the model was significant ( $R^2 = .08$ ,  $p < .01$ ).

For Research Question 1, these results suggest that without controlling for the trait-relevant personality factor, the communication style of emotionality is positively related to citizenship but not communication effectiveness or task proficiency.

Research Question 2 sought to investigate the association between the communication style of impression manipulateness and individual effectiveness. Table 5 results show that impression manipulateness alone was not related to the effectiveness outcomes ( $p > .05$ ). When controlling for the trait-relevant HEXACO factor of honesty-humility, impression manipulateness remained unrelated to effectiveness outcomes ( $p > .05$ ). For Research Question 2, these results suggest that the communication style of impression manipulateness is not related to individual effectiveness.

Hypothesis 5 predicted that communication styles have incremental predictive validity beyond HEXACO personality traits for the individual effectiveness outcomes. Table 6 presents results from the model testing this prediction. For communication effectiveness, emotionality and preciseness both were positive predictors ( $\beta = .11, SE = .05, p < .05$ ;  $\beta = .12, SE = .05, p < .05$ , respectively). When controlling for HEXACO traits, the overall model was not significant ( $p > .05$ ). Moving on to citizenship performance, emotionality was a positive predictor ( $\beta = .16, SE = .05, p < .01$ ). When controlling for HEXACO traits, impression manipulateness was negatively related to citizenship ( $\beta = -.13, SE = .06, p < .05$ ); however, the effect previously observed for emotionality did not remain ( $p > .05$ ). In this model, the HEXACO traits of emotional stability and extraversion were both positively related to citizenship ( $\beta = .14, SE = .06, p < .05$ ;  $\beta = .15, SE = .06, p < .05$ , respectively). Finally, for task proficiency, neither model was significant ( $p > .05$ ). Collectively, these results indicate little support for Hypothesis 5. Of the three individual effectiveness outcomes across each of the six communication styles, only 6% of

possible effects revealed incremental prediction by communication styles. These results suggest very limited incremental validity for communication styles beyond HEXACO traits.

Hypotheses 6 through 11 predicted mediation of communication styles by specific IM tactics (see Table 2). Analyses for these hypotheses occurred in two general model stages. The first stage examined the focal communication style while controlling for trait-relevant HEAXCO factor(s). The second model stage examined the focal communication style while controlling for all HEAXCO factors. Results for each hypothesis are discussed below.

Hypothesis 6 predicted that the effects of the communication style of preciseness on individual performance outcomes are positively mediated by exemplification and negatively mediated by supplication IM tactics. Tables 7 through 12 present results pertinent to this hypothesis. Tables 7 through 9 shows results for preciseness while controlling for the theoretically relevant HEXACO trait of conscientiousness. Tables 10 through 12 shows results for preciseness when controlling for all six HEXACO traits. When controlling for trait-relevant personality, preciseness had no association with exemplification ( $p > .05$ ) and was positively related to supplication ( $R^2 = .19, p < .01; \beta = .21, SE = .08, p < .05$ ). In terms of the three performance outcomes, the models were not significant ( $p > .05$ ). When controlling for all HEXACO traits, preciseness remained positively related to supplication ( $R^2 = .25, p < .01; \beta = .20, SE = .09, p < .05$ ), and had no association with exemplification, although the model was significant ( $R^2 = .25, p < .01$ ). Across the three performance outcomes when controlling for all HEXACO traits, models predicting communication and citizenship were significant ( $R^2 = .10, p < .05; R^2 = .12, p < .01$ ), yet no indirect effects were detected. Taken collectively, these results fail to support Hypothesis 6 and suggest that preciseness is positively related to the supplication IM tactic, although hypothesized to be negatively related, both when controlling for the trait-

relevant HEXACO traits and all HEXACO traits. No relationship between preciseness and exemplification was detected. Mediation by the respective IM tactics were not detected.

Hypothesis 7 predicted that the effects of the communication style of expressiveness on individual outcomes would be mediated by ingratiation and self-promotion IM tactics. Tables 13 through 18 present results for this hypothesis. Tables 13 through 15 show results for expressiveness while controlling for the theoretically relevant HEXACO trait of extraversion, whereas Tables 16 through 18 show results when controlling for all six HEXACO traits. Expressiveness was positively related to self-promotion ( $R^2 = .10, p < .01; \beta = .32, SE = .09, p < .01$ ) and had no association with ingratiation although the overall model was significant ( $R^2 = .09, p < .01$ ) when controlling for the trait-relevant HEXACO factor. Across the three performance outcomes, however, overall models were not significant ( $p > .05$ ). When controlling for all HEXACO traits, expressiveness remained positively related to self-promotion IM tactics ( $R^2 = .29, p < .01; \beta = .20, SE = .09, p < .05$ ), and had no association with ingratiation, although the model was significant ( $R^2 = .18, p < .01$ ). Across the three performance outcomes, models predicting communication and task proficiency were not significant ( $p > .05$ ). When controlling for all HEXACO traits, the overall model for citizenship as an outcome was significant ( $R^2 = .11, p < .05$ ) yet no indirect effects were detected. These results fail to support Hypothesis 7 and suggest that while expressiveness is positively related to the self-promotion IM tactic, when controlling for the trait-relevant HEXACO trait or all HEXACO traits, mediation by the predicted IM tactics were not detected.

Hypothesis 8 predicted that the effects of the communication style of questioningness on individual outcomes would be positively mediated by the self-promotion IM tactic. Tables 19 through 24 present results pertinent for this prediction. Tables 19 through 21 show results for

questioningness when controlling for the theoretically relevant HEXACO trait of openness to experience, whereas Tables 22 through 24 show results when controlling for all six HEXACO traits. When controlling for the trait-relevant HEXACO trait, questioningness had no association with self-promotion ( $p > .05$ ), although the model was significant ( $R^2 = .07, p < .01$ ). Across the three performance outcomes, only the model predicting communication effectiveness was significant ( $R^2 = .06, p < .01$ ) yet no indirect effects were detected. When controlling for all HEXACO traits, questioningness had no association with self-promotion ( $p > .05$ ), although the model was significant ( $R^2 = .27, p < .01$ ). Across the three performance outcomes, when controlling for all HEXACO traits, the model predicting citizenship was significant ( $R^2 = .12, p < .01$ ) yet no indirect effects were detected. Models with the outcomes of communication and task proficiency were not significant ( $p > .05$ ). These results do not support Hypothesis 8 and suggest that questioningness is not related to the self-promotion IM tactic, both when controlling for the trait-relevant HEXACO trait and all HEXACO. Mediation by the predicted IM tactic was not detected.

Hypothesis 9 predicted that the effects of the communication style of verbal aggressiveness on individual outcomes would be positively mediated by the intimidation IM tactic. Tables 25 through 30 present the associated results for this hypothesis. Tables 25 through 27 show model results for verbal aggressiveness when controlling for the theoretically relevant HEXACO trait of agreeableness. Tables 28 through 30 show results for verbal aggressiveness when controlling for all six HEXACO traits. Controlling for the trait-relevant HEXACO factor, showed that verbal aggressiveness was positively related to intimidation ( $R^2 = .24, p < .01; \beta = .43, SE = .08, p < .01$ ). None of the effects on the three performance outcomes were significant ( $p > .05$ ). When controlling for all HEXACO traits, verbal aggressiveness remained positively

related to intimidation ( $R^2 = .28, p < .01; \beta = .40, SE = .08, p < .01$ ). Across the three performance outcomes, when controlling for all HEXACO traits, the model predicting citizenship was significant ( $R^2 = .11, p < .01$ ) yet no indirect effects were detected. Models with the outcomes of communication and task proficiency were not significant ( $p > .05$ ). These results fail to support Hypothesis 9 and suggest that while verbal aggressiveness was found to be related to the intimidation IM tactic, both when controlling for the trait-relevant HEXACO trait and all HEXACO traits, no indirect effects were detected.

Hypothesis 10 predicted that the effects of the communication style of emotionality on individual are mediated by the IM tactics of ingratiation and supplication. Tables 31 through 36 present results from models for this hypothesis. Tables 31 through 33 present results for emotionality controlling for the theoretically relevant HEXACO trait of emotional stability. Tables 34 through 36 show results for emotionality when controlling for all six HEXACO traits. Controlling for the trait-relevant HEXACO factor, emotionality was positively related to both ingratiation and supplication ( $R^2 = .07, p < .01; \beta = .30, SE = .11, p < .01; R^2 = .06, p < .01; \beta = .21, SE = .10, p < .05$ , respectively). Across the three performance outcomes, the model predicting citizenship was significant ( $R^2 = .13, p < .01$ ) and indirect effects through ingratiation were detected (sample estimate = .03, 95% BCA CI = .001 to .068). Models for communication and task proficiency were not significant ( $p > .05$ ). When controlling for all HEXACO traits, emotionality remained positively related to ingratiation ( $R^2 = .24, p < .01; \beta = .31, SE = .10, p < .01$ ) but was no longer related to supplication ( $p > .05$ ), although the model was significant ( $R^2 = .23, p < .01$ ). Across the three performance outcomes, when controlling for all HEXACO traits, the model predicting citizenship was significant ( $R^2 = .15, p < .01$ ) yet no indirect effects were detected. Models with the outcomes of communication and task proficiency were not significant

( $p > .05$ ). Across the models, only 8% percent of the predicted indirect effects were detected. These results indicate little support for Hypothesis 10 but suggest that emotionality can be mediated by ingratiation when citizenship is the outcome.

Hypothesis 11 predicted that the effects of the communication style of impression manipulateness on individual outcomes would be mediated by all five IM tactics (i.e., exemplification, ingratiation, intimidation, self-promotion, and supplication). Tables 37 through 42 present results from two model stages. The first model stage (Tables 37 through 39) examined impression manipulateness controlling for the theoretically relevant HEXACO trait of honesty-humility. The second model stage, (Tables 40 through 42) examined impression manipulateness when controlling for all six HEXACO traits. Controlling for the trait-relevant HEXACO, impression manipulateness was positively related to exemplification, ingratiation, intimidation, and supplication ( $R^2 = .23, p < .01; \beta = .22, SE = .09, p < .01; R^2 = .20, p < .01; \beta = .46, SE = .09, p < .01; R^2 = .22, p < .01; \beta = .22, SE = .09, p < .01; R^2 = .29, p < .01; \beta = .43, SE = .08, p < .01$ , respectively). Impression manipulateness was not related to self-promotion ( $p > .05$ ), although the model was significant ( $R^2 = .18, p < .01$ ). None of the three performance outcomes were significant ( $p > .05$ ). When controlling for all HEXACO traits, impression manipulateness remained positively related to ingratiation, intimidation, and supplication ( $R^2 = .27, p < .01; \beta = .38, SE = .09, p < .01; R^2 = .21, p < .01; \beta = .27, SE = .09, p < .01; R^2 = .35, p < .01; \beta = .44, SE = .08, p < .01$ , respectively) but was not related to self-promotion and was no longer related to exemplification ( $p > .05$ ), although the models were significant ( $R^2 = .27, p < .01; R^2 = .26, p < .01$ , respectively). Across the three performance outcomes, the model predicting citizenship was significant ( $R^2 = .16, p < .05$ ) and indirect effects through ingratiation were detected (sample estimate = .05, 95% BCA CI = .001 to .100). Communication and task

proficiency were not significant ( $p > .05$ ). Across the models, only 3% of the predicted indirect effects were detected. These results indicate little support for Hypothesis 11 but suggest that impression manipulateness can be mediated by ingratiation when citizenship is the outcome.

Hypothesis 12 predicted that accountability attenuates the indirect effects of communication styles on communication, citizenship, and task proficiency outcomes. Tables 43 through 78 present results from two model stages for each of the six communication styles. The first model stage examined each predicted communication style controlling for the theoretically relevant HEXACO trait (e.g., extraversion for the communication style expressiveness). The second model stage examined the predicted communication style when controlling for all six HEXACO traits. Results for both stages are presented below across each of the three performance outcomes for each communication style.

### **Preciseness Communication Style**

For the first stage controlling for the trait relevant HEXACO (see Tables 43 through 45), preciseness was positively related to the supplication IM tactic ( $R^2 = .20, p < .01; \beta = .25, SE = .08, p < .01$ ) and was not associated with the exemplification IM tactic ( $p > .05$ ) although the model was significant ( $R^2 = .07, p < .01$ ). None of the models across the three outcomes were significant ( $p > .05$ ). Controlling for all HEXACO traits (see Tables 46 through 48), preciseness remained positively related to the supplication IM tactic ( $R^2 = .27, p < .01; \beta = .25, SE = .09, p < .01$ ) and remained unrelated to the exemplification IM tactic ( $p > .05$ ) although the model was significant ( $R^2 = .26, p < .01$ ). For the outcome of citizenship, the model was significant ( $R^2 = .16, p < .01$ ) yet no conditional indirect effects were detected. For the outcomes of communication and task proficiency, the models were not significant ( $p > .05$ ). No conditional indirect effects across models for the communication style of preciseness were detected across



the 36 possible effects. These results do not support this communication style in Hypothesis 12 and suggest that preciseness, within the context of the predicted models, is not sensitive to the moderating influence of accountability.

### **Expressiveness Communication Style**

Controlling for the trait-relevant HEXACO factors (see Tables 49 through 51), expressiveness was positively related to the self-promotion IM tactic ( $R^2 = .17, p < .01; \beta = .34, SE = .05, p < .01$ ) and was not associated with the predicted ingratiation IM tactic ( $p > .05$ ) although the model was significant ( $R^2 = .12, p < .01$ ). For the outcome of citizenship, the model was significant ( $R^2 = .09, p < .05$ ) and conditional indirect effects were detected at low levels of accountability (16<sup>th</sup> percentile =  $-.04$ , 95% BCA CI =  $-.124$  to  $-.001$ ). For the outcomes of communication and task proficiency, the models were not significant ( $p > .05$ ). Controlling for all HEXACO traits (see Tables 52 through 54), expressiveness remained positively related to the self-promotion IM tactic ( $R^2 = .35, p < .01; \beta = .22, SE = .09, p < .05$ ) and was not associated with the predicted ingratiation IM tactic ( $p > .05$ ) although the model was significant ( $R^2 = .21, p < .01$ ). For the outcome of communication, the model was significant ( $R^2 = .14, p < .01$ ), and direct effects and conditional indirect effects were detected. Results here showed conditional indirect effects at low and average levels of accountability (16<sup>th</sup> percentile estimate =  $-.04$ , 95% BCA CI =  $-.106$  to  $-.001$ ; 50<sup>th</sup> percentile estimate =  $-.03$ , 95% BCA CI =  $-.078$  to  $-.001$ ). For the outcome of citizenship, the model was significant ( $R^2 = .18, p < .01$ ) and conditional indirect effects were detected at low levels of accountability (16<sup>th</sup> percentile estimate =  $-.04$ , 95% BCA CI =  $-.118$  to  $-.000$ ). For the outcome of task proficiency, the model was not significant ( $p > .05$ ). Of the predicted conditional indirect effects, 8% were detected. These results indicate little support for the expressiveness communication style in Hypothesis 12 but suggest that

expressiveness can be mediated by self-promotion when citizenship is the outcome across low to average levels of accountability.

### **Questioningness Communication Style**

Controlling for the trait-relevant HEXACO factor (Tables 55 through 57, questioningness was not related to the self-promotion IM tactic ( $p > .05$ ) although the model was significant ( $R^2 = .14, p < .01$ ). For the outcomes of communication and citizenship, the models were significant ( $R^2 = .09, p < .01$ ;  $R^2 = .09, p < .01$ , respectively), no conditional indirect effects were not detected. For the outcome of task proficiency, the model was not significant ( $p > .05$ ).

Controlling for all HEXACO traits (see Tables 58 through 60), questioningness remained unrelated to the self-promotion IM tactic ( $p > .05$ ) although the model was significant ( $R^2 = .33, p < .01$ ). For the outcome of citizenship, the model was significant ( $R^2 = .18, p < .01$ ). Results here showed moderation at low levels of accountability at the path between self-promotion and citizenship (16<sup>th</sup> percentile estimate =  $-.13$ , 95% BCA CI =  $-.246$  to  $-.012$ ), see Figure 2. For the outcomes of communication and task proficiency, the models were not significant ( $p > .05$ ). Of the predicted conditional indirect effects, 6% were detected. These results indicate little support for the questioningness communication style in Hypothesis 12 but suggest that accountability can influence the relationship between self-promotion and citizenship.

### **Verbal Aggressiveness Communication Style**

Controlling for the trait-relevant HEXACO factors (see Tables 61 through 63), verbal aggressiveness was positively related to the intimidation IM tactic ( $R^2 = .25, p < .01$ ;  $\beta = .45, SE = .08, p < .01$ ). None of the models across the three outcomes were significant ( $p > .05$ ). For the second stage, controlling for all HEXACO traits (see Tables 64 through 66), verbal aggressiveness remained positively related to the intimidation IM tactic ( $R^2 = .29, p < .01$ ;  $\beta =$

.41,  $SE = .08$ ,  $p < .01$ ). For the outcome of citizenship, the model was significant ( $R^2 = .15$ ,  $p < .01$ ) yet conditional indirect effects were not detected. For the outcomes of communication and task proficiency, the models were not significant ( $p > .05$ ). Of the 18 predicted conditional indirect effects across models for the verbal aggressiveness communication style in Hypothesis 12, none were detected. These results do not support this communication style in Hypothesis 12 and suggest that verbal aggressiveness, within the context of the predicted models, is not sensitive to the moderating influence of accountability.

### **Emotionality Communication Style**

Controlling for the trait-relevant HEXACO factors (see Tables 67 through 69), emotionality was positively related to the ingratiation IM tactic ( $R^2 = .11$ ,  $p < .01$ ;  $\beta = .30$ ,  $SE = .11$ ,  $p < .01$ ) and was not associated with the predicted supplication IM tactic ( $p > .05$ ) although the model was significant ( $R^2 = .08$ ,  $p < .05$ ). For the outcome of citizenship, the model was significant ( $R^2 = .17$ ,  $p < .01$ ). Results here showed moderation at high levels of accountability at the path between ingratiation and citizenship (84<sup>th</sup> percentile estimate = .15, 95% BCA CI = .035 to .257), see Figure 3. For the outcomes of communication and task proficiency, models were not significant ( $p > .05$ ). Controlling for all HEXACO traits (see Tables 70 through 72), emotionality was positively related to the ingratiation IM tactic ( $R^2 = .26$ ,  $p < .01$ ;  $\beta = .30$ ,  $SE = .11$ ,  $p < .01$ ) but remained unrelated to the supplication IM tactic ( $p > .05$ ) although the model was significant ( $R^2 = .23$ ,  $p < .01$ ). For the outcome of citizenship, the model was significant ( $R^2 = .19$ ,  $p < .01$ ) but no conditional indirect effects were not detected. For the outcomes of communication and task proficiency, the models were not significant ( $p > .05$ ). Of the predicted indirect conditional effects, only 3% were detected. These results indicate little support for the

emotionality communication style in Hypothesis 12 but suggest that accountability can influence the relationship between ingratiation and citizenship.

### **Impression Manipulativeness Communication Style**

Controlling for the trait-relevant HEXACO factors (see Tables 73 through 75), impression manipulateness was positively related to exemplification, ingratiation, intimidation, and supplication ( $R^2 = .23, p < .01; \beta = .22, SE = .09, p < .01; R^2 = .24, p < .01; \beta = .45, SE = .09, p < .01; R^2 = .23, p < .01; \beta = .24, SE = .09, p < .01; R^2 = .35, p < .01; \beta = .48, SE = .08, p < .01$ , respectively). Impression manipulateness was not related to self-promotion ( $p > .05$ ), although the model was significant ( $R^2 = .25, p < .01$ ). None of the models across the three outcomes were significant ( $p > .05$ ). Controlling for all HEXACO traits (see Tables 76 through 78), impression manipulateness remained positively related to ingratiation, intimidation, and supplication ( $R^2 = .30, p < .01; \beta = .37, SE = .09, p < .01; R^2 = .22, p < .01; \beta = .26, SE = .09, p < .01; R^2 = .37, p < .01; \beta = .46, SE = .08, p < .01$ , respectively) but was not related to self-promotion and was no longer related to exemplification ( $p > .05$ ), although the models were significant ( $R^2 = .33, p < .01; R^2 = .27, p < .01$ , respectively). For the outcome of citizenship, the model was significant ( $R^2 = .24, p < .01$ ). Results here showed moderation at average and high levels of accountability at the path between impression manipulateness and intimidation (50<sup>th</sup> percentile estimate = .25, 95% BCA CI = .080 to .421; 84<sup>th</sup> percentile estimate = .38, 95% BCA CI = .162 to .592, respectively), see Figure 4. For the outcomes of communication and task proficiency, the models were not significant ( $p > .05$ ). Of the predicted conditional indirect effects, only 1% were detected. These results indicate little support for the impression manipulateness communication style in Hypothesis 12 but suggest that accountability can

influence the relationship between impression manipulateness and intimidation for the outcome of citizenship.

### **Discussion**

This study sought to examine how communication behavior styles and IM tactics come to shape individual performance outcomes including communication effectiveness, citizenship performance, and task proficiency as well as the potential moderating influences of accountability levels in the work context. In particular, I investigated the relationships between communication behavior styles and individual performance, the incremental validity of communication behavior styles against the HEXACO model of personality, and the mechanisms by which specific facets of communication behavior styles might manifest through IM tactics, with and without the contextual influence of accountability. This study provides novel evidence that some communication styles are predictive of variance in individual performance effectiveness but to a relatively small effect. The findings also suggest that the IM tactics of ingratiation and self-promotion can mediate the communication styles of emotionality, impression manipulateness, or expressiveness, styles that ultimately impact citizenship performance. Existing scholarship demonstrates that high accountability contexts increase an individual's awareness of how they are being perceived to the extent that they may need to justify their actions and thereby diminish the effects of engaging in IM tactics (Dierdorff & Rubin, 2021; Hall et al., 2004). However, with few exceptions, this study's results indicate that accountability was not largely influential. Of the 144 models tested across the three individual effectiveness outcomes, 24% had significant overall models, with most of these linked to citizenship performance (15%) followed by, communication effectiveness (8%), and task proficiency (1%). These findings contribute to the literature on the relationship between

communication styles, IM tactics, individual work performance, and the extent to which these effects varied across contextual factors in the workplace. Although a few small-to-moderate effects were detected, when taken in the aggregate, the findings from this study largely suggest limited value for communication styles in accounting for individual performance outcomes.

The lack of consistent and sizable effects on performance for communication styles stands somewhat in contrast to previous research. One reason for this could be that prior studies have examined communication behavior styles for their impact on leader outcomes. For example, a recent study found preciseness, expressiveness, and questioningness were positively predictive of leader member exchange (LMX), verbal aggressiveness was negatively related, and emotionality and impression manipulateness did not demonstrate significant results (Brown et al., 2019). Similar to Brown et al. (2019), this study did not find impression manipulateness to be predictive of individual performance outcomes. It is interesting that verbal aggressiveness did not have a negative association with outcomes in this study as demonstrated in the Brown et al. (2019) study given that communication effectiveness was one of the outcomes and it was predicted that this aggressive behavior would not be well received in the workplace. It is possible this is due to a smaller sample size. Still, the relative lack of robust support for communication styles predicting individual performance effectiveness, especially communication effectiveness, is surprising given the perceived specificity of communication styles relative to other traits (e.g., personality). It could be that many participants in this study hold roles that did not have a significant communication component to them relative to the communication proficiency required at a managerial level, as most literature on this topic has focused to date. This study did not differentiate managers from individual contributors which may be why an effect is not overwhelmingly detected for communication effectiveness. It might be that the link between

communication and job performance is less obvious in nonmanagerial roles, which could explain why communication styles seem to matter more for outcomes for leaders, (e.g., Brown et al., 2019), but seem less impactful when not differentiating between management and the broader individual contributor level as observed in this study. Such a supposition is consistent with other communication styles research on instructors, a role laden with strong communication requirements, where some styles (i.e., expressiveness and preciseness) were strongly associated with effectiveness in the classroom (Dhillon & Kaur, 2021).

With a few exceptions, communication styles did not demonstrate incremental predictive validity beyond general personality traits. Prior research has established that communication styles are highly correlated to personality traits (de Vries, 2013; de Vries et al., 2011). Yet, there is some evidence that communication styles, such as expressiveness and preciseness, provide incremental validity over their trait-relevant personality factors (i.e., extraversion and conscientiousness, respectively), at least in the context of leader outcomes (Bakker-Pieper & deVries, 2013). To my knowledge, this study is the first to examine incremental validity beyond general personality traits on performance effectiveness for individual-contributor roles. Due to the specificity of narrow communication behavior styles, as compared to broader HEXACO personality traits, I hypothesized that communication styles would indeed demonstrate incremental validity beyond their trait-relevant counterparts. Surprisingly, only preciseness and impression manipulateness were found to demonstrate predictive validity beyond their trait-relevant personality factors (conscientiousness and honesty-humility, respectively). When investigating how the six communication styles come to impact performance, preciseness was predictive of both communication effectiveness and task proficiency which would be expected given its trait-relevant personality factor's (conscientiousness) is known to account for

significant variance in job performance (Dudley et al., 2006). However, when controlling for personality factors, preciseness no longer demonstrated a significant effect. Additionally, the overall models for communication effectiveness and task proficiency were not significant when including all HEXACO personality factors and communication styles. Looking to impression manipulateness, it is interesting that when controlling for all other communication styles, it failed to have a significant relationship with citizenship. However, when controlling for personality factors, impression manipulateness was the only communication style that was predictive (negatively) of citizenship, along with two personality factors (emotional stability and extraversion). This suggests that the additional specificity provided by impression manipulateness explains variance in citizenship performance in the workplace. This negative relationship is consistent with a recent study that found lower levels or avoidance of using an impression manipulateness style supported positive leader outcomes (i.e., higher levels of trust and persuasion; Crews et al., 2019), which would likely lead to beneficial individual performance outcomes.

Collectively speaking, I predicted that more of the communication styles would provide incremental validity beyond personality factors. However, it could be that the communication styles overall may not provide as much descriptive specificity as previously thought, heightened specificity that could boost their utility beyond broader personality traits. What is even more surprising is that personality traits also did not overwhelmingly predict performance outcomes in this study. Given the large body of evidence supporting the beneficial associations of conscientiousness with performance outcomes (Borman et al., 2001; Ilies et al., 2009; Pletzer et al., 2021), it is noteworthy that conscientiousness was not predictive of citizenship behavior in this study – nor was the communication styles of preciseness, which shares similar behavioral



content. Due to so few variables predicting the performance outcomes across both personality factors and communication styles, it is possible that the lack of observed effects in this study is due to sample characteristics and sample size, which was relatively small. Even with these considerations in mind, the current results seem to starkly indicate that the trait specificity provided by communication styles adds little material value when accounting for individual performance effectiveness.

Significant findings were relatively scant in examining how the effects of communication styles operate and the extent to which IM tactics convey communication styles, with and without the moderating influence of accountability. Impression manipulateness appeared to have overwhelmingly positive associations with IM tactics, correlating positively with all five, while its trait-relevant personality factor (honesty-humility) was not as frequently associated across the models studied. This is likely because an individual who engages in an impression manipulateness communication style is more likely to engage in various IM tactics to better convey who they want to *appear to be* depending on the situation and broader work context. Conversely, preciseness was the only communication style that was not significantly correlated to any of the IM tactics studied. This may be because individuals who have a preciseness communication style largely avoid engaging in IM tactics when communicating. Looking to elements of this style, someone who communicates in a concise, structured, substantive, and thoughtful manner may be less willing to engage in impression management tactics. All remaining communication styles were correlated with multiple IM tactics. Interestingly, across a few of the models, preciseness showed a small-to-moderate positive association with supplication (opposite to my expectation). This was surprising as research has found preciseness to be the most important predictor of leader performance relative to other communication styles

(de Vries et al., 2010). It stands to reason that an effective leader would be unlikely to engage in supplication tactics (e.g., purposefully acting helpless, needy, or unknowing to gain assistance or sympathy from others) and it is possible that these results are sample specific or due to sample size.

Looking to the broader IM literature, much of the existing research focuses on the effectiveness of ingratiation and self-promotion tactics (M. Bolino et al., 2016). This study found similar effects as ingratiation and self-promotion tactics were the only IM tactics found to mediate the relationship between communication styles and individual performance effectiveness. Ingratiation was found to mediate both emotionality and impression manipulateness communication behaviors when citizenship was the outcome. When the situational constraint of accountability was introduced to the model, the prior effects no longer remained but expressiveness was found to be mediated by self-promotion, again for the outcome of citizenship only. It is surprising that more communication behavior styles were not mediated by IM tactics especially when predicting citizenship effectiveness, as prior literature has demonstrated the association between impression management and citizenship behavior, often finding a positive relationship (Bolino et al., 2006). It is possible that some individuals are better at engaging in IM tactic usage than others as articulated in research suggesting individuals who engage in more self-monitoring are more effective in their IM tactic use, which often leads to conveying more favorable perceptions of themselves in the workplace (e.g., Turnley & Bolino, 2001). Political skill is another antecedent that in combination with higher IM tactic use is associated with more advantageous workplace outcomes, such as job performance (Harris et al., 2007). Had these attributes been controlled for in the study, there may have been more material effects of IM tactics conveying communication styles onto performance outcomes as existing

literature does suggest that certain individual characteristics do appear to lead to more effective IM tactic use. Collectively, only two of the 13 predicted mediation relationships held across the models tested (as outlined in Table 2). This suggests that controlling for additional individual characteristics may have improved the theoretical model or that IM tactics generally do not effectively convey communication behavior styles onto individual performance outcomes.

In the analysis related to moderation by accountability, few conditional effects were detected across high, average, and low levels of accountability. I predicted that relatively higher levels of accountability would attenuate the indirect effects of communication styles via IM tactics on an individual's performance effectiveness. Interestingly, moderation was found in low accountability contexts only for individuals engaging in a questioningness communication style. Here, individuals who were found to engage in higher levels of self-promotion experienced lower citizenship performance. However, in high accountability contexts, the effect no longer remained. This suggests that in higher accountability work contexts, individuals who tend to use a questioningness communication style may be less willing to engage in IM tactic usage, in this instance self-promotion, and may benefit by improved citizenship effectiveness. However, this was not the case for individuals engaging in emotionality and impression manipulateness behavior styles. Here, higher levels of accountability both increased ingratiation use leading to higher citizenship performance (emotionality behavior style) and increased use of an impression manipulateness communication style which lead to increased intimidation tactic use (when citizenship was the outcome). It is surprising that in average and high accountability contexts, intimidation use increased for individuals who engage in an impression manipulateness manner. This could be due to two reasons. First, it is possible that these individuals do not respond to these situational constraints in a manner similar to someone who is less likely to

engage in intimidation in the workplace. Further, this may be due to work contexts and what is deemed as acceptable behavior. The evidence is mixed on whether intimidation in the workplace leads to beneficial performance outcomes as these intentions can backfire and lead to negative consequences (Bolino & Turnley, 2003b). It is also interesting that in work environments with higher levels of accountability that individuals who communicate with an emotionality behavior style increased ingratiation tactic use which positively impacted citizenship performance. It seems that some of the more negatively perceived attributes of an emotionality communication style did not manifest as negative consequences in performance. It is possible that these individuals may be aware of being perceived as worrisome, tense, or defensive, and overcompensate by choosing to engage in ingratiation with colleagues to maintain a more positive perception in the workplace, ultimately improving citizenship performance. Apart from these three scenarios, overall accountability seemed to matter to a small extent as only 3 of the 72 tested moderation models detected conditional effects.

### **Implications for Future Research**

This research could be extended in several ways. First, to my knowledge, this is the first study that investigates whether communication styles are predictive of variability in performance (outside of leader effectiveness) as well as the relationship between communication styles and IM tactics. While some interesting relationships were detected, such as the predictive utility of impression manipulateness beyond HEXACO relevant traits and the mediating influences of ingratiation and self-promotion, many of the predicted relationships specified in Tables 1 and 2 were not detected. Future research could investigate how individual characteristics, such as political skill or self-monitoring, influence IM tactic use and the extent to which communication

styles are conveyed through IM tactics onto individual performance effectiveness outcomes (Harris et al., 2007; Turnley & Bolino, 2001).

Second, it was surprising that the IM tactics of exemplification and supplication were correlated to many variables but were not found to mediate any communication styles across the predicted models. Given the overwhelming body of IM research has more frequently studied ingratiation and self-promotion, the current results suggest that exemplification and supplication may be areas for future study in the context of communication behavior or personality research (Proost et al., 2010). Furthermore, accountability was found to moderate the relationship between impression manipulateness and intimidation suggesting intimidation could also be looked to as an area for additional study within the context of situational constraints like accountability. In their review article, Bolino et al. (2016) called for additional research across the IM tactic literature in differentiating across electronic and in-person mediums of IM tactic use and to better articulate the extent to which specific IM tactics are more effective for individuals with specific characteristics (e.g., influence tactics or self-monitoring). Given the growing trend of working virtually, studying antecedents of IM tactics along with IM tactics that are less frequently discussed in the literature, such as intimidation, exemplification, and supplication, in virtual versus in-person settings could be areas worth further investigation given the relationships detected in this study and the call for additional research in a virtual environment.

Third, minimal evidence was found supporting the relative uniqueness of communication styles as factors that predict individual performance effectiveness beyond broader personality traits. Looking to existing literature, studying communication as a process (i.e., frequency, quality, and content) may provide additional context that might allow additional effects to be detected in work teams versus the verbal and non-verbal methods of communication behavior

styles that may be largely due to underlying broad personality traits at the individual-level (Marlow et al., 2017). Thus, it is possible that the current theorizing that links communication styles and IM tactics is more relevant at the team-level when studying communication patterns and tendencies as a team process or team compositional variable rather than an individual-level communication behavior style.

### **Implications for Practice**

Communication is the foundation upon which individuals share ideas, develop relationships, and engage in organizational processes. Within the context of this study, it does not appear that communication styles provide consistent incremental validity beyond the HEXACO personality traits. That said, four salient implications remain for consideration. First, the outcome of citizenship performance was prevalent throughout many of the predicted models. Citizenship performance has been found to impact a variety of individual and organizational outcomes including employee performance reviews, compensation decisions, turnover intentions, productivity, customer satisfaction, and efficiency (Podsakoff et al., 2009). Given the importance of citizenship performance in the workplace, three findings from this study are particularly relevant for practice. First, self-promotion was found to have indirect effects on the communication style expressiveness. This is relevant for practitioners as these individuals are more likely to talk highly of themselves, dominate conversations, be inquisitive, and/or unconventional in their communication. This communication style is also often associated with positive performance evaluations from supervisors. It is worth calling attention to employees who may not be as willing to promote themselves as they may still be performing at a high level and meeting expectations, however not as likely to make others aware of their contributions to the organization. Additionally, the broader IM literature often supports that self-promotion is an

effective tactic to achieve beneficial outcomes in the workplace (Bolino et al., 2008). However, there are instances when self-promotion is less effective. It has been established that political skill can be an important attribute to effectively employ IM tactics (Treadway et al., 2007) and that there could be negative consequences for females who use self-promotion in the workplace as evidenced across multiple studies (Lindeman et al., 2019; Moss-Racusin & Rudman, 2010; Rudman, 1998).

These results offer two additional practical implications for managers who aim to support their employees in achieving positive performance outcomes. First, ingratiation was found to be associated with the communication styles of emotionality and impression manipulateness. Ingratiation is largely associated with positive outcomes in the workplace. However, the intention behind these behaviors may be questionable. Employees who use an ingratiation tactic to manage impressions may go above and beyond their peers to be seen as likeable, friendly, or a nice person. While these individuals might do so to make others feel good and develop relationships, a person with an impression manipulateness communication style may also be purposefully concealing in nature and leverage ingratiation tactics to make themselves look better. While these individuals may be perceived as *looking good*, are they doing good work? To the extent possible, performance evaluations should be quantifiable and objective in nature based on actual performance verses less quantifiable attributes (e.g., likability). Finally, intimidation was found to be associated with impression manipulateness. It is important to note that participants in this study indicated that they actively engage in this behavior, even at average and high levels of accountability. This is another area that may be beneficial for employers to be aware of and look to establish practices to discourage active intimidation in the workplace as it has been found to have negative consequences for highly interdependent or team-oriented

workplaces (Bolino & Turnley, 2003b). For employees who engage in impression manipulativeness behavior, engaging in self-monitoring could be a skill to consider developing in an effort to be more aware of how they are behaving. For example, Turnley and Bolino (2001) studied self-monitoring and IM and found that individuals who engaged in intimidation wanted to be perceived as intimidating, however, they sometimes were perceived as bossy which was an undesired image. As for typical outcomes of using intimidation in the workplace, intimidation use has been found to be unrelated to performance outcomes, have negative consequences for female employees, but also have positive consequences for male employees in the context of performance evaluations (Bolino & Turnley, 2003b). While intimidation has been found to have beneficial consequences, it is also known to backfire in practice and in some team contexts, individuals who engage in intimidation tactics may be seen as a detriment to team functioning and ultimately receive negative performance reviews.

### **Study Limitations**

Of the 144 models tested across the three individual effectiveness outcomes, 24% had significant overall models. Furthermore, only 7% of the tested models had the predicted communication style significant in the overall model. Given the complexity of these models, it stands to reason that the lack of effects may be due, in part, to a suboptimal sample size ranging from 142 to 149 participants which lowered statistical power. Additionally, the BHI measure that operationalized HEXACO personality traits demonstrated low alpha reliability in the current study (range of .12 - .55) and none of the reliabilities would have shown improvement by dropping items. These lower levels of reliability make it difficult to determine whether the predicted model of communication styles did in fact demonstrate predictive validity beyond the HEXACO personality traits. Additionally, task proficiency criteria were measured as supervisory



ratings collected as part of a developmental skill survey, rather than from a purely evaluative perspective. This may explain the observed left-skewed distribution ( $M = 4.4$  and  $SD = 0.5$ ). It is possible that this range restriction contributed to the overwhelming lack of significant relationships across the models with task proficiency, as only 1% of significant overall models were significant with task proficiency as an outcome. Finally, this research was cross-sectional in nature at one moment in time. Future research may benefit from designing a panel study that tracks individuals over time to better measure communication styles and individual performance across varying situations in the workplace.

## **Conclusion**

The focus of this study was to investigate how communication behavior styles and impression management tactics come to shape individual performance outcomes across variable situational constraints in organizational settings. The literature to date, however, had yet to determine whether communication styles were predictive of variability in performance beyond leader effectiveness and to articulate specific mechanisms through which communication styles may be conveyed onto performance outcomes. This dissertation provides some evidence that several communication styles appear to demonstrate incremental validity beyond HEXACO personality dimensions and were predictive of variability in performance to a small effect. Additionally, ingratiation and self-promotion were found to mediate the relationship between some communication styles and citizenship performance. Finally, the situational constraint of accountability was found to be a relatively weak moderator on the indirect effects of communication styles on performance outcomes through IM tactics. Additional research is warranted to better articulate these relationships across variable situational constraints across both management and individual contributor roles. I hope that the findings discussed here spur

further theoretical and empirical attention toward a better understanding of the potential mechanisms by which personality and communication behavior styles manifest through and ultimately come to shape various performance outcomes in the workplace.

## References

- 6 Reasons Why Many Strategy Implementations Fail—Wharton@Work. (2016). Wharton Executive Education. <https://executiveeducation.wharton.upenn.edu/thought-leadership/wharton-at-work/2016/01/leading-effective-execution/>
- Arendt, J. F. W., Pircher Verdorfer, A., & Kugler, K. G. (2019). Mindfulness and Leadership: Communication as a Behavioral Correlate of Leader Mindfulness and Its Effect on Follower Satisfaction. *Frontiers in Psychology, 10*, 667.  
<https://doi.org/10.3389/fpsyg.2019.00667>
- Bakker-Pieper, A., & de Vries, R. E. (2013b). The Incremental Validity of Communication Styles Over Personality Traits for Leader Outcomes. *Human Performance, 26*(1), 1–19.  
<https://doi.org/10.1080/08959285.2012.736900>
- Barrick, M. R., Shaffer, J. A., & Degross, S. W. (2009). What You See May Not Be What You Get: Relationships Among Self-Presentation Tactics and Ratings of Interview and Job Performance. *Journal of Applied Psychology, 94*(6), 1394–1411.  
<https://doi.org/10.1037/a0016532>
- Besley, J. C., Dudo, A., & Storksdieck, M. (2015). Scientists' views about communication training. *Journal of Research in Science Teaching, 52*(2), 199–220.  
<https://doi.org/10.1002/tea.21186>
- Bolino, M. C., Klotz, A. C., & Daniels, D. (2014). The impact of impression management over time. *Journal of Managerial Psychology, 29*(3), 266–284.  
<http://dx.doi.org.ezproxy.depaul.edu/10.1108/JMP-10-2012-0290>

- Bolino, M. C., & Turnley, W. H. (1999). Measuring Impression Management in Organizations: A Scale Development Based on the Jones and Pittman Taxonomy. *Organizational Research Methods*, 2(2), 187–206. <https://doi.org/10.1177/109442819922005>
- Bolino, M. C., & Turnley, W. H. (2001). Gender and the use of supplication and intimidation in organizations. *Academy of Management Proceedings*, 2001(1), A1–A6. <https://doi.org/10.5465/apbpp.2001.6132955>
- Bolino, M. C., & Turnley, W. H. (2003a). More Than One Way to Make an Impression: Exploring Profiles of Impression Management. *Journal of Management*, 20.
- Bolino, M. C., & Turnley, W. H. (2003b). Counternormative impression management, likeability, and performance ratings: The use of intimidation in an organizational setting. *Journal of Organizational Behavior*, 24(2), 237–250. <https://doi.org/10.1002/job.185>
- Bolino, M. C., Varela, J. A., Bande, B., & Turnley, W. H. (2006). The impact of impression-management tactics on supervisor ratings of organizational citizenship behavior. *Journal of Organizational Behavior*, 27(3), 281–297. <https://doi.org/10.1002/job.379>
- Bolino, M., Kacmar, K., Turnley, W., & Gilstrap, J. (2008). A Multilevel Review of Impression Management Motives and Behaviors. *Journal of Management*, 34, 1080–1109. <https://doi.org/10.1177/0149206308324325>
- Bolino, M., Long, D., & Turnley, W. (2016). Impression Management in Organizations: Critical Questions, Answers, and Areas for Future Research. *Annual Review of Organizational Psychology and Organizational Behavior*, 3(1), 377–406. <https://doi.org/10.1146/annurev-orgpsych-041015-062337>

- Borman, W. C., Penner, L. A., Allen, T. D., & Motowidlo, S. J. (2001). Personality Predictors of Citizenship Performance. *International Journal of Selection and Assessment*, 9(1 & 2), 52–69. <https://doi.org/10.1111/1468-2389.00163>
- Bourdage, J. S., Wiltshire, J., & Lee, K. (2015). Personality and workplace impression management: Correlates and implications. *Journal of Applied Psychology*, 100(2), 537–546. <https://doi.org/10.1037/a0037942>
- Bradley, B. H., Baur, J. E., Banford, C. G., & Postlethwaite, B. E. (2013). Team Players and Collective Performance: How Agreeableness Affects Team Performance Over Time. *Small Group Research*, 44(6), 680–711. <https://doi.org/10.1177/1046496413507609>
- Brown, O., Paz-Aparicio, C., & Revilla, A. J. (2019). Leader's communication style, LMX and organizational commitment: A study of employee perceptions in Peru. *Leadership & Organization Development Journal*, 40(2), 230–258. <https://doi.org/10.1108/LODJ-03-2018-0129>
- Bui, H., Chau, V. S., Degl'Innocenti, M., Leone, L., & Vicentini, F. (2019). The Resilient Organisation: A Meta-Analysis of the Effect of Communication on Team Diversity and Team Performance. *Applied Psychology: An International Review*, 68(4), 621–657. <https://doi.org/10.1111/apps.12203>
- Bunderson, J. S., & Sutcliffe, K. M. (2003). Management team learning orientation and business unit performance. *Journal of Applied Psychology*, 88(3), 552–560. <https://doi.org/10.1037/0021-9010.88.3.552>
- Burke, P. J. (Ed.). (2018). *Contemporary social psychological theories* (Second edition). Stanford University Press.

- Campbell, J. P., & Wiernik, B. M. (2015). The Modeling and Assessment of Work Performance. *Annual Review of Organizational Psychology and Organizational Behavior*, 2(1), 47–74.  
<https://doi.org/10.1146/annurev-orgpsych-032414-111427>
- Crews, E.-R., Brouwers, M., & Visagie, J. (2019). Transformational and transactional leadership effects on communication styles. *Journal of Psychology in Africa*, 29, 421–428. <https://doi.org/10.1080/14330237.2019.1675996>
- de Vries, R. E. (2013). The 24-item Brief HEXACO Inventory (BHI). *Journal of Research in Personality*, 47, 871–880. <https://doi.org/10.1016/j.jrp.2013.09.003>
- de Vries, R. E. (2015). Communication Styles. In *The International Encyclopedia of Interpersonal Communication* (pp. 1–5). American Cancer Society.  
<https://doi.org/10.1002/9781118540190.wbeic033>
- de Vries, R. E., Bakker-Pieper, A., Alting Siberg, R., van Gameren, K., & Vlug, M. (2009). The Content and Dimensionality of Communication Styles. *Communication Research*, 36(2), 178–206. <https://doi.org/10.1177/0093650208330250>
- de Vries, R. E., Bakker-Pieper, A., Konings, F. E., & Schouten, B. (2011). The communication styles inventory (CSI): A six-dimensional behavioral model of communication styles and its relation with personality. *Communication Research*, 40(4), 506–532.  
<https://doi.org/10.1177/0093650211413571>
- de Vries, R. E., Bakker-Pieper, A., & Oostenveld, W. (2010). Leadership = Communication? The Relations of Leaders' Communication Styles with Leadership Styles, Knowledge Sharing and Leadership Outcomes. *Journal of Business & Psychology*, 25(3), 367–380.  
<https://doi.org/10.1007/s10869-009-9140-2>

- de Vries, R. E., Hooff, B., & Ridder, J. (2006). Explaining Knowledge Sharing The Role of Team Communication Styles, Job Satisfaction, and Performance Beliefs. *Communication Research*, 33. <https://doi.org/10.1177/0093650205285366>
- Dhillon, N., & Kaur, G. (2021). Self-Assessment of Teachers' Communication Style and Its Impact on Their Communication Effectiveness: A Study of Indian Higher Educational Institutions. *SAGE Open*, 11(2), 21582440211023172. <https://doi.org/10.1177/21582440211023173>
- Dierdorff, E. C., & Rubin, R. S. (2021). Revisiting Reciprocity: How Accountability, Proactivity, and Interpersonal Skills Shape Obligations to Reciprocate Citizenship Behavior. *Journal of Business and Psychology*. <https://doi.org/10.1007/s10869-021-09743-6>
- Dierdorff, E. C., Rubin, R. S., & Morgeson, F. P. (2009). The milieu of managerial work: An integrative framework linking work context to role requirements. *Journal of Applied Psychology*, 94(4), 972–988. <https://doi.org/10.1037/a0015456>
- Dudley, N. M., Orvis, K. A., Lebiecki, J. E., & Cortina, J. M. (2006). A meta-analytic investigation of conscientiousness in the prediction of job performance: Examining the intercorrelations and the incremental validity of narrow traits. *Journal of Applied Psychology*, 91(1), 40–57. <https://doi.org/10.1037/0021-9010.91.1.40>
- Frink, D. D., & Ferris, G. R. (1999). The Moderating Effects of Accountability on the Conscientiousness-Performance Relationship. *Journal of Business and Psychology*, 11.
- González-Romá, V., & Hernández, A. (2014). Climate uniformity: Its influence on team communication quality, task conflict, and team performance. *Journal of Applied Psychology*, 99(6), 1042–1058. <https://doi.org/10.1037/a0037868>

- Gordon, R. A. (1996). Impact of ingratiation on judgments and evaluations: A meta-analytic investigation. *Journal of Personality and Social Psychology*, 71(1), 54–70.  
<https://doi.org/10.1037/0022-3514.71.1.54>
- Graziano, W. G., & Eisenberg, N. (1997). Agreeableness: A dimension of personality. In *Handbook of personality psychology* (pp. 795–824). Academic Press.
- Hall, A., Blass, F., Ferris, G., & Massengale, R. (2004). Leader reputation and accountability in organizations: Implications for dysfunctional leader behavior. *Leadership Quarterly*, 15, 515–536. <https://doi.org/10.1016/j.leaqua.2004.05.005>
- Hall, A. T., Frink, D. D., Ferris, G. R., & Bowen, M. G. (2003). Accountability in Human Resources Management. In *New Directions in Human Resource Management: Vol. Research in Management* (pp. 29–63).
- Hall, A. T., Royle, M. T., Brymer, R. A., Perrewé, P. L., Ferris, G. R., & Hochwarter, W. A. (2006). Relationships between felt accountability as a stressor and strain reactions: The neutralizing role of autonomy across two studies. *Journal of Occupational Health Psychology*, 11(1), 87–99. <https://doi.org/10.1037/1076-8998.11.1.87>
- Hall, A. T., Zinko, R., Perryman, A. A., & Ferris, G. R. (2009). Organizational Citizenship Behavior and Reputation: Mediators in the Relationships Between Accountability and Job Performance and Satisfaction. *Journal of Leadership & Organizational Studies*, 15(4), 381–392. <https://doi.org/10.1177/1548051809331504>
- Harris, K. J., Kacmar, K. M., Zivnuska, S., & Shaw, J. D. (2007). The impact of political skill on impression management effectiveness. *Journal of Applied Psychology*, 92(1), 278–285.  
<https://doi.org/10.1037/0021-9010.92.1.278>



- He, Y., Donnellan, M. B., & Mendoza, A. M. (2019). Five-factor personality domains and job performance: A second order meta-analysis. *Journal of Research in Personality*, 82, 103848. <https://doi.org/10.1016/j.jrp.2019.103848>
- Higgins, C. A., & Judge, T. A. (2004). The Effect of Applicant Influence Tactics on Recruiter Perceptions of Fit and Hiring Recommendations: A Field Study. *Journal of Applied Psychology*, 89(4), 622–632. <https://doi.org/10.1037/0021-9010.89.4.622>
- Hurtz, G. M., & Donovan, J. J. (2000). Personality and job performance: The Big Five revisited. *Journal of Applied Psychology*, 85(6), 869–879. <https://doi.org/10.1037/0021-9010.85.6.869>
- Ilies, R., Fulmer, I. S., Spitzmuller, M., Johnson, M. D., Ilies, R., Fulmer, I. S., Spitzmuller, M., & Johnson, M. D. (2009). Personality and citizenship behavior: The mediating role of job satisfaction. *Journal of Applied Psychology*, 945–959.
- Johns, G. (2006). The Essential Impact of Context on Organizational Behavior. *Academy of Management Review*, 31(2), 386–408. <https://doi.org/10.5465/amr.2006.20208687>
- Jones, E. E., & Pittman, T. S. (1982). Toward a general theory of strategic self-presentation. In *Psychological perspectives on the self* (1st ed., Vol. 1, pp. 231–262). Erlbaum Associates.
- Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, 87(4), 765–780. <https://doi.org/10.1037/0021-9010.87.4.765>
- Judge, T. A., Higgins, C. A., Thoresen, C. J., & Barrick, M. R. (1999). The big five personality traits, general mental ability, and career success across the life span. *Personnel Psychology*, 52(3), 621–652. <https://doi.org/10.1111/j.1744-6570.1999.tb00174.x>

- Keyton, J. (1997). Coding communication in decision-making groups: Assessing effective and ineffective process. In *Managing group life: Communication in decision-making groups* (pp. 236–269). Houghton Mifflin.
- Kraaijenbrink, J. (2019, September 10). 20 Reasons Why Strategy Execution Fails. *Forbes*.  
<https://www.forbes.com/sites/jeroenkraaijenbrink/2019/09/10/20-reasons-why-strategy-execution-fails/>
- Lanivich, S. E., Brees, J. R., Hochwarter, W. A., & Ferris, G. R. (2010). P-E Fit as moderator of the accountability – employee reactions relationships: Convergent results across two samples. *Journal of Vocational Behavior*, 77(3), 425–436.  
<https://doi.org/10.1016/j.jvb.2010.05.004>
- LeBreton, J., Shiverdecker, L., & Grimaldi, E. (2018). The Dark Triad and Workplace Behavior. *Annual Review of Organizational Psychology and Organizational Behavior*, 5.  
<https://doi.org/10.1146/annurev-orgpsych-032117-104451>
- Lindeman, M. I. H., Durik, A. M., & Dooley, M. (2019). Women and Self-Promotion: A Test of Three Theories. *Psychological Reports*, 122(1), 219–230.  
<https://doi.org/10.1177/0033294118755096>
- Long, D. M. (2017). A method to the martyrdom: Employee exemplification as an impression management strategy. *Organizational Psychology Review*, 7(1), 36–65.  
<https://doi.org/10.1177/2041386616663816>
- Marks, M. A., Zaccaro, S. J., & Mathieu, J. E. (2000). Performance implications of leader briefings and team-interaction training for team adaptation to novel environments. *Journal of Applied Psychology*, 85(6), 971–986. <https://doi.org/10.1037/0021-9010.85.6.971>

- Marlow, S. L., Lacerenza, C. N., & Salas, E. (2017). Communication in virtual teams: A conceptual framework and research agenda. *Human Resource Management Review*, 27(4), 575–589. <https://doi.org/10.1016/j.hrmr.2016.12.005>
- Marlow, S., Lacerenza, C., Paoletti, J., Burke, S., & Salas, E. (2018). Does team communication represent a one-size-fits-all approach?: A meta-analysis of team communication and performance. *Organizational Behavior and Human Decision Processes*, 144, 145–170. <https://doi.org/10.1016/j.obhdp.2017.08.001>
- Martin, S., Liao, H., & Campbell, E. (2013). Directive versus Empowering Leadership: A Field Experiment Comparing Impacts on Task Proficiency and Proactivity. *Academy of Management Journal*, 56, 1372–1395. <https://doi.org/10.5465/amj.2011.0113>
- Mathieu, J. E., Gallagher, P. T., Domingo, M. A., & Klock, E. A. (2019). Embracing Complexity: Reviewing the Past Decade of Team Effectiveness Research. *Annual Review of Organizational Psychology and Organizational Behavior*, 6(1), 17–46. <https://doi.org/10.1146/annurev-orgpsych-012218-015106>
- Matzler, K., & Renzl, B. (2007). Personality Traits, Employee Satisfaction and Affective Commitment. *Total Quality Management and Business Excellence*, 18, 589–598. <https://doi.org/10.1080/14783360601061528>
- Meyer, R. D., Dalal, R. S., & Hermida, R. (2010). A Review and Synthesis of Situational Strength in the Organizational Sciences. *Journal of Management*, 36(1), 121–140. <https://doi.org/10.1177/0149206309349309>
- Moss-Racusin, C. A., & Rudman, L. A. (2010). Disruptions in Women’s Self-Promotion: The Backlash Avoidance Model. *Psychology of Women Quarterly*, 34(2), 186–202. <https://doi.org/10.1111/j.1471-6402.2010.01561.x>

- Pletzer, J. L., Oostrom, J. K., & de Vries, R. E. (2021). HEXACO Personality and Organizational Citizenship Behavior: A Domain- and Facet-Level Meta-Analysis. *Human Performance*, 34(2), 126–147. <https://doi.org/10.1080/08959285.2021.1891072>
- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 94(1), 122–141. <https://doi.org/10.1037/a0013079>
- Proost, K., Schreurs, B., Witte, K., & Derous, E. (2010). Ingratiation and Self-Promotion in the Selection Interview: The Effects of Using Single Tactics or a Combination of Tactics on Interviewer Judgments. *Journal of Applied Social Psychology*, 40, 2155–2169. <https://doi.org/10.1111/j.1559-1816.2010.00654.x>
- Rancer, A. S. (1998). Argumentativeness. In *Communication and personality: Trait perspectives* (pp. 149–170).
- Rozell, E. J., & Gundersen, D. E. (2003). The effects of leader impression management on group perceptions of cohesion, consensus, and communication. *Small Group Research*, 197–222.
- Rubin, R., Dierdorff, E., & Bachrach, D. (2013). Boundaries of Citizenship Behavior: Curvilinearity and Context in the Citizenship and Task proficiency Relationship. *Personnel Psychology*, 66, 377–403. <https://doi.org/10.1111/peps.12018>
- Rudman, L. A. (1998). Self-promotion as a risk factor for women: The costs and benefits of counterstereotypical impression management. *Journal of Personality and Social Psychology*, 629–645.

- Tannenbaum, S., & Salas, E. (2020). *Teams That Work: The Seven Drivers of Team Effectiveness*. Oxford University Press.
- Tett, R., & Guterman, H. (2000). Situation Trait Relevance, Trait Expression, and Cross-Situational Consistency: Testing a Principle of Trait Activation. *Journal of Research in Personality*, 34, 397–423. <https://doi.org/10.1006/jrpe.2000.2292>
- Treadway, D. C., Ferris, G. R., Duke, A. B., Adams, G. L., & Thatcher, J. B. (2007). The moderating role of subordinate political skill on supervisors' impressions of subordinate ingratiation and ratings of subordinate interpersonal facilitation. *Journal of Applied Psychology*, 92(3), 848–855. <https://doi.org/10.1037/0021-9010.92.3.848>
- Turnley, W. H., & Bolino, M. C. (2001). Achieving desired images while avoiding undesired images: Exploring the role of self-monitoring in impression management. *Journal of Applied Psychology*, 86(2), 351–360. <https://doi.org/10.1037/0021-9010.86.2.351>
- Wallace, J. C., Johnson, P. D., Mathe, K., & Paul, J. (2011). Structural and psychological empowerment climates, performance, and the moderating role of shared felt accountability: A managerial perspective. *Journal of Applied Psychology*, 96(4), 840–850. <https://doi.org/10.1037/a0022227>
- Weiss, B., & Feldman, R. S. (2006). Looking Good and Lying to Do It: Deception as an Impression Management Strategy in Job Interviews. *Journal of Applied Social Psychology*, 36(4), 1070–1086. <https://doi.org/10.1111/j.0021-9029.2006.00055.x>

**Table 1.** Linking Communication Styles to Job Performance

<b>Hypothesis/RQ</b>	<b>Communication Style</b>	<b>Influence on Job Performance</b>
H1	Preciseness	+
H2	Expressiveness	+
H3	Questioningness	+
H4	Verbal Aggressiveness	-
RQ 1	Emotionality	What is the association between the communication style of emotionality and job performance (citizenship performance and task proficiency)?
RQ 2	Impression Manipulativeness	What is the association between the communication style of impression manipulativeness and job performance (citizenship performance and task proficiency)?
H5	All communication styles	CSI will have incremental validity beyond the HEXACO (BFI) personality traits

**Table 2.** The Mediating Role of IM Tactics Linking Communication Styles to Job Performance

<b>Hypothesis/RQ</b>	<b>Communication Style</b>	<b>Association with IM Tactic(s)</b>
H6	Preciseness	(+) Exemplification (-) Supplication
H7	Expressiveness	(+) Ingratiation (+) Self-Promotion
H8	Questioningness	(+) Self-Promotion
H9	Verbal Aggressiveness	(+) Intimidation
H10	Emotionality	(+) Ingratiation (+) Supplication (+) Ingratiation
H11	Impression Manipulativeness	(+) Self-Promotion (+) Exemplification (+) Intimidation (+) Supplication
H12	Accountability attenuates the indirect effects of communication styles on job performance (communication, citizenship performance and task proficiency).	

**Table 3.** Survey Items

<b>Demographics</b>				
Age				
Gender				
Ethnicity				
Tenure with organization				
Length in current role at organization (same job)				
<b>Brief HEXACO (BHI)<sup>1</sup></b>				
<b>Order for Survey</b>	<b>Dimension</b>	<b>Sub-Dimension</b>	<b>Code</b>	<b>Item</b>
15	Agreeableness	Flexibility		I tend to quickly agree with others.
3	Agreeableness	Forgiveness	R	I remain unfriendly to someone who was mean to me.
9	Agreeableness	Gentleness	R	I often express criticism.
21	Agreeableness	Patience		Even when I'm treated badly, I remain calm.
8	Conscientiousness	Diligence	R	I postpone complicated tasks as long as possible.
2	Conscientiousness	Organization		I make sure that things are in the right spot.
14	Conscientiousness	Perfectionism		I work very precisely.
20	Conscientiousness	Prudence	R	I often do things without really thinking.
11	Emotionality/Emotional Stability	Anxiety	R	I worry less than others.
17	Emotionality/Emotional Stability	Dependence	R	I can easily overcome difficulties on my own.
5	Emotionality/Emotional Stability	Fearfulness		I am afraid of feeling pain.
23	Emotionality/Emotional Stability	Sentimentality		I have to cry during sad or romantic movies.
22	eXtraversion	Liveliness	R	I am seldom cheerful.
16	eXtraversion	Sociability		I like to talk with others.
10	eXtraversion	Social Boldness		I easily approach strangers.
4	eXtraversion	Social Self-esteem	R	Nobody likes talking with me.
12	Honesty-Humility	Fairness	R	I would like to know how to make lots of money in a dishonest manner.
18	Honesty-Humility	Greed Avoidance	R	I want to be famous.



24	Honesty-Humility	Modesty	R	I am entitled to special treatment.
6	Honesty-Humility	Sincerity		I find it difficult to lie.
1	Openness to Experience	Aesthetic Appreciation		I can look at a painting for a long time.
13	Openness to Experience	Creativity		I have a lot of imagination.
7	Openness to Experience	Inquisitiveness	R	I think science is boring.
19	Openness to Experience	Unconventionality		I like people with strange ideas.

<sup>1</sup> Items adapted from de Vries, 2013. Respondents to indicate the extent to which they agree with the following statements using the following answering categories: 1=strongly disagree, 2=disagree, 3=neutral (neither agree, nor disagree), 4=agree, and 5=strongly agree.

### Communication Styles Inventory (CSI)<sup>2</sup>

Order for Survey	Dimension	Sub-Dimension	Code	Item
22	Emotionality	Defensiveness		The comments of others have a noticeable effect on me.
45	Emotionality	Defensiveness	R	Nasty remarks from other people do not bother me too much.
68	Emotionality	Defensiveness		When people criticize me, I am visibly hurt.
91	Emotionality	Defensiveness		I am not always able to cope easily with critical remarks.
5	Emotionality	Sentimentality		When I see others cry, I have difficulty holding back my tears.
28	Emotionality	Sentimentality	R	During a conversation, I am not easily overcome by emotions.
51	Emotionality	Sentimentality		When describing my memories, I sometimes get visibly emotional.
74	Emotionality	Sentimentality		People can tell that I am emotionally touched by some topics of conversation.
17	Emotionality	Tension		Because of stress, I am sometimes unable to express myself properly.
40	Emotionality	Tension		I can be visibly tense during a conversation.
63	Emotionality	Tension	R	I am able to address a large group of people very calmly.

86	Emotionality	Tension		I find it hard to talk in a relaxed manner when what I have to say is valued highly.
11	Emotionality	Worrisomeness		When I'm worried about something, I find it hard to talk about anything else.
34	Emotionality	Worrisomeness		I tend to talk about my concerns a lot.
57	Emotionality	Worrisomeness		People can tell when I feel anxious.
80	Emotionality	Worrisomeness		When I worry, everybody notices.
7	Expressiveness	Conversational Dominance		I often take the lead in a conversation.
30	Expressiveness	Conversational Dominance	R	Most of the time, other people determine what the discussion is about, not me.
53	Expressiveness	Conversational Dominance		I often determine which topics are talked about during a conversation.
76	Expressiveness	Conversational Dominance		I often determine the direction of a conversation.
13	Expressiveness	Humor		Because of my humor, I'm often the center of attention among a group of people.
36	Expressiveness	Humor	R	I have a hard time being humorous in a group.
59	Expressiveness	Humor		My jokes always draw a lot of attention.
82	Expressiveness	Humor		I often manage to make others burst out laughing.
18	Expressiveness	Informality	R	I communicate with others in a distant manner.
41	Expressiveness	Informality	R	I behave somewhat formally when I meet someone.
64	Expressiveness	Informality		I address others in a very casual way.
87	Expressiveness	Informality	R	I come across as somewhat stiff when dealing with people.
1	Expressiveness	Talkativeness		I always have a lot to say.
24	Expressiveness	Talkativeness		I have a hard time keeping myself silent when around other people.
47	Expressiveness	Talkativeness	R	I am never the one who breaks a silence by starting to talk.
70	Expressiveness	Talkativeness		I like to talk a lot.

12	Impression Manipulativeness	Charm		I sometimes use my charm to get something done.
35	Impression Manipulativeness	Charm		I sometimes flirt a little bit to win somebody over.
58	Impression Manipulativeness	Charm	R	I would not use my appearance to make people do things for me.
81	Impression Manipulativeness	Charm		I sometimes put on a very seductive voice when I want something.
23	Impression Manipulativeness	Concealingness		I sometimes conceal information to make me look better.
46	Impression Manipulativeness	Concealingness		I sometimes “forget” to tell something when this is more convenient for me.
69	Impression Manipulativeness	Concealingness	R	I tell people the whole story, even when this is probably not good for me.
92	Impression Manipulativeness	Concealingness	R	Even if I would benefit from withholding information from someone, I would find it hard to do so.
6	Impression Manipulativeness	Ingratiation		I sometimes praise somebody at great length, without being really genuine, in order to make them like me.
29	Impression Manipulativeness	Ingratiation		In discussions I sometimes express an opinion I do not support in order to make a good impression.
52	Impression Manipulativeness	Ingratiation		Sometimes I use flattery to get someone in a favorable mood.
75	Impression Manipulativeness	Ingratiation		To be considered likeable, I sometimes say things my conversation partner likes to hear.
19	Preciseness	Conciseness		I don’t need a lot of words to get my message across.
42	Preciseness	Conciseness		Most of the time, I only need a few words to explain something.
65	Preciseness	Conciseness	R	I am somewhat long-winded when I need to explain something.
88	Preciseness	Conciseness		With a few words I can usually clarify my point to everybody.
2	Preciseness	Structuredness		When I tell a story, the different parts are always clearly related to each other.

25	Preciseness	Structuredness	R	I sometimes find it hard to tell a story in an organized way.
48	Preciseness	Structuredness		I always express a clear chain of thoughts when I argue a point.
71	Preciseness	Structuredness		My stories always contain a logical structure.
14	Preciseness	Substantiveness		Conversations with me always involve some important topic.
37	Preciseness	Substantiveness		You won't hear me jabbering about superficial or shallow matters.
60	Preciseness	Substantiveness	R	I am someone who can often talk about trivial things.
83	Preciseness	Substantiveness		I rarely if ever just chatter away about something.
8	Preciseness	Thoughtfulness		I think carefully before I say something.
31	Preciseness	Thoughtfulness		I weigh my answers carefully.
54	Preciseness	Thoughtfulness	R	The statements I make are not always well thought out.
77	Preciseness	Thoughtfulness		I choose my words with care.
21	Questioningness	Argumentativeness		To stimulate discussion, I sometimes express a view different from that of my conversation partner.
44	Questioningness	Argumentativeness		I like to provoke others by making bold statements.
67	Questioningness	Argumentativeness		I try to find out what people think about a topic by getting them to debate with me about it.
90	Questioningness	Argumentativeness		By making controversial statements, I often force people to express a clear opinion.
16	Questioningness	Inquisitiveness		During a conversation, I always try to find out about the background of somebody's opinion.
39	Questioningness	Inquisitiveness	R	I don't bother asking a lot of questions just to find out why people feel the way they do about something.
62	Questioningness	Inquisitiveness		I ask a lot of questions to uncover someone's motives.
85	Questioningness	Inquisitiveness		I always ask how people arrive at their conclusions.
10	Questioningness	Philosophicalness	R	I never enter into discussions about the future of the human race.

33	Questioningness	Philosophicalness		I like to talk with others about the deeper aspects of our existence.
56	Questioningness	Philosophicalness	R	I never engage in so-called philosophical conversations.
79	Questioningness	Philosophicalness		I regularly have discussions with people about the meaning of life.
4	Questioningness	Unconventionality		I sometimes toss bizarre ideas into a group discussion.
27	Questioningness	Unconventionality		I often say unexpected things.
50	Questioningness	Unconventionality		In discussions, I often put forward unusual points of view.
73	Questioningness	Unconventionality		In conversations, I often toy with some very wild ideas.
3	Verbal aggressiveness	Angriness		If something displeases me, I sometimes explode with anger.
26	Verbal aggressiveness	Angriness	R	Even when I'm angry, I won't take it out on someone else.
49	Verbal aggressiveness	Angriness		I tend to snap at people when I get annoyed.
72	Verbal aggressiveness	Angriness		I can sometimes react somewhat irritably to people.
9	Verbal aggressiveness	Authoritarianism	R	I am not very likely to tell someone what they should do.
32	Verbal aggressiveness	Authoritarianism		I sometimes insist that others do what I say.
55	Verbal aggressiveness	Authoritarianism		I expect people to obey when I ask them to do something.
78	Verbal aggressiveness	Authoritarianism		When I feel others should do something for me, I ask for it in a demanding tone of voice.
15	Verbal aggressiveness	Derogatoriness	R	I never make fun of anyone in a way that might hurt their feelings.
38	Verbal aggressiveness	Derogatoriness		I have at times made people look like fools.
61	Verbal aggressiveness	Derogatoriness		I have been known to be able to laugh at people in their face.
84	Verbal aggressiveness	Derogatoriness		I have humiliated someone in front of a crowd.
20	Verbal aggressiveness	Nonsupportiveness	R	I can listen well.

43	Verbal aggressiveness	Nonsupportiveness	R	I always show a lot of understanding for other people's problems.
66	Verbal aggressiveness	Nonsupportiveness	R	I always take time for someone if they want to talk to me.
89	Verbal aggressiveness	Nonsupportiveness	R	I always treat people with a lot of respect.

<sup>2</sup> Items adapted from de Vries et al., 2011. Respondents to indicate to what extent they agree with the following statements, using the following answering categories: 1=strongly disagree, 2=disagree, 3=neutral (neither agree, nor disagree), 4=agree, and 5=strongly agree.

### Impression Management Scale (IMS)<sup>3</sup>

Order for Survey	Dimension	Sub-Dimension	Code	Item
7	Exemplification			Stay at work late so people will know you are hard working.
12	Exemplification			Try to appear busy, even at times when things are slower.
15	Exemplification			Arrive at work early to look dedicated.
20	Exemplification			Come to the office at night or on weekends to show that you are dedicated.
2	Ingratiation			Compliment your colleagues so they will see you as likeable.
6	Ingratiation			Take an interest in your colleagues' personal lives to show them that you are friendly.
11	Ingratiation			Praise your colleagues for their accomplishments so they will consider you a nice person.
19	Ingratiation			Do personal favors for your colleagues to show them that you are friendly.
3	Intimidation			Be intimidating with coworkers when it will help you get your job done.
8	Intimidation			Let others know that you can make things difficult for them if they push you too far.
13	Intimidation			Deal forcefully with colleagues when they hamper your ability to get your job done.

16	Intimidation	Deal strongly or aggressively with coworkers who interfere in your business.
21	Intimidation	Use intimidation to get colleagues to behave appropriately.
1	Self-promotion	Talk proudly about your experience or education.
5	Self-promotion	Make people aware of your talents or qualifications.
10	Self-promotion	Let others know that you are valuable to the organization.
18	Self-promotion	Make people aware of your accomplishments.
4	Supplication	Act like you know less than you do so people will help you out.
9	Supplication	Try to gain assistance or sympathy from people by appearing needy in some area.
14	Supplication	Pretend not to understand something to gain someone's help.
17	Supplication	Act like you need assistance so people will help you out.
22	Supplication	Pretend to know less than you do so you can avoid an unpleasant assignment.

<sup>3</sup> Items adapted from Bolino & Turnley (1999). Respondents to be asked to describe how frequently in the last 6 months they had used each of the following strategies described while at work. Five-point scale anchors to be used: (1) never behave this way, (2) very rarely behave this way, (3) occasionally behave this way, (4) sometimes behave this way, and (5) often behave this way.

---

**Individual Accountability in Organizations Scale (IAOS)<sup>4</sup>**

---

Order for Survey	Dimension	Sub-Dimension	Code	Item
1	Individual Accountability	Intensity		I find myself accountable to a variety of different people.
2	Individual Accountability	Intensity		The scope of things for which I may have to answer is very broad.
3	Individual Accountability	Intensity		The scope of people to whom I may have to answer is very broad.

4	Individual Accountability	Intensity	I find myself accountable to many different people for many different things.
5	Individual Accountability	Focus	I feel accountable at work for the results or outcomes of my job.
6	Individual Accountability	Focus	I feel accountable at work for producing a certain quality of work.
7	Individual Accountability	Focus	I feel accountable at work for the specific actions or behaviors demonstrate that lead to my job results or outcomes.
8	Individual Accountability	Focus	I feel accountable for demonstrating ethical behavior at work.
9	Individual Accountability	Focus	I feel accountable at work for reflecting the proper values my organization embraces.
10	Individual Accountability	Salience	I am accountable for some really important programs and projects at work.
11	Individual Accountability	Salience	I deal with, and am accountable for, critical issues and projects that contribute strongly to the effectiveness of my work unit.
12	Individual Accountability	Salience	The work I do, and am accountable for, is central to the overall effectiveness my organization.
13	Individual Accountability	Salience	I am accountable for some of the most important work we do in my organization.

<sup>4</sup> Items adapted from Frink et al. (2018).

**Performance Effectiveness Measures (360 Survey)<sup>5</sup>**

Order for Survey	Dimension	Sub-Dimension	Code	Item
6	Communication			Speaks clearly in front of groups.
7	Communication			Encourages the open expression of ideas.
8	Communication			Listens to others without interrupting.



9	Communication	Clarifies what others are saying to check for understanding.
10	Communication	Conveys information clearly in written documents.
33	Citizenship	Takes advantage of developmental opportunities.
34	Citizenship	Demonstrates initiative.
35	Citizenship	Shows strong commitment toward her/his work.
36	Citizenship	Endorses, supports, or defends organizational objectives.
37	Citizenship	Works with others to effectively resolve conflicts. Engages in behavior that benefits the organization as a whole.
38	Citizenship	
39	Citizenship	Manages group activities responsibly and effectively.
40	Citizenship	Helps other organizational members.
41	Task proficiency	Gets the job done. Demonstrates effectiveness in accomplishing major work goals.
42	Task proficiency	
43	Task proficiency	Fulfills all responsibilities required by her/his job.
44	Task proficiency	Strives for quality in her/his work.

---

<sup>5</sup> Items from Capsim360 skill survey.

**Table 4.** Descriptive Statistics and Correlations

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Age	31.69	7.00	.											
2. Gender	.41	.49	.02	.										
3. Ethnicity	13.91	1.58	.08	-.02	.									
4. Tenure Company	4.59	4.08	.48**	.24**	-.05	.								
5. Tenure Job	2.76	2.94	.35**	-.01	.14	.29**	.							
6. BHI Agreeableness	3.11	.51	-.12	-.03	-.02	-.10	-.09	.						
7. BHI Conscientiousness	3.65	.61	.14	.02	.26**	.18*	.08	.14	.					
8. BHI Emotional Stability	2.77	.67	-.05	-.35**	-.16	-.08	-.13	-.20*	-.36**	.				
9. BHI Extraversion	3.80	.62	.02	-.13	-.12	-.08	-.02	.04	.07	-.08	.			
10. BHI Honesty-Humility	3.90	.63	.12	-.13	-.05	.14	.06	.15	.29**	-.06	.03	.		
11. BHI Openness to Experience	3.49	.63	.08	.22**	.23**	.02	.05	.26**	.22**	-.22**	.03	-.02	.	
12. CSI Emotionality	2.93	.64	-.14	-.26**	-.14	-.11	-.03	-.25**	-.41**	.64**	-.12	-.07	-.26**	.
13. CSI Expressiveness	3.21	.50	-.01	-.04	-.06	.04	.19*	-.16	-.01	-.03	.54**	-.17*	.07	-.03
14. CSI Impression Manipulativeness	2.69	.60	-.09	.02	-.06	-.13	-.07	-.04	-.29**	.24**	.13	-.51**	-.01	.29**
15. CSI Preciseness	3.28	.48	.08	.26**	.21**	-.04	-.04	.24**	.47**	-.41**	-.05	.07	.34**	-.41**
16. CSI Questioningness	3.04	.51	-.14	.16*	.14	-.09	.02	.03	-.01	-.06	.01	-.26**	.47**	.04
17. CSI Verbal Aggressiveness	2.29	.48	-.02	.07	-.01	.08	.05	-.39**	-.20*	.10	-.22**	-.38**	-.04	.24**
18. IM Exemplification	2.54	.78	-.21*	.05	-.06	-.08	.01	-.09	-.24**	.17*	.07	-.44**	-.21**	.27**
19. IM Ingratiation	3.46	.85	-.13	-.02	-.06	-.12	-.07	.00	-.21*	.13	.31**	-.23**	-.05	.25**
20. IM Intimidation	1.61	.69	.05	.22**	-.08	.02	.01	-.22**	-.15	.00	-.04	-.41**	-.03	.10
21. IM Self-Promotion	3.19	.85	.01	.10	.03	.05	.09	-.10	.02	-.01	.19*	-.41**	.22**	-.01
22. IM Supplication	1.71	.71	-.15	.14	-.08	-.09	-.01	-.04	-.39**	.19*	-.17*	-.37**	-.02	.27**
23. Accountability	4.04	.48	.04	.03	-.10	-.06	-.13	.01	.16	-.01	.24**	-.02	.03	-.07
24. Communication	4.10	.52	-.02	-.07	.03	-.12	-.07	-.01	-.03	.06	.06	.00	.21**	.10
25. Citizenship	4.19	.54	.01	-.15	-.12	-.19*	-.15	-.09	-.06	.27**	.12	-.05	.03	.25**
26. Task proficiency	4.40	.53	.02	-.14	.09	-.09	.01	-.06	.12	.07	-.04	-.01	.04	.07

Note. \*\*Correlation is significant at the 0.01 level (2-tailed); \*Correlation is significant at the 0.05 level (2-tailed).

**Table 4.** Descriptive Statistics and Correlations (continued)

Variable	M	SD	13	14	15	16	17	18	19	20	21	22	23	24	25
1. Age	31.69	7.00													
2. Gender	.41	.49													
3. Ethnicity	13.91	1.58													
4. Tenure Company	4.59	4.08													
5. Tenure Job	2.76	2.94													
6. BHI Agreeableness	3.11	.51													
7. BHI Conscientiousness	3.65	.61													
8. BHI Emotional Stability	2.77	.67													
9. BHI Extraversion	3.80	.62													
10. BHI Honesty-Humility	3.90	.63													
11. BHI Openness to Experience	3.49	.63													
12. CSI Emotionality	2.93	.64													
13. CSI Expressiveness	3.21	.50	.												
14. CSI Impression Manipulativeness	2.69	.60	.16*	.											
15. CSI Preciseness	3.28	.48	-.14	-.13	.										
16. CSI Questioningness	3.04	.51	.26**	.25**	.15	.									
17. CSI Verbal Aggressiveness	2.29	.48	.13	.40**	-.22**	.30**	.								
18. IM Exemplification	2.54	.78	.21**	.39**	-.13	.07	.23**	.							
19. IM Ingratiation	3.46	.85	.20*	.45**	-.10	.16	.13	.41**	.						
20. IM Intimidation	1.61	.69	.19*	.37**	.00	.23**	.49**	.42**	.23**	.					
21. IM Self-Promotion	3.19	.85	.32**	.27**	.01	.24**	.31**	.23**	.38**	.48**	.				
22. IM Supplication	1.71	.71	-.02	.53**	.01	.20*	.27**	.41**	.26**	.55**	.23**	.			
23. Accountability	4.04	.48	.05	.18*	.13	.11	.03	.04	.19*	.06	.23**	-.10	.		
24. Communication	4.10	.52	.09	.05	.14	.16*	.03	-.08	.09	.03	-.02	.04	.12	.	
25. Citizenship	4.19	.54	.05	.01	-.05	.14	.08	.05	.18*	.07	.05	-.04	.17*	.58**	.
26. Task proficiency	4.40	.53	-.01	-.04	.15	.10	.04	.01	.06	.04	.01	-.07	.07	.59**	.67**

Note. \*\*Correlation is significant at the 0.01 level (2-tailed); \*Correlation is significant at the 0.05 level (2-tailed).

**Table 5.** Main Effects of Communication Styles on Communication, Citizenship Performance, and Task proficiency Outcomes

Model	Communication			Citizenship			Task proficiency		
	<i>b</i>	<i>SE</i>	$\Delta R^2$	<i>b</i>	<i>SE</i>	$\Delta R^2$	<i>b</i>	<i>SE</i>	$\Delta R^2$
Preciseness	.08*	.04	.02*	-.03	.04	.00	.08*	.04	.02*
Preciseness	.11**	.05		-.01	.05		.06	.05	
Conscientiousness	-.07	.05	.02*	-.03	.05	.00	.04	.05	.00
Expressiveness	.05	.04	.01	.03	.04	.00	-.01	.04	.00
Expressiveness	.05	.05		-.01	.05		.01	.05	
Extraversion	.01	.05	.00	.07	.05	.01	-.03	.05	.00
Questioningness	.09*	.04	.03*	.08*	.04	.02*	.05	.04	.01
Questioningness	.04	.05		.09*	.05		.06	.05	
Openness to Experience	.09*	.05	.03*	-.03	.05	.00	.00	.05	.00
Verbal Aggressiveness	.02	.04	.00	.04	.04	.01	.02	.04	.00
Verbal Aggressiveness	.02	.05		.03	.05		.01	.05	
Agreeableness	.00	.05	.00	-.04	.05	.00	-.02	.05	.00
Emotionality	.05	.04	.01	.13**	.04	.06**	.04	.04	.00
Emotionality	.05	.06		.08	.06		.02	.06	
Emotional Stability	.00	.06	.00	.09	.06	.02**	.03	.06	.00
Impression Manipulativeness	.02	.04	.00	.01	.04	.00	-.02	.04	.00
Impression Manipulativeness	.03	.05		.00	.05		-.02	.05	
Honesty-Humility	.01	.05	.00	-.03	.05	.00	-.01	.05	.00

*Note.* Results are from separate regression models; N = 143 - 149, \* $p < .05$ , \*\* $p < .01$  (two-tailed).

**Table 6.** Incremental Effects of Communication Styles on Communication, Citizenship Performance, and Task proficiency Outcomes

Predictor	Communication			Citizenship			Task proficiency		
	<i>b</i>	<i>SE</i>	$\Delta R^2$	<i>b</i>	<i>SE</i>	$\Delta R^2$	<i>b</i>	<i>SE</i>	$\Delta R^2$
Emotionality	.11 <sup>†</sup>	.05		.16 <sup>††</sup>	.05		.08	.05	
Expressiveness	.06	.05		.03	.05		.00	.05	
Impression Manipulativeness	-.01	.05		-.06	.05		-.06	.05	
Preciseness	.12*	.05		.03	.05		.11*	.05	
Questioningness	.05	.05		.07	.05		.03	.05	
Verbal Aggressiveness	.00	.05	.08*	.01	.05	.09*	.04	.05	.05
Agreeableness	-.02	.05		.00	.05		-.01	.05	
Conscientiousness	-.06	.05		.00	.05		.06	.06	
Emotional Stability	.05	.06		.14*	.06		.06	.06	
Extraversion	.02	.06		.15*	.06		.01	.06	
Honesty-Humility	.02	.05		-.05	.05		-.02	.06	
Openness to Experience	.12*	.06		.02	.06		.01	.06	
Emotionality	.08	.06		.10	.06		.06	.06	
Expressiveness	.06	.06		-.05	.06		.00	.06	
Impression Manipulativeness	-.01	.06		-.13 <sup>†</sup>	.06		-.06	.06	
Preciseness	.13*	.06		.05	.06		.09	.06	
Questioningness	-.01	.06		.07	.06		.03	.06	
Verbal Aggressiveness	.01	.06	.04	.08	.06	.08*	.04	.06	.01

Note. N = 142 - 147, \* $p < .05$ , \*\* $p < .01$ , one-tailed; <sup>†</sup> $p < .05$ , <sup>††</sup> $p < .01$ , two-tailed.

**Table 7.** Mediation of Preciseness by Exemplification and Supplication - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Exemplification</i>				
Preciseness	-.041	.090	-.451	.652
Conscientiousness	-.219	.090	-2.436	.016
	$R^2 = .06^{**}$			
<i>Dependent Variable: Supplication</i>				
Preciseness	.214	.082	2.624	.010
Conscientiousness	-.476	.081	-5.847	.000
	$R^2 = .19^{**}$			
<i>Dependent Variable: Communication</i>				
Preciseness	.107	.050	2.142	.034
Exemplification	-.051	.047	-1.078	.283
Supplication	.011	.052	.211	.833
Conscientiousness	-.077	.054	-1.446	.151
	$R^2 = .04$			
<i>Total effect</i>	.111	.048	2.304	.023
<i>Direct effect</i>	.107	.050	2.142	.034
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
Total	.004	.015	-.028	.032
via Exemplification	.002	.007	-.012	.017
via Supplication	.002	.013	-.025	.029

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 8.** Mediation of Preciseness by Exemplification and Supplication - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Exemplification</i>				
Preciseness	-.006	.079	-.070	.944
Conscientiousness	-.041	.090	-.451	.652
	$R^2 = .06^{**}$			
<i>Dependent Variable: Supplication</i>				
Preciseness	.214	.082	2.624	.010
Conscientiousness	-.476	.081	-5.847	.000
	$R^2 = .19^{**}$			
<i>Dependent Variable: Citizenship</i>				
Preciseness	.002	.052	.033	.974
Exemplification	.038	.049	.767	.444
Supplication	-.062	.054	-1.135	.258
Conscientiousness	-.047	.056	-.843	.401
	$R^2 = .01$			
<i>Total effect</i>	-.013	.051	-.259	.796
<i>Direct effect</i>	.002	.052	.033	.974
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
Total	-.015	.015	-.044	.014
via Exemplification	-.002	.006	-.016	.010
via Supplication	-.013	.013	-.040	.012

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 9.** Mediation of Preciseness by Exemplification and Supplication - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Exemplification</i>				
Preciseness	-.041	.090	-.451	.652
Conscientiousness	-.219	.090	-2.436	.016
	$R^2 = .06^{**}$			
<i>Dependent Variable: Supplication</i>				
Preciseness	.214	.082	2.624	.010
Conscientiousness	-.476	.081	-5.847	.000
	$R^2 = .19^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Preciseness	.073	.051	1.436	.153
Exemplification	.035	.048	.724	.470
Supplication	-.063	.053	-1.175	.242
Conscientiousness	.015	.055	.279	.780
	$R^2 = .03$			
<i>Total effect</i>	.058	.049	1.181	.239
<i>Direct effect</i>	.073	.051	1.436	.153
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
Total	-.015	.015	-.048	.012
via Exemplification	-.001	.006	-.017	.009
via Supplication	-.013	.013	-.044	.010

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.



**Table 10.** Mediation of Preciseness by Exemplification and Supplication - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Exemplification</i>				
Preciseness	.026	.092	.279	.781
Agreeableness	.072	.080	.904	.368
Conscientiousness	-.047	.091	-.516	.607
Emotional Stability	.114	.084	1.365	.174
Extraversion	.084	.075	1.128	.261
Honesty-Humility	-.427	.080	-5.316	.000
Openness to Experience	-.220	.082	-2.669	.009
	$R^2 = .25^{**}$			
<i>Dependent Variable: Supplication</i>				
Preciseness	.203	.088	2.308	.023
Agreeableness	.045	.077	.588	.558
Conscientiousness	-.333	.087	-3.821	.000
Emotional Stability	.130	.080	1.624	.107
Extraversion	-.123	.072	-1.712	.089
Honesty-Humility	-.232	.077	-3.009	.003
Openness to Experience	.011	.079	.142	.888
	$R^2 = .25^{**}$			
<i>Dependent Variable: Communication</i>				
Preciseness	.111	.054	2.046	.043
Exemplification	-.045	.052	-.873	.384
Supplication	-.004	.054	-.075	.940
Agreeableness	-.038	.047	-.806	.422
Conscientiousness	-.070	.056	-1.264	.208
Emotional Stability	.082	.049	1.669	.098
Extraversion	.045	.044	1.009	.315
Honesty-Humility	-.000	.052	-.006	.995
Openness to Experience	.108	.049	2.199	.030
	$R^2 = .10^*$			
<i>Total effect</i>	.109	.053	2.058	.042
<i>Direct effect</i>	.111	.054	2.046	.043
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	SE	95% CI	(BCA)
Total	-.002	.014	-.032	.025
via Exemplification	-.001	.007	-.018	.011
via Supplication	-.001	.013	-.029	.026

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 11.** Mediation of Preciseness by Exemplification and Supplication - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Exemplification</i>				
Preciseness	.026	.092	.279	.781
Agreeableness	.072	.080	.904	.368
Conscientiousness	-.047	.091	-.516	.067
Emotional Stability	.114	.084	1.365	.174
Extraversion	.084	.075	1.128	.261
Honesty-Humility	-.427	.080	-5.316	.000
Openness to Experience	-.220	.082	-2.669	.009
	$R^2 = .25^{**}$			
<i>Dependent Variable: Supplication</i>				
Preciseness	.203	.088	2.308	.023
Agreeableness	.045	.077	.588	.558
Conscientiousness	-.333	.087	-3.821	.002
Emotional Stability	.130	.080	1.624	.107
Extraversion	-.123	.072	-1.712	.089
Honesty-Humility	-.232	.077	-3.009	.003
Openness to Experience	.011	.079	.142	.888
	$R^2 = .25^{**}$			
<i>Dependent Variable: Citizenship</i>				
Preciseness	.043	.055	.778	.438
Exemplification	.013	.052	.247	.805
Supplication	-.080	.055	-1.453	.149
Agreeableness	-.035	.047	-.729	.467
Conscientiousness	-.030	.056	-.526	.600
Emotional Stability	.170	.050	3.416	.001
Extraversion	.072	.045	1.608	.110
Honesty-Humility	-.021	.052	-.399	.690
Openness to Experience	.055	.050	1.112	.268
	$R^2 = .12^{**}$			
<i>Total effect</i>	.027	.054	.500	.618
<i>Direct effect</i>	.043	.055	.778	.438
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
Total	-.016	.014	-.044	.010
via Exemplification	.000	.005	-.011	.013
via Supplication	-.016	.013	-.044	.007

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 12.** Mediation of Preciseness by Exemplification and Supplication - Task Performanc

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Exemplification</i>				
Preciseness	.026	.092	.279	.781
Agreeableness	.072	.080	.904	.368
Conscientiousness	-.047	.091	-.516	.607
Emotional Stability	.114	.084	1.365	.174
Extraversion	.084	.075	1.128	.261
Honesty-Humility	-.427	.080	-5.316	.000
Openness to Experience	-.220	.082	-2.669	.009
	$R^2 = .25^{**}$			
<i>Dependent Variable: Supplication</i>				
Preciseness	.203	.088	2.308	.023
Agreeableness	.045	.077	.588	.558
Conscientiousness	-.333	.087	-3.821	.000
Emotional Stability	.130	.080	1.624	.107
Extraversion	-.123	.072	-1.712	.089
Honesty-Humility	-.232	.077	-3.009	.003
Openness to Experience	.011	.079	.142	.888
	$R^2 = .25^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Preciseness	.093	.056	1.663	.099
Exemplification	.028	.053	.525	.600
Supplication	-.084	.056	-1.515	.132
Agreeableness	-.039	.048	-.808	.421
Conscientiousness	.030	.057	.527	.599
Emotional Stability	.090	.051	1.777	.078
Extraversion	-.022	.046	-.480	.632
Honesty-Humility	-.013	.053	-.237	.813
Openness to Experience	.028	.051	.559	.577
	$R^2 = .06$			
<i>Total effect</i>	.076	.055	1.396	.165
<i>Direct effect</i>	.093	.056	1.663	.099
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	SE	95% CI	(BCA)
Total	-.016	.015	-.047	.010
via Exemplification	.001	.006	-.012	.015
via Supplication	-.017	.014	-.047	.006

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 13.** Mediation of Expressiveness by Ingratiation and Self-promotion - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Expressiveness	.058	.095	.616	.539
Extraversion	.271	.094	2.869	.005
	$R^2 = .09^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Expressiveness	.320	.094	3.403	.001
Extraversion	.004	.094	.042	.967
	$R^2 = .10^{**}$			
<i>Dependent Variable: Communication</i>				
Expressiveness	.061	.054	1.125	.263
Ingratiation	.050	.049	1.036	.302
Self-promotion	-.052	.049	-1.054	.294
Extraversion	-.015	.053	-.287	.774
	$R^2 = .02$			
<i>Total effect</i>	.047	.052	.910	.365
<i>Direct effect</i>	.061	.054	1.125	.263
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
Total	-.014	.018	-.054	.017
via Ingratiation	.003	.007	-.010	.018
via Self-promotion	-.017	.019	-.058	.015

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 14.** Mediation of Expressiveness by Ingratiation and Self-promotion - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Expressiveness	.058	.095	.616	.539
Extraversion	.271	.094	2.869	.005
	$R^2 = .09^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Expressiveness	.320	.094	3.403	.001
Extraversion	.004	.094	.042	.967
	$R^2 = .10^{**}$			
<i>Dependent Variable: Citizenship</i>				
Expressiveness	.012	.054	.228	.820
Ingratiation	.089	.049	1.810	.072
Self-promotion	-.030	.049	-.604	.547
Extraversion	.029	.054	.542	.589
	$R^2 = .03$			
<i>Total effect</i>	.008	.052	.153	.879
<i>Direct effect</i>	.012	.054	.228	.820
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
Total	-.004	.018	-.043	.030
via Ingratiation	.005	.010	-.012	.029
via Self-promotion	-.010	.017	-.048	.022

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 15.** Mediation of Expressiveness by Ingratiation and Self-promotion - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Expressiveness	.058	.095	.616	.539
Extraversion	.271	.094	2.869	.005
	$R^2 = .09^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Expressiveness	.320	.094	3.403	.001
Extraversion	.004	.094	.042	.967
	$R^2 = .10^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Expressiveness	.029	.055	.531	.596
Ingratiation	.040	.050	.806	.422
Self-promotion	-.017	.050	-.340	.734
Extraversion	-.056	.054	-1.031	.304
	$R^2 = .01$			
<i>Total effect</i>	.026	.053	.496	.621
<i>Direct effect</i>	.029	.055	.531	.596
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
Total	-.003	.018	-.043	.030
via Ingratiation	.002	.007	-.010	.021
via Self-promotion	-.005	.079	-.047	.029

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 16.** Mediation of Expressiveness by Ingratiation and Self-promotion - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Expressiveness	.020	.098	.203	.840
Agreeableness	.050	.087	.569	.570
Conscientiousness	-.159	.091	-1.754	.082
Emotional Stability	.079	.086	.920	.359
Extraversion	.313	.096	3.249	.002
Honesty-Humility	-.191	.086	-2.227	.028
Openness to Experience	-.026	.087	-.296	.767
	$R^2 = .18^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Expressiveness	.203	.091	2.222	.028
Agreeableness	-.045	.081	-.552	.582
Conscientiousness	.104	.084	1.240	.217
Emotional Stability	.053	.080	.664	.508
Extraversion	.082	.089	.918	.360
Honesty-Humility	-.402	.080	-5.045	.000
Openness to Experience	.191	.081	2.367	.019
	$R^2 = .29^{**}$			
<i>Dependent Variable: Communication</i>				
Expressiveness	.047	.055	.853	.395
Ingratiation	.067	.050	1.327	.187
Self-promotion	-.098	.054	-1.796	.075
Agreeableness	-.030	.048	-.624	.534
Conscientiousness	-.001	.052	-.023	.982
Emotional Stability	.052	.048	1.089	.278
Extraversion	.004	.055	.063	.950
Honesty-Humility	-.005	.052	-.099	.922
Openness to Experience	.154	.049	3.127	.002
	$R^2 = .09$			
<i>Total effect</i>	.029	.055	.527	.599
<i>Direct effect</i>	.047	.055	.853	.395
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
Total	-.018	.017	-.058	.009
via Ingratiation	.001	.010	-.017	.026
via Self-promotion	-.020	.017	-.061	.002

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 17.** Mediation of Expressiveness by Ingratiation and Self-promotion - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Expressiveness	.020	.098	.203	.840
Agreeableness	.050	.087	.569	.570
Conscientiousness	-.159	.091	-1.754	.082
Emotional Stability	.079	.086	.920	.359
Extraversion	.313	.096	3.249	.002
Honesty-Humility	-.191	.086	-2.227	.028
Openness to Experience	-.026	.087	-.296	.767
	$R^2 = .18^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Expressiveness	.203	.091	2.222	.028
Agreeableness	-.045	.081	-.552	.582
Conscientiousness	.104	.084	1.240	.217
Emotional Stability	.053	.080	.664	.508
Extraversion	.082	.089	.918	.360
Honesty-Humility	-.402	.080	-5.045	.000
Openness to Experience	.191	.081	2.367	.019
	$R^2 = .29^{**}$			
<i>Dependent Variable: Citizenship</i>				
Expressiveness	.005	.055	.081	.936
Ingratiation	.079	.050	1.569	.119
Self-promotion	-.057	.054	-1.040	.300
Agreeableness	-.032	.048	-.663	.508
Conscientiousness	.021	.051	.415	.679
Emotional Stability	.144	.048	3.016	.003
Extraversion	.061	.055	1.095	.275
Honesty-Humility	-.020	.052	-.387	.699
Openness to Experience	.059	.049	1.190	.236
	$R^2 = .11^*$			
<i>Total effect</i>	-.005	.054	-.099	.922
<i>Direct effect</i>	.005	.055	.081	.936
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	SE	95% CI	(BCA)
Total	-.010	.016	-.046	.017
via Ingratiation	.002	.011	-.020	.029
via Self-promotion	-.011	.014	-.048	.008

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.



**Table 18.** Mediation of Expressiveness by Ingratiation and Self-promotion - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Expressiveness	.020	.098	.203	.840
Agreeableness	.050	.087	.569	.570
Conscientiousness	-.159	.091	-1.754	.082
Emotional Stability	.079	.086	.920	.359
Extraversion	.313	.096	3.249	.002
Honesty-Humility	-.191	.086	-2.227	.028
Openness to Experience	-.026	.087	-.296	.767
	$R^2 = .18^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Expressiveness	.203	.091	2.222	.028
Agreeableness	-.045	.081	-.552	.582
Conscientiousness	.104	.084	1.240	.217
Emotional Stability	.053	.080	0.664	.508
Extraversion	.082	.089	.918	.360
Honesty-Humility	-.402	.080	-5.045	.000
Openness to Experience	.191	.081	2.367	.019
	$R^2 = .29^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Expressiveness	.030	.057	.529	.598
Ingratiation	.066	.052	1.285	.201
Self-promotion	-.055	.056	-.996	.321
Agreeableness	-.027	.050	-.540	.590
Conscientiousness	.099	.053	1.883	.062
Emotional Stability	.054	.049	1.111	.268
Extraversion	-.046	.057	-.816	.416
Honesty-Humility	-.016	.053	-.297	.767
Openness to Experience	.035	.051	.700	.485
	$R^2 = .04$			
<i>Total effect</i>	.020	.056	.361	.719
<i>Direct effect</i>	.030	.057	.529	.598
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	SE	95% CI	(BCA)
Total	-.010	.017	-.046	.021
via Ingratiation	.001	.011	-.018	.029
via Self-promotion	-.011	.015	-.049	.010

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 19.** Mediation of Questioningness by Self-promotion - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Self-promotion</i>				
Questioningness	.170	.091	1.871	.063
Openness to Experience	.140	.091	1.540	.126
	$R^2 = .07^{**}$			
<i>Dependent Variable: Communication</i>				
Questioningness	.057	.049	1.182	.239
Self-promotion	-.045	.044	-1.029	.305
Openness to Experience	.092	.048	1.900	.059
	$R^2 = .06^{**}$			
<i>Total effect</i>	.050	.048	1.037	.302
<i>Direct effect</i>	.057	.049	1.182	.239
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI (BCA)	
via Self-promotion	-.008	.010	-.033	.007

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 20.** Mediation of Questioningness by Self-promotion - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Self-promotion</i>				
Questioningness	.170	.091	1.871	.063
Openness to Experience	.140	.091	1.540	.126
	$R^2 = .07^{**}$			
<i>Dependent Variable: Citizenship</i>				
Questioningness	.098	.051	1.932	.055
Self-promotion	.011	.046	.236	.814
Openness to Experience	-.041	.051	-.808	.421
	$R^2 = .03$			
<i>Total effect</i>	.010	.050	1.998	.048
<i>Direct effect</i>	.098	.051	1.932	.055
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
via Self-promotion	.002	.009	-.017	.020

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 21.** Mediation of Questioningness by Self-promotion - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Self-promotion</i>				
Questioningness	.170	.091	1.871	.063
Openness to Experience	.140	.091	1.540	.126
	$R^2 = .07^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Questioningness	.063	.051	1.247	.215
Self-promotion	-.004	.046	-.089	.929
Openness to Experience	-.013	.051	-.251	-.802
	$R^2 = .01$			
<i>Total effect</i>	.063	.050	1.252	.213
<i>Direct effect</i>	.063	.051	1.247	.215
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
via Self-promotion	-.001	.009	-.022	.015

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 22.** Mediation of Questioningness by Self-promotion - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Self-promotion</i>				
Questioningness	.023	.089	.256	.798
Agreeableness	-.091	.080	-1.147	.254
Conscientiousness	.114	.085	1.333	.185
Emotional Stability	.063	.081	.771	.442
Extraversion	.194	.075	2.607	.010
Honesty-Humility	-.422	.082	-5.140	.000
Openness to Experience	.214	.094	2.271	.025
	$R^2 = .27^{**}$			
<i>Dependent Variable: Communication</i>				
Questioningness	.034	.052	.647	.519
Self-promotion	-.070	.050	-1.401	.164
Agreeableness	-.028	.047	-.601	.549
Conscientiousness	-.016	.050	-.312	.755
Emotional Stability	.058	.048	1.224	.223
Extraversion	.042	.045	.939	.350
Honesty-Humility	.007	.053	-.139	.890
Openness to Experience	.136	.056	2.414	.017
	$R^2 = .08$			
<i>Total effect</i>	.032	.052	.614	.540
<i>Direct effect</i>	.034	.052	.647	.519
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
via Self-promotion	-.002	.008	-.020	.012

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 23.** Mediation of Questioningness by Self-promotion - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Self-promotion</i>				
Questioningness	.023	.089	.256	.798
Agreeableness	-.091	.080	-1.147	.254
Conscientiousness	.114	.085	1.333	.185
Emotional Stability	.063	.081	.771	.442
Extraversion	.194	.075	2.607	.010
Honesty-Humility	-.422	.082	-5.140	.000
Openness to Experience	.214	.094	2.271	.025
	$R^2 = .27^{**}$			
<i>Dependent Variable: Citizenship</i>				
Questioningness	.085	.052	1.623	.107
Self-promotion	-.026	.050	-.509	.612
Agreeableness	-.028	.047	-.605	.546
Conscientiousness	.017	.050	.345	.731
Emotional Stability	.151	.048	3.155	.002
Extraversion	.082	.045	1.825	.070
Honesty-Humility	-.004	.053	-.081	.936
Openness to Experience	.011	.056	.194	.847
	$R^2 = .12^{**}$			
<i>Total effect</i>	.084	.052	1.617	.108
<i>Direct effect</i>	.085	.052	1.623	.107
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
via Self-promotion	-.001	.005	-.012	.010

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 24.** Mediation of Questioningness by Self-promotion - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Self-promotion</i>				
Questioningness	.023	.089	.256	.798
Agreeableness	-.091	.080	-1.147	.254
Conscientiousness	.114	.085	1.333	.185
Emotional Stability	.063	.081	.771	.442
Extraversion	.194	.075	2.607	.010
Honesty-Humility	-.422	.082	-5.140	.000
Openness to Experience	.214	.094	2.271	.025
	$R^2 = .27^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Questioningness	.052	.053	.965	.336
Self-promotion	-.024	.052	-.464	.644
Agreeableness	-.029	.048	-.611	.542
Conscientiousness	.094	.052	1.819	.071
Emotional Stability	.058	.049	1.175	.242
Extraversion	-.013	.046	-.280	.780
Honesty-Humility	-.007	.054	-.136	.892
Openness to Experience	.006	.056	.098	.922
	$R^2 = .04$			
<i>Total effect</i>	.051	.053	.958	.340
<i>Direct effect</i>	.052	.053	.965	.336
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
via Self-promotion	-.001	.005	-.013	.009

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 25.** Mediation of Verbal Aggressiveness by Intimidation - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Intimidation</i>				
Verbal Aggressiveness	.434	.076	6.074	.000
Agreeableness	-.041	.076	-.537	.592
	$R^2 = .24^{**}$			
<i>Dependent Variable: Communication</i>				
Verbal Aggressiveness	.009	.053	.172	.863
Intimidation	.018	.051	.353	.725
Agreeableness				
	$R^2 = .00$			
<i>Total effect</i>	.017	.047	.371	.711
<i>Direct effect</i>	.009	.053	.172	.863
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate via Intimidation	Estimate	<i>SE</i>	95% CI	(BCA)
	.008	.024	-.042	.052

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.



**Table 26.** Mediation of Verbal Aggressiveness by Intimidation - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Intimidation</i>				
Verbal Aggressiveness	.434	.076	6.074	.000
Agreeableness	-.041	.076	-.537	.592
	$R^2 = .24^{**}$			
<i>Dependent Variable: Citizenship</i>				
Verbal Aggressiveness	.016	.054	.302	.763
Intimidation	.021	.052	.408	.684
Agreeableness	-.036	.048	-.742	.459
	$R^2 = .01$			
<i>Total effect</i>	.026	.048	.543	.588
<i>Direct effect</i>	.016	.054	.302	.763
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate via Intimidation	Estimate	<i>SE</i>	95% CI	(BCA)
	.010	.020	-.030	.052

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 27.** Mediation of Verbal Aggressiveness by Intimidation - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Intimidation</i>				
Verbal Aggressiveness	.434	.076	6.074	.000
Agreeableness	-.041	.076	-.537	.592
	$R^2 = .24^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Verbal Aggressiveness	.013	.053	.243	.808
Intimidation	-.002	.052	-.037	.970
Agreeableness	-.023	.048	-.490	.625
	$R^2 = .00$			
<i>Total effect</i>	.012	.048	.254	.800
<i>Direct effect</i>	.013	.053	.243	.808
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate via Intimidation	Estimate	<i>SE</i>	95% CI	(BCA)
	-.001	.019	-.036	.038

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 28.** Mediation of Verbal Aggressiveness by Intimidation - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Intimidation</i>				
Verbal Aggressiveness	.404	.081	5.011	.000
Agreeableness	.008	.078	.105	.916
Conscientiousness	.007	.078	.092	.927
Emotional Stability	-.056	.074	-.756	.451
Extraversion	.064	.070	.915	.362
Honesty-Humility	-.200	.077	-2.586	.011
Openness to Experience	-.029	.075	-.389	.698
	$R^2 = .28^{**}$			
<i>Dependent Variable: Communication</i>				
Verbal Aggressiveness	.002	.057	.038	.970
Intimidation	.017	.055	.308	.758
Agreeableness	-.023	.050	-.460	.646
Conscientiousness	-.028	.051	-.546	.586
Emotional Stability	.057	.048	1.185	.238
Extraversion	.034	.046	.737	.463
Honesty-Humility	.024	.051	.470	.639
Openness to Experience	.143	.048	2.959	.004
	$R^2 = .07$			
<i>Total effect</i>	.009	.052	.174	.862
<i>Direct effect</i>	.002	.057	.038	.970
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate via Intimidation	Estimate	<i>SE</i>	95% CI	(BCA)
	.007	.022	-.036	.052

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 29.** Mediation of Verbal Aggressiveness by Intimidation - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Intimidation</i>				
Verbal Aggressiveness	.404	.081	5.011	.000
Agreeableness	.008	.078	.105	.916
Conscientiousness	.007	.078	.092	.927
Emotional Stability	-.056	.074	-.756	.451
Extraversion	.064	.070	.915	.362
Honesty-Humility	-.200	.077	-2.586	.011
Openness to Experience	-.029	.075	-.389	.698
	$R^2 = .28^{**}$			
<i>Dependent Variable: Citizenship</i>				
Verbal Aggressiveness	.038	.056	.675	.501
Intimidation	.014	.055	.245	.807
Agreeableness	-.016	.050	-.325	.745
Conscientiousness	.006	.050	.120	.905
Emotional Stability	.160	.048	3.357	.001
Extraversion	.086	.045	1.901	.059
Honesty-Humility	.009	.051	.178	.859
Openness to Experience	.061	.048	1.269	.207
	$R^2 = .11^{**}$			
<i>Total effect</i>	.044	.052	.842	.401
<i>Direct effect</i>	.038	.056	.675	.501
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate via Intimidation	Estimate	<i>SE</i>	95% CI	(BCA)
	.005	.021	-.039	.047

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 30.** Mediation of Verbal Aggressiveness by Intimidation - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Intimidation</i>				
Verbal Aggressiveness	.404	.081	5.011	.000
Agreeableness	.008	.078	.105	.916
Conscientiousness	.007	.078	.092	.927
Emotional Stability	-.056	.074	-.756	.451
Extraversion	.064	.070	.915	.362
Honesty-Humility	-.200	.077	-2.586	.011
Openness to Experience	-.029	.075	-.389	.698
	$R^2 = .28^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Verbal Aggressiveness	.020	.058	.338	.736
Intimidation	-.007	.056	-.117	.907
Agreeableness	-.025	.051	-.483	.630
Conscientiousness	.083	.052	1.618	.108
Emotional Stability	.066	.049	1.355	.178
Extraversion	-.013	.047	-.277	.782
Honesty-Humility	-.002	.052	-.031	.975
Openness to Experience	.038	.049	.779	.437
	$R^2 = .04$			
<i>Total effect</i>	.017	.053	.319	.750
<i>Direct effect</i>	.020	.058	.338	.736
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate via Intimidation	Estimate	<i>SE</i>	95% CI	(BCA)
	-.003	.019	-.038	.038

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 31.** Mediation of Emotionality by Ingratiation and Supplication - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Emotionality	.295	.105	2.820	.006
Emotional Stability	-.062	.105	-.592	.555
	$R^2 = .07^{**}$			
<i>Dependent Variable: Supplication</i>				
Emotionality	.205	.101	2.034	.044
Emotional Stability	.055	.101	.544	.588
	$R^2 = .06^{**}$			
<i>Dependent Variable: Communication</i>				
Emotionality	.043	.058	.739	.461
Ingratiation	.036	.046	.789	.431
Supplication	-.008	.048	-.165	.869
Emotional Stability	.006	.057	.099	.921
	$R^2 = .02$			
<i>Total effect</i>	.052	.056	.929	.354
<i>Direct effect</i>	.043	.058	.739	.461
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
Total	.009	.016	-.018	.047
via Ingratiation	.011	.014	-.015	.042
via Supplication	-.002	.012	-.024	.027

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 32.** Mediation of Emotionality by Ingratiation and Supplication - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Emotionality	.295	.105	2.820	.006
Emotional Stability	-.062	.105	-.592	.555
	$R^2 = .07^{**}$			
<i>Dependent Variable: Supplication</i>				
Emotionality	.205	.101	2.034	.044
Emotional Stability	.055	.101	.544	.588
	$R^2 = .06^{**}$			
<i>Dependent Variable: Citizenship</i>				
Emotionality	.067	.056	1.184	.239
Ingratiation	.091	.044	2.063	.041
Supplication	-.094	.046	-2.033	.044
Emotional Stability	.107	.055	1.953	.053
	$R^2 = .13^{**}$			
<i>Total effect</i>	.075	.055	1.345	.181
<i>Direct effect</i>	.067	.056	1.184	.239
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
Total	.008	.018	-.025	.049
via Ingratiation	.027	.018	.001	.068
via Supplication	-.019	.015	-.053	.005

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 33.** Mediation of Emotionality by Ingratiation and Supplication - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Emotionality	.295	.105	2.820	.006
Emotional Stability	-.062	.105	-.592	.555
	$R^2 = .07^{**}$			
<i>Dependent Variable: Supplication</i>				
Emotionality	.205	.101	2.034	.044
Emotional Stability	.055	.101	.544	.588
	$R^2 = .06^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Emotionality	.019	.059	.314	.754
Ingratiation	.042	.046	.912	.363
Supplication	-.083	.048	-1.731	.086
Emotional Stability	.034	.057	.602	.548
	$R^2 = .03$			
<i>Total effect</i>	.014	.057	.243	.808
<i>Direct effect</i>	.019	.059	.314	.754
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
Total	-.005	.018	-.039	.036
via Ingratiation	.013	.017	-.016	.054
via Supplication	-.017	.014	-.050	.006

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.



**Table 34.** Mediation of Emotionality by Ingratiation and Supplication - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Emotionality	.313	.102	3.061	.003
Agreeableness	.080	.083	.964	.337
Conscientiousness	-.099	.090	-1.104	.272
Emotional Stability	-.082	.099	-.827	.410
Extraversion	.342	.076	4.490	.000
Honesty-Humility	-.213	.082	-2.587	.011
Openness to Experience	-.001	.082	-.012	.990
	$R^2 = .24^{**}$			
<i>Dependent Variable: Supplication</i>				
Emotionality	.135	.098	1.388	.167
Agreeableness	.087	.079	1.104	.272
Conscientiousness	-.230	.086	-2.682	.008
Emotional Stability	.020	.094	.215	.830
Extraversion	-.130	.073	-1.790	.076
Honesty-Humility	-.245	.079	-3.118	.002
Openness to Experience	.062	.079	.787	.433
	$R^2 = .23^{**}$			
<i>Dependent Variable: Communication</i>				
Emotionality	.067	.061	1.088	.279
Ingratiation	.026	.050	.522	.603
Supplication	-.007	.053	-.127	.899
Agreeableness	-.023	.048	-.477	.634
Conscientiousness	-.009	.053	-.160	.873
Emotional Stability	.020	.057	.343	.733
Extraversion	.028	.048	.582	.562
Honesty-Humility	.018	.050	.355	.724
Openness to Experience	.147	.048	3.097	.002
	$R^2 = .08$			
<i>Total effect</i>	.074	.059	1.258	.210
<i>Direct effect</i>	.067	.061	1.088	.279
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
Total	.007	.016	-.022	.042
via Ingratiation	.008	.016	-.022	.043
via Supplication	-.001	.001	-.022	.022

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 35.** Mediation of Emotionality by Ingratiation and Supplication - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Emotionality	.313	.102	3.061	.003
Agreeableness	.080	.083	.964	.337
Conscientiousness	-.099	.090	-1.104	.272
Emotional Stability	-.082	.099	-.827	.410
Extraversion	.342	.076	4.490	.000
Honesty-Humility	-.213	.082	-2.587	.011
Openness to Experience	-.001	.082	-.012	.990
	$R^2 = .24^{**}$			
<i>Dependent Variable: Supplication</i>				
Emotionality	.135	.098	1.388	.167
Agreeableness	.087	.079	1.104	.272
Conscientiousness	-.230	.086	-2.682	.008
Emotional Stability	.020	.094	.215	.830
Extraversion	-.130	.073	-1.790	.076
Honesty-Humility	-.245	.079	-3.118	.002
Openness to Experience	.062	.079	.787	.433
	$R^2 = .23^{**}$			
<i>Dependent Variable: Citizenship</i>				
Emotionality	.091	.060	1.521	.131
Ingratiation	.064	.049	1.300	.196
Supplication	-.091	.052	-1.761	.081
Agreeableness	-.012	.047	-.257	.798
Conscientiousness	.005	.052	.089	.930
Emotional Stability	.107	.056	1.911	.058
Extraversion	.051	.047	1.077	.283
Honesty-Humility	-.026	.049	-.529	.598
Openness to Experience	.062	.047	1.341	.182
	$R^2 = .15^{**}$			
<i>Total effect</i>	.099	.058	1.697	.092
<i>Direct effect</i>	.091	.060	1.521	.131
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
Total	.008	.020	-.026	.052
via Ingratiation	.020	.020	-.012	.066
via Supplication	-.012	.013	-.041	.010

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 36.** Mediation of Emotionality by Ingratiation and Supplication - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Emotionality	.313	.102	3.061	.003
Agreeableness	.080	.083	.964	.337
Conscientiousness	-.099	.090	-1.104	.272
Emotional Stability	-.082	.099	-.827	.410
Extraversion	.342	.076	4.490	.000
Honesty-Humility	-.213	.082	-2.587	.011
Openness to Experience	-.001	.082	-.012	.990
	$R^2 = .24^{**}$			
<i>Dependent Variable: Supplication</i>				
Emotionality	.135	.098	1.388	.167
Agreeableness	.087	.079	1.104	.272
Conscientiousness	-.230	.086	-2.682	.008
Emotional Stability	.020	.094	.215	.830
Extraversion	-.130	.073	-1.790	.076
Honesty-Humility	-.245	.079	-3.118	.002
Openness to Experience	.062	.079	.787	.433
	$R^2 = .23^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Emotionality	.037	.062	.593	.554
Ingratiation	.060	.051	1.180	.240
Supplication	-.076	.054	-1.416	.159
Agreeableness	-.020	.049	-.412	.681
Conscientiousness	.077	.054	1.424	.157
Emotional Stability	.045	.058	.777	.439
Extraversion	-.045	.049	-.915	.362
Honesty-Humility	-.016	.051	-.322	.748
Openness to Experience	.040	.048	.839	.403
	$R^2 = .05$			
<i>Total effect</i>	.045	.060	.756	.451
<i>Direct effect</i>	.037	.062	.593	.554
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
Total	.009	.021	-.025	.061
via Ingratiation	.019	.022	-.016	.070
via Supplication	-.010	.012	-.039	.011

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 37.** Mediation of Impression Manipulativeness by Exemplification, Ingratiation, Intimidation, Self-promotion, and Supplication - Communication

<b>Model</b>	<b>b</b>	<b>SE</b>	<b>t</b>	<b>p</b>
<i>Dependent Variable: Exemplification</i>				
Impression Manipulativeness	.215	.085	2.520	.013
Honesty-Humility	-.324	.085	-3.821	.000
	$R^2 = .23^{**}$			
<i>Dependent Variable: Ingratiation</i>				
Impression Manipulativeness	.455	.088	5.187	.000
Honesty-Humility	.006	.087	.074	.942
	$R^2 = .20^{**}$			
<i>Dependent Variable: Intimidation</i>				
Impression Manipulativeness	.221	.085	2.606	.010
Honesty-Humility	-.302	.084	-3.580	.001
	$R^2 = .22^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Impression Manipulativeness	.091	.089	1.026	.307
Honesty-Humility	-.369	.088	-4.186	.000
	$R^2 = .18^{**}$			
<i>Dependent Variable: Supplication</i>				
Impression Manipulativeness	.434	.080	5.410	.000
Honesty-Humility	-.145	.080	-1.812	.072
	$R^2 = .29^{**}$			
<i>Dependent Variable: Communication</i>				
Impression Manipulativeness	-.005	.060	-.078	.938
Exemplification	-.121	.055	-2.183	.031
Ingratiation	.091	.054	1.677	.096
Intimidation	.055	.062	.887	.376
Self-promotion	-.066	.055	-1.200	.232
Supplication	.013	.060	.219	.827
Honesty-Humility	-.037	.057	-.646	.519
	$R^2 = .04$			
<i>Total effect</i>	.023	.051	.441	.660
<i>Direct effect</i>	-.005	.060	-.078	.938
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	SE	95% CI	(BCA)
Total	.027	.032	-.040	.090
via Exemplification	-.026	.017	-.065	.001
via Ingratiation	.041	.026	-.011	.092
via Intimidation	.012	.017	-.012	.055
via Self-promotion	-.006	.010	-.032	.009
via Supplication	.006	.026	-.050	.055

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 38.** Mediation of Impression Manipulativeness by Exemplification, Ingratiation, Intimidation, Self-promotion, and Supplication - Citizenship

Model	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>
<i>Dependent Variable: Exemplification</i>				
Impression Manipulativeness	.215	.085	2.520	.013
Honesty-Humility	-.324	.085	-3.821	.000
	$R^2 = .23^{**}$			
<i>Dependent Variable: Ingratiation</i>				
Impression Manipulativeness	.455	.088	5.187	.000
Honesty-Humility	.006	.087	.074	.942
	$R^2 = .20^{**}$			
<i>Dependent Variable: Intimidation</i>				
Impression Manipulativeness	.221	.085	2.606	.010
Honesty-Humility	-.302	.084	-3.580	.001
	$R^2 = .22^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Impression Manipulativeness	.091	.089	1.026	.307
Honesty-Humility	-.369	.088	-4.186	.000
	$R^2 = .18^{**}$			
<i>Dependent Variable: Supplication</i>				
Impression Manipulativeness	.434	.080	5.410	.000
Honesty-Humility	-.145	.080	-1.812	.072
	$R^2 = .29^{**}$			
<i>Dependent Variable: Citizenship</i>				
Impression Manipulativeness	-.043	.060	-.718	.474
Exemplification	-.022	.056	-.399	.690
Ingratiation	.141	.055	2.586	.011
Intimidation	.050	.062	.813	.418
Self-promotion	-.054	.055	-.984	.327
Supplication	-.072	.060	-1.198	.233
Honesty-Humility	-.057	.057	-.997	.320
	$R^2 = .06$			
<i>Total effect</i>	-.009	.052	-.170	.865
<i>Direct effect</i>	-.043	.060	-.718	.474
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
Total	.034	.036	-.036	.108
via Exemplification	-.005	.013	-.034	.018
via Ingratiation	.064	.029	.005	.120
via Intimidation	.011	.020	-.015	.064
via Self-promotion	-.005	.010	-.030	.010
via Supplication	-.031	.029	-.088	.026

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 39.** Mediation of Impression Manipulativeness by Exemplification, Ingratiation, Intimidation, Self-promotion, and Supplication - Task proficiency

Model	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>
<i>Dependent Variable: Exemplification</i>				
Impression Manipulativeness	.215	.085	2.520	.013
Honesty-Humility	-.324	.085	-3.821	.000
	$R^2 = .23^{**}$			
<i>Dependent Variable: Ingratiation</i>				
Impression Manipulativeness	.455	.088	5.187	.000
Honesty-Humility	.006	.087	.074	.942
	$R^2 = .20^{**}$			
<i>Dependent Variable: Intimidation</i>				
Impression Manipulativeness	.221	.085	2.606	.010
Honesty-Humility	-.302	.084	-3.580	.001
	$R^2 = .22^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Impression Manipulativeness	.091	.089	1.026	.307
Honesty-Humility	-.369	.088	-4.186	.000
	$R^2 = .18^{**}$			
<i>Dependent Variable: Supplication</i>				
Impression Manipulativeness	.434	.080	5.410	.000
Honesty-Humility	-.145	.080	-1.812	.072
	$R^2 = .29^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Impression Manipulativeness	-.030	.061	-.487	.627
Exemplification	-.008	.056	-.147	.883
Ingratiation	.063	.055	1.148	.253
Intimidation	.043	.062	.684	.495
Self-promotion	-.037	.056	-.658	.512
Supplication	-.073	.061	-1.197	.233
Honesty-Humility	-.031	.058	-.537	.592
	$R^2 = .02$			
<i>Total effect</i>	-.028	.051	-.546	.586
<i>Direct effect</i>	-.030	.061	-.487	.627
<i>Bootstrap Results for Indirect Effect</i>				
Sample estimate	Estimate	<i>SE</i>	95% CI	(BCA)
Total	.002	.037	-.066	.080
via Exemplification	-.002	.013	-.029	.026
via Ingratiation	.039	.033	-.045	.088
via Intimidation	.009	.019	-.014	.061
via Self-promotion	-.003	.009	-.025	.012
via Supplication	-.032	.027	-.085	.023

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 40.** Mediation of Impression Manipulativeness by Exemplification, Ingratiation, Intimidation, Self-promotion, and Supplication - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Exemplification</i>				
Impression Manipulativeness	.164	.090	1.814	.072
Agreeableness	.057	.080	.713	.477
Conscientiousness	.010	.086	.117	.907
Emotional Stability	.074	.083	.890	.375
Extraversion	.058	.075	.769	.443
Honesty-Humility	-.355	.091	-3.924	.000
Openness to Experience	-.230	.082	-2.807	.006
	$R^2 = .26^{**}$			
<i>Dependent Variable: Ingratiation</i>				
Impression Manipulativeness	.375	.092	4.082	.000
Agreeableness	.023	.081	.285	.776
Conscientiousness	-.124	.087	-1.426	.156
Emotional Stability	.012	.084	.147	.884
Extraversion	.261	.077	3.396	.001
Honesty-Humility	-.017	.092	-.179	.859
Openness to Experience	-.019	.084	-.221	.825
	$R^2 = .27^{**}$			
<i>Dependent Variable: Intimidation</i>				
Impression Manipulativeness	.266	.087	3.058	.003
Agreeableness	-.128	.077	-1.661	.099
Conscientiousness	-.007	.083	-.088	.930
Emotional Stability	-.127	.080	-1.592	.114
Extraversion	-.063	.073	-.870	.386
Honesty-Humility	-.204	.088	-2.326	.022
Openness to Experience	-.018	.079	-.226	.821
	$R^2 = .21^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Impression Manipulativeness	.094	.092	1.029	.306
Agreeableness	-.092	.081	-1.141	.256
Conscientiousness	.116	.087	1.330	.186
Emotional Stability	.039	.084	.468	.640
Extraversion	.180	.077	2.345	.021
Honesty-Humility	-.384	.092	-4.173	.000
Openness to Experience	.218	.083	2.619	.010
	$R^2 = .27^{**}$			
<i>Dependent Variable: Supplication</i>				
Impression Manipulativeness	.437	.080	5.484	.000
Agreeableness	.035	.071	.499	.619
Conscientiousness	-.202	.076	-2.660	.009
Emotional Stability	-.019	.073	-.254	.800
Extraversion	-.193	.067	-2.894	.004

Honesty-Humility	-.030	.080	-.370	.712
Openness to Experience	.033	.073	.449	.654

$R^2 = .35^{**}$

*Dependent Variable: Communication*

Impression Manipulativeness	-.023	.062	-.370	.712
Exemplification	-.097	.057	-1.694	.093
Ingratiation	.090	.056	1.598	.112
Intimidation	.094	.065	1.444	.151
Self-promotion	-.128	.059	-2.172	.032
Supplication	.014	.065	.219	.827
Agreeableness	-.025	.049	-.514	.608
Conscientiousness	.009	.054	.173	.863
Emotional Stability	.078	.050	1.550	.124
Extraversion	.041	.049	.824	.412
Honesty-Humility	-.040	.061	-.651	.517
Openness to Experience	.149	.052	2.868	.005

$R^2 = .12$

<i>Total effect</i>	.014	.054	.260	.796
<i>Direct effect</i>	-.023	.062	-.370	.712

*Bootstrap Results for Indirect Effect*

Sample estimate	Estimate	SE	95% CI	(BCA)
Total	.037	.040	-.040	.120
via Exemplification	-.016	.015	-.051	.007
via Ingratiation	.034	.022	-.008	.078
via Intimidation	.025	.024	-.008	.084
via Self-promotion	-.012	.017	-.053	.018
via Supplication	.006	.031	-.056	.066

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.



**Table 41.** Mediation of Impression Manipulativeness by Exemplification, Ingratiation, Intimidation, Self-promotion, and Supplication - Citizenship

Model	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>
<i>Dependent Variable: Exemplification</i>				
Impression Manipulativeness	.164	.090	1.814	.072
Agreeableness	.057	.080	.713	.477
Conscientiousness	.010	.086	.117	.907
Emotional Stability	.074	.083	.890	.375
Extraversion	.058	.075	.769	.443
Honesty-Humility	-.355	.091	-3.924	.000
Openness to Experience	-.230	.082	-2.807	.006
	$R^2 = .26^{**}$			
<i>Dependent Variable: Ingratiation</i>				
Impression Manipulativeness	.375	.092	4.082	.000
Agreeableness	.023	.081	.285	.776
Conscientiousness	-.124	.087	-1.426	.156
Emotional Stability	.012	.084	.147	.884
Extraversion	.261	.077	3.396	.001
Honesty-Humility	-.017	.092	-.179	.859
Openness to Experience	-.019	.084	-.221	.825
	$R^2 = .27^{**}$			
<i>Dependent Variable: Intimidation</i>				
Impression Manipulativeness	.266	.087	3.058	.003
Agreeableness	-.128	.077	-1.661	.099
Conscientiousness	-.007	.083	-.088	.930
Emotional Stability	-.127	.080	-1.592	.114
Extraversion	-.063	.073	-.870	.386
Honesty-Humility	-.204	.088	-2.326	.022
Openness to Experience	-.018	.079	-.226	.821
	$R^2 = .21^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Impression Manipulativeness	.094	.092	1.029	.306
Agreeableness	-.092	.081	-1.141	.256
Conscientiousness	.116	.087	1.330	.186
Emotional Stability	.039	.084	.468	.640
Extraversion	.180	.077	2.345	.021
Honesty-Humility	-.384	.092	-4.173	.000
Openness to Experience	.218	.083	2.619	.010
	$R^2 = .27^{**}$			
<i>Dependent Variable: Supplication</i>				
Impression Manipulativeness	.437	.080	5.484	.000
Agreeableness	.035	.071	.499	.619
Conscientiousness	-.202	.076	-2.660	.009
Emotional Stability	-.019	.073	-.254	.800
Extraversion	-.193	.067	-2.894	.004

Honesty-Humility		-.030	.080	-.370	.712
Openness to Experience		.033	.073	.449	.654
	$R^2 = .35^{**}$				
<i>Dependent Variable: Citizenship</i>					
Impression Manipulativeness		-.100	.061	-1.638	.104
Exemplification		-.039	.056	-.690	.491
Ingratiation		.130	.055	2.351	.020
Intimidation		.100	.064	1.547	.124
Self-promotion		-.084	.058	-1.449	.150
Supplication		-.080	.064	-1.247	.215
Agreeableness		-.012	.048	-.261	.795
Conscientiousness		.007	.053	.131	.896
Emotional Stability		.181	.050	3.652	.000
Extraversion		.060	.049	1.243	.216
Honesty-Humility		-.076	.060	-1.264	.209
Openness to Experience		.064	.051	1.241	.217
	$R^2 = .16^*$				
<i>Total effect</i>		-.074	.053	-1.388	.167
<i>Direct effect</i>		-.100	.061	-1.638	.104

*Bootstrap Results for Indirect Effect*

Sample estimate	Estimate	SE	95% CI	(BCA)
Total	.026	.039	-.044	.108
via Exemplification	-.006	.011	-.034	.013
via Ingratiation	.049	.026	.001	.100
via Intimidation	.027	.028	-.007	.100
via Self-promotion	-.008	.0125	-.039	.012
via Supplication	-.035	.033	-.101	.031

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 42.** Mediation of Impression Manipulativeness by Exemplification, Ingratiation, Intimidation, Self-promotion, and Supplication - Task proficiency

Model	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>
<i>Dependent Variable: Exemplification</i>				
Impression Manipulativeness	.164	.090	1.814	.072
Agreeableness	.057	.080	.713	.477
Conscientiousness	.010	.086	.117	.907
Emotional Stability	.074	.083	.890	.375
Extraversion	.058	.075	.769	.443
Honesty-Humility	-.355	.091	-3.924	.000
Openness to Experience	-.230	.082	-2.807	.006
	$R^2 = .26^{**}$			
<i>Dependent Variable: Ingratiation</i>				
Impression Manipulativeness	.375	.092	4.082	.000
Agreeableness	.023	.081	.285	.776
Conscientiousness	-.124	.087	-1.426	.156
Emotional Stability	.012	.084	.147	.884
Extraversion	.261	.077	3.396	.001
Honesty-Humility	-.017	.092	-.179	.859
Openness to Experience	-.019	.084	-.221	.825
	$R^2 = .27^{**}$			
<i>Dependent Variable: Intimidation</i>				
Impression Manipulativeness	.266	.087	3.058	.003
Agreeableness	-.128	.077	-1.661	.099
Conscientiousness	-.007	.083	-.088	.930
Emotional Stability	-.127	.080	-1.592	.114
Extraversion	-.063	.073	-.870	.386
Honesty-Humility	-.204	.088	-2.326	.022
Openness to Experience	-.018	.079	-.226	.821
	$R^2 = .21^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Impression Manipulativeness	.094	.092	1.029	.306
Agreeableness	-.092	.081	-1.141	.256
Conscientiousness	.116	.087	1.330	.186
Emotional Stability	.039	.084	.468	.640
Extraversion	.180	.077	2.345	.021
Honesty-Humility	-.384	.092	-4.173	.000
Openness to Experience	.218	.083	2.619	.010
	$R^2 = .27^{**}$			
<i>Dependent Variable: Supplication</i>				
Impression Manipulativeness	.437	.080	5.484	.000
Agreeableness	.035	.071	.499	.619
Conscientiousness	-.202	.076	-2.660	.009
Emotional Stability	-.019	.073	-.254	.800
Extraversion	-.193	.067	-2.894	.004

Honesty-Humility		-.030	.080	-.370	.712
Openness to Experience		.033	.073	.449	.654
		$R^2 = .35^{**}$			
<i>Dependent Variable: Task proficiency</i>					
Impression Manipulativeness		-.028	.064	-.430	.668
Exemplification		-.006	.059	-.099	.921
Ingratiation		.090	.058	1.551	.123
Intimidation		.045	.067	.674	.502
Self-promotion		-.054	.061	-.887	.377
Supplication		-.090	.067	-1.342	.182
Agreeableness		-.019	.050	-.388	.699
Conscientiousness		.078	.056	1.408	.162
Emotional Stability		.067	.052	1.284	.201
Extraversion		-.042	.051	-.824	.412
Honesty-Humility		-.033	.063	-.529	.598
Openness to Experience		.045	.054	.841	.402
		$R^2 = .06$			
<i>Total effect</i>		-.027	.055	-.493	.623
<i>Direct effect</i>		-.028	.064	-.430	.668

*Bootstrap Results for Indirect Effect*

Sample estimate	Estimate	SE	95% CI	(BCA)
Total	.000	.037	-.065	.080
via Exemplification	-.001	.011	-.025	.024
via Ingratiation	.034	.028	-.026	.084
via Intimidation	.012	.024	-.015	.077
via Self-promotion	-.005	.011	-.030	.014
via Supplication	-.039	.031	-.100	.022

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples.

**Table 43.** Moderated Mediation Results for Accountability - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Exemplification</i>				
Preciseness	-.045	.093	-.487	.627
Accountability	.081	.082	.993	.323
Preciseness x Accountability	-.106	.089	-1.182	.239
Conscientiousness	-.206	.094	-2.189	.030
	$R^2 = .07^{**}$			
<i>Dependent Variable: Supplication</i>				
Preciseness	.250	.084	2.978	.003
Accountability	-.055	.074	-.743	.459
Preciseness x Accountability	-.092	.081	-1.137	.257
Conscientiousness	-.459	.085	-5.410	.000
	$R^2 = .20^{**}$			
<i>Dependent Variable: Communication</i>				
Preciseness	.090	.051	1.777	.078
Exemplification	-.052	.047	-1.120	.265
Supplication	.045	.052	.864	.389
Accountability	.060	.043	1.377	.171
Exemplification x Accountability	.042	.044	.972	.333
Supplication x Accountability	-.010	.053	-.182	.856
Conscientiousness	-.053	.055	-.976	.331
	$R^2 = .06$			
<i>Direct effect</i>	.090	.051	1.777	.078

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 44.** Moderated Mediation Results for Accountability - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Exemplification</i>				
Preciseness	-.045	.093	-.487	.627
Accountability	.081	.082	.993	.323
Preciseness x Accountability	-.106	.089	-1.182	.239
Conscientiousness	-.206	.094	-2.189	.030
	$R^2 = .07^{**}$			
<i>Dependent Variable: Supplication</i>				
Preciseness	.250	.084	2.978	.003
Accountability	-.055	.074	-.743	.459
Preciseness x Accountability	-.092	.081	-1.137	.257
Conscientiousness	-.459	.085	-5.410	.000
	$R^2 = .20^{**}$			
<i>Dependent Variable: Citizenship</i>				
Preciseness	-.025	.054	-.462	.645
Exemplification	.035	.050	.715	.476
Supplication	-.040	.055	-.726	.469
Accountability	.090	.046	1.956	.052
Exemplification x Accountability	-.023	.046	-.490	.625
Supplication x Accountability	-.022	.056	-.390	.697
Conscientiousness	-.039	.058	-.683	.496
	$R^2 = .05$			
<i>Direct effect</i>	-.025	.054	-.462	.645

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 45.** Moderated Mediation Results for Accountability - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Exemplification</i>				
Preciseness	-.045	.093	-.487	.627
Accountability	.081	.082	.993	.323
Preciseness x Accountability	-.106	.089	-1.182	.239
Conscientiousness	-.206	.094	-2.189	.030
	$R^2 = .07^{**}$			
<i>Dependent Variable: Supplication</i>				
Preciseness	.250	.084	2.978	.003
Accountability	-.055	.074	-.743	.459
Preciseness x Accountability	-.092	.081	-1.137	.257
Conscientiousness	-.459	.085	-5.410	.000
	$R^2 = .20^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Preciseness	.047	.054	.881	.380
Exemplification	.037	.049	.741	.460
Supplication	-.040	.055	-.733	.465
Accountability	.019	.046	.421	.675
Exemplification x Accountability	-.005	.046	-.112	.911
Supplication x Accountability	-.016	.056	-.280	.780
Conscientiousness	.045	.058	.778	.438
	$R^2 = .03$			
<i>Direct effect</i>	.047	.054	.881	.380

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 46.** Moderated Mediation Results for Accountability - Communication

<b>Model</b>	<b>b</b>	<b>SE</b>	<b>t</b>	<b>p</b>
<i>Dependent Variable: Exemplification</i>				
Preciseness	.026	.095	.278	.781
Accountability	.021	.078	.272	.786
Preciseness x Accountability	-.093	.083	-1.122	.264
Agreeableness	.060	.080	.739	.461
Conscientiousness	-.033	.094	-.351	.726
Emotional Stability	.136	.086	1.574	.118
Extraversion	.094	.078	1.202	.232
Honesty-Humility	-.428	.082	-5.257	.000
Openness to Experience	-.181	.085	-2.135	.035
	$R^2 = .26^{**}$			
<i>Dependent Variable: Supplication</i>				
Preciseness	.250	.089	2.823	.006
Accountability	-.060	.073	-.821	.413
Preciseness x Accountability	-.100	.078	-1.284	.201
Agreeableness	.037	.075	.491	.625
Conscientiousness	-.305	.088	-3.473	.001
Emotional Stability	.178	.081	2.198	.030
Extraversion	-.097	.073	-1.317	.190
Honesty-Humility	-.246	.076	-3.219	.002
Openness to Experience	.052	.079	.651	.516
	$R^2 = .27^{**}$			
<i>Dependent Variable: Communication</i>				
Preciseness	.093	.055	1.677	.096
Exemplification	-.041	.051	-.801	.425
Supplication	.019	.055	.349	.727
Accountability	.043	.045	.949	.345
Exemplification x Accountability	.037	.045	.826	.411
Supplication x Accountability	-.013	.055	-.244	.808
Agreeableness	-.036	.046	-.784	.435
Conscientiousness	-.048	.056	-.853	.395
Emotional Stability	.076	.051	1.498	.137
Extraversion	.029	.046	.637	.525
Honesty-Humility	.013	.052	.252	.802
Openness to Experience	.113	.049	2.320	.022
	$R^2 = .11$			
<i>Direct effect</i>	.093	.055	1.677	.096

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.



**Table 47.** Moderated Mediation Results for Accountability - Citizenship

<b>Model</b>	<b>b</b>	<b>SE</b>	<b>t</b>	<b>p</b>
<i>Dependent Variable: Exemplification</i>				
Preciseness	.026	.095	.278	.781
Accountability	.021	.078	.272	.786
Preciseness x Accountability	-.093	.083	-1.122	.264
Agreeableness	.060	.080	.739	.461
Conscientiousness	-.033	.094	-.351	.726
Emotional Stability	.136	.086	1.574	.118
Extraversion	.094	.078	1.202	.232
Honesty-Humility	-.428	.082	-5.257	.000
Openness to Experience	-.181	.085	-2.135	.035
	$R^2 = .26^{**}$			
<i>Dependent Variable: Supplication</i>				
Preciseness	.250	.089	2.823	.006
Accountability	-.060	.073	-.821	.413
Preciseness x Accountability	-.100	.078	-1.284	.201
Agreeableness	.037	.075	.491	.625
Conscientiousness	-.305	.088	-3.473	.001
Emotional Stability	.178	.081	2.198	.030
Extraversion	-.097	.073	-1.317	.190
Honesty-Humility	-.246	.076	-3.219	.002
Openness to Experience	.052	.079	.651	.516
	$R^2 = .27^{**}$			
<i>Dependent Variable: Citizenship</i>				
Preciseness	.021	.056	.367	.714
Exemplification	.014	.052	.722	.786
Supplication	-.081	.056	-1.464	.146
Accountability	.059	.046	1.284	.201
Exemplification x Accountability	-.049	.045	-1.088	.279
Supplication x Accountability	-.028	.055	-.498	.619
Agreeableness	-.022	.046	-.469	.640
Conscientiousness	-.010	.057	-.169	.866
Emotional Stability	.193	.051	3.744	.000
Extraversion	.061	.046	1.318	.190
Honesty-Humility	-.023	.052	-.433	.666
Openness to Experience	.061	.049	1.238	.218
	$R^2 = .16^{**}$			
<i>Direct effect</i>	.021	.056	.367	.714

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 48.** Moderated Mediation Results for Accountability - Task proficiency

<b>Model</b>	<b>b</b>	<b>SE</b>	<b>t</b>	<b>p</b>
<i>Dependent Variable: Exemplification</i>				
Preciseness	.026	.095	.278	.781
Accountability	.021	.078	.272	.786
Preciseness x Accountability	-.093	.083	-1.122	.264
Agreeableness	.060	.080	.739	.461
Conscientiousness	-.033	.094	-.351	.726
Emotional Stability	.136	.086	1.574	.118
Extraversion	.094	.078	1.202	.232
Honesty-Humility	-.428	.082	-5.257	.000
Openness to Experience	-.181	.085	-2.135	.035
	$R^2 = .26^{**}$			
<i>Dependent Variable: Supplication</i>				
Preciseness	.250	.089	2.823	.006
Accountability	-.060	.073	-.821	.413
Preciseness x Accountability	-.100	.078	-1.284	.201
Agreeableness	.037	.075	.491	.625
Conscientiousness	-.305	.088	-3.473	.001
Emotional Stability	.178	.081	2.198	.030
Extraversion	-.097	.073	-1.317	.190
Honesty-Humility	-.246	.076	-3.219	.002
Openness to Experience	.052	.079	.651	.516
	$R^2 = .27^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Preciseness	.069	.058	1.194	.235
Exemplification	.034	.054	.637	.526
Supplication	-.068	.058	-1.176	.242
Accountability	.017	.048	.362	.718
Exemplification x Accountability	-.018	.047	-.383	.703
Supplication x Accountability	-.004	.058	-.073	.942
Agreeableness	-.035	.048	-.729	.468
Conscientiousness	.054	.059	.910	.365
Emotional Stability	.094	.054	1.752	.082
Extraversion	-.024	.048	-.507	.613
Honesty-Humility	-.002	.054	-.029	.977
Openness to Experience	.032	.051	.621	.536
	$R^2 = .06$			
<i>Direct effect</i>	.069	.058	1.194	.235

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 49.** Moderated Mediation Results for Accountability - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Expressiveness	.091	.098	.926	.356
Accountability	.109	.084	1.299	.196
Expressiveness x Accountability	.039	.071	.546	.586
Extraversion	.237	.101	2.338	.021
	$R^2 = .12^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Expressiveness	.339	.045	3.577	.001
Accountability	.222	.081	2.748	.007
Expressiveness x Accountability	-.042	.068	-.622	.535
Extraversion	-.026	.098	-.268	.789
	$R^2 = .17^{**}$			
<i>Dependent Variable: Communication</i>				
Expressiveness	.118	.053	2.227	.028
Ingratiation	.028	.048	.569	.570
Self-promotion	-.085	.049	-1.722	.087
Accountability	.085	.046	1.849	.067
Ingratiation x Accountability	.028	.052	.549	.584
Self-promotion x Accountability	.035	.041	.875	.383
Extraversion	-.063	.054	-1.170	.244
	$R^2 = .07$			
<i>Direct effect</i>	.118	.053	2.227	.028
<b>Conditional Indirect Effects</b>				
<b>X → M<sub>2</sub> (Self-promotion) → Y (Communication)</b>	<b>Estimate</b>	<b><i>SE</i></b>	<b>95% CI</b>	<b>(BCA)</b>
-0.89 (16 <sup>th</sup> percentile)	-.044	.028	-.111	-.001
-0.08 (50 <sup>th</sup> percentile)	-.030	.021	-.080	.004
1.03 (84 <sup>th</sup> percentile)	-.014	.026	-.080	.028

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 50.** Moderated Mediation Results for Accountability - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Expressiveness	.091	.098	.926	.356
Accountability	.109	.084	1.299	.196
Expressiveness x Accountability	.039	.071	.546	.586
Extraversion	.237	.101	2.338	.021
	$R^2 = .12^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Expressiveness	.339	.045	3.577	.001
Accountability	.222	.081	2.748	.007
Expressiveness x Accountability	-.042	.068	-.622	.535
Extraversion	-.026	.098	-.268	.789
	$R^2 = .17^{**}$			
<i>Dependent Variable: Citizenship</i>				
Expressiveness	.069	.054	1.262	.209
Ingratiation	.054	.050	1.094	.276
Self-promotion	-.058	.050	-1.147	.254
Accountability	.100	.047	2.108	.037
Ingratiation x Accountability	.037	.053	.693	.490
Self-promotion x Accountability	.064	.041	1.544	.125
Extraversion	-.018	.055	-.330	.742
	$R^2 = .09^*$			
<i>Direct effect</i>	.069	.054	1.262	.209
<b>Conditional Indirect Effects</b>				
<b>X → M<sub>2</sub> (Self-promotion) → Y (Citizenship)</b>	<b>Estimate</b>	<b><i>SE</i></b>	<b>95% CI</b>	<b>(BCA)</b>
-0.89 (16 <sup>th</sup> percentile)	-.043	.033	-.124	-.001
-0.08 (50 <sup>th</sup> percentile)	-.022	.021	-.071	.014
1.03 (84 <sup>th</sup> percentile)	.002	.023	-.040	.057

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 51.** Moderated Mediation Results for Accountability - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Expressiveness	.091	.098	.926	.356
Accountability	.109	.084	1.299	.196
Expressiveness x Accountability	.039	.071	.546	.586
Extraversion	.237	.101	2.338	.021
	$R^2 = .12^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Expressiveness	.339	.045	3.577	.001
Accountability	.222	.081	2.748	.007
Expressiveness x Accountability	-.042	.068	-.622	.535
Extraversion	-.026	.098	-.268	.789
	$R^2 = .17^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Expressiveness	.074	.056	1.319	.189
Ingratiation	.027	.051	.527	.599
Self-promotion	-.042	.052	-.806	.422
Accountability	.057	.049	1.156	.250
Ingratiation x Accountability	.001	.055	.020	.984
Self-promotion x Accountability	.037	.043	.862	.390
Extraversion	-.090	.057	-1.591	.114
	$R^2 = .03$			
<i>Direct effect</i>	.074	.056	1.319	.189

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 52.** Moderated Mediation Results for Accountability - Communication

<b>Model</b>	<b>b</b>	<b>SE</b>	<b>t</b>	<b>p</b>
<i>Dependent Variable: Ingratiation</i>				
Expressiveness	.039	.101	.389	.698
Accountability	.132	.083	1.595	.113
Expressiveness x Accountability	.000	.070	.005	.996
Agreeableness	.041	.088	.461	.646
Conscientiousness	-.180	.095	-1.905	.059
Emotional Stability	.101	.088	1.146	.254
Extraversion	.281	.102	2.747	.007
Honesty-Humility	-.183	.087	-2.107	.037
Openness to Experience	-.008	.089	-.093	.926
	$R^2 = .21^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Expressiveness	.221	.091	2.431	.016
Accountability	.182	.075	2.435	.016
Expressiveness x Accountability	-.023	.063	-.366	.715
Agreeableness	-.058	.079	-.728	.468
Conscientiousness	.085	.085	1.002	.318
Emotional Stability	.084	.079	1.062	.290
Extraversion	.062	.092	.670	.504
Honesty-Humility	-.369	.078	-4.718	.000
Openness to Experience	.218	.080	2.717	.008
	$R^2 = .35^{**}$			
<i>Dependent Variable: Communication</i>				
Expressiveness	.113	.055	2.079	.040
Ingratiation	.040	.051	.778	.438
Self-promotion	-.126	.054	-2.328	.022
Accountability	.088	.047	1.892	.061
Ingratiation x Accountability	.011	.052	.215	.831
Self-promotion x Accountability	.039	.040	.983	.328
Agreeableness	-.015	.047	-.311	.756
Conscientiousness	-.004	.052	-.083	.934
Emotional Stability	.062	.047	1.327	.187
Extraversion	-.044	.055	-.804	.423
Honesty-Humility	.001	.050	.017	.987
Openness to Experience	.153	.048	3.153	.002
	$R^2 = .14^*$			
<i>Direct effect</i>	.113	.055	2.079	.040
<b>Conditional Indirect Effects</b>				
<b>X → M<sub>2</sub> (Self-promotion) → Y (Communication)</b>	<b>Estimate</b>	<b>SE</b>	<b>95% CI</b>	<b>(BCA)</b>
-0.95 (16 <sup>th</sup> percentile)	-.040	.027	-.106	-.001
-0.08 (50 <sup>th</sup> percentile)	-.029	.020	-.078	-.001
1.03 (84 <sup>th</sup> percentile)	-.017	.026	-.085	.014

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 53.** Moderated Mediation Results for Accountability - Citizenship

<b>Model</b>	<b>b</b>	<b>SE</b>	<b>t</b>	<b>p</b>
<i>Dependent Variable: Ingratiation</i>				
Expressiveness	.039	.101	.389	.698
Accountability	.132	.083	1.595	.113
Expressiveness x Accountability	.000	.070	.005	.996
Agreeableness	.041	.088	.461	.646
Conscientiousness	-.180	.095	-1.905	.059
Emotional Stability	.101	.088	1.146	.254
Extraversion	.281	.102	2.747	.007
Honesty-Humility	-.183	.087	-2.107	.037
Openness to Experience	-.008	.089	-.093	.926
	$R^2 = .21^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Expressiveness	.221	.091	2.431	.016
Accountability	.182	.075	2.435	.016
Expressiveness x Accountability	-.023	.063	-.366	.715
Agreeableness	-.058	.079	-.728	.468
Conscientiousness	.085	.085	1.002	.318
Emotional Stability	.084	.079	1.062	.290
Extraversion	.062	.092	.670	.504
Honesty-Humility	-.369	.078	-4.718	.000
Openness to Experience	.218	.080	2.717	.008
	$R^2 = .35^{**}$			
<i>Dependent Variable: Citizenship</i>				
Expressiveness	.069	.055	1.254	.212
Ingratiation	.037	.051	.731	.466
Self-promotion	-.085	.055	-1.558	.122
Accountability	.103	.047	2.191	.030
Ingratiation x Accountability	.029	.052	.558	.578
Self-promotion x Accountability	.064	.040	1.585	.115
Agreeableness	-.016	.047	-.332	.741
Conscientiousness	.010	.052	.193	.848
Emotional Stability	.154	.047	3.276	.001
Extraversion	.017	.055	.300	.765
Honesty-Humility	-.011	.050	-.221	.825
Openness to Experience	.059	.049	1.217	.226
	$R^2 = .18^{**}$			
<i>Direct effect</i>	.069	.055	1.254	.212
<b>Conditional Indirect Effects</b>				
<b>X → M<sub>2</sub> (Self-promotion) → Y (Citizenship)</b>	<b>Estimate</b>	<b>SE</b>	<b>95% CI</b>	<b>(BCA)</b>
-0.95 (16 <sup>th</sup> percentile)	-.035	.031	-.118	-.000
-0.08 (50 <sup>th</sup> percentile)	-.020	.018	-.066	.003
1.03 (84 <sup>th</sup> percentile)	-.004	.018	-.044	.030

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 54.** Moderated Mediation Results for Accountability - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Expressiveness	.039	.101	.389	.698
Accountability	.132	.083	1.595	.113
Expressiveness x Accountability	.000	.070	.005	.996
Agreeableness	.041	.088	.461	.646
Conscientiousness	-.180	.095	-1.905	.059
Emotional Stability	.101	.088	1.146	.254
Extraversion	.281	.102	2.747	.007
Honesty-Humility	-.183	.087	-2.107	.037
Openness to Experience	-.008	.089	-.093	.926
	$R^2 = .21^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Expressiveness	.221	.091	2.431	.016
Accountability	.182	.075	2.435	.016
Expressiveness x Accountability	-.023	.063	-.366	.715
Agreeableness	-.058	.079	-.728	.468
Conscientiousness	.085	.085	1.002	.318
Emotional Stability	.084	.079	1.062	.290
Extraversion	.062	.092	.670	.504
Honesty-Humility	-.369	.078	-4.718	.000
Openness to Experience	.218	.080	2.717	.008
	$R^2 = .35^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Expressiveness	.078	.058	1.352	.179
Ingratiation	.058	.054	1.079	.283
Self-promotion	-.077	.058	-1.329	.186
Accountability	.039	.050	.789	.432
Ingratiation x Accountability	-.017	.055	-.300	.765
Self-promotion x Accountability	.033	.043	.766	.445
Agreeableness	-.022	.049	-.447	.656
Conscientiousness	.105	.055	1.924	.057
Emotional Stability	.061	.050	1.229	.222
Extraversion	-.075	.059	-1.278	.204
Honesty-Humility	-.007	.053	-.140	.889
Openness to Experience	.036	.051	.691	.491
	$R^2 = .07$			
<i>Direct effect</i>	.078	.058	1.352	.179

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.



**Table 55.** Moderated Mediation Results for Accountability - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Self-promotion</i>				
Questioningness	.150	.091	1.644	.102
Accountability	.199	.080	2.472	.015
Questioningness x Accountability	-.107	.084	-1.282	.202
Openness to Experience	.171	.092	1.868	.064
	$R^2 = .14^{**}$			
<i>Dependent Variable: Communication</i>				
Questioningness	.048	.048	1.001	.316
Self-promotion	-.069	.044	-1.562	.121
Accountability	.070	.043	1.619	.108
Self-promotion x Accountability	.043	.034	1.254	.212
Openness to Experience	.102	.048	2.135	.035
	$R^2 = .09^{**}$			
<i>Direct effect</i>	.048	.048	1.006	.316

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 56.** Moderated Mediation Results for Accountability - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Self-promotion</i>				
Questioningness	.150	.091	1.644	.102
Accountability	.199	.080	2.472	.015
Questioningness x Accountability	-.107	.084	-1.282	.202
Openness to Experience	.171	.092	1.868	.064
	$R^2 = .14^{**}$			
<i>Dependent Variable: Citizenship</i>				
Questioningness	.101	.050	2.024	.045
Self-promotion	-.012	.046	-.269	.789
Accountability	.098	.045	2.155	.033
Self-promotion x Accountability	.088	.036	2.470	.015
Openness to Experience	-.043	.050	-.860	.392
	$R^2 = .09^{**}$			
	<u>Accountability Conditional Effects</u>			
$M_1$ (Self-promotion) $\rightarrow$ Y (Citizenship)	Estimate	<i>SE</i>	95% CI	(BCA)
-0.88 (16 <sup>th</sup> percentile)	-.090	.056	-.201	.022
-0.08 (50 <sup>th</sup> percentile)	-.020	.046	-.110	.072
1.03 (84 <sup>th</sup> percentile)	-.079	.058	-.035	.193
<i>Direct effect</i>	.101	.050	2.024	.045

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 57.** Moderated Mediation Results for Accountability - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Self-promotion</i>				
Questioningness	.150	.091	1.644	.102
Accountability	.199	.080	2.472	.015
Questioningness x Accountability	-.107	.084	-1.282	.202
Openness to Experience	.171	.092	1.868	.064
	$R^2 = .14^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Questioningness	.074	.052	1.424	.157
Self-promotion	-.025	.047	-.520	.604
Accountability	.041	.047	.880	.380
Self-promotion x Accountability	.037	.037	1.001	.314
Openness to Experience	-.020	.052	-.389	.698
	$R^2 = .03$			
<i>Direct effect</i>	.074	.052	1.424	.157

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 58.** Moderated Mediation Results for Accountability - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Self-promotion</i>				
Questioningness	.023	.088	.263	.793
Accountability	.148	.077	1.920	.057
Questioningness x Accountability	-.078	.077	-1.013	.313
Agreeableness	-.104	.078	-1.332	.185
Conscientiousness	.106	.087	1.222	.224
Emotional Stability	.096	.081	1.182	.239
Extraversion	.191	.075	2.541	.012
Honesty-Humility	-.390	.081	-4.829	.000
Openness to Experience	.250	.094	2.670	.009
	$R^2 = .33^{**}$			
<i>Dependent Variable: Communication</i>				
Questioningness	.030	.051	.588	.557
Self-promotion	-.093	.051	-1.836	.069
Accountability	.072	.046	1.557	.122
Self-promotion x Accountability	.042	.035	1.193	.235
Agreeableness	-.029	.045	-.639	.524
Conscientiousness	-.013	.050	-.261	.794
Emotional Stability	.067	.047	1.432	.155
Extraversion	.026	.045	.582	.562
Honesty-Humility	-.005	.051	-.101	.920
Openness to Experience	.145	.055	2.628	.010
	$R^2 = .11$			
<i>Direct effect</i>	.030	.051	.588	.557

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 59.** Moderated Mediation Results for Accountability - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Self-promotion</i>				
Questioningness	.023	.088	.263	.793
Accountability	.148	.077	1.920	.057
Questioningness x Accountability	-.078	.077	-1.013	.313
Agreeableness	-.104	.078	-1.332	.185
Conscientiousness	.106	.087	1.222	.224
Emotional Stability	.096	.081	1.182	.239
Extraversion	.191	.075	2.541	.012
Honesty-Humility	-.390	.081	-4.829	.000
Openness to Experience	.250	.094	2.670	.009
	$R^2 = .33^{**}$			
<i>Dependent Variable: Citizenship</i>				
Questioningness	.085	.051	1.680	.095
Self-promotion	-.052	.050	-1.031	.305
Accountability	.089	.046	1.935	.055
Self-promotion x Accountability	.082	.035	2.346	.021
Agreeableness	-.031	.045	-.693	.490
Conscientiousness	.016	.050	.315	.754
Emotional Stability	.160	.047	3.423	.001
Extraversion	.065	.044	1.463	.146
Honesty-Humility	.004	.051	.081	.936
Openness to Experience	.024	.055	.442	.659
	$R^2 = .18^{**}$			
	<u>Accountability Conditional Effects</u>			
$M_1$ (Self-promotion) → Y (Citizenship)	Estimate	<i>SE</i>	95% CI	(BCA)
-0.95 (16 <sup>th</sup> percentile)	-.129	.059	-.246	-.012
-0.08 (50 <sup>th</sup> percentile)	-.058	.050	-.158	.041
1.03 (84 <sup>th</sup> percentile)	.032	.062	-.091	.156
<i>Direct effect</i>	.085	.051	1.680	.095

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 60.** Moderated Mediation Results for Accountability - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Self-promotion</i>				
Questioningness	.023	.088	.263	.793
Accountability	.148	.077	1.920	.057
Questioningness x Accountability	-.078	.077	-1.013	.313
Agreeableness	-.104	.078	-1.332	.185
Conscientiousness	.106	.087	1.222	.224
Emotional Stability	.096	.081	1.182	.239
Extraversion	.191	.075	2.541	.012
Honesty-Humility	-.390	.081	-4.829	.000
Openness to Experience	.250	.094	2.670	.009
	$R^2 = .33^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Questioningness	.064	.054	1.181	.240
Self-promotion	-.044	.053	-.829	.409
Accountability	.033	.048	.687	.494
Self-promotion x Accountability	.034	.037	.922	.358
Agreeableness	-.034	.047	-.709	.480
Conscientiousness	.100	.053	1.893	.061
Emotional Stability	.062	.050	1.257	.211
Extraversion	-.015	.047	-.320	.750
Honesty-Humility	.001	.054	.016	.987
Openness to Experience	.004	.058	.069	.945
	$R^2 = .06$			
<i>Direct effect</i>	.064	.054	1.181	.240

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 61.** Moderated Mediation Results for Accountability - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Intimidation</i>				
Verbal Aggressiveness	.452	.076	5.964	.000
Accountability	.090	.076	1.190	.236
Verbal Aggressiveness x Accountability	.089	.070	1.269	.207
Agreeableness	-.050	.075	-.662	.509
	$R^2 = .25^{**}$			
<i>Dependent Variable: Communication</i>				
Verbal Aggressiveness	.004	.052	.085	.933
Intimidation	.013	.052	.244	.807
Accountability	.059	.043	1.385	.168
Intimidation x Accountability	.004	.042	.091	.927
Agreeableness	.002	.046	.039	.969
	$R^2 = .02$			
<i>Direct effect</i>	.004	.052	.085	.933

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 62.** Moderated Mediation Results for Accountability - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Intimidation</i>				
Verbal Aggressiveness	.452	.076	5.964	.000
Accountability	.090	.076	1.190	.236
Verbal Aggressiveness x Accountability	.089	.070	1.269	.207
Agreeableness	-.050	.075	-.662	.509
	$R^2 = .25^{**}$			
<i>Dependent Variable: Citizenship</i>				
Verbal Aggressiveness	.019	.053	.364	.717
Intimidation	.015	.053	.289	.773
Accountability	.090	.044	2.052	.042
Intimidation x Accountability	.023	.043	.545	.587
Agreeableness	-.035	.047	-.736	.463
	$R^2 = .04$			
<i>Direct effect</i>	.019	.053	.364	.717

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.



**Table 63.** Moderated Mediation Results for Accountability - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Intimidation</i>				
Verbal Aggressiveness	.452	.076	5.964	.000
Accountability	.090	.076	1.190	.236
Verbal Aggressiveness x Accountability	.089	.070	1.269	.207
Agreeableness	-.050	.075	-.662	.509
	$R^2 = .25^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Verbal Aggressiveness	.009	.053	.158	.875
Intimidation	.004	.054	.078	.938
Accountability	.043	.044	.971	.333
Intimidation x Accountability	.039	.043	.901	.369
Agreeableness	-.026	.047	-.540	.590
	$R^2 = .02$			
<i>Direct effect</i>	.009	.053	.158	.875

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 64.** Moderated Mediation Results for Accountability - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Intimidation</i>				
Verbal Aggressiveness	.405	.079	5.146	.000
Accountability	.079	.078	1.011	.314
Verbal Aggressiveness x Accountability	.070	.070	.999	.320
Agreeableness	-.005	.076	-.060	.952
Conscientiousness	.034	.081	.420	.675
Emotional Stability	-.002	.074	-.029	.977
Extraversion	.067	.073	.925	.357
Honesty-Humility	-.165	.078	-2.117	.036
Openness to Experience	.035	.075	.463	.644
	$R^2 = .29^{**}$			
<i>Dependent Variable: Communication</i>				
Verbal Aggressiveness	.001	.056	.014	.989
Intimidation	.002	.056	.035	.972
Accountability	.056	.045	1.252	.213
Intimidation x Accountability	.014	.043	.330	.742
Agreeableness	-.020	.049	-.415	.679
Conscientiousness	-.025	.052	-.483	.630
Emotional Stability	.061	.048	1.281	.202
Extraversion	.011	.047	.233	.816
Honesty-Humility	.024	.050	.472	.638
Openness to Experience	.143	.048	3.000	.003
	$R^2 = .08$			
<i>Direct effect</i>	.001	.056	.014	.989

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 65.** Moderated Mediation Results for Accountability - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Intimidation</i>				
Verbal Aggressiveness	.405	.079	5.146	.000
Accountability	.079	.078	1.011	.314
Verbal Aggressiveness x Accountability	.070	.070	.999	.320
Agreeableness	-.005	.076	-.060	.952
Conscientiousness	.034	.081	.420	.675
Emotional Stability	-.002	.074	-.029	.977
Extraversion	.067	.073	.925	.357
Honesty-Humility	-.165	.078	-2.117	.036
Openness to Experience	.035	.075	.463	.644
	$R^2 = .29^{**}$			
<i>Dependent Variable: Citizenship</i>				
Verbal Aggressiveness	.041	.056	.728	.468
Intimidation	-.012	.056	-.214	.831
Accountability	.072	.045	1.600	.112
Intimidation x Accountability	.014	.043	.321	.749
Agreeableness	-.015	.049	-.311	.757
Conscientiousness	.009	.052	.182	.856
Emotional Stability	.170	.048	3.551	.001
Extraversion	.065	.047	1.382	.169
Honesty-Humility	.009	.050	.185	.854
Openness to Experience	.067	.048	1.413	.160
	$R^2 = .15^{**}$			
<i>Direct effect</i>	.041	.056	.728	.468

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 66.** Moderated Mediation Results for Accountability - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Intimidation</i>				
Verbal Aggressiveness	.405	.079	5.146	.000
Accountability	.079	.078	1.011	.314
Verbal Aggressiveness x Accountability	.070	.070	.999	.320
Agreeableness	-.005	.076	-.060	.952
Conscientiousness	.034	.081	.420	.675
Emotional Stability	-.002	.074	-.029	.977
Extraversion	.067	.073	.925	.357
Honesty-Humility	-.165	.078	-2.117	.036
Openness to Experience	.035	.075	.463	.644
	$R^2 = .29^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Verbal Aggressiveness	.018	.058	.303	.763
Intimidation	-.010	.059	-.171	.864
Accountability	.034	.047	.727	.468
Intimidation x Accountability	.039	.045	.860	.391
Agreeableness	-.026	.051	-.519	.604
Conscientiousness	.083	.054	1.542	.125
Emotional Stability	.066	.050	1.332	.185
Extraversion	-.026	.049	-.533	.595
Honesty-Humility	.006	.052	.118	.906
Openness to Experience	.041	.049	.819	.414
	$R^2 = .05$			
<i>Direct effect</i>	.018	.058	.303	.763

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 67.** Moderated Mediation Results for Accountability - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Emotionality	.300	.109	2.751	.007
Accountability	.207	.081	2.568	.011
Emotionality x Accountability	-.039	.088	-.450	.654
Emotional Stability	-.037	.109	-.338	.736
	$R^2 = .11^{**}$			
<i>Dependent Variable: Supplication</i>				
Emotionality	.169	.105	1.617	.108
Accountability	-.068	.078	-.876	.383
Emotionality x Accountability	-.054	.084	-.638	.525
Emotional Stability	.111	.105	1.057	.292
	$R^2 = .08^*$			
<i>Dependent Variable: Communication</i>				
Emotionality	.037	.059	.626	.532
Ingratiation	-.004	.048	-.083	.934
Supplication	.020	.049	.404	.687
Accountability	.068	.045	1.512	.133
Ingratiation x Accountability	.064	.048	1.334	.185
Supplication x Accountability	-.038	.054	-.708	.480
Emotional Stability	.007	.057	.125	.901
	$R^2 = .04$			
<i>Direct effect</i>	.037	.059	.626	.532

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 68.** Moderated Mediation Results for Accountability - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Emotionality	.300	.109	2.751	.007
Accountability	.207	.081	2.568	.011
Emotionality x Accountability	-.039	.088	-.450	.654
Emotional Stability	-.037	.109	-.338	.736
	$R^2 = .11^{**}$			
<i>Dependent Variable: Supplication</i>				
Emotionality	.169	.105	1.617	.108
Accountability	-.068	.078	-.876	.383
Emotionality x Accountability	-.054	.084	-.638	.525
Emotional Stability	.111	.105	1.057	.292
	$R^2 = .08^*$			
<i>Dependent Variable: Citizenship</i>				
Emotionality	.063	.057	1.101	.273
Ingratiation	.044	.047	.949	.344
Supplication	-.086	.047	-1.833	.069
Accountability	.076	.043	1.748	.083
Ingratiation x Accountability	.098	.046	2.126	.035
Supplication x Accountability	-.084	.052	-1.605	.111
Emotional Stability	.114	.055	2.075	.040
	$R^2 = .17^{**}$			
	<u>Accountability Conditional Effects</u>			
$M_1$ (Ingratiation) $\rightarrow$ Y (Citizenship)	Estimate	<i>SE</i>	95% CI	(BCA)
-0.88 (16 <sup>th</sup> percentile)	-.042	.070	-.181	.097
-0.08 (50 <sup>th</sup> percentile)	.036	.048	-.058	.131
1.03 (84 <sup>th</sup> percentile)	.146	.056	.035	.257
<i>Direct effect</i>	.063	.057	1.101	.273

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 69.** Moderated Mediation Results for Accountability - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Emotionality	.300	.109	2.751	.007
Accountability	.207	.081	2.568	.011
Emotionality x Accountability	-.039	.088	-.450	.654
Emotional Stability	-.037	.109	-.338	.736
	$R^2 = .11^{**}$			
<i>Dependent Variable: Supplication</i>				
Emotionality	.169	.105	1.617	.108
Accountability	-.068	.078	-.876	.383
Emotionality x Accountability	-.054	.084	-.638	.525
Emotional Stability	.111	.105	1.057	.292
	$R^2 = .08^*$			
<i>Dependent Variable: Task proficiency</i>				
Emotionality	.020	.061	.328	.743
Ingratiation	.017	.050	.337	.737
Supplication	-.070	.050	-1.392	.166
Accountability	.030	.047	.640	.523
Ingratiation x Accountability	.044	.050	.873	.384
Supplication x Accountability	-.043	.057	-.769	.443
Emotional Stability	.033	.059	.561	.576
	$R^2 = .03$			
<i>Direct effect</i>	.020	.061	.328	.743

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 70.** Moderated Mediation Results for Accountability - Communication

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Emotionality	.304	.107	2.847	.005
Accountability	.138	.079	1.752	.082
Emotionality x Accountability	-.041	.083	-.492	.623
Agreeableness	.070	.083	.833	.406
Conscientiousness	-.125	.093	-1.349	.180
Emotional Stability	-.057	.104	-.544	.587
Extraversion	.323	.080	4.068	.001
Honesty-Humility	-.197	.083	-2.363	.020
Openness to Experience	.009	.084	.109	.914
	$R^2 = .26^{**}$			
<i>Dependent Variable: Supplication</i>				
Emotionality	.103	.102	1.016	.312
Accountability	-.024	.075	-.316	.753
Emotionality x Accountability	-.024	.079	-.302	.763
Agreeableness	.080	.079	1.010	.314
Conscientiousness	-.214	.088	-2.423	.017
Emotional Stability	.081	.099	.812	.419
Extraversion	-.111	.076	-1.472	.143
Honesty-Humility	-.246	.079	-3.103	.002
Openness to Experience	.093	.080	1.161	.248
	$R^2 = .23^{**}$			
<i>Dependent Variable: Communication</i>				
Emotionality	.051	.062	.822	.413
Ingratiation	.001	.053	-.016	.987
Supplication	.016	.053	.299	.765
Accountability	.056	.047	1.198	.233
Ingratiation x Accountability	.041	.050	.810	.420
Supplication x Accountability	-.030	.056	-.544	.587
Agreeableness	-.016	.047	-.342	.733
Conscientiousness	-.006	.054	-.109	.913
Emotional Stability	.030	.059	.512	.609
Extraversion	.024	.049	.480	.632
Honesty-Humility	.028	.049	.571	.569
Openness to Experience	.135	.048	2.809	.006
	$R^2 = .10$			
<i>Direct effect</i>	.051	.062	.822	.413

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.



**Table 71.** Moderated Mediation Results for Accountability - Citizenship

<b>Model</b>	<b>b</b>	<b>SE</b>	<b>t</b>	<b>p</b>
<i>Dependent Variable: Ingratiation</i>				
Emotionality	.304	.107	2.847	.005
Accountability	.138	.079	1.752	.082
Emotionality x Accountability	-.041	.083	-.492	.623
Agreeableness	.070	.083	.833	.406
Conscientiousness	-.125	.093	-1.349	.180
Emotional Stability	-.057	.104	-.544	.587
Extraversion	.323	.080	4.068	.001
Honesty-Humility	-.197	.083	-2.363	.020
Openness to Experience	.009	.084	.109	.914
	$R^2 = .26^{**}$			
<i>Dependent Variable: Supplication</i>				
Emotionality	.103	.102	1.016	.312
Accountability	-.024	.075	-.316	.753
Emotionality x Accountability	-.024	.079	-.302	.763
Agreeableness	.080	.079	1.010	.314
Conscientiousness	-.214	.088	-2.423	.017
Emotional Stability	.081	.099	.812	.419
Extraversion	-.111	.076	-1.472	.143
Honesty-Humility	-.246	.079	-3.103	.002
Openness to Experience	.093	.080	1.161	.248
	$R^2 = .23^{**}$			
<i>Dependent Variable: Citizenship</i>				
Emotionality	.085	.060	1.407	.162
Ingratiation	.019	.052	.375	.708
Supplication	-.085	.052	-1.656	.100
Accountability	.062	.046	1.353	.178
Ingratiation x Accountability	.093	.049	1.913	.058
Supplication x Accountability	-.088	.054	-1.624	.107
Agreeableness	.002	.046	.043	.966
Conscientiousness	.004	.053	.082	.935
Emotional Stability	.118	.057	2.063	.041
Extraversion	.059	.048	1.248	.214
Honesty-Humility	-.019	.048	-.393	.695
Openness to Experience	.047	.047	1.005	.317
	$R^2 = .19^{**}$			
	<b>Accountability Conditional Effects</b>			
$M_1$ (Ingratiation) $\rightarrow$ Y (Citizenship)	Estimate	SE	95% CI	(BCA)
-0.92 (16 <sup>th</sup> percentile)	-.066	.079	-.222	.090
-0.08 (50 <sup>th</sup> percentile)	.012	.053	-.093	.117
1.03 (84 <sup>th</sup> percentile)	.116	.059	-.001	.232
<i>Direct effect</i>	.085	.060	1.407	.162

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 72.** Moderated Mediation Results for Accountability - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Ingratiation</i>				
Emotionality	.304	.107	2.847	.005
Accountability	.138	.079	1.752	.082
Emotionality x Accountability	-.041	.083	-.492	.623
Agreeableness	.070	.083	.833	.406
Conscientiousness	-.125	.093	-1.349	.180
Emotional Stability	-.057	.104	-.544	.587
Extraversion	.323	.080	4.068	.001
Honesty-Humility	-.197	.083	-2.363	.020
Openness to Experience	.009	.084	.109	.914
	$R^2 = .26^{**}$			
<i>Dependent Variable: Supplication</i>				
Emotionality	.103	.102	1.016	.312
Accountability	-.024	.075	-.316	.753
Emotionality x Accountability	-.024	.079	-.302	.763
Agreeableness	.080	.079	1.010	.314
Conscientiousness	-.214	.088	-2.423	.017
Emotional Stability	.081	.099	.812	.419
Extraversion	-.111	.076	-1.472	.143
Honesty-Humility	-.246	.079	-3.103	.002
Openness to Experience	.093	.080	1.161	.248
	$R^2 = .23^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Emotionality	.034	.064	.522	.603
Ingratiation	.047	.055	.847	.400
Supplication	-.056	.055	-1.015	.312
Accountability	.016	.049	.323	.747
Ingratiation x Accountability	.013	.052	.256	.798
Supplication x Accountability	-.033	.058	-.567	.572
Agreeableness	-.021	.049	-.419	.676
Conscientiousness	.090	.056	1.607	.111
Emotional Stability	.051	.061	.834	.406
Extraversion	-.037	.051	-.717	.475
Honesty-Humility	-.005	.051	-.106	.916
Openness to Experience	.034	.050	.681	.497
	$R^2 = .05$			
<i>Direct effect</i>	.034	.064	.522	.603

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 73.** Moderated Mediation Results for Accountability - Communication

<b>Model</b>	<b>b</b>	<b>SE</b>	<b>t</b>	<b>p</b>
<i>Dependent Variable: Exemplification</i>				
Impression Manipulativeness	.224	.088	2.551	.012
Accountability	-.009	.078	-.118	.906
Impression Manipulativeness x Accountability	-.017	.068	-.248	.804
Honesty-Humility	-.323	.087	-3.693	.000
	$R^2 = .23^{**}$			
<i>Dependent Variable: Ingratiation</i>				
Impression Manipulativeness	.454	.089	5.085	.000
Accountability	.121	.080	1.522	.130
Impression Manipulativeness x Accountability	.070	.069	1.015	.312
Honesty-Humility	.005	.089	.055	.956
	$R^2 = .24^{**}$			
<i>Dependent Variable: Intimidation</i>				
Impression Manipulativeness	.243	.085	2.872	.005
Accountability	.033	.076	.438	.662
Impression Manipulativeness x Accountability	.075	.065	1.143	.255
Honesty-Humility	-.264	.084	-3.139	.002
	$R^2 = .23^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Impression Manipulativeness	.073	.088	.834	.406
Accountability	.249	.078	3.187	.002
Impression Manipulativeness x Accountability	.132	.068	1.948	.054
Honesty-Humility	-.301	.087	-4.145	.000
	$R^2 = .25^{**}$			
	<b>Accountability Conditional Effects</b>			
<b>X → M<sub>4</sub> (Self-promotion)</b>	<b>Estimate</b>	<b>SE</b>	<b>95% CI</b>	<b>(BCA)</b>
-0.95 (16 <sup>th</sup> percentile)	-.052	.107	-.263	-.160
-0.08 (50 <sup>th</sup> percentile)	.062	.088	-.111	.235
1.03 (84 <sup>th</sup> percentile)	.209	.113	-.016	.433
<i>Dependent Variable: Supplication</i>				
Impression Manipulativeness	.482	.079	6.136	.000
Accountability	-.200	.070	-2.846	.005
Impression Manipulativeness x Accountability	-.082	.061	-1.355	.178
Honesty-Humility	-.130	.078	-1.661	.099
	$R^2 = .35^{**}$			
<i>Dependent Variable: Communication</i>				
Impression Manipulativeness	-.009	.064	-.141	.888
Exemplification	-.097	.058	-1.668	.098
Ingratiation	.054	.058	.922	.359
Intimidation	.016	.065	.247	.806
Self-promotion	-.069	.058	-1.181	.240
Supplication	.058	.062	.930	.354
Accountability	.069	.049	1.406	.162

Exemplification x Accountability	.033	.051	.633	.528
Ingratiation x Accountability	.042	.058	.720	.473
Intimidation x Accountability	-.008	.063	-.127	.899
Self-promotion x Accountability	.024	.048	.496	.621
Supplication x Accountability	-.067	.066	-1.025	.307
Honesty-Humility	-.024	.058	-.417	.678

$R^2 = .07$

<i>Direct effect</i>	-.009	.064	-.141	.888
----------------------	-------	------	-------	------

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 74.** Moderated Mediation Results for Accountability - Citizenship

<b>Model</b>	<b>b</b>	<b>SE</b>	<b>t</b>	<b>p</b>
<i>Dependent Variable: Exemplification</i>				
Impression Manipulativeness	.224	.088	2.551	.012
Accountability	-.009	.078	-.118	.906
Impression Manipulativeness x Accountability	-.017	.068	-.248	.804
Honesty-Humility	-.323	.087	-3.693	.000
	$R^2 = .23^{**}$			
<i>Dependent Variable: Ingratiation</i>				
Impression Manipulativeness	.454	.089	5.085	.000
Accountability	.121	.080	1.522	.130
Impression Manipulativeness x Accountability	.070	.069	1.015	.312
Honesty-Humility	.005	.089	.055	.956
	$R^2 = .24^{**}$			
<i>Dependent Variable: Intimidation</i>				
Impression Manipulativeness	.243	.085	2.872	.005
Accountability	.033	.076	.438	.662
Impression Manipulativeness x Accountability	.075	.065	1.143	.255
Honesty-Humility	-.264	.084	-3.139	.002
	$R^2 = .23^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Impression Manipulativeness	.073	.088	.834	.406
Accountability	.249	.078	3.187	.002
Impression Manipulativeness x Accountability	.132	.068	1.948	.054
Honesty-Humility	-.301	.087	-4.145	.000
	$R^2 = .25^{**}$			
	<u>Accountability Conditional Effects</u>			
<b>X → M<sub>4</sub> (Self-promotion)</b>	<b>Estimate</b>	<b>SE</b>	<b>95% CI</b>	<b>(BCA)</b>
-0.95 (16 <sup>th</sup> percentile)	-.052	.107	-.263	-.160
-0.08 (50 <sup>th</sup> percentile)	.062	.088	-.111	.235
1.03 (84 <sup>th</sup> percentile)	.209	.113	-.016	.433
<i>Dependent Variable: Supplication</i>				
Impression Manipulativeness	.482	.079	6.136	.000
Accountability	-.200	.070	-2.846	.005
Impression Manipulativeness x Accountability	-.082	.061	-1.355	.178
Honesty-Humility	-.130	.078	-1.661	.099
	$R^2 = .35^{**}$			
<i>Dependent Variable: Citizenship</i>				
Impression Manipulativeness	-.066	.063	-1.034	.303
Exemplification	.030	.058	.510	.611
Ingratiation	.075	.058	1.284	.201
Intimidation	-.019	.065	-.287	.774
Self-promotion	-.047	.058	-.810	.419
Supplication	-.024	.062	-.393	.695
Accountability	.093	.049	1.906	.059

Exemplification x Accountability	-.049	.051	-.946	.346
Ingratiation x Accountability	.072	.058	1.241	.217
Intimidation x Accountability	.040	.063	.641	.523
Self-promotion x Accountability	.057	.048	1.179	.241
Supplication x Accountability	-.105	.066	-1.597	.113
Honesty-Humility	-.057	.058	-.980	.329

$R^2 = .12$

<i>Direct effect</i>	-.066	.063	-1.034	.303
----------------------	-------	------	--------	------

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 75.** Moderated Mediation Results for Accountability - Task proficiency

Model	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>
<i>Dependent Variable: Exemplification</i>				
Impression Manipulativeness	.224	.088	2.551	.012
Accountability	-.009	.078	-.118	.906
Impression Manipulativeness x Accountability	-.017	.068	-.248	.804
Honesty-Humility	-.323	.087	-3.693	.000
	$R^2 = .23^{**}$			
<i>Dependent Variable: Ingratiation</i>				
Impression Manipulativeness	.454	.089	5.085	.000
Accountability	.121	.080	1.522	.130
Impression Manipulativeness x Accountability	.070	.069	1.015	.312
Honesty-Humility	.005	.089	.055	.956
	$R^2 = .24^{**}$			
<i>Dependent Variable: Intimidation</i>				
Impression Manipulativeness	.243	.085	2.872	.005
Accountability	.033	.076	.438	.662
Impression Manipulativeness x Accountability	.075	.065	1.143	.255
Honesty-Humility	-.264	.084	-3.139	.002
	$R^2 = .23^{**}$			
<i>Dependent Variable: Self-promotion</i>				
Impression Manipulativeness	.073	.088	.834	.406
Accountability	.249	.078	3.187	.002
Impression Manipulativeness x Accountability	.132	.068	1.948	.054
Honesty-Humility	-.301	.087	-4.145	.000
	$R^2 = .25^{**}$			
	<u>Accountability Conditional Effects</u>			
<i>X</i> → <i>M</i> <sub>4</sub> (Self-promotion)	Estimate	<i>SE</i>	95% CI	(BCA)
-0.95 (16 <sup>th</sup> percentile)	-.052	.107	-.263	-.160
-0.08 (50 <sup>th</sup> percentile)	.062	.088	-.111	.235
1.03 (84 <sup>th</sup> percentile)	.209	.113	-.016	.433
<i>Dependent Variable: Supplication</i>				
Impression Manipulativeness	.482	.079	6.136	.000
Accountability	-.200	.070	-2.846	.005
Impression Manipulativeness x Accountability	-.082	.061	-1.355	.178
Honesty-Humility	-.130	.078	-1.661	.099
	$R^2 = .35^{**}$			
<i>Dependent Variable: Task proficiency</i>				
Impression Manipulativeness	-.053	.066	-.801	.425
Exemplification	.036	.060	.592	.555
Ingratiation	.023	.060	.374	.709
Intimidation	.011	.068	.161	.872
Self-promotion	-.054	.061	-.889	.376
Supplication	-.033	.064	-.508	.613
Accountability	.043	.051	.843	.401

Exemplification x Accountability	-.058	.053	-1.089	.278
Ingratiation x Accountability	.049	.061	.802	.424
Intimidation x Accountability	.092	.066	1.405	.163
Self-promotion x Accountability	-.001	.050	-.015	.989
Supplication x Accountability	-.078	.068	-1.140	.256
Honesty-Humility	-.036	.060	-.598	.551

$R^2 = .05$

<i>Direct effect</i>	-.053	.066	-.801	.425
----------------------	-------	------	-------	------

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.



**Table 76.** Moderated Mediation Results for Accountability - Communication

Model	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>
<i>Dependent Variable: Exemplification</i>				
Impression Manipulativeness	.166	.092	1.802	.074
Accountability	-.013	.084	-.151	.880
Impression Manipulativeness x Accountability	-.016	.070	-.231	.818
Agreeableness	.042	.081	.519	.604
Conscientiousness	.024	.092	.264	.793
Emotional Stability	.106	.085	1.241	.217
Extraversion	.078	.079	.984	.327
Honesty-Humility	-.358	.093	-3.850	.000
Openness to Experience	-.202	.084	-2.398	.018
	$R^2 = .27^{**}$			
<i>Dependent Variable: Ingratiation</i>				
Impression Manipulativeness	.370	.093	3.995	.000
Accountability	.096	.084	1.144	.255
Impression Manipulativeness x Accountability	.071	.071	1.003	.318
Agreeableness	.015	.081	.189	.851
Conscientiousness	-.152	.092	-1.643	.103
Emotional Stability	.039	.086	.455	.650
Extraversion	.248	.079	3.125	.002
Honesty-Humility	-.003	.094	-.033	.974
Openness to Experience	.006	.085	.072	.943
	$R^2 = .30^{**}$			
<i>Dependent Variable: Intimidation</i>				
Impression Manipulativeness	.259	.086	3.015	.003
Accountability	.083	.078	1.058	.292
Impression Manipulativeness x Accountability	.114	.065	1.739	.084
Agreeableness	-.117	.075	-1.549	.124
Conscientiousness	.008	.086	.096	.923
Emotional Stability	-.072	.080	-.908	.366
Extraversion	-.061	.074	-.826	.410
Honesty-Humility	-.166	.087	-1.912	.058
Openness to Experience	.039	.079	.495	.622
	$R^2 = .22^{**}$			
	<u>Accountability Conditional Effects</u>			
<i>X</i> → <i>M</i> <sub>3</sub> (Intimidation)	Estimate	<i>SE</i>	95% CI	(BCA)
-1.02 (16 <sup>th</sup> percentile)	.143	.110	-.074	.360
-0.08 (50 <sup>th</sup> percentile)	.250	.086	.080	.421
1.03 (84 <sup>th</sup> percentile)	.377	.109	.162	.592
<i>Dependent Variable: Self-promotion</i>				
Impression Manipulativeness	.071	.090	.784	.435

Accountability	.192	.082	2.349	.020
Impression Manipulativeness x Accountability	.108	.069	1.571	.119
Agreeableness	-.104	.079	-1.323	.188
Conscientiousness	.073	.090	.816	.416
Emotional Stability	.072	.083	.861	.391
Extraversion	.170	.077	2.209	.029
Honesty-Humility	-.344	.091	-3.783	.000
Openness to Experience	.259	.082	3.145	.002

$R^2 = .33^{**}$

*Dependent Variable: Supplication*

Impression Manipulativeness	.457	.079	5.747	.000
Accountability	-.100	.072	-1.383	.169
Impression Manipulativeness x Accountability	-.016	.060	-.261	.795
Agreeableness	.026	.070	.375	.709
Conscientiousness	-.158	.079	-1.997	.048
Emotional Stability	.026	.073	.347	.729
Extraversion	-.162	.068	-2.381	.019
Honesty-Humility	-.037	.080	-.463	.644
Openness to Experience	.067	.073	.926	.356

$R^2 = .37^{**}$

*Dependent Variable: Communication*

Impression Manipulativeness	-.030	.065	-.467	.641
Exemplification	-.080	.060	-1.325	.188
Ingratiation	.061	.061	.989	.325
Intimidation	.059	.069	.853	.396
Self-promotion	-.133	.062	-2.155	.033
Supplication	.060	.066	.906	.367
Accountability	.063	.051	1.253	.213
Exemplification x Accountability	.033	.053	.631	.529
Ingratiation x Accountability	.015	.060	.249	.804
Intimidation x Accountability	.001	.065	.010	.992
Self-promotion x Accountability	.024	.048	.490	.625
Supplication x Accountability	-.056	.067	-.845	.400
Agreeableness	-.031	.048	-.649	.517
Conscientiousness	.018	.056	.321	.749
Emotional Stability	.075	.051	1.464	.146
Extraversion	.041	.050	.827	.410
Honesty-Humility	-.031	.061	-.505	.614
Openness to Experience	.151	.053	2.844	.005

$R^2 = .14$

<i>Direct effect</i>	-.030	.065	-.467	.641
----------------------	-------	------	-------	------

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 77.** Moderated Mediation Results for Accountability - Citizenship

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Exemplification</i>				
Impression Manipulativeness	.166	.092	1.802	.074
Accountability	-.013	.084	-.151	.880
Impression Manipulativeness x Accountability	-.016	.070	-.231	.818
Agreeableness	.042	.081	.519	.604
Conscientiousness	.024	.092	.264	.793
Emotional Stability	.106	.085	1.241	.217
Extraversion	.078	.079	.984	.327
Honesty-Humility	-.358	.093	-3.850	.000
Openness to Experience	-.202	.084	-2.398	.018
	$R^2 = .27^{**}$			
<i>Dependent Variable: Ingratiation</i>				
Impression Manipulativeness	.370	.093	3.995	.000
Accountability	.096	.084	1.144	.255
Impression Manipulativeness x Accountability	.071	.071	1.003	.318
Agreeableness	.015	.081	.189	.851
Conscientiousness	-.152	.092	-1.643	.103
Emotional Stability	.039	.086	.455	.650
Extraversion	.248	.079	3.125	.002
Honesty-Humility	-.003	.094	-.033	.974
Openness to Experience	.006	.085	.072	.943
	$R^2 = .30^{**}$			
<i>Dependent Variable: Intimidation</i>				
Impression Manipulativeness	.259	.086	3.015	.003
Accountability	.083	.078	1.058	.292
Impression Manipulativeness x Accountability	.114	.065	1.739	.084
Agreeableness	-.117	.075	-1.549	.124
Conscientiousness	.008	.086	.096	.923
Emotional Stability	-.072	.080	-.908	.366
Extraversion	-.061	.074	-.826	.410
Honesty-Humility	-.166	.087	-1.912	.058
Openness to Experience	.039	.079	.495	.622
	$R^2 = .22^{**}$			
	<b>Accountability Conditional Effects</b>			
<b>X → M<sub>3</sub> (Intimidation)</b>	<b>Estimate</b>	<b><i>SE</i></b>	<b>95% CI</b>	<b>(BCA)</b>
-1.02 (16 <sup>th</sup> percentile)	.143	.110	-.074	.360
-0.08 (50 <sup>th</sup> percentile)	.250	.086	.080	.421
1.03 (84 <sup>th</sup> percentile)	.377	.109	.162	.592
<i>Dependent Variable: Self-promotion</i>				
Impression Manipulativeness	.071	.090	.784	.435
Accountability	.192	.082	2.349	.020
Impression Manipulativeness x Accountability	.108	.069	1.571	.119

Agreeableness	-.104	.079	-1.323	.188
Conscientiousness	.073	.090	.816	.416
Emotional Stability	.072	.083	.861	.391
Extraversion	.170	.077	2.209	.029
Honesty-Humility	-.344	.091	-3.783	.000
Openness to Experience	.259	.082	3.145	.002

$R^2 = .33^{**}$

*Dependent Variable: Supplication*

Impression Manipulativeness	.457	.079	5.747	.000
Accountability	-.100	.072	-1.383	.169
Impression Manipulativeness x Accountability	-.016	.060	-.261	.795
Agreeableness	.026	.070	.375	.709
Conscientiousness	-.158	.079	-1.997	.048
Emotional Stability	.026	.073	.347	.729
Extraversion	-.162	.068	-2.381	.019
Honesty-Humility	-.037	.080	-.463	.644
Openness to Experience	.067	.073	.926	.356

$R^2 = .37^{**}$

*Dependent Variable: Citizenship*

Impression Manipulativeness	-.118	.062	-1.892	.061
Exemplification	.015	.058	.260	.796
Ingratiation	.051	.059	.870	.386
Intimidation	.016	.066	.241	.810
Self-promotion	-.073	.060	-1.221	.225
Supplication	-.049	.064	-.772	.442
Accountability	.095	.049	1.942	.055
Exemplification x Accountability	-.087	.051	-1.713	.089
Ingratiation x Accountability	.064	.058	1.095	.276
Intimidation x Accountability	.060	.063	.956	.341
Self-promotion x Accountability	.061	.046	1.316	.191
Supplication x Accountability	-.105	.064	-1.639	.104
Agreeableness	-.000	.047	-.009	.993
Conscientiousness	-.011	.054	-.199	.842
Emotional Stability	.193	.049	3.920	.000
Extraversion	.064	.048	1.327	.187
Honesty-Humility	-.081	.059	-1.377	.171
Openness to Experience	.060	.051	1.179	.241

$R^2 = .24^*$

Accountability Conditional Effects

$M_1$ (Exemplification) $\rightarrow$ Y (Citizenship)	Estimate	SE	95% CI	(BCA)
-1.02 (16 <sup>th</sup> percentile)	.104	.087	-.067	.275
-0.08 (50 <sup>th</sup> percentile)	.022	.059	-.095	.139
1.03 (84 <sup>th</sup> percentile)	-.075	.068	-.210	.061

<i>Direct effect</i>	-.118	.062	-1.892	.061
----------------------	-------	------	--------	------

*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.

**Table 78.** Moderated Mediation Results for Accountability - Task proficiency

<b>Model</b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Dependent Variable: Exemplification</i>				
Impression Manipulativeness	.166	.092	1.802	.074
Accountability	-.013	.084	-.151	.880
Impression Manipulativeness x Accountability	-.016	.070	-.231	.818
Agreeableness	.042	.081	.519	.604
Conscientiousness	.024	.092	.264	.793
Emotional Stability	.106	.085	1.241	.217
Extraversion	.078	.079	.984	.327
Honesty-Humility	-.358	.093	-3.850	.000
Openness to Experience	-.202	.084	-2.398	.018
	$R^2 = .27^{**}$			
<i>Dependent Variable: Ingratiation</i>				
Impression Manipulativeness	.370	.093	3.995	.000
Accountability	.096	.084	1.144	.255
Impression Manipulativeness x Accountability	.071	.071	1.003	.318
Agreeableness	.015	.081	.189	.851
Conscientiousness	-.152	.092	-1.643	.103
Emotional Stability	.039	.086	.455	.650
Extraversion	.248	.079	3.125	.002
Honesty-Humility	-.003	.094	-.033	.974
Openness to Experience	.006	.085	.072	.943
	$R^2 = .30^{**}$			
<i>Dependent Variable: Intimidation</i>				
Impression Manipulativeness	.259	.086	3.015	.003
Accountability	.083	.078	1.058	.292
Impression Manipulativeness x Accountability	.114	.065	1.739	.084
Agreeableness	-.117	.075	-1.549	.124
Conscientiousness	.008	.086	.096	.923
Emotional Stability	-.072	.080	-.908	.366
Extraversion	-.061	.074	-.826	.410
Honesty-Humility	-.166	.087	-1.912	.058
Openness to Experience	.039	.079	.495	.622
	$R^2 = .22^{**}$			
<b>Accountability Conditional Effects</b>				
<b>X → M<sub>3</sub> (Intimidation)</b>	<b>Estimate</b>	<b><i>SE</i></b>	<b>95% CI</b>	<b>(BCA)</b>
-1.02 (16 <sup>th</sup> percentile)	.143	.110	-.074	.360
-0.08 (50 <sup>th</sup> percentile)	.250	.086	.080	.421
1.03 (84 <sup>th</sup> percentile)	.377	.109	.162	.592
<i>Dependent Variable: Self-promotion</i>				
Impression Manipulativeness	.071	.090	.784	.435

Accountability	.192	.082	2.349	.020
Impression Manipulativeness x Accountability	.108	.069	1.571	.119
Agreeableness	-.104	.079	-1.323	.188
Conscientiousness	.073	.090	.816	.416
Emotional Stability	.072	.083	.861	.391
Extraversion	.170	.077	2.209	.029
Honesty-Humility	-.344	.091	-3.783	.000
Openness to Experience	.259	.082	3.145	.002

$R^2 = .33^{**}$

*Dependent Variable: Supplication*

Impression Manipulativeness	.457	.079	5.747	.000
Accountability	-.100	.072	-1.383	.169
Impression Manipulativeness x Accountability	-.016	.060	-.261	.795
Agreeableness	.026	.070	.375	.709
Conscientiousness	-.158	.079	-1.997	.048
Emotional Stability	.026	.073	.347	.729
Extraversion	-.162	.068	-2.381	.019
Honesty-Humility	-.037	.080	-.463	.644
Openness to Experience	.067	.073	.926	.356

$R^2 = .37^{**}$

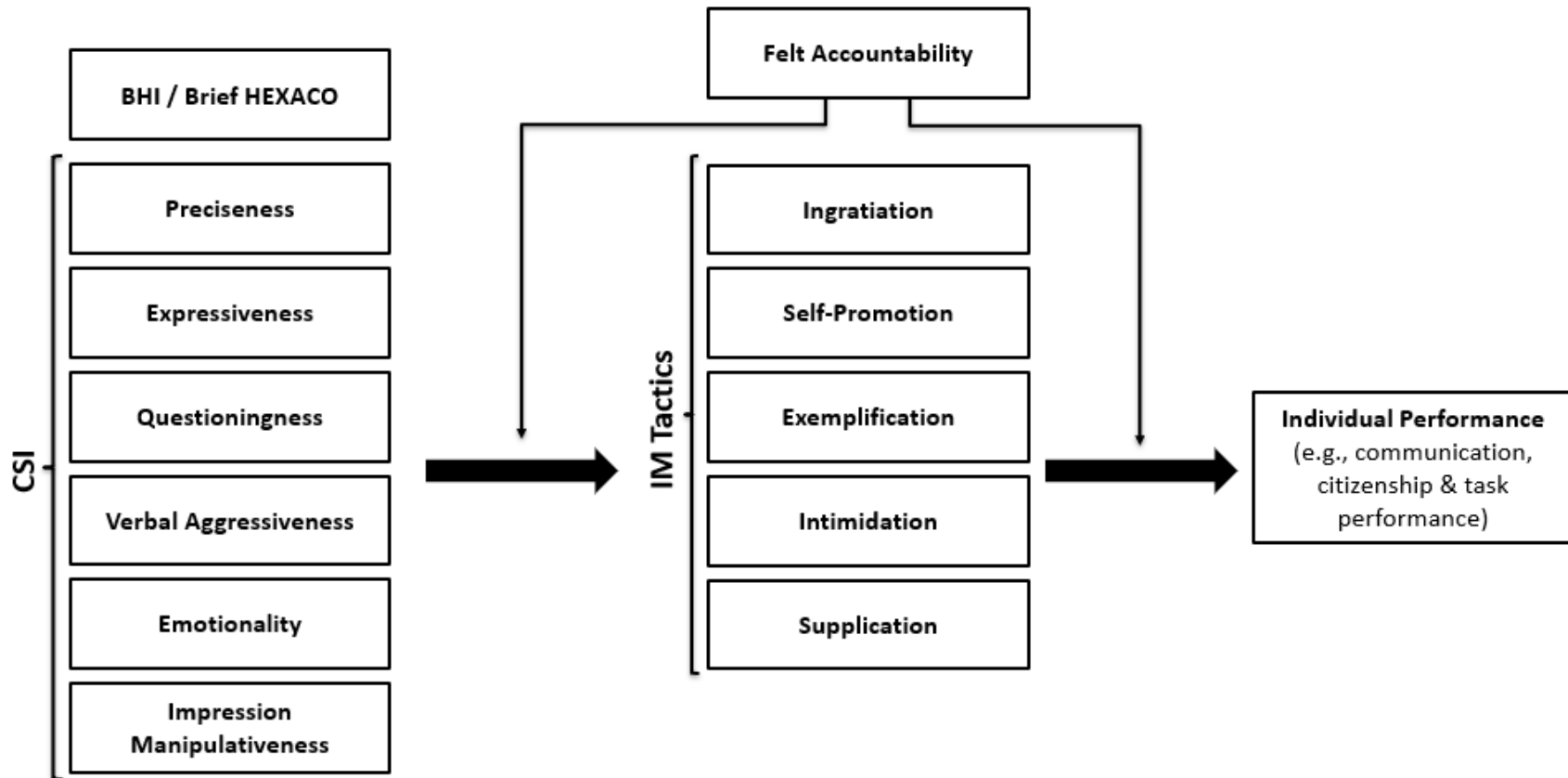
*Dependent Variable: Task proficiency*

Impression Manipulativeness	-.053	.068	-.773	.441
Exemplification	.032	.064	.508	.612
Ingratiation	.055	.065	.853	.395
Intimidation	.016	.073	.218	.828
Self-promotion	-.067	.065	-1.022	.309
Supplication	-.054	.070	-.771	.442
Accountability	.032	.053	.605	.546
Exemplification x Accountability	-.053	.056	-.944	.347
Ingratiation x Accountability	.015	.063	.229	.819
Intimidation x Accountability	.089	.068	1.308	.194
Self-promotion x Accountability	.004	.051	.087	.931
Supplication x Accountability	-.060	.070	-.850	.397
Agreeableness	-.018	.051	-.355	.723
Conscientiousness	.078	.060	1.303	.195
Emotional Stability	.072	.054	1.331	.186
Extraversion	-.034	.053	-.649	.517
Honesty-Humility	-.038	.064	-.588	.558
Openness to Experience	.051	.056	.906	.367

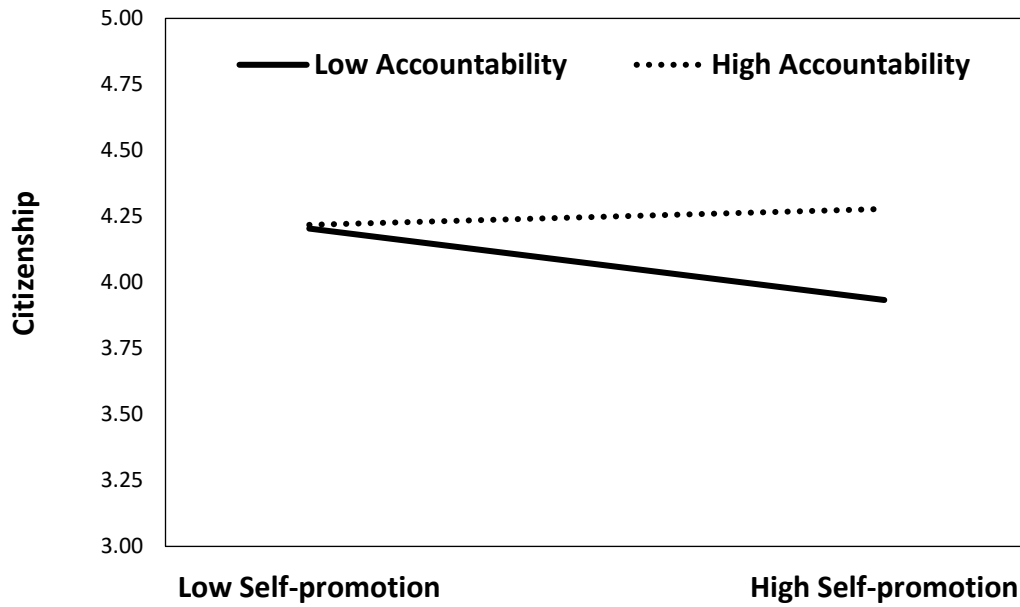
$R^2 = .08$

<i>Direct effect</i>	-.053	.068	-.773	.441
----------------------	-------	------	-------	------

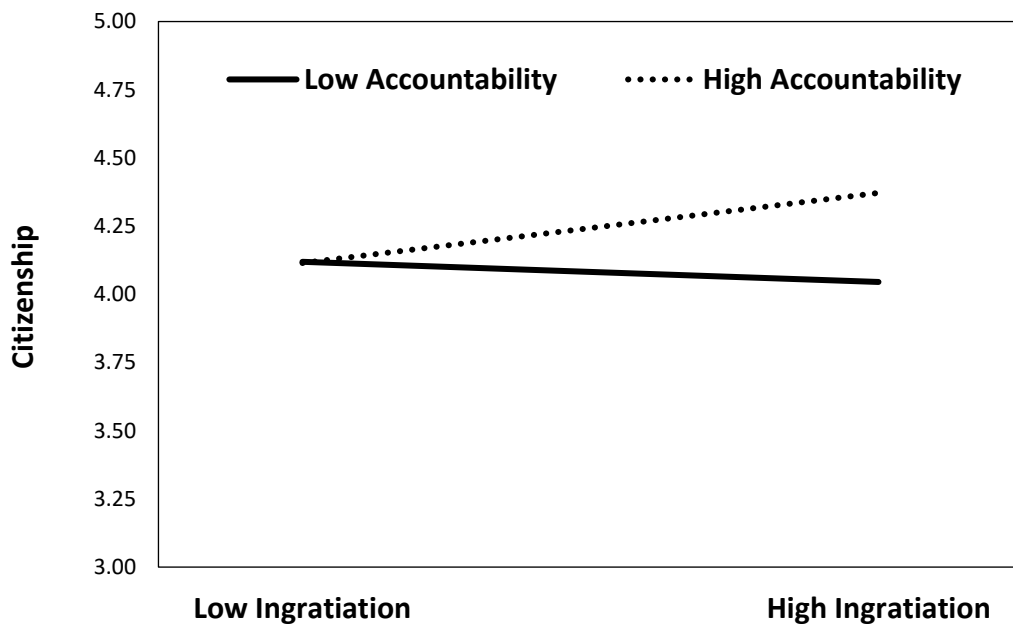
*Note.* BCA = bias corrected and accelerated confidence intervals; 5000 bootstrap samples; only significant conditional indirect effects are reported for brevity.



**Figure 1.** Proposed Theoretical Model

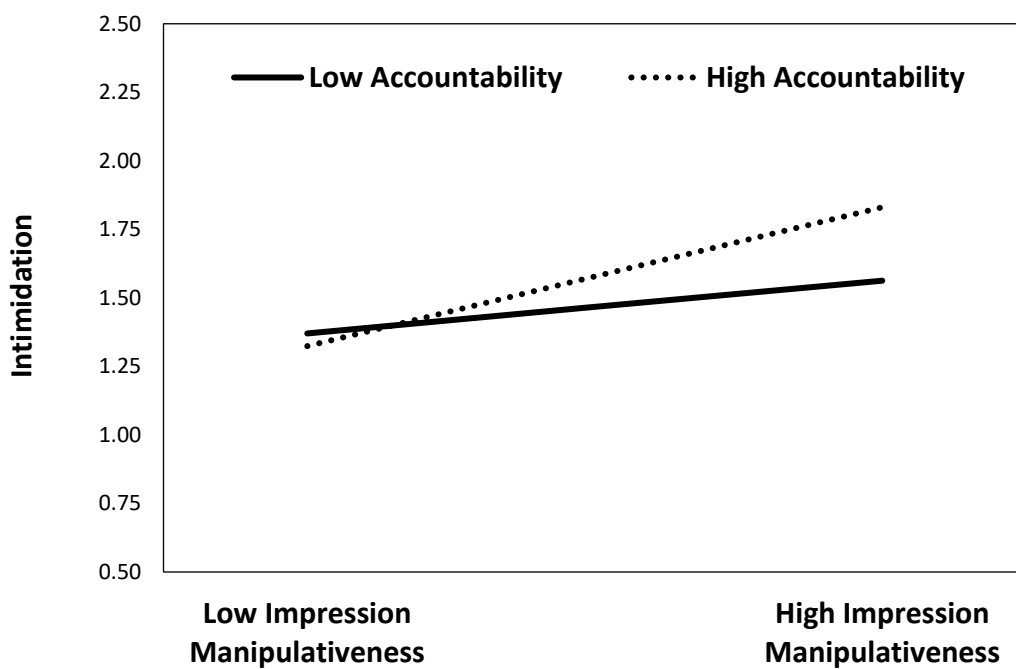


**Figure 2.** Accountability moderates the relationship between self-promotion and citizenship for the predictor of questioningness when controlling for broad personality traits



**Figure 3.** Accountability moderates the relationship between ingratiation and citizenship for the predictor of emotionality when controlling for the trait-relevant personality factor, emotional stability





**Figure 4.** Accountability moderates the relationship between impression manipulativenness and intimidation for the outcome of citizenship when controlling for broad personality traits